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

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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
Values

RESPONSIVENESS =

- Representation/Participation +
- Efficiency/Professionalism +
- Social Equity +
- Individual Rights

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Efficiency and Politics

High

- Representation
- Social Equity
- Individual Rights

Low

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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

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<th>Characteristics</th>
<th>Politics</th>
<th>Administration</th>
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<tr>
<td>Activity</td>
<td>Game/allocation of values</td>
<td>Problem Solving</td>
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<td>Players</td>
<td>Representatives</td>
<td>Experts</td>
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<tr>
<td>Conversation</td>
<td>“What do you hear?”</td>
<td>“What do you know?”</td>
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<td>- Passion</td>
<td>- Data</td>
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<td>- Dreams</td>
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<td>Pieces</td>
<td>Intangible:</td>
<td>Tangible:</td>
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<td></td>
<td>- Interests and symbols</td>
<td>- Information; money, people, equipment</td>
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<td>Currency</td>
<td>Power (stories)</td>
<td>Knowledge (deeds)</td>
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<tr>
<td>Dynamics</td>
<td>Conflict, compromise, change</td>
<td>Predictability, cooperation, continuity</td>
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Political acceptability ↔ Administrative sustainability

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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

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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