



Government of **Western Australia**
Department of **Mines, Industry Regulation and Safety**

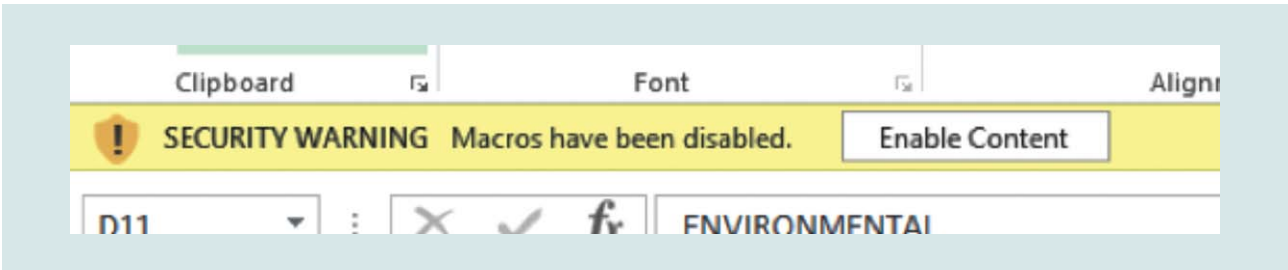
Stakeholder Identification Tool

USER GUIDE

AUGUST 2017

Getting Started

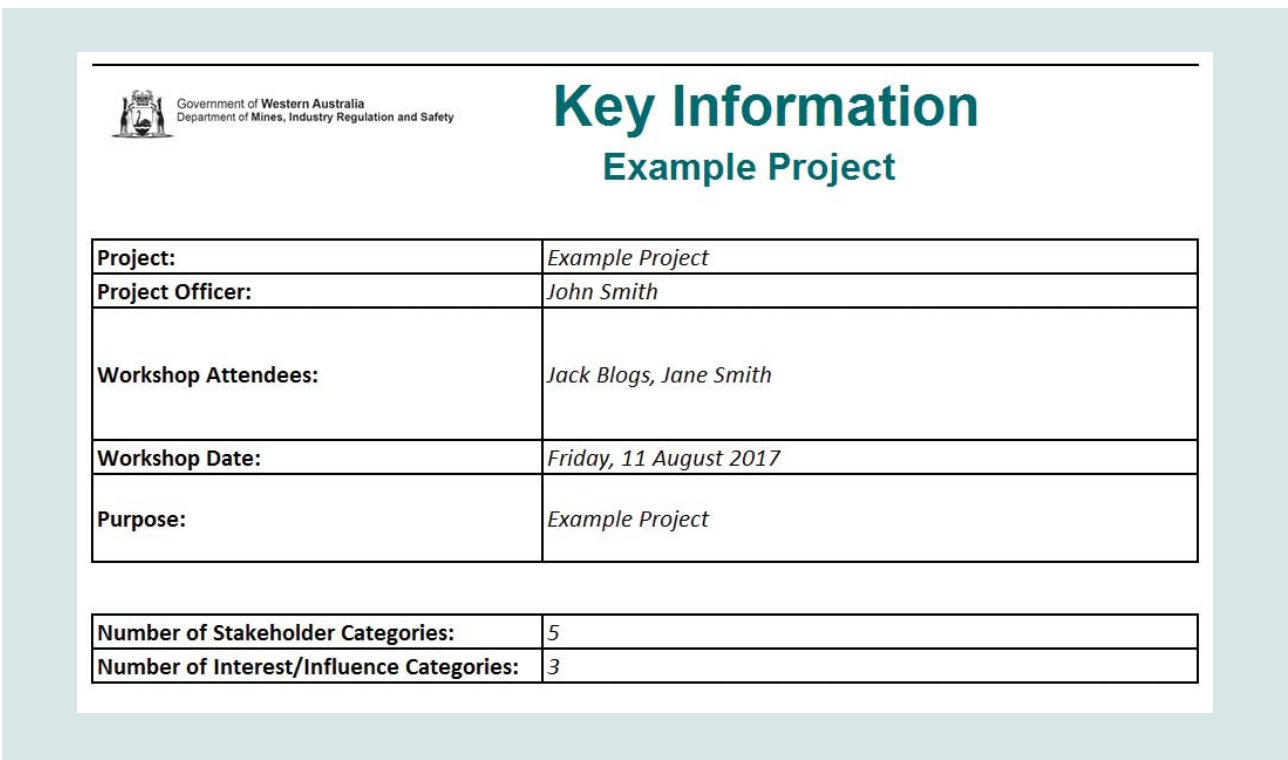
Enable Macros



Make sure Macros are enabled by clicking on the 'Enable Content' button.

Step by Step

Stage One – Setup Key Information



The key information tab allows you to keep track of the key details of the stakeholder analysis session you are covering. Data can be updated by clicking on each of the fields and modifying them. Key things to note are:

- Project Name is shown on each page
- Number of Stakeholder Categories and Number of Influence Factors must be selected from the in-cell dropdowns. Setting these will cause other parts of the spreadsheet to be hidden/revealed as appropriate

Key Concept: Stakeholder Category



Stakeholders can be grouped into individual categories for the purpose of itemising and ensuring that the full range of stakeholders have been considered. The system is limited to 20 Stakeholder categories. Note that if a stakeholder category name is changed then the stakeholder also needs to be reclassified into the new category.

Key Concept: Influence / Interest Analysis



This tool will map stakeholders on a four quadrant map that charts their influence and interest. This classification is essential to determine their information needs and how to communicate effectively to meet that need. The dimensions used are the **influence**, or the amount of power a given stakeholder has to alter the outcome and the level of **interest** the stakeholder will have in the project.

Key Concept: Stakeholder Influence Factor



Each Stakeholder can influence the project or be impacted by the project in a number of ways. Financially, Directly, Indirectly, Permanently or Temporarily. This tool needs a fixed number of influence/interest factors.

This tool requires the number of influence/interest factors to be the same. Also it only allows up to eight factors for each type.

