



Collaborative Decision-Making



ICF International assists organizations with Collaborative Decision-Making by applying structured methodologies to decision processes involving multiple parties, alternatives analysis, and challenging tradeoffs.

- Corporate Work Plan Development
- Resource Allocation
- IT Portfolio Management
- Acquisition Source Selection
- Capital Planning and Investment Control

Federal Defense and Civilian organizations face tough trade-off decisions in planning, budgeting, and implementing critical programs. The best decisions involve input from a wide range of managers and subject matter experts—the people who know best the impact of decisions and the resulting trade-offs on the organization’s mission. Yet decision processes that involve multiple parties and multiple perspectives can be lengthy and cumbersome, and consensus decisions are often elusive.

A customized, collaborative decision process offers a solution with methodologies and tools that facilitate the process and lead to rapid, transparent decisions and effective outcomes.

Improved Processes and Outcomes

Collaborative decision-making offers an improved process for key decisions. By using advanced methods and tools, collaborative decision-making can:

- **Streamline and speed the decision process**—Speed information collection, reveal trade-off considerations that can slow down the process, and quantify criteria for more rapid decisions and recommendations
- **Align with organizational priorities**—Rapidly assess competing alternatives based on impact on key organizational priorities
- **Combine virtual and face-to-face collaboration**—Decision steps, ranging from gathering input and developing criteria to finalizing recommendations, can be conducted virtually to speed the process and decrease time and travel requirements for busy clients
- **Leverage subject matter expertise**—Incorporate organizational experts’ critical quantitative and qualitative input into alternatives
- **Improve outcomes**—Effective processes lead to budgeting and implementation decisions that best align with mission priorities

Our Approach

ICF International brings a demonstrated capability to establish and facilitate collaborative decision processes. ICF combines a proven methodology, advanced tools, resource allocation, and budgeting into customized decision outcomes for our clients.

ICF’s proven approach to efficient decision processes is based on the science of decision-making and a deep understanding of Defense and Civilian planning and operations. We design facilitated processes tailored to client’s decision areas, participant needs, data availability, and timelines. ICF works closely with the client to support the decision process, including leading virtual components and face-to-face facilitated decision sessions. We employ leading tools such as **DecisionLens** and **Expert Choice** that capture information, guide the process and graphically depict trade-offs and impacts.

Featured Solutions

[FY 07 Requirements Validation and Resource Allocation, Joint Staff J-8](#)

ICF supported the Joint Staff Force Structure and Resource Assessment Directorate J-8 utilization of a structured decision process to allocate the FY 2007 budget. The multi-step process involved drafting instructions for submitting detailed project plans with each funding request, drafting evaluation criteria for validation by J-8 Deputy Directors, supporting a Government facilitated assessment of each project plan and funding request, and validating each with J-8's mission during the scoring against the defined criteria. The DecisionLens tool validated and approved budget and collateral products to facilitate quick responses to requests for sensitivity analysis. DecisionLens also provided additional support of J-8's budget for senior leadership and congressional committees. As a result, J-8 was prepared to quickly transition into the FY 2007 budget.

[United States Postal Service \(USPS\) Mail Transport Equipment Service Centers \(MTESS\), Source Selection Decision Support](#)

ICF supported this \$3.2 billion source selection for the United States Postal Service, Mail Transport Equipment Service Center program. ICF used a structured approach based on the Analytic Hierarchy Process and the Expert Choice automated facilitation support tool to facilitate the source selection of this complex acquisition for design, build, and operation of 21 MTESS sites arranged into seven groups of three sites. This decision involved multiple submissions by vendors, input from technical experts, and best value analysis. A key decision constraint was the limitation that each vendor, although allowed to bid on all of the lots, was only allowed to win two groups or six sites. ICF's approach supported the rating, ranking, and rapid consensus-building around the decision. The Expert Choice tool assisted in quickly integrating both qualitative ratings and quantitative performance data to quantify the relative priorities of the alternative award choices.

[Joint Analytical Support Program \(JASP\), Joint Staff J-8](#)

ICF assisted the Joint Analytic Community with source selection support for its primary analytic support contract. Utilizing a structured decision process, ICF facilitated the communities' consensus evaluation of multiple proposals, documenting the strengths, weaknesses, and risks of each proposal against the evaluation criteria. Utilizing a structured process and decision support tools, ICF was able to rapidly assemble all necessary documentation in support of the source selection and source selection authorities decision, as well as documentation in response to requests for debriefs by unsuccessful bidders. Utilizing ICF's source selection approach, our clients' decisions have never received a protest.

[Resource Allocation Facilitated Decision Process](#)

ICF assisted the Atlantic States Marine Fisheries Commission's Coastal Cooperative Statistics Program by facilitating a collaborative decision process for key resource allocation decisions. ICF designed and led a structured workshop to develop an implementation plan to guide funding priorities and partner activities for a four-year planning horizon. The resulting implementation plan served as the basis for funding requests and as a transparent means to communicate the organization's "game plan" to member entities and stakeholders. ICF used a structured approach based on the Analytic Hierarchy Process and the Expert Choice automated facilitation support tool.

[Strategic Planning, Priority Setting, and Budget Allocation](#)

The Maryland Department of Natural Resources engaged ICF to support a planning initiative to revise their Strategic Plan. ICF led a four-phased approach including: an up-front analysis designed to solicit key stakeholder input relative to the current versus the desired state of the organization, a revised vision and mission statement, an agency strategy, and implementation planning (tied to the agency's budget cycle process). To accomplish these tasks, ICF conducted a multi-level survey of agency personnel to determine the "gap" between the current state and the desired state, including areas such as communications, budgets, human capital, and technology. ICF facilitated key decisions in this process using the Expert Choice tool for collaborative decision making.

About ICF International

ICF International (NASDAQ:ICFI) partners with government and commercial clients to deliver professional services and technology solutions in the energy and climate change; environment and infrastructure; health, human services, and social programs; and homeland security and defense markets. The firm combines passion for its work with industry expertise and innovative analytics to produce compelling results throughout the entire program life cycle, from research and analysis through implementation and improvement. Since 1969, ICF has been serving government at all levels, major corporations, and multilateral institutions. More than 3,500 employees serve these clients worldwide. ICF's Web site is www.icfi.com.

For more information, please contact:

Troy Barker
703.934.3402
tbarker@icfi.com

Mark Youman
703.934.3658
myouman@icfi.com

ICF International
9300 Lee Highway
Fairfax, Virginia 22031