



Request for Decision City Council




Type of Decision									
Meeting Date	January 17, 2005				Report Date	January 5, 2007			
Decision Requested		Yes	x	No	Priority	x	High		Low
	Direction Only				Type of Meeting	x	Open		Closed

Report Title
NQI Level 1 Certification

Budget Impact / Policy Implication	Recommendation
<div> <div>This report has been reviewed by the Finance</div> <div>No budget impact.</div> </div>	<div>FOR INFORMATION ONLY.</div>
Background Attached	Recommendation Continued

Recommended by the Department	Recommended by the C.A.O.
 Caroline Halsworth Executive Director, Administrative Services	 Mark Mieto Chief Administrative Officer

Date: January 5, 2007

Report Prepared By	Division Review
 Sue McCullough Co-ordinator, Quality & Performance Initiatives	 Caroline Hallsworth Executive Director, Administrative Services

Previously, the municipality has embarked on department-specific accreditation processes, such as the 2005 Canadian Council on Health Services Accreditation of the former Health and Social Services Division. The Council report describing this accreditation identified opportunities for city wide quality standards review and included in the resolution a recommendation *"That the City of Greater Sudbury explore opportunities for a planned, target driven approach to quality standards for all City services."*

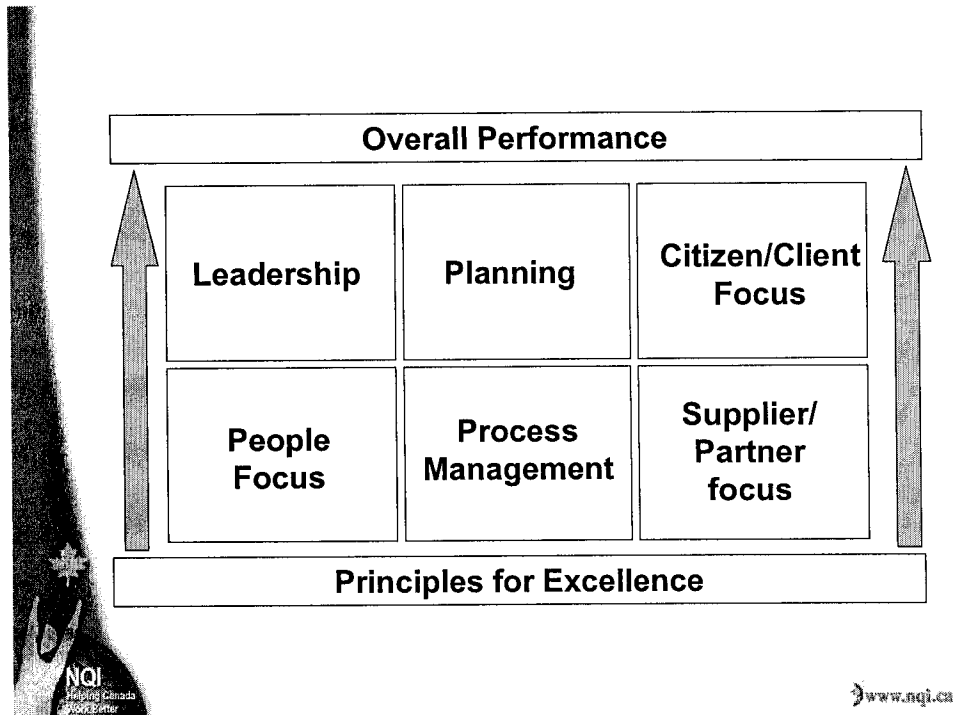
These planned approaches to quality standards are being managed in two ways. Firstly, the municipality participates in two province wide benchmarking initiatives, the Municipal Performance Measurement Program (MPMP) and the Ontario Municipal Benchmarking Initiative (OMBI). The second approach is through an external accreditation process and one of the corporate goals, described in the 2006 business plan is that the City of Greater Sudbury *"implement an external accreditation process, which will facilitate review of service delivery so as to ensure that the resources in our trust are managed efficiently, responsibly and effectively"*.

In early 2006, staff reviewed a number of city wide accreditation options, and selected the National Quality Institute (NQI) as an appropriate fit. NQI is an independent, not-for-profit organization and the leading authority in Canada on workplace excellence based on quality and healthy workplace criteria. NQI assists organizations to continuously improve performance and results by providing services and tools that support ongoing performance improvement in quality and healthy workplace environments. The National Quality Institute has an accreditation process specifically developed for the public sector called *Organizational Quality & Wellness Criteria: Municipalities & Local Government*. Many other municipalities, including Kamloops, Prince George, Parry Sound, Sault Ste Marie, Markham, Peel and St. John, also use NQI.

The National Quality Institute program provides consistency of focus and communication based on key principles and uses these principles to enhance overall performance and promote a healthy workplace. The program focuses on six basic organization components:

Leadership: Leadership through involvement/communicate the plan/ measure progress
Planning: Strategic direction and planning/information used to plan/ improvement goals
Citizen/Client Focus: Voice of the customer/customer knowledge/evaluate client needs
People Focus: Employee satisfaction and well-being/HR planning/ continuous learning
Process Management: Continuous improvement/ document process/ measure results
Supplier/Partner Focus: managed relationships

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In February 2006, two staff workshops were held to launch the NQI initiative.

The Baseline Review involved 50 front line employees representing a cross section of the organization. The group held comprehensive discussions designed to review the opportunities and challenges for the organization with a focus on:

1. Vision/mission statement
2. Improvement goals and communication of goals
3. Defining clients (groups) and client needs
4. Client focus and client satisfaction
5. Training and development, staff contribution and satisfaction
6. Documenting Key work procedures and processes
7. Analyzing problems, identifying root causes and action taken
8. Monitoring improvements and documenting process changes
9. Top overall key strengths and opportunities

A second workshop was held with approximately 50 senior staff who were introduced to the NQI concepts and who also reviewed the status of the organization in relationship to the six principles for excellence. In addition, an electronic survey was sent to all of the participants in these workshops.

In their discussions and survey responses, our employees told us that there is a strong commitment to service quality and a strong customer focus.

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"We know our customers and their needs ... are very sensitive to our customer satisfaction." "We try to help out customers to the best of our abilities."

The results reflected that our employees are knowledgeable and experienced people who are very committed to moving forward with positive organizational change. Staff also identified opportunities for improvements, which opportunities include the importance of leadership, better linkages between the direction as described in the Vision and Mission statements and the actions of the organization, a need for enhanced communications and a stronger focus on employee engagement and empowerment.

In late spring, the NQI Workplace Team was formed to lead the organization through the first level of the accreditation process. The team members are:

Rob Blackwell	Co-ordinator of Business Review & Program Evaluation, Community Development
Mike Collin	Bus Operator, Growth and Development
Darrel McAloney	First Class Fire Fighter, Infrastructure & Emergency Services
Dennis McGraw	Mechanic, Infrastructure & Emergency Services
Sue McCullough	Quality & Performance Initiatives Co-ordinator, Administrative Services
Caroline Hallsworth	Executive Director, Administrative Services
Gil Prieur	CIP Facilitator, Administrative Services
Cindi Briscoe	Development and Wellness Facilitator, Organizational Development & Human Resources

Over the summer months, the Workplace Team gathered information and prepared a comprehensive Workplan addressing the City's response to NQI's requirements for attainment of Level 1, the foundation of the four-stage *Organizational Quality & Wellness Criteria* journey.

One outcome of this process was the development of a Statement of Leadership Support, which reflects the values, visions and mission statement of the organization. The Statement re-confirms the Senior Management Team's support of quality in a healthy workplace. They recognize that service excellence flourishes in an environment that values employees and fosters their development. A copy of the Statement of Leadership Support is attached for the information of Council.

These work activities cumulated in an application to the National Quality Institute for Level One Certification in the *Organizational Quality & Wellness Criteria: Municipalities and Local Government*. Level One accreditation was confirmed late in 2006. Allan Ebedes, President and CAO of the National Quality Institute, will be in attendance at the Council meeting of January 17, 2007 to present the City of Greater Sudbury with a plaque recognizing this achievement.

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The Workplace Team will be meeting during the next few weeks, to develop more specific workplans and identify resources that will be required to embark upon the second, more comprehensive, level of the accreditation journey.

my/sudbury my workplace

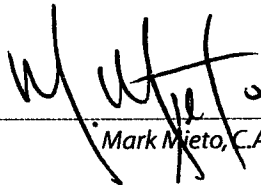
Statement of Leadership Support

The leadership team at the City of Greater Sudbury supports quality in a healthy workplace. We recognize that service excellence requires a culture that fosters continuous improvement through employees.

The City of Greater Sudbury is our healthy workplace and:

- / Provides high quality services with a citizen focus
- / Values employees
- / Encourages innovation
- / Promotes teamwork and collaboration
- / Supports learning and development
- / Manages resources efficiently

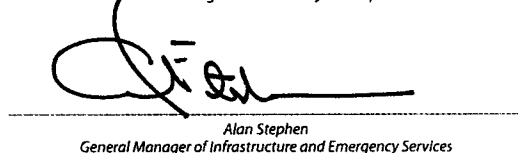
We commit to maintaining honest and open communication and building a climate of trust, so that Greater Sudbury is a great place to work and to live.



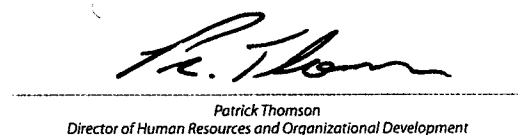
Mark Nieto, C.A.O.



Catherine Matheson
General Manager of Community Development



Alan Stephen
General Manager of Infrastructure and Emergency Services



Patrick Thomson
Director of Human Resources and Organizational Development



Doug Nadarozny
General Manager of Growth and Development



Caroline Hallsworth
Executive Director of Administrative Services



Lorella Hayes
Chief Financial Officer / Treasurer