Hints and Tricks: System will refresh when leaving the key information tab



As the user can update the number of stakeholder categories and influence factors on the 'Key Information' tab, as the system leaves that tab it will refresh and reconfigure the other tabs.

Stage Two – Identify Categories and Factors

The screenshot displays the 'Stakeholder Scoring System' interface for an 'Example Project'. It is divided into two main sections: 'INTEREST SCORE' and 'INFLUENCE SCORE'. Each section contains a list of categories and a question about stakeholder interest or influence. The 'Economic' category is highlighted in the Interest section, and 'Access' is highlighted in the Influence section.

Section	Category	Description
INTEREST SCORE	Environmental	Habitat for Flora
	Social	Impact on Community
	Economic	Reduction of Values
INFLUENCE SCORE	Access	To land area
	End Land Use	Open park land
	Works	Removal of waste

1. Which of the following categories is the stakeholder interested in?

2. The Interest Score will be the total number of categories that the stakeholder will likely have interest in and this value can range from 0 - 3.

1. Which of the following categories does the stakeholder have influence over?

2. The Influence Score will be the total number of categories that the stakeholder will likely have interest in and this value can range from 0 - 3.


On the 'Scoring System' and 'Stakeholder Categories' pages there are unlocked fields that allow the user to update the names and descriptions of the influence categories; interest categories and stakeholder categories.

Hints and Tricks: Update Stakeholder Categories and Influence Factors when Project Domain changes



Generally it is anticipated that the number and nature of Stakeholder Categories and Influence Factors will remain constant when the tool is used for a similar purpose. For example, for abandoned mines this setup is anticipated to stay constant for all abandoned mines. If the tool is used for another problem domain (such as regulatory/legislative change then the factors and categories will need to be updated.

