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Be a Community of Choice



Deliver value through exceptional public service







Message from Executive

Our values define the character and culture of our organization. They communicate expected behaviours and actions for employees at all levels of the organization. Put simply, our values guide what we do, and how we do it.

These five simple words – respect, integrity, accountability, courage, caring – are the foundation that will help us to achieve our vision and mission. They are relevant to every employee, in every work

environment and in every decision we make.

Service is the common bond shared by all five values.
Commitment to exceptional public service is our reason for being. Our values can inspire and lead us to serve others and our community. We can use them to guide decision making and influence interactions.

Our values are only as strong as our commitment to them. We must let them permeate

everything we do. Please discuss our values regularly with your team and personally reflect on them as you work, make decisions and collaborate with others. Help us create a culture of service through values.

Merete Heggelund

Chief Administrative Officer





Using our values

Values are more than words posted on a wall or written in a document. They motivate us, connect us and give us a framework for our actions.

This booklet describes the expected behaviours associated with each value. Each workplace and situation will require employees to use the values within the context of their environment. For example, courage may have a different meaning for a firefighter than it does for an accountant.

Expectations are split into two sections:

- For all employees in our daily work
- For leaders delivering results through others

These sections describe behaviours expected of our employees, with additional expectations set out for those responsible for delivering on goals through others.





- Respect

For all employees in our daily work:

- Communicate in a language others understand
- Take steps to see things from other perspectives
- · Share knowledge with teammates
- Support a safe and healthy work environment
- Act in a professional manner

- Promote cooperation and collaboration across departments
- Build relationships with external agencies and organizations





Integrity

For all employees in our daily work:

- Look to do the right thing, be principled and value-driven
- Act and communicate with absolute honesty
- Be open to sharing and receiving unpopular news/results
- Protect the organization from risk

- Encourage open discussions, seek balanced solutions
- Uphold the image of the City as an employer of choice





Accountability

For all employees in our daily work:

- Take responsibility for delivering and reporting on goals and responsibilities assigned to you
- Understand how your work impacts others and the success of the organization
- Promote best practices within your field
- Turn great ideas into action and results
- Be willing to have tough conversations
- Protect confidential information

- Take responsibility for team outputs and the operation of your area
- Demonstrate and communicate strategic perspective
- Create task commitment and optimism
- Drive business performance
- Communicate clear performance expectations





Courage

For all employees in our daily work:

- Learn new skills and competencies that benefit the organization
- Stand up for your professional perspective
- Ask for/be open to feedback
- Be willing to admit mistakes
- · Bring forward concerns as they arise
- Fight the "not invented here" and "we tried this before" syndromes
- Demonstrate creativity and curiosity

- Drive change and improvements
- Show visible leadership
- Engage others in the decision making process





Caring

For all employees in our daily work:

- Be concerned for the wellbeing of customers, co-workers and residents
- Be committed to the success of others
- · Listen attentively
- Seek to learn and improve
- Bring forward suggestions for improvement and efficiency
- Look out for the well-being of the organization and its property

- Develop people and teams
- Demonstrate engaged, committed leadership
- · Support others to be successful





