



SHALL WE DANCE?

NERO: ROLE CLARITY



Facilitated by the
Gordon A. McIntosh
Local Government Leadership (LGL) Institute



*"helping civic executives make a **leadership difference**
in local government throughout Canada and overseas"*

WORKSHOP FRAMEWORK pg 3



MAKE POLICY

PG 4



SET DIRECTION PG 4



1. How does the Board/Council reconcile strategy differences among its members?



2. How can the Board/Council ensure it makes good decisions?

3. How can the Board/Council differentiate the public vs. vested interests?

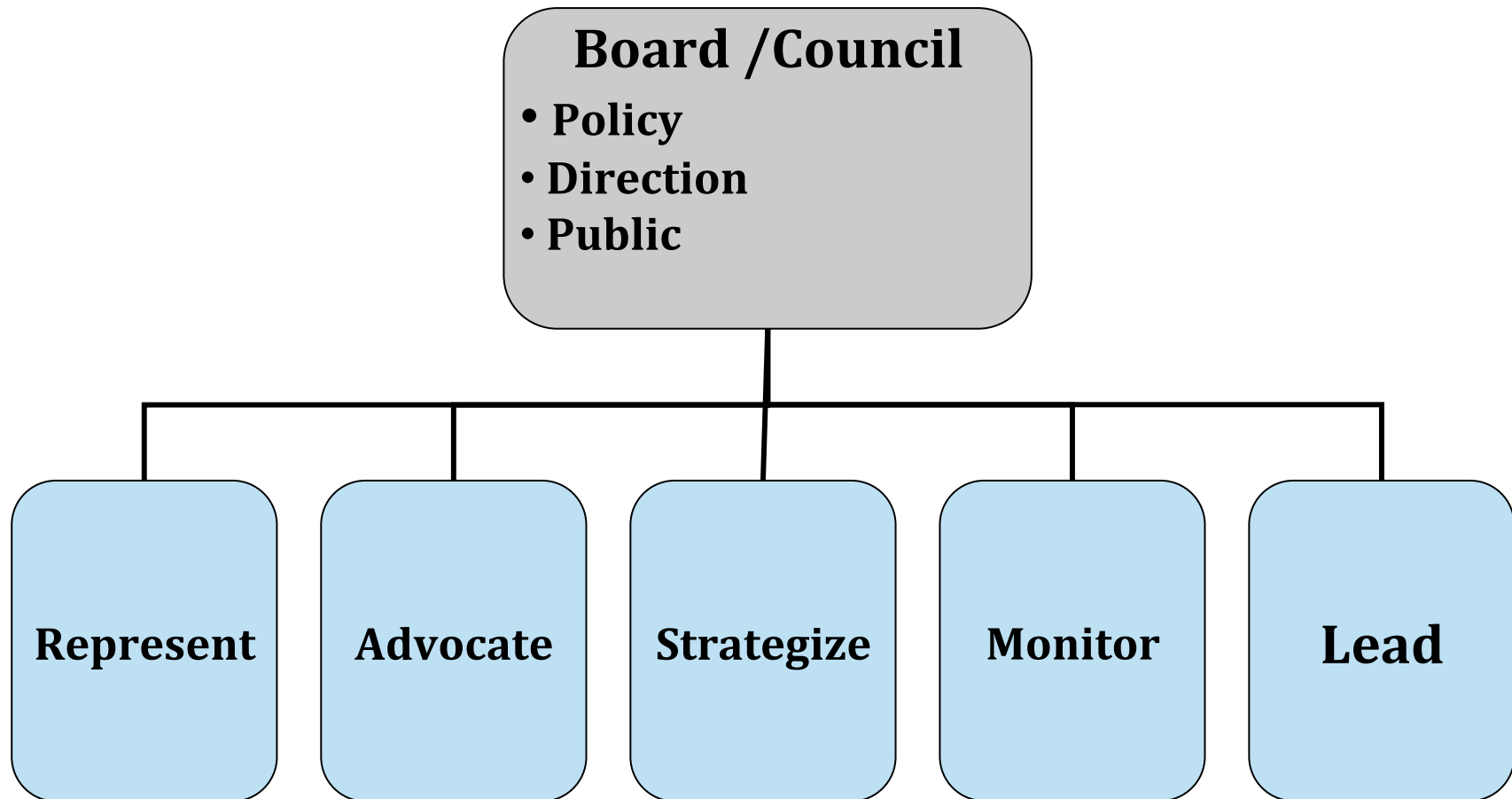


REPRESENT THE PUBLIC INTEREST

