



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?

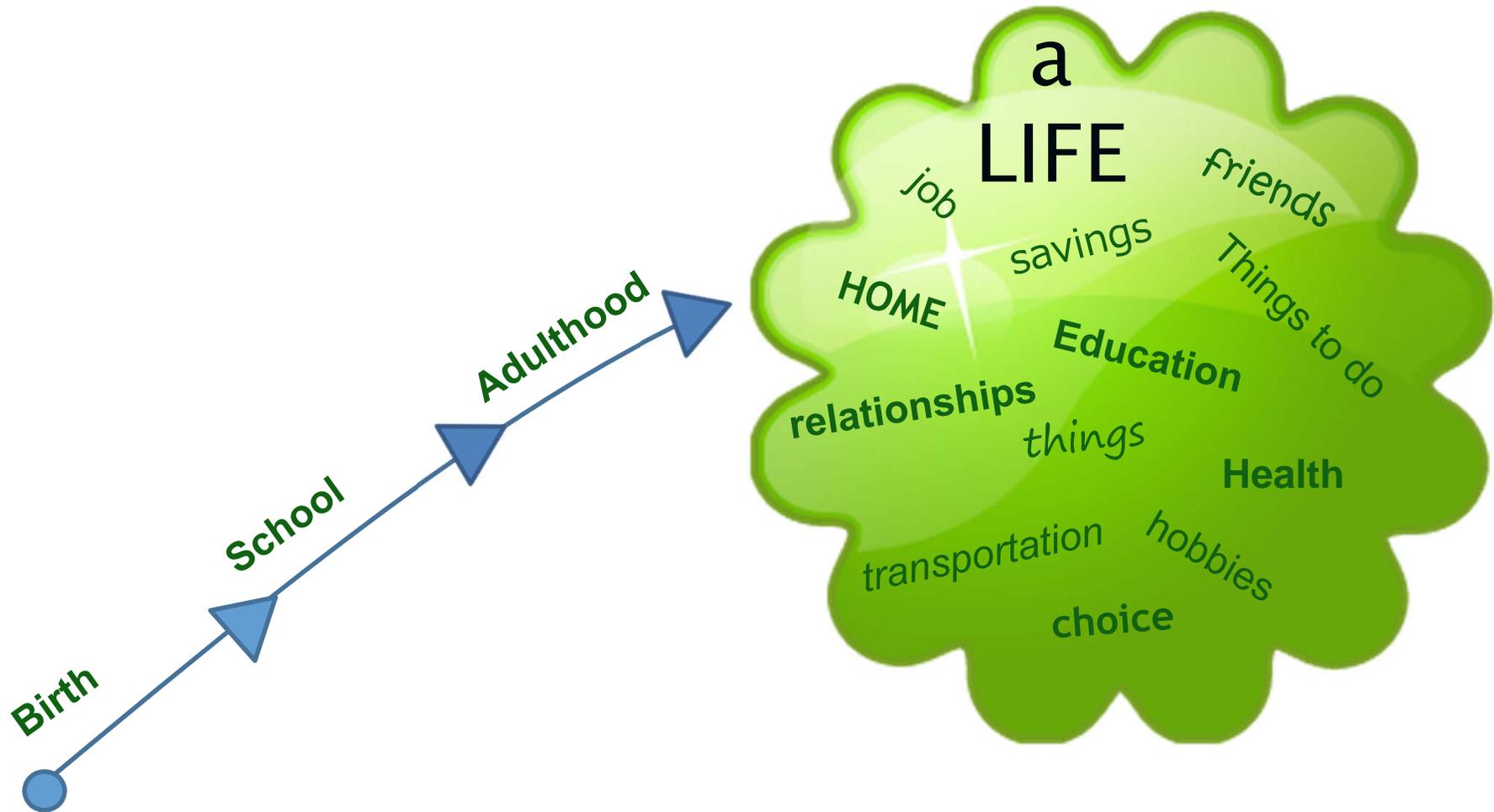
