Committee of the Whole Meeting

Agenda

Date: November 3, 2016
Time: 1:00 pm
Location: Room 247, Level 2, City Hall

              426 Brant Street, Burlington, Ontario

Pages

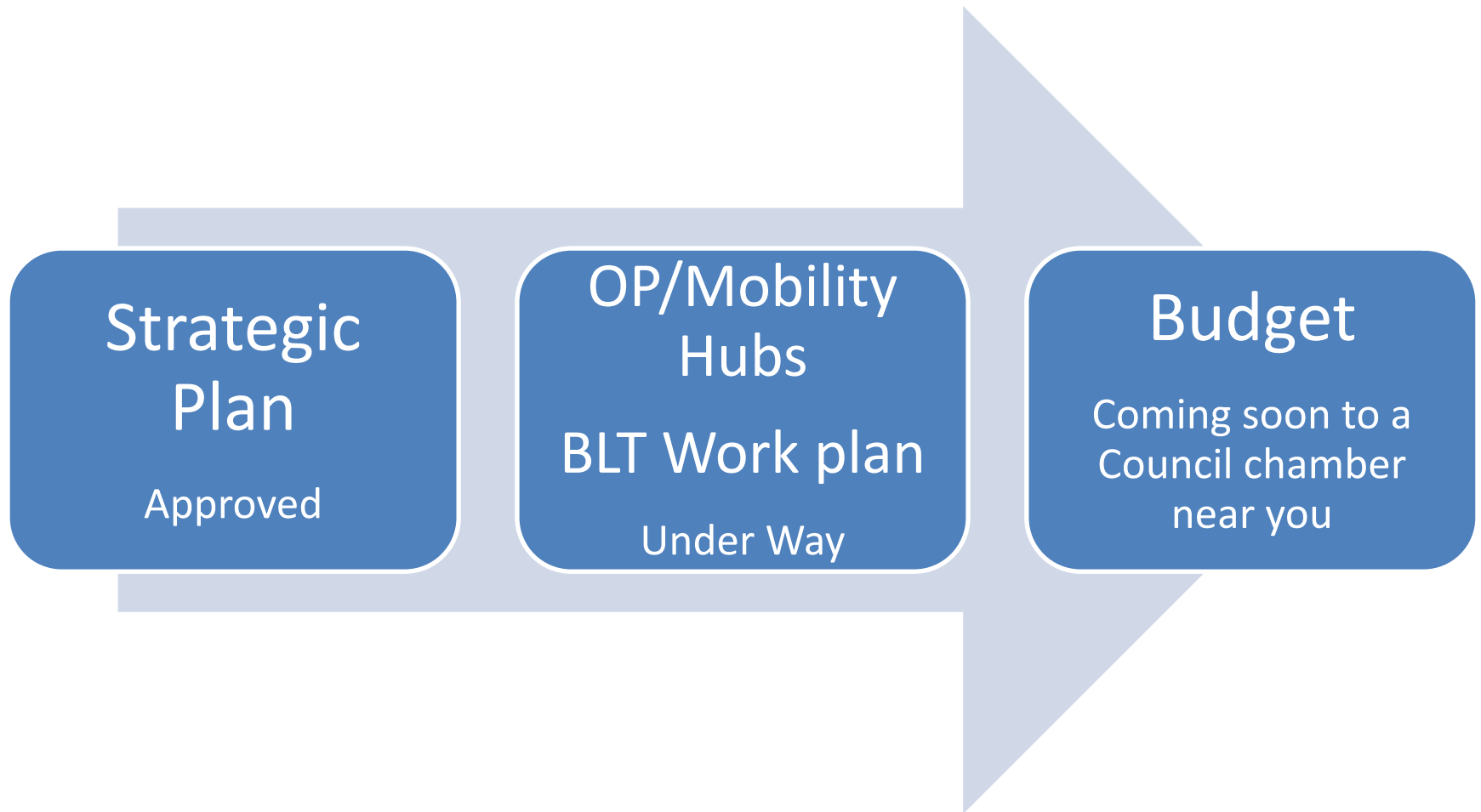# Governance Workshop

3 November 2016

Objectives

- Overview of our current journey as a City
- Overview of the new BLT Charter and Leadership Competencies
- Key principles of good governance
- Consider the development of a Council Governance Charter

Where Are We As A City?

Strategic Plan

Approved

OP/Mobility Hubs

BLT Work plan

Under Way

Budget

Coming soon to a Council chamber near you

Where Are We As a City?

- We are shifting from governance focused on day to day operations to major strategic objectives
- Significant complex work ahead to deliver on the strategic plan
- **In the next 24 months Council will consider a range of interrelated policies and initiatives that will shape the social economic and cultural fabric of the city for 50-100 years**
- Ensuring the right governance/management role definition, and high quality governance is critical to success

BLT

- The senior staff leadership has dramatically restructured to prepare to deliver the strategic plan.

- New structure, new name, new mandate

- Sub-team around the strategic themes (plus budget and IT sub-teams)

- Recently approved a BLT Charter, and a set of Leadership Competencies

BLT Charter

- Developed by a subgroup of BLT, approved by the whole team in September
- Positive, constructive, collective commitment on our role, and how we work as a group
- Self police our commitment to the charter
- NOT A CODE OF CONDUCT, rather shared statement of intent

Leadership Competencies

- Table of key leadership competencies/roles at all levels of leadership from Supervisor to City Manager

- Developed by a team of senior staff and approved by BLT in September

- Succession planning and organizational development to support the competencies is a key priority for BLT

Fundamental difference between the role of council and administration is one of governance versus management. It is therefore useful to review these classic definitions

Governance is...

