



Corporate Report

Clerk's Files

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Originator's
Files

COUNCIL AGENDA
JUN - 6 2007

DATE: May 23, 2007

TO: Mayor and Members of Council
Meeting Date: June 6th, 2007

FROM: Janice M. Baker, CA
City Manager and Chief Administrative Officer

SUBJECT: **Trust, Quality and Excellence: Living our Values**

RECOMMENDATION: That the report entitled "Trust, Quality and Excellence: Living our Values" from the City Manager and Chief Administrative Officer, dated May 23rd, 2007 be received for information.

BACKGROUND: The City of Mississauga prides itself on being a leader and an employer of choice.

In today's successful organizations, best practice is to ensure that, as a high performing organization tells its story and engages its customers, it is important to be able to articulate the values of the organization.

Our values are not new, but they are a simple and memorable way of telling our story. As we move forward in changing times and new goals are set, it is important that we can point to our values as being the constant that gives us a frame of reference for decision making.

COMMENTS: Over the years, we have communicated our values to the organization in different ways, but they have always been buried in complex or lengthy messages that are not easy for staff and the public to recognize or understand.

Through consultation and dialogue we have boiled it down to three simple words that can be used both internally and externally: Trust, Quality and Excellence (TQE).

Values allow us to discuss the commitments that we have to each other as employees and they speak to our obligations to the citizens of Mississauga.

Trust

For our citizens, **Upholding the Public Trust** is a critical responsibility that staff must live up to and be judged by. It is the open and responsive manner in which the City is governed. The City of Mississauga clearly holds the trust of the public at present and this allows us to effectively work with our citizens to achieve our goals.

For staff, we understand the trust that Council and staff have in each other and how important it is. Without trust we have nothing. With trust we can achieve anything.

Quality

We deliver services and programs which enhance the **Quality of Life** of our residents. Delivering the right services that add value to our citizens' lives is critical. All our services have outcomes that impact our citizens' every day lives. If we are doing anything that does not improve or maintain their quality of life then we have to question why.

For staff, quality of service that we provide is key to how we are judged by the public. It is also critical to stay focused on our employees' quality of work life in everything we do. By attracting and retaining the brightest and the best we also build a quality workforce that can achieve Council's goals consistently.

Excellence

Serving as a model of **Excellence in Public Administration** is Mississauga's reputation and responsibility. We continually need to deliver the right services in a superior way at a reasonable cost.

For staff, the ability to deliver our services in an efficient and effective manner ensures that the citizens of Mississauga receive value for money.

Feedback from staff and some external groups that have been exposed to our values have helped us validate that TQE really helps everyone understand how the City operates and the pride we have in our organization. TQE frames who we are and is the key to good governance.

Likewise, at the orientation for new councillors, the video we developed was well received and it was noted that an opportunity existed to use this as part of engaging the public on where we should be going in the future.

Further, when other organizations have engaged with us and we have used TQE as an example, they have given wonderful feedback about how it really is powerful and succinct, which is critical in any communications.

Based on this feedback, and in anticipation of the update of our strategic plan, the need to be able to tell our story and the reason we are here to both staff and residents is critical.

The messaging will primarily be used with staff, but when relevant it will be used externally. Already, we have aligned the behaviour of respect with Trust through our Respectful Workforce policy, adopted by Council recently, as an example.

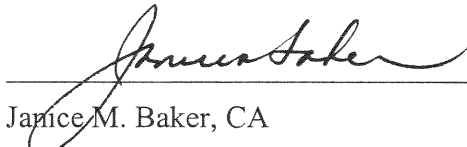
FINANCIAL IMPACT: Most of the materials have been developed by internal staff, including the TQE video and as such, no additional funding is required.

CONCLUSION:

These values are not new, but they are a simple and memorable way of telling our story.

As we engage staff and the public in an ever changing environment, it is critical to be able to communicate our values in a very simple way.

By using Trust-Quality- Excellence we can achieve these goals.



Janice M. Baker, CA
City Manager and Chief Administrative Officer

Prepared By: Gary Kent ,Director of Strategic Initiatives