

Principles of Stakeholder Engagement

Appendix A to Stakeholder Engagement Framework Presentation to Stakeholder Advisory Committee Meeting - October 1, 2015

Stakeholder engagement principles guide the conduct of both the IESO and stakeholders to help ensure the engagement is conducted with integrity towards an efficient and effective process. Stakeholders' perspectives are used to inform decision-making; the responsibility for the decision rests with the IESO.

1. **Assess Issues for Change**

The IESO will identify issues, the need for the change and the potential impact on stakeholders in order to determine the proposed appropriate method of stakeholder engagement. The stakeholder engagement process will accommodate a range of approaches to reflect the nature and importance of the change. The engagement method will determine the level of participation expected from stakeholders, including the public, and will document a process to achieve the desired goal.

[NTD: this principle replaces the former the "Stakeholder Engagement Plan" principle]

2. **Inclusive and Adequate Representation of all Stakeholders**

Efforts will be made to assess stakeholder interests and impacts for each initiative or decision-making process and encourage an effective representation of stakeholders in each engagement, especially those stakeholders that have a tendency to remain silent or reluctant to engage. Where practical, a variety of engagement methods will be offered to provide flexibility to participate.

[NTD: this updates the previous principle]

3. **Provide Effective Communication and Information**

The IESO will facilitate a process that provides stakeholders with fulsome, accurate and timely information needed for meaningful participation and that provides adequate time for review and consideration. The information will be presented in a manner that the stakeholder can readily understand.

[NTD: this updates previous principles capturing the request to respect stakeholder time for involvement.]

4. **Promote Openness and Transparency**

Openness and transparency will be assured throughout the process that allows for inclusive participation of all affected stakeholders. The IESO will plan each engagement initiative, set objectives and timelines, track and document the process and report on progress. Through each initiative, the IESO will remain open to consider input that can influence recommendations and decisions.

[NTD: this updates the previous principle to add more detail on how we will set expectations at the outset.]

5. **Build Trust**

Participation in the IESO's stakeholder initiatives will foster an environment for inclusiveness, sincerity, respect, mutual trust and fairness, in an effort to promote meaningful dialogue that incorporates listening and honesty.

[NTD: This is a new principle]

6. **Neutral Facilitation**

The IESO, as facilitator, will be committed to maintaining neutrality and will ensure that it understands the diversity of views presented by various stakeholders and the IESO.

[NTD: this has been updated to add the IESO as a neutral facilitator in the process.]

7. **Communicate Outcomes**

The IESO will communicate to its stakeholders the decision, the rationale for the decision and how stakeholder input was taken into account in the decision. Stakeholder views will be communicated to decision makers prior to decisions being made. The IESO will also work with stakeholders on implementing changes.

[NTD: this is a new principle.]

Current Principles of Engagement

The Principles of Stakeholder Engagement are:

1. A **stakeholder engagement plan** will be developed for each significant issue or opportunity. The plan will define the objective, stakeholders to be engaged, method of engagement, schedule of expected activities and decision timeframes.
2. **Transparency and openness** of IESO's stakeholder engagement process and IESO decision making. The IESO will communicate with its stakeholders in an open and honest way. The IESO will communicate to its stakeholders the decision, the rationale for the decision and how their input was taken into account in the decision.
3. **Inclusive and adequate representation of all stakeholders.** The IESO will encourage the participation of relevant stakeholders, that is, those who have an interest in the action or decision under consideration, as well as those who would be affected by it or who may perceive they would be affected by it. Where practical, a variety of engagement methods will be offered so the full range of stakeholders may effectively participate in some way. Effort will be made to involve effective representatives of important relevant stakeholder groups, especially those that may have a tendency to remain silent or uninvolved.
4. Stakeholders will be provided with opportunities for **meaningful dialogue and input** into IESO decision making. The IESO will remain open to consider input that can influence recommendations and decisions. Stakeholder views will be communicated to decision makers prior to decisions being taken.
5. An **accessible and efficient stakeholder engagement process.** Varying levels of stakeholder engagement activities will be designed based on the nature of the decision, the significance of the issue or opportunity to stakeholders and the need for efficiency to assure engagement objectives can be met in a timely and cost-effective manner.
6. The IESO will work with its stakeholders to foster an environment of **sincerity, and mutual trust and respect.** All participants in an engagement are treated with respect and the forum is conducted in a fair, orderly, efficient manner. All participants in an engagement will strive to be informed about the issue or opportunity, to communicate their views and to support others.

7. **Neutrality of IESO.** The IESO will make efforts to understand the values behind the diversity of views presented by various stakeholder groups.

8. The IESO will provide stakeholders with **complete, accurate, timely and comprehensible information** they need to effectively participate in engagement activities. The information will be presented in a manner that the stakeholders can readily understand and at a time that allows for adequate review and consideration.