Corporate Culture Initiative Update

Chris Murray
City Manager

General Issues Committee
May 15, 2013

Council is shaping culture

What you told us in 2011:

- Transformation (not status quo)
- Accountability & measurement (clear and achievable priorities)
- Engaged, informed and satisfied community

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Strategic Plan 2012-2015

- Leadership & Governance (Priority #3)

- Objectives:
  - Build organizational capacity to ensure that the City has a skilled workforce that is capable and enabled to deliver its business objectives (3.2)
  - Improve employee engagement (3.3)

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What is organizational culture?

- City of Hamilton Logo a reflection of Culture

- Common mindset, personality, common beliefs and behaviours, how individuals in an organization think and act, how we do things around here
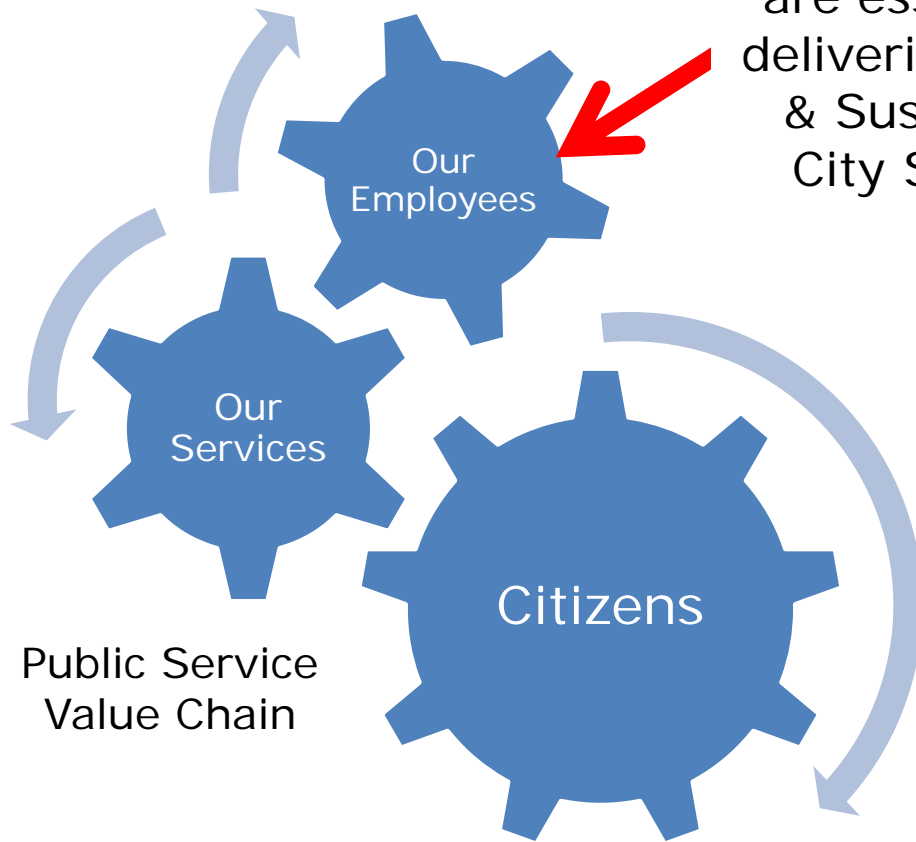
Senior Management Team Definition of Culture

