Corporate Culture Initiative Update

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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
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)
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.

Capable & agile workforce ready for the next 10 years.
High Emphasis on People

- Entitled Culture
- Engaged Culture

Low Emphasis on Performance

- Aimless Culture
- Fearful Culture

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

Low Emphasis on People

High Emphasis on Performance
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

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

2013 Getting started

2014

2015

2016

2017

Desired Culture for 2017
Culture Pillars

Engaged Empowered Employees
Supporting and developing employees to improve relationships and results

Sensational Service
Customer service, service delivery excellence

Collective Ownership
Supporting collaboration and breaking down silos

Steadfast Integrity
Building trust and demonstrating integrity in our work

Courageous Change
Innovation, creativity, risk taking
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
Forestry Case Study

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

<table>
<thead>
<tr>
<th>Measure</th>
<th>2009</th>
<th>2012</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance appraisals</td>
<td>Not done</td>
<td>98% complete</td>
<td>n/a</td>
</tr>
<tr>
<td>Absenteeism</td>
<td></td>
<td>Reduced by 176 days (~$42K)</td>
<td>23% reduction from 2011 to 2012</td>
</tr>
<tr>
<td>Tree Removals</td>
<td>516</td>
<td>883</td>
<td>71%</td>
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<tr>
<td>Stump Grinding</td>
<td>214</td>
<td>884</td>
<td>313%</td>
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<tr>
<td>Soil &amp; Seed (post stump grinding)</td>
<td>Not done</td>
<td>712</td>
<td>n/a</td>
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<tr>
<td>Trees Planted</td>
<td>3841</td>
<td>5474</td>
<td>43%</td>
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Forestry Culture Survey Results

Doughnut of Doom

ACTION PLAN
Actions matter most

What you say (Stated)

What you do (Experienced)

Communication

Feedback
Culture Journey Next Steps

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

Action plans:
- Individual
- Departmental
- Organizational