

**Griffith University**

**Faculty of Environmental Sciences**

**Australian School of Environmental Studies**

**Industry/Community Relationships in Critical Industrial  
Developments**

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## **Statement of Originality**

The material presented in this thesis has not been previously submitted for any degree or diploma in any university and to the best of my knowledge, contains no material previously published or written by another person, except where due acknowledgement is made in the thesis itself.

Ingo Carl Peter Hoppe

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## **Dedication**

I wish to dedicate this thesis to my dear late wife Bodil. Without her love, understanding unwavering patience and encouragement this thesis would never have happened. My gratitude is overwhelming, my respect genuine, and my love real.

## **Abstract**

Traditionally, proponents of industrial developments emphasise the technical and economic factors associated with development and largely underestimate the importance of the social, cultural, economic and political dimensions, which are critical in all industrial developments. These socio-cultural factors include community value and belief systems and notably, also the techno-economic values and ideologies to which government agencies and industrial developers subscribe. This thesis argues that to assure local peace and a socially, culturally and environmentally sustainable development, different stakeholder values and ideologies must be aligned and industry/community interests balanced.

These opposing value positions, however, are widely believed to be irreconcilable and that responsible industrial development cannot occur without a fundamental shift from the traditional resource management paradigm to its ecocentric alternative. In contrast, this thesis found that different stakeholder values and ideologies could be successfully aligned without a wholesale paradigm shift. This was made possible by merging social variables with the traditional resource management paradigm as well as with various organisational change theories.

This thesis, therefore, advances a new synthesis that combines the social variable of project specific power sharing, the traditional resource management paradigm, and organisational change theory and in particular the punctuated equilibrium and deep structure paradigms. This synthesis is particularly useful to better understand how and why organisational structures and substructures respond to punctuated techno-economic equilibria, such as resource availability.

This thesis analyses these discontinuous change processes of punctuated equilibrium by applying its paradigmatic synthesis to two large industrial developments. These development were chosen because the developer of the **FE**nza, **K**leiner **HA**Selboden, hence the project name FEKLHAS, in Switzerland and the operators of the East End Mine in Central Queensland faced the same problem of resource availability.

In contrast to the organisational change literature, the deep structure and punctuated equilibrium paradigms this thesis found that incremental change does not necessarily occur when only the more marginal levels of deep structure are affected. Furthermore, revolutionary change does not necessarily occur when fundamental levels of deep structure reconfigure, supposedly changing with them all marginal levels embedded in the core levels.

Consequently, this thesis argues fundamental external perturbations such as limitations in resource availability do not necessarily alter deep structure commitments at all organisational levels. Instead, a new phenomenon emerged from this study, which this thesis calls, project specific deep structure commitments. This thesis found that these case specific deep structure commitments are capable of isolating the marginal organisational level from the core. This may be tolerated by the core organisational level to avoid legal exposure, thereby assuring stability, while maintaining the earlier deep structure commitments at the margins. Revolutionary change or the reconfiguration of deep structure commitments at the core organisational level on the other hand, may exclude organisational substructures at the marginal level for the same reasons. Against this background this thesis argues that organisational deep structure forces associated with incremental change are more compatible with the punctuated equilibrium idea than previously considered.

