

**Policy: AD-06-06**

**Policy Title: Organizational Mission, Structure, Operational Capabilities, and Services Review Policy**

**Policy Purpose: Set forth procedural guidelines to be followed when changes within the organization are contemplated and/or implemented.**

**Implementation Date: 06/09/2006**

**Revision Date: NA**

## **TOWN OF WESTFIELD PUBLIC WORKS DEPARTMENT**

### **ORGANIZATION MISSION, STRUCTURE, OPERATIONAL CAPABILITIES, AND SERVICES REVIEW POLICY**

This policy sets forth procedural guidelines regarding how organizational mission, structure, operational capabilities, and services are contemplated and/or implemented.

#### **Review Process**

##### Organizational Mission

The Westfield Public Works Department is committed to the promotion of services for our customers including sewer and water services, wastewater management, and thoroughfare maintenance. Our management and staff are dedicated to providing quality, professional services, and outstanding customer service while maintaining a safe and reliable infrastructure in a cost effective manner. Last revised 05/23/2006

1. The organization's mission statement will be reevaluated any time that a new or enhanced service is implemented within the organization. Additionally, this process shall be followed in situations that require the organization to significantly change its operational capabilities and structure.
2. The review process will be conducted by the following team of personnel within the organization: Director, Operations Manager, Public Relations and Education Outreach Coordinator, the division supervisor, and associates within the division which the service is being considered.
3. The following questions will be contemplated by the review team described above.
  - a. What business are we really in?
  - b. What type of business do we want to be?
  - c. What inspires us?

- d. What is our target market?
4. The team shall conduct a Review of Mission Statement Characteristics: A mission statement has the following key characteristics:
- a. Visionary: Above all else a mission statement offers a vision of what an organization aspires to be. A visionary mission statement helps people understand what the business is about and how they can contribute to the achievement of the vision. Therefore mission statements frequently contain wording such as “to be the best”, “the highest quality”, and “in the world”.
  - b. Broad: An organization cannot be all things to all people, but a mission statement should not limit a organization’s area of service or expertise too narrowly. Especially in the fast-paced world of electronic commerce, customer needs, and customers, can change rapidly. A mission statement should be broad enough to allow the organization to meet those needs without annual revisions of the statement.
  - c. Realistic: The broad vision needs to be tempered with realism, to be both practical and workable. Mission statements that include everything or over promise will not give a clear indication of what the business is about. A lofty, unrealistic statement will not have great credibility. Instead the best statements are direct and powerful.

For example, in October 2002 Microsoft changed its mission statement from “To empower people through great software - - any time, any place, and on any device” to “To enable people and businesses throughout the world to realize their full potential”. The new mission statement certainly is broad enough, but is it realistic? Does it overpromise? Does it give any indication that Microsoft is about? Most mission statement writers would think the new mission statement is a step backward, using the criteria listed here.

- d. Motivational: The statement should be written in a way that it inspires commitment among employees, customers, partners, and funding agencies about what this organization will do or produce. Some organizations emphasize the inspirational value of their mission statement above all else, using it to express the company’s philosophy and values.
- e. Short and Concise: The mission statement should be no longer than two to three sentences. Some consultants recommend that the mission statement be short enough that an employee can

easily remember it and readily repeat it. Similarly, management guru Peter Drucker suggests it should be able to fit on a t-shirt.

- f. Easily Understood: The statement should use plain language that is convincing and easy to understand. For example, a technology company's mission statement should not include jargon or technology concepts that are unfamiliar to people outside the area.
5. Here are some mission statements from real companies and organizations:
    - a. McDonalds: "McDonald's vision is to be the world's best quick service restaurant experience. Being the best means providing outstanding quality, service, cleanliness, and value, so that we make every customer in every restaurant smile."
    - b. J. Sainsbury: "Our mission is to be the consumer's first choice for food, delivering products of outstanding quality and great service at a competitive cost through working faster, simpler, and together."
    - c. Big Binoculars: "Our mission is simply to offer our customers the most binocular aperture, at the highest quality, for the lowest price."
    - d. Levi-Strauss: "We will market the most appealing and widely worn casual clothing in the world. We will clothe the world."
    - e. OHCHR: "The mission of the Office of the United Nations High Commissioner for Human Rights (OHCHR) is to protect and promote all human rights for all."
  6. How to write a mission statement

When developing a mission statement an organization needs to consult with employees and customers. The place to begin is to realize that the process of writing a mission statement is an inclusive process. All members of the organization must be involved in the process. Even if someone thinks they are unable to contribute, essential buy-in to the concept will be ensured if their opinion is solicited at every step.

A good place to start is with the vision part of the statement. In a brainstorming exercise, conduct the following exercises to clarify what you and others intend for the organization to be:

- List 5-10 words or phrases that describe your business. Highlight the three most important.
- List 3-5 words or phrases that describe the organization's ideal image from a customer's point-of-view.
- List 3-5 words or phrases that describe the organization's ideal image from a management and employee point-of-view.

The vision must be tempered with a focus on the purpose of the business:

- List the opportunities and customer needs that your organization intends to address.
- Who are your customers? List the organization's customers.
- With your customers in mind, list each service your organization will provide.
- List 3-5 measures of your business' success.

These exercises will provide the raw material necessary to write a mission statement and other parts of the business plan.

If you are working in a group, you may find actually writing the statement in a group exercise can be difficult. Instead each member of the group should write a draft statement which is shared with others in a meeting to decide on the mission statement. It is unlikely any individual's statement will be met with instant approval. Instead the team should, in an open and consensus-seeking discussion, look for the best parts in each nominated statement and craft them together into a statement most members can support.

Keep in mind that this is the first step in your business plan writing process. If you can't agree on a perfect statement now, then settle on an imperfect statement and come back to it later. However, it is essential that a preliminary mission statement come out of this process as a guide in subsequent steps.

Another key point is that this process can produce more than a mission statement. Much of this work can be used in writing business goals and other organizational objectives. Also you may find that a nominated mission statement doesn't work as a mission statement, but would be a good motto, slogan, or advertising tagline.

### Structure/Operational Capabilities

1. The organizational structure and operational capabilities of the department are primarily the responsibility of the Director. However, the Director may elect from time to time to consult various members of the organization for input regarding the structure and/or operational capabilities within the department.
2. From time to time the changes or revisions with the structure and/or operational capabilities may be contemplated by the Director warranting a formal review or investigation.
3. Each time a structural change and/or operational capabilities are implemented within the organization the Director shall receive verbal approval from the Town Manager before any change to the structure will be implemented.

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Westfield Public Works