



Core Values and Competencies



{ The City of West Allis will continually review the best methods for effective and efficient service delivery by utilizing continuous improvement and LEAN operation techniques. Innovation and service excellence is expected and employees will be held accountable and rewarded for such.

Strategic Goal #5 – Excellence in Government

⌘ **5-1 Innovation and Excellence
– Performance Standards**

- ⌘ Create a culture of innovation and continuous improvement among City departments by establishing city-wide employee performance standards, **core values and competencies for employees**; including LEAN training and technological competencies

⌘ **5-6 High Quality Workforce**

- ⌘ Revise and streamline hiring, retention, performance recognition and rewards programs/processes to focus on abilities and adherence to **core values and competencies (pay for performance)**

Two Strategic Actions from Goal #5

Core Values - Definition

- ↳ Guiding principles that dictate behavior and action;
- ↳ Help people to know what is right from wrong;
- ↳ and they create an unwavering and unchanging guide;
- ↳ Govern personal relationships
- ↳ Guide business processes
- ↳ Clarify who we are
- ↳ Articulate what we stand for
- ↳ Help explain why we do business the way we do
- ↳ Guide us on how to teach
- ↳ Inform us on how to reward

Corp. Examples -

Zappos

Deliver WOW Through Service
Embrace and Drive Change
Create Fun and A Little Weirdness
Be Adventurous, Creative, and Open-Minded
Pursue Growth and Learning
Build Open and Honest Relationships With Communication
Build a Positive Team and Family Spirit
Do More With Less
Be Passionate and Determined
Be Humble

Teach For America

Transformational Change
Leadership
Team
Diversity
Respect and Humility

Barnes & Noble Booksellers

Customer Service
Quality
Empathy
Respect
Integrity
Responsibility
Teamwork

Google

Focus on the user and all else will follow.
It's best to do one thing really, really well.
Fast is better than slow.
Democracy on the web works.
You don't need to be at your desk to need an answer.
You can make money without doing evil.
There's always more information out there.
The need for information crosses all borders.
You can be serious without a suit.
Great just isn't good

American Express

Customer Commitment
Quality
Integrity
Teamwork
Respect for People
Good Citizenship
A Will to Win
Personal Accountability

Wauwatosa

In working toward the aforementioned goal, the following core values will be reflected in our everyday activity:

- Conducting ourselves ethically, honestly, and with integrity
- Dedicating ourselves to service excellence
- Treating everyone with respect and as valued customers

Wausau

Professionalism- We choose to take pride in our work, communicate effectively, project a positive image, and deliver service at the highest standards every time, in every situation.

Accountability - We accept responsibility and take ownership for our actions.

Integrity- We act ethically, honestly, and lead by example by having our actions reflect our word.

Respect-We choose to treat everyone the way we would like to be treated.

LaCrosse

Leadership: Visionary focus on the long-term, comprehensive needs of the community.

Diversity: Active welcoming of all residents, visitors and employers.

Communication: Clear, open, respectful dialog with each other, employees, citizens and other stakeholders.

Integrity: Honest, responsible, transparent actions in the best interest of the community.

Stewardship: Judicious investment of public resources and protection of natural and cultural resources.

Core Values of Door County Government

Respect -Treat all people as you would like to be treated, responsiveness to people, be user-friendly.

Integrity-Ensure public trust through honesty, fairness, consistency and follow-through.

Openness and Accessibility -People should feel they can approach and communicate freely with their county government.

Fiscal Responsibility-Accountability for the proper and efficient use of public funds and resources.

Municipal Examples



City of West Allis Core Values

Commitment to the Community

Service Excellence

Exceptional professional service for and by outstanding people;
Responsive, efficient, dedicated and engaged workforce.

Continuous Improvement

Innovations through creative and strategic management;
Sustained improvement through goal oriented customer focused results.

Open and Transparent

Ethical, accessible and accountable government operations.

Renewal

Revitalization through collaborations and partnerships with a focus on image, economic development, and growth.

Equitable

Respectful, responsible, compassionate, and welcoming to all.

Part II

Core Competencies

What are Core Competencies?

Measurable skills, knowledge, abilities, behaviors needed to successfully perform one's job duties.

Simply put – Competencies are the how employees do the what.

Wauwatosa Leadership Competencies

- ⌘ Dedication to Service and Customer Focus
- ⌘ Enthusiasm and Positive Attitude
- ⌘ Team Player
- ⌘ Communication and Interpersonal Skills
- ⌘ Adaptable and Flexible

Zappos - <http://www.vs-kombre.kk.edus.si/komercialist/zaposlivost.pdf>

Workforce Magazine - <http://www.workforce.com/2002/09/03/31-core-competencies-explained/>

Adams University - <https://www.adams.edu/administration/hr/performance%20review.pdf>

Emory University - <http://www.hr.emory.edu/eu/docs/performance-guide.pdf>

Core competency Examples

- ⌘ Consolidate feedback on Core Values and Core Competency submittals
- ⌘ Discuss results with other employee groups
- ⌘ Action by Common Council
- ⌘ Continue working with consultant to develop pay for performance plan

Next Steps