- The set of responsibilities and practices, policies and procedures used to provide strategic direction, ensure objectives are achieved, manage risks and use resources responsibly and with accountability.

Management is…

- The process of planning, organizing, directing and controlling organizational resources (human, financial, physical and informational) in the pursuit of organizational goals.

Effective governance requires that all participants are pulling in the same direction.

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General Situation – James' view

- Council and staff have shared priorities and vision
- Positive and constructive working relationship
- Respective roles and responsibilities are clear and respected (most of the time)
- Some issues that can only be successfully addressed if we work on them jointly
- Council has focused on the Code of Conduct (regulatory and controlling) rather than a positive vision of how it could be a high functioning governance body

Good Governance

Setting Direction & Outcomes	Values & Conduct	Accountability & Risk	Engagement & Partnership
• Strategic Guidance • Financial Planning	• Tone from the Top • Corporate Values	• Continuing Oversight • Stewardship • Responsibility	• Open Government • Community Engagement

Resources

• Strategic Plan • Official Plan • Transportation Master Plan • City Manager's Work Plan • Capital & Operating Budget • Investment Policy • Financial & Non-Financial Performance Measures Reporting	• Procedural By-law • Code of ethics • BLT Charter • City of Burlington Competencies • Charter of Good Governance	• Delegated Authority By-Law • Enterprise Risk Management Policy • Closed meeting policy • Disclosure policy • Council Expense manual	• Strategic initiatives reporting • Engagement Charter • Partnership/Relationship with BLT • Intergovernmental Relations Strategy

Behavior

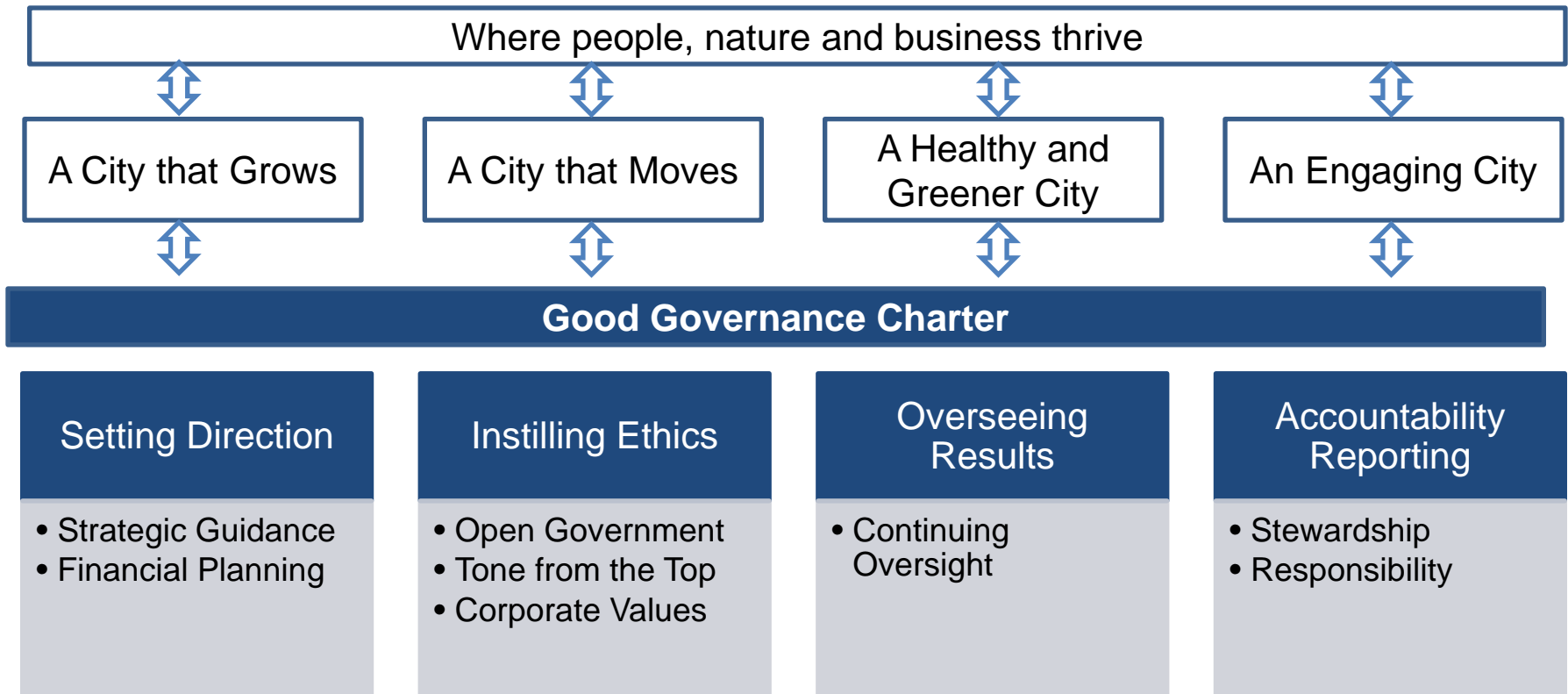|			
•Provide direction with an outward vision rather than Internal preoccupation •Strategic leadership rather than administrative detail	•Work to collectively inspire staff and the public through policy setting and decision making •Respect the role of staff to To provide advice on political Neutrality and objectivity Without undue influence from Members of council •Act with decorum at committee and council meetings	•Accurately share decisions of council regardless of disagreement with majority decisions •Compliance with applicable legislation •Avoid improper use of influence of their office	•Recognize that the public has a right to open government and transparent decision making. •Build and foster relationships in the best interest of the community as a whole

