

# Bruce County Council Orientation

## Setting the Stage for the Work - Activity #4

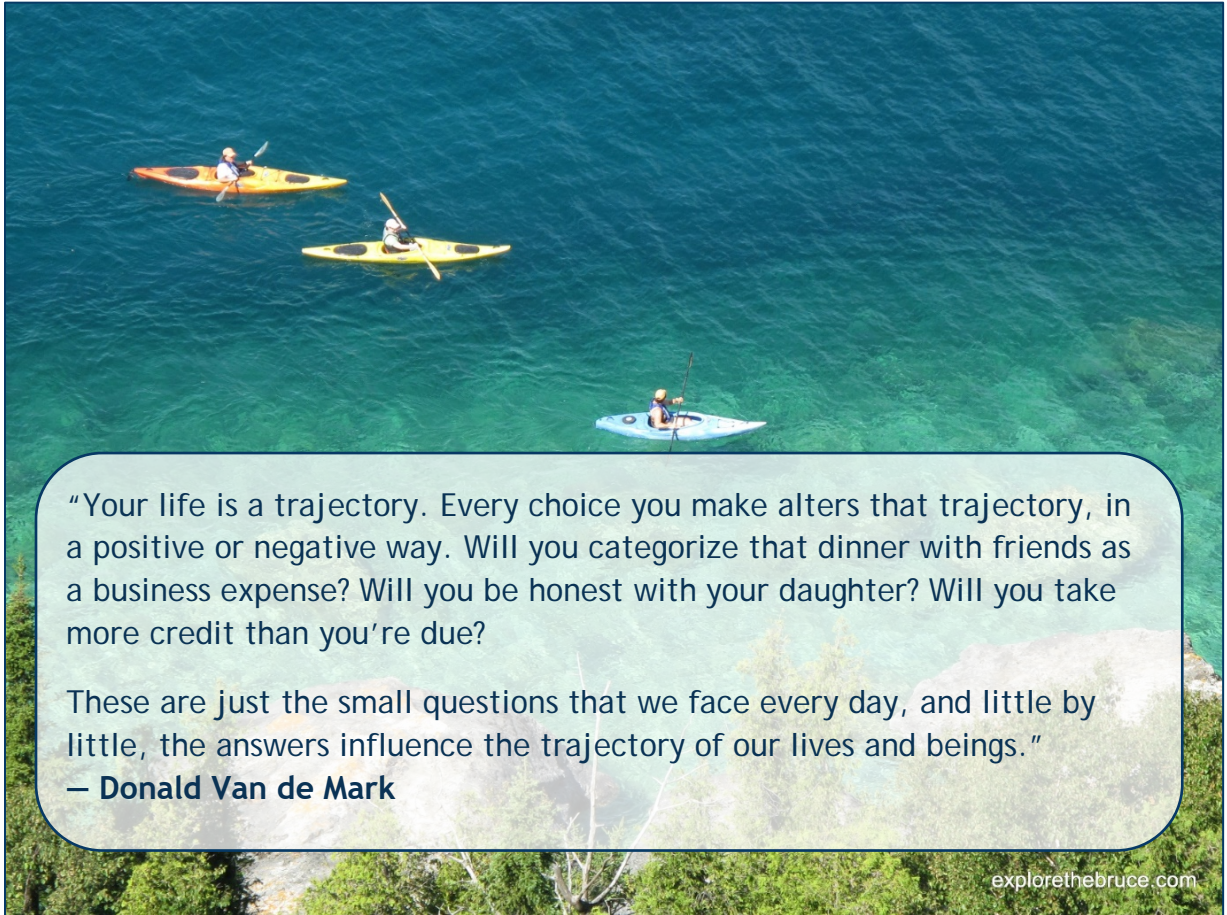
November 22<sup>nd</sup>, 2018



# Some Ground Rules For The Voyage

## Council? Staff? The Public?

What happens if we get off path?



“Your life is a trajectory. Every choice you make alters that trajectory, in a positive or negative way. Will you categorize that dinner with friends as a business expense? Will you be honest with your daughter? Will you take more credit than you’re due?”

These are just the small questions that we face every day, and little by little, the answers influence the trajectory of our lives and beings.”

– Donald Van de Mark

explorethebruce.com

## Role of Council

- ✓ Represent the public and to consider the well-being and interests of the County;
- ✓ Develop and evaluate policies and programs of the County;
- ✓ Determine which services the County provides;
- ✓ Ensure the administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council;

- ✓ Ensure the accountability and transparency of the operations of the County, including the activities of the senior management of the County;
- ✓ Maintain the financial integrity of the County; and
- ✓ Carry out the duties of Council under the Municipal Act, 2001 or any other Act.

