

## PIPELINE LEADERSHIP RESPONSIBILITIES

Level	Responsibilities
<b>Chief Executive Officer</b>	<ul style="list-style-type: none"> <li>• Sets enterprise strategic direction and defines enterprise leadership goals and objectives</li> <li>• Builds a strong succession planning culture that delivers outstanding customer service</li> <li>• Models Leadership Pipeline behavior</li> <li>• Establishes leadership goals and objectives for Chief Operating Officer</li> <li>• Works one-on-one with Chief Operating Officer to meet strategic objectives</li> </ul>
<b>Chief Operating Officer</b>	<ul style="list-style-type: none"> <li>• Develops leadership strategy to accomplish the enterprise objectives</li> <li>• Ensures the organization implements Leadership Pipeline strategies and succession planning at all levels</li> <li>• Monitors the progress of Group Manager to determine potential enterprise-wide issues and redirects when necessary</li> <li>• Reports implementation progress to Chief Executive Officer</li> <li>• Models Leadership Pipeline behavior</li> <li>• Conveys the strategic alignment and establishes corresponding leadership goals and objectives for Group Manager</li> <li>• Works one-on-one with Group Manager to ensure alignment with strategic objectives</li> </ul>
<b>Group Manager</b>	<ul style="list-style-type: none"> <li>• Ensures the group implements Leadership Pipeline and succession planning at all levels</li> <li>• Monitors the progress of each Business Manager to determine potential enterprise-wide issues and redirects when necessary</li> <li>• Reports implementation progress to Chief Operating Officer</li> <li>• Models Leadership Pipeline behavior</li> <li>• Conveys the strategic alignment and establishes corresponding leadership goals and objectives for Business Managers</li> <li>• Works one-on-one with each Business Manager to ensure alignment with strategic objectives</li> </ul>

## Pipeline Leadership Responsibilities

Level	Responsibilities
<b>Business Manager</b>	<ul style="list-style-type: none"> <li>• Drives Leadership Pipeline and succession planning operations</li> <li>• Assesses progress and redirects when necessary; provides feedback to Group Manager</li> <li>• Models Leadership Pipeline behavior</li> <li>• Conveys the strategic alignment and establishes corresponding leadership goals and objectives for Function Managers</li> <li>• Works one-on-one with each Function Manager to ensure alignment with strategic objectives</li> </ul>
<b>Function Manager</b>	<ul style="list-style-type: none"> <li>• Implements Leadership Pipeline division-wide through other managers</li> <li>• Assesses progress and provides feedback to Business Manager</li> <li>• Models Leadership Pipeline behavior</li> <li>• Conveys the strategic alignment and establishes corresponding leadership goals and objectives for Managers of Managers</li> <li>• Works one-on-one with each Manager of Managers to ensure alignment with strategic objectives</li> </ul>
<b>Manager of Managers</b>	<ul style="list-style-type: none"> <li>• Supports Leadership Pipeline implementation division-wide through other managers</li> <li>• Assesses progress and provides feedback to Function Manager</li> <li>• Models Leadership Pipeline behavior</li> <li>• Conveys the strategic alignment and establishes corresponding leadership goals and objectives for Managers of Others</li> <li>• Works one-on-one with each Manager of Others to ensure alignment with strategic objectives</li> </ul>
<b>Manager of Others</b>	<ul style="list-style-type: none"> <li>• Supports Leadership Pipeline implementation for the section/field office</li> <li>• Assesses progress and provides feedback to Manager of Managers</li> <li>• Models Leadership Pipeline behavior</li> </ul>
<b>Manager of Self</b>	<ul style="list-style-type: none"> <li>• Learns and observes Leadership Pipeline</li> <li>• Shifts as necessary for leadership development</li> </ul>