## Table of Contents

Statement of Originality .....	i
Acknowledgements .....	ii
Dedication .....	iv
Abstract .....	v
Table of Contents .....	vii
List of Tables .....	x
List of Figures .....	xi
List of Abbreviations .....	xii
Chapter 1 Introduction .....	1 1
Chapter 2 Theoretical Framework (Part One) - Punctuated Equilibrium and the Dynamics of Organisational Substructures .....	2 1
2.1 Introduction .....	2 1
2.2 Theoretical Background .....	2 3
2.3 Contingency Theory .....	2 6
2.4 Population-Ecology Theory .....	2 12
2.5 Institutional Theory .....	2 17
2.6 The Punctuated Equilibrium Paradigm .....	2 21
2.7 Merging Paradigms .....	2 30
2.7.1 Structural contingencies and the analytical significance of multi systemic organization .....	2 30
2.7.2 Population -ecology and the diverseness of organisational structures .....	2 32
2.7.3 A post-bureaucratic approach to traditional institutionalism .....	2 36
2.8 Summary .....	2 40
Chapter 3 Theoretical Framework (Part Two) – The Triadic Principle of Socio- Environmental Contingencies: Community Values, Socio- Environmental Paradigms, Social Trust .....	3 1
3.1 Introduction .....	3 1
3.2 Community Values .....	3 4
3.2.1 Legitimizing Community Value Positions – A Precondition for Effective Socio environmental Contingency Responses .....	3 4
3.2.2 Distorting Community Value Questions: Dominant Ideological Norms and Techno-Economic Language .....	3 9
3.2.3 Community Values, Local Wisdom and the Political Economy of Expert Knowledge .....	3 15
3.3 Socio-Environmental Paradigms .....	3 20
3.3.1 Paradigms, Ethics and the Spectrum of Environmental Ideologies .....	3 20
3.3.2 changing Paradigmatic Perceptions and Interpretations .....	3 22
3.3.3 The Emergence of Alternative Paradigms .....	3 24
3.3.4 The Limits of Paradigmatic Dualism .....	3 29
3.4 Adding Socio-environmental Variables to the Green Spectrum. A Proposal for Deconstructing Ideological Dualism .....	3 33
3.5 Participation, Synergism and Social Trust .....	3 37
3.5.1 Beyond Participatory Symbolism: A Micro-Ecocorporatist Approach .....	3 37
3.5.2 Bridging Egocentrism and Ecocentrism: A Synergistic Approach .....	3 40
3.6 Summary .....	3 42

Chapter 4	Theoretical Framework (Part Three) – The Social Function of Trust in Relation to Public Participation .....	4 1
4.1	Introduction .....	4.1
4.2	Fundamental Dimensions of Social Trust Relationships .....	4.2
4.3	Conceptualizing Social Trust Dimensions .....	4.11
4.4	The Role of Social Trust in Facilitating Cooperation and Participation in Relation to Risk Communication .....	4 15
4.5	Summary .....	4.20
Chapter 5	Research Methods and Strategies .....	5 1
5.1	Introduction .....	5.1
5.1.1	Theoretical Background .....	5 1
5.1.2	Rationale: Why selecting the Cement Industry for Analysis? .....	5 4
5.2	Research Methods .....	5 11
5.2.1	Grounded Theory .....	5 11
5.2.2	Identification of the Case Examples .....	5 14
5.2.3	Theoretical Sampling .....	5 18
5.2.4	Transactional system analysis .....	5 22
5.2.5	Data accumulation methods .....	5 24
5.2.6	Establishing Interpretative Validity .....	5 31
5.2.7	Strategies of Multiple Triangulation .....	5 34
5.2.8	Open Coding: The Conceptualisation and Categorisation of the FEKLHAS and East End Mine Data .....	5 39
5.3	Ethical Considerations .....	5 45
5.4	Summary .....	5 46
Chapter 6	Case Study A – The “FEKLHAS” Project – Industry Responses to Socio-Environmental and Participatory Contingencies .....	6 1
6.1	Introduction .....	6 1
6.2	Setting the Scene .....	6 3
6.2.1	The Municipality of Untervaz .....	6 3
6.2.2	The FEKLHAS Quarries .....	6 7
6.2.3	Sequential Overview of BCU’s Geological Explorations .....	6 10
6.3	Commissions and Interest Groups .....	6 13
6.4	Collaborative Planning and Development Strategies .....	6 17
6.5	The FEKLHAS <i>Begleitkommission</i> .....	6 22
6.6	The Stakeholders .....	6 28
6.7	Summary .....	6 33
Chapter 7	Case Study A The “FEKLHAS” Project Analysis: The “FEKLHAS” Concept and Emergent Themes .....	7 1
7.1	Introduction .....	7 1
7.2	Underlying Value Commitments: The Mutual legitimization and Alignment of Different Stakeholder Value Positions .....	7 2
7.3	Deep Structure History .....	7 13
7.4	Strategic Orientations and Managerial Paradigms .....	7 25
7.5	Consolidating Local Social Trust: BCU’s Commitment to Participatory Strategies .....	7 34
7.6	Summary .....	7 41

