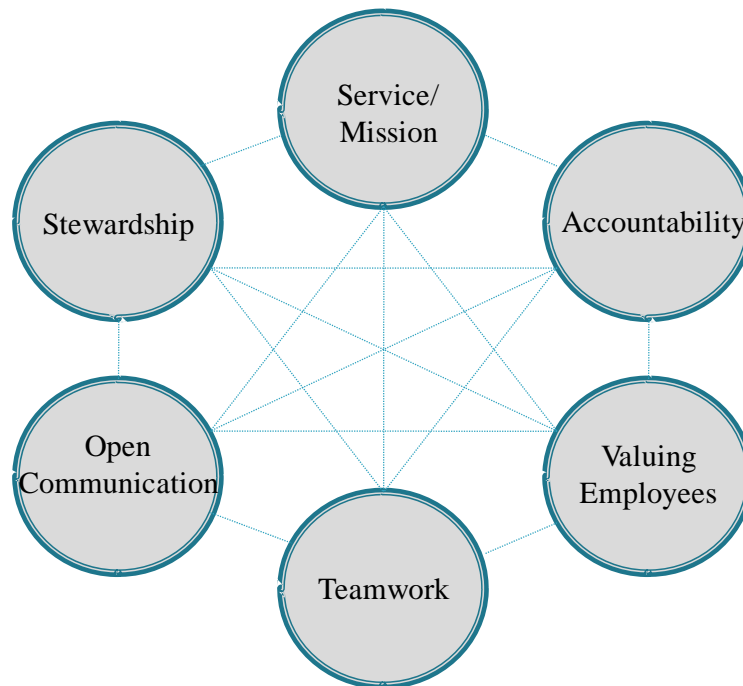## OCAO ORGANIZATIONAL VISION & VALUES

Excellence in Customer Service (SERVICE/MISSION)

- Know your customers and their requirements (and be able to differentiate from "wants"); know how well you are meeting these requirements; use these data (including complaints) to improve processes and policies.
- Recognize when the requirements of a customer are in conflict with the larger NOAA goals, the NOAA goals take precedence.
- Measure success as an organization by how well you serve NOAA and our customer(s).

Excellence in Public Service (STEWARDSHIP)

- Do the job: do the "right" thing, rather than simply doing the thing right
- Demand Excellence and be "Value-Added"
- "Washington Post" Test

Individual Accountability and Responsibility (ACCOUNTABILITY)

- Take personal responsibility for your work; be accountable for the outcomes—both positive and negative.
- Demand excellence and accountability across the organization.
  - o Use less-than-optimal results as lessons learned opportunities for improvement;
  - o Flag high-risk, high-exposure situations and manage accordingly
- Support individuals as you empower them: coaching, listening, training, and candid feedback on their progress.

Value the Individual (VALUING EMPLOYEES)

- Respect and value each other: the potential, importance, and unique qualities of every person: Value and promote diversity
- Demonstrate and model "respecting" behavior in person-to-person interactions:
  o Actively listen
  o Encourage participation.
  o Encourage excellence
- Use meetings effectively:
  o State the purpose of meetings clearly, and use meetings to make decisions. State purpose ahead of time to permit adequate preparation.
  o Strive for understanding and consensus:
    – The process used to make a decision was explicit, rational, and fair.
    – I was treated well, my inputs were heard.
    – I can live with and support the outcomes leaving the meeting.
  o Understand that as the manager you are ultimately responsible for making the decision.
  o Summarize decisions reached to ensure consistent understanding.

- Encourage innovative ideas/solutions; manage risk effectively—for yourself, for the organization, for the long-term.
- Encourage robust and productive dialogue: elicit and discuss, as well as express, opposing views.

Work in a Cooperative/Collaborative Manner (TEAMWORK)

- Work together as a team (or family), in a spirit of cooperation and mutual support.
- Define goal and objectives clearly and work collaboratively toward their achievement.
- Assume ownership of the team's task: Actively participate with time, ideas, and resources to achieve team goal
- Assume ownership of the team's decision: Support the team's decision in actions and words.

Manage Involvement (OPEN COMMUNICATION)

- Actively model and foster open communication at all levels of the organization.
- Listen: Seek to understand others and to be understood. Challenge ideas, not people.
- Manage involvement of stakeholders and partners: Keep others informed. Promote an honest exchange of information and active participation of all involved parties. Share information willingly; but respect the need for confidentiality when necessary. Communicate decisions and their rationale to all who have a need to know or who are affected by the decision.
- Manage communication channels 360°:   up, down, sideways.
- Clarify roles, responsibilities, and timeframes for implementing decisions.

Being a Leader & Manager: "Direction; Resources; Execution"

Set and effectively communicate direction for organization
- Formulate and establish vision that is in concert with Agency's vision
- Set goals and assign priorities to them
- Develop high-level plans and strategies for achieving goals
- Assign tasks and responsibilities to self and staff
- Coordinate activities across organization
- Coordinate organization's activities with those of the larger organization

Obtain resources needed for organization's programs
- Determine resource needs
- Obtain resources
- Develop new resources or shuffle priorities to make resources available to match needs
- Align resources to program needs and priorities
- "Get the right people on the bus"

Perform
- Begin with the end in mind and always keep the longer-term goal in mind
- Focus on outcomes; not inputs: do the "right" thing, rather than simply doing the thing right
- Produce quality product (that reflects pride on the organization)
- Strive for Excellence: Execute timely and efficiently (evidence sense of urgency for priority tasks)

Epitomize "model" management (be a role model)
- Hold yourself, superiors, self, and staff accountable: reward/punish when appropriate to do so; don't shift blame
- Communicate effectively, timely, appropriately, sensitively; be active listener and frank talker
- Be available for communication
- Evidence behavior that is both moral and ethical
- Hold reasonable expectations: don't expect more from others than what you are willing to give of yourself
- Respect chain of command downward: if you need to go around your subordinates, keep them in the loop

- Respect the chain of command upward: give your boss a chance(s) to address the problem
- Evidence behavior that is consistent: consistency develops trust in expectations; be consistent in word and deed
- Engender a teamwork environment: implies mutual trust
- Serve as an honest broker and fair arbiter
- Evidence loyalty to organization, superiors, and staff
- Inspire and encourage employees to "stretch"
- Maintain a positive, can-do attitude
- Be "passionately driven:"   be passionate about your job and the importance of what the organization does; but don't let the passion blind you
- Be prepared to take advantage of opportunities; and create your own
- "Window & Mirror:"   "Look out the window to apportion credit for success of the organization; look in the mirror to apportion responsibility for poor results"
- "Confront the Brutal Facts; Yet Never Lose Faith"