Stage Three – Identify and Categorise Stakeholders

 Government of Western Australia Department of Mines, Industry Regulation and Safety		Stakeholder Categories	Stakeholder Name
John Smith	Landholders	Landholders	John Smith
Joe Bloggs	Directors	Directors	Joe Bloggs
Project Officer	Community organisations	Community organisations	Project Officer
Stakeholder A	Department of Mines, Industry Regulation and Safety	Department of Mines, Industry Regulation and Safety	Stakeholder A
Stakeholder B	Shire	Shire	Stakeholder B
Stakeholder C	Community organisations	Community organisations	Stakeholder C
Stakeholder D	Landholders	Landholders	Stakeholder D

During this phase all stakeholders are identified using a brainstorm, mindmap, survey or another similar technique. Each stakeholder is given a descriptive name and categorised into one of the categories identified in stage 2. The names of the stakeholder categories can be found in the 'in-cell' dropdown. Only stakeholder categories already identified on the 'Stakeholder Categories' tab can be linked to the stakeholders. If additional categories are identified at this stage then simply update the key information and add the additional category to the 'Stakeholder Categories' tab.

Key Concept: Stakeholder



A person, group, company or organisation that has interest or concern in a project or initiative.

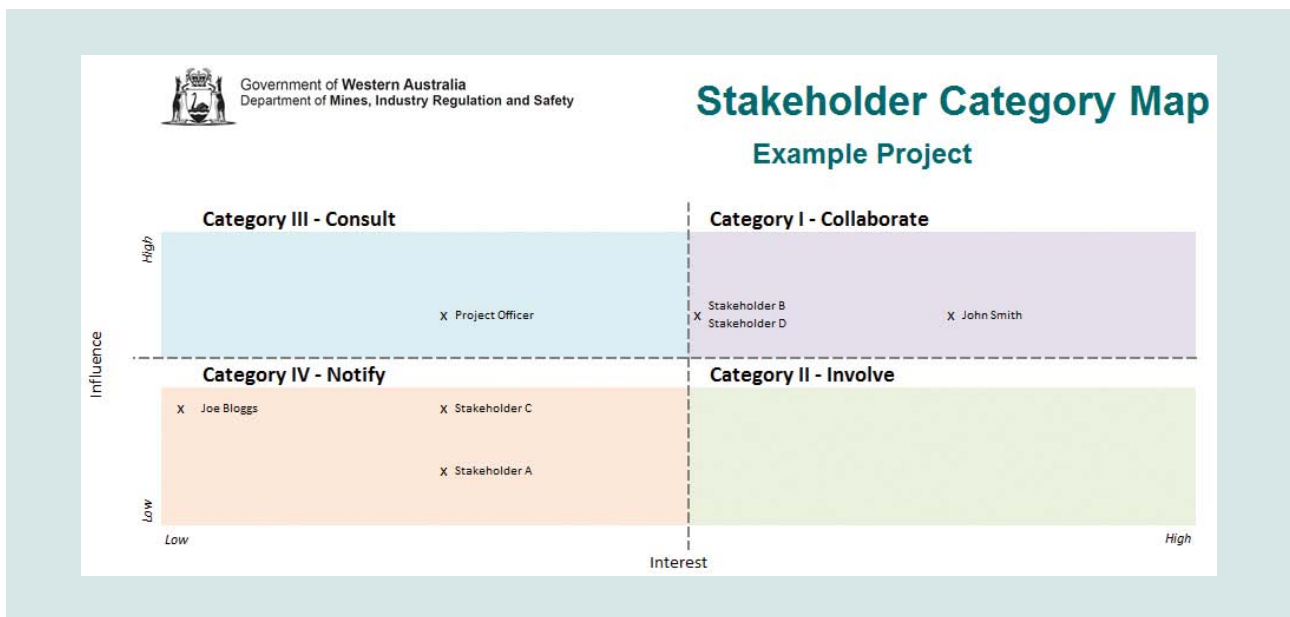
Stakeholders can affect or be affected by the project's outcomes, actions, objectives or policies.

This tool can model up to 100 stakeholders.