Chapter 8	Case Study B The East End Mine Controversy, Redefining The Problem: Integrating Techno-Economic Factors and Socio-Environmental Community Values .....	8.1
8.1	The Bracewell – East End Quarry Development .....	8.1
8.1.1	Introduction .....	8.1
8.2	Setting the Scene .....	8.4
8.2.1	The Gladstone Region and the Mt. Larcom District .....	8.4
8.3	The historical development of community, government and industry deep structure strategies and the loss of social trust .....	8.8
8.3.1	The East End/Bracewell Exploration Drilling Program .....	8.10
8.3.2	The Neglected Social Fundamentals: Community Solidarity, Community Spirit and Local Wisdom .....	8.18
8.3.3	The Mining Warden’s Hearing and Recommendations 1976 .....	8.26
8.3.4	Water Monitoring and the Interpretation of Hydrological Data .....	8.31
8.3.5	The East End Mine Community Liaison Group .....	8.40
8.3.6	The East End Mine Open Technical Forum .....	8.45
8.4	Summary .....	8.50
Chapter 9	Case Study B The East End Mine and the FEKLHAS Development A Comparative Analysis .....	9.1
9.1	The East End Mine Development and the Emergent Themes .....	9.1
9.2	Introduction .....	9.1
9.3	The mutual acceptance, legitimisation and alignment of stakeholder value and belief systems .....	9.3
9.4	Socio-environmental deep structure histories, choices and strategies .....	9.16
9.5	Strategic orientations and managerial paradigms in relation to community participation, social trust and trust behaviour .....	9.28
9.5.1	Strategic orientations and managerial problems .....	9.28
9.5.2	Community participation, social trust and trust behaviour .....	9.32
9.5.2(i)	Commitment .....	9.33
9.5.2(ii)	Competence .....	9.36
9.5.2(iii)	Caring .....	9.41
9.5.2(iv)	Predictability .....	9.47
9.6	Summary .....	9.52
Chapter 10	Summary and Conclusion .....	10.1
10.1	Introduction .....	10.1
10.2	Merging organisational change paradigms .....	10.2
10.2.1	Combining the social variable of project specific power sharing with the traditional environmental and resource management paradigm .....	10.2
10.2.2	Merging the concept of project specific deep structure commitments with the punctuated equilibrium paradigm and social trust .....	10.5
10.3	FEKLHAS vs. East End Mine: A comparative analysis .....	10.9
10.3.1	Balancing community and industry goals .....	10.10
10.3.2	Aligning community and industry values: A synergy of traditional management and a progressive deep structure history .....	10.13
10.3.3	Social Trust and participatory strategies .....	10.17
Bibliography	.....	B1