Vision for People



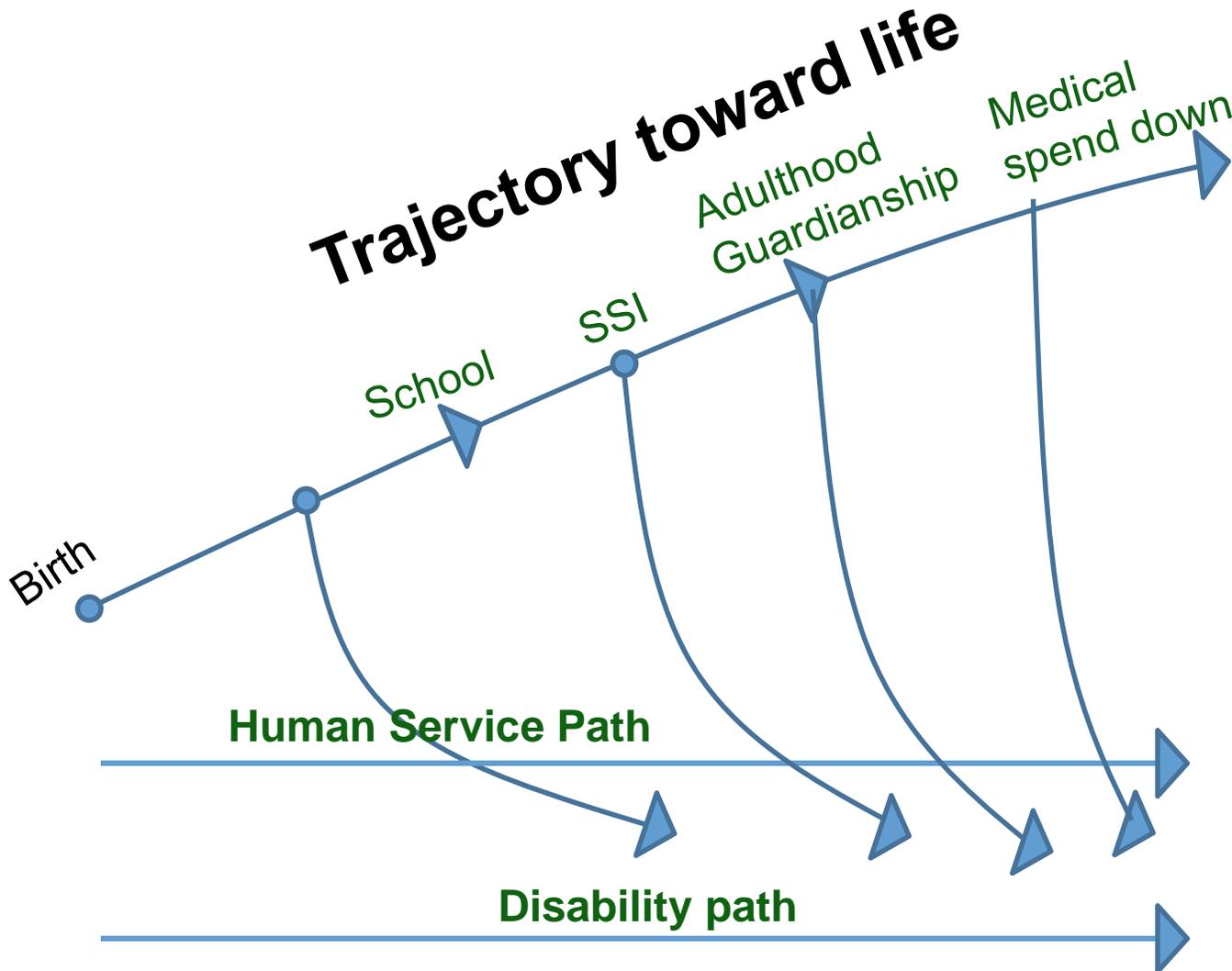
Disability is a Natural Part of Human Life