A way forward (for discussion)

- Ask the Council sub-committee that recently reviewed the procedural bylaw (or a variation) to draft a Governance Charter for Council consideration

- A positive, aspiration, constructive document

- Then, and only then, we consider code of conduct, but focus first on the positive

- Staff provide research and support as needed

Where people, nature and business thrive

| A City that Grows | A City that Moves | A Healthy and Greener City | An Engaging City |

Good Governance Charter

Setting Direction	Instilling Ethics	Overseeing Results	Accountability Reporting
• Strategic Guidance • Financial Planning	• Open Government • Tone from the Top • Corporate Values	• Continuing Oversight	• Stewardship • Responsibility

City of Burlington - Leadership Competencies

Purpose of leadership competencies:

When selecting and developing leaders, we should consider the competencies that the individual possesses and compare those to the ones that need further development for success in a leadership role. By looking at one's current competencies and comparing those to the skills necessary to fill a leadership position, we can make better informed decisions in hiring, developing and promoting leaders.

The 6 Leadership competencies are:

- ✓ Create and Communicate Vision and Strategy
- ✓ Develop People
- ✓ Uphold Integrity and Respect
- ✓ Collaborate with Partners and Stakeholders
- ✓ Promote Innovation and Guide Change
- ✓ Achieve Results

Create and Communicate Vision and Strategy

Leaders define the future and chart a path forward. They are adept at understanding and communicating context, factoring in economics, social and political environment. Intellectually agile, they leverage their deep and broad knowledge, build on diverse ideas and perspectives and create consensus around compelling visions. Leaders balance organizational and political priorities for the purpose of improving outcomes for staff and residents of Burlington.

Supervisor	Manager	Director	City Manager
• A thorough understanding of the environment • Actively seeks others to transition implementation strategies into concrete objectives • Contributes expertise and insight to the development of service plan objectives • Communicates and implements activities and tactics that respond to the service plan objectives that improve outcomes for Burlington and residents of Burlington	• Interprets context and identifies implications of key issues in the environment • Actively seeks others to secure commitment to service objectives and implementation activities/tactics • Communicates vision and priorities with clarity and conviction • Establishes and communicates service plan objectives • Establishes plan/activities to respond to service plan objectives that improve outcomes for Burlington and residents of Burlington	• Frames emerging issues and provides advice that reflects a thorough understanding of the environment • Actively seeks other to develop clear, concise and viable strategies for implementation • Contributes expertise and insight to the development of the City's vision and strategy. • Contributes expertise and insight to the development and communication of the departmental vision, strategy and priorities. • Establishes and communicates organizational priorities (Strategic Plan, City Manager's work plan, legislated compliance etc) that are aligned with department's vision and goals • Commits to the implementation of strategies that improve outcomes for Burlington and residents of Burlington	• Extracts key issues from complex, ambiguous and rapidly changing environments • Considers the impact of the economic, social and political environment on departmental and strategic priorities • Actively seeks others to develop a compelling and responsive vision • Defines and communicates with the organization's vision, strategy and priorities with a thorough understanding of the internal and external environment • Sets forward- looking goals in work plan with a broad perspective and long-term timelines that align with council's strategic plan. • Regularly initiates discussion of vision and strategy plan with BLT.

Examples of ineffective behaviours for all roles	• Does not consider resource constraints when developing strategies and plans • Allows day-to-day issues to obstruct critical long-term planning • Overlooks issues and information that may hinder the implementation of key aspects of the vision • Does not initiate discussion of vision and strategy • Does not create perspective/context for colleagues, peers, stakeholders or superiors

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Develop People

Leaders inspire and motivate the people they lead. They manage performance, provide constructive and respectful feedback to encourage and enable performance excellence. They lead by example, setting goals for themselves that are more demanding than those that they set for others

Supervisor	Manager	Director	City Manager
• Creates a sense of common purpose and direction for staff • Sets clear expectations, monitors and evaluates performance • Invests time and resources to support continuous learning • Gives honest feedback, recognizes performance and manages non-performance • Engages employees to gather ideas and input to build cohesive teams • Sets challenging goals for self and models dedication and high performance	• Creates a sense of common purpose and direction in their section • Sets clear expectations and conducts oversight of performance management practices • Commits to the development of their section and individual talent • Ensures development plans are created and monitored for all staff. • Gives honest feedback, recognizes performance and manages non-performance • Creates opportunities for open and constructive dialogue • Sets challenging goals for self and models dedication and high performance	• Creates a sense of common purpose and direction in their department. • Sets and communicates clear performance expectations and exercises rigorous oversight • Identifies, manages and supports collective and individual talent for their department. • Cultivates an environment committed to continuous learning and professional development • Creates a positive environment to encourage open and constructive dialogue • Sets challenging goals for self and models dedication and high performance	• Creates a sense of common purpose and direction for the corporation • Builds accountability and value for people management within the senior leadership group • Creates an environment where rigorous performance management is practiced • Invests time in managing and developing organizational leaders, individually and collectively • Generates opportunities to engage meaningfully with employees • Builds a commitment to excellence through open and constructive dialogue • Inspires others through personal dedication and actions

Examples of ineffective behaviours for all roles	• Limits access to information beyond the requirements of discretion and policy • Allows own stress to interfere with team efforts • Is insensitive to, or unaware of, the diverse needs, aspirations and capabilities of team members • Does not have development plans for staff • Does not consider the input of others when inclusiveness and engagement are key to team performance and morale • Avoids performance management issues

Uphold Integrity and Respect

Leaders exemplify ethical practices, professionalism and personal integrity. They create respectful and trusting work environments where sound advice is valued. They encourage the expression of diverse opinions and perspectives, while fostering collegiality. Leaders are self-aware and seek out opportunities for personal growth.

