

# ALBEMARLE COUNTY'S PILLARS OF HIGH PERFORMANCE

**VISION STATEMENT:** *We are ONE Organization, Committed to Excellence.*

We are all stakeholders who share leadership, ownership, and responsibility for the County's vision, mission, core values, and strategic goals. This requires leadership at all levels.

## LEADERSHIP PHILOSOPHY

*What we believe about people, motivation, work, trust and creativity. This affects the way we choose to lead and manage.*

We believe that people have a desire to engage in meaningful work.

We believe that people want to be valued contributors.

We believe that people can and should be trusted.

We believe that knowledge should be widely shared to ensure inclusion and learning, and to enable effective problem solving and decision-making.

We believe that engaging everyone's creativity, knowledge, and experience will help us take advantage of opportunities and overcome challenges.

We believe that those who are closest to the work know best how to direct and improve it and recognize that ideas can come from any person or place.

We value and encourage innovation to achieve the greater good, accepting that there is a risk of failure when trying something new.

We believe that public service is a worthy calling. It is larger than any single individual, and requires a network of committed and talented individuals working together to achieve excellence.

## CORE VALUES

*We believe in excellence in public service through...*

### INTEGRITY

We value our customers and co-workers by always providing honest and fair treatment.

### INNOVATION

We embrace creativity and positive change.

### STEWARDSHIP

We honor our role as stewards of the public trust by managing our natural, human and financial resources respectfully and responsibly.

### LEARNING

We encourage and support lifelong learning and personal and professional growth.

## PUBLIC SERVICE COVENANT

*What we want our customers to say about our desired organizational performance.*

We will provide every customer with an experience that is professional, empathetic, and responsive.



## BUSINESS OPERATING PRINCIPLES

*These guide our operating processes and how we do our work.*

Strive for common processes and practices across the organization that minimize exceptions and maximize the use of our resources.

Organizational business systems and process optimization takes precedence over individual and department preferences.

Business systems and processes meet customer needs, and are transparent, readily understandable, and customer-friendly. When there are competing interests, we consider the interests of public stewardship a priority.

Maximize integration and alignment across systems and processes.

Create a business case for the initiation of business systems, including life cycle costs and needed resources to ensure the successful implementation and maintenance of a business system.

Designate ownership of systems and processes. Systems and processes that have shared ownership have mutual accountability for collaborating to ensure effective results.

Ensure that employees can embrace the system or process through effective communication and engagement, training, tools, and support.

Establish performance measures to evaluate the results of intended outcomes of key business systems to drive process improvements and resource decisions.