Underlying beliefs, values and assumptions held by members of an organization, and the practices and behaviours that exemplify and reinforce them
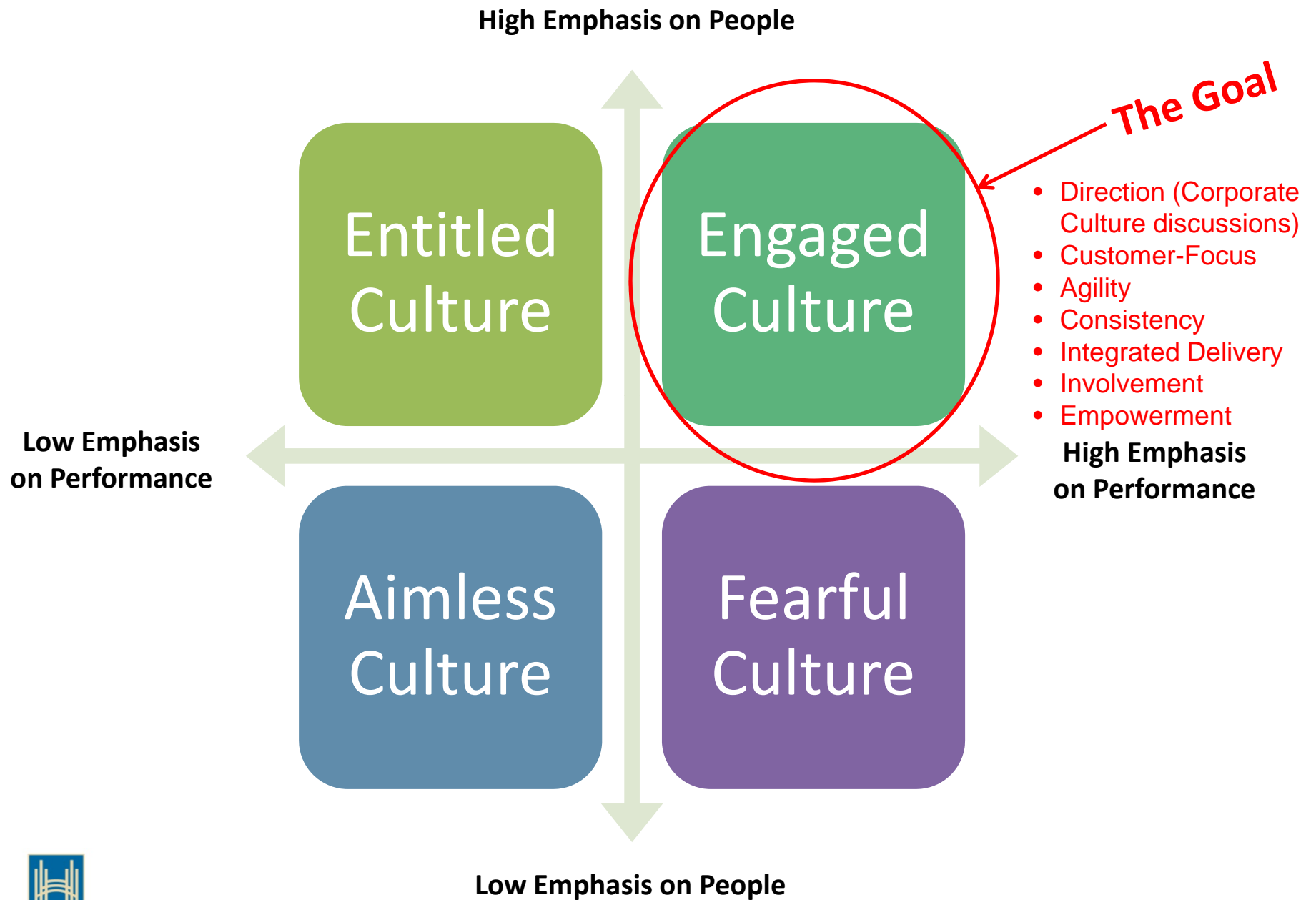
Why are we looking at this?

Our employees are essential to delivering Valued & Sustainable City Services

Our Employees

Our Services

Citizens

Public Service Value Chain

Capable & agile workforce ready for the next 10 years

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High Emphasis on People

Entitled Culture

Engaged Culture

The Goal

- Direction (Corporate Culture discussions)
- Customer-Focus
- Agility
- Consistency
- Integrated Delivery
- Involvement
- Empowerment

