

Working Draft Decision-making Tool

Collaboratively Quantifying Subjective Factors

- A) Explore Vision 2015 Consensus Assumptions about Influence Factors.
- B) Use those assumptions and the current Vision, Mission and Strategic Directions of the organization to select, and agree upon the key characteristics of the decision-making analysis. EXAMPLE:

	A	B	C	D	E	F	G	H	I	J	
Evaluation Factor	Impact on Environment	Supports Long-term Objectives	Supports Short-term Objectives	Customer Service	Sound Science	Balance Protection Econ. Dev.	Excellent Work Climate	Synergy Efficiency	Involve Individual Oregonians	Governor Legisl.	TOTAL
Weight	%	%	%	%	%	%	%	%	%	%	100%

- C) Weight those key characteristics. EXAMPLE:

	1	2	3	4	5	6	7	8	9	10	
	Impact on Environment	Supports Long-term Objectives	Supports Short-term Objectives	Customer Service	Sound Science	Balance Protection Econ. Dev.	Excellent Work Climate	Synergy Efficiency	Involve Individual Oregonians	Governor Legisl.	TOTAL
Evaluator	%	%	%	%	%	%	%	%	%	%	Total
1	20	20	15	5	12	5	5	3	10	5	100
2	20	20	20	5	10	5	5	5	10	5	105
3	15	15	20	5	10	5	5	5	10	10	100
4	20	20	15	6	10	3	10	3	10	3	100
5	15	20	15	10	5	5	5	0	5	20	100
7	20	20	10	10	10	5	10	5	5	5	100
Average	17.0869565	20.60869565	14.6956522	6.47826087	8.782609	5.804348	7.95652174	5.06521739	7.3913043	6.347826	100.217
Mode	20	20	15	5	10	5	5	5	5	5	95
Median	20	20	15	5	10	5	5	5	5	5	95
Std. Dev.	5.10715224	6.699654879	4.24729628	2.42842196	3.161653	2.815296	3.71089625	2.76464837	3.3267392	3.63829	
Proposal	19	21	15	6	10	5.5	7	5	6	5.5	100

D) Brainstorm and finalize list of strategies and programs on a micro and macro level, specific projects, capital investments, along with budgeting decisions. EXAMPLE

- 1) Decrease Inspections Performed
- 2) Increase Lab Hrs.
- 3) Continue VIP

E) Team members then rate each proposal against each evaluation factor. EXAMPLE:

(Assign grade that best reflects how each option addresses each evaluation factor using the following scale: 4.0, 3.5, 3.0, 2.5, 2.0, 1.5, 1.0, 0.5, or 0.0. Consider 4.0 as an "A" and 0.0 as an "F." Therefore, the proposals with the highest "Total Values" are likely to be implemented, and those with the lowest "Total Values" are not likely to be implemented.)

Decrease Inspections Performed	Impact on Environment	Supports Long-term Objectives	Supports Short-term Objectives	Customer Service	Sound Science	Balance Protection Econ. Dev.	Excellent Work Climate	Synergy Efficiency	Involve Individual Oregonians	Governor Legisl.	Total Value
Evaluator	19%	21%	15%	6%	10%	5.50%	7%	5%	6%	5.50%	
1	3	3	1	3	3	3	2	3	3	2	2.575
2	1	2	2	2	4	2	2	2	1	2	1.95
4	2	2	3	3	3	2	2	3	1	2	2.3
5	1	1	1	0	0	4	0	4	1	4	1.25
6	3	2	4	2	2	2	2	2	3	2	2.55
Average	1.69230769	1.692308	2.884615	1.961538	1.84615	2.076923	2.230769	1.884615	1.884615	1.92308	1.99538
Mode	1	1	4	2	2	2	2	2	3	2	#N/A
Median	1	1.5	3	2	2	2	2	2	2	2	1.95
Standard Deviation	0.92507796	0.830122	1.227359	0.720577	1.0485	1.115164	1.012739	1.157473	1.0032	1.01748	0.49294

F) Enter Average (Mean) scores into matrix.

	A	B	C	D	E	F	G	H	I	J	
Evaluation Factor	Impact on Environment	Supports Long-term Objectives	Supports Short-term Objectives	Customer Service	Sound Science	Balance Protection Econ. Dev.	Excellent Work Climate	Synergy Efficiency	Involve Individual Oregonians	Governor Legisl.	
Weight	19%	21%	15%	6%	10%	5.5%	7%	5%	6%	5.5%	TOTAL VALUE
Proposals:											
1) Decrease Inspections Performed	1.69	1.69	2.88	1.96	1.84	2.07	2.23	1.88	1.88	1.92	1.99
2) Increase Lab Hours	1.5	3	4	1	2.5	3	3.5	2	4	1	2.63
3) Continue VIP	4	2	3	2.5	3	1.5	1	2.5	4	2	2.70

G) Create Ordinals.

Proposals:	Score
1) Continue VIP	2.70
2) Increase Lab Hours	2.63
3) Decrease Inspections Performed	1.99

H) Use results to focus discussion (NOT decide issue) – followed by Consensus Voting to make decisions. The results of that analysis will be used to make final decisions that will flow to a Short-term Action Item list for the next two Budgets, a Long-term Action List for the subsequent two budgets, and the Operating Plan, all coordinated to reach Vision 2105 and “marketed” by way of a communication plan.

I) Agree on performance measures to evaluate success.

J) Implement, evaluate, change or continue.