

GBC MANAGEMENT CONSULTANTS

I've Been Elected: Now What?

**Saskatchewan Urban Municipalities Association
2013 Annual Convention**

*February 2013
George B. Cuff, FCMC*

©Understanding Good Governance, presented by George B. Cuff & Associates Ltd. 1

GBC MANAGEMENT CONSULTANTS

Keynote Address (1)

- Brief time to communicate key truths
- Once elected, now governors
- Understand need for role clarity; realize that you are elected to lead, not hired to manage
- Recognize that you are "possibility people" not "status quo" people
- Govern with the future in mind

©Understanding Good Governance, presented by George B. Cuff & Associates Ltd. 2

GBC MANAGEMENT CONSULTANTS

Keynote Address (2)

- Focus on your primary client & understand who that is
- Develop a principle-based approach to governance
- Realize you as Council members set the tone at the top
- Be mature in decision-making style and comments
- Govern effectively
- Recognize it is you who are accountable

©Understanding Good Governance, presented by George B. Cuff & Associates Ltd. 3

GBC MANAGEMENT CONSULTANTS

What Do You Do as Elected Officials

- Articulate the future
- Make community-centred decisions
- Provide policy leadership
- Encourage effective public participation
- Guard the corporate and community resources
- Resolve differences

©Understanding Good Governance, presented by George B. Cuff & Associates Ltd. 4

GBC MANAGEMENT CONSULTANTS

Principles of a Policy Governance Body (1)

- Primacy of the Council table
- Open meetings
- Adherence to decision-making protocols
- Regular and transparent reporting
- Apolitical administration
- Interests of the whole community
- Oversight

©Understanding Good Governance, presented by George B. Cuff & Associates Ltd. 5

GBC MANAGEMENT CONSULTANTS

Principles of a Policy Governance Body (2)

- Opportunity for equal participation
- Respect for the Administration
- The Mayor as Spokesman for Council
- Ethical Government
- Good neighbours
- Self Regulating
- Accountability

©Understanding Good Governance, presented by George B. Cuff & Associates Ltd. 6

GBC MANAGEMENT CONSULTANTS

Challenges & Landmines

- Does this Council add value?
- Have we established this Council's priorities?
- Are we keen to communicate with the public?
- Do we focus on the issues not personalities?
- Do we address any friction between members of Council?
- Do we seek the advice of senior management?
- Are we cognizant of our ethical boundaries? Do we adhere?

©Understanding Good Governance, presented by George B. Cuff & Associates Ltd. 7

GBC MANAGEMENT CONSULTANTS

When You Know You're Off the Rails

- No discussion of governance (let's get at those management issues!)
- No idea of what we are going to accomplish?
- A strong desire to make decisions behind closed doors
- Personalities dominate; not the issues
- Mayor thinks he/she is the boss
- Management look shell-shocked; tire treads in mirror
- Everyone knows I own that business; why should I leave the room?

©Understanding Good Governance, presented by George B. Cuff & Associates Ltd. 8

GBC MANAGEMENT CONSULTANTS

The Gold Seal of Good Governance (1)

1. Clarity of mandate and authority
2. Effective orientation
3. Clear decision-making (governance) processes
4. Full disclosure by CAO/administration to Council
5. Independence of the governing body
6. Intentional leadership on the key issues

©Understanding Good Governance, presented by George B. Cuff & Associates Ltd. 9

GBC MANAGEMENT CONSULTANTS

The Gold Seal of Good Governance (2)

7. Oversight to policy decisions
8. Decisions reflect citizen values and concerns
9. Advocacy to other levels of government & to neighbours
10. Ongoing & effective fiduciary monitoring
11. Continual reporting on results; accountability
12. Succession planning

©Understanding Good Governance, presented by George B. Cuff & Associates Ltd. 10

GBC MANAGEMENT CONSULTANTS

And So in Closing...

©Understanding Good Governance, presented by George B. Cuff & Associates Ltd. 11

GBC MANAGEMENT CONSULTANTS

Characteristics of a Healthy Council

- ❖ Orientation to governance
- ❖ Refusal to manage the community
- ❖ Respect for the office of Mayor and Councillors
- ❖ Respect by Council for professionalism of management
- ❖ Cooperation between Council & management in developing the strategic agenda
- ❖ Capacity to say "no"
- ❖ Commitment to ethical government

©Understanding Good Governance, presented by George B. Cuff & Associates Ltd. 12

The Key Messages

- ❖ Your election was about finding people to govern the community; not about finding more managers
- ❖ This is a new term; seek new term improvements to how you govern
- ❖ Your Council will be successful if...



The Adage of the Sparrow

A farmer comes upon a sparrow lying in the middle of a road. He asks the sparrow "Mr. Sparrow, what are you doing?" The sparrow replies "Why, can't you see? I am holding up the sky." The farmer says "But you are so small. Look at your spindly legs. You can't hold up the sky! The sparrow replies "One does what one can!"

