High Performance Government

Governing Body and Staff in Partnership

Objectives

- Identify the fundamental prerequisite of effective governance – bridging the gap between what is politically acceptable and administratively/operationally sustainable

- Describe three attributes of the high performing governing body

- Discuss the obstacles/challenges

Governing Prerequisite

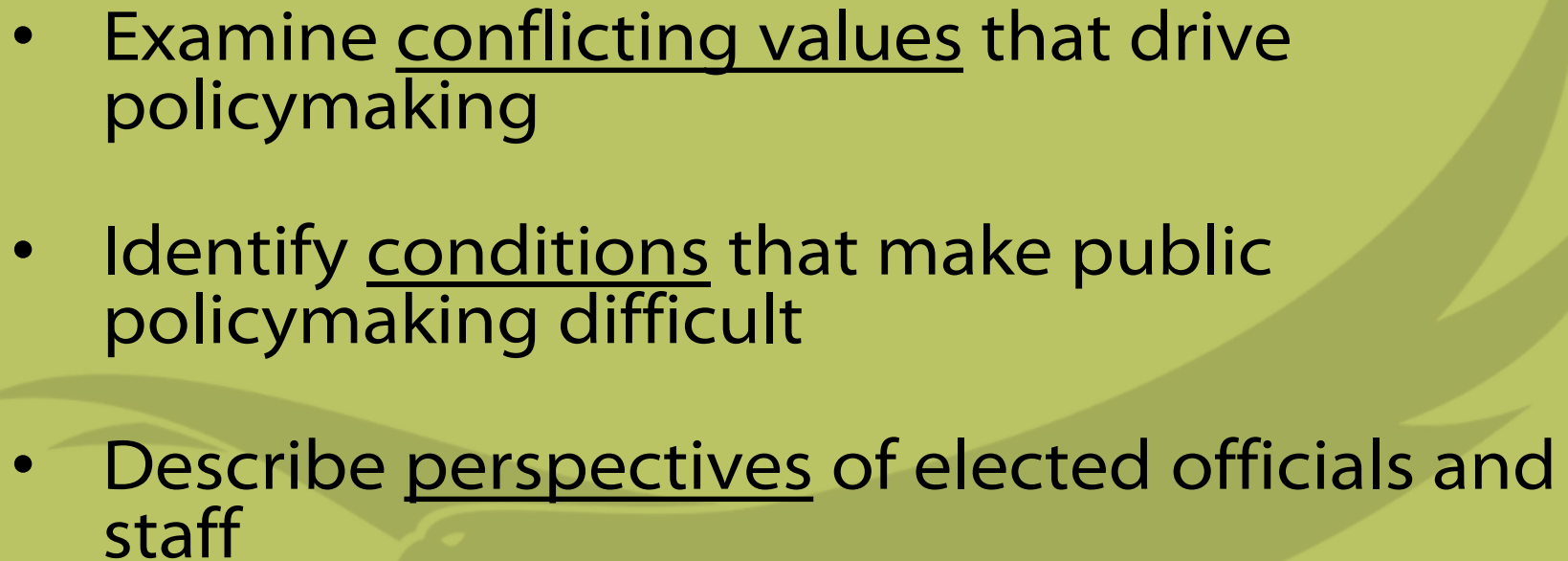Bridge