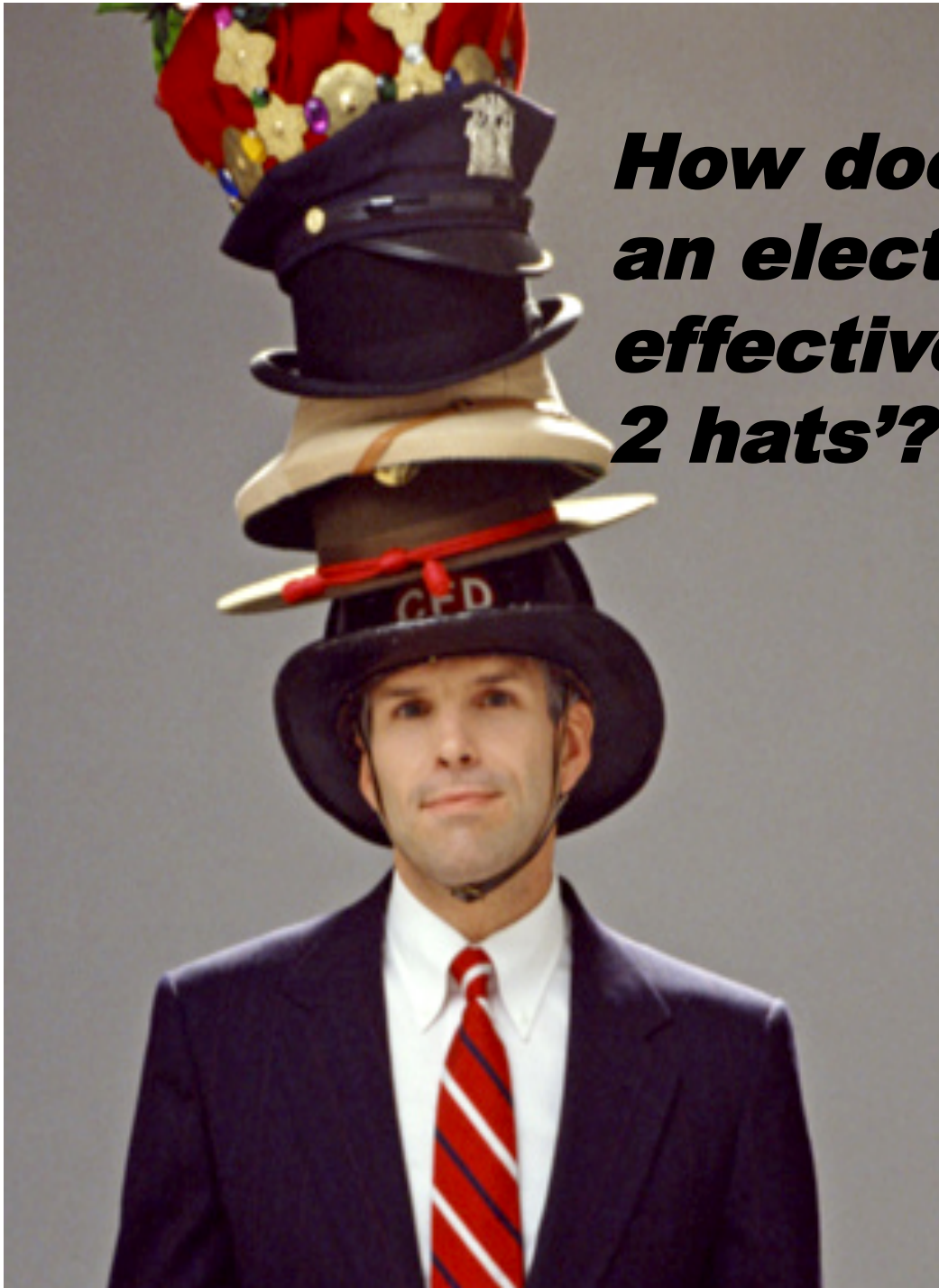
PG 4



ELECTED OFFICIAL ROLE PG 5



***How does
an elected official
effectively 'wear
2 hats'?***





CEO & MEMBER/COUNCILLOR PG 5

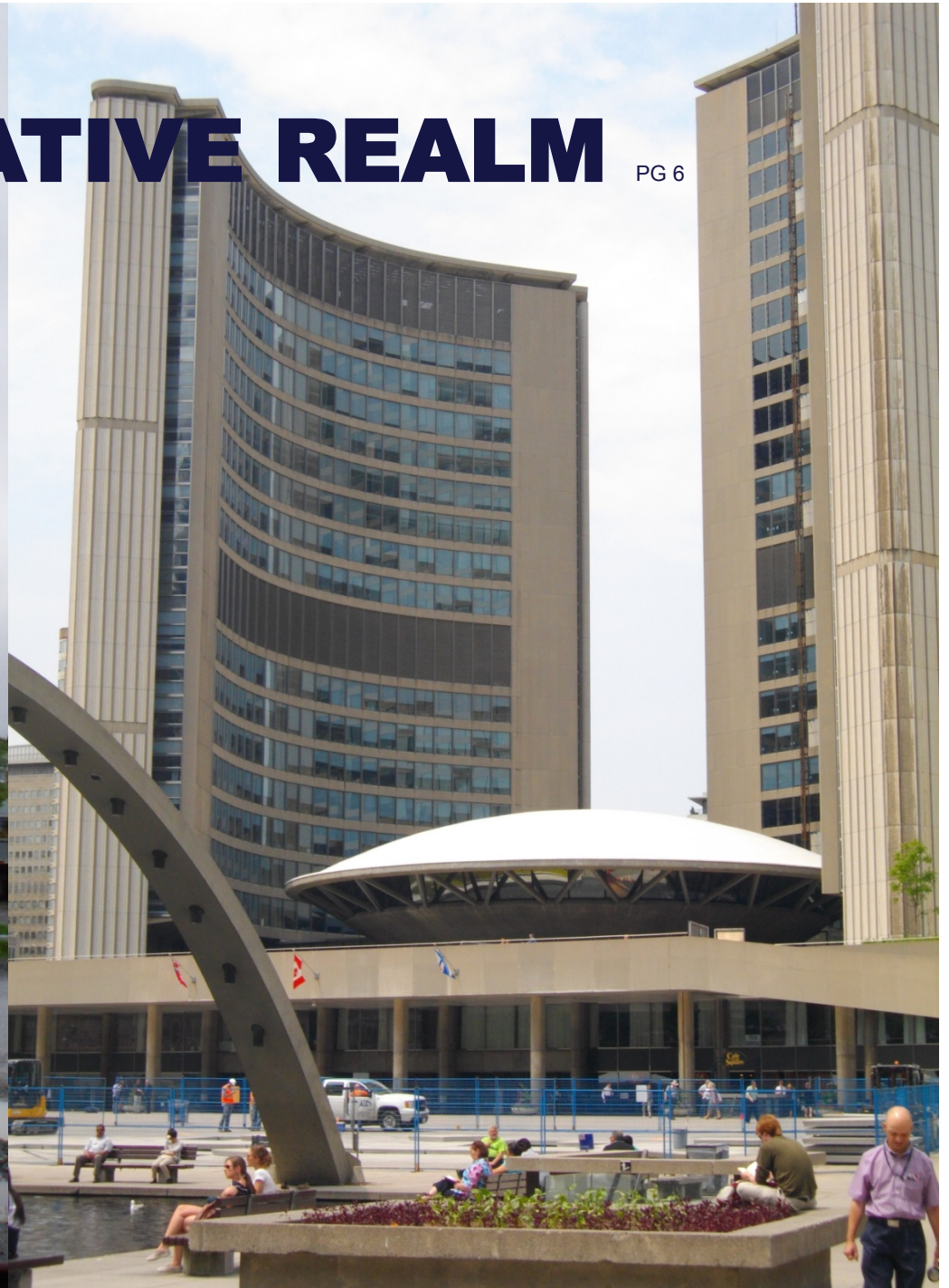
What CEO may be in conflict with member/councillor responsibilities?

Responsibility	Mayor/Chair	Member/Councillor

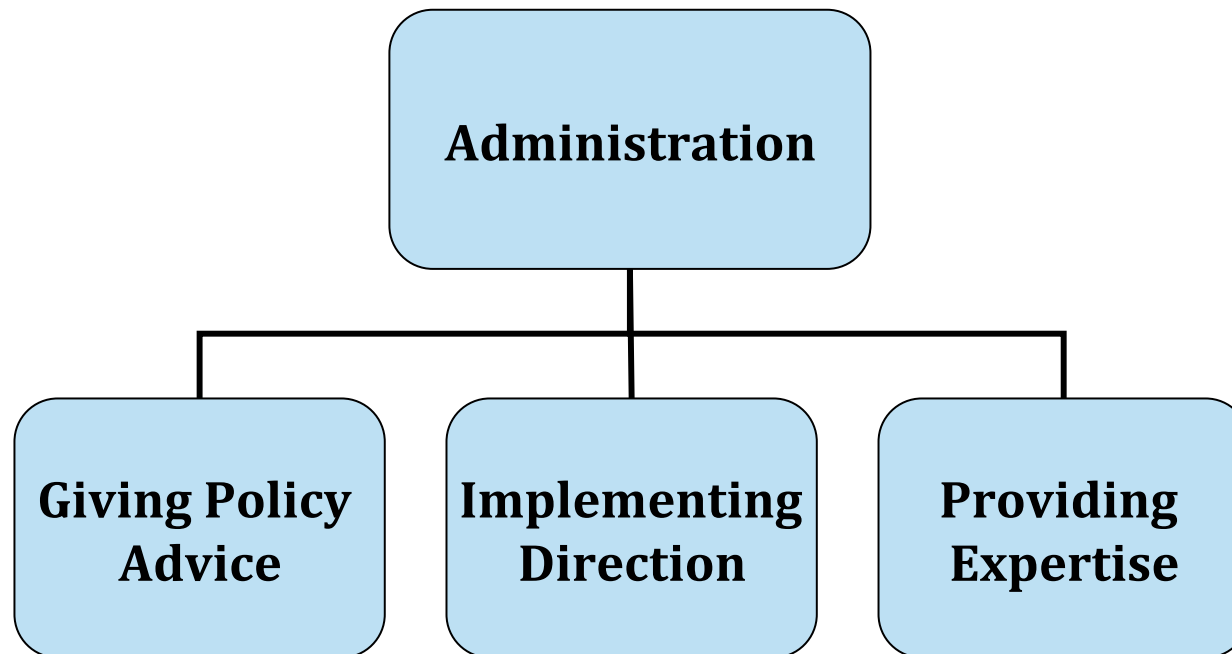


ADMINISTRATIVE REALM

PG 6



ADMINISTRATIVE ROLE PG 6



ADMINISTRATIVE RESPONSIBILITIES

1. How can staff keep current within their service area?



How can staff policy advice frustrate elected officials?

**How could staff keep the Board/
Council current with their activities?**



CAO ROLE PG 7



'TRADITIONAL' DICHOTOMY (additional)

GOVERNANCE EFFECTIVENESS

*POLITICAL
REALM*

BOARD

Set Direction
Make decisions
Reflect Public Interest

*ADMINISTRATIVE
REALM*

STAFF

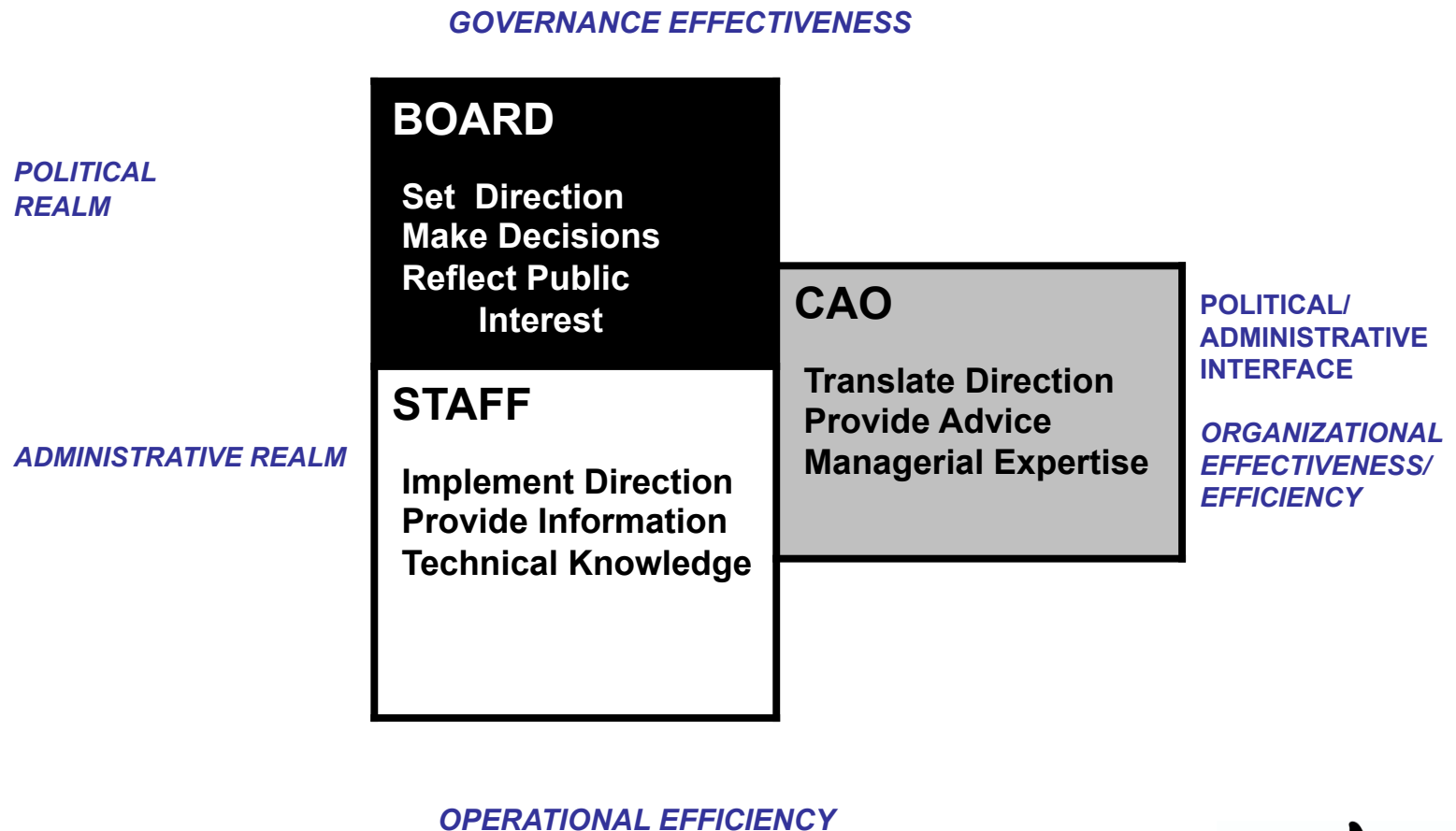
Implement Directions
Provide Information
Technical Knowledge

OPERATIONAL EFFICIENCY

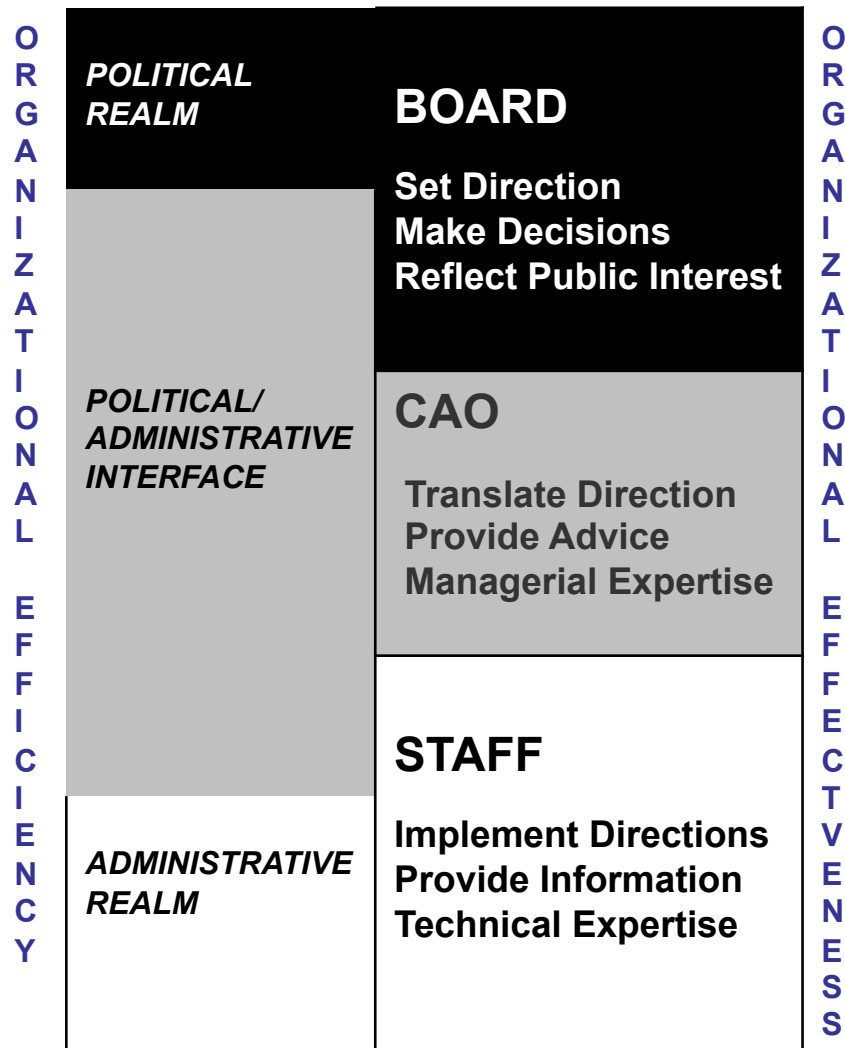


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‘CONTEMPORARY’ DICHOTOMY (additional)



THE 'EMERGING' DUALITY (additional)



CAO HOURGLASS

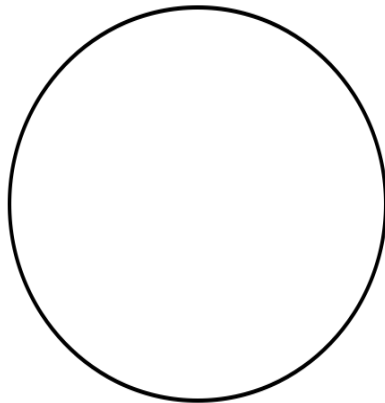
PG 9



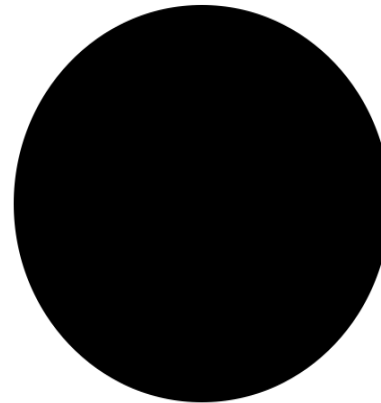
ROLE DICHOTOMY

ROLE SEPARATION

ADMINISTRATION



POLITICAL



ROLE SEPARATION? Pg 6



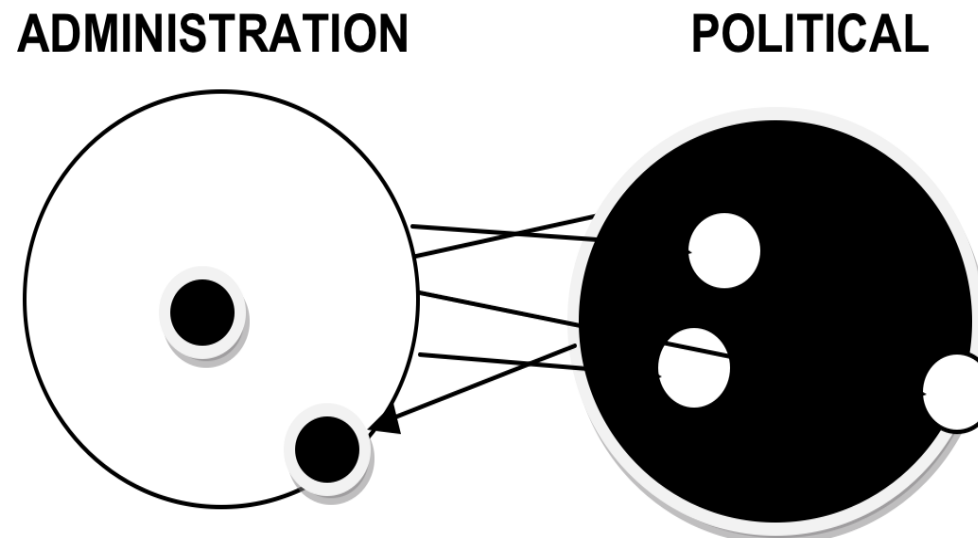
Can you think of ways that Administration enters the political realm? = **POLITICO**

Can you think of ways that the Board/Council enters the administrative realm? = **ADMINISTRIVIA**



ROLE INTERVENTION

ROLE CONFUSION



Poor communication

Lack of confidence

Poor organizational performance

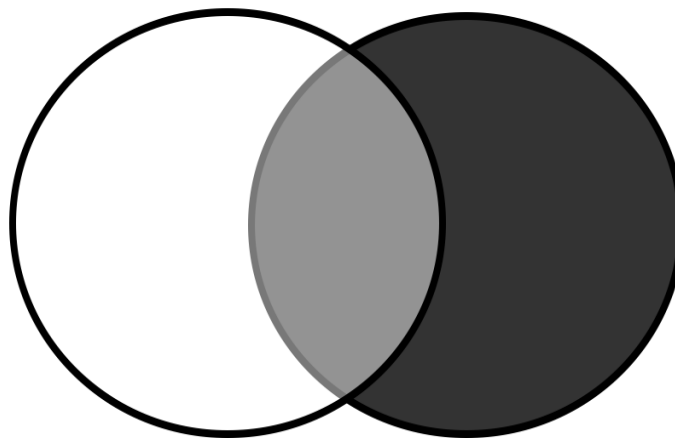


ROLE DUALITY

ROLE COLLABORATION

ADMINISTRATION

POLITICAL



ROLE COLLABORATION PG 11

Purpose – to discuss the tasks and responsibilities expected of Board/Council and administration

Process (use attached worksheet)

1. Identify responsibilities of staff.

2. Identify responsibilities and tasks of the Board/Council.

3. Debrief in larger group:

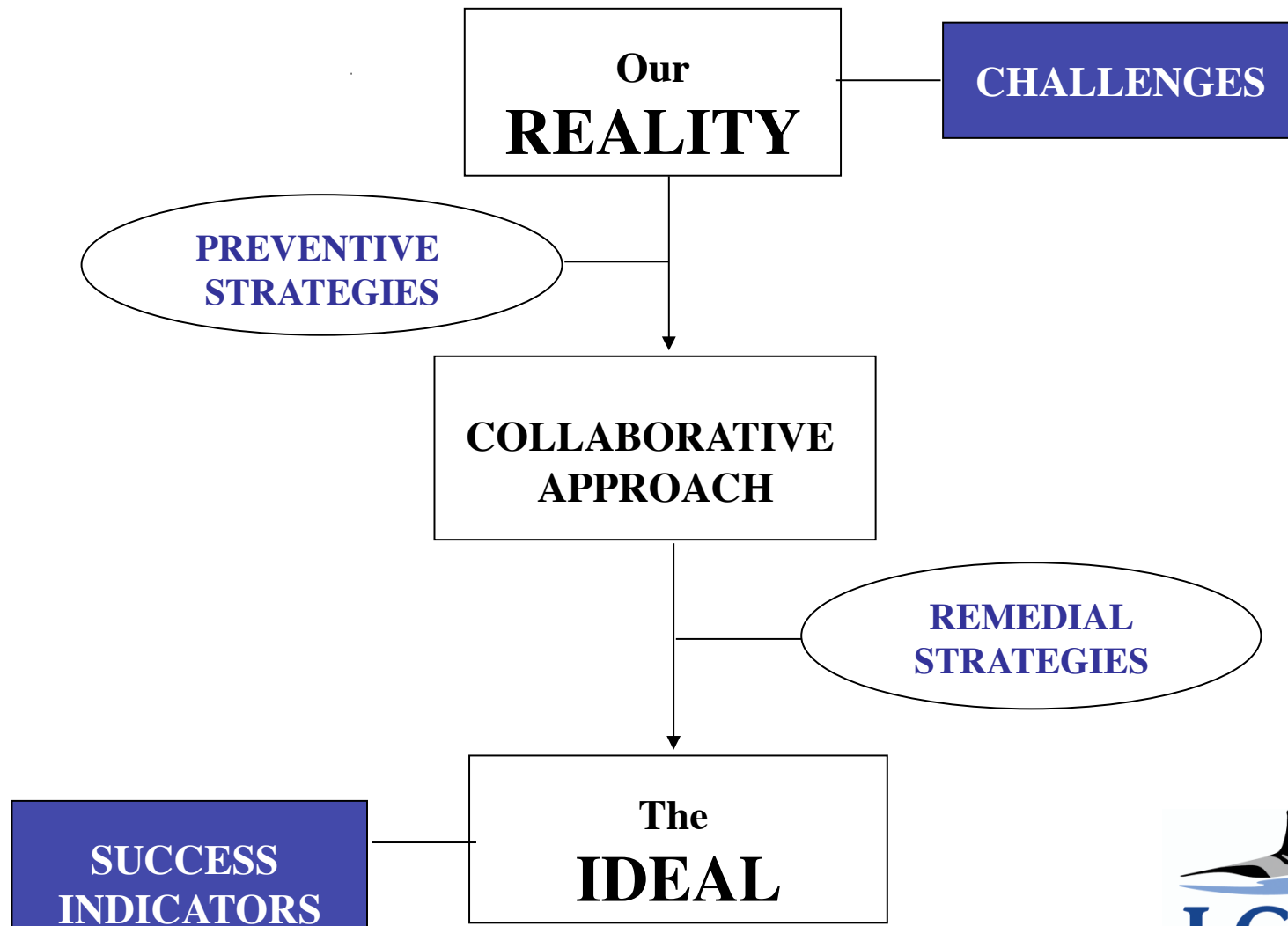
- ***What factors cause staff to assume tasks of the Board/Council?***
- ***What factors cause elected officials to assume tasks of staff?***



COUNCIL/BOARD & STAFF ROLES PG 9

BOARD/ COUNCIL Tasks	LOCAL GOVERNMENT FUNCTIONS	ADMINISTRATION Tasks
	STRATEGIC DIRECTION	
	POLICY CHOICES	
	SERVICE DELIVERY	
	SYSTEMS COORDINATION	

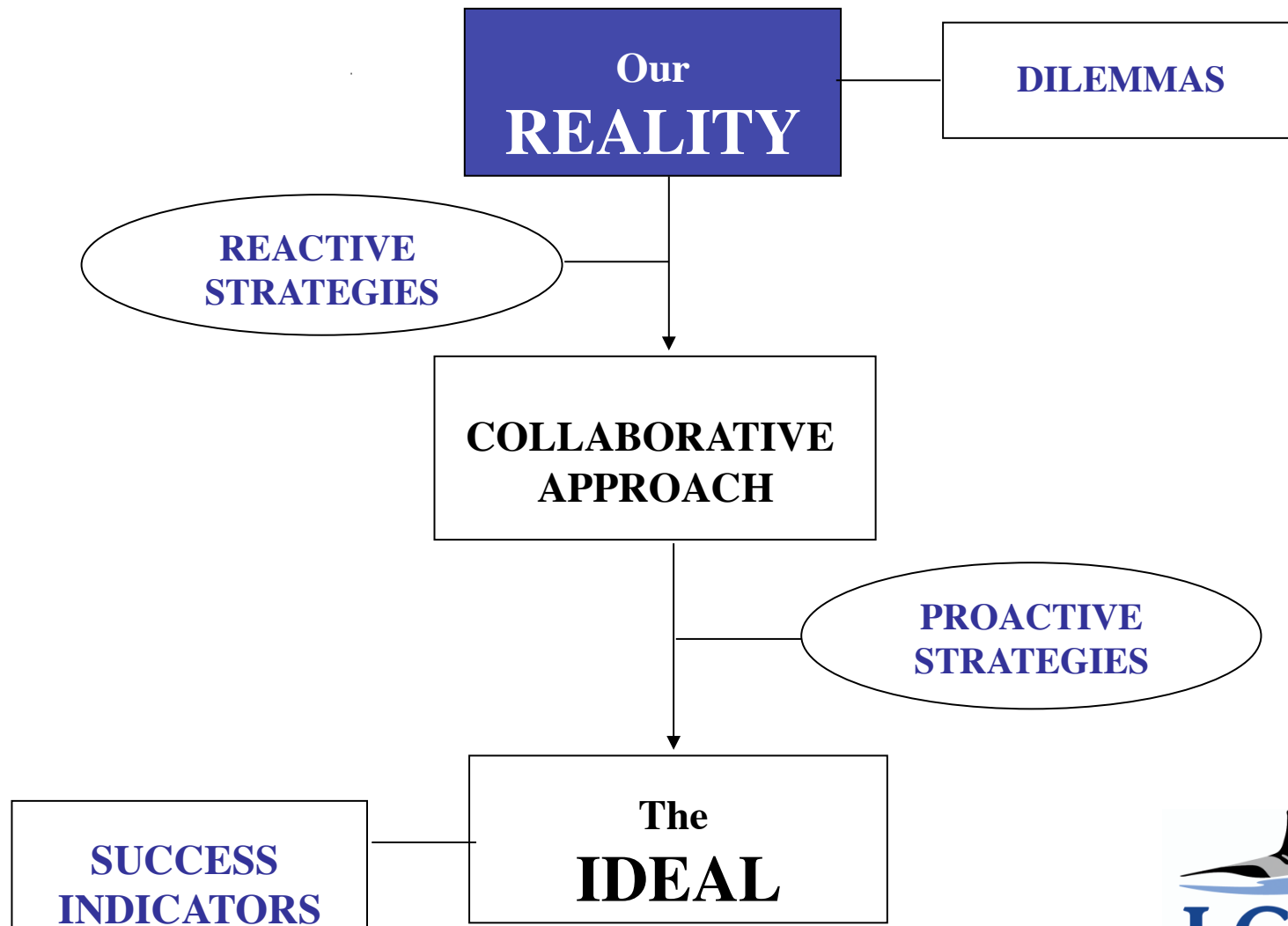
WORKSHOP FRAMEWORK



GOOD GOVERNANCE CHECKLIST PG 13

- ***What is Working Well*** – celebrate what we do well.
- ***Areas for Attention*** – opportunities for improvement.
 - 1...political and administrative **roles & responsibilities**.
 2. ...develop and achieve **strategic directions**.
 3. ...develop a smooth transition of **plans into action**.
 4. ...monitor and recognize **performance**.
 5. Facilitation of a positive **organizational environment**.
 6. ...efficient use of **organizational resources**.
 7. ...complete information to arrive at **good decisions**.
 - 8...attention to **internal and external communication**.
 9. Respect for **diverse opinions**.
 10. ...stability while addressing **changing conditions**
 11. Evaluation of **service delivery**.
 12. Maintenance of external **relations and partnerships**.

WORKSHOP FRAMEWORK repeat



GOVERNANCE STRATEGIES PG 14

REALITY	THE IDEAL	COLLABORATIVE STRATEGIES
1. _____	DESIRED OUTCOMES	PREVENTIVE
	NEGATIVE CONSEQUENCES	REMEDIAL

