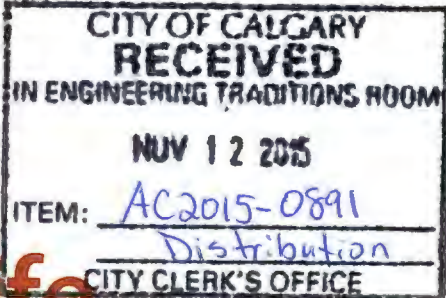
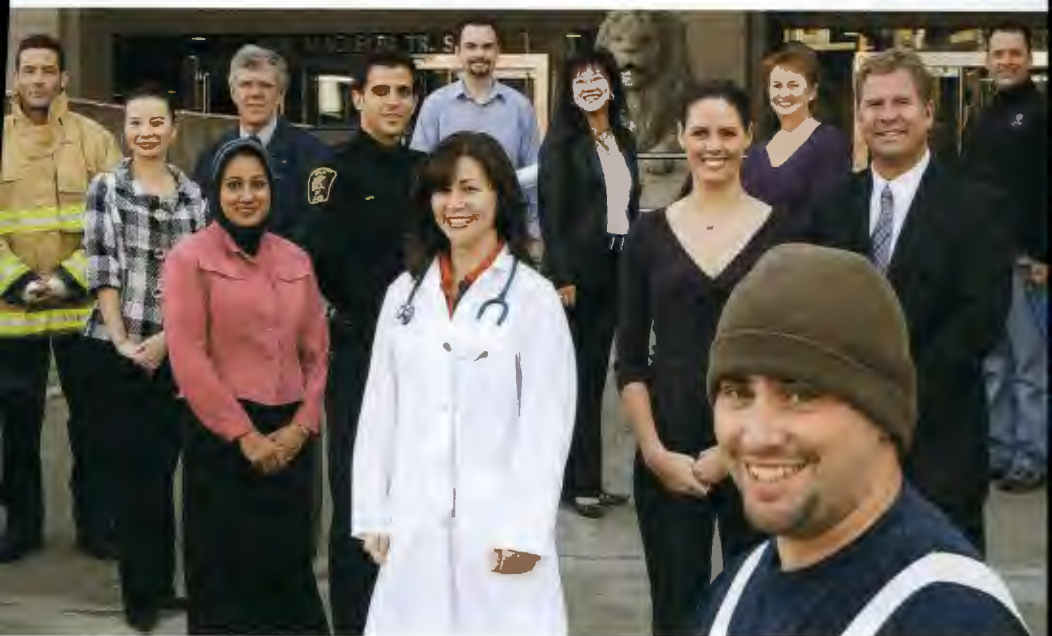


Calgary



Making **life** better every day.

Communicating our
corporate culture



One City, One Voice

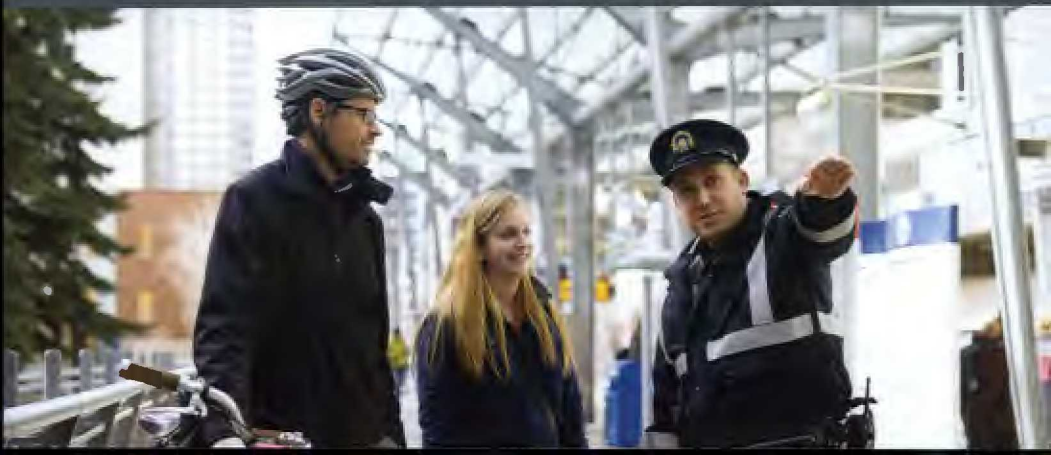
Purpose

- 1 Help you as a leader to understand the corporate culture.
- 2 Provide common messages from leadership to staff.
- 3 Provide supplementary resources to assist you.

