

CAMA 2014

Cultivating a Positive Culture



Penny Ballem
City Manager

- Canada Top 100 Employer for 2013, 2012, 2010, 2009
- BC Top Employer 2013, 2012, 2011, 2010

Specialty Areas – reflect corporate public policy goals

- Best Diversity Employer 2013
- Canada's Greenest Employer 2013
- 2009 Progressive Employer of Canada for “mom-friendly” work culture

Cultivating Positive Change



2014 | City of Vancouver

CORPORATE BUSINESS PLAN

An overview of the City of
Vancouver's citizen and
customer service priorities
and delivery strategies.



SHORT-TERM PRIORITIES

GOAL 1. EXCELLENT SERVICE <ul style="list-style-type: none"> A. Advance City's Digital Citizen and Customer Services B. Permits and Licences Transformation Project C. Improve Public Engagement and Outreach 	GOAL 2. FINANCIALLY HEALTHY <ul style="list-style-type: none"> A. Development-Related Benefits Plan B. Enterprise Risk Management and Business Continuity Planning C. Business Intelligence Program D. Warehousing and Inventory Optimization 	GOAL 3. LEADS THE WAY ON GREEN ISSUES <ul style="list-style-type: none"> A. City Fleet Optimization B. Climate Change Adaptation C. Update Solid Waste Strategies and Services to Adapt to Changing Landscape D. Urban Forest Strategy 	GOAL 4. WORKPLACE AND EMPLOYEE EXCELLENCE <ul style="list-style-type: none"> A. Employee Engagement Action Plan and Internal Communications B. Recruitment Strategy 	GOAL 5. PARTNERSHIPS & COLLABORATIONS <ul style="list-style-type: none"> A. First Nations Collaboration Initiative B. Regional Funding Allocation Decisions C. Healthy City Strategy Partnership with Vancouver Coastal Health D. Municipal Access to Fraser River Shoreline and Other Provincial Land
GOAL 6. SUSTAINABLE, AFFORDABLE, LIVEABLE, INCLUSIVE CITY <ul style="list-style-type: none"> A. Refine Policies and Structures to Advance Housing Availability and Affordability B. Support Shift to Transit, Cycling and Pedestrian Transportation C. GHG Reduction Plan for New and Existing Buildings D. Community Planning E. Downtown and Cambie Corridor District Energy 	GOAL 7. DYNAMIC BUSINESS CLIMATE <ul style="list-style-type: none"> A. Vancouver Innovation Hub B. Supporting and Enabling the New Economy C. Local Entrepreneur Proof of Concept Program D. Green Jobs Action Plan 	GOAL 8. SAFE CITY WHERE PEOPLE FEEL SECURE <ul style="list-style-type: none"> A. Earthquake Preparedness B. Marine and Shoreline Safety and Environmental Protection C. Community-Focused Policing Initiatives D. Crime Reduction Initiatives E. Vehicle, Cyclist and Pedestrian Safety F. Fire Hall Renewal Plan 	GOAL 9. EXTRAORDINARY CIVIC AMENITIES <ul style="list-style-type: none"> A. Focus Arts and Culture Support B. Optimize Vancouver Civic Theatres Business Operations C. Enhance the City's Network of Community Centres D. Vancouver Art Gallery Relocation F. Vancouver Public Library Digital Inspiration Lab 	GOAL 10. WELL-MANAGED ASSETS & INFRASTRUCTURE <ul style="list-style-type: none"> A. Strategy for City-Owned Property Leased to Non-Profit Agencies B. Capital Projects Operational Efficiency C. Maintenance, Safety and Energy Performance of City-Owned Buildings

- Explicit focus on Employees
- Employee Engagement Monitoring
- Change Management
- Structured Work Processes
- Performance Management
- Strategic Communications

Explicit Focus on Employees



City of Vancouver Corporate Business Plan

- Goal No. 4 – The City inspires excellence in the workplace and in its employees

The City develops and sustains a dynamic, healthy and safe workplace environment that consistently attracts and retains top-quality people and enables them to perform at their best

- Corporate metrics – engagement survey, workplace injury rate, attendance rate



➤ Rated **Above Average** in the following categories:

- Financial Benefits and Compensation
- Training & Development
- Community Involvement

➤ Rated **Very Good** in

- Physical Workplace
- Work Atmosphere & Communications
- Vacation & Personal Time-Off