the "gap" between what is politically acceptable and administratively/operationally sustainable
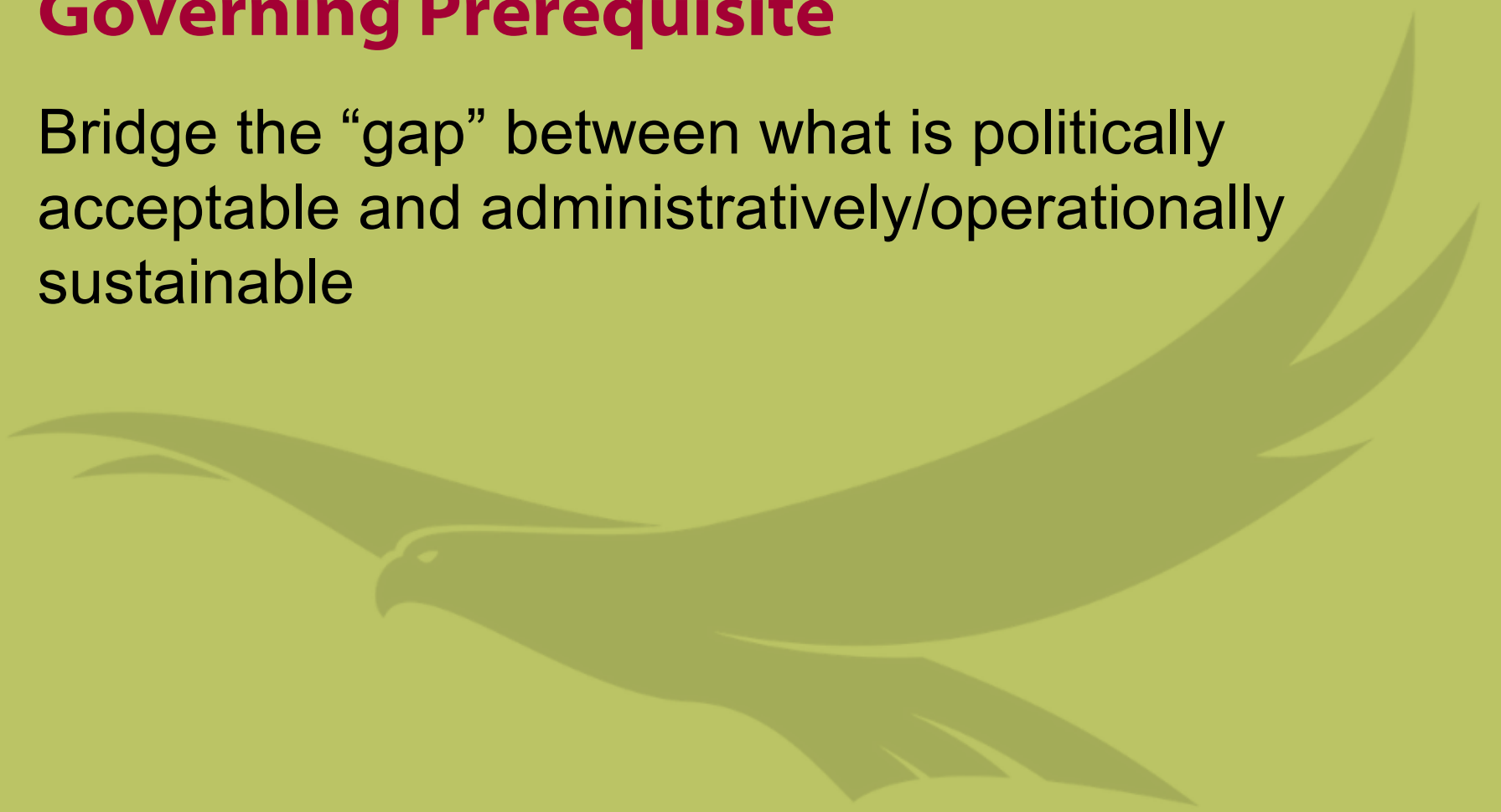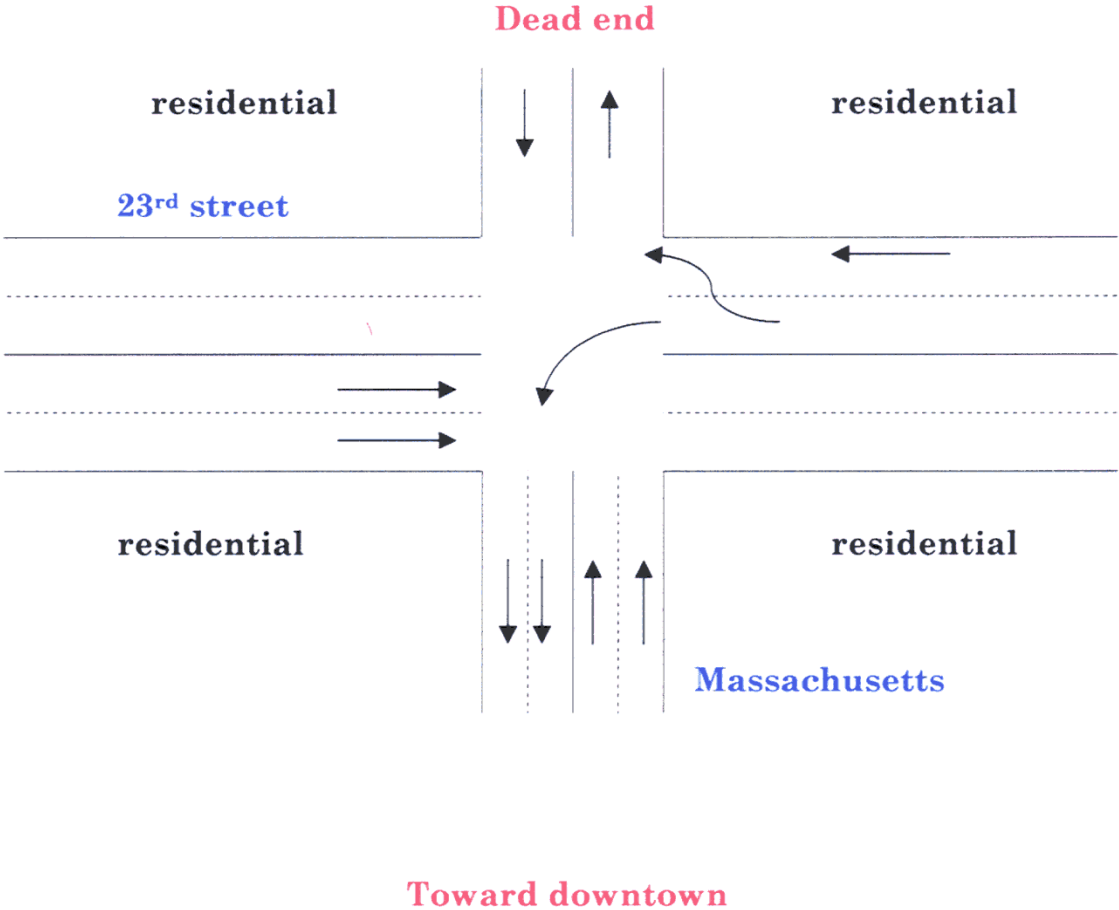
The High Performance Governing Body…

