

# People & Organisational Excellence at Knox

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# Knox Vision 2025 and Excellence

- Partnering and engaging
- Innovation and excellence
- Employer of choice
- Effective governance
- Stewardship of finances and assets
- Social and environmental responsibility



# People & Organisation Excellence Strategy

- Based on the Australian Business Excellence Framework
- Areas of focus include:
  - Leadership
  - Customer & market focus
  - Strategy planning
  - People
  - Process improvement and innovation
  - Success and sustainability
  - Information and knowledge



# Knox Initiatives for Achieving Excellence

## Catalyst Initiatives

- Ensure a mindset of engagement
- Align culture to strategy
- Ensure effective engagement with staff
- Align all strategic & resource planning, measurement & reporting
- Establish meaningful indicators for monitoring and decision making
- Ensure system thinking, solutions and learning



# Knox Initiatives for Achieving Excellence

## Supporting Initiatives

- Mobilise the organisation and community around Vision 2025
- Ensure a community partnership approach
- Ensure delivery of outstanding customer service at every point of contact
- Plan for the human resources, roles and development needed
- Develop people into the types of leaders they will need to be



# Knox Initiatives for Achieving Excellence

## Supporting Initiatives (cont.)

- Develop people with skills and capability they will need
- Ensure the health, wellbeing and satisfaction of all staff
- Align data and information
- Ensure systems support knowledge needs



# Organisation Development Journey

## Values (2001)

- Position Descriptions and Performance Reviews

## Organisation Vision (2002)

- Strategic direction and decision making



# Organisation Development Journey

## Leadership Development Program

(since 2004 & ongoing)

- Knox Leadership Framework developed
- Structured Mentoring Program
- Critical Self Awareness (Enneagram Program)
- Industry Programs – LGPro IGNITE, Emerging Leaders & LGMA Challenge
- 360 Degree Feedback Program
- Surviving or Thriving? Coping Better with Work/Life Pressures



# Organisation Development Journey

## **Knox People**

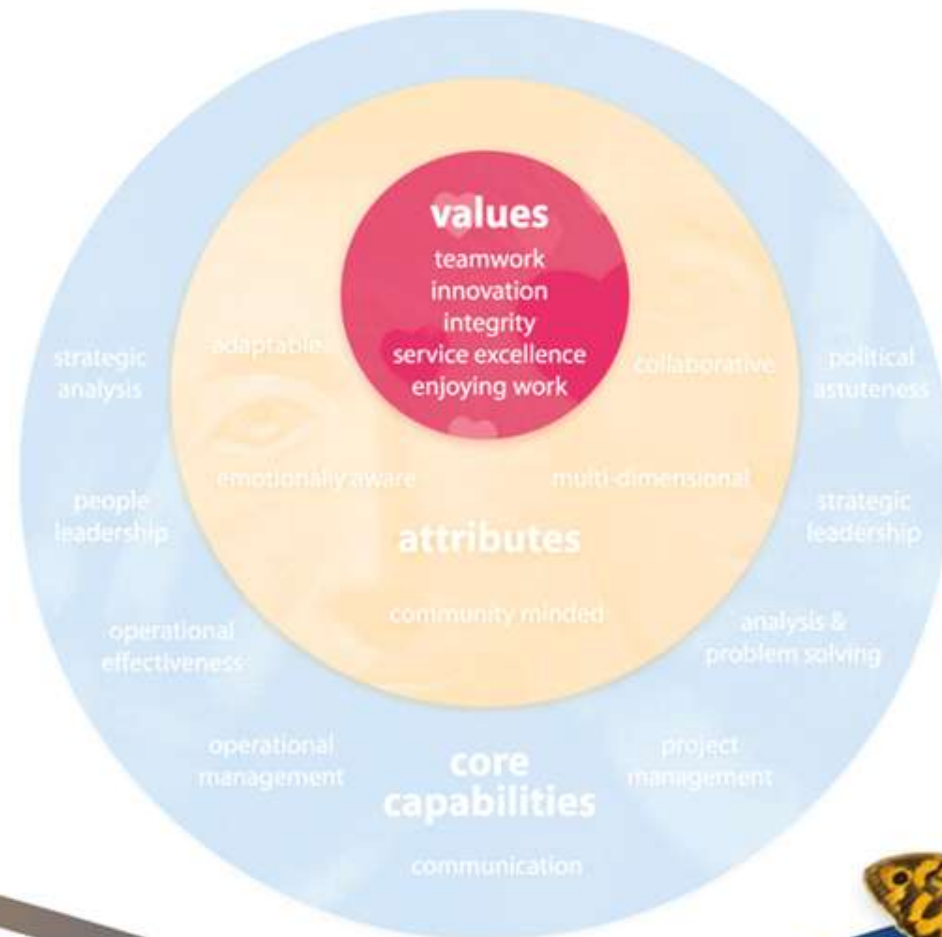
Profile of Values,  
Attributes &  
Core Capabilities  
(2008 & ongoing)



