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# Region of Peel CultureStrategy 2018 - 2022





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# Introduction

## The Peel Story

The Region of Peel is recognized across Canada and around the world as a leader in public service.

To develop the Region's 20-year Strategic Plan, the community was tasked to imagine Peel in 2035. Input was received online and in person from thousands of individuals and several community organizations. This input was used by Regional Council to develop the plan.

The Region's 2015 - 2035 Strategic Plan sets out a roadmap that includes a bold vision for the community, a unifying mission for the organization and the outcomes we are collectively striving to achieve.

**Community for Life** is the vision of the Region's 20-year Strategic Plan. It is a place where everyone enjoys a sense of belonging and has access to the services and opportunities needed to thrive throughout each stage of life.





# About this Strategy

This document establishes the Region of Peel's Organizational Culture Strategy. Organizational Culture is a key enabler to achieving business outcomes. Broadly speaking, Culture is the personality of an organization. It defines "who we are" and can either hurt or help collaboration, innovation, inclusion and achievement of goals (Aborlo & Edwinah, 2014).



## Culture Journey

The Region has a reputation for delivering exceptional customer service. When the 20-year strategic plan was launched, there was an opportunity to examine how staff work together to deliver Regional programs and services. Insights drawn from best practice research and employee feedback identified that the Region needed to shift its culture from one that is rule-driven, hierarchical and risk-averse to one that is open, dynamic, innovative, collaborative and inclusive. This latter description is also referred to as the organization's *aspirational culture*.

To continue meeting the evolving needs of Peel's diverse community, there is room to improve how work gets done in the organization and the experience employees have along the way. In 2017, the Office of Culture and Inclusion was established to lead the organization on a culture journey.





This included the development of an organizational Culture Strategy and a refresh of the Regional Values. The Regional Values were refreshed to guide behaviour changes needed to reach our aspirational culture.

### Overview of Strategy

Through the Culture Strategy the Region aims to build an inclusive work environment where employees experience a sense of belonging and safety. This strategy impacts programs, policies, processes and services across the organization. It connects with planning efforts and strategies across all departments.

Culture change requires participation and support from everyone. Internal partnerships are critical to the success of the Culture Strategy. Implementation of this strategy will increase trust, engagement, effectiveness, collaboration, empowerment and innovation.

Similar to other organizational priorities, culture must be monitored and measured to ensure it achieves its intended outcomes. It is only through the commitment, support and leadership of everyone that culture change can be realized.

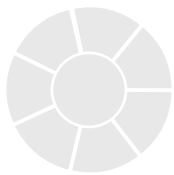
### Mandate

The mandate of the Region of Peel’s Culture Strategy is *Working with you* to create a cohesive and inclusive organizational culture to achieve the outcomes of the *Region’s Strategic Plan*.

At the Region of Peel, culture refers to our shared values that define our organization and are reflected in our behaviours.

### Culture is...





## Benefits

Culture influences and reinforces the way things get done at work. Benefits to a positive organizational culture include: employee engagement, talent attraction and retention, physical and psychological health and well-being, commitment and productivity, performance and effectiveness (Cameron & Quinn, 1999). Culture impacts how members of an organization interact and work with each other, clients and stakeholders

## Strategy Framework

The Culture Strategy (2018-2022) is built upon the Regional Values and guides the behaviour changes needed across the organization to evolve how work is done.

The Strategy is comprised of three components:

### Value Statements –

Value statements represent the outcomes of the Strategy

### Behaviour Statements –

describe what each Value looks like in action and shows progress towards outcomes

### Strategies to Achieve Success –

describe how the Culture Strategy influences advancements that drive outcomes

This Strategy is unique in that its success relies heavily on behaviour change. All leaders, departments and staff need to support and live the Regional Values and own their role in driving culture change. Sub-cultures will continue to exist as the Region's business is diverse. What unites the organization is its shared Values and vision of **Community for Life**.



# Strategy Approach

The Culture Strategy guides how the Regional Values will drive the behaviour changes needed to evolve the workplace culture and address barriers that impede the organization's ability to be successful.

The following guiding principles drive execution and sustainment of the strategy.

- Developing a robust change approach to prepare, equip and support all Regional employees to adopt and live the Regional Values
- Collaborating with stakeholders to influence the planning
- Encouraging open, 2-way dialogue to build trust and safety
- Aligning to other Regional planning efforts and strategies
- Measuring the impact of the Culture Strategy and ensure continued progress and achievement of outcomes



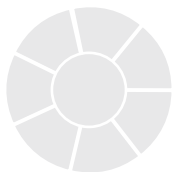


## Strategy Outcomes

To create a workplace that is open, dynamic, collaborative, innovative and inclusive, everyone needs to live the Regional Values.

The Regional Values are the expected outcomes of the Culture Strategy. The outcomes, behaviour statements, success indicators and strategies to achieve success are described on the following pages.





## Outcome #1:

We are **empowered** to make a difference

### Behaviour Statements

- Encourage and introduce new ideas
- Take initiative
- Enable the voice of others
- Feel confident and trusted to make decisions

### Success Indicators

- Increase the percentage of employees who feel their work environment empowers them to make a difference
- Increase the percentage of employees who feel they have the opportunity to grow and develop

### Strategies to Achieve Success

1. Inspire pride and belonging by embedding the Values into organization wide initiatives, systems and practices
2. Invest in learning and development so that employees at all levels feel they have opportunities to grow and develop







## Outcome #2:

We are all **leaders** in the work we do

### Behaviour Statements

- Inspire and motivate others
- Accountable and responsible for actions and decisions
- Role model leadership attributes and competencies
- Extend trust to others
- Strive for excellence in my work

### Success Indicators

- Increase the percentage of employees who feel their work environment is one where people take responsibility for their work
- Increase the percentage of employees who feel trusted to take initiative with their work

### Strategies to Achieve Success

1. Increase informal development opportunities to support individual growth and leadership development
2. Build knowledge and ability of Regional employees to role model leadership competencies and behaviours



# CultureStrategy

2018-2022

**Legend**

- Values
- Behaviours
- Strategies for Success



**For more information**  
email [ZZGcultureandinclusion@peelregion.ca](mailto:ZZGcultureandinclusion@peelregion.ca)





### Outcome #3:

We pursue and embrace **purposeful change**

#### Behaviour Statements

- Actively participate in the change process
- Open to new ideas, thoughts and improvements
- Demonstrate flexibility and willingness to adapt
- Seek new and innovative ways of doing things
- View resistance as a path to acceptance

#### Success Indicators

- Increase the percentage of employees who feel their work environment is flexible and willing to change and adapt
- Increase the percentage of employees who feel their work environment is open to new ideas, thoughts and ways of doing things

#### Strategies to Achieve Success

1. Build capacity to lead and support each other through change





## Outcome #4:

### We are **genuine** and **transparent**

#### Behaviour Statements

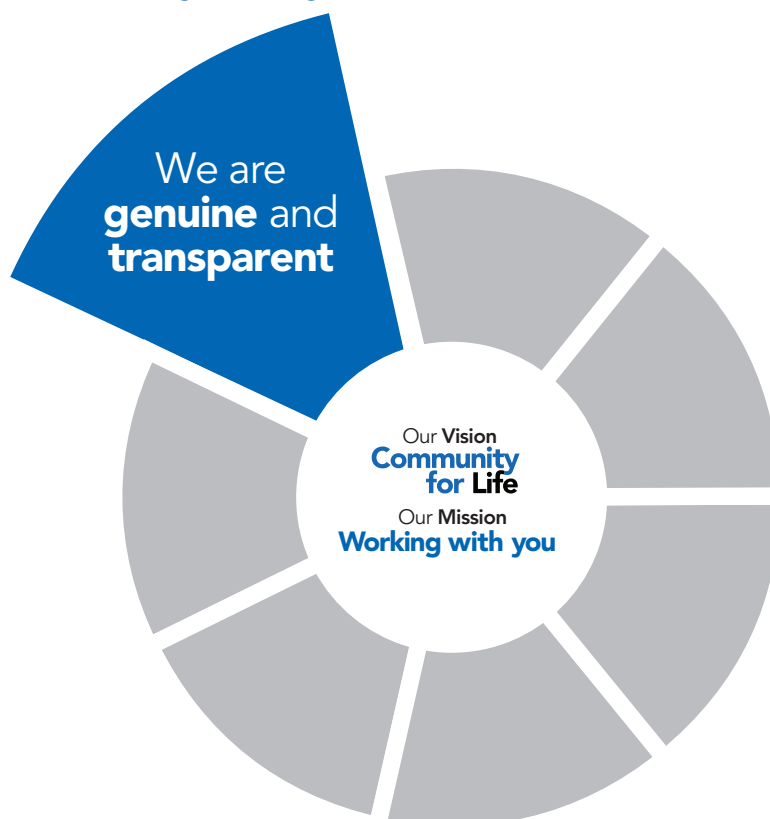
- Own successes and failures
- Learn from mistakes
- Say what you mean; mean what you say
- Engage in frequent feedback and encourage two-way dialogue
- Approach interactions with positive intent

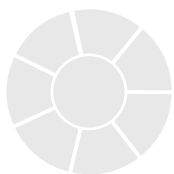
#### Success Indicators

- Increase the percentage of employees who feel their work environment encourages open, honest feedback and discussion
- Increase the percentage of employees who feel their work environment is safe to say what they think

#### Strategies to Achieve Success

1. Increase meaningful dialogue and feedback





### Outcome #5:

We **care** about and **support** everyone's well-being and success

#### Behaviour Statements

- Respect every person for who they are
- Exhibit thoughtfulness and consideration
- Value diversity and practice inclusivity
- Enable work-life integration
- Demonstrate compassion and understanding

#### Success Indicators

- Increase the percentage of employees who feel their work environment values diversity and welcomes different thoughts and experiences
- Increase the percentage of employees who feel their work environment is respectful and inclusive

#### Strategies to Achieve Success

1. Raise awareness about diversity in the workplace and in the community
2. Create and maintain an inclusive work environment
3. Reduce barriers that impact physical and psychological well-being







## Outcome #6:

We find and **implement** solutions **together**

### Behaviour Statements

- Invite and engage our partners to solve problems
- Look for opportunities in problems
- Embrace diversity of thought and opinions

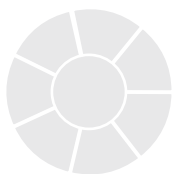
### Success Indicators

- Increase the percentage of employees who feel their work environment solicits and actions input from external partners and stakeholders
- Increase the percentage of employees who feel their work environment collaborates with internal partners and stakeholders

### Strategies to Achieve Success

1. Co-design solutions and collaborate with partners to bring culture, accessibility, diversity and inclusion perspectives to large impact projects and initiatives





### Outcome #7:

We provide excellent **customer service** every time

#### Behaviour Statements

- Anticipate customer needs and take initiative
- Seek and use client feedback to inform decisions
- Demonstrate compassion, sincerity and professionalism

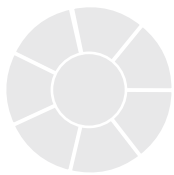
#### Success Indicators

- Increase the percentage of employees who feel they provide service with compassion and empathy
- Increase the percentage of employees who feel they provide a consistently high standard of service to clients and citizens

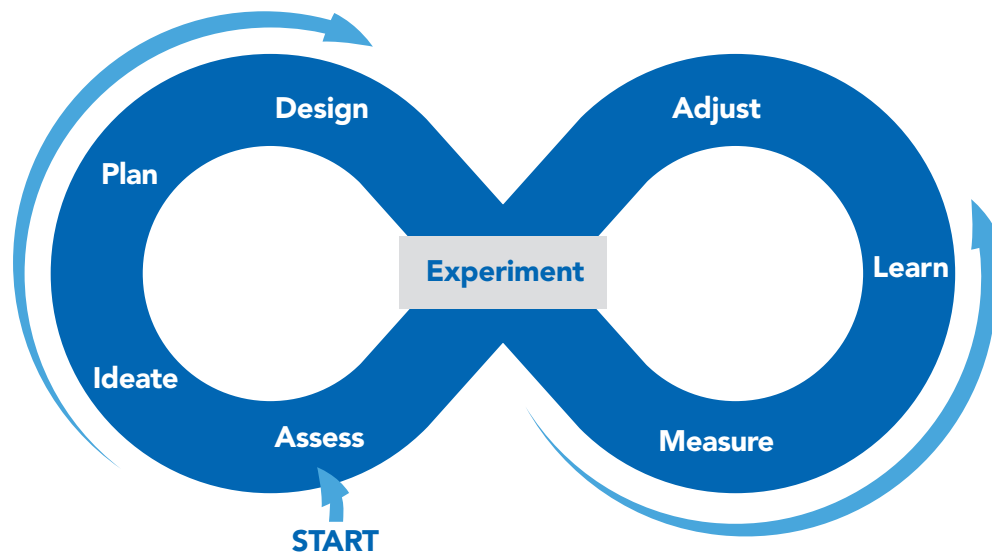
#### Strategies to Achieve Success

1. Leverage opportunities to influence service delivery
2. Increase knowledge and understanding of Regional programs and services





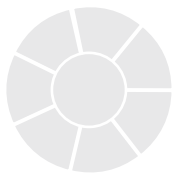
# Approach to Culture Change



Culture change is an iterative process that involves assessment, planning, implementation, measurement and continuous learning.

Change management is about PEOPLE and BEHAVIOUR. The ultimate success of achieving culture change is 100% dependent on people's behaviour. Change management efforts, as they pertain to the Culture Strategy, are focused on preparing, equipping and supporting employees to achieve the organization's aspirational culture. This is achieved through a multi-dimensional approach including a tactics that engage leaders, employee ambassadors and tools that increase knowledge and ability.

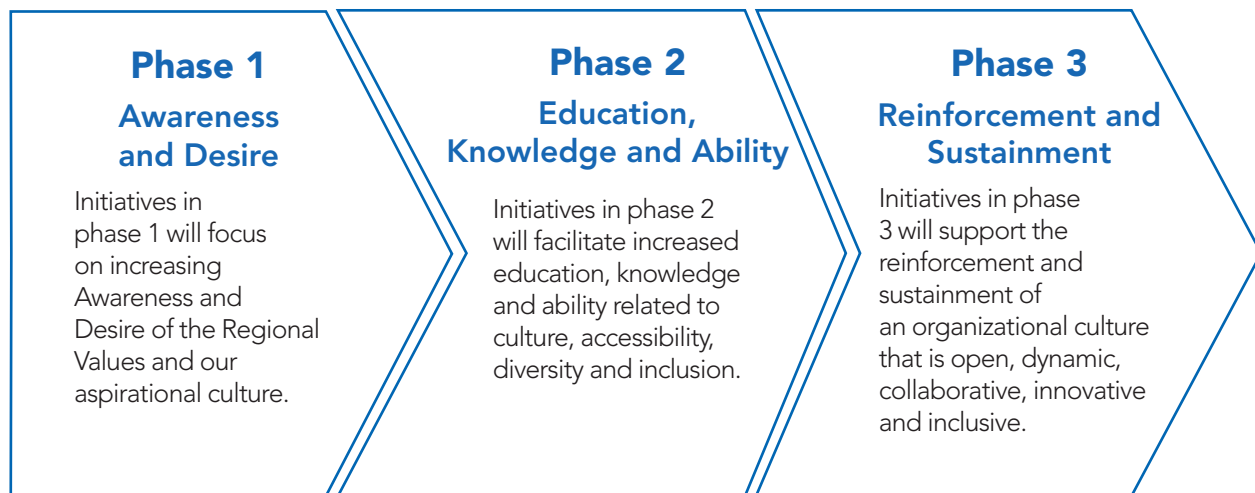
Change management principles and approaches will be applied to guide and influence behaviour change across the organization. A sustainability plan will ensure continuation and evolution of the Region's culture journey.



## Implementation Framework

The Culture Strategy is comprised of three implementation phases over 5 years which align with numerous change management approaches, including but not limited to ADKAR (shifting behaviours by building Awareness, Desire, Knowledge, Ability and Reinforcement of the change). Change is not a linear process, as such numerous tactics and activities will be implemented to nudge culture shift.

### Phasing



### Phase One: Awareness and Desire

Initiatives in phase 1 focus on increasing staff Awareness and Desire of the Regional Values and the organization’s aspirational culture. These include but are not limited to:

- Developing and executing a Culture change management plan, engagement plan and communication plan
- Launching new Regional Values across the organization
- Launching, executing and evaluating a refreshed Employee Ambassador Program (a change management tactic)
- Leading an agenda that builds awareness about culture, accessibility, diversity and inclusion through communications and events (i.e. Speaker Series, Flag Raisings)
- Developing a Culture Index (a measure to track progress of the Regional Values) that is integrated into the biennial Employee Survey



- Developing and implementing tools and resources to prepare and support people leaders with advancing their team's culture
- Collaborating with Human Resources to integrate the Regional Values into the new Performance Management Program and organization wide Onboarding and Recognition Programs
- Working with internal partners to amend existing systems, policies, practices and processes to align with the Regional Values and aspirational culture

### **Phase Two:** **Education, Knowledge and Ability**

Initiatives in phase 2 facilitate increased education, knowledge and ability of staff related to culture, accessibility, diversity and inclusion. These include but are not limited to:

Building awareness, education and knowledge of different dimensions of diversity, accessibility, well-being, unconscious bias and psychological safety

- Reviewing culture index findings and developing plans to address the results
- Collaborating with internal partners to influence how culture is integrated into planning, implementation and sustainment of systems, practices, policies and strategic initiatives within all departments
- Leading diversity, inclusion and accessibility planning







## **Phase Two-continued**

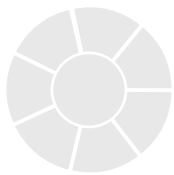
- Developing work approaches with partners to identify where strategies are needed to reinforce accountability and continued progress towards our aspirational culture
- Providing coaching and support to people leaders to identify and address challenges and opportunities related to culture, accessibility, diversity and inclusion
- Developing and implementing a new Inclusion and Diversity Strategy
- Developing and implementing tools and resources to increase the knowledge and ability of people leaders to role model leadership competencies and to advance organizational culture
- Influencing procurement and risk planning processes to ensure culture, accessibility, diversity and inclusion perspectives are considered
- Leveraging partnership with Human Resources to influence formal and informal learning opportunities related to culture, accessibility, diversity and inclusion

## **Phase Three: Reinforcement and Sustainment**

Initiatives in phase 3 support the reinforcement and sustainment of an organizational culture that is open, dynamic, collaborative, innovative and inclusive.

These include but are not limited to:

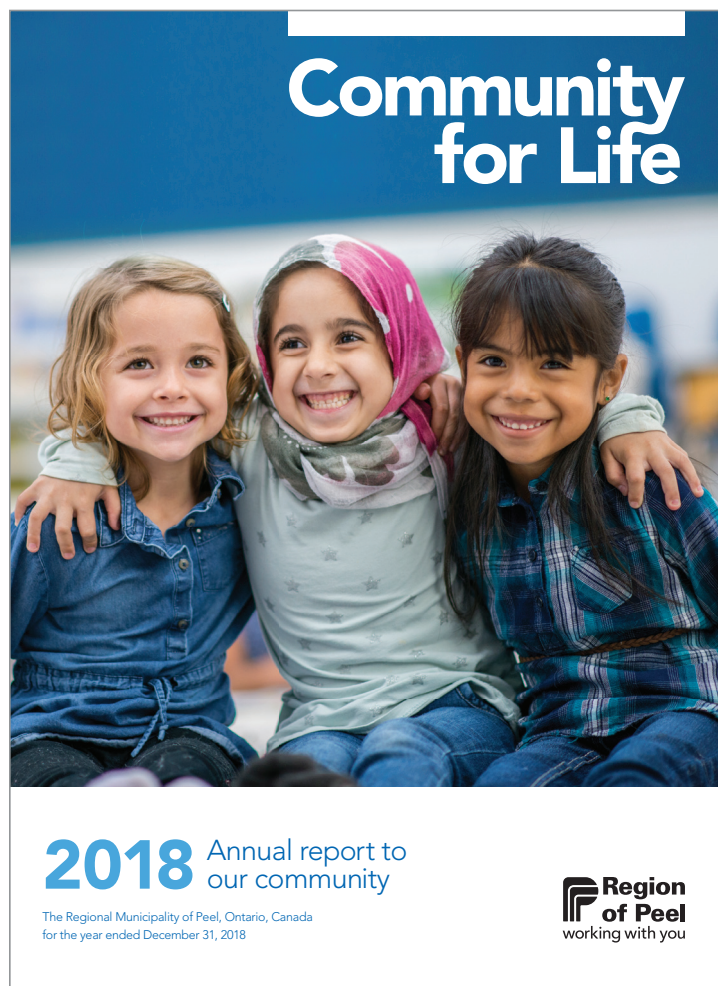
- Collaborating with partners to mitigate the risk of current culture derailing progress and achievement of our aspirational culture
- Introducing and promoting training opportunities related to culture, accessibility, diversity and inclusion
- Influencing the creation of new systems, policies, processes and practices that align with our Regional Values and support our aspirational culture
- Providing advice and coaching to leadership teams to advance organizational culture
- Partnering with stakeholders to reduce barriers that impact physical and psychological well-being
- Working with internal and external partners to understand needs and gaps to influence service delivery, recruitment and other processes
- Monitoring and evaluating progress of the Region's culture journey



# Measurement & Reporting

A Culture Index (CI) is in place to measure culture change progress over time. The Culture Index aligns to the Values and measures specific behaviours associated with each value. The Index is integrated into the Biennial Employee Survey which is completed by Regional employees. An operational measurement framework is in place to track activities, initiatives and tactics to advance culture across the Region.

Additional outcome measures will be developed to gain insights related to impact and effectiveness. Monitoring and reporting will inform future directions of the Culture Strategy. Staff will report on progress, challenges/barriers and refinement and/or realignment of the outcomes of this strategy. The strategy will be reviewed every five years.





# Conclusion

Changing organizational culture is not easy and takes time. It also takes:

- Leadership commitment
- Connected vision, mission and values
- Change management
- Strong partnerships
- Influence through others
- Information, tools and resources that equip and support
- Flexibility and adaptability

Through the implementation of this strategy it is anticipated that by 2022 the organization will make significant shifts in the way work gets done and how services and programs are delivered. Being intentional about the Regional Values and Leadership Competencies will achieve culture change over time and remove the impediments that get in the way of becoming the organization we aspire to be.

*“If we can connect what we stand for as individuals with what our organization is capable of, there is little we can’t accomplish” – Satya Nadella, CEO of Microsoft*

If you have questions or would like more information about this strategy, email [zzgcultureandinclusion@peelregion.ca](mailto:zzgcultureandinclusion@peelregion.ca)