### **Role of CEO (Warden)**

- ✓ To act as chief executive officer of the municipality;
- ✓ To preside over council meetings so that its business can be carried out efficiently and effectively;
- ✓ To provide leadership to the council;
- ✓ To provide information and recommendations to the council with respect to the role of council;
- ✓ To represent the municipality at official functions; and
- ✓ To carry out the duties of the head of council under this or any other Act.

### **Role of CAO (Chief Administrative Officer)**

- ✓ Exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality; and
- ✓ Performing such other duties as are assigned by the municipality. 2001, c. 25, s. 229.

### **Baseline Requirements for Council Staff Relationship:**

#### **Staff Will:**

Faithfully implement Council's decisions and establish administrative practices and procedures to carry out Council's decisions;

- ✓ Undertake research and provide advice to Council on the policies and programs of the County. This advice shall be non political, neutral, objective;
- ✓ Carry out other duties required under the Municipal Act, 2001 or any Act and other duties assigned by the County.

#### **Council Will:**

- ✓ Be respectful of the role of staff to provide advice based on political neutrality, professional judgement and objectivity.
- ✓ Not maliciously or falsely injure the professional or ethical reputation, or the prospects or practice of staff;

- ✓ Never compel staff to engage in partisan political activities or be subjected to threats or discrimination for refusing to engage in such activities;
- ✓ Never attempt to use their authority or influence for the purpose of intimidating, threatening, coercing, commanding or influencing any staff member with the intent of interfering in staff's duties.

### **Staff Code of Conduct**

Staff Code of Conduct (Policy E8) can be found [here](#).

### **Purpose of the of the Staff Code:**

- ✓ To provide staff of the County with a commonly understood and readily accepted code of conduct that guides our actions.
- ✓ To provide a unified statement of values and express who we are as County employees.
- ✓ To celebrate the path that we will travel down individually and collectively, and to identify the path we simply will not travel down.
- ✓ Selected Staff Values:
- ✓ We are accountable beginning to end, working for the public interest, actually owning any questions until an answer is found.
- ✓ We deal with obstacles, but do not create our own. Instead, we innovatively build the bridges, work together inside and outside of the County to find resolutions and opportunities.
- ✓ Working for the County of Bruce provides a sense of discovery. What we can accomplish together is truly amazing.

### **Selected Paths Staff Will Take Together:**

- ✓ We will be authentic, and act out of a sense of integrity. This involves reaching out and engaging others, improving ourselves and others, and fixing what does not work.
- ✓ We will faithfully and diligently implement County Council directions through our policies, programs, operations and daily work.
- ✓ A sense of honour and respect will guide the work that we do individually and collectively for the County. This means maintaining respect, loyalty trust and support for each other in our daily work.

### **Examples of How Staff help our Public On Their Journeys:**

- ✓ No matter the job description, we are all here to provide excellent customer service. This means being as helpful as we can in our own areas of expertise,

- ✓ as well as bringing in others when a solution is not at hand. There is no wrong door. “Not my department” is never uttered.
- ✓ We earn and sustain the public trust. We do this because our advice to the public is frank, judicious, impartial, merit based, timely, and free from personal interest and/or judgement.
- ✓ The public expects accountability. We deliver this by sharing information in a clear manner, accepting responsibility for our individual and group actions, and submitting ourselves to public scrutiny.

### **Some Paths that Staff Will Not Go Down:**

- ✗ We do not gossip or comment on the activities of those within our organization or those we serve.
- ✗ We will not make public announcements, or share opinions through the media (including social media) that are derogatory in nature towards others including, without limitation, the County, an elected official or a County staff member.
- ✗ We do not knowingly place ourselves in situations of real, potential or apparent conflict of interest that arises from our work activities, such as, but not limited to making recommendations to County Council, the CAO, procurement and hiring practices.
- ✗ We ensure the workplace is free from abuse, bullying or intimidation, and to ensure that the work environment is free. We abide by The Ontario Human Rights Code, the County’s Workplace Harassment Policy E1.

### **Council Code of Conduct**

The full version of the code of conduct for Council is available [here](#).

### **Purpose of Council Code:**

To help in achieving the highest standards of conduct, ensuring public trust and confidence in the County’s decision-making and operations.

