

GREAT culture at Auckland City Council

Giving a voice

Realising our potential

Enhancing our reputation

Acting collaboratively

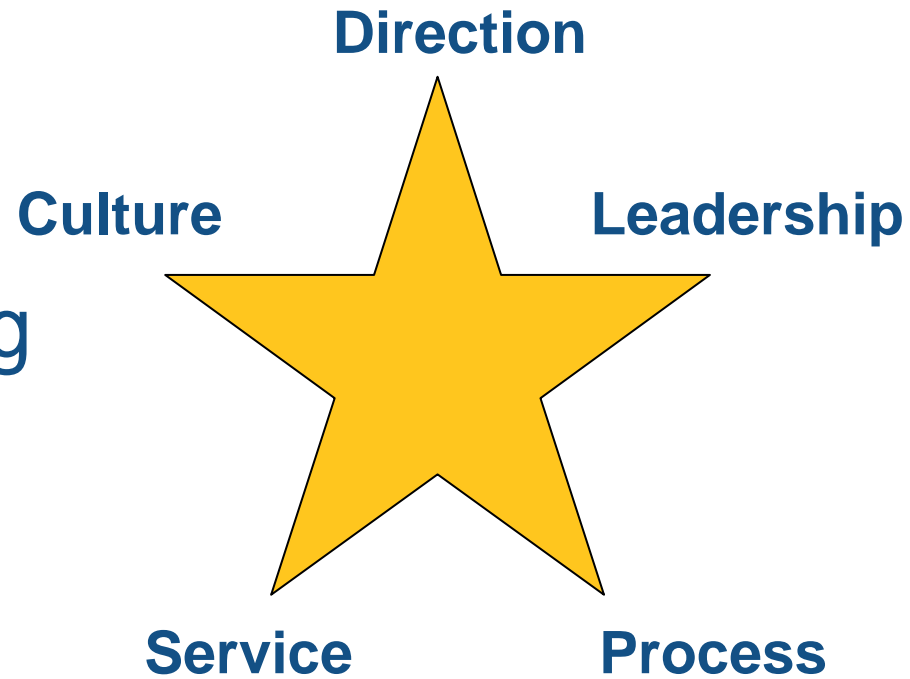
Taking accountability



Auckland City

GREAT culture origins

- David Rankin's induction
- The star
- Keenan Consulting create:
 - A-G leadership behaviours
 - GREAT culture model



A GREAT culture map for Auckland City Council

Giving a voice to everyone

We invite involvement

We proactively ask relevant people for their opinions and contributions.

We actively listen

We listen non judgmentally to peoples' opinions and contributions regardless of whether we agree with them.

We build relationships

We leave people feeling we are genuinely interested in them and wanting to build strong working relationships.

We value difference

We are able to deal with differences in peoples' styles, opinions, backgrounds and beliefs in ways that leave them feeling respected and valued.

We consult genuinely

We go out to consultation because we genuinely believe that the best outcomes come from listening to the ideas and input of all relevant parties.

We understand stakeholders

We work hard to get to know our customers, citizens and stakeholders hopes and dreams for Auckland.

Realising our potential

We stretch ourselves

We find opportunities to push and stretch ourselves and in the process seek feedback to develop our confidence and competence.

We develop potential

We are committed to growing and developing our potential so as to make a real difference in all we do.

We support others

We recognise that realising our potential involves supporting others and other teams to be the best they can be.

We seek feedback

We seek motivational and corrective feedback from others to develop both our confidence and competence

We reward excellence

We recognise the importance of delivering on agreed outcomes and go out of our way to reward excellence.

We celebrate success

We take time to celebrate the achievements and successes of those we work closely with and those in other teams.

Enhancing our reputation

We promote Auckland

We actively promote Auckland's vision to our customers, citizens and stakeholders.

We communicate clearly

We clearly communicate the reasons behind the decisions we make.

We deliver service

We make it easy for customers and citizens to deal with us by providing them with choice, ease of access and value.

We deliver value

We take our fiscal responsibility seriously understanding that the right thing to do is deliver value to our customers and citizens.

We act ethically

We act ethically and with integrity in everything we do.

We act innovatively

We look for innovative ways to achieve solutions that balance the wants and desires of stakeholders with the vision of the organisation.

Acting collaboratively

We work together

We work seamlessly together to serve our customers our citizens and our city.

We build trust

We are approachable, open, non-defensive and transparent in our dealings with one another.

We debate robustly

We engage in transparent robust debate to ensure all points of view are thoroughly discussed and tested.

We leverage strengths

We proactively seek others contributions and leverage each others strengths and expertise to achieve organisational goals.

We challenge constructively

We encourage people to work collaboratively and constructively challenge those who don't.

We work collaboratively

We work in collaborative ways with internal and external stakeholders.

Taking accountability

We honour commitments

We do what we say we will do for those we serve and for each other.

We accept ownership

We accept ownership for finishing what we start and do not hide behind process as a means of not delivering.

We act strategically

We understand the importance of making decisions that address the immediate issue as well as the bigger picture.

We act professionally

We use our and others' time productively, we are always prepared and we keep people up to date with progress.

We overcome obstacles

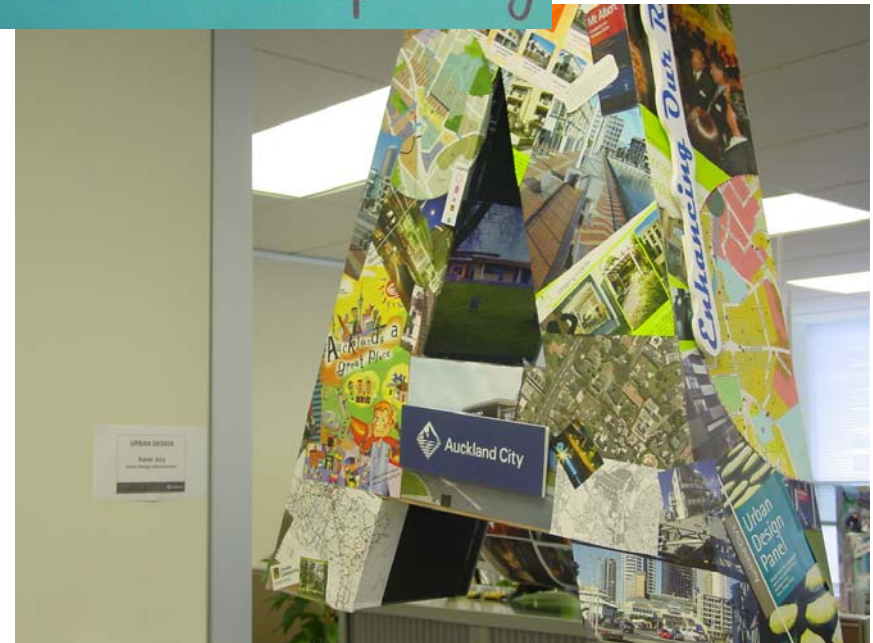
We are action focused in all we do and constructively overcome obstacles to deliver to agreed expectations.

We take risks

We recommend and take responsible risks to deliver the best outcomes for the organisation and the city.

Idea to action

- GREAT culture working group
- Plan
 - Recall
 - Understanding
 - Action
- HR processes
- Activities
- Measurement



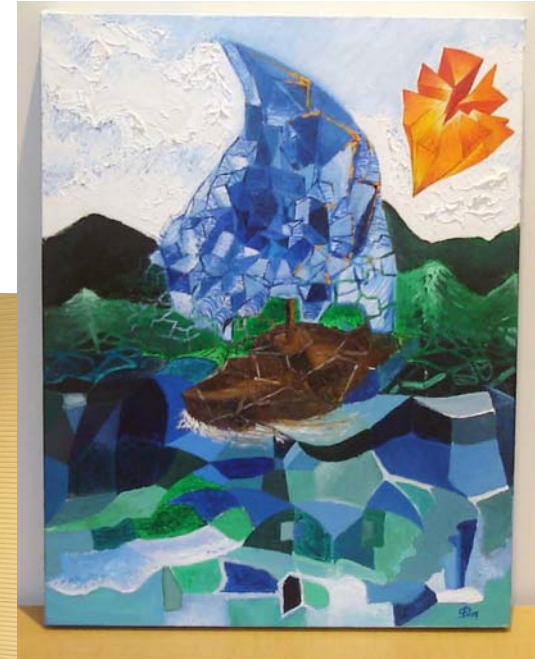
HR Processes

- Behavioural competency framework
 - Recruitment (job descriptions)
 - Induction
 - PDPs



Activities

- Group-based
- Calendar
 - Slogan competition
- Guest speakers
- GREAT awards programme
- GREAT culture week



Measurement

- Climate survey
- Inter-group omnibus
- Reputation research



What we did right...

- Cross-organisational representation
- Embedded at fundamental HR level
- GREAT culture week



Learn from us...

- Culture model – yuk!
- Fit with the rest
- Too long in awareness phase
- Group-based focus – variable results