## LIST OF TABLES

Table 3.1	Comparison of Major Paradigmatic Assumptions .....	3.25
Table 3.2	Counter paradigms .....	3.30
Table 3.3	The dynamics of environmentalism, social change and environmental management .....	3.34
Table 3.4	The spectrum of sustainability and environmental ideologies .....	3.36
Table 5.1	Chemical composition of Portland cement .....	5.5
Table 5.2	Material needs for one metric tonne of Portland cement .....	5.6
Table 5.3	Natural Resource Requirements .....	5.6
Table 5.4	Summary of Resources used to produce 1.7 billion t of cement .....	5.8
Table 5.5	Case Examples and Method of Inquiry .....	5.16
Table 5.6	Stakeholder Categories and Types of Interview .....	5.19
Table 5.7	Categorising and coding of data .....	5.41
Table 6.1	Overview of Exploration Results .....	6.12
Table 6.2	Organization of the <i>Begleitkommission</i> , The FEKLHAS Project Commission .....	6.28
Table 8.3.1	The FEKLHAS vs. the EEM approach to exploration: A comparative summary .....	8.18
Table 8.3.2	Social fundamentals, local wisdom, community solidarity and Community spirit: A comparative summary .....	8.26
Table 8.3.3	The consequences of misinterpreting or accepting social issues: A comparative summary .....	8.31
Table 8.3.4	The EEM case and the monitoring of groundwater levels, free flow of information or limited data distribution? A Comparative Summary .....	8.40
Table 8.3.5	The CLG a genuine participatory forum? A comparative summary ..	8.45
Table 8.3.6	The open technical forum vs. FEKLHAS participatory structures: A comparative summary .....	8.49
Table 10.1	Balancing community/industry goals, a comparative summary .....	10.12
Table 10.2	Deep structure histories and the alignment of community/industry values, a comparative summary .....	10.16
Table 10.3	Social Trust and participatory strategies: A comparative summary .....	10.20

## List of Figures

Figure 2.1:	Deep Structure Contingency Response, Path 1 .....	2.27
Figure 2.2:	Deep structure contingency response, Path 2 .....	2.27
Figure 2.3:	Deep Structure Contingency Response, Path 3 .....	2.28
Figure 3.1:	The Eco-Superstructure .....	3.32
Figure 5.1	Transactional System Analysis .....	5.23
Figure 5.2	Data-Accumulation Strategies .....	5.25
Figure 5.3	Multiple Triangulation Strategies .....	5.37
Figure 5.4	Conceptual Framework and Strategies .....	5.44
Figure 6.1	Location of Untervaz and the Kanton Graubünden .....	6.4
Figure 6.2	The Fenza Deposit .....	6.7
Figure 6.3	BCU Service and Distribution Area .....	6.9
Figure 6.4	Areas Considered for Future Mining .....	6.11
Figure 6.5	The FEKLHAS Quarries .....	6.13
Figure 6.6	BCU Project – Planning and Project-Organization .....	6.16
Figure 6.7	Tunnel link Haselboden / BCU Factory .....	6.19
Figure 6.8	Sequential Mining and Rehabilitation Process .....	6.21
Figure 7.1	Key Forces Affecting the Evolution of Value Legitimization .....	7.13
Figure 7.2	BCU Deep Structure Feedback Loop .....	7.23
Figure 8.1	Geographical Location of Mt. Larcom .....	8.5
Figure 8.2	Location of Bracewell / East End Area and East End Mine .....	8.6
Figure 8.3	Mining Leases and Property Plan .....	8.7
Figure 8.4	The communal clearing of the Ahchay Farm .....	8.21
Figure 8.5	Groundwater Monitoring Bores .....	8.36

## **List of Abbreviations**

<b>BAB</b>	Developments in Switzerland outside areas designated for industry
<b>BCU</b>	Bündner Cement Untervaz
<b>BUWAL</b>	Federal Dept. for the Environment Forestry and Land(Switzerland)
<b>CA</b>	Cement Australia
<b>CSD</b>	Colombi Schmutz Dorthe AG
<b>DE</b>	Darra Exploration
<b>DNR</b>	Department of Natural Resources
<b>EEM</b>	East End Mine
<b>EEMAG</b>	East End Mine Action Group
<b>EPA</b>	Environmental Protection Agency
<b>FEKLHAS</b>	Fenza Kleiner Hasselboden
<b>GP</b>	Gemeinde Planung (local council planning)
<b>HA</b>	Hansard
<b>HOLCIM</b>	Holderbank Ciment
<b>MLDMPG</b>	Mt. Larcom and District Mining Protest Group
<b>NGO's</b>	Non Government Organisations
<b>NRM</b>	Natural Resources and Mines, Department Of
<b>OTF</b>	Open Technical Forum
<b>QCL</b>	Queensland Cement Limited