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

Trajectory toward life

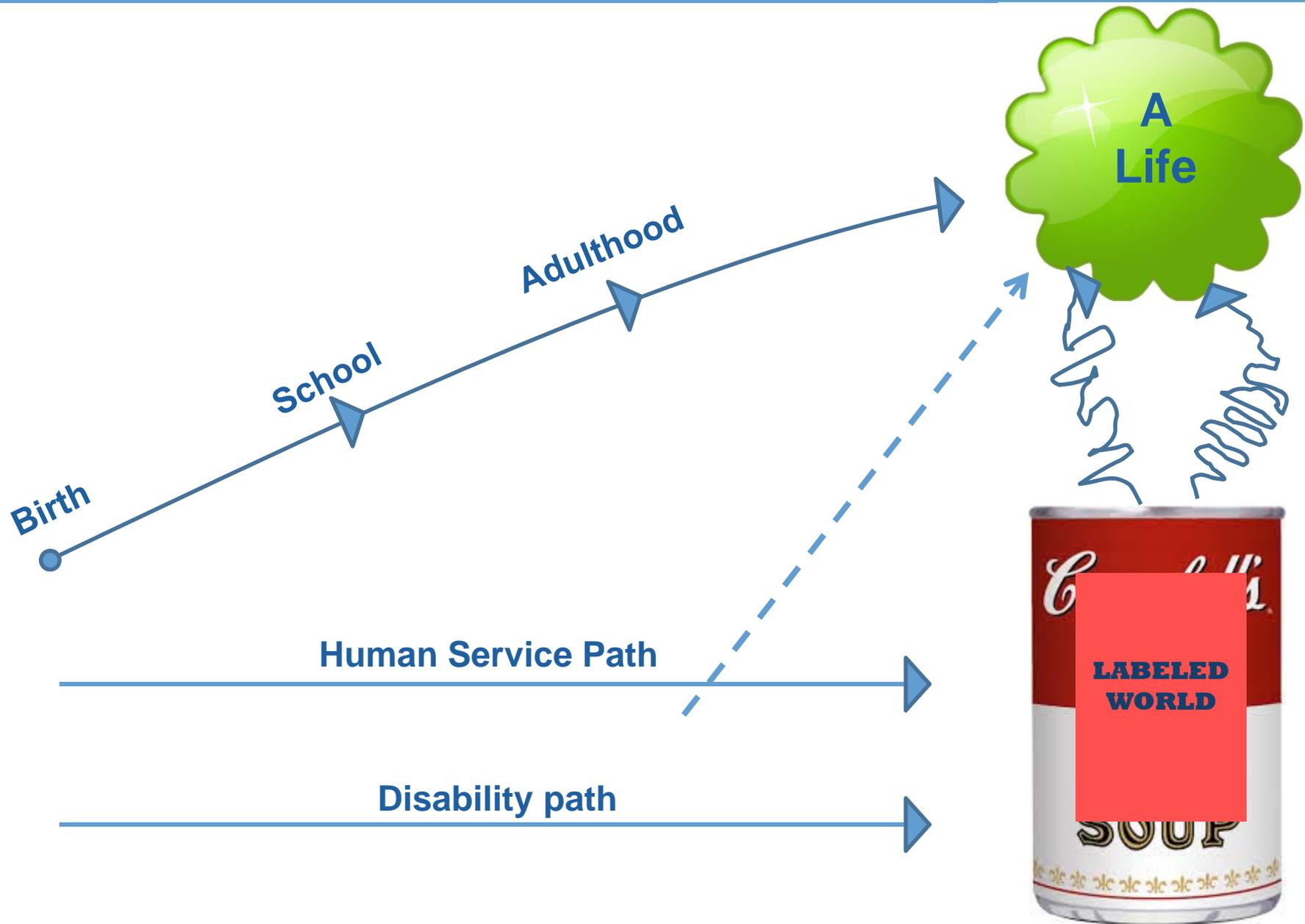


Trajectory toward life





- Poverty
- Special programs (living, jobs, education, recreation)
- Depend upon public funding (bye, bye, choice)
- Isolation – even segregation
- Needs (what you don't have)



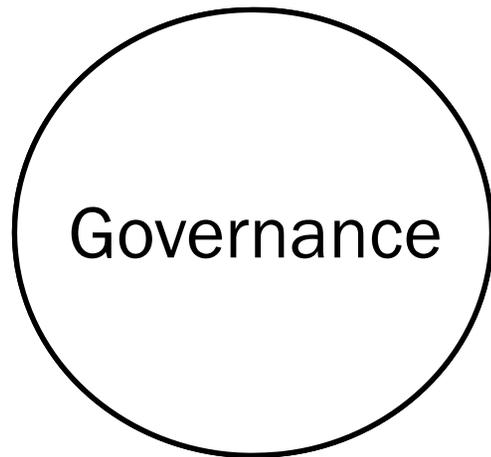


Governance by Policy Setting

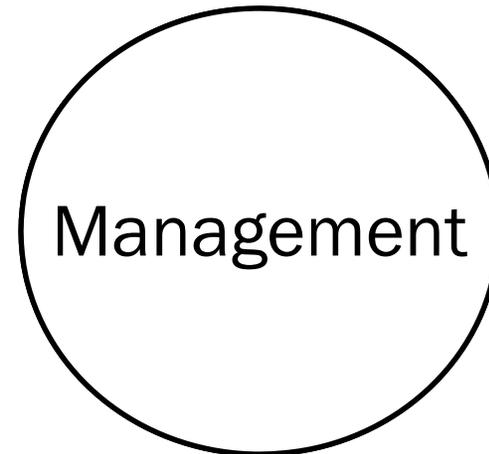
Background

- Governance by Policy model
- Based on the work of John Carver who sets out many principles and recommendations.
- Washington Council adopted the Governance by Policy model in 1998.
- Adapted to our use.