Supervisor	Manager	Director	City Manager
• Values and provides professional , accurate advice to internal & external customers • Holds self and staff to the highest ethical and professional standards • Models commitment to public service • Implements practices to advance an inclusive, healthy work environment, respectful of the diversity of people and their skills and free from harassment and discrimination • Exemplifies impartial decision-making • Engages in self-reflection and acts upon insights • Does the right thing even when no one is looking	• Values and provides professional, accurate advice to internal & external customers • Holds self and the section to the highest ethical and professional standards • Models commitment to public service • Creates opportunities that encourage inclusivity • Advances strategies to foster an inclusive, healthy organization, respectful of the diversity of people and their skills and free from harassment and discrimination • Exemplifies impartial decision-making • Engages in self-reflection and acts upon insights • Does the right thing even when no one is looking	• Values and provides professional, accurate advice to internal & external customers • Holds self and the department to the highest ethical and professional standards • Models and builds a culture of commitment to customer service and the public service • Builds and promotes an inclusive, healthy organization with integrity and respectful of the diversity of people and their skills at all levels and free from harassment and discrimination • Exemplifies impartial decision-making • Engages in self-reflection and acts upon insights • Speaks truth of power • Gives honest feedback, recognizes performance and manages non-performance • Does the right thing even when no one is looking	• Values and provides professional, accurate advice to internal & external customers • Holds self and the organization to the highest ethical and professional standards • Models and instills commitment to citizen-focused service and the public service • Builds and promotes an inclusive, healthy organization respectful of the diversity of people and their skills and free from harassment and discrimination • Exemplifies impartial decision-making • Engages in self-reflection and acts upon insights • Speaks truth of power • Does the right thing even when no one is looking

Examples of ineffective behaviours for all roles	• Places personal goals ahead of city of Burlington objectives • Shows favoritism or bias • Does not take action to address situations of wrongdoing • Mistreats others and takes advantage of the authority vested in the position • Does not do the right thing even when no one is looking

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Collaborate with Partners and Stakeholders

Leaders are deliberate and resourceful about seeking the widest possible spectrum of perspectives. They demonstrate openness and flexibility to forge consensus and improve outcomes. They bring a whole-of-government perspective to their interactions and demonstrate a high degree of political acumen. In negotiating solutions, they are open to alternatives and skillful at managing expectations. Leaders share recognition with their teams and partners.

Supervisor	Manager	Director	City Manager
• Builds and nurtures effective and collaborative relationships • Engages others to support horizontal initiatives • Collaborates with partners and stakeholders • Actively listens to understand the impact of issues and perspectives of others • Implements activities and tactics that enhance collaboration • Acknowledges the contribution of others in achieving objectives	• Builds and nurtures effective and collaborative relationships • Engages colleagues to contribute to horizontal initiatives across section • Seeks opportunities to advance strategic alliances with partners and stakeholders • Actively listens to understand the impact of issues and perspectives of others • Identifies opportunities and develops strategies for collaboration • Acknowledges the contribution of others in achieving objectives • Demonstrates political acumen - has a solid understanding of the interpersonal and political dynamics that are currently in place and know how to make things happen within this context.	• Builds and nurtures effective and collaborative relationships and networks • Engages colleagues to deliver on horizontal initiatives across department/City • Seeks and forms strategic alliances with partners and stakeholders to continuously improve upon results • Actively listens to understand the impact of issues and perspectives of others • Generates support from partners and stakeholders through influence and negotiation • Acknowledges the contribution of others in achieving objectives • Understands and anticipates trends, issues and motivation of Council • Demonstrates strong political acumen – has a thorough understanding of the interpersonal and political dynamics that are currently in place and proven ability to make things happen within this context.	• Builds and nurtures effective and collaborative relationships and networks • Takes on accountability for horizontal initiatives across City • Forms strategic alliances with partners and stakeholders to advance local/City priorities • Collaborates with regional CAO's as a community to strengthen public service performance • Advances whole-of-government objectives through influence and negotiation with senior levels of government • Acknowledges the contribution of others in achieving objectives • Understands and anticipates trends, issues and motivation of Council • Demonstrates strong political acumen – has a thorough understanding of the interpersonal and political dynamics that are currently in place and proven ability to make things happen within this context.

Examples of ineffective behaviours for all roles	• Operates independently without reference to the wider system of knowledge and experience • Does not explore the different concerns and perspectives of stakeholders or partners • Remains inflexible and stays committed to a single outcome • Does not understand external influences • Does not recognize the contribution of others (i.e. steals the limelight)

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Promote Innovation and Guide Change

Leaders have the courage and resilience to challenge convention. They create an environment that supports bold thinking, experimentation and intelligent risk taking. They use setbacks as a valuable source of insight and learning. Leaders take change in their stride, aligning and adjusting milestones and targets to maintain forward momentum.