# Organisation Development Journey

## Knox People

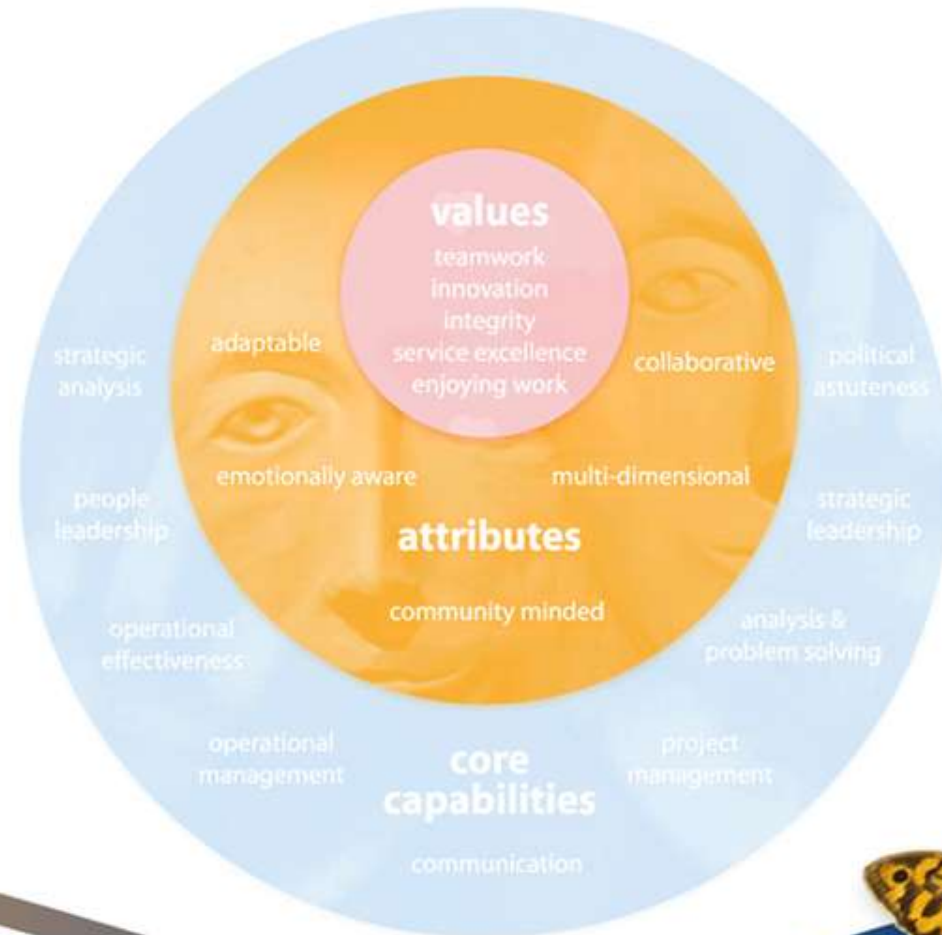
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# Organisation Development Journey

