

## Assistant Division Head (Manager of Managers)

### Performance Expectations

#### **SHIFT IN WORK VALUES**

1. From results through others to results through managers of others
2. From work planning and task management to operational planning
3. From productivity through team collaboration to productivity through division integration

Results	Full Performance
<b>BUSINESS RESULTS</b>	
1. Program delivery	1. Deliver all programs on budget and on time
2. Resource management	2. Resource allocation decisions based on priorities and required results
3. Customer service/satisfaction	3. Customer service meets or exceeds standards in the Business and Functional Operational Plans
<b>MANAGEMENT</b>	
1. Functional Operational Plan implementation	1. Plan implemented effectively through managers
2. Operational planning/effectiveness	2. Right processes, resources and systems in place to deliver results
<b>LEADERSHIP</b>	
1. Communicate Vision and purpose	1. Division members understand and support Enterprise Strategy, Vision and purpose
2. Information flow	2. Teams collaborate effectively within and across division boundaries
<b>RELATIONSHIPS</b>	
<u>Upward:</u> Division Head	<ul style="list-style-type: none"><li>• Aligned with and responsive to the Division Head</li></ul>
<u>Inward:</u> Division Heads and peers Direct reports	<ul style="list-style-type: none"><li>• Information shared with peers and across