

STEO VISION, MISSION, VALUES & STRATEGIC FOCUS AREAS SUMMARY REPORT

1. STEO's Mission Statement

a) Feedback Analysis Summary

The survey results indicate that STEO's current mission statement needs refinement to better articulate its purpose, particularly emphasizing safety, efficiency, and the integration of modern technology. While it partially aligns with market conditions, it lacks clarity, sharp focus, and the ability to inspire employee commitment. The mission statement should be updated to clearly communicate STEO's transportation focus, be memorable, and motivate stakeholders, reflecting both current strengths and future goals.

b) Recommendations:

To improve and update STEO's mission statement, it should be reworked with the STEO Task Force Team to emphasize safety, efficiency, and technology, clearly defining its purpose and stakeholder focus. The language should be simplified for clarity, memorability, and inspiration, while also incorporating a long-term vision and sustainability. This revision will also ensure the mission statement reflects STEO's new funding model, addresses significant changes since 2011, and aligns with current and future goals.

2. STEO's Vision Statement

a) Feedback Analysis Summary

The survey results indicate that STEO's current vision statement requires significant improvement, particularly in clarity, motivation, and language. Respondents found it lacking in clearly defining the organization's ultimate goal or "mountain top," and it does not provide a compelling or clear direction. The statement fails to inspire a vivid image or give employees a larger sense of purpose. Additionally, it is too long and would benefit from being more concise, with better use of future-oriented language. There is a strong desire for the vision to be more adaptable, inclusive, and responsive to evolving needs and external realities while reflecting a commitment to innovation and excellence.

b) Recommendations

It is recommended that STEO rework its vision statement in collaboration with the STEO Task Force Team to better reflect the organization's new funding model and the significant changes that have occurred since its establishment in 2011. The revised vision statement should clearly articulate a future-oriented, concise, and inspiring direction, emphasizing inclusivity,

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adaptability, and responsiveness to evolving needs and challenges. Updating the vision statement in this way will ensure it aligns with STEO's current values, goals, and the broader purpose it serves within the community.

3. STEO's Values Statement

a) Feedback Analysis Summary

The surveys indicate that STEO's current list of core values are seen as too extensive, leading to dilution and difficulty in practical application. Respondents suggest narrowing the list to 4-6 key values that are more relevant and easier to integrate into daily operations. While there is a commitment to upholding these values, the sheer number makes prioritization challenging, and not all employees may fully align with them. Leadership's ability to consistently demonstrate these values varies, highlighting the need for refinement. The suggested core values should be human-centered, service-focused, fair, inclusive, responsive, collaborative, and transparent, with a review of language to ensure relevance and clarity.

b) Recommendations

To enhance the effectiveness of STEO's core values, it is recommended to streamline the list to 4-6 essential values that are closely aligned with the organization's mission and practical in day-to-day operations. Each value should be clearly defined to ensure it is relevant and consistently reflected in actions and decisions across the organization. Leadership should be aligned with these values to set a strong example, and educational initiatives such as workshops or training sessions should be implemented to foster understanding and engagement among all employees. Additionally, the language used in the values statements should be reviewed to ensure it is focused and not overlapping with other policy areas like employee conduct. It is therefore recommended that STEO rework its values statements in collaboration with the STEO Task Force Team.

4. STEO's Strategic Focus Areas

a) Feedback Analysis Summary

The feedback results regarding the key strategic focus areas for STEO's 2025-2028 planning, emphasizes customer satisfaction, innovation, staff engagement, and financial performance. There is a strong focus on enhancing customer satisfaction through clear, efficient communication processes to resolve issues promptly. Innovation is encouraged, particularly in optimizing logistics and performance metrics such as utilization rates, fostering a mindset of continuous improvement. Staff performance and engagement are seen as critical, with recommendations for linking staff goals to strategic outcomes and investing in capacity-building initiatives. Lastly, financial performance is underscored by the

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need for sustainable management, ensuring that STEO operates within funding limits while maximizing service delivery and operational efficiency.

b) Recommendations

The recommendations for STEO's strategic focus areas emphasize the need for more work with the STEO Task Force Team and focus on prioritizing customer satisfaction through structured and measurable communication processes to address issues efficiently. Innovation and operational efficiency should be fostered by promoting a culture of continuous improvement, particularly in transportation logistics, while closely monitoring performance metrics like utilization rates. Staff engagement and development are crucial, with a focus on aligning staff performance with strategic goals and enhancing training and capacity-building efforts. Lastly, financial sustainability should be maintained by balancing revenue, costs, and performance metrics to ensure efficient resource utilization while delivering high-quality services.