Why are we realigning our corporate culture?

We've taken the pulse of our citizens, our employees and our Council to determine where our efforts as a local government should be focused. Citizens have told us they want us to be mindful of our spending, show value in the services we offer, invest in our infrastructure, be transparent and accountable, and ask for their opinions before making decisions that affect the future of our city. Our Council expects us to provide our services in a coordinated and integrated way, collaborate and work together as a team, deliver services with a citizen and customer focused approach, provide a sustainable financial plan, and instill confidence and trust in all that we do as an organization.

The pulse check also told us that we as employees wanted the very same things: to work in a flexible and collaborative way to provide the best integrated services to citizens and customers. This then is the essence of our corporate culture — One City, One Voice. We are at our best when we are working together and collectively focused on meaningful outcomes for our citizens.



Where we need to be

Expectations have changed dramatically over the years. Our city has grown substantially and improvements in technology have changed the way Calgarians access information. They expect our behaviours and our values to align with those of the community we live in, and they watch us closely to ensure we're meeting these expectations on a daily basis. They want us to help out when our neighbours, locally, nationally and internationally, are in need. These changes in expectations are what a modern municipal government needs to be able to monitor and respond to at a moment's notice.

What have we done so far?

The Leadership Strategic Plan (LSP) is how we will align the hopes, dreams and aspirations of the community and the direction we receive from Council. The five focus areas of the LSP have been designed to help us close the gap between these expectations and guide us toward a modern municipal government through a change in our culture. The five areas are:

- 1 Create a meaningful relationship with Council.
- 2 Build a cohesive leadership culture and collaborative workforce.
- 3 Better serve our citizens, communities and customers.
- 4 Plan and build a great city.
- 5 Strengthen our financial position.

We all need to work together to make change happen and achieve strategic alignment and organizational efficiency. Change is never easy, but it presents us with an enormous opportunity. We can all work together to make life in Calgary better every day.

How does the LSP fit with corporate culture?

One of the key components of the LSP has been the development of a vision, values, purpose and essential attributes that support our One City, One Voice corporate culture, providing us with a set of common principles for how we serve citizens and customers to meet and exceed their expectations now and in the future.

So what exactly is culture?

At its heart, culture is what we do when no one is looking. It has been defined as the things that bind us, such as practices, competencies, ideals, our physical environment, experiences, values, behavioural norms and goals. Culture refers to the people within it and how we operate, how we treat each other, and how we interact and communicate.

Understanding corporate culture

Everyone has their own unique personal culture based on their ethnic, racial, familial and educational environments. Corporate culture is about the organization we work in: it describes what is expected, reinforced and rewarded by, and within, a particular group. It is a combination of widely shared institutional beliefs, values and the organization's guiding philosophy that is usually stated through its vision, common purpose and values.



What is our corporate culture here at The City?

Vision

Calgary: a great place to make a living, a great place to make a life.

Calgary has experienced significant growth over the last number of years. We want to make Calgary a city that is not only a great place to make a living, but also offers our citizens a great life. This strong vision has been created by our Council to help us define our values and behaviours, as well as to be clear about what we expect from our leaders and our employees. It allows us to plan and work towards advancing the organization to meet our citizen and customer needs, and brings meaning to peoples' work, mobilizes them to action, and helps them decide what to do and what not to do every day.

Common purpose

Making life better every day.

Our common purpose gives us something to strive to. It connects us to a sense of larger purpose and "why" we show up to work every day. As a leader, we can use it daily to create and reinforce our shared culture, and provide a sense of "we" in our City. As public servants we have a significant impact on people's daily lives. We are asking everyone in our organization to consider "What do I need to do today that will make someone's life better tomorrow?"

The word "life" has a dual meaning: existence (people's lives), and verve (energy, creativity). We make a difference by contributing to people's well-being – their comfort, security and satisfaction with life in our city – and ensuring a high standard of quality of life for our residents. We also make a difference by bringing "life" to new ideas, creativity and innovation to our work, and energy and enthusiasm in our approach to public service.

One City, One Voice

We are striving for a culture of One City, One Voice. We want our citizens and customers to experience us as one organization. When we think and act as One City rather than one business unit, department or division, we live up to their expectations of us, of our organization and of ourselves. We are truly at our best when we are working together and collectively focused on meaningful outcomes for our citizens.