- Addresses difficult policy problems.

- Builds capacity to work effectively together.

- Develops productive relationships with staff.

Obstacles

- Examine <u>conflicting values</u> that drive policymaking

- Identify <u>conditions</u> that make public policymaking difficult

- Describe <u>perspectives</u> of elected officials and staff

23rd and Massachusetts

Dead end

residential

23rd street

residential

residential

residential

Massachusetts

Toward downtown

Cups and Community Building Video

- https://thenovakconsultinggroup.com/news/cups-and-community-building-with-dr-john-nalbandian
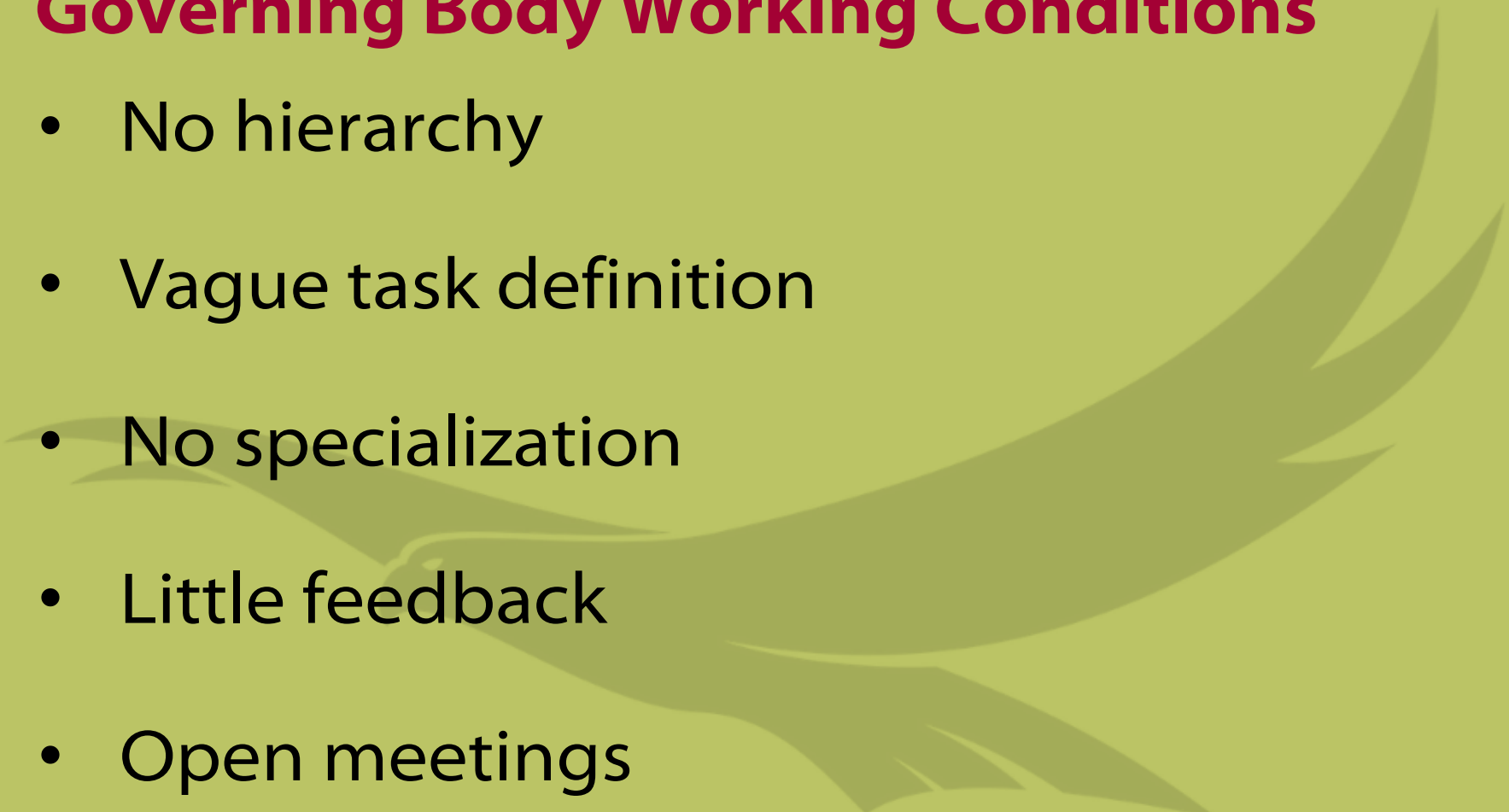
Values

Responsiveness =

- Representation/Participation +

- Efficiency/Professionalism +

- Social Equity +

- Individual Rights

Governing Body Working Conditions

- No hierarchy

- Vague task definition

- No specialization

- Little feedback

- Open meetings

Create Productive Working Conditions

- Facilitative leadership

- Know the various roles you might play

- Goals setting – know council priorities

- Establish council protocol and stick to it

- Team building – know and respect each other and other styles; deploy your talents in ways that others respect

- Work with staff in partnership

Characteristics of Politics and Administration

Characteristics	Politics		Administration
Activity	Game/allocation of values		Problem Solving
Players	Representatives/Trustees		Experts/Trustees
Conversation	"What do you hear?" ■ Passion ■ Dreams ■ Stories	CAO and Senior Staff in the GAP	"What do you know?" ■ Data ■ Plans ■ Reports
Pieces	**Intangible:** Interests and symbols		**Tangible:** Information; money, people, equipment
Currency	Power (stories)		Knowledge (deeds)
Dynamics	Conflict, compromise, change		Predictability, cooperation, continuity

Alignment of Governing Body and Staff

Governing body needs from staff

Staff needs from governing body

=

Governing body will provide to staff

Staff will provide to governing body

Summary

- The role of the governing body is community building
- Good politics is about values, not right answers
- Value conflicts require compromise and negotiation if "cups" matter
- Do not ignore any value over a period of time
- Democratic process is "messy"
- Politics/administration = ways of thinking
- The role of translator is critical
- Alignment is crucial