

LET'S LEAD TOGETHER

FOR CITY OF SAN RAFAEL DIRECTORS & MANAGERS

The following represent the values we hold ourselves accountable to and our expectations of other directors/managers as we lead the organization forward...together. They are not in priority order as they are all equally important. They should be considered when conducting directors/managers' performance reviews.



SET GOALS AND ACHIEVE RESULTS.

Accomplish individual and team goals and objectives. Goals should be community focused and relate to both improving San Rafael externally (community projects) and internally (organizational development). Foster cross-departmental partnerships and model shared responsibility for results. Find and celebrate wins.



INNOVATE.

Create a culture of innovation that modernizes City services by looking for new ways to design services with continuous improvement in mind. Carry out your responsibilities daily using the guiding principles of Together San Rafael (e.g., start with community needs, reimagine the status quo, find something to say "yes" to). Create a safe place for staff to try new technologies/approaches without fear of failure.



EXPLAIN PURPOSE.

Make the "why" and the "how" as important as the "what" and make sure employees understand all three. Explain the reasons behind your decisions – your staff may not always agree, but if you communicate well and are open to their input, it will build a climate of trust.



LEAD with HEART.

Show that you care about your team's feedback – use the evaluation criteria of the 360-degree annual assessment and the Great Place to Work survey themes to inform how you communicate with your staff and make changes that reflect their input. Remember that we chose this profession because we care about serving and making our community better.



BROADEN AND SHARE PERSPECTIVE.

Have a citywide perspective that focuses on what is best for the City overall rather than a division or a department. All directors/managers should be considering the big picture and develop recommendations that prioritize the "greater good" of the City and our community. Find solutions in the "grey" and less in the "black and white." Be flexible.



COMMUNICATE WITH ONE VOICE.

Be authentic, generate unity, and cultivate a trusting environment with employees – we are one City team. Encourage respectful "healthy debate" when discussing issues and then be ready as a team to support the final decision. Then, keep the message unified, clear and consistent when communicating with the rest of the organization.



SUPPORT YOUR TEAM.

Ensure staff is carrying out their responsibilities well and using principles of Together San Rafael. Recognize good work and efforts and give your employees every chance to succeed and develop to their potential. Support your employees' strengths; coach and mentor them and know what their career goals are. Manage poor performance and hold employees accountable in real time to avoid low morale and decrease trust.



MANAGE BUDGET.

Build and adhere to a budget that focuses on achievement of City goals within the limitations of available resources. Continually evaluate the financial performance to ensure staying within budget. Work with one another to monitor and measure budget to actuals; hold one another accountable to staying within budget. Seek revenue increases and expenditure decreases.



DEMONSTRATE VULNERABILITY.

Don't have all the answers all the time - okay to demonstrate vulnerability and strive for best way to accomplish something. Vulnerability in this context is defined as being uncertain, taking risk and exposing oneself emotionally, which are all critical to building a high level of trust in our relationships. Share your "fails" with your staff so they will feel safe in taking risks and trying new things.



BE INCLUSIVE.

Insure that all services we provide are inclusionary and be aware of your unconscious biases. Include gender and ethnic diversity on interview panels to insure we are making un-biased hiring decisions and creating a more equitable work place. Hire not just for technical skills but also for soft skills and emotional intelligence. Our goal is to establish a workforce that reflects the diversity that exists in the community that we serve and has the ability/desire to carry out the guiding principles of Together San Rafael.



TOGETHER
SAN RAFAEL