Stage Four – Rank Stakeholders

Each stakeholder needs to be assigned a yes/no response about whether that stakeholder influences or is impacted by an influence/impact factor. This is all done on the 'Stakeholder Analysis' tab. The system will calculate the influence and impact scores automatically and update the Stakeholder Category Map automatically. Entering each individual response allows for later cross-reference and peer-review of the influence/impact assessment. Further it allows drill-down analysis using dropdown auto-filtering.

Stage Five – Review Stakeholder Chart and Develop Stakeholder Engagement Plan



The tool will produce a chart that splits stakeholders into four categories. As part of developing your Stakeholder Engagement Plan you may wish to use the quadrant location of the stakeholder to influence your communication/engagement style.

Key Player	
Category I – Collaborate	<ul style="list-style-type: none"> • Focus efforts on this group • Involve in Governance/Decision Making • Engage and consult regularly
Show Consideration	
Category II – Involve	<ul style="list-style-type: none"> • Make use of interest through involvement in low-risk areas • Keep informed and consult on interest area • Potential supporter / goodwill ambassador
Meet their needs	
Category III – Consult	<ul style="list-style-type: none"> • Engage and consult on interest areas • Try to increase level of interest
Least Important	
Category IV – Notify	<ul style="list-style-type: none"> • Inform via general communications; newsletter, website etc.

(Adapted from Eden and Ackermann)¹ (p121-125, 344-346)

1 Making Strategy: The Journey of Strategic Management, London, 1998: Sage Publications

Hints and Tricks: Chart will resize when entering the 'Category Map' (chart) tab



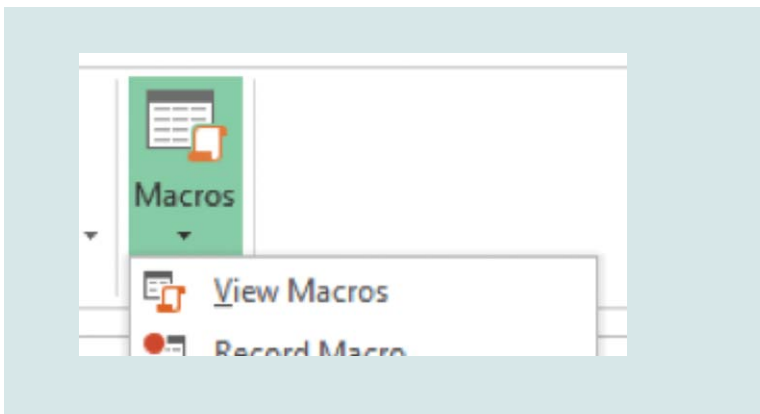
The chart updates whenever the data is updated (based on the calculation settings). However the chart is reformatted and resized to make sure all information is clearly presented and is formatted consistently. This only takes a fraction of a second, but may be seen as quick flash or slight delay.

Advanced Use

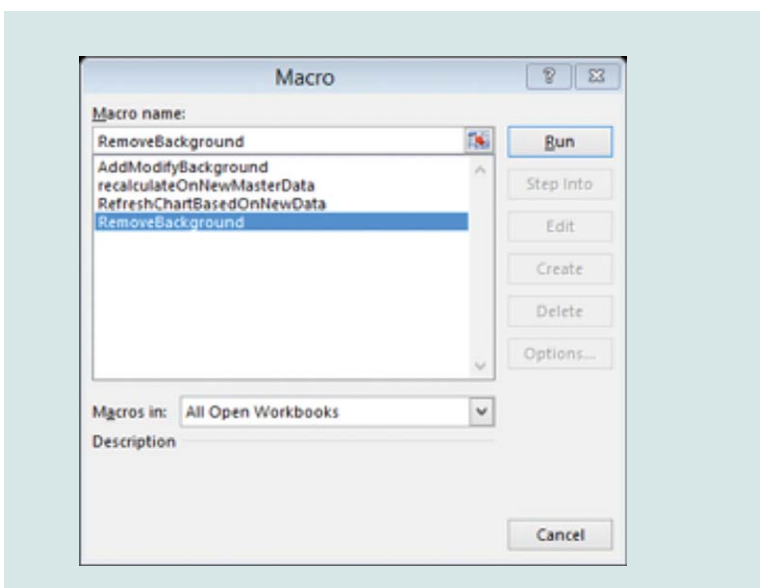
Add/Remove Backgrounds

Background images can be added /removed from each tab in the workbook using a special Macro. The standard method cannot be used as the workbook is protected to ensure that nobody edits the spreadsheet and breaks its functionality.