Bruce County Council members shall act in an accountable and responsible manner, with integrity and fairness in the decision-making process.

### **Select Paths that Council Will Travel Down:**

- ✓ Seek to advance the common good of Bruce County.
- ✓ Exercise our powers only for the purposes for which they were intended
- ✓ Truly, faithfully and impartially exercise our office to the best of his or her knowledge and ability.

- ✓ We will act with integrity, be accountability and transparency.
- ✓ We will Serve the public a diligent and open minded way.
- ✓ We will focus on issues rather than personalities, and avoid aggressive, offensive or abusive conduct.
- ✓ We will not make disparaging remarks about other members of Council, staff, members of the public, or Council's decisions.
- ✓ We will avoid the improper use of the influence of their office and shall avoid conflicts of interest, both apparent and real.
- ✓ We will not give preferential treatment to any individual or organization
- ✓ We ensure the workplace is free from abuse, bullying or intimidation, and to ensure that the work environment is free. We abide by The Ontario Human Rights Code, the County's Workplace Harassment Policy E1.

### **Some Paths That Council Will Not Go Down:**

- ✗ We will not use the status of our positions to gain private advantage for ourselves, friends or families.
- ✗ We will not interfere with employees, officers or other persons performing duties under the Provincial Offences Act.
- ✗ We will not use or permit to be used County property or resources for any purpose other than County business.
- ✗ Accept personal a gift, benefit or hospitality that has been provided, or can be seen to been provided, that implies favoritism, bias, or influence on the part of the member.
- ✗ Allow lobbying by groups or individuals to prevent us from undertaking our County duties in an impartial and objective fashion

### **What Happens if things go wrong:**

#### **Council:**

Any individual can advise a Council member that their behavior or activity contravenes the Code of Conduct, and ask them to stop

If an individual is not satisfied with the response, we have an integrity commissioner appointed to investigate alleged breaches of the ode.

If Integrity Commissioner reports a breach of the County Council Code, the Municipal Act allows Council to impose:

- ✓ Reprimand.
- ✓ Suspension of remuneration paid up to 90 days.

- ✓ Commissioner can refuse to hear a complaint if it falls within another jurisdiction (for example, Freedom of Information, a criminal matter).

**Staff:**

- ✓ Complaint policy encourages those making the complaint to work it out amicably with the service area providers.
- ✓ If this cannot happen, a complaint can be submitted using a standard complaint form.
- ✓ Investigations are undertaken on formal complaints by the Clerk of the County, following the standard procedures as laid out on the policy.
- ✓ Complaint of Employee misconduct shall be forwarded in confidence to the Director of Human Resources and the Chief Administrative Officer and shall be addressed through Internal County policies.