Two Major Tasks in any (Healthy) Organization

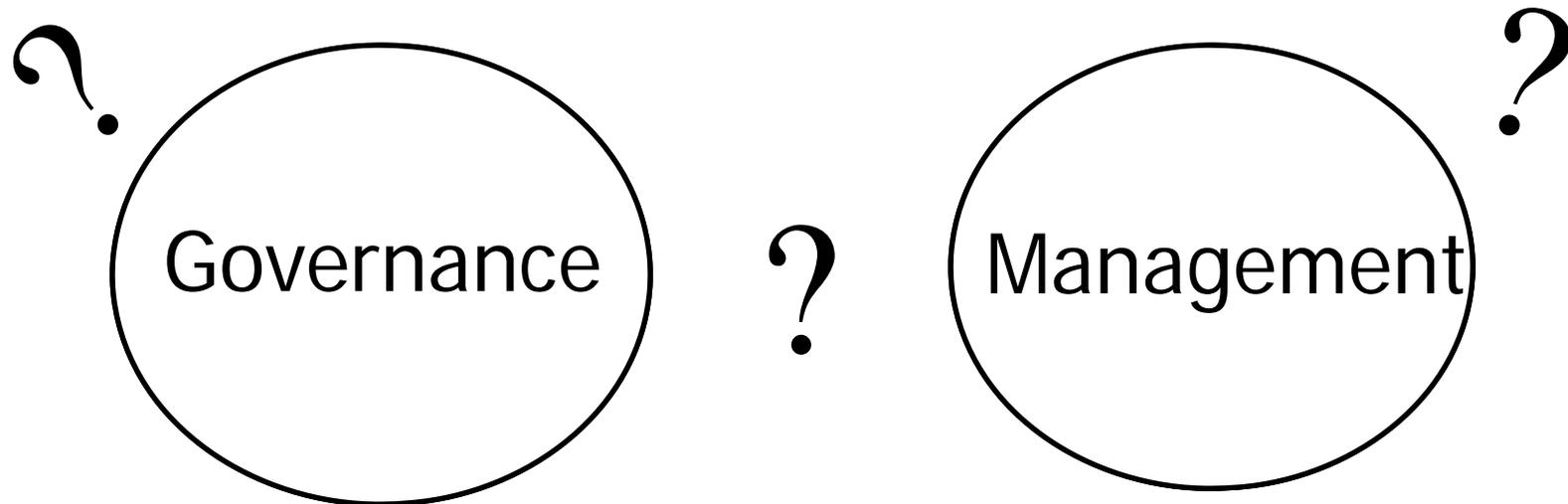


What we want to be
Where do we want to go



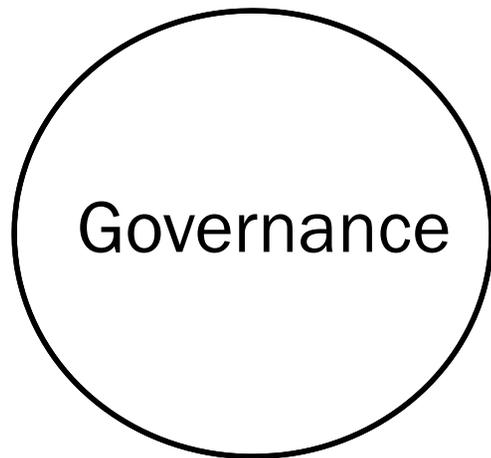
Making it happen

Governance vs. Management

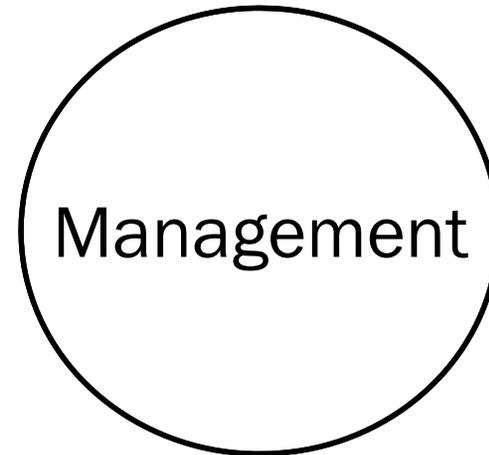


Easy to mix up.
Most of us know and are
more comfortable with Management.