Low Emphasis on Performance

High Emphasis on Performance

Aimless Culture

Fearful Culture

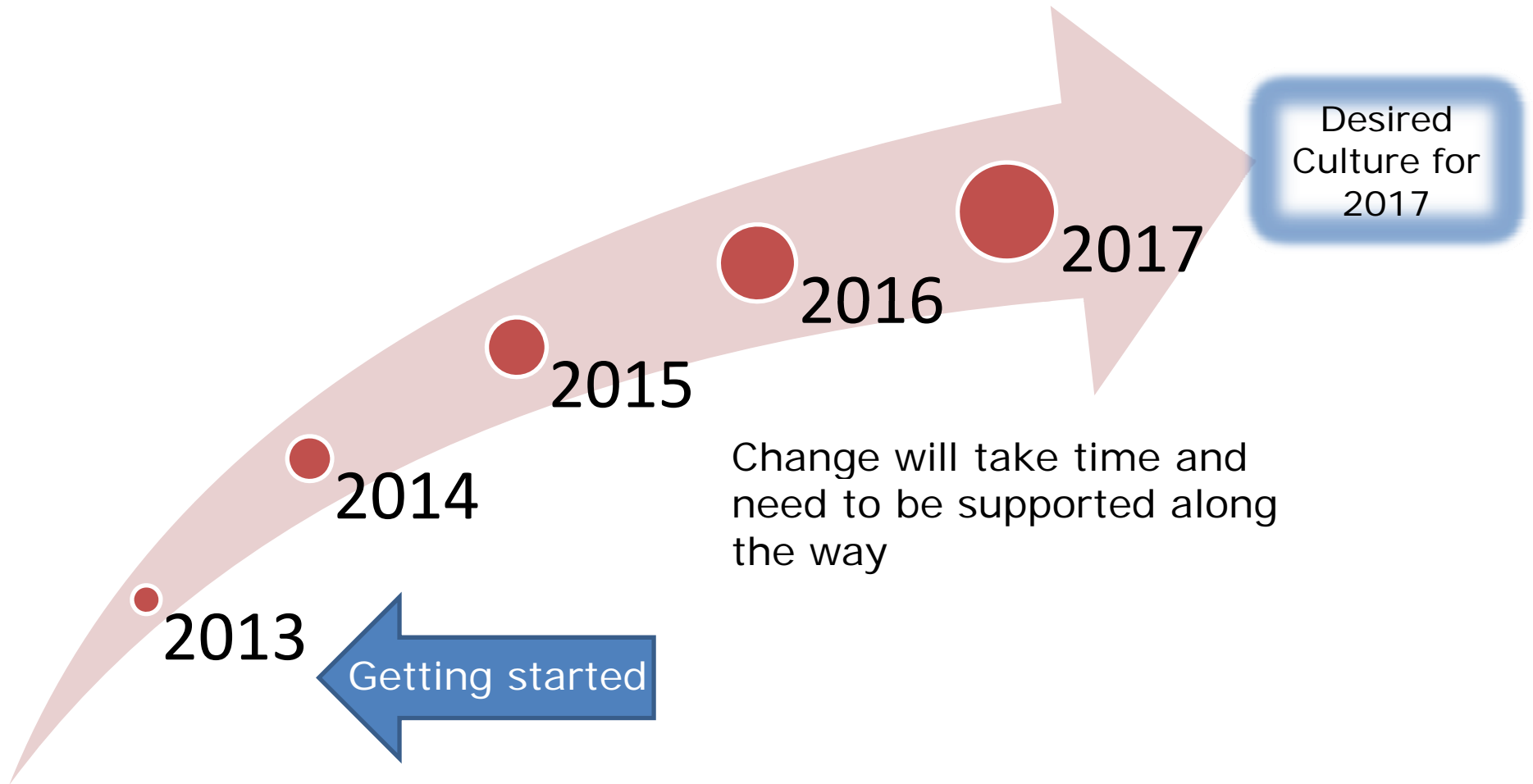**Low Emphasis on People**

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Getting Started

- SMT discussions began - June 2012
- Cross-sectional team formed in to help get started on the journey - November 2012
- Corporate culture pillars established as foundation to journey
- Connection of corporate culture to employee wellbeing (Mental Health Summit) - April 19, 2013
- Directors Workshop - May 3, 2013
- Council – GIC May 15, 2013
- Extended Management Team – May 31, 2013

Culture Journey

2013

2014

2015

2016

2017

Desired Culture for 2017

Getting started

Change will take time and need to be supported along the way

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Culture Pillars

Engaged Empowered Employees	Sensational Service	Collective Ownership	Steadfast Integrity	Courageous Change
Supporting and developing employees to improve relationships and results	Customer service, service delivery excellence	Supporting collaboration and breaking down silos	Building trust and demonstrating integrity in our work	Innovation, creativity, risk taking

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Return on Investment

- Investment in training, staff development, communications positively impacts the bottom line
- 1% ⇑ in productivity ≅ $7 million
- Results can be measured
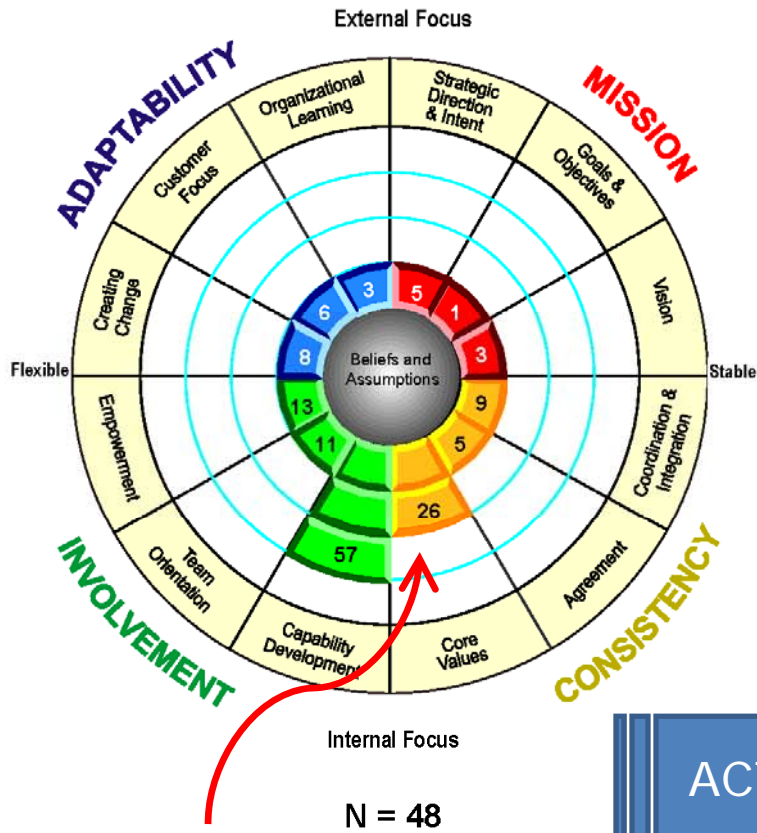- Culture in action: Forestry Case Study