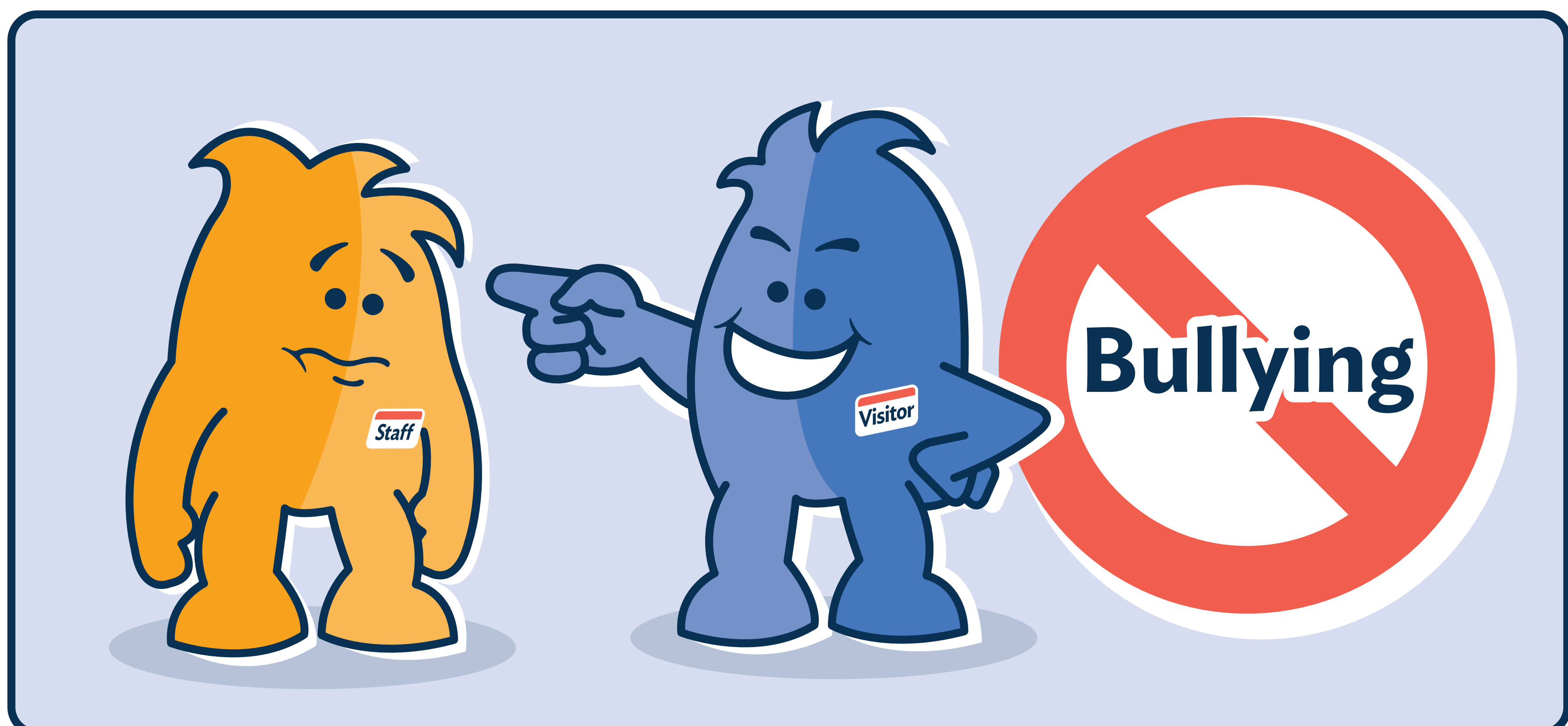
**Respect Check:**

- ✓ The Respect Check is comprised of two simple posters, displayed at County buildings.
- ✓ These posters strive to enunciate the “staff - public bargain”.
- ✓ The bargain is that we are here to help the public, but there must be respect, or we cannot help.

