



Treats Others with Respect & Dignity

- Commitment to Inclusion
- Makes no one feel “small”
- Acknowledges others around them; no one is invisible
- Lets go of the past
- Readily admits to any harm done; has integrity to repair the harm
- Observes, is aware, inquires and invites conversation
- Does not take things personally
- Uses strengths-based approaches for feedback

Embodies and Models Honesty & Integrity

- Follows code of ethics
- Demonstrates candor, integrity and sincerity
- Is responsible for actions; owns mistakes and communicates that to others; receives, resolves, forgives and lets go
- Follows through on commitments; impeccable with word
- Establishes a clear path to bring issues forward and how to address issues
- Empowers staff to own mistakes and learn from them; provides guidance and support; moves forward; does not re-live mistakes
- Clearly and specifically communicates the value that the City places on integrity

Embodies a Spirit of Service and Sense of Pride

- Always does his/her best; recognizes our best changes from moment to moment
- Engages with customers and partners
- Recognizes excellent service to the community
- Creates & promotes opportunities for informal and formal community involvement
- Embraces inclusion and consistently works to ensure all voices and perspectives are considered

Creates/Promotes a Work Environment Where it is Enjoyable to Come to Work

- Modifies our structures, systems and/or physical environment to support innovation & to explore creative opportunities

- Honors & embraces new ideas and technology; reduces or eliminates barriers that get in the way
- Creates opportunities for interdepartmental work/teams
- Reinforces that having fun at work is important
- Recognizes and rewards employees using levity, and/or a combination of planned and impromptu celebrations
- Actively supports and contributes to a playful work environment; is a role model; participates in fun events

Engages in Frequent, Meaningful & Direct Communication; Closes all Loops

- Willing/able to consistently communicate the right things in the right way
- Seeks to understand before speaking
- Engages in frequent, direct & meaningful conversations; invites the conversation
- Communicates in an appreciative manner
- Demonstrates compassion and honesty
- Makes “hidden” or “unspoken” rules visible and transparent
- Understands the difference between constructive feedback and destructive criticism
- Considers different styles of communication; creates many informal and formal opportunities with staff
- Deals with conflict; doesn’t let it brew and grow
- Creates a safe environment for open & honest communication

Holds Self and Others Accountable

- Addresses behaviors and actions that are not appropriate; addresses issues early and does not shy away from difficult issues
- Consistently reinforces expectations and applies rules; no favoritism or different rules for different people; ensures consistency across divisions/dept.
- Is transparent and open
- Talks with people, not about people
- Promotes accountability and results without micromanaging; understands the fine line between accountability and fear
- Creates an environment for others to feel safe in admitting mistakes; sets example for honesty by

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admitting own mistakes, talks openly about it, and takes what comes with it gracefully; does not spread blame to others; displays humility

- Knows when to discuss matters privately
- Is fair, not petty
- Encourages two-way conversations and performance discussions; seeks and welcomes advice and counsel from others

Fosters Creativity & Innovation

- Creates an expectation that everyone needs to bring forward ideas and ways of doing work better
- Focuses on what is possible and then acts on it
- Is creative on use/reuse of city resources
- Seeks and embraces innovation and doing the work in better ways
- Modifies our structures, systems and/or physical environment as needed to support innovation
- Honors and embraces new ideas and technology; reduces/eliminates barriers

Fosters Opportunities for Authentic Team Work

- Promotes employee involvement in citywide activities
- Clearly articulates the purpose of a team coming together
- Empowers team members to fully engage, participate, make decisions and take action
- Models ways to create ownership & sense of stewardship within teams
- Reconciles possible conflicts between individual and team goals and expectations
- Provides opportunities for cross training

Encourages and Supports Decision Making & Taking Action

- Helps employees to understand the bigger picture; encourages creativity and prudent risk taking; helps others build skills & expertise
- Gives responsibility and holds people accountable
- Minimizes and optimizes hierarchy
- Outwardly encourages and empowers employees to act and decide

- Actively seeks input from employees throughout the organization

Supports Work Life Balance

- Ensures employees are aware of possible flexible work schedule options
- Balances service demands with reasonable workloads
- Promotes positive relationships among co-workers
- Promotes well-being inside and out
- Promotes sense of belonging

Acknowledges & Appreciates Each Employee's Significance

- Values and recognizes the contributions of all employees
- Demonstrates that everyone has value; respects each person for his/her unique contributions and skills
- Recognizes consistent good work and team contributions in addition to extraordinary efforts
- Implements both informal and formal ways of recognizing employees

Recognizes & Supports Leadership Skills and Qualities Among All

- Makes leadership training and opportunities available for all employees
- Prepares employees for advancement within the organization
- Models and reinforces positive leadership behaviors
- Values, maximizes and capitalizes on informal leadership

Supports Employee Development & Training

- Connects employees with opportunities within the broader organization
- Encourages employees to get involved in work projects throughout the organization
- Offers a variety of training using a variety of tools and techniques
- Allocates resources to support training throughout all levels of the organization and departments

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