Supervisor	Manager	Director	City Manager
• Ensures that employees apply sound risk management practices • Identifies opportunities for and barriers to innovation and proposes creative approaches • Implements practices to learn from setbacks and mistakes • Adapts plans and strategies to respond to the scope and pace of change • Demonstrates resilience, composure and a positive outlook in an environment of uncertainty and ambiguity	• Develops and implements sound risk management strategies • Fosters an environment that is open to creativity and responsible risk-taking • Learns from setbacks and mistakes to ensure continuous improvement • Engages and supports employees in adapting to the scope and pace of change • Identifies opportunities for and anticipates barriers to new ideas and identifies solutions to maximize potential for innovation • Demonstrates resilience, composure and a positive outlook in an environment of uncertainty and ambiguity	• Defines and communicates the parameters of acceptable risk • Creates a safe environment for creativity and learns from setbacks and mistakes • Advances and implements strategies that manage the scope and pace of change for their department • Addresses barriers to new ideas and negotiates solutions to maximize potential for innovation • Demonstrates resilience, composure and a positive outlook in an environment of uncertainty and ambiguity	• Champions a culture that challenges the status quo and encourages responsible risk taking • Encourages experimentation and genuine evaluation of outcomes • Manages the scope and pace of change for the organization and ensures change efforts are aligned to vision and goals of organization • Reconciles priorities to achieve broader objectives • Demonstrates resilience, composure and a positive outlook in an environment of uncertainty and ambiguity

Examples of ineffective behaviours for all roles	• Leaves staff to work through changes on their own, or gives inadequate time to acknowledge concerns • Implements change in an unstructured way causing confusion about priorities and timelines • Resists change even when existing methods are inadequate • Ignores opportunities to take calculated risks.

Achieve Results

Leaders mobilize and manage resources to deliver on the priorities of the City, improve outcomes and add value. They consider context, risks and business intelligence to support high-quality and timely decisions. They anticipate, plan, monitor progress and adjust as needed. Leaders take personal responsibility for their actions and outcomes of their decisions.

Supervisor	Manager	Director	City Manager
• Aligns people, work and systems to achieve program and policy efficiencies and results • Quantifies, monitors and controls resources and costs • Sets and revises goals and plans to reflect changing priorities or conditions • Delegates responsibility and authority to place accountability at appropriate levels • Informs decision-making with sound understanding of context, risks, data and evidence • Makes challenging decisions and takes action at the opportune time • Takes ownership and acknowledges impact and outcome of decisions	• Aligns people, work and systems to achieve program and policy efficiencies and results • Analyzes business results against bench marks and customer service delivery standards • Quantifies, monitors and controls resources and costs • Sets and revises goals and plans to reflect changing priorities or conditions • Delegates responsibility and authority to place accountability at appropriate levels • Informs decision-making with sound understanding of context, risks, data and evidence • Makes challenging decisions and takes action at the opportune time • Takes ownership and acknowledges impact and outcome of decisions	• Develops strategies to maximize the effectiveness of resources, improve outcomes and results • Supports, encourages and ensures rigorous planning and implementation to deliver on priorities • Delegates responsibility and authority to place accountability at appropriate levels • Informs decision-making with sound understanding of context, risks, data and evidence • Sets high expectations by exemplifying stewardship of financial and organizational resources • Makes challenging decisions and takes action at the opportune time • Takes ownership and acknowledges impact and outcome of decisions • Follows up to determine results of decisions • Balances results orientation of department with City-wide priorities	• Sets direction and oversees the implementation of priorities • Builds an effective, sustainable organization through stewardship and governance • Informs decision-making with sound understanding of context, risks, data and evidence • Makes challenging decisions and takes action at the opportune time • Takes ownership and acknowledges impact and outcome of decisions • Delegates responsibility and authority to place accountability at appropriate levels • Reconciles priorities to achieve broader objectives

Examples of ineffective behaviours for all roles	• Provides direction that is either insufficient or overly prescriptive and controlling • Argues against or impedes decisions made by the organization • Attributes failures to individuals or previous administrations • Focuses on process at the expense of results • Abdicates decision-making responsibilities to other levels • Micro manages staff

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We will

provide vision and leadership to become a
21st Century workforce to build a 21st Century city.

Our purpose is

- To set tone and culture within our organization. We will lead with integrity, vision and shared purpose

- To provide overall corporate leadership. To effectively run the city and city services

- To exercise executive decision making

- To assist council in governing effectively in the best interest of the city

- To ensure corporate perspective and alignment to Council's Strategic Plan

- To foster and build relationships with external stakeholders

- To actively shape the city through the corporate alignment of plans, budget, priorities and strategy

- To empower, mentor and coach staff and teams

- To foster the future leaders of the organization

- To communicate and engage broadly across the organization.

- To lead and promote innovation and continuous improvement

- To manage corporate issues and risks

Ethics and Integrity

- Do what is right regardless of personal risk
- Provide professional and impartial advice
- Keep commitments
- Be honest and forthright

Collegiality and collaboration

- Work across organizational boundaries ensuring inclusion
- Challenge each other, build on each other's ideas
- Be willing to compromise for the common good

Trust and Respect

- Respect others point of view
- Provide constructive and respectful input
- Respect confidentiality
- Act fairly