The Macros are accessed from the **VIEW -> MACROS** menu bar option

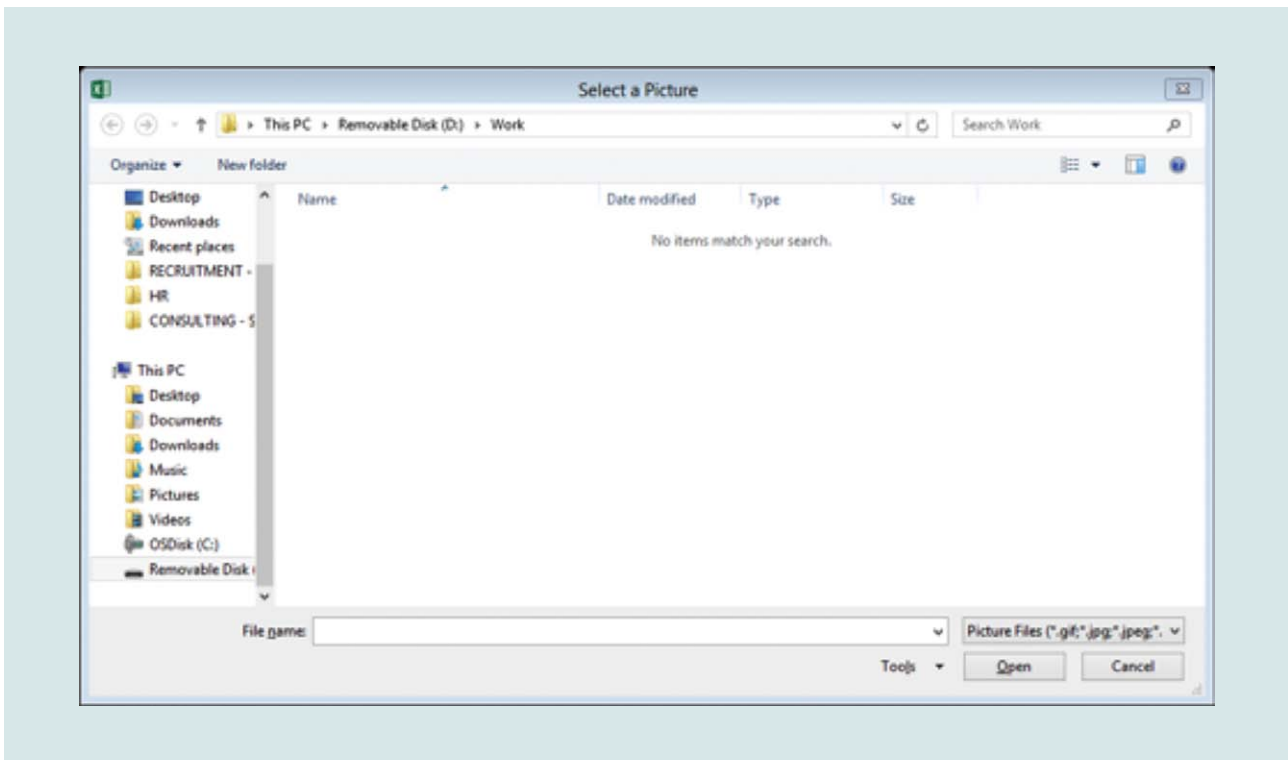


Then a list of Macros is made available to the user



There are four options made available; two of these relate to the background image. One is to set/update and the other to remove.

- **Add Modify Background** – will add or update the background on the **current tab**. You just need to select the image that you'd like to be tiled on the background for the tab.



- **Remove Background** – will remove the background on the selected tab.

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