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Facilitated workshops - a method to involve key players in decision-making

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Content of presentation

Scope is the application of the facilitated workshop method in the planning of countermeasures for nuclear emergency management

- who are the stakeholders or key players?
- facilitated workshop method
- when are the different key player involvement methods most appropriate
- experience and improvements.

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Potential decision-making forms in nuclear emergency management


Participatory forms:

- public hearings
- citizen juries
- planning cells
- advisory committees
- facilitated negotiation and mediation
- facilitated workshops.

Managerial forms:

- management teams



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Key players

Actors who will and are likely to take part in decision-making in nuclear emergencies: central governmental or local authorities, representatives of expert organisations, industry, producers and representatives of local and other citizens.



- **all interest groups should be represented equitably**
- **willing to commit to an open, participatory process that would rely on skills of listening, learning and mutual co-operation**
- **'right' participation is consensual and non-hierarchical.**

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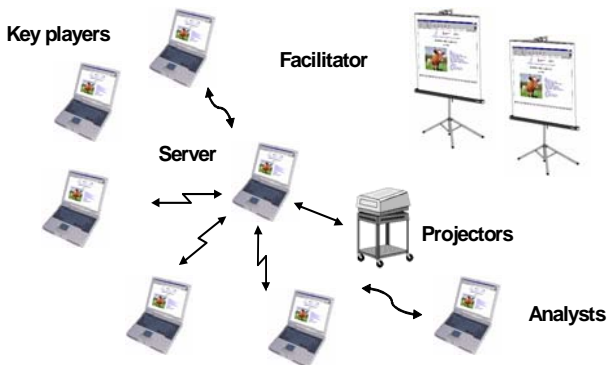
Facilitated workshop

- **intensive session or working meeting attended by key players having different areas of knowledge**
- **decision analysis is a distinct characteristic in workshop: it improves the quality of deliberation**
- **a facilitator aids group discussion**
- **analysts models the group views using decision analysis tools**
- **workshop can last from a few hours up to two or three days.**

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Setup of workshop



The diagram illustrates the setup of a workshop. It features several components and their interactions:

- Key players:** Represented by four laptops on the left side, connected to a central server.
- Facilitator:** Positioned at the top center, connected to the server and projectors.
- Server:** A central laptop icon connected to all other components.
- Projectors:** Two projectors on the right, connected to the server and the analyst's laptop.
- Analysts:** A laptop on the bottom right, connected to the server and projectors.

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Main phases of workshop

1. **problem is explored and concerned areas identified**
2. **computer-based decision model is built up: a value tree, a list of decision alternatives and a decision table**
3. **the relative importance of attributes is judged and each option benefit is aggregated**
4. **the ranking of actions are examined using sensitivity analysis**
5. **discussion on results and conclusions.**

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Success of a participatory method

Success has been evaluated against following criteria:

- **decision-making process should be fair and competent**
- **incorporating key players' values into decisions**
- **improving the quality of decisions e.g. through local knowledge**
- **resolving conflict among competing interests**
- **building trust in institutions**
- **educating and informing the public.**

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Features that lead a participatory process to success

- responsiveness of responsible agency
- motivation of participants:
 - participants should feel that their knowledge and views are important
 - case should be very well prepared
- quality of deliberation
- feel of control by the participants.

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Applicability of decision-making forms

	S P O N S O R E D	I N F O R M A T I O N	S E M I - F O R M A L	F O R M A L
early phase				
late phase				
planning in ad.				
success				
process feature				

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Decision-making process

```

    graph LR
      A["Expert organisations  
Collection of information:  
• health  
• social  
• psychology  
• environment  
• economy  
• etc."] --> B["Experts  
Preparatory meetings"]
      B --> C["Key players/  
stakeholders  
facilitated workshop  
for overall optimisation"]
      C --> D["Advice,  
open debate,  
set up opinion"]
      D --> E["Decision-makers  
Formal decision"]
      F["Ideal; MD  
tend to wait,  
take distance,  
no commitment"] --> D
  
```

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To gain the sustainable positive results

- process should be transparent and accountable
- participants must communicate with their broader constituencies
- evaluate the workshop and write a public report
- future: is it possible to conduct the deliberative process on the internet?

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Conclusions

- all evidence suggests that with the ‘right’ participation and intensive workshop method much better choices can be found
- the decision analysis/conferencing format was seen promising by many participants
- workshop method should be a part of training in nuclear emergency management.

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Further information

[http://www.stuk.fi/english/publications/
research_publications/
STUK-A series](http://www.stuk.fi/english/publications/research_publications/STUK-A_series)

<http://www.sal.hut.fi>