Open communication and active listening

- Seek input from others, be open and flexible
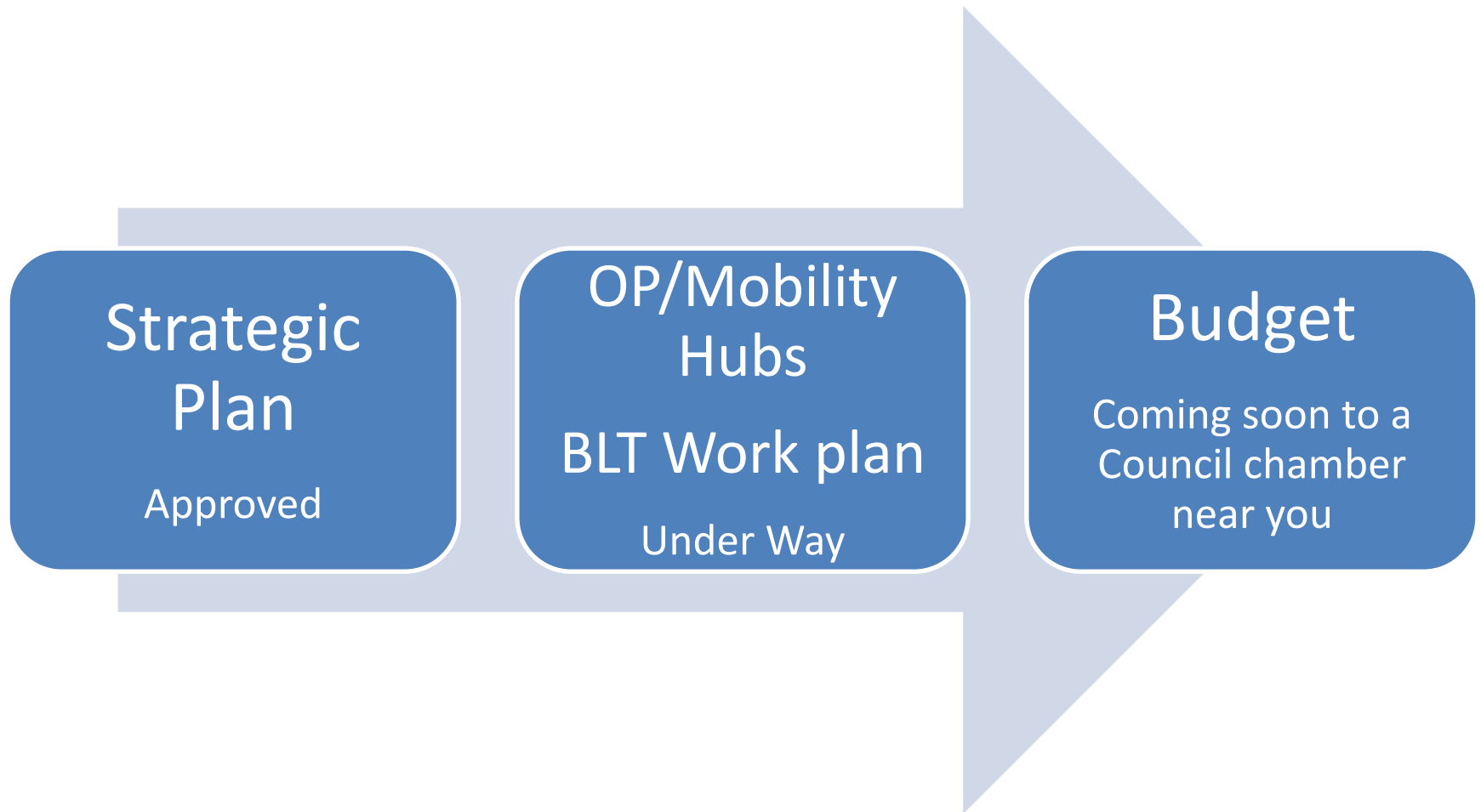- Be fully engaged in discussions.

Burlington Leadership Team Charter

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Governance Workshop

3 November 2016

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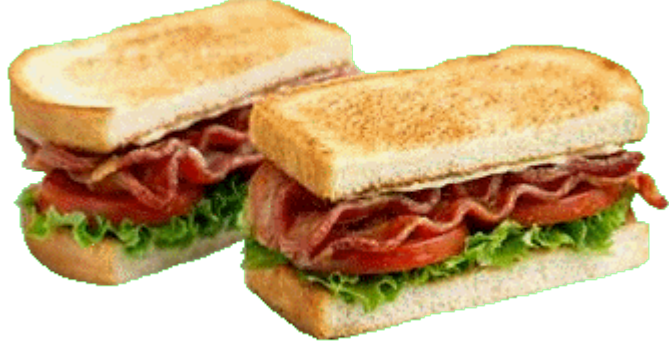Coming soon to a Council chamber near you