Our promises

Service promise

What matters to you matters to us. We listen, respect and act.

Employee promise

The City supports a safe and respectful work environment. Above all, employees are afforded the same concern, trust, respect and caring attitude they are expected to share with every Calgary resident, business and visitor.

As a leader at the City, these two promises guide our day-to-day efforts and support the common purpose. Our service promise challenges us to provide value added services which reflect the needs of our citizens and customers. We do this by listening to what's needed, respecting all we come in contact with and acting in a way that reflects what we heard. And we provide our employees with the same safe and respectful environment that we expect them to share with all Calgarians.

Shared values

Individual responsibility

I act responsibly, perform my duties to the best of my ability and present myself as a positive ambassador for The City.

Collective accountability

We work together for the benefit of the people of Calgary.

Our shared values provide a basis to help us to make decisions and guide our actions. They give us a clear idea on what we need to do to be successful, both individually and collectively. It is our job to make our values meaningful and to make sure that we live our values in our daily interactions with customers, citizens and each other.

What makes us unique?

We are a public service organization with a unique set of responsibilities. We have a direct impact and can make a difference in people's lives. Among our responsibilities are:

Corporate stewardship

We are accountable for the financial, social and environmental resources entrusted to us, to ensure the decisions we make today contribute to the quality of life in the community now and into the future.

Safe and healthy work environment

Protecting the health and safety of ourselves, the people we work with and the public.

Environmental stewardship

Encouraging responsible use and protection of the natural environment through conservation and sustainable practices to protect and improve the quality of life in the community.

Fiscal stewardship

Managing citizens' tax dollars in a responsible and efficient manner.



The 4 Cs – what are they and what do they mean?

The 4 Cs are the essential qualities of our organization. We look for these in our new hires, recognize them in our colleagues, and develop them in our employees. We live them through our actions, decision making and judgement calls, and in how we interact with each other and deliver service to our citizens every day.

The 4 Cs are: Character, Competence, Commitment and Collaboration. Below, you will find information describing all four of these qualities and how you will see them working in our organization:

Character: behaving the right way

Our character is our internal compass that determines how we navigate through each day. We do our work with respect, integrity, courage, empathy and compassion. We are authentic, principled and transparent in all we do, and have the self-awareness to adjust course if necessary.

Character essentially determines what a person does and what they will do in different situations. It can be expressed as a set of virtues, values or traits. Some questions we can ask ourselves around Character:

- Who are you and what do you stand for – can you define and hold yourself up to the highest standards?
- Can you state the ethics you are prepared to live by?
- Do you carry the behaviours you are expected to exhibit in the workplace beyond your job?
- Are you prepared to stand up for what is right whenever you see it without damaging our organization's reputation with citizens?

Character in action

- We will have leaders whose actions are worthy of the trust, respect and confidence of our employees.
- We will have leaders who build relationships and work environments that foster employee commitment.
- Leaders will demonstrate their interest in the welfare of our employees.



Competence: doing the right things the right way

Critical thinking and sound judgment are fundamental to making well-informed decisions at all levels in the organization. As good stewards, we must allow for innovation and creativity so that we remain resilient and adaptive to changes that will inevitably come our way.

Competence determines what an individual employee can do. Some questions we can ask ourselves around Competence:

- Are you good at what you do?
- Are you inquisitive and do you strive to get better all the time?
- Do you have a mindset that says I want to develop and learn; I want to find out how I can do things better; I want to have a good experience and look forward to the next day?

Competence in action

- We will retain employees who demonstrate our values, perform to our expectations and maintain the core competencies for their job.
- We will grow and manage talent within The City in partnership with our employees.
- We will promote our employees based on merit.
- We will hire the best candidate for the job. Our selection and recruitment processes will be fair, transparent and easy to understand.
- We will have leaders who will create opportunities for our people to grow and develop.



Commitment: dedication to the greater public good

Our commitment is driven by our passion for public service that inspires the work we do every day. We take ownership for our decisions and actions, always striving for excellence and results.

Commitment determines what an individual employee does. Some questions to ask ourselves:

- Are you really invested in what is going on at The City of Calgary or do you just come in to do your job and go home?
- Are you committed to improving the quality of life of Calgarians by making things better every day?
- Are you ready to go the extra mile in order to better someone else's life?

Commitment in action

- We will recognize and celebrate the delivery of exceptional public service at individual, team and City-wide levels.
- We will encourage a work-life balance that is aligned with our operational needs for serving the public.
- We will seek opportunities to develop our people.



Collaboration:

working together for a common purpose

Collaboration works best when we're cooperative, flexible and open-minded to others' views and opinions. Our organization is interconnected, achieving success through the contribution of diverse perspectives and talent.

Collaboration determines how employees work together to optimize performance and create value for the organization as a whole. Some questions to ask ourselves:

- Are we working together to make sure we understand the outcomes that we need to achieve for our citizens or are we working in silos?
- Do we understand what is happening in other places within the organization?
- Are we providing an integrated service or are we providing a department-based service?
- How do our citizens see our service delivery?

Collaboration in action

- We will work together across departmental and business unit boundaries to provide a One City service to our citizens.
- We will have a workforce that represents the rich diversity of the labour force in the community we serve.
- We will value and respect our unions and associations by engaging them on issues affecting our employees.

Putting it all together

We have talked about a new corporate culture direction – One City, One Voice. This culture will drive our organization forward and will be an integral part of our delivery on citizen expectations and council priorities. It will be reflected in our People (who and how we manage our talent and our leadership style), our Strategic Alignment (our Action Plan, etc.), our Organizational Effectiveness (flexibility and service integration), our Organizational Efficiency (our costs and our structures) and our Relationships (with all our stakeholders — internal and external). With this direction, we will continue to serve citizens and customers in ways that meet and exceed their expectations now and in the future, always looking for opportunities to improve.

Our Corporate Culture

We are at our best when we are working together and collectively focused on meaningful outcomes for our citizens.



Below are some of the initiatives that contribute to One City, One Voice.

Driven by: Citizen Expectations	Driven by: Council Priorities
<ul style="list-style-type: none"> • budget and spending • value for services • investment in infrastructure • accountability and transparency • engagement 	<ul style="list-style-type: none"> • integrated service delivery • engaged leadership • trust and confidence • public service culture • investment and value
Driven by: Vision	Driven by: Common Purpose
Calgary: a great place to make a living, a great place to make a life.	Making life better every day.

Focus: Our Corporate Culture	Focus: Organizational Effectiveness
<ul style="list-style-type: none"> • shared values • promises • 4Cs: Character, Competence, Commitment, Collaboration 	<ul style="list-style-type: none"> • service integration • flexibility
Focus: Relationships	Focus: Organizational Efficiency
<ul style="list-style-type: none"> • internal <ul style="list-style-type: none"> • employee promise • external <ul style="list-style-type: none"> • customers/citizens • Council • government 	<ul style="list-style-type: none"> • structural <ul style="list-style-type: none"> • scope and scale • costs <ul style="list-style-type: none"> • capital investment • growth management
Focus: People	Focus: Strategic Alignment
<ul style="list-style-type: none"> • leadership • talent management <ul style="list-style-type: none"> • hiring for fit • development • succession 	<ul style="list-style-type: none"> • contract with Council • economic imperatives • legislation • Action Plan • Leadership Strategic Plan

How are you, as a leader, expected to support this culture?

You need to:

- Take some time to personally understand this culture and the direction the organization is heading.
- Ask questions of your leadership team regarding this direction and how it will impact your group.
- Contribute to discussions with your leaders about potential implications and how you will mitigate them.
- Consider how you will operationalize this within your business area – make it relevant to your operations.
- Role model the values and behaviors identified.
- Share the information with staff and encourage dialogue and discussion.

We all need to work together to make change happen and achieve our corporate culture. As with anything worth doing, change can take time, repetition and regular, positive reinforcement. Working together, we can make life in Calgary better every day.



Some final thoughts

- Be the best for Calgary, not just your department, business unit or team. This will drive our modern progressive government.
- Align your behaviours and values to the corporate culture — do the right thing.
- Remember that great culture happens one experience at a time.
- Pay attention to your people — who you hire, how you recognize and develop them.
- Wear the values in and wear them out.
- Treat everyone with respect and dignity.
- Recognize that as a leader you don't need to have all the answers — it's ok to ask questions!
- Consider that while change can be difficult it also presents an enormous opportunity for everyone to contribute and make a difference in how we work together.



Making life better every day.

