

Special City Council Meeting Agenda



Wednesday, December 5, 2018 – 6:00 p.m.
Meeting Room C, Guelph City Hall, 1 Carden Street

Please turn off or place on non-audible all electronic devices during the meeting.

Please note that an electronic version of this agenda is available on guelph.ca/agendas.

Open Meeting– 6:00 p.m.

Disclosure of Pecuniary Interest and General Nature Thereof

Special Council Workshop – Council Orientation – Night 1

Welcoming Remarks

Mayor Guthrie

Presentation:

Derrick Thomson, Chief Administrative Officer

- Role of the CAO
- Orientation/evening overview
- CAO background
- Council/staff roles
- Current status
- About the City of Guelph/framework
- Future direction

Break

Council Staff Relations: The Public Service Bargain

Presentation:

David Siegel, Professor, Brock University

- Role of Council
- Role of staff
- Council – CAO structure

- The policy advice bargain
- The management bargain

Adjournment

Council-Staff Relations: The Public Service Bargain

Presentation to:
City of Guelph
Council Orientation Session
November 27, 2018

David Siegel
Professor of Political Science
Brock University
dsiegel@brocku.ca

My goal for today

To provide a framework to help councillors and staff understand their respective roles, and how they can work together in the interest of the municipality

Background and Some History

Roles of councillors and staff

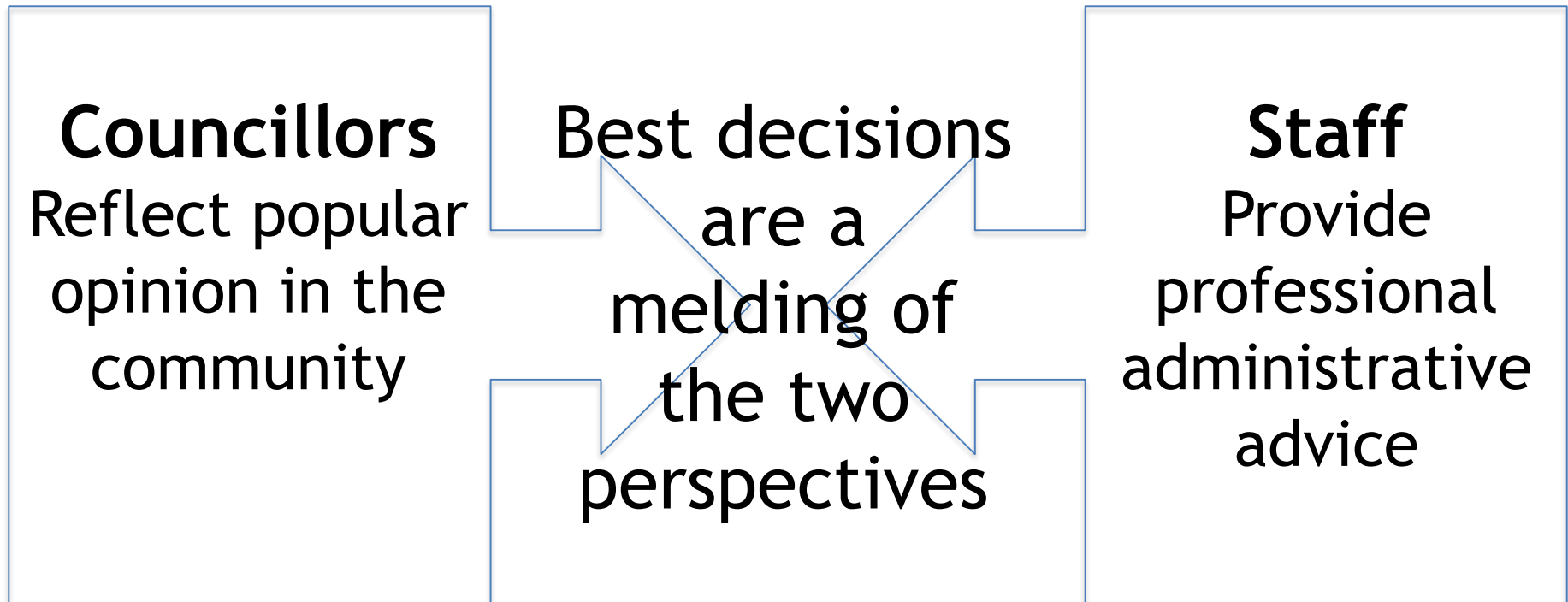
Councillors

- Representatives of the community
- Sensitive to local issues

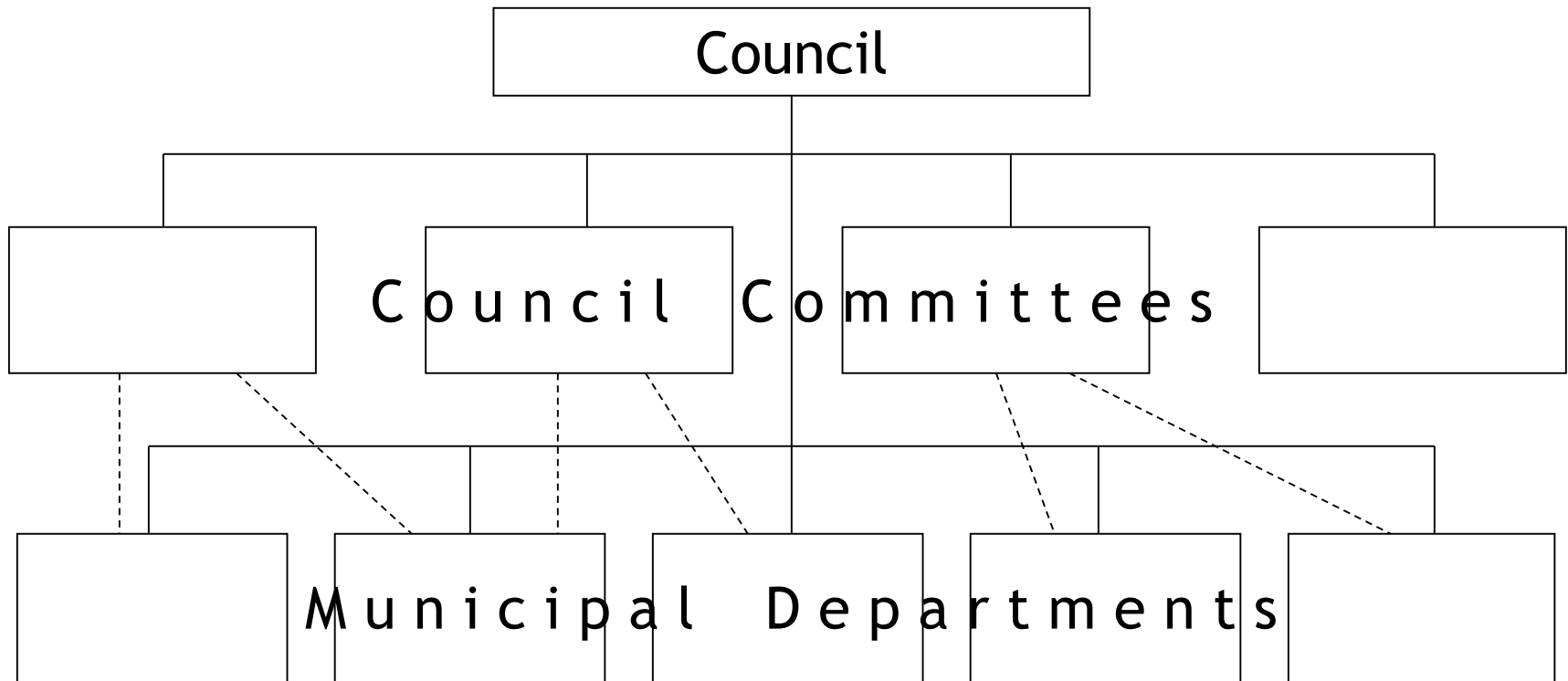
Staff

- Substantive knowledge
- Full-time experts

Complementary roles of council and staff



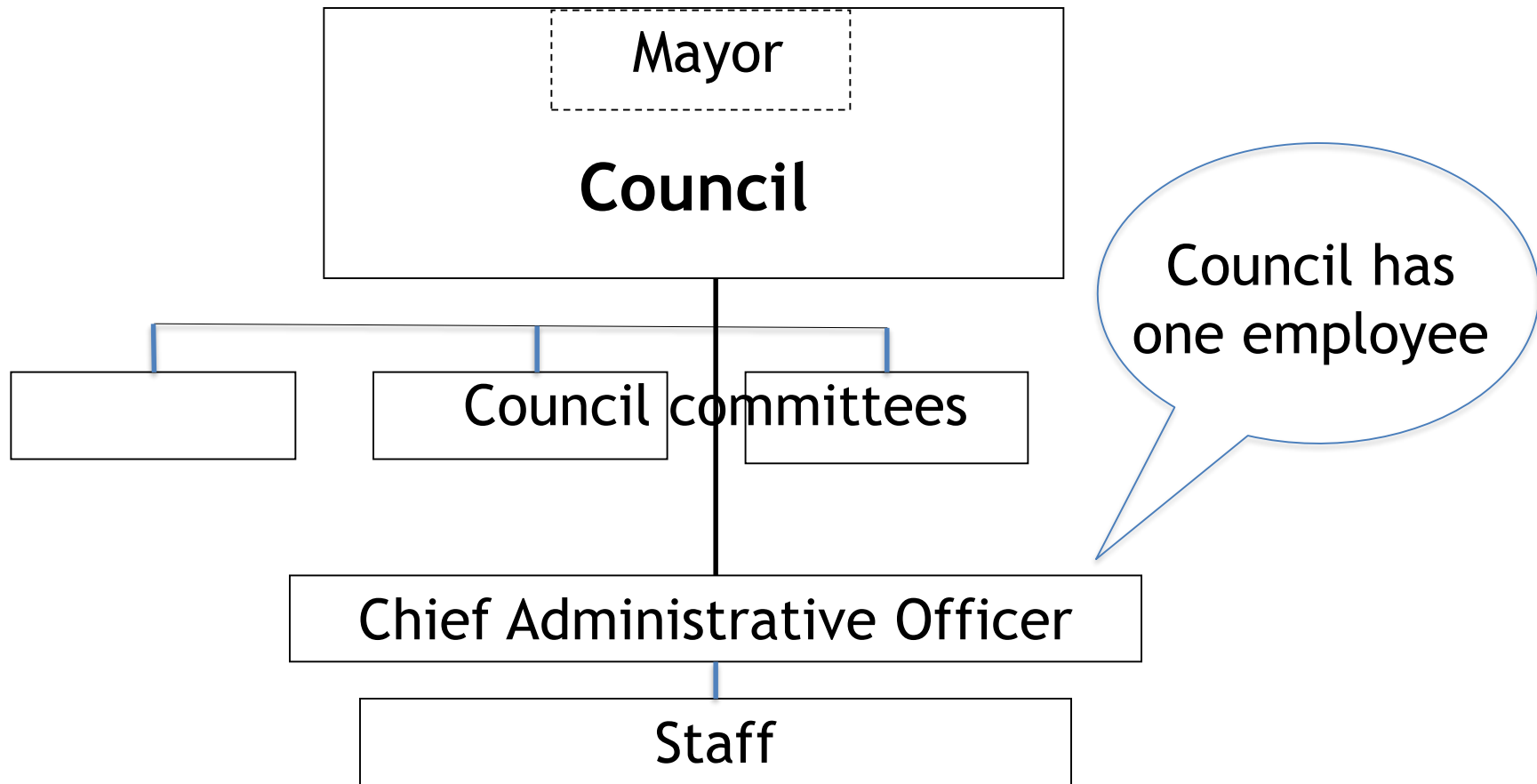
Traditional council-committee structure



Traditional council-committee structure

- Council works well as a deliberative body
- Council does not work well as a management body
- Departments operate in silos
- Weak coordination of service delivery

Council-CAO structure



Council-CAO structure

- Council does what it does best - deliberates and makes policy
- Council communicates that policy to its one employee
- CAO ensures that policies are coordinated across departments
- Council can hold that employee accountable for service delivery

The Public Service Bargain

The public service bargain

- Bargain between council and staff
- Establishes rules of interaction
- Creates mutual expectations
- Implicit bargain - avoid legalisms
- Each side gives up something in exchange for gaining something else

The policy advice bargain

Staff members will provide their best professional, administrative advice without regard to the political implications of that advice.

Council will consider staff advice in a respectful manner. If it chooses to reject that advice, it will do so without public, personal criticism of staff.

Importance of the policy advice bargain

- Best policy decisions are made when each side fulfils its role
- Council needs honest professional, administrative advice
- Staff must feel comfortable providing professional, administrative advice

The management bargain

The CAO will have reasonably complete authority to manage the public service including the ability to hire, promote, discipline, and fire staff on a merit basis.

Council can hold the CAO accountable for the efficiency and effectiveness of the public service, but council will refrain from becoming involved in managing the public service.

Importance of the management bargain

- Council has one person who is responsible for quality of management
- Council can focus on decision-making
- CAO has authority to build an efficient management team reporting to CAO

The overarching bargain

Staff will be loyal to the current council, provide professional advice, and carry out the instructions of council in a conscientious and loyal manner.

Council will consider staff advice carefully, treat staff with respect, and provide staff with security of tenure based on proper performance of duties

What's in it for council?

- Council focuses on what it does best - policy-making
- Council receives good policy advice based on professional expertise
- Loyal and efficient public service
- Good service delivery

What's in it for staff?

- Staff members focus on what they do best - deliver service
- Hiring and promotion on merit
- Reasonable security of tenure

Summary

- Complementary roles of council and staff
- Each side sticks to its side of the bargain
- Necessity of good public service bargain