Governance by Policy: Works on a fundamental assumption



Responsibility
of the Council



Responsibility
of the Exec. Director/Staff

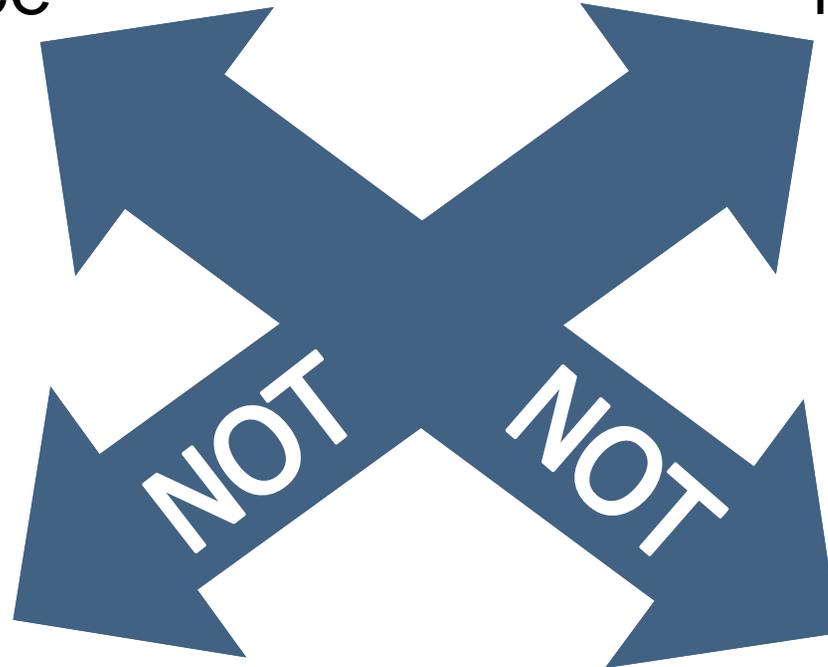
Top Commandment:
We shall not mix up these roles

Governance

Management

Council

ED/Staff



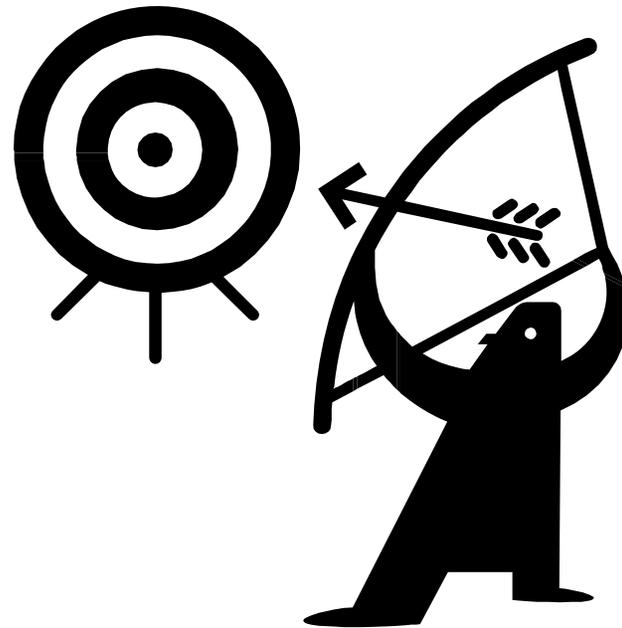
Governance by

- Establishing Ends
- Establishing Means
- Establishing Relationships

Policies

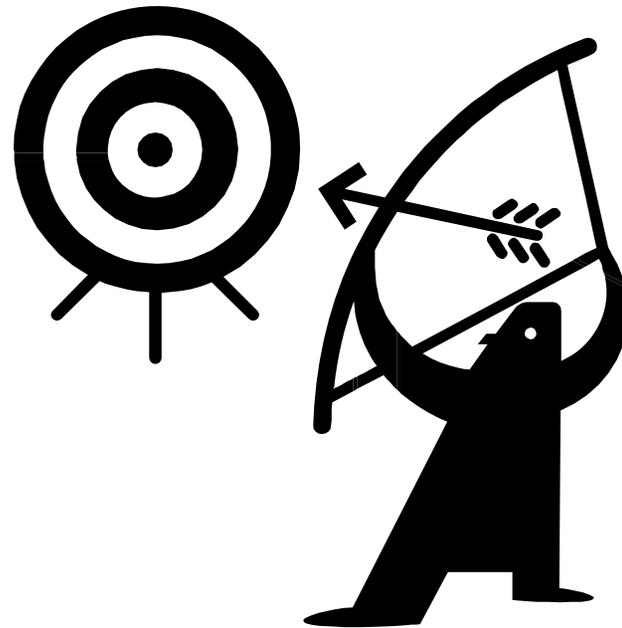
“Ends Policies”

The big
picture
goals



“Ends Policies”

