

SPECTRUM OF PROCESSES FOR COLLABORATION AND CONSENSUS-BUILDING IN PUBLIC DECISIONS¹

	EXPLORE/INFORM	CONSULT	ADVISE	DECIDE	IMPLEMENT
Outcomes ²	<ul style="list-style-type: none"> Improved understanding of issues, process, etc. Lists of concerns Information needs identified Explore differing perspectives Build relationships 	<ul style="list-style-type: none"> Comments on draft policies Suggestions for approaches Priority concerns/issues Discussion of options Call for action 	<ul style="list-style-type: none"> Consensus or majority recommendations, on options, proposals or actions, often directed to public entities 	<ul style="list-style-type: none"> Consensus-based agreements among agencies and constituent groups on policies, lawsuits or rules 	<ul style="list-style-type: none"> Multi-party agreements to implement collaborative action and strategic plans
Sample Processes	<ul style="list-style-type: none"> Focus Groups Conferences Open houses Dialogues Roundtable Discussions Forums Summits 	<ul style="list-style-type: none"> Public meetings Workshops Charettes Town Hall Meetings (w & w/o deliberative polls) Community Visioning Scoping meetings Public Hearings Dialogues 	<ul style="list-style-type: none"> Advisory Committees Task Forces Citizen Advisory Boards Work Groups Policy Dialogues Visioning Processes 	<ul style="list-style-type: none"> Regulatory Negotiation Negotiated settlement of lawsuits, permits, cleanup plans, etc. Consensus meetings Mediated negotiations 	<ul style="list-style-type: none"> Collaborative Planning processes Partnerships for Action Strategic Planning Committees Implementation Committees
Use When	<ul style="list-style-type: none"> Early in projects when issues are under development When broad public education and support are needed When stakeholders see need to connect, but are wary 	<ul style="list-style-type: none"> Want to test proposals and solicit public and stakeholder ideas Want to explore possibility of joint action before committing to it 	<ul style="list-style-type: none"> Want to develop agreement among various constituencies on recommendations, e.g. to public officials 	<ul style="list-style-type: none"> Want certainty of implementation for a specific public decision Conditions are there for successful negotiation 	<ul style="list-style-type: none"> Want to develop meaningful on-going partnership to solve a problem of mutual concern To implement joint strategic action
Conditions for Success	<ul style="list-style-type: none"> Participants will attend 	<ul style="list-style-type: none"> There are questions or proposals for comment Affected groups and/or the public are willing to participate 	<ul style="list-style-type: none"> Can represent broad spectrum of affected groups Players agree to devote time 	<ul style="list-style-type: none"> Can represent all affected interests and potential “blockers” All agree upfront to implement results, incl. “sponsor” Time, information, incentives and resources are available for negotiation 	<ul style="list-style-type: none"> Participants agree to support the goal for the effort Participants agree to invest time and resources Conditions exist for successful negotiations

¹ Developed by Suzanne Orenstein, Lucy Moore, and Susan Sherry, members of the Ad Hoc Working Group on the Future of Collaboration and Consensus on Public Issues, in consideration of and inspiration from the spectra developed by International Association for Public Involvement (http://www.iap2.org/associations/4748/files/IAP2%20Spectrum_vertical.pdf) and the National Coalition for Dialogue and Deliberation (<http://www.thataway.org/exchange/files/docs/ddStreams1-08.pdf>).

² While all types of processes have intrinsic value on their own, those on the right side of the spectrum tend to include early phases akin to those on the left side and those on the left side often support participants in moving to next steps akin to those on the right side.