# FIVE STAGES OF COLLABORATIVE DECISION MAKING ON PUBLIC ISSUES

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| o Conflict Analysis & Assessment  
- Do the parties want to negotiate?  
- Are the issues negotiable?  
- Can the parties get a better deal elsewhere?  
- What are the chances for success?  | o Training in Interest-based Collaboration  | o Review History, Context & Legal/Statutory Framework  | o Turn Interests into Decision Making Criteria  | o Linking Agreements to External Decision Making  |
| o Identify:  
- What’s the problem  
- Mission/Goals  
- Range of Issues to be Addressed  
- Preliminary Process Design  | o Settle Representation Issue  | o Thorough Understanding of One’s Interests & Adversaries’ Interests  | o Developing/Refining Trial Balloons  |  |
| o Representation Issues (Stakeholder Analysis)  
- Who are the deal-makers & deal-breakers?  
- What groups should be represented?  
- Who can legitimately speak for each group?  | o Develop Ground Rules  
- Decision Making  
- Press/Observers  
- Roles/Responsibilities  | o Develop Common Understanding of Problem & Issues  | o Develop Most Likely Alternatives to a Negotiated Agreement  | o Linking & Packaging Agreements  |
| o Assess Adequacy of Staffing  
- Process  
- Policy  
- Administrative  | o Determine Ongoing Communication & Accountability Systems with:  
- Constituents  
- Elected/Appointed Boards  
- General Public  
- Other Important Players  | o Educate Constituency to Issues & Interests  | o Develop Agreements with:  
- Quid pro Quo Linkages  
- Assurances for Mutual Commitments  | o Constant Feedback from One’s Constituency  |
| o Assess Adequacy of Commitment:  
- Time  
- Financial Resources  | o Agenda Setting for Education Phase  
- Initial Discussion of Issues  
- Initial Issue Framework  | o Develop Framework for Negotiation, Including Range & Order of Issues to Be Addressed  | o Integrating Implementation into Agreements  |  |
| o Finalize Process Design  |  |  |  | o Ratification by Constituencies  |

## Key Challenges by Stage

- Can problem be successfully addressed through negotiation?  
- Determining how group makes its decisions.  
- Agreeing to devote sufficient time to this stage.  
- Reconciling conflicting interests.  
- A test of how well implementation was integrated into the agreement.

- Not excluding any party that could undermine negotiated agreements.  
- Postponing judgement to learn about other parties’ interests.  
- Bringing constituents along  
- Development of Assurances  
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