# RESPECT CHECK

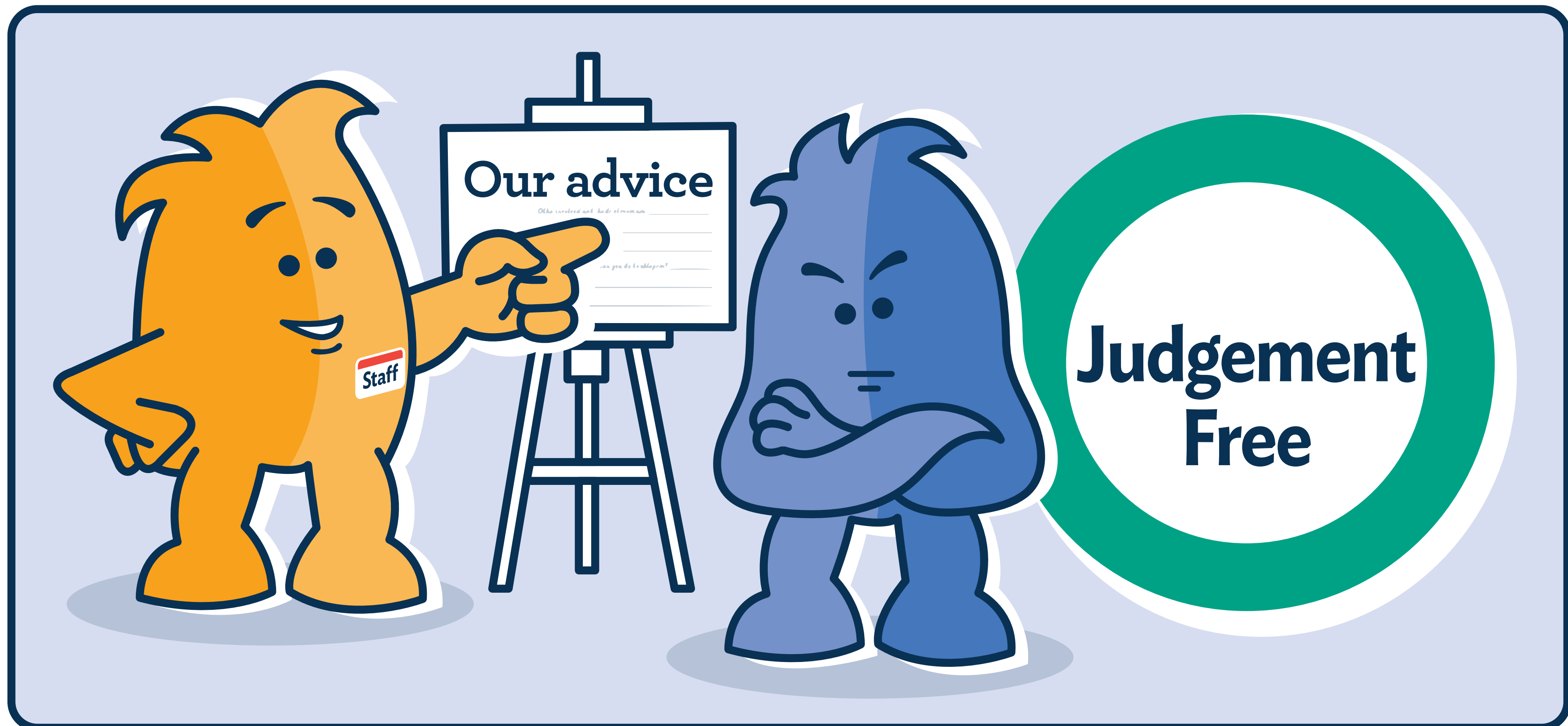


**We ask that you not swear, yell, threaten or otherwise abuse County staff, or other visitors who may be present. Abusive behaviour will not be tolerated.**

