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**What We Do Is Who We Are: A Blueprint for Building Organizational Culture**  
**at The City of Edmonton**  
**As of August 31, 2019**



 Completed
  Well Underway
  Planned or Started










Goals	Key Actions	Status
Multiple pathways exist to learn, share, emulate and deepen employee understanding of all cultural commitments.	1. Develop an engagement strategy and cultural implementation plan that cascades the cultural commitments.	
	2. Provide employees at all levels with access to tools and resources to learn about, foster and create norms around desired corporate culture.	
	3. Immediately pursue quick wins: a. Share stories of how City employees emulate the cultural commitments.	
	b. "Celebrate our Culture in Action" which is an opportunity to recognize any level of staff at any time for personal or professional contributions/development that supports our cultural commitments.	
	c. Use visual collateral for positive validation of cultural norms and behaviours.	
	d. Host outreach events that profile the commitments and provide opportunities for feedback and sharing.	
	e. Develop audience-specific tools for cultural commitments roll out.	
	f. Facilitate structured and unstructured group discussions in person and through electronic media platforms to explore the cultural commitments and how they drive success.	

Goals	Key Actions	Status
Adopt a comprehensive approach for evaluation of culture.	1. Create a comprehensive evaluation framework that has multiple mediums to measure culture, engagement, and safe and inclusive workplace levels.	
	2. Quick Wins: a. Ensure Branch Action Plans address employee survey results and align with the cultural commitments roll out, and are implemented and reported on.	
	b. Evaluate the use of the biennial employee engagement survey.	
	c. Complete a baseline assessment of the current state of culture.	
	d. Develop key performance indicators for the five cultural commitments.	
Align resources dedicated to supporting teams as they work to embed all cultural commitments in all parts of the organization.	1. Appoint a Corporate Transformation Program Manager.	
	2. Develop the corporate mandate of the Corporate Culture Office.	
	3. Relaunch the Cultural Ambassador program with the primary focus of creating change agents in all business units to ensure the cascade of the cultural commitments. Create a measuring tool to ensure effectiveness of the cascade through the Culture Ambassadors.	







	<p>4. Mobilize networks to create pockets of people emulating and sharing the cultural commitments with others.</p>	
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Goals	Key Actions	Status
<p>Highlight and reward leaders whose personal style and values align with all cultural commitments.</p>	<p>1. Develop a new Corporate Talent Management Framework that identifies leaders who embody our cultural commitments.</p>	
	<p>2. Hire a Corporate Talent Consultant that focuses on supporting the development of high potential new leaders who embody our cultural commitments.</p>	
	<p>3. Highlight examples of leader’s words and actions that show the cultural commitments in action.</p>	
<p>Ensure employees in leadership roles understand performance expectations and employee accountability.</p>	<p>1. Develop and cascade new role profiles for Deputy City Managers, Branch Managers, Directors and Supervisors.</p>	
	<p>2. Create tools, training and group learning opportunities to further facilitate common understanding of performance expectations.</p>	
	<p>3. Continue to evolve the Management Personal Contribution Plan template and process to ensure its usefulness as a tool for facilitating conversations about employee performance and accountability.</p>	
<p>Enable leaders to articulate all the cultural commitments and the journey to get there.</p>	<p>1. Build leaders’ capacity for the formal and informal conversations needed to underscore the importance of cultural change, shift shared norms, and build relationships and trust.</p>	
	<p>2. Develop a leaders toolkit that supports conversation about cultural commitments by linking culture to strategy and encouraging relationship-building based on trust.</p>	










<p>3. Enable leaders to frame the change imperative as a journey with history, real examples, challenges and opportunities, aspirations and trends.</p>	
<p>4. Leaders actively support programs and initiatives that enrich culture.</p>	










Goals	Key Actions	Status
<p>Create a corporate-wide internal communications strategy to ensure consistent employee access to information.</p>	<p>1. Develop strategy and an implementation plan to ensure consistent messaging throughout all levels of the organization.</p>	
	<p>2. Integration of Make Something Edmonton brand platforms into existing collaterals and align with internal corporate branding.</p>	
	<p>3. Centralize resources and developing supporting structures to enhance work on Image, Brand and Reputation.</p>	
<p>Ensure Corporate recognition and awards programs align and reinforce the desired corporate culture.</p>	<p>1. Review existing recognition activities and assess fit with culture vision.</p>	
	<p>2. Develop new awards programs that reinforce the cultural commitments.</p>	
	<p>3. Launch new and aligned awards programs, and transform existing programs.</p>	
	<p>4. Phase out programs and awards that are no longer relevant.</p>	
<p>Review and update existing corporate culture artifacts to align with vision for corporate culture.</p>	<p>1. Update the Working Relationship Agreement between Employee Unions and Associations and Management.</p>	
	<p>2. Phase out the 'Leadership Principles' through a comprehensive change management plan.</p>	

**Attachment 2**

	<p>3. Create new physical reminders and prompts for the cultural commitments</p>	
	<p>4. Activitate the inventory of stories in multiple mediums that capture how employees embody the cultural commitments.</p>	
	<p>5. Share testimonials from Edmontonians and partners that illustrate the cultural commitments in action.</p>	
<p>Adopt a strategy for external awards recognition and programs that emphasizes the City’s commitment to excellence in its service to Edmontonians.</p>	<p>1. Review existing processes for external rewards.</p>	
	<p>2. Pursue external reward and recognition opportunities that reinforce desired aspects of our culture, brand and reputation.</p>	
	<p>3. Ensure resource allocation to support external recognition opportunities.</p>	



Goals	Key Actions	Status
<p>Revamp existing human resource models to ensure attraction and retention of employees with values that align to our corporate culture.</p>	<p>1. Update job evaluation and compensation systems.</p>	
	<p>2. Review recruitment processes through a candidate-based lens.</p>	
	<p>3. Update the Management Performance Contribution Plans to improve the employee's understanding of performance expectations, increase the number of formal performance conversations with supervisor and create a consistent streamlined process throughout the corporation.</p>	
	<p>4. Review and update most relevant Administrative Directives and Procedures to reflect employee performance expectations relative to Council priorities, the City Manager's focus areas and the City's cultural commitments.</p>	
	<p>5. Use data to inform leading practices and targeted approaches to recruitment and retention.</p>	
	<p>6. Explore flexible work arrangements to support employee retention.</p>	
<p>Align employee onboarding to clearly and consistently introduce the cultural commitments to all employees.</p>	<p>1. All employees receive a comprehensive orientation about cultural commitments and expectations.</p>	
	<p>2. Reinforce cultural commitments through in person and online mediums.</p>	
	<p>3. Develop onboarding of contractors to ensure they model cultural values in their interactions with the public.</p>	

Goals	Key Actions	Status
Offer tools, resources, and support on how employees can exhibit attitudes and behaviours that align with our cultural commitments	1. Develop specific curriculum that relates to individual cultural commitments. Including: <ul style="list-style-type: none"> <li>a. Helpful: Incorporate awareness, understanding, and knowledge through tools and activities which support employees in recognizing and emulating attitudes and behaviours that are helpful.</li> </ul>	
	<ul style="list-style-type: none"> <li>b. Safety: Develop training that inspires and enables an environment free of harassment and discrimination (part of This Is How We Work program).</li> </ul>	
	<ul style="list-style-type: none"> <li>c. Excellent: Incorporate tools that support a culture of innovation and excellence in current course offerings.</li> </ul>	
	<ul style="list-style-type: none"> <li>d. Accountability: Review and incorporate common corporate expectations related to performance management in course offerings.</li> </ul>	
	<ul style="list-style-type: none"> <li>e. Integrated: Integrated: Incorporate awareness, understanding, and knowledge through tools that enable and facilitate integration and support the value of shared perspectives and diverse thinking.</li> </ul>	
	2. Incorporate cultural commitments into new Aspiring Director Program.	
	3. Incorporate the cultural commitments in all School of Business course offerings.	
Leverage off-boarding process to improve employee experience for current and future employees.	1. Define consistent processes for exit interviews with four core employee audiences: <ul style="list-style-type: none"> <li>a. Permanent employees who resign</li> <li>b. Permanent employees who retire or depart involuntarily</li> <li>c. Temporary employees</li> </ul>	
	2. Develop a system for analysis and reporting of exit interview findings to ensure they inform future practice.	



