

## **STRATEGIC PLANNING COMMITTEE – SEPTEMBER 15, 2009**

### **VAUGHAN VISION 2020 CORPORATE VALUES**

#### **Recommendations**

The City Manager, the Senior Management Team and the Senior Manager of Strategic Planning recommends:

1. That the Corporate values developed through the consultation process, Accountability, Respect and Dedication be approved
2. That Attachment 1 Executive Summary: Staff Values Workshops July 10 and 21, 2009 be received
3. That Attachment 2 Corporate Values and Value Attributes be received
4. That the rollout plan identified in the report be approved

#### **Contribution to Sustainability**

N/A

#### **Economic Impact**

Costs up to and including the proposed SMT/Directors October 2009 workshop have been budgeted.

#### **Communications Plan**

A communications approach will be developed upon Council approval and implementation of the values with City departments.

#### **Purpose**

To amend the Vaughan Vision 2020 Corporate values to reflect the input and feedback from Council, senior management and the staff focus groups.

#### **Background - Analysis and Options**

The organization recently went through a series of facilitated sessions with Council, senior management and staff to review the Vaughan Vision 2020 Corporate values with the goal of bringing clarity and better defining the values which were developed as part of the strategic plan in 2007. These values included; leadership, innovation, fairness, respect, inclusivity, integrity, transparency, and accountability. As a result of the consultation sessions three values are recommended for approval, Accountability, Respect and Dedication.

#### **Council/SMT/Directors Workshops**

At the Strategic Planning Committee meeting on May 11, 2009 a report was tabled which presented the facilitated discussions on Corporate values led by David Cohen from Strategic Action Group from the April 1-2, 2009 Council/SMT Symposium workshop and the May 1, 2009 SMT/Directors workshop.

The format for the workshops were roundtable discussions on the Corporate values reviewing what the values were and what would be the attributes associated with each value. In this way

there would be a clear articulation of the desired behaviours for values which in turn would be critical information to be communicated to all levels of the organization to ensure consistent understanding and application of the values. It would also provide a clear understanding of the expectations regarding each value.

### Staff Workshops

The May 11, 2009 Strategic Planning Committee and approved by Council on May 26, 2009 recommended:

"That staff be directed to continue with the focus groups and report back in September 2009"

To get buy-in for the values which were proposed it was important to get input from staff across the organization. Thus, a total of four separate half day workshops were scheduled with staff on July 10 and 21, 2009. This included a workshop with managers and three half day workshops with staff and supervisors. Over 150 staff were involved in the workshops.

The format for the staff workshop was to go through a similar exercise as was used in the previous workshops with Council and the senior management team. The Deputy City Manager provided opening comments to each workshop to provide a context for the workshop and stress the importance of staff input. The rest of workshop included reviewing the Vaughan Vision 2020 values and determining what are values and some attributes for each value. Participants were then led through a facilitated session to come to agreement as to what should be the values.

As can be seen in Attachment 1, staff identified with respect, accountability, integrity and fairness as the values. Staff were then taken through a facilitated discussion to probe the rationale behind identifying these values. It was discussed that since one demonstrates integrity by living all of the values that it alone was not a value. Further discussion also revealed that fairness and respect were closely related values that shared similar attributes and therefore respect could be identified as one of the values.

Staff also felt that excellence was not a value and that instead dedication and/or passion should replace excellence. Further, discussion with SMT resulted in dedication being proposed as a value in place of excellence. Also, it was determined that integrity should be identified as part of an overarching statement for example, "we will demonstrate integrity by living the three values of Accountability, Respect and Dedication."

Attachment 2 identifies the attributes associated with the values, Accountability, Respect and Dedication. Defining the attributes will help to provide a common language for all staff to understand the expectations associated with each value.

## Rollout Plan

The rollout plan for the Corporate values will be critical to ensure that all staff is aware of the values, the corresponding attributes and also to facilitate discussion across City departments as to what is expected. The following steps are recommended:

1. After approval of the values at Council, a half day SMT/Directors workshop be scheduled to review and discuss the Corporate values and staff rollout plan. The session would include reviewing the approved values and attributes and discussing the staff rollout plan. Specifically how to develop a plan which engages staff and how it relates to service delivery. Feedback from this meeting will be incorporated into the final rollout plan which will be communicated to staff.- Facilitated by Strategic Action Group Q4/09

Review how the values can be incorporated into the day-to-day work environment i.e. decision making, performance management, recruitment etc.

2. Schedule meetings with the Commissioner, Director and staff in each department to review the Corporate values and the process for subsequent manager-work team meetings. -Senior Manager of Strategic Planning to coordinate Q4/09-Q1/10
3. Managers will meet with their staff on a regular basis to discuss the Corporate values and attributes and share examples of the values at work in the department- Q2/10 and beyond.
4. Develop a mechanism to provide follow up on whether the values are being followed and identify any gaps in the roll out process between managers and staff. -Senior Manager of Strategic Planning to coordinate Q2/10

The key to success in implementation will be to focus on an internal rollout and establishing a mechanism to evaluate whether departments are adhering to the values. Feedback from staff on how well the organization is following the values will be important information to ensure the values are relevant and meaningful.

### **Relationship to Vaughan Vision 2020/Strategic Plan**

The Vaughan Vision 2020 Corporate values are included in the Corporation's strategic plan.

### **Regional Implications**

N/A

### **Conclusion**

The Vaughan Vision 2020 corporate values are a key element in the strategic plan and should be used to guide the organization in its decision making process. Thus, it is recommended that the three core values and associated attributes of Accountability, Respect and Dedication be approved. Upon approval the proposed rollout plan will be implemented. Please note Mr. Cohen will be in attendance at the meeting to respond to any questions.

### **Attachments**

1. Attachment 1 –Executive Summary: Staff Values Workshops July 10 and 21, 2009
2. Attachment 2- Corporate Values and Value Attributes

### **Report prepared by:**

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Respectfully submitted,

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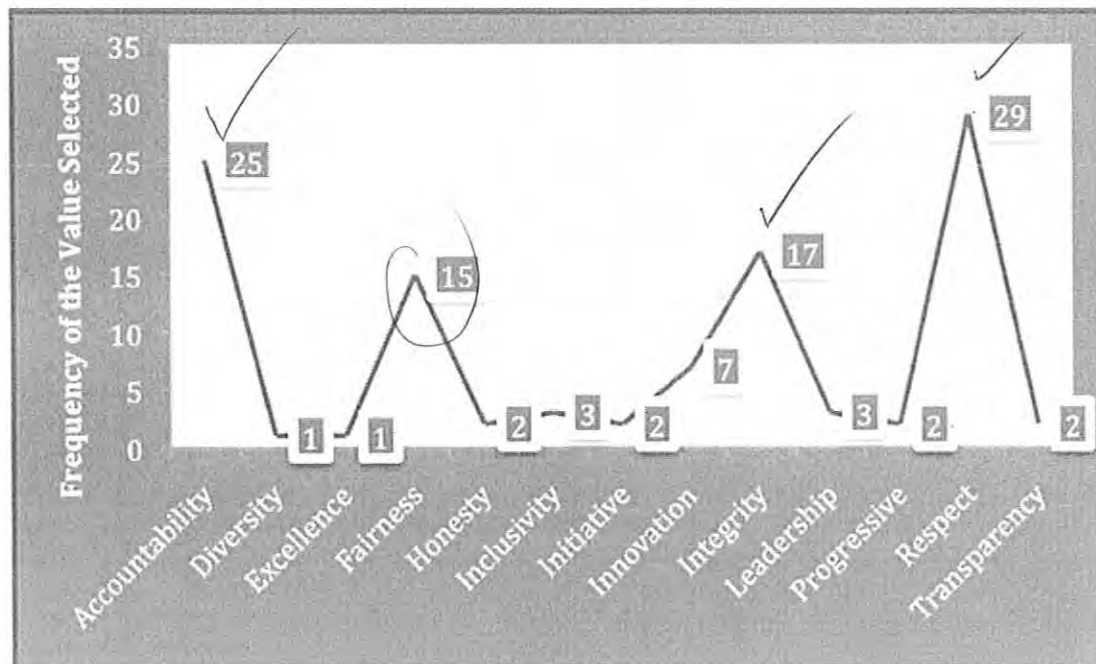
### Executive Summary: Staff Values Workshops July 10 and 21, 2009

To engage the employees in the process of defining the behaviours that describe the values of the City of Vaughan Strategic Action Group, Ltd. was asked to conduct a number of large group meetings. These facilitative sessions were structured for a three-hour activity with **five** main sections:

1. Introduction to the concept of values, line of sight and the significance of living the values or not living the values.
2. The original eight values of the City of Vaughan were distributed to the participants. The participants were asked to work in smaller groups to determine which of the stated values were in fact values that should be a part of the City into the future.
3. After the small groups determined which values they believed were right for the City, it was brought to the whole group to try and come to consensus among all tables.
4. After comparing the values selected by the larger group, the values from the executive team and council were shared and followed by a discussion.
5. The final activity was for the small groups working with everyone at their table to come up with examples of what the values mean today in the daily work life of employees.

The conclusions that were reached reflected a number of similarities with Council and the Senior Management Team. The one modification to the values that was strongly felt by many employees is that 'excellence' was not a value and should not be included in the final set. They suggested that the value that was truly lived and should be part of the City into the future was Dedication/Passion. It is recommended that the words dedication and/or passion replace excellence.

### Chart of Values Selected By Employees During Activity I of the Employee Sessions



## **Corporate Values and Value Attributes**

### **Accountability**

1. Accepts the ramifications for one's own actions
2. Considers all potential outcomes prior to taking action
3. Speaks up when one witnesses someone doing the wrong thing
4. Responds to the urgency of the moment to deal with an issue or opportunity
5. Considers each action one takes in light of what is right and appropriate within the laws and procedures of the City
6. Supports the group once the decision is made
7. Goes above and beyond what is normally done in order to find an alternative within the rules
8. Speaks to the right people upon seeing an opportunity for improvement
9. Deals with each issue according to the uniqueness of the particular incident

### **Respect**

1. Treat others as you want to be treated
2. Honours all requests from others with an honest perception of what can and will be done
3. Acknowledges each person's individuality when working with them
4. Finds an appropriate way of helping others with their issues, problem, questions, etc.
5. Shows consideration for others when making decisions or taking action
6. Listens to others without any interruptions showing respect to their perspective
7. Seeks the input of those impacted before making a decision
8. Takes into account the opinions of others when making decisions
9. Recognizes the contribution of others for the work they do
10. Acknowledges the contribution of others in a timely manner
11. Embraces the diversity of people (outer) and thought (inner)

## **Dedication**

1. Goes beyond what is expected to ensure commitments to people are achieved
2. Finds a variety of ways to achieve results in the best way possible for the City
3. Acknowledges the contribution of others in helping in your development
4. Finds the positive contribution in the ideas of others
5. Takes action after considering the risks despite not having all the facts
6. Assists other city employees when needed
7. Openly shares information with others in a manner consistent with the other person's requirements
8. Doing what is needed to get the job done well despite sacrifices and concessions that need to happen
9. Share new ideas, or initiatives that you think might help