A life of:
Independence
Productivity
Self-determination
Integration/Inclusion



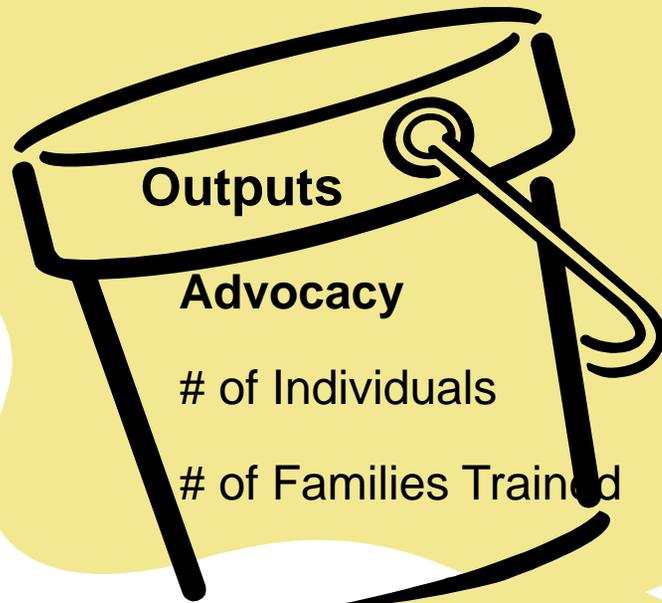
“Means Policies”



How do we get
to the ends:

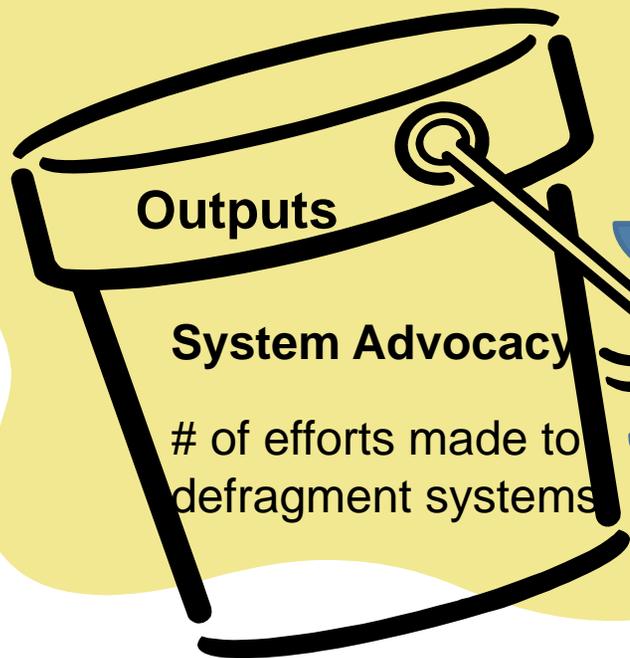
- Outcomes and performance measures
- Resource allocation
- Public Policy agenda/policy positions

New Performance Measures ²⁰



Outcomes

Still Involved

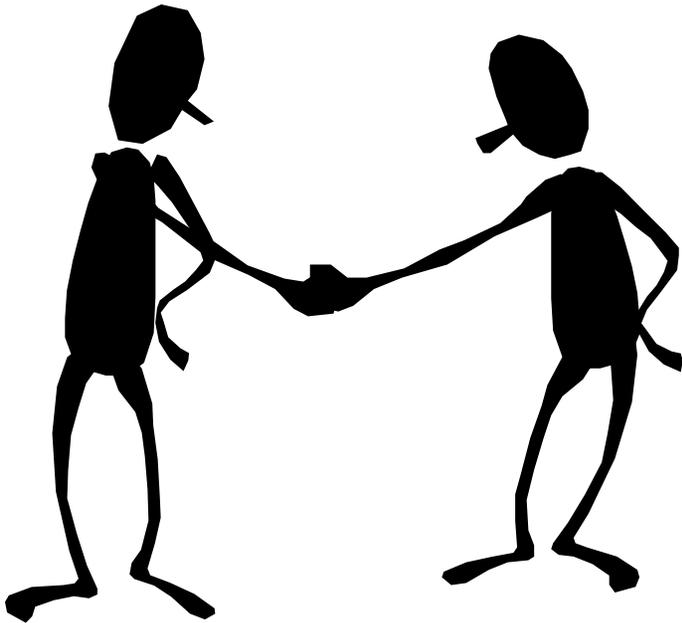


Adopted

Laws/Policy Set

Implemented

Relationship Policies



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

Relationship Policies - Council to Stakeholders

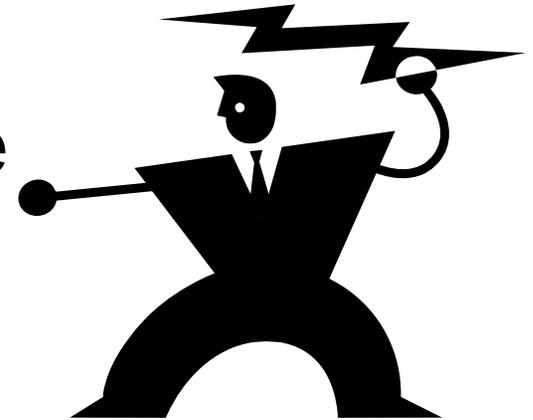
- Values of the state
- Issues individuals & families have
- What can we learn
- Resources and resourceful people in local communities

