

3. Informed decision-making

a) Evaluate current decision-making process

Decision-making processes outline how decisions within your municipality should be handled, which municipal representatives/workers should be involved and the desired decision process. Understanding how decisions are made within your municipality will permit you to identify areas in need of improvement and maintain consistency of procedures over time and across various departments.

When evaluating your current decision-making process, you should consider:

- Evaluating decision-making processes collectively;
- Separating, listing and describing the key decisions for each asset group;
- Identifying the personnel responsible, in addition to the tools they use and/or protocols they adhere to.

There are three simple steps to evaluating decision processes:



b) Improvement gap

The difference between the current decision-making process and the ideal decision-making process is known as the improvement gap. The improvement gap highlights current priorities and areas that need to be modified in order to attain the desired decision-making process. Evaluating the improvement gap is the first step to developing a plan of action.

c) Plan of action

A plan of action summarizes the first four steps and will assist your municipality in providing sustainable services and in adapting to unpredictable changes, emergencies and changes to funding sources. A vital component of creating a sustainable plan of action is risk management. Generally speaking, lower levels of service may have higher levels of risk. Risk management

ensures that municipal staff and council members are aware of the risks that exists, and are well-invested in finding adequate solutions to reduce or manage these risks.

Example – Developing a plan of action for each improvement gap identified