Goals	Key Actions	Status
Enable and empower employees to offer excellent service to Edmontonians and Council.	1. Develop a manual of excellence that helps staff identify clear standards of customer service for Edmontonians.	
	2. Communicate these standards through multiple mediums that ensure a comprehensive roll out.	
	3. Develop an evaluation tool to measure the impact of the implementation of the manual.	
Develop and implement a new service delivery model to ensure enhanced communication partner services are offered internally.	1. Evolve service delivery model based on pilots and implement service delivery model changes that ensure that communication, engagement, marketing and external relations services throughout the corporation are integrated, consistent and brand-aligned.	
	2. Evaluation of existing workflow, processes, and tools.	
	3. Pilots of refined service delivery model focused on three key pillars: core values, people practices and project rigour.	
Implement a Corporate Governance Framework to drive integration across the corporation.	1. Establish four Executive Leadership Team committees as an integrative mechanism through which ideas, advice and recommendations are developed, refined and advanced to ELT.	
	2. Include a culture moment in all meetings of the Executive Leadership Team and Executive Leadership Team Committees.	
Implement a comprehensive	1. Develop comprehensive strategy for employee safety and health that includes mental/emotional health to create	













**Attachment 2**

strategy to ensure employees work in a safe environment and follow safe practices.	an organization that has a mature safety culture characterized by increased safety ownership, leadership accountability and frontline employee engagement.	
	2. Align organizational resources to create the Corporate Safety and Employee Health Branch.	
	3. Establish a new Executive Leadership Team governance framework for employee safety.	

Goals	Key Actions	Status
Implement a comprehensive strategy to ensure employees work in a safe environment and follow safe practices.	4. Immediately pursue quick wins: a. Prepare for an external audit of the safety management system.	
	b. Modernize safety training records and compliance processes and systems.	
	c. Increase safety maturity in all operational areas.	
	d. Complete on-going on road driving assessments on all ETS Operators over the four year Operating budget cycle (2019-2022).	
	e. Operational safety (ongoing review and improvement of safety practices in operational/high risk areas).	
	f. Increasing employee participation within the larger safety and employee health management system.	
	g. Clarify safety and wellness and accountabilities at all levels.	
	5. Update the Emergency Management Plan.	
Increase the quality and timeliness of Council Reports.	1. Develop new processes, supports and tools to enable shared accountability and high quality reports that are timely and meet the needs of Edmontonians and Council.	
	2. Realign the Corporate Outcomes and Performance Management section to create a clear line of sight to corporate outcomes.	

Develop an enterprise performance management policy that includes measurement, analysis, reporting, application and evaluation.	1. Performance management policy, framework and reporting standards.	
	2. Align to other work streams: Corporate Business Planning Process, the Program and Service Review, and the Way Ahead.	

Goals	Key Actions	Status
<p>Elevate the importance of corporate culture, organizational effectiveness, safety, talent management and respectful and inclusive workplaces through changes to corporate organizational structure and strategy.</p>	<p>1. Bring together the Human Resources Branch, the Corporate Safety and Employee Health Branch, and the Corporate Culture Office into one integrated Department team.</p>	
	<p>2. Second a Diversity and Inclusion specialist from an organization of comparable size and scope.</p>	
	<p>3. Establish policy and procedures to support transparency through open city and data.</p>	
	<p>4. Align Corporate Culture principles, values, norms and assumptions that form collective behaviors within the Corporate Strategy. Develop corporate culture strategy that highlights the importance of service leadership and integration.</p>	
<p>Ensure that the City has a respectful, positive and productive work environment.</p>	<p>1. Implement a system to address employee concerns in a safe, confidential, timely and fair manner:</p> <p>a. Introduce an interim, external, independent process for employee complaints regarding harassment and discrimination</p>	
	<p>b. Develop an internal communications strategy to raise awareness of options for reporting workplace concerns.</p>	
	<p>c. Development of a long term process for complaints management after a thorough review and design.</p>	
	<p>d. Establish a citizen code of conduct to facilitate safe and respectful interactions between citizens and staff.</p>	
	<p>e. Update the Diversity and Inclusion Framework, including connections to relevant corporate strategies and priorities (i.e. anti-racism framework).</p>	

	f. Review existing and Inclusion resource capacity to ensure services and programs meet the needs of all employees.	
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