➤ Rated **Average** in

- Employee Engagement
- Health & Family-Friendly Benefits



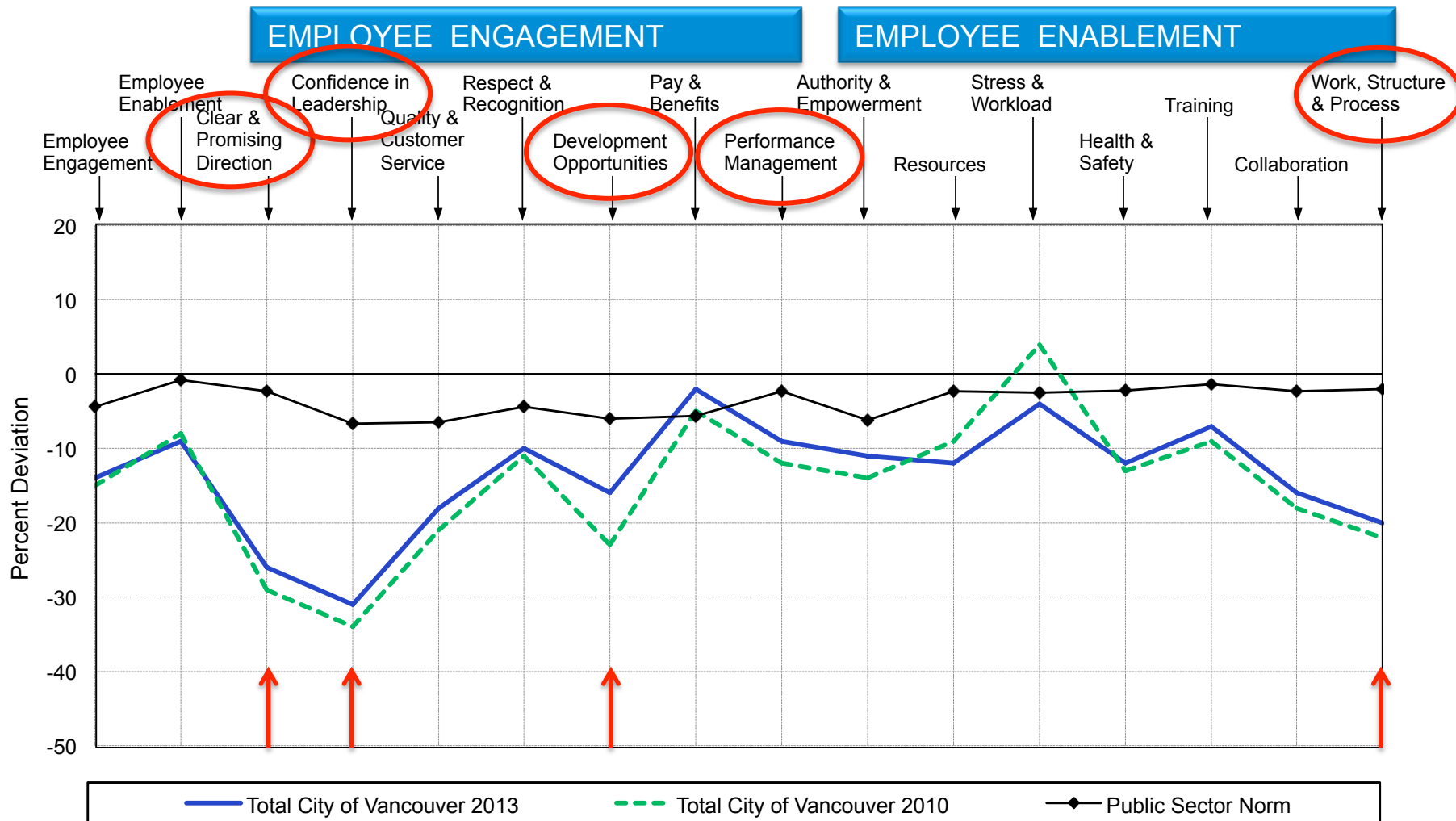
Employee Engagement Monitoring



- Committed to first Employee Survey ever undertaken in 2011 in COV:
 - Hay Group Survey
 - Ability to benchmark
 - Legitimacy
 - Thoughtful coaching and encouragement from Hay colleagues
- Public presentation to Council of results
- Strategic focus on 4 key areas in follow-up work:
 - Corporate strategies
 - Departmental strategies
- Repeat survey in 2013
- Public presentation to Council of results
- Ongoing strategic focus for follow-up work

