GOVERNANCE BY POLICY MAKING

California State Council on Developmental Disabilities
March 25, 2015
Ed Holen
Outline:

1) Mission of DD Councils; A recap

2) Governance – Management

3) Governance by Policy Setting

4) Management

5) Relationship between the two
What are DD Councils all about?
Vision for People
Disability is a Natural Part of Human Life

The presence of a disability does not diminish a person’s rights nor opportunity to participate in life.
Trajectory toward life

- Birth
- School
- Adulthood

LIFE
- job
- savings
- friends
- Things to do
- Health
- things
- Transportation
- hobbies
- choice
- relationships
- Education
• Poverty
• Special programs (living, jobs, education, recreation)
• Depend upon public funding (bye, bye, choice)
• Isolation – even segregation
• Needs (what you don’t have)
Governance by Policy Setting
Background

- Governance by Policy model
- Based on the work of John Carver who sets out many principles and recommendations.
- Adapted to our use.
Two Major Tasks in any (Healthy) Organization

Governance

What we want to be
Where do we want to go

Management

Making it happen
Governance vs. Management

Easy to mix up.
Most of us know and are more comfortable with Management.
Governance by Policy:
Works on a fundamental assumption

Governance

Responsibility of the Council

Management

Responsibility of the Exec. Director/Staff
Top Commandment:
We shall not mix up these roles

Governance
Council

Management
ED/Staff
Governance by

- Establishing Ends
- Establishing Means
- Establishing Relationships

Policies
“Ends Policies”

The big picture goals
“Ends Policies”

A life of:
Independence
Productivity
Self-determination
Integration/Inclusion
“Means Policies”

How do we get to the ends:

- Outcomes and performance measures
- Resource allocation
- Public Policy agenda/policy positions
New Performance Measures

Advocacy
- # of Individuals
- # of Families Trained

System Advocacy
- # of efforts made to defragment systems

Outputs

Outcomes
- Still Involved
- Adopted
- Laws/Policy Set
- Implemented

Outputs
- 20
Relationship Policies

- Council to Stakeholders
- Member to member
- Council to Executive Director
Relationship Policies - Council to Stakeholders

• Values of the state

• Issues individuals & families have

• What can we learn

• Resources and resourceful people in local communities
Relationship Policies – Member to Member

- What to expect from each other?
- Resolving disputes
- Responsibility to be involved; prepared to participate
Relationship Policies – Member to Member

- Where do members want organization to go/be
- Keep touch with history and core values of the organization
- Keep the two way street open
Spells out management parameters:

- What you want CEO to do in carrying out management and what you don’t want done.
- Written down; clear and concise, everyone knows it.
- Accountability
  - evaluation of performance
  - monitoring
Governance

- Focused on vision; the big picture
- Is a state of art; not just a new way of organizing
- Asks you to keep focused
  - On the whole
  - On stakeholders
  - On the future
Governance Recap

- The tasks and responsibilities to establish, monitor and evaluate the policy direction of the organization
Governance Means setting policy priorities

- Working as a unified body
- Speaking with one voice
- Listening to the stakeholders
- Maintaining the passion that underpins your mission
Board Role

Board decides how narrow/broad relationship policies are

- Principal: start broad and work your way in until you are comfortable.
- Speak with one voice & expect the Ex. Director to follow the one voice.
- Write it down, especially if you are going to evaluate performance against it. (Policy 301)
- Spell out your evaluation process
  - State plan performance
  - Council governance performance
  - Executive Director performance/My job description

Remember the role is Governance.
Council hires & supervises the Executive Director

Executive Director in turn hires staff within the number and types as determined by the Council.
Management

- Implements the policy direction of the board
- Responsibility to act within the policies
- Accepts the delegation from the board
- Accountable to the board through:
  - Reports
  - Supervision
  - On-site oversight
Top Commandment:
We shall not mix up these roles

Governance
Council

Management
ED/Staff
Council Determines – CEO/Ex. Director/Staff

- What you want done
- What you don’t want done
- Accountability

Implement
Evaluate
Feedback to Council
Example

<table>
<thead>
<tr>
<th>Council decision</th>
<th>Ex. Director/Staff implement by</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Performance measure&lt;br&gt; X in state plan</td>
<td>a) Allotting the funding</td>
</tr>
<tr>
<td>2) What are the outcomes</td>
<td>b) Procuring contractor</td>
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<td>3) Amount of resources</td>
<td>c) Supervise the project</td>
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<tr>
<td>4) Contracted out or performed by staff</td>
<td>d) Reporting back to Council</td>
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<tr>
<td>5) Reporting</td>
<td></td>
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</tbody>
</table>
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Governance

Management

Responsibility of the Council

Responsibility of the Exec. Director/Staff
Questions?
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