

Organizational Structures for Strategic Risk Communication

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Strategic Communication Requires

Processes, integrating communication
with analysis and regulation

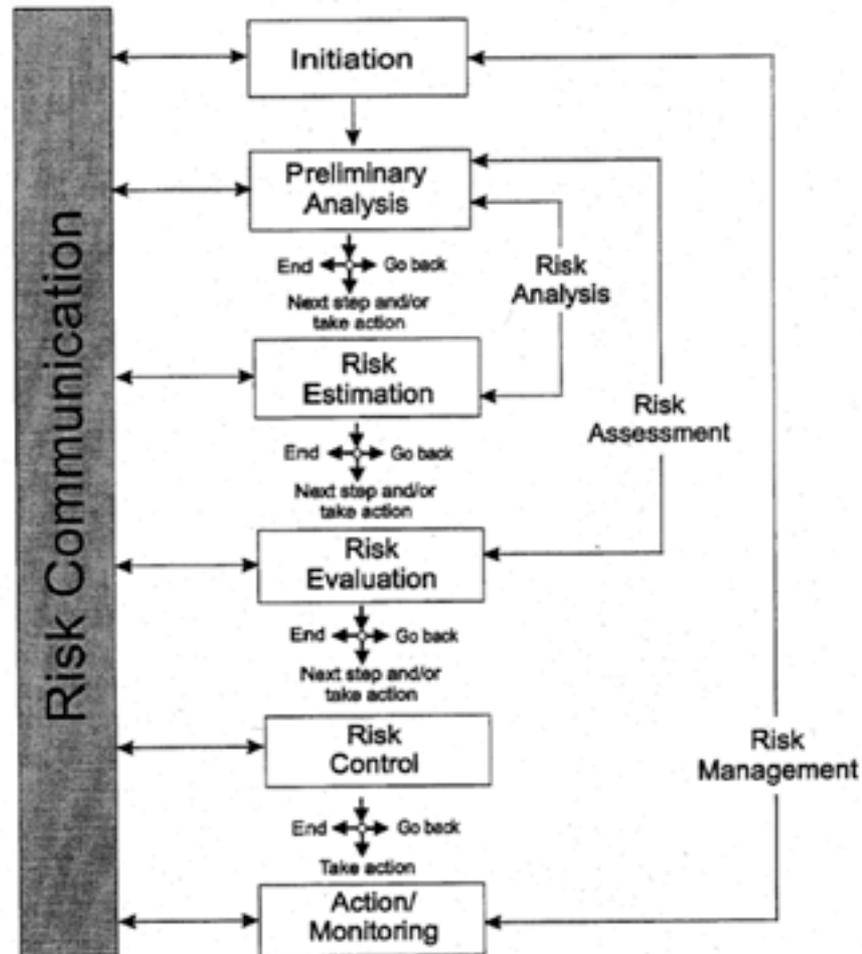
Staffing, with requisite expertise and
coordination



CAN/CSA-Q850-97
***Risk Management:
Guideline for
Decision-Makers***

*A National Standard of
Canada*





Note: Risk communication with stakeholders is an important part of each step in the decision process.

Figure 2
Steps in the Q850 Risk Management Decision-Making
Process — Simple Model

Strategic Staffing Requires

Domain specialists, for representing the science of the risks (and benefits)

Risk and decision analysts, for identifying the information critical to choices

Behavioral scientists, for designing and evaluating messages

System specialists, for creating and using communication channels

Strategic Staffing Requires

Domain specialists, for representing the science of the risks (and benefits)

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Behavioral scientists, for designing and evaluating messages

System specialists, for creating and using communication channels

All working on their own tasks

So, No...

Psychologists inventing medicine ...

Physicians, pharmacologists ... pushing pet theories of citizen competence

Public affairs staff spinning the facts

Analysts independently defining value-laden terms (risk, benefit, equity...)

Definitely Not

Bio ... 0.101

with “basic facts that everyone should know”

“Messaging” sessions

with “experts” determining content by fiat

Guidance without supporting evidence

“so people have a feeling of control”

Universal guidance

when values and circumstances vary

Charisma per se

Organizational Models

Internal: Program Level

Internal: Core

External: Competitive Grants

External: Center(s) of Excellence

External: Contracting Services

Internal: Program Level

communication scientists within programs

- + learn program needs & subject matter
- + develop working relationships
- + potential agility
- below critical size to attract & retain staff
- lack status & independence
- uncoordinated across FDA
- OMB restrictions on research

Internal: Core

communication scientists as distinct unit

- not learn program needs & subject matter
- not develop working relationships
- not agile (bogged down in consultation)
- + reach critical size to attract & retain staff
- + attain status & independence
- + coordinate initiatives & learning
- + secure OMB cooperation

External: Competitive Grants

NIH/NSF-like review process

- + learn program needs & subject matter
- + develop working relationships
- + potential agility
- below critical size to attract & retain staff
- lack status & independence
- uncoordinated across FDA
- OMB restrictions on research

External: Center(s) of Excellence

NIH/NSF-like review process

- + academic pressures for innovation
- + recruit scientists to FDA problems
- + allow needed interdisciplinary teams
- academic pressures for innovation
- may be too far from operations
- consumed by internal dynamics

External: Contracting Services

standing contracts for specific tasks

- + learn program needs & subject matter
- + develop working relationships with staff
- + potential agility
- + critical size to attract & retain staff
- + can work to scale
- may lack status to ensure sound design
- competencies reside outside FDA
- ? project management: burden (-) or joy (+)

A Possible Hybrid

Intramural: Core

Extramural: Competitive Grants

Contracting Services

A Possible Hybrid

Intramural: Core

human capital, learning, strategic coordination, address, presence

Extramural: Competitive Grants

connection to frontiers, flexible topics, recruiting

Contracting Services

practical work to a scientific standard, economies of scale, deeply informed

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Center for Risk Perception and Communication: <http://sds.hss.cmu.edu/risk/>
Center for Behavioral Decision Research <http://cbdr.cmu.edu/>