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Forestry Case Study

Efforts began in 2010, management training, involving staff, increased communications, focus on performance

Measure	2009	2012	% Change
Performance appraisals	Not done	98% complete	n/a
Absenteeism		Reduced by 176 days (~$42K)	23% reduction from 2011 to 2012
Tree Removals	516	883	71%
Stump Grinding	214	884	313%
Soil & Seed (post stump grinding)	Not done	712	n/a
Trees Planted	3841	5474	43%

Forestry Culture Survey Results

City of Hamilton

Doughnut of Doom

ACTION PLAN

Actions matter most

Two overlapping circles (Venn diagram). Left circle: "What you say (Stated)" with an arrow pointing in labeled "Communication". Right circle: "What you do (Experienced)" with an arrow pointing in labeled "Feedback".
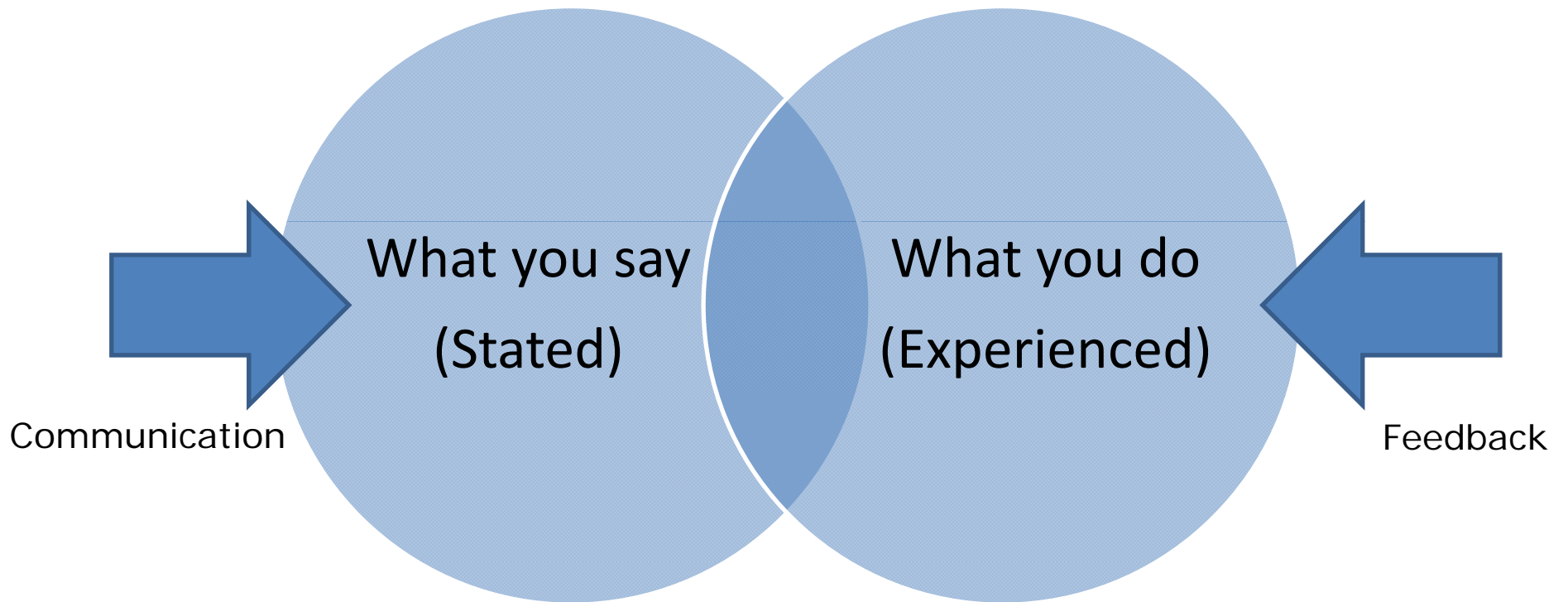
Culture Journey Next Steps

2013
2014
2015
2016
2017

Action plans:
- Individual
- Departmental
- Organizational

Empowered Engaged Employees
~
Sensational Service
~
Collective Ownership
~
Steadfast Integrity
~
Courageous Change

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