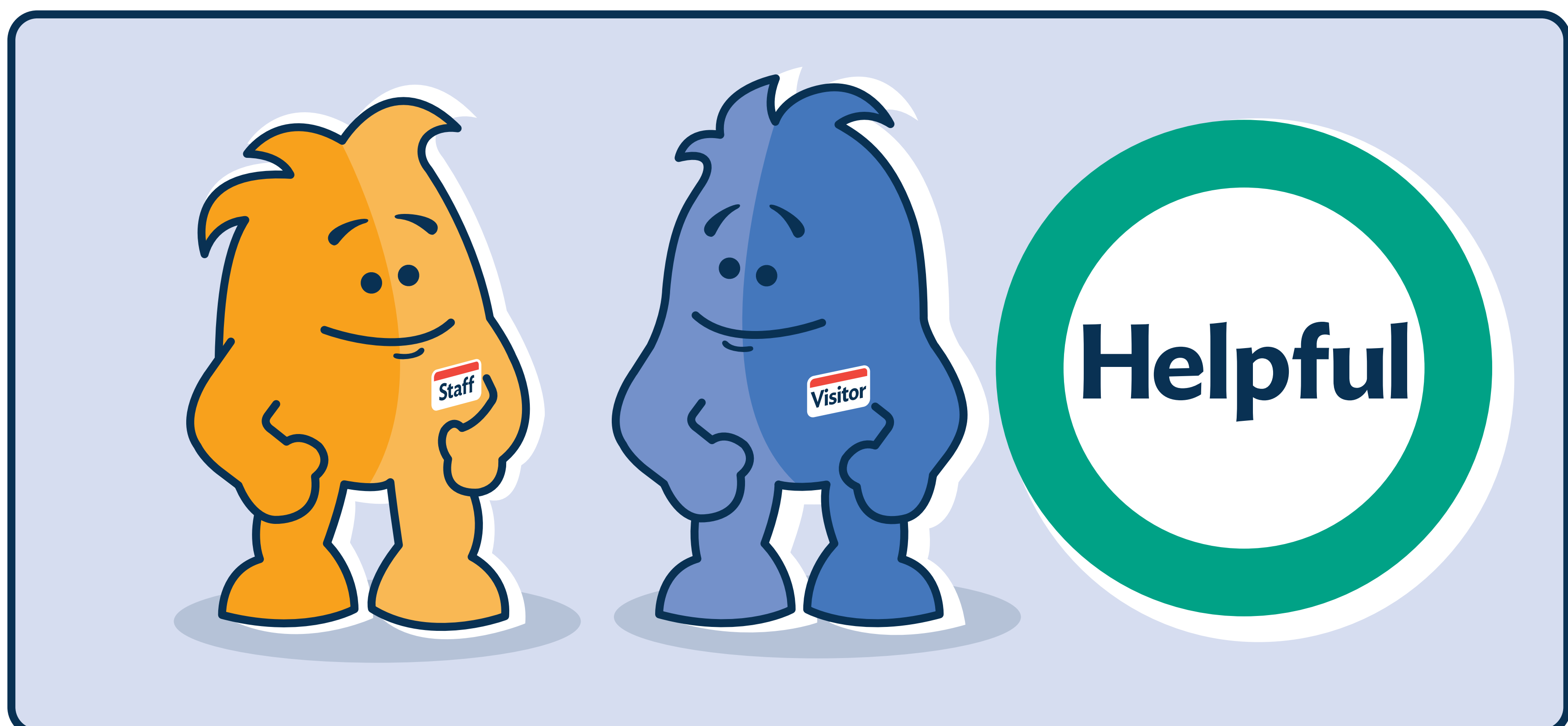


**We do not tolerate bullying behaviour, abuse of the people around us, or discrimination, as outlined in the human rights code.**

# RESPECT CHECK



**Our advice to you will be impartial, objective, and free from judgement (even when you do not appreciate what we are trying to say).**



**We are here to provide great customer service.  
We will be helpful, or find someone else who can help.**

# Perspectives on County Government

## Perspectives on County Government

Adapted from: The Role of Local Government (Siegel & Tindal, Municipal World, 2006).

### Common Law Responsibility of Any Member of a Governing Body

- ✓ Members must act to preserve and promote the interests of the organization, regardless of how the member was appointed to the governing body.

### What This Means in Practice

- ✓ When acting as member of governing body, prime allegiance must be to organization.
- ✓ Governing body acts in the interest of the organization.
- ✓ Even if in conflict with some other constituency.
- ✓ Speak up for your constituency and vote in the interest of the entire organization.

### How Do We View Ourselves On the Continuum?

- ? Comfortable subordination - comfortable as a creature of the province.
- ? Assertive maturity - local government is a real government with an electoral mandate and a responsibility to its residents.

	Comfortable subordination	Assertive maturity
Taking charge	Respond to pressures when they arise. Policies are made when required by the province. Reactive	Plan ahead. Set long term priorities. Take the initiative in making policies that respond to needs of citizens.
Intergovernmental relations	Delight in the role of constitutional orphan; supplicants seeking crumbs from provincial and federal table. Consistently lay blame upon other governments/agencies for council woes.	Elected governments with their own mandate. Work within (or around) the inter-governmental hierarchy to serve citizens. Actively seek out like minded partners to tackle population wide issues.

	Comfortable subordination	Assertive maturity
Budgeting	Main goal is minimizing the property tax regardless of impact on service quality. Do not actively collaborate on/budget for services outside of traditional service realm	Main goal is to deliver services that citizens want in an efficient manner. Actively strategize and execute programs, measure what works, drop what does not work. Adept at change management within budget parameters
Involving the public	Provide public input when required by law. It is sporadic and narrowly focused. Dominant focus can become "for or against" narrowly defined community disputes.	Truly collaborative community. Participation is continuous and covers broad spectrum of issues. Core messages of the organization are consistently delivered across all channels
Staffing	Staff viewed as an expense, to be controlled as tightly as possible. Blame laying between elected officials and staff in times community conflict, creating "hotspot anxiety"	Staff viewed as investment, to be developed for the future benefit of the municipality. Clear understanding that staff provide best advice they can, Council makes the best decision that they can. A comfortable bargain.

### **Siegel's Views on the "The public service bargain"**

- ✓ Bargain between council and staff.
- ✓ Establishes rules of interactions.
- ✓ Creates mutual expectations.
- ✓ Each side gives up something in exchange for gaining something else.

### **Three types of bargains**

- ✓ Council and staff.
- ✓ Relationships with external groups.
- ✓ Internal management.

### **Negotiating the bargain**

- ✓ Implicit bargain - Iterative process of mutual interaction and finding the sweet spot.

## The bargain with council

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

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

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## Complementary roles of politicians and staff

**Councillors**  
Reflect popular opinion in the community

Best decisions are a melding of the two perspectives

**Staff**  
Provide professional administrative advice

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## Council-staff bargain – condition precedent

**Proactive**

**Reactive**

Staff brings new issues to council even if not requested

Staff responds to council request to provide broad policy advice including options council had not considered

Staff provides advice on the policy options discussed by council

Staff provides information about the administrative implications of policy that council is considering

Staff implements council decisions, but does not offer any advice on policy

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## Bargain involving the community – condition precedent

**High profile**

**Low profile**

Staff is actively involved in many community organizations and represents the interests of the municipality; staff members seek out contact with the media

Staff is involved in community organizations, and will discuss municipal activity when requested; staff will discuss municipal issues with the media after clearing it with council

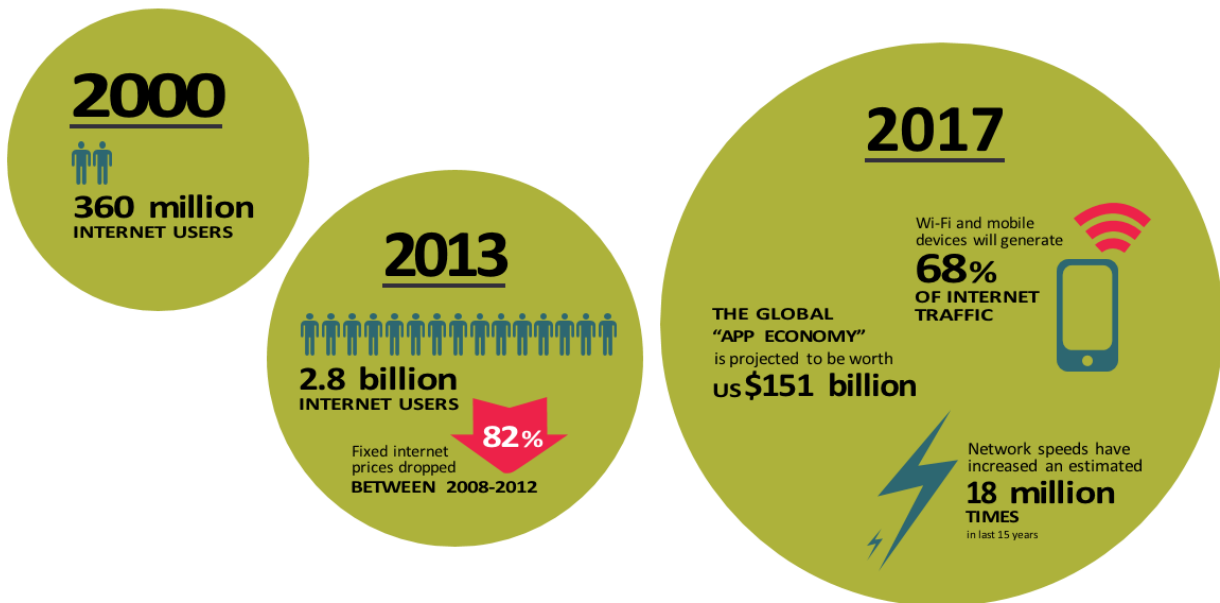
Staff members are passive members of community organizations, and do not discuss municipal issues; staff will discuss administrative aspects of municipal activity with media

Staff does not become involved in community organizations and declines all media requests

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## Bruce County in the Digital Age

*"Because of the way budgets and resource allocation are structured in a Westminster system, someone must own a project; there's trouble with sharing information across different lines, and a certain protectionism surrounding that bureaucratic authority." -Mowat Study Interview, professor of public policy".*



Source: Adapted From: Mowat Centre, 2014 "[Reprogramming Government for the Digital Era](#)" Mowat research #100

**Definition:** The term here is used broadly. Digitized public services are those that are conceptualized and designed harnessing all of the latest digital technology (e.g., mobile internet, social media, and cloud technology). At the same time, this use of the term acknowledges that progress comes in small stages, and that 'digitization' can refer to more piecemeal changes.

### Key Learning:

*"The evidence presented in this paper paints a picture of a revolution in mid-stride. The tools needed for effective citizen participation in 21st-century government are still half-formed. To make government more effective and efficient, greater internal and external collaboration is needed. While there are efforts to improve collaboration in government, they are often project-specific.*

*Strengthening collaboration will require cultural and structural changes”*

However, e-government systems have failed to deliver transformative service improvements and cost efficiencies because they have simply replicated existing institutional structures and processes in digital format.

Only incremental gains can be achieved from applying new technology to old processes.

Too often, digitization efforts—even ambitious ones—are grafted onto existing bureaucratic structures without an appreciation of how resistant those structures are to the assumptions inherent to the digital world and how incongruous they are with the expectations of digital processes.

