

FIVE STAGES of COLLABORATIVE DECISION MAKING ON PUBLIC ISSUES

PLANNING	ORGANIZATIONAL	EDUCATIONAL	NEGOTIATION/RESOLUTION	IMPLEMENTATION
<ul style="list-style-type: none"> o Conflict Analysis & Assessment <ul style="list-style-type: none"> - Do the parties want to collaborate? - Are the issues negotiable? - Can the parties get a better deal elsewhere? What are the chances for success? o Identify: <ul style="list-style-type: none"> - Scope of the Problem - Mission/Goals of Effort - Range of Issues to be Addressed - Preliminary Process Design o Representation Issues (Stakeholder Analysis) <ul style="list-style-type: none"> - Who are the deal-makers & deal-breakers? - What groups should be represented? - Who can legitimately speak for each group? o Assess Adequacy of Staffing <ul style="list-style-type: none"> - Process - Policy - Administrative o Assess Adequacy of Commitment: <ul style="list-style-type: none"> - Time - Financial Resources 	<ul style="list-style-type: none"> o Training in Interest-based Collaboration o Meeting Logistics & Schedule o Settle Representation Issue o Settle Mission/Goals o Develop Ground Rules <ul style="list-style-type: none"> - Decision Making - Press/Observers - Roles/Responsibilities - Rules of "Engagement" re: Outside Activities o Deal Breaker Analysis o Determine Ongoing Communication & Accountability Systems with: <ul style="list-style-type: none"> - Constituents - Elected/Appointed Boards - General Public - Other Important Players o Agenda Setting for Education Phase <ul style="list-style-type: none"> - Initial Discussion of Issues - Initial Issue Framework o Finalize Process Design 	<ul style="list-style-type: none"> o Review History, Context & Legal/Statutory Framework o Develop Common Understanding of Problems & Issues o Thorough Understanding of One's Interests & Adversaries' Interests o Thorough Understanding of Most Likely Alternatives to a Negotiated Agreement o Develop Common Information Base <ul style="list-style-type: none"> - What information do we have? - What portion of that information is accepted by all? - What new information is needed & how to get it? (data gaps) o Educate Constituency to Issues & Interests o Develop Framework for Negotiation, Including Range & Order of Issues to Be Addressed 	<ul style="list-style-type: none"> o Turn Interests into Decision Making Criteria o Option Generating/Brainstorming Inventing without Deciding o Developing/Refining Trial Balloons o Linking & Packaging Agreements <ul style="list-style-type: none"> - Agreements-in-Principle - Agreement in Detail o If Get Stuck <ul style="list-style-type: none"> - Revisit Underlying Interests - Revisit Alternatives to a Negotiated Agreement o Constant Feedback from Constituencies o Develop Agreements with: <ul style="list-style-type: none"> - Quid Pro Quo Linkages - Assurances for Mutual Commitments o Integrating Implementation into Agreements o Ratification by Constituencies 	<ul style="list-style-type: none"> o Linking Agreements to External Decision Making o Monitoring Implementation to Assure Compliance o Responding to Changed Conditions Including Modification of Agreement if Necessary

Key Challenges by Stage

Can problem be successfully addressed through negotiation?	Determining how group makes its decisions.	Agreeing to devote sufficient time to the educational stage.	Reconciling conflicting interests. Bringing constituents along.	A test of how well implementation was integrated into the agreement.
Not excluding any party that could undermine negotiated agreements.		Postponing judgment to learn about other parties' interests.	Development of assurances	