



TOWN OF HIGH RIVER POLICY

Policy Number: CAO-POL-102-00
 Policy Name: Success Factors

Related Procedure Number:
 Related Procedure Name:

Approval Date: February 10, 2020
 Revision Date:
 Responsible Department: Chief Administrative Officer

Purpose

To establish guidelines that focus on enabling the Chief Administrative Officer (CAO) and Council to regularly review organizational and governance effectiveness. This assessment process is guided by positive success indicators to avoid focusing negatively on past events. Success indicators, effectiveness factors, questions and procedures to guide organizational discussion are based on four core functions of a local government.

1. Strategic Direction: the overall roadmap that guides organizational activities
2. Policy Choices: decisions that allocate resources and organizational effort
3. Service Delivery: provisions of programs and services to the public
4. System Coordination: requirements for organizational effectiveness and efficiency

Core Government Functions

<i>POLITICAL</i>		
<i>STRATEGIC</i>	<p>Strategic Direction</p> <ul style="list-style-type: none"> • Vision for Future • Organizational Mission • Shared Values • Long Term Goals • Specific Objectives 	<p>Policy Choices</p> <ul style="list-style-type: none"> • Legislative Compliance • Budget Allocations • Policy Decisions • Contract Commitments • Short Term Priorities
	<u>The PUBLIC</u>	<i>POLICY</i>
<i>MANAGERIAL</i>	<p>Systems Coordination</p> <ul style="list-style-type: none"> • Personal Practices • Information Systems • Financial Accountability • Resource Deployment 	<p>Service Delivery</p> <ul style="list-style-type: none"> • Action Plans • Production Systems • Resource Schedules • Delivery Strategies
		<i>TECHNICAL</i>
	<u>The CLIENT</u>	
<i>ADMINISTRATIVE</i>		

1. Success Indicators

Key success indicators are intended to describe the ideal state of:

- **Government Effectiveness:** political aspects that involve elected officials
- **Organizational Effectiveness:** the administrative realm involving management and staff

Success indicators provide a framework to identify *'what is working well'*. This type of positive discussion encourages celebration of effort and results. It is also a reminder of the strength and assets that the organization should reinforce and retain.

Success indicators also help to identify *'areas for attention'*. Critical analysis can identify concerns and gaps identifying where the organization is failing short of its desired benchmarks. It is important that an issue be discussed to clarify perspectives and facts before moving forward.

Key questions to guide organizational and governance discussions include:

Strategic Direction

- Do we have clear strategic direction?
- Is the direction consistently pursued by council and administration?
- Do we measure and celebrate progress and results?

Policy Choices

- Does the decision-making process work well?
- Do we have good information to make decisions?
- Do we make good policy and ensure it is implemented?

Service Delivery

- Are service expectations realistic, given our organizational capacity?
- Are people satisfied with the quality of services that we provide?
- Do we provide services in the most efficient manner?

Systems Coordination

- Do we have a positive and productive work environment?
- Is there a high degree of performance and fiscal accountability?
- Do we maximize internal and external communications efforts?

2. Effectiveness Factors

Success achievement is influenced by *internal factors* that relate to the competence and behaviours of people involved in the organization as well as its system and processes. The internal human and technical elements must be aligned to achieve internal safety.

External influences also affect success. Societal and community trends along with public and stakeholder demands place pressure on the organization. To be effective, the organization must align its direction with the strategic imperatives of its environments.

Effectiveness Factors

EXTERNAL ALIGNMENT

	<p>Environmental Conditions</p> <ul style="list-style-type: none"> • Societal Trends • Best Practices • Other Agencies 	<p>Systems Components</p> <ul style="list-style-type: none"> • Reliable Systems • Clear Processes • Adequate Resources 	
<p>EXTERNAL INFLUENCES</p>	<p>Community Needs</p> <ul style="list-style-type: none"> • Public Expectations • Stakeholder Demands • Available Resources 	<p>Human Elements</p> <ul style="list-style-type: none"> • Required Competencies • Appropriate Behaviours • Focused Effort 	<p>INTERNAL FACTORS</p>

LOCAL ALIGNMENT

Explorative Questions

Questions to explore the impact of effectiveness factors on organization or governance success include:

Environmental Conditions

- What are the significant external influences that impact our organization?
- How is our success impacted by other agencies?
- Are there some best practices that would enhance our success?

Community Needs

- What are the prevailing public expectations of the organization?
- How do we sort wants from needs among stakeholders?
- What resources are available in the community that can be mobilized?

System Components

- Do our systems and processes help us to achieve success?
- Are the various sub-systems linked and integrated?
- Can we improve the allocation and use of the available resources?

Human Elements

- Are there behaviours that detract from our ability to achieve success?
- Do we have the skills required to respond to issues and opportunities?
- Can we improve employee, council or service performance?

3. Governance Success Discussion

Ideally, *Success Indicators* are adopted **by Council** following each election. Should there be a change in Council membership or CAO, Council may wish to review and update their success indicators.

The *Organizational Success Discussion* should be done in a closed meeting as it involves performance of staff requiring protection of their privacy. The Chief Elected Official (CEO) chairs the discussion upon consent of Council to enter into 'closed session' (also know as in-camera) in accordance with the *Municipal Government Act*. The CEO is expected to refer any discussion that is not appropriate for a closed meeting to a regular meeting of council.

The *Organizational Success Discussion* should be regularly scheduled and include the CAO who will follow up on matters raised.

The discussion should reflect a two-way dialogue about how administration is impacting the governance functions of the political realm and likewise, how political activities affect staff activities in the administrative realm.

The CAO can also use the Success Indicators **with staff** to assess how the organization is doing and to improve organizational effectiveness.

The *Success Indicators* can be incorporated into staff performance plans to entrench expectations for organizational effectiveness at all levels of the organization.

Organizational (CAO) Success Indicators

1. Adherence to defined political and administrative **roles and responsibilities**.

2. Efforts to develop and achieve **strategic directions**.

3. Ability to develop a smooth transition of **plans into actions**.

4. Attention to monitor and recognize **organizational and staff performance**.

5. Facilitation of a positive and productive **organizational environment**.

6. Accountability for the efficient use of **organizational resources**.

7. Ensure complete information and discussion to arrive at **good decisions**.

8. Consistency of attention to **internal and external communication**.

9. Respect for diverse **opinions**.

10. State or organizational stability while addressing **changing conditions** and **issues**.

11. Evaluation of the satisfaction levels and efficiency of **service delivery**.

12. Maintenance of external **relations and partnerships**.

13. Honour the principles of **transparent processes** and **servicing the public interest**.

Notes:

