**Introduction**

Our customized courses balance theory with hands-on participation in simulated negotiations and facilitated discussions. We have found, immersion exercises have proven to be highly effective in teaching participants to recognize context and interests involved in complex policy and planning issues as well as learning negotiation and facilitation skills. To enhance the learning experience we specifically choose or devise simulations that exemplify the issues and projects are relevant to your organization and will engage throughout their careers.

**Course Elements**

The **objectives** of the course are to help professional staff to:

* Understand a framework for negotiating complex environmental agreements
* Understand how to apply basic negotiation and mediation techniques to problems they regularly encounter now and will in the future, and to identify these situations as they arise;
* Develop an understanding of negotiation as the integration of value;
* Learn and practice processes and techniques in preparation for negotiations;
* Practice negotiation and facilitation techniques through hands-on simulations reflecting real-world situations;
* Express and realize organizational interests in multi-party negotiation;
* Introduce basic elements of facilitation and mediation

We work with you to build the negotiation **competencies** from the following list:

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| --- | --- |
| * Understand foundational elements of mutual gains bargaining
* Asses Preconditions of negotiation
* Plan steps in a structured negotiation process: Preparation
* Steps in a structured negotiation process II: Bargaining and post –negotiation
* Strategic plan the roles of project proponents, technical advisors and neutrals
 | * Applying interest-based bargaining to environmental disputes
* Avoiding escalation and entrapment in negotiation
* Engage in single issue, multiparty negotiations
* Engage in multiparty, multi-issue negotiations
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**Environmental Policy Topics Addressed**

As we have worked with a wide variety of agencies, NGOS, community and business organizations the substantive issue-focus of our cases and simulations are very diverse:

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| --- | --- |
| * Water infrastructure development
* Reducing impacts of imported seafood on US markets
* Creating marine protected areas
* Addressing economic consequence of marine protected areas
* Avoiding impacts of bycatch on sensitive species in commercial fishing
 | * Wetland conservation and restoration
* Environmental justice impacts of industrial facilities
* Trans-boundary river basis management
* Wastewater remediation
* Accelerating renewable energy generation
* Forest management
* Development in the coastal zone
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**Substantive Topics Addressed**

We also work with you to choose the mix of **formats** to structure the courses:

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| --- | --- |
| * Short presentations with Q&A
* Simulated negotiations focused on

a single issue * Complex multi-party negotiation scenarios involving multiple issues
* Presentations of case studies by guest speakers Evaluating your own negotiation style
* Evaluating your own negotiation style
 | * Decoding and distinguishing positions and interests
* Short exercises analyzing and reflecting on negotiation experience
* Tips for effective multiparty negotiation
* Rethinking the role of negotiation in your organization
* Clinics to brainstorm approaches to current conflicts
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**Distinguishing Features of CONCUR’s Training Courses**

* Training courses based on professional practice. CONCUR brings to the classroom lessons learned from our active environmental mediation practice. In this practice, we utilize our dual expertise by applying a range of analytic, strategic planning, and negotiation skills to help a range of clients make difficult decisions. We provide the full range of professional services needed to support this primary objective, including the employment of state-of- the-art communication and information technology. Over the past 25 years, CONCUR has built over 100 agreements on a wide range of complex environmental policy, planning, and natural resource issues. We bring that real-world experience into the training classroom by using it to inform our lectures, discussions, and simulation exercises.
* Rigorous Training in Negotiation and Mediation, with a Dual Expertise in Natural and Social Sciences. In addition to our advanced training in negotiation, each staff member possesses dual expertise in the natural and social sciences. CONCUR Principals and Associates have substantive knowledge of environmental science, law, policy analysis, and management. We have broad experience working across a range of substantive issues including water supply, water use efficiency, water measurement, climate change adaptation, groundwater contamination, watershed management, flood protection, coastal and marine management, and wetland restoration.

CONCUR Principal Scott McCreary serves as Senior Instructor in our training courses, and is meticulously trained in the process skills of the art and science of negotiation and dispute resolution. He studied with leading figures in establishing the field of public policy mediation at MIT and the Harvard Program on Negotiation and earning his Master’s degree in Environmental Planning from UC Berkeley. A parallel track of his graduate training emphasized the use of technical information in environmental planning and policy development.

* Twenty-five years’ experience designing customized training courses. We have designed and lead approximately forty customized training courses in environmental negotiation for various government agencies and corporations. Our most recent clients include: the Santa Clara Valley Water District, Sacramento River Interagency Mitigation Team, the California State Water Resources Control Board and the nine Regional Water Quality Control Boards, Nevada Division of Water Planning, U.S. Bureau of Reclamation, U.S. Department of Agriculture, and the Louisiana Department of Environmental Quality, and the Ports of Los Angeles and Long Beach. Our international training experience includes the New Zealand Environment Court, water resource managers in Angola, Namibia, and Botswana, and the New Zealand Ministries for the Environment and the Department of Conservation.

For several of these clients, CONCUR also developed customized simulated negotiation exercises to address the specific issues and challenges they regularly confront. Often, we design customized training exercises programs for clients involved in an actual negotiation to equip them with tools to be more effective negotiators.

**Selected Past Courses**

* Scripps Institution of Oceanography. In September 2014 and September 2015 we conducted 2-day courses on *Negotiating Effective Environmental Agreements* for a core group of Masters students in Marine Biodiversity Conservation at the Scripps Institution of Oceanography with the aim of imparting practical negotiation skills they could use in their careers. This course was specifically developed for graduate students headed towards careers in marine science and policy, with interests in sustainable fisheries, creation of marine protected areas, dealing with marine debris, and creating institutional frameworks for ocean management. This course provided a sequence of negotiation skills, which were reinforced in increasingly complex role-playing simulations. We tailored a multi-party single-issue simulation and lead a multi-party multi-issue simulation to match the interests of participants.
* Greater Atlantic Regional Fisheries Office. In April 2014, we conducted a 3-day course in *Negotiating Effective Environmental Agreements* specifically tailored for professionals at NOAA’s Greater Atlantic Regional Fisheries Office (GARFO) who support marine resource collaborative processes. GARFO deals with issues including avoiding bycatch in commercial fishing, restoring anadromous fisheries, dealing with infrastructure issues that impact fisheries, avoiding stranding and entanglement. This course provided a sequence of negotiation and facilitation skills, reinforced in increasingly complex role-play simulations. We prepared several new exercises on (1) challenges and benefits in partnering; (2) assessing partnerships; (3) mapping partnerships; (4) assessing internal partnership capacity; (5) drafting a partnership agreement; and (6) drafting a work plan. CONCUR also led a clinic for staff to raise, and problem-solve, current NMFS issues.
* New Zealand Environment Court. In March 2014, CONCUR Principal Scott McCreary presented mediation training to commissioners at the New Zealand Environment Court. The Environment Court is a specialist institution within the New Zealand Court system with jurisdiction to determine a broad spread of resource management cases. The Court considers cases at a variety of physical scales involving land use, physical building design, and water resource management. The Environment Court also encourages participants in a dispute to pursue Alternative Dispute Resolution and offers mediation services facilitated by its Commissioners.. Lecture and role plays covered topics including: the role of the mediator, mapping stakeholder interests, establishing a negotiating agenda, creating a climate for joint problem solving, capturing agreements in a single document, distinguishing between positions and interests. Other exercises examined, preventing escalation and entrapment, and the importance of signaling intent a negotiation or facilitation strategy. The workshop also included components for practicing mediators to reflect on incorporating best practices into the ongoing work of Environmental Court mediators.