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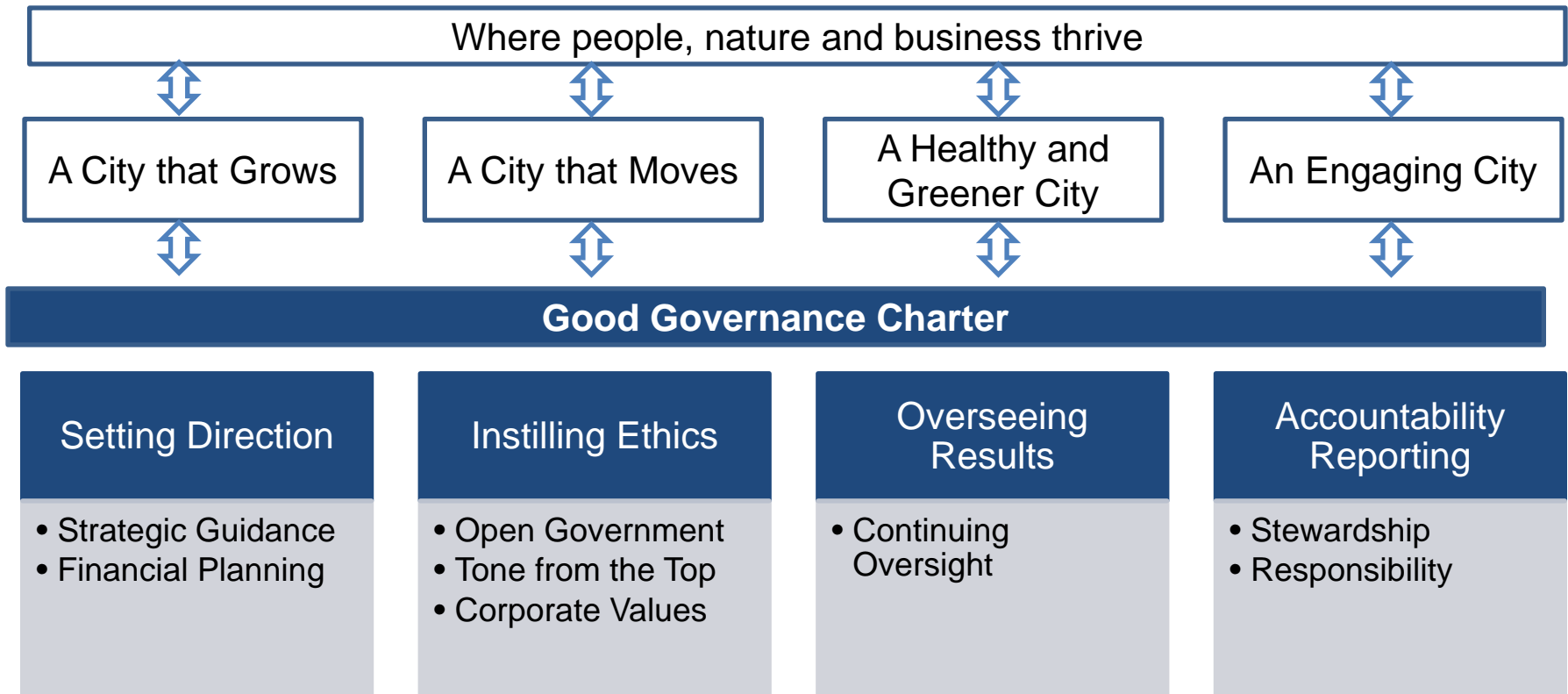|			
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Leaders exemplify ethical practices, professionalism and personal integrity. They create respectful and trusting work environments where sound advice is valued. They encourage the expression of diverse opinions and perspectives, while fostering collegiality. Leaders are self-aware and seek out opportunities for personal growth.

Supervisor	Manager	Director	City Manager
• Values and provides professional , accurate advice to internal & external customers • Holds self and staff to the highest ethical and professional standards • Models commitment to public service • Implements practices to advance an inclusive, healthy work environment, respectful of the diversity of people and their skills and free from harassment and discrimination • Exemplifies impartial decision-making • Engages in self-reflection and acts upon insights • Does the right thing even when no one is looking	• Values and provides professional, accurate advice to internal & external customers • Holds self and the section to the highest ethical and professional standards • Models commitment to public service • Creates opportunities that encourage inclusivity • Advances strategies to foster an inclusive, healthy organization, respectful of the diversity of people and their skills and free from harassment and discrimination • Exemplifies impartial decision-making • Engages in self-reflection and acts upon insights • Does the right thing even when no one is looking	• Values and provides professional, accurate advice to internal & external customers • Holds self and the department to the highest ethical and professional standards • Models and builds a culture of commitment to customer service and the public service • Builds and promotes an inclusive, healthy organization with integrity and respectful of the diversity of people and their skills at all levels and free from harassment and discrimination • Exemplifies impartial decision-making • Engages in self-reflection and acts upon insights • Speaks truth of power • Gives honest feedback, recognizes performance and manages non-performance • Does the right thing even when no one is looking	• Values and provides professional, accurate advice to internal & external customers • Holds self and the organization to the highest ethical and professional standards • Models and instills commitment to citizen-focused service and the public service • Builds and promotes an inclusive, healthy organization respectful of the diversity of people and their skills and free from harassment and discrimination • Exemplifies impartial decision-making • Engages in self-reflection and acts upon insights • Speaks truth of power • Does the right thing even when no one is looking

Examples of ineffective behaviours for all roles	• Places personal goals ahead of city of Burlington objectives • Shows favoritism or bias • Does not take action to address situations of wrongdoing • Mistreats others and takes advantage of the authority vested in the position • Does not do the right thing even when no one is looking

Collaborate with Partners and Stakeholders

Leaders are deliberate and resourceful about seeking the widest possible spectrum of perspectives. They demonstrate openness and flexibility to forge consensus and improve outcomes. They bring a whole-of-government perspective to their interactions and demonstrate a high degree of political acumen. In negotiating solutions, they are open to alternatives and skillful at managing expectations. Leaders share recognition with their teams and partners.

Supervisor	Manager	Director	City Manager
• Builds and nurtures effective and collaborative relationships • Engages others to support horizontal initiatives • Collaborates with partners and stakeholders • Actively listens to understand the impact of issues and perspectives of others • Implements activities and tactics that enhance collaboration • Acknowledges the contribution of others in achieving objectives	• Builds and nurtures effective and collaborative relationships • Engages colleagues to contribute to horizontal initiatives across section • Seeks opportunities to advance strategic alliances with partners and stakeholders • Actively listens to understand the impact of issues and perspectives of others • Identifies opportunities and develops strategies for collaboration • Acknowledges the contribution of others in achieving objectives • Demonstrates political acumen - has a solid understanding of the interpersonal and political dynamics that are currently in place and know how to make things happen within this context.	• Builds and nurtures effective and collaborative relationships and networks • Engages colleagues to deliver on horizontal initiatives across department/City • Seeks and forms strategic alliances with partners and stakeholders to continuously improve upon results • Actively listens to understand the impact of issues and perspectives of others • Generates support from partners and stakeholders through influence and negotiation • Acknowledges the contribution of others in achieving objectives • Understands and anticipates trends, issues and motivation of Council • Demonstrates strong political acumen – has a thorough understanding of the interpersonal and political dynamics that are currently in place and proven ability to make things happen within this context.	• Builds and nurtures effective and collaborative relationships and networks • Takes on accountability for horizontal initiatives across City • Forms strategic alliances with partners and stakeholders to advance local/City priorities • Collaborates with regional CAO's as a community to strengthen public service performance • Advances whole-of-government objectives through influence and negotiation with senior levels of government • Acknowledges the contribution of others in achieving objectives • Understands and anticipates trends, issues and motivation of Council • Demonstrates strong political acumen – has a thorough understanding of the interpersonal and political dynamics that are currently in place and proven ability to make things happen within this context.

Examples of ineffective behaviours for all roles	• Operates independently without reference to the wider system of knowledge and experience • Does not explore the different concerns and perspectives of stakeholders or partners • Remains inflexible and stays committed to a single outcome • Does not understand external influences • Does not recognize the contribution of others (i.e. steals the limelight)

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Promote Innovation and Guide Change

Leaders have the courage and resilience to challenge convention. They create an environment that supports bold thinking, experimentation and intelligent risk taking. They use setbacks as a valuable source of insight and learning. Leaders take change in their stride, aligning and adjusting milestones and targets to maintain forward momentum.

Supervisor	Manager	Director	City Manager
• Ensures that employees apply sound risk management practices • Identifies opportunities for and barriers to innovation and proposes creative approaches • Implements practices to learn from setbacks and mistakes • Adapts plans and strategies to respond to the scope and pace of change • Demonstrates resilience, composure and a positive outlook in an environment of uncertainty and ambiguity	• Develops and implements sound risk management strategies • Fosters an environment that is open to creativity and responsible risk-taking • Learns from setbacks and mistakes to ensure continuous improvement • Engages and supports employees in adapting to the scope and pace of change • Identifies opportunities for and anticipates barriers to new ideas and identifies solutions to maximize potential for innovation • Demonstrates resilience, composure and a positive outlook in an environment of uncertainty and ambiguity	• Defines and communicates the parameters of acceptable risk • Creates a safe environment for creativity and learns from setbacks and mistakes • Advances and implements strategies that manage the scope and pace of change for their department • Addresses barriers to new ideas and negotiates solutions to maximize potential for innovation • Demonstrates resilience, composure and a positive outlook in an environment of uncertainty and ambiguity	• Champions a culture that challenges the status quo and encourages responsible risk taking • Encourages experimentation and genuine evaluation of outcomes • Manages the scope and pace of change for the organization and ensures change efforts are aligned to vision and goals of organization • Reconciles priorities to achieve broader objectives • Demonstrates resilience, composure and a positive outlook in an environment of uncertainty and ambiguity

Examples of ineffective behaviours for all roles	• Leaves staff to work through changes on their own, or gives inadequate time to acknowledge concerns • Implements change in an unstructured way causing confusion about priorities and timelines • Resists change even when existing methods are inadequate • Ignores opportunities to take calculated risks.

Achieve Results

Leaders mobilize and manage resources to deliver on the priorities of the City, improve outcomes and add value. They consider context, risks and business intelligence to support high-quality and timely decisions. They anticipate, plan, monitor progress and adjust as needed. Leaders take personal responsibility for their actions and outcomes of their decisions.

Supervisor	Manager	Director	City Manager
• Aligns people, work and systems to achieve program and policy efficiencies and results • Quantifies, monitors and controls resources and costs • Sets and revises goals and plans to reflect changing priorities or conditions • Delegates responsibility and authority to place accountability at appropriate levels • Informs decision-making with sound understanding of context, risks, data and evidence • Makes challenging decisions and takes action at the opportune time • Takes ownership and acknowledges impact and outcome of decisions	• Aligns people, work and systems to achieve program and policy efficiencies and results • Analyzes business results against bench marks and customer service delivery standards • Quantifies, monitors and controls resources and costs • Sets and revises goals and plans to reflect changing priorities or conditions • Delegates responsibility and authority to place accountability at appropriate levels • Informs decision-making with sound understanding of context, risks, data and evidence • Makes challenging decisions and takes action at the opportune time • Takes ownership and acknowledges impact and outcome of decisions	• Develops strategies to maximize the effectiveness of resources, improve outcomes and results • Supports, encourages and ensures rigorous planning and implementation to deliver on priorities • Delegates responsibility and authority to place accountability at appropriate levels • Informs decision-making with sound understanding of context, risks, data and evidence • Sets high expectations by exemplifying stewardship of financial and organizational resources • Makes challenging decisions and takes action at the opportune time • Takes ownership and acknowledges impact and outcome of decisions • Follows up to determine results of decisions • Balances results orientation of department with City-wide priorities	• Sets direction and oversees the implementation of priorities • Builds an effective, sustainable organization through stewardship and governance • Informs decision-making with sound understanding of context, risks, data and evidence • Makes challenging decisions and takes action at the opportune time • Takes ownership and acknowledges impact and outcome of decisions • Delegates responsibility and authority to place accountability at appropriate levels • Reconciles priorities to achieve broader objectives

Examples of ineffective behaviours for all roles	• Provides direction that is either insufficient or overly prescriptive and controlling • Argues against or impedes decisions made by the organization • Attributes failures to individuals or previous administrations • Focuses on process at the expense of results • Abdicates decision-making responsibilities to other levels • Micro manages staff