#### Hints for Bruce County Moving forward:

1. **Skill Set:** There is some uncertainty about the skill-sets that are required if government fully embraces digitization. The public sector has a special burden of trust, and many effective data techniques used by businesses to boost their performance require closer study before being applied to government.
2. **Open by Default:** Leadership is needed to make public servants comfortable with releasing information. Governments can move towards a more open civil service by removing legislative barriers and, where necessary, introducing new legislation to support proactive disclosure.
3. **Culture:** Public service culture continues to be marked by silos and a fear of failure that restrains progress on transparency and collaboration—both of which are integral to the success of many digital opportunities.
4. **Sharing:** Promote sharing rather than hoarding information, as both a



spoken and unspoken professional value. Too often, data in the public service are viewed in terms of scarcity, as a resource that increases the worthiness of individuals and ministries by virtue of being owned and controlled. Reward 'sharers' instead of 'hoarders.'

5. **Seize the Day:** Governments must seize the digital opportunity to create more effective public feedback loops and networks by using mobile apps, crowdsourced information and interactive policy consultations. This means engaging strategically with crowd-based sources of policy information, which are growing rapidly in scope and depth.
6. **Change the Policy:** Many existing legislative and regulatory frameworks are outdated in a digital world and new approaches to developing relevant, flexible frameworks must be considered. Review and amend legislation and regulations that impede end-to-end digital service delivery. Ensure "smart" review processes are part of all new regulations. Government can't abandon its duty to regulate but must adapt to the faster pace of change in a digital world.

# Emerging Models: How Does the County Survive (flourish) in an era of Disruptive change?

*"To make government more effective and efficient, greater internal and external collaboration is needed. While there are efforts to improve collaboration in government, they are often project-specific. Strengthening collaboration will require cultural and structural changes".*

## **Creating a High-Performing Canadian Civil Service Against a Backdrop of Disruptive Change**

The Mowat Centre undertook research to the impacts of disruptive change on government, and provided ideas on what to do about it.



Source: Adapted From: Mowat Centre, 2016  
["Creating a High-Performing Canadian Civil Service Against a Backdrop of Disruptive Change"](#) Mowat research #122

### **Assumptions of Study:**

*"The civil service itself is already facing new challenges. But, as disruptive as globalization, digitization, decreased trust in institutions, the polarization of politics, changing demographics and ongoing austerity have been, the world is going to change a lot more".*

*...If the civil service is to fulfill its role in delivering public goods and protecting the public interest, it must be more resilient,*

*more efficient and more effective, and it must deliver outstanding results. The good news is that we know that civil servants themselves are eager to adapt and be nimbler in responding to the context in which it operates".*

Methodology: (1) Expert Panel (2) Literature Review (3) Key informant Interviews

## Possible lessons gleaned from the Study

### 1. Innovation - Full Steam ahead!



Time	Departure	Status	Track
20_18	INNOVATION	ALL ABOARD	17 ●
20_19	INNOVATION	ON TIME	19 ●
20_20	INNOVATION	ON TIME	23 ●
20_21	INNOVATION		●
20_22	INNOVATION		●
			●
			●
			●

Our employees need the capacity and skill to develop new approaches to policy development and service delivery.

We need not just innovation on projects, tasks and tools - it requires a broader cultural shift.

It is done by putting in place structures and incentives that lead to greater experimentation and a renewed focus on continuously finding better ways to do things.

Innovation needs to become a core competency of our employees.

### 2. We need to Move to Transparency as the Default setting



Move from a reactive approach to releasing information on a “need to know basis” towards a foundational presumption of transparency.

The default should be to proactively disclose all civil service analysis and advice unless it meets a very narrow set of exceptions.

### 3. Be Accountable:

Accountability helps us to see our own progress, helps us learn from victories, as well as mistakes, so that that they we improve our performance on a day-to-day basis.

A credible reporting mechanism that informs the elected officials and the public that individually and collectively we are meeting or not meeting objectives.



### 4. Collaboration

Collaboration is about how County government works.

Past efforts to improve collaboration in government have often been project specific rather than government-wide.



New ways of working within departments, across departments and with outside partners are needed.

Ideally, new collaborative approaches leverage expertise, experience and skills from diverse partners - both to deliver better services to the public and to avoid unnecessary duplication.

### 5. Evidence-Informed Analysis Policies

Take actions based on relevant, timely and robust evidence.

The objective should be to provide the best information possible in order to enable Council to make informed decisions about the effectiveness of programs and the value of expenditures.

If we wish to make its decisions based on what works - while avoiding what doesn't - evaluation of policy and program impact must be at the centre of policy and program development.