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

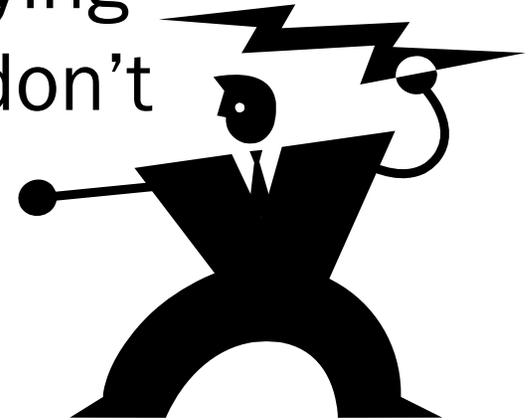
- Where do members want organization to go/be
- Keep touch with history and core values of the organization
- Keep the two way street open



Relationship Policies – Board to E/D

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

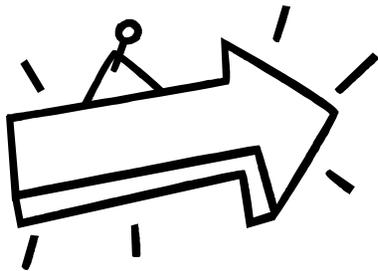


Governance

- 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

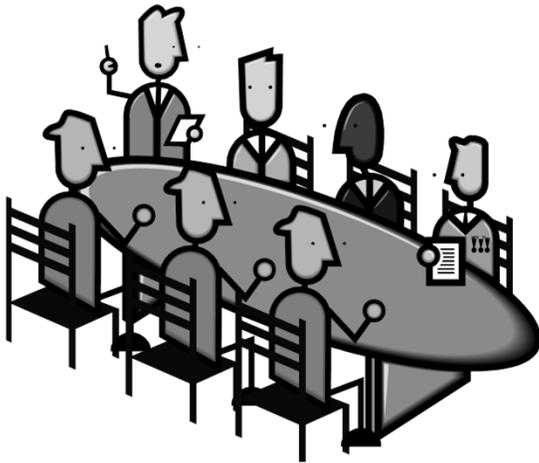


policy direction
of the organization

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



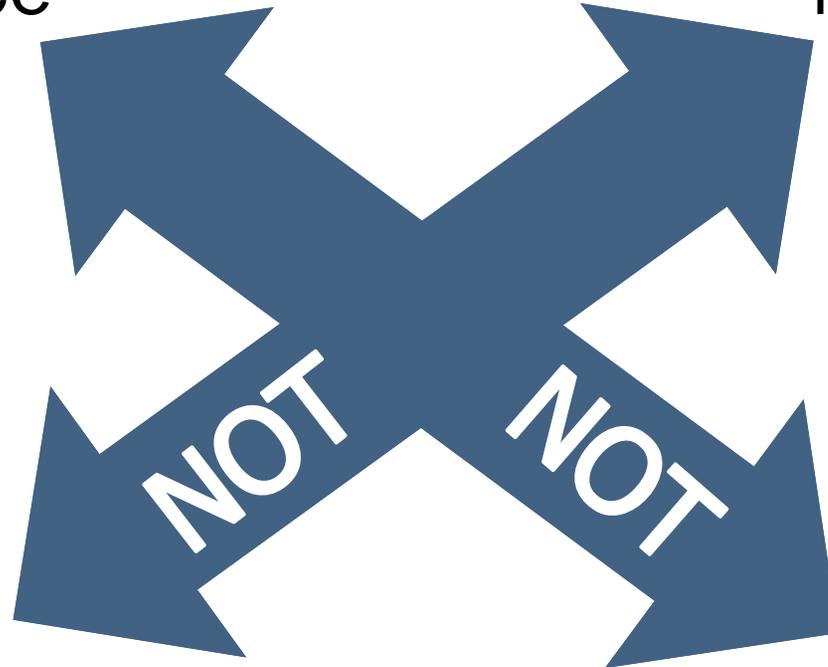
Top Commandment:
We shall not mix up these roles

Governance

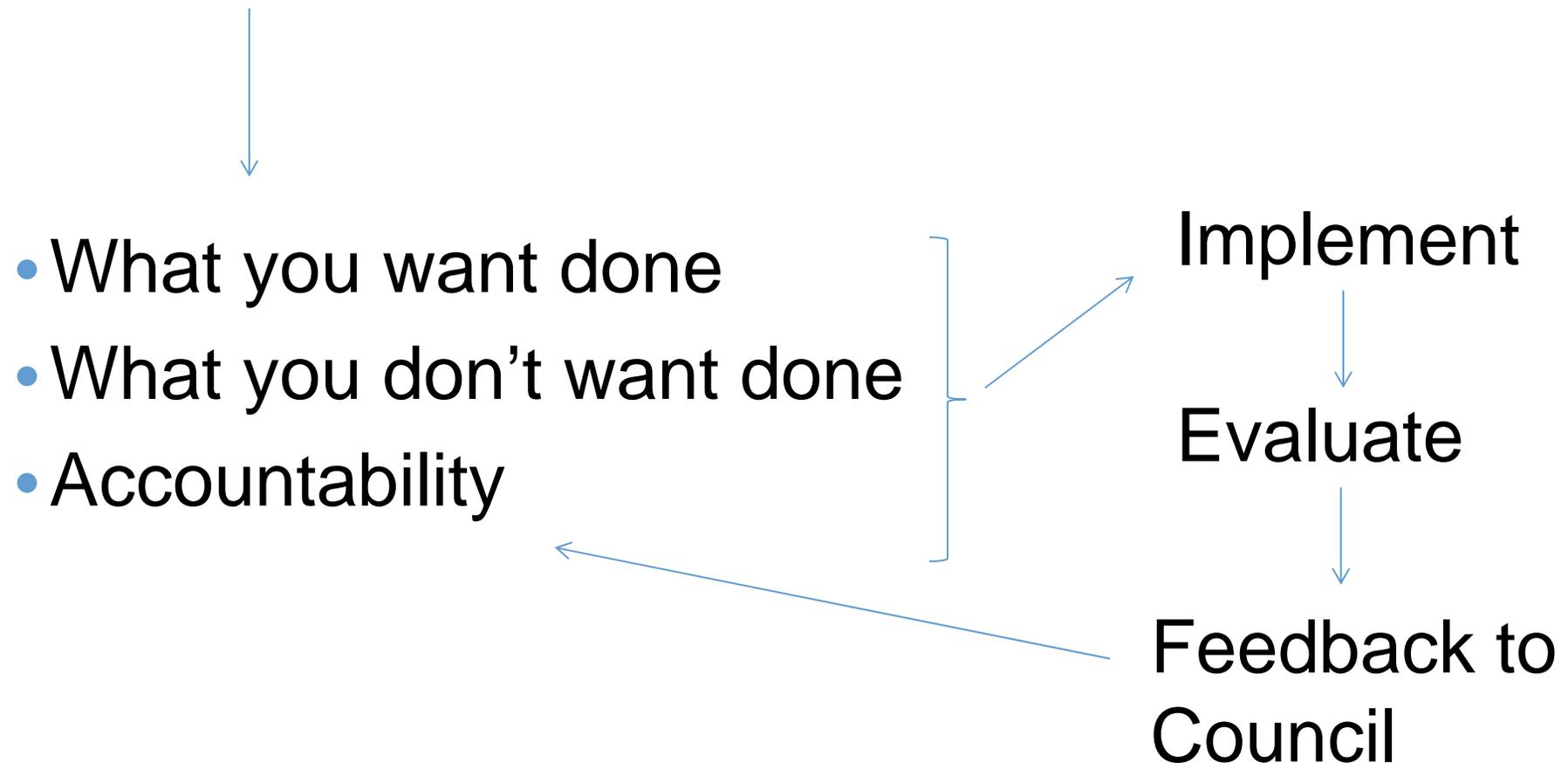
Management

Council

ED/Staff



Council Determines – CEO/Ex. Director/Staff



Example

Council decision

- 1) Performance measure
X in state plan
- 2) What are the outcomes
- 3) Amount of resources
- 4) Contracted out or
performed by staff
- 5) Reporting

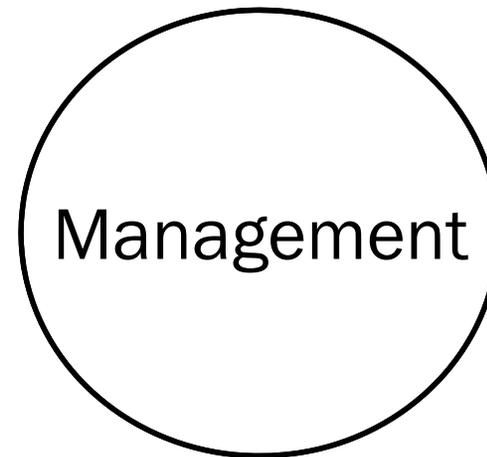
Ex. Director/Staff implement by

- a) Allotting the funding
- b) Procuring contractor
- c) Supervise the project
- d) Reporting back to Council

Governance by Policy: Works on a fundamental assumption



Responsibility
of the Council



Responsibility
of the Exec. Director/Staff

Questions?

Ed Holen

Executive Director

Washington St Developmental Disabilities Council

Ed.holen@ddc.wa.gov

1-800-634-4473