

APPENDIX B

Key Values and Norms for King County's Hazardous Waste Management Unit

Accepted 9/13/99

Our office considers the following seven values essential to our workplace. Each value is illustrated by a short list of norms or example behaviors expected of all employees who work in the unit. These examples are intended to illustrate how the value is applied in our work.

Our workplace is...

Fair:

- We treat others as they want to be treated (which might not necessarily be how we want to be treated ourselves).
- We make the opportunity for everyone to talk, and we listen to and genuinely consider everyone's opinion.
- We are open-minded and actively seek diverse viewpoints.
- We are clear about the definition of good performance, who defines it and what happens when the definition is not met.
- We all have the opportunity to show strengths and improve weaknesses.
- We welcome new members into the team.
- Everyone shares the menial tasks that need to be done; there is no rank when it comes to meeting program or customers' needs.
- Communication occurs openly and among all employees without regard for rank.

Open and Honest:

- We value ideas and opinions, are open to them and respect the risk taken in voicing them.
- We feel free to speak without fear of reprisal.
- We seek, accept and act upon constructive feedback.
- We provide both positive and constructive feedback to others in a sensitive manner.
- We accept conflict, discuss it openly, and deal with it effectively between the people directly involved in the matter.
- We freely share information, ideas, expertise, skills, and experiences with others, in a proactive way, regardless of rank.
- We always seek and genuinely consider input from our customers to help direct our Program.

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Professional:

- We are a credible resource for reliable, accurate, quality information.
- We maintain a high level of expertise, stay up to date in our field and lead the field where possible.
- We seek accurate information and operate off it instead of passing along bogus information or “shooting from the hip”.
- We pass all of our information through appropriate review processes to insure that recommendations we make are accurate, useful and up-to-date.
- We present information in ways our audience will understand; we avoid jargon.
- We provide excellent, responsive, un-bureaucratic customer service.
- We model honesty, integrity and ethical behavior.
- We take the responsibility for understanding one another and being understood.
- We keep each other informed about project plans and progress in a timely manner by using agreed upon mechanisms as appropriate (e.g. Alert, meetings, e-mail, face-to-face)
- We learn from our experiences and seek continuous improvement. We consistently seek feedback, evaluation, customer satisfaction ratings and debriefing comments so as to learn from experiences and adapt accordingly.

Respectful:

- We treat others with equity and as adults, valuing each person’s function in the group regardless of job level.
- We give authority along with responsibility; we trust and empower people to get the job done.
- If asked to keep something confidential, we do so.
- We do not tolerate grousing about third parties; rather, we take responsibility for giving and receiving direct feedback.
- We focus on problems, not personalities and address problems clearly, without blaming others.
- We work with our customers to effect change. We recognize that customers have the right to make their own decisions.
- We express concerns, disagreements and ideas constructively. We bring possible solutions to expressed problems.

Collaborative:

- We work for the environment by working with households and businesses.
- We work with customers and stakeholders to effect change. Whenever possible we seek opportunities to network with groups and organizations.
- We proactively look for opportunities to share information.
- Each member assumes responsibility for the progress of his or her team and for the progress of the group as a whole.

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- We believe we accomplish more through cooperation than through competition.
- Individuals and teams are recognized for the contribution their strengths make to the success of the organization.
- We encourage, value, consider, and address input.
- We provide customers and stakeholders with the opportunity to participate in planning and decision making.
- We strive to reach consensus decisions -- decisions everyone can live with and support even when those decisions do not necessarily reflect personal views.
- We follow the decision making model as outlined in the procedures manual.

Risk-Taking:

- Risk taking is acceptable, and well thought-out risk taking is encouraged.
- We have the freedom, support, and authority to do our jobs.
- We feel free to speak without fear of reprisal.
- Failure as a result of responsible risk taking is not punished, but, rather, is viewed as a learning experience.
- We are expected to expand our personal horizons.
- We challenge bureaucracy and status quo when they impede effective customer service.
- Our program's high visibility does not prevent us from taking responsible risks.

Caring and Fun:

- We value our differences, and respect each person's individuality, personality and style.
- We enjoy our time spent in the office, and see the office as a safe haven to come back to.
- We feel supported in our work both by management and co-workers. People help each other out when work becomes stressful.
- While being respectful of individual privacy, we also care about each other as people who have families, interests, trials and challenges beyond the workplace. We make a point to recognize important events in peoples' lives.
- Our office is a fun place to work. We believe the workplace atmosphere should be a positive one. We believe that including fun in our work builds good working relationships, unlocks the creative juices, and makes for a healthier workplace. Accordingly, we value and give time to fun activities, both planned and spontaneous.
- We value humor and laughter in the workplace, and build them into our daily interactions with people. We hear laughter every day in our office, but not at the expense of others' feelings or quiet times.
- We welcome spontaneous, creative and unusual entertainment (e.g. measure staff heights on the wall, share a quiz about British vs. American phrases, hold a marshmallow-eating contest, show the staff our new puppy) in the workplace.