VAUGHAN VISION 2020 CORPORATE VALUES

Recommendations

The City Manager and the Senior Manager of Strategic Planning recommends:

1. That the Vaughan Vision 2020 Corporate Values report be received and approved

Economic Impact
N/A

Communications Plan
Addressed in the report

Purpose

To discuss and approve the Vaughan Vision 2020 Corporate Values.

Background - Analysis and Options

The Vaughan Vision 2020 strategic plan was approved by Council at its meeting on December 10, 2007. As part of the plan eight Corporate values were identified including:

- Leadership
- Innovation
- Fairness
- Respect
- Inclusivity
- Integrity
- Transparency
- Accountability

Council/SMT Workshop and Symposium

At the April 1-2, 2009 Council/SMT Symposium workshop facilitated discussions were led by David Cohen from Strategic Action Group. The discussions focused on how the values are aligned with the key strategic and operational initiatives in the organization. Upon further discussion the original list of eight values was refined to include a list of three core values; respect, accountability and excellence.

In order to provide greater context and meaning to the corporate values a series of behavioural statements were developed. In this way there would be a clear articulation of the desired behaviours for each set of values which would be useful information to be communicated to all levels of the organization to ensure consistent application of the values. It also provides greater definition of the values so that from councillors to front line employees everyone has a clear understanding of the expectations under each value.

The following are the core Corporate values and associated behavioural statements:

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 to proceed with the decision that was made
7. Goes above and beyond what is normally done in order to find an alternative within the rules
8. Responds to existing policy or procedures if it is common sense and should be considered or not considered right
9. Speaks to the right people upon seeing an opportunity for improvement
10. Deals with each issue according to the uniqueness of the particular incident that is out of the norm

Respect
1. Treat others as you want to be treated
2. Honour all commitments made to others
3. Provides an honest perception of can and will be done
4. Acknowledges each person's individuality when working with them
5. Finds an appropriate way of helping others with their issues, problem, questions, etc.
6. Shows consideration for others when making decisions or taking action
7. Listens to others opinions showing respect to their perspective
8. Treats others with the dignity we all deserve
9. Seeks the input of those impacted before making a decision
10. Takes into account the opinions of others when making decisions
11. Recognizes others for the work they do and that has impact on you
12. Acknowledges the contribution of others in a timely manner
13. Embraces diversity of people (outer) and thought (inner)

Excellence
1. Works to attain the highest quality for the City and its citizens
2. Finds ways to do the best work possible
3. Goes beyond what is expected to ensure people are pleased with the work
4. Finds opportunities to improve in the face of obstacles
5. Finds innovative ways to achieve results in the best way possible for the City
6. Seeks out ideas from the work of other municipal governments to find alternative ways of staying current and improving service delivery
7. Acknowledges the contribution of others to helping the individual develop
8. Draws out the ideas / opinions of others to find creative problem solving and thinking
9. Finds the positive contribution in the ideas of others
10. Recognizes the possibilities when presented with alternative suggestions / ideas (recognizes the pros and cons of an idea)
11. Encourage an atmosphere of confidence, creativity, knowledge sharing, and original thinking
12. Takes action after considering the risks but not necessarily having all the facts
13. Recognizes when someone goes above and beyond (i.e. lives the values during adversity)

SMT/Director's Workshop
On May 1, 2009 SMT met with all the Directors to obtain their input into the Vaughan Vision 2020 Corporate values. The facilitated discussions were led by David Cohen from Strategic Action Group. The format for the meeting were roundtable discussions on each of the Corporate values asking whether they were a value and what would be some behavioural statements associated with those values. As can be seen in Attachment 1 the Directors came up with very similar values to those which Council and SMT discussed at the April workshop. As can be seen in the chart at the top of the page the Vaughan Vision 2020 values of respect, accountability and fairness were identified most frequently.

As well, many tables grouped the value fairness with respect as well as responsibility with accountability. Additionally, although excellence was not mentioned as a core value, innovation was mentioned as a value at a couple of tables. As can be seen in the section entitled 'behaviours from categories not chosen as values' there are a number of behavioural statements which mirror the statements Council and SMT discussed at their workshop under the value of excellence.

Next Steps
It is recommended that approval proceed for the three core values of accountability, respect and excellence. Further, it is recommended that discussion at the Strategic Planning Committee meeting be focused on whether the values of fairness should be paired with respect and responsibility with accountability.

Once the core Corporate values have been identified and approved it is recommended that they be communicated to all employees in the organization through departmental staff meetings with commissioners, directors, managers, and staff all involved in order to ensure a common understanding amongst all levels of the organization. The Senior Manager of Strategic Planning can assist departments in facilitating these meetings if requested. As well the core values should be communicated through a VIBE posting so that all employees are aware of their existence.

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 utilized to guide the organization in its decision making process. Thus, it is recommended that the three core values of accountability, respect and excellence be approved and consideration be given at the Strategic Planning Committee meeting whether the values of fairness should be paired with respect and responsibility with accountability. Mr. Cohen will be in attendance at the meeting to provide any necessary guidance.

Attachments

1. Values Behaviours from SMT/Directors Meeting on May 1, 2009

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

Respectfully submitted,

Michael DeAngelis
City Manager

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

Values Behaviours from SMT/Directors Meeting on May 1st, 2009

Innovation	2	Accountability/Responsibility	4
Integrity		Respect	6
Inclusivity	1	Fairness	3
Transparency		Leadership	1

Respect/Fairness
- Proactively encourages input from others to foster a participatory environment
- Supports others to help maintain a positive atmosphere despite adversity and challenges
- Recognizes others accomplishments in helping the team
- Respects all others as individuals who provide diverse perspectives
- Actively listens to all others to show respect to their position
- Seeks input from those impacted before making a decision
- Helps others to develop their skills and enhance their performance
- Learns from the ideas of others in order to take decisive action
- Engages openly in appropriate feedback and dialogue with those having different viewpoints about work-related issues
- Maintains the personal dignity of others at all times
- Makes decisions for the City in a way that is in the best interests of the community
- Recognizes in others their individual personality in order to react to them effectively
- Treats others as you want to be treated

Accountability/Responsibility
- Delivers timely results in a cost effective manner
- Takes immediate appropriate action to resolve issues or complaints
- Takes well calculated risks that will help improve the services of the City
- Acts professionally to promote a positive work environment
- Initiates and obtains support for fresh ideas and creative approaches that improve service
- Takes actions upon seeing an opportunity to improve City services
- Accepts own significant role in achieving our corporate mission
- Takes responsibility for own actions and their impact
- Completely understands own job in order to get it done in the most effective way
- Does what is needed in the context of the law and the policies of the City to achieve service excellence
- Anticipates potential issues in order to take action prior to them becoming major problems
- Provides complete, accurate and relevant information while maintaining confidentiality
- Follows through on all commitments
- Acts consistently with stated intentions
- Finds the learning from previous actions in order to move forward without dwelling on past errors

Behaviours From Categories Not Chosen As Values

- Supports the new ideas of others to help them achieve success
- Develops creative solutions that considers the needs of the City
- Proactively encourages input from others, including co-workers and citizens, to foster a participatory environment
- Makes decisions knowing how they fit into the direction and vision of the City
- Takes the time to ensure issues are solved correctly persevering through any obstacles
- Helps others that require assistance
- Discusses issues with others with a focus on resolution
- Shares with others how decisions were made in an open and honest manner