Employee Engagement Monitoring – 2011/13

- Focus Focus Focus



Change Management



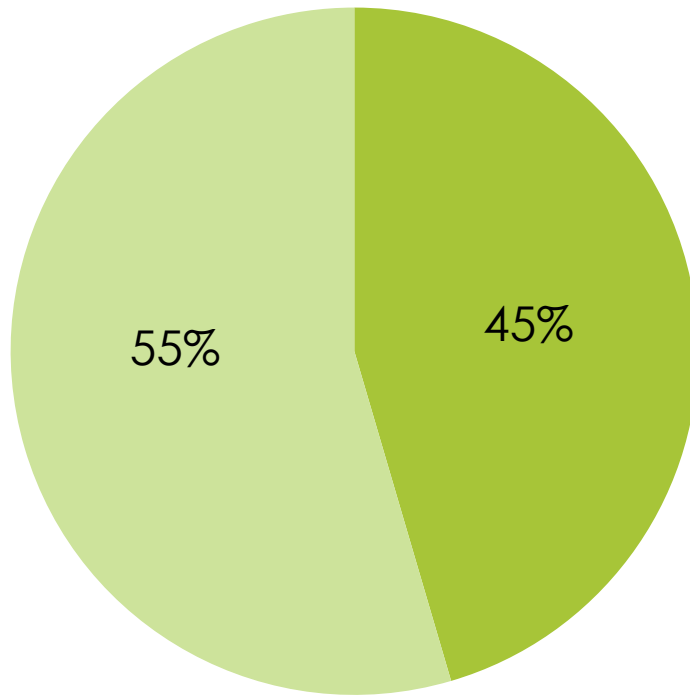
Vancouver Services Review

- ▶ Organizational PMO
- ▶ Responsible for business transformation
- ▶ 12 departments involved
- ▶ 20 current projects



Who we are

Team Composition (2014)



■ External ■ Internal



Who we are



Projects

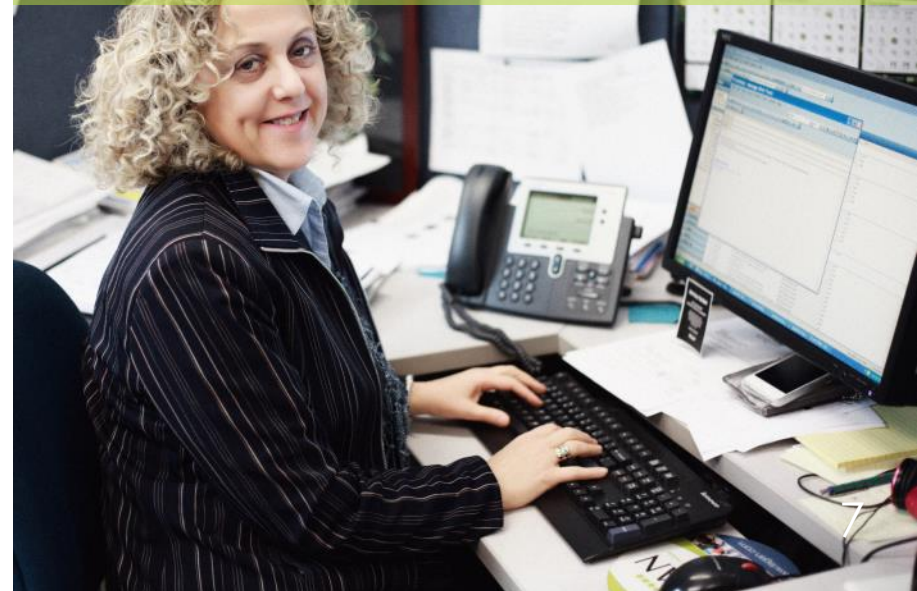
- ▶ Shared Services
- ▶ Cross-organizational business transformation
- ▶ Complex department initiatives
- ▶ Strategic priorities



- ▶ Support from the executive
- ▶ Collaborate – vertical & horizontal
- ▶ Erode silos
- ▶ Demonstrate possibilities through quick wins*



How we do it



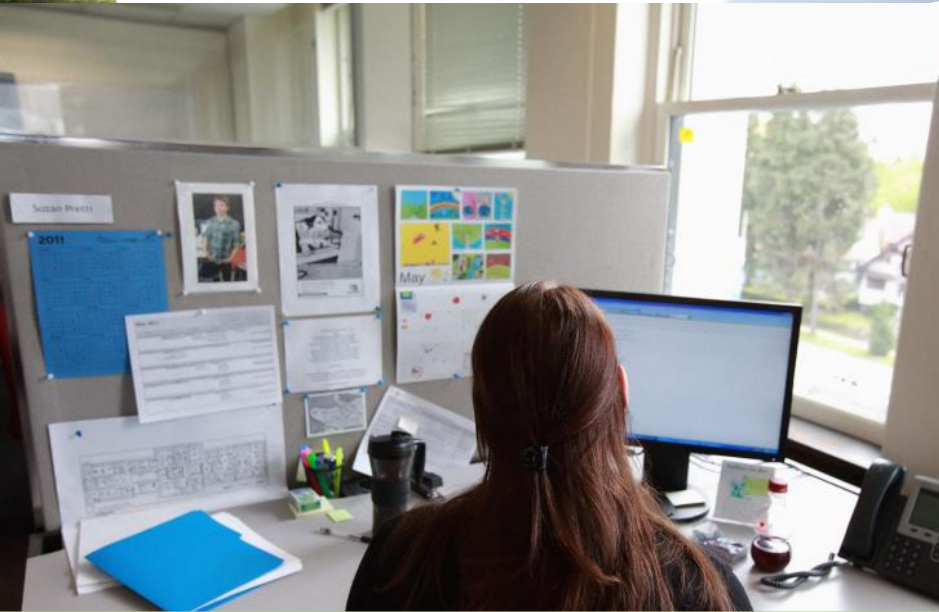


What we learned



- ▶ Consider all risks
- ▶ Lack of business process re-engineering expertise
- ▶ Recognition of project management as a discipline is low
- ▶ VSR's challenges reflect the organizations' challenges

"Typically, organizations over estimate what can be achieved in the short-term and under estimate long-term results."



What we can do better

- ▶ Integrate
- ▶ Under promise
- ▶ Celebrate success
- ▶ Learn from missteps
- ▶ Build community of practice

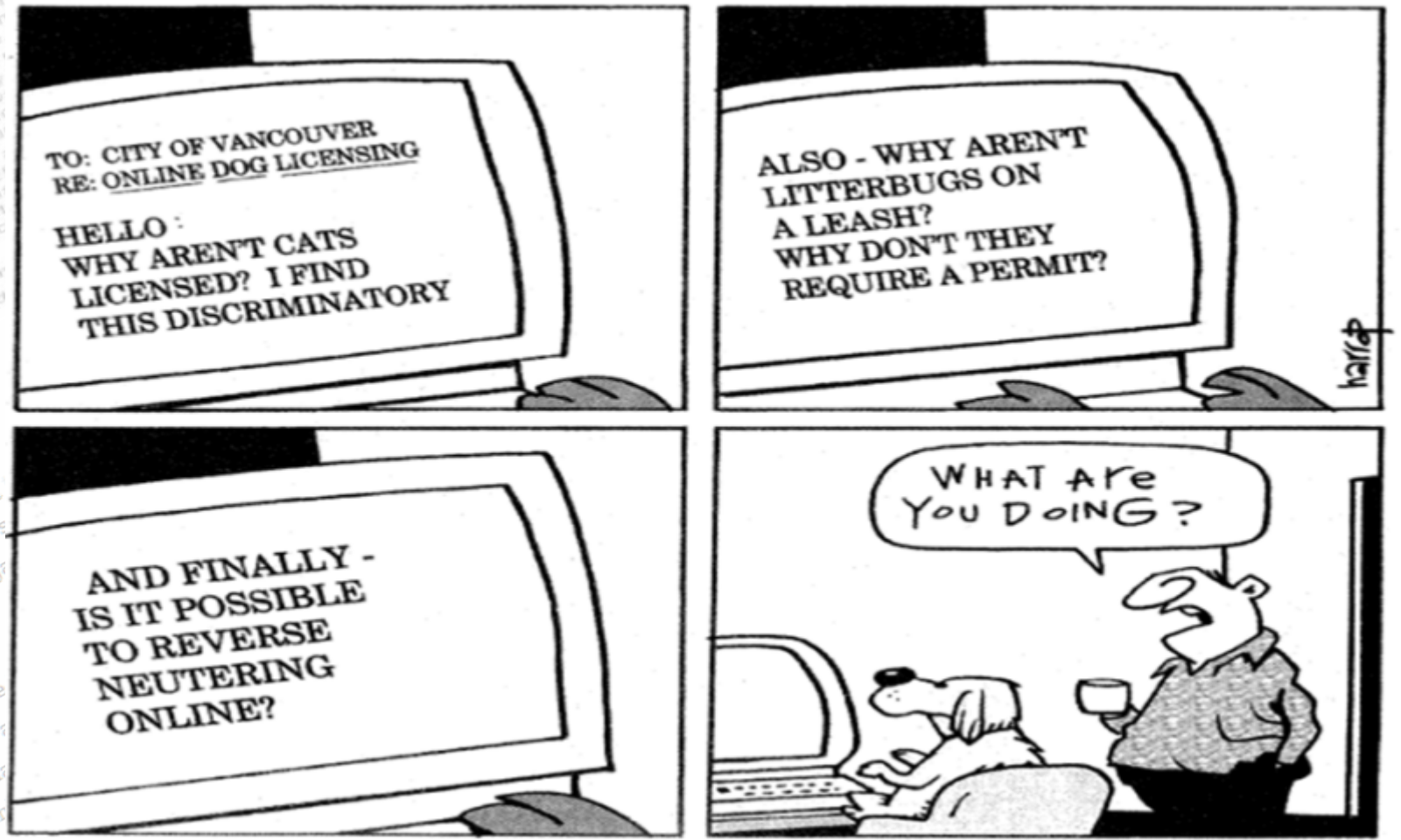


You're making a difference when...



Vancouver Sun
Published: Thursday, December 09, 2010

Picture a \$1-billion enterprise with 10,000 employees and no organizational plan, regular financial reporting or benchmark metrics, in which departments operate in silos with little communication between them or with head office. It



City of Vancouver gets serious
about parking fines
Switch to hybrid

Structured Work Processes



Structured Work Processes

Problem Identification:

- Employee engagement – work structure and processes
- Delayed initiatives
- Staff frustration

Goals:

- Minimize churn and “make work”
- Clarify direction, policy, risk tolerance, accountability
- Ensure financial, legal, HR integrity of initiative
- Connect the dots with other corporate objectives
- Avoid duplication
- Early intervention for risk management
- Enhance ongoing skill sets and strategic thinking of staff – vertical and horizontal

- **Council Report Structure:**
 - Structured early direction by CMO
 - Sharepoint site for sign-off and concurrence of all reports
- **Vancouver Service Review:** Standing weekly meeting with co-sponsors (CM /CFO)
 - Structured update on key projects and opportunity for direction
- **Major Projects Steering Committee:** Standing weekly meeting – chaired by CM
 - White board session – key GM(s) and small number of key staff
- **Corporate Management Team – short program (!)** - Standing weekly meeting
 - Small group GMs with key staff to provide clarity of direction re initiatives
- **Bid committee** – Standing weekly meeting
 - Review of all procurement initiatives >\$500K
 - Opportunity to link supply chain decisions with corporate strategy

Performance Management



- City-wide performance development process & forms introduced
- 80% of exempt managers had a performance review by the end of 2011 (versus 20% level in survey)
- Over 75% of exempt manager performance development plans completed in 2012
- Performance plans and reviews tracked and reported-out regularly
- 400+ managers participated in Performance Development training workshops

**RESULTS
IN
ACTION!**

Engineering assigned an employee to add performance development stats to their division reporting scorecards ensuring ongoing accountability

Strategic Communications



- Integration of strategic communication plans into all initiatives
 - Enhanced skills and understanding of strategic communication
- Open Data initiative:
 - Enhanced use of our data with positive feedback
- Digital Strategy
 - Opportunity to broaden scope of communication tools and infrastructure
 - Appealing to young staff members
- Public Engagement Initiatives
 - Led by Council and public
 - Innovative ideas and initiatives – building on experience of others

- ↘ Work in progress
- ↘ Incremental improvement
- ↘ Transparency helps
- ↘ Third party validation builds pride
- ↘ Positive feedback from public enhances progress
- ↘ Ability to recruit linked to positive workplace experience
- ↘ Enhancing alignment to City goals and initiatives helps