

Team Davenport Expectations

adapted from staff meeting discussion notes – always a work in progress

We Don't...

Have any tricks up our sleeves - there is no magic formula beyond hard work

Tolerate dishonesty in the organization - we hold people's lives in our hands, and there is no place for dishonesty or "spin"

Pursue personal agendas that supercede City goals

Win battles to lose wars (or fight someone else's battle without a worthy reason)

Embarrass anyone publicly – staff, Council or citizens

Ask others to work harder than we do

We Do...

Believe public service is a calling, it is not for everyone - expectations for performance are high, and should be

Respect the City Council's policy making role

Support employee development

Make decisions for the long term

We Expect...

Open sharing of information among team members, to be kept informed of problems and community issues

To take calculated risks, make mistakes and learn from them, not dwell on them

A citizen service focus - as a higher order commitment than "customer" service

Responsiveness

To have people unhappy with us from time to time – our shared responsibility is the overall mission, not limited or personal agendas

We'll balance this job hazard with being personable - people who declare themselves an "enemy" will be treated with unsparing good will – we will not create enemies through our own animosity

A principled commitment to diversity from each other, and our employees

Department heads to be professional and community leaders and to develop future leaders

We Will...

Foster a positive, collegial work environment

Actively listen in all discussions

Hold ourselves and our employees
accountable

Commit that the public's trust means everything - fundamentally, we are all in one line of work – securing the public trust to improve our community

Be pragmatically optimistic

Be calm in crises

Be adaptive – not fixating on how something cannot happen but on how it can happen

Management Philosophy

Results oriented - process and participation are important for results

Built on a high performance government model

Closely aligned with Boyd / Deming

Premised on trust, communication, agility (continuous improvement, innovation), mission oriented instruction

In three words - specific to Davenport - Open, Agile and Purposeful

We Will Stress...

Balance

tradition / new perspectives

details / big picture

work / the rest of our lives

Community Building & Modernizing the Organization as organizing themes

social capital approaches and best practices will be predominant

(maybe there is a magic formula?)

Attracting / retaining extraordinary employees reflective of community

Technical skills are available anywhere in the market - Search for judgment, initiative, loyalty, energy, integrity, passion & balanced ego

Retain staff by providing a rewarding work experience

Credibility – by doing right rather than by having the right title / alliance

Empowering citizens and employees – tap their knowledge and passion

Fun – take our work seriously, not ourselves

ABOVE ALL ELSE

Teamwork

Trust

Progress
