



High Performance Government

Governing Body and Staff in Partnership

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Objectives

- Describe community building as goal of governance
- Discuss politics as choices among conflicting values
- Compare political and administrative values and perspectives
- Identify translating and aligning roles for chief administrative officers



The High Performance Governing Body

- Addresses difficult policy problems
- Builds capacity to work effectively together
- Develops productive relationship with staff

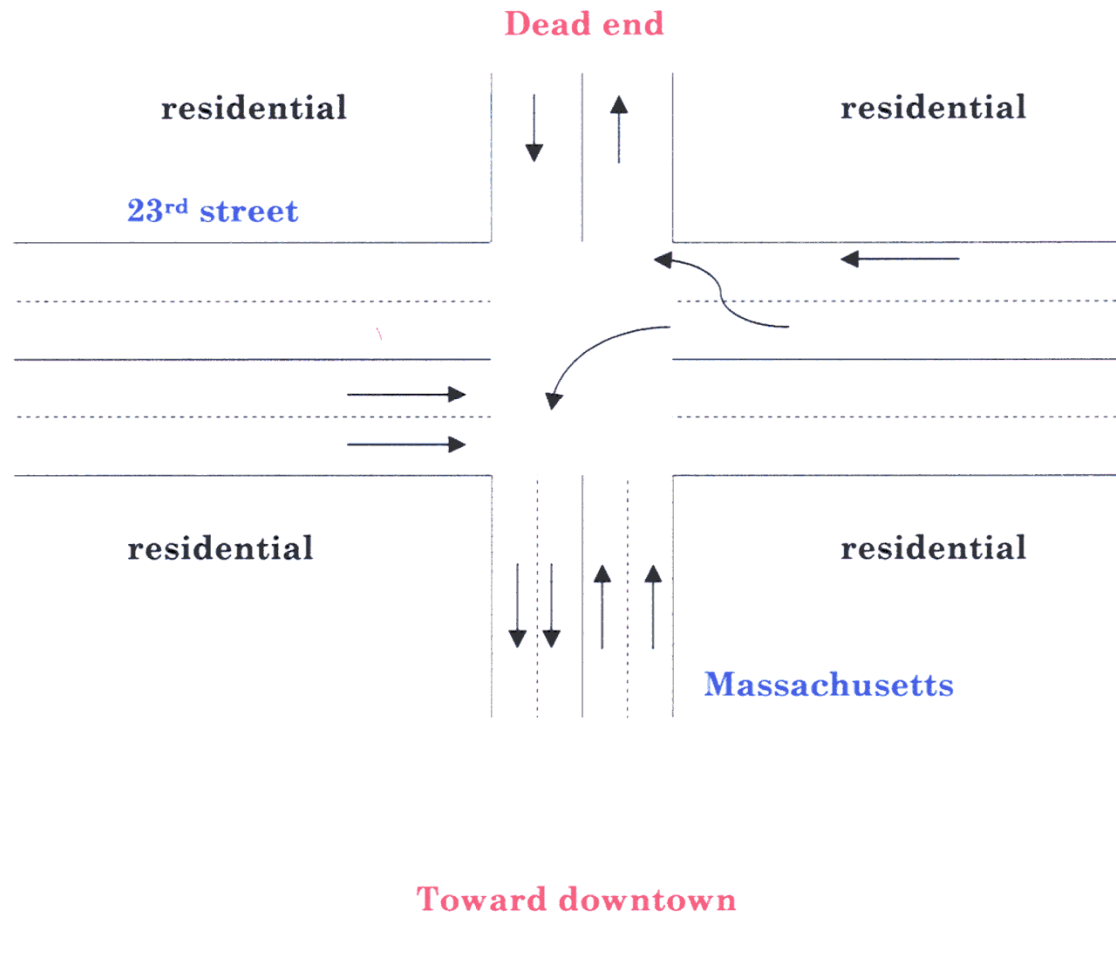


Obstacles

- Examine conflicting values that drive policymaking
- Identify conditions that make public policymaking difficult
- Describe perspectives of elected officials and staff



23rd and Massachusetts





Values

- **RESPONSIVENESS =**
 - Representation/Participation +
 - Efficiency/Professionalism +
 - Social Equity +
 - Individual Rights



Efficiency and Politics

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High

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Low

• **Representation**

• **Social Equity**

• **Individual Rights**

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Governing Body Working Conditions

- No Hierarchy
- Vague Task Definition
- No Specialization
- Little Feedback
- Open Meetings



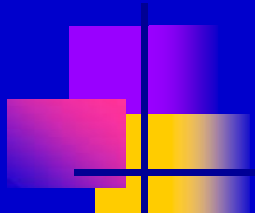
Create productive working conditions

- Facilitative leadership
- Know the policy making role
- Goals setting—know council priorities
- Establish council protocol and stick to it
- Team building—know and respect each other and other styles
- Work with staff in partnership

Characteristics of Politics and Administration



Political acceptability \longleftrightarrow Administrative sustainability



Characteristics	Politics	Administration
Activity	Game/allocation of values	Problem Solving
Players	Representatives	Experts
Conversation	"What do you hear?" ■ Passion ■ Dreams ■ Stories	"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

\longleftrightarrow CAO and Senior Staff in the GAP \longleftrightarrow

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Facilitating Roles

- Translate politics and administration
- Bridge the gap between what is politically acceptable and administratively feasible
- Align
 - Staff priorities with governing body goals
 - Governing body and staff expectations



Summary

- Role of 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
- Role of translator is critical
- Alignment is crucial