

GOVERNANCE TERMINOLOGY

Governance: the rules and processes by which decisions are made; may be formal or informal, ad hoc or strategically designed, may involve many people or few.

Decision Space: the area and/or issue requiring decisions. Governance is built for specific decision space, which is defined by similar attributes of content, scope and timeframe.

Decision space can be made up of many different kinds of decisions, affecting large numbers of people and processes, or it can be a small set of decisions with limited effect. The more complex the decision space, the more intentional governance should be.

Content: the subject matter of the decisions, e.g., resource health, wildfire prevention, funding, personnel, etc.

Scope: the number of people and/or size of geography that is affected by the decisions.

Timeframe: the period of time the decisions will impact (days, months, years, decades, etc.)

Context: the forces external to the decision space that have an effect on it. E.g., world forces (events or trends), beliefs and values as informed by past experience, and current understanding of the decision space.

Guiding Principle (for governance): expresses an overarching tenet or standard to be applied to all governance and its development.

Need(s)/Desired Outcome(s) of the decision space: what the decision space is not considering, i.e., what decisions are not being made or being made well, and what the decision space should consider or consider better. Consideration of this helps to further define the decision space.

Governance Roles: the different functions operating within a decision space, which include the following roles (each of which can be filled by a single individual or a group):

Decision-Maker: Responsible for determining the decision as final and accountable for it. This role acts in service to the decision space, in other words, making the very best decisions as defined by the decision space.

Advisor: Responsible for informing the decision process through expertise, research, recommendation, staff work, etc. (e.g., experts, neutral agents, stakeholders, customers). Should be neutral to the outcome of the decision and act in service to the decision space, not the decision-maker.

Stakeholder: Responsible for representing the interests of those the decision affects.

Implementer: Responsible for moving the decision into action.

Decision Monitor: Responsible for tracking indicators of decision compliance and effectiveness.

Role Attributes: the expertise, perspective and character required of a governance role in relation to a specific decision space that ensures the role will best serve it.

Expertise: the skills and experience specific to a set of decisions required to make the decisions well.

Perspective: the view or level within an organization required to ensure a specific set of decisions is made well.

Authority: the rights conferred on a governing body (position or group) relating to a specified decision space that enables decision-making to occur and governing bodies to fulfill their roles. To be most effective, authority is clearly bestowed and then recognized by whoever is being governed.

Governance Bodies: the existing or created *positions* and *entities* (groups) chosen to fill decision space roles.

Position Nomenclature:

Chair/Chief/President/CEO

Vice Chair/Associate Chief/Vice President/Deputy Chiefs

CFO, CIO, CTO

Entity Nomenclature:

Board (governing, advisory, user, etc.)

Council (leadership, management, advisory, etc.)

Committee (standing, steering, executive finance, etc.)

Group (working, task, peer, etc.)

Staff

Team (leadership, task, working, core, etc.)

Task Force

Ad Hoc: Latin meaning "for this purpose." It generally signifies a solution designed for a specific problem or task. Something ad hoc is put together on the fly for one narrow, pressing, or special purpose. More loosely, it can mean "spontaneous," "unplanned," or "on the spot."

Contingency Governance: governance that addresses circumstances that fall outside the optimal or expected; contingency governance should indicate under what circumstances it will operate so that it does not undermine or replace the desired governance.

Charter: the document that officially creates governance for a specific decision space, often including a new governing body (entity or position).

Organizational Structure: the authority relationships between positions and entities within an organization or decision space; representative of how decisions flow.

Organizational (Org) Chart: a graphic representation of the organizational structure.

Decision Rights: the sanctioned authority to be the decision-maker in a particular decision space.