## Knox People

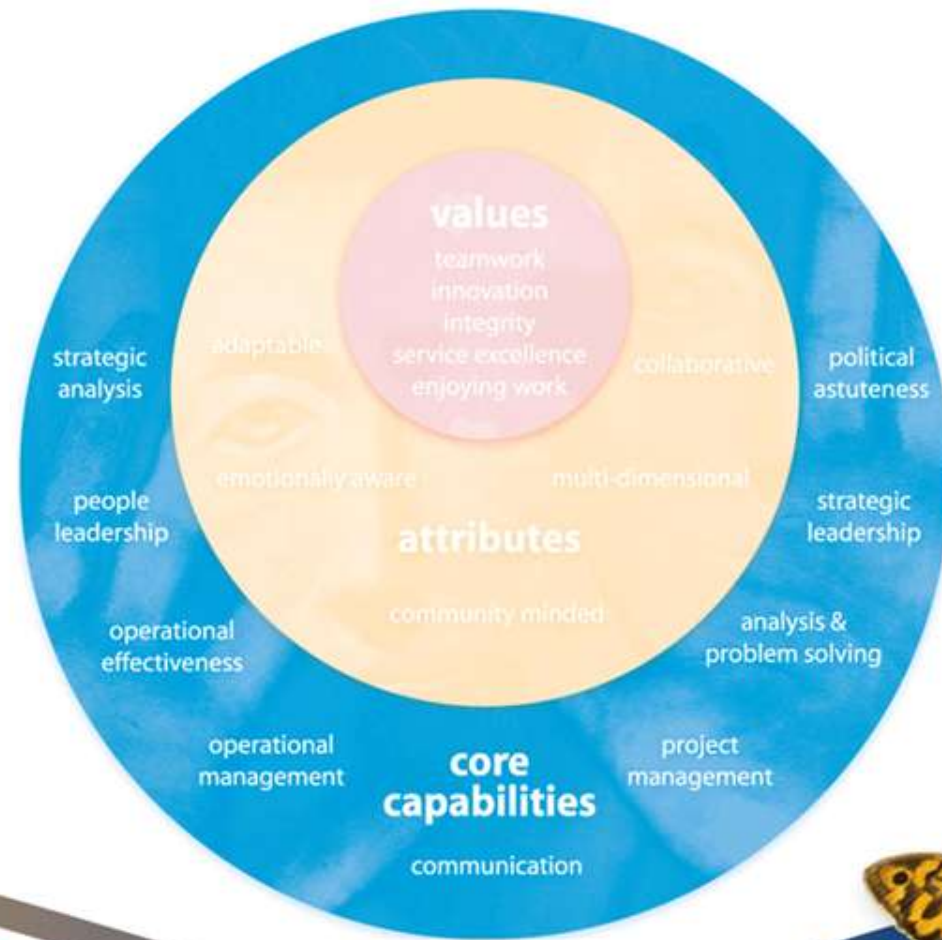
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# Organisation Development Journey

## Knox People

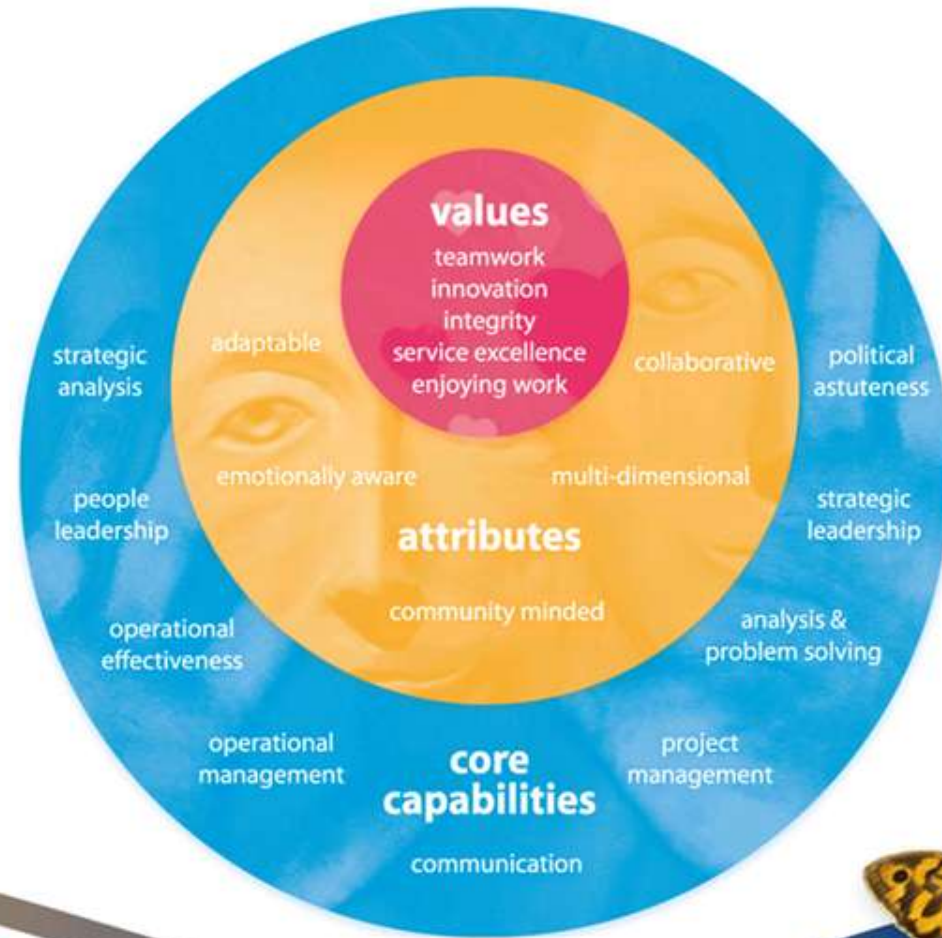
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(2008 & ongoing)



# Organisation Development Journey

## Knox People

Profile of Values,  
Attributes &  
Core Capabilities  
(2008 & ongoing)



# Organisation Development Journey

## Knox People

Profile of Values, Attributes & Core Capabilities  
(2008 & ongoing)

- Influencing current initiatives
  - Improvements to position descriptions
  - Assists performance discussions
  - Review of 360 Degree Feedback Survey
  - Strategic learning and development opportunities



# Organisation Development Journey

## Knox Leadership Resilience Program

(2009 and 2010)

- Self awareness program which builds resilient and adaptable leaders
- Key capabilities
  - **Presence:** self confidence, optimism, clarity and responsiveness
  - **Transparency:** ethical and integrity
  - **Empathy:** appreciate diversity of views and sensitive to differences
  - **Collaboration:** connects and involves others
  - **Coaching:** desire for others to find their own answers, capacity and development needs
  - **Inner fulfilment:** enduring personal satisfaction



# Performance Outcomes – A Snapshot

## Organisation Development

- Setting new benchmarks in cultural assessment
- Improvements in 360 Degree Feedback Results
- High staff retention rates



# Performance Outcomes – A Snapshot

## Corporate Values Alignment

What is important to you as an individual?	What is currently happening at Knox?	What is your image of an ideal, successful Knox City Council?
1. Enjoying work	1. Continuous improvement	1. Accountability
2. Family	2. Teamwork	2. Customer satisfaction
3. Work-life balance	3. Employee health & wellbeing	3. Work-life balance
4. Honesty	4. Customer satisfaction	4. Employee health & wellbeing
5. Health	5. Community engagement	5. Teamwork
6. Teamwork	6. Bureaucracy	6. Continuous improvement
7. Respect	7. Public health & safety	7. Best practices
8. Caring	8. Service excellence	8. Community engagement
9. Integrity	9. Work-life balance	9. Enjoying work
10. Humour/fun	10. Enjoying work	10. Service excellence



# Performance Outcomes – A Snapshot

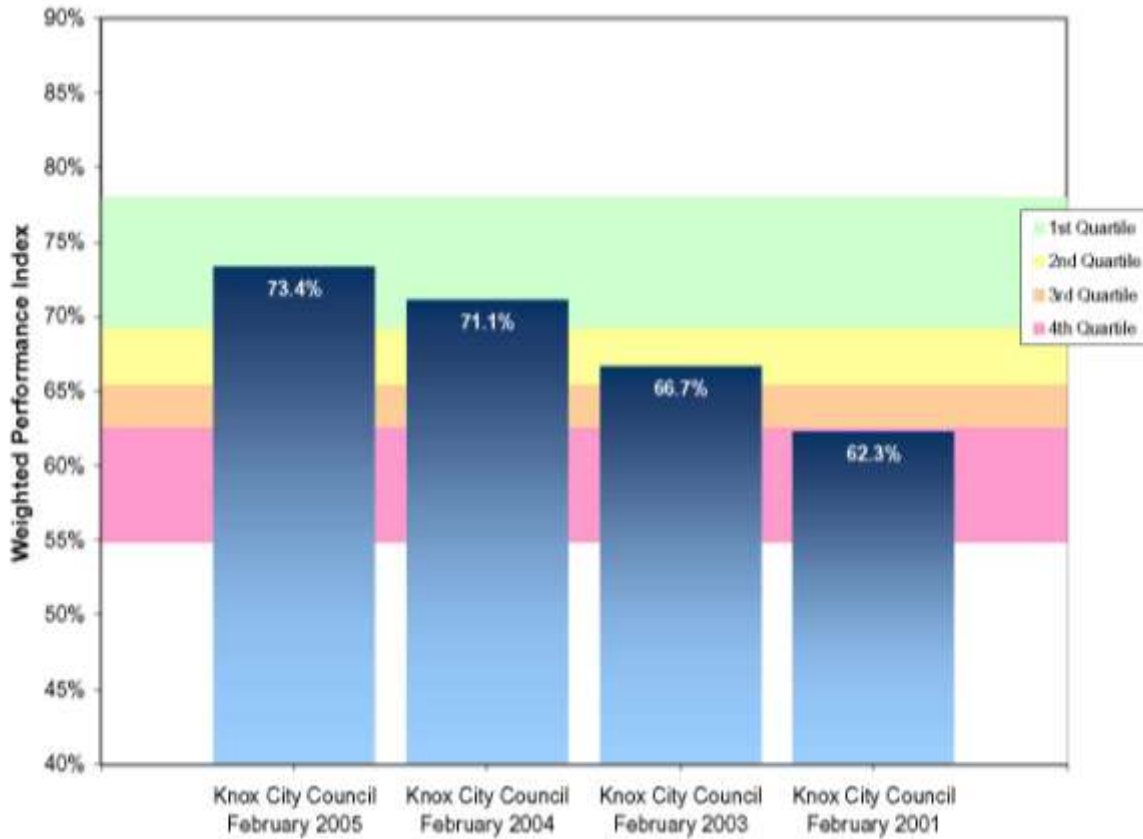
## Staff Engagement

	OVERALL ENGAGEMENT	JOB ENGAGEMENT	ORGANISATION ENGAGEMENT
Knox City Council Total 2008	68%	73%	77%
Public & Private sector Australian Average	38%	45%	46%
Local Government Victorian Average	47%	54%	57%

Source – Right Management (2008)



# Employee Opinion Survey



# My Learnings?

- Initiative approaches need to be cognisant of current culture and skill levels
- Know what you stand for
- Know what leadership looks like for your organisation and individuals
- Find out about the personal values of your workforce
- Invest in your Executive and Senior Management Team first



# Next Steps for Knox

- Continue leadership and cultural development
- Continue to articulate key strategic priorities
- Focus on integrated business planning
- Develop a sophisticated Human Resources Strategy
- Implementing Workforce Planning
- Continue to offer learning & development and wellbeing opportunities to employees
- Continue to invest in leadership



# Questions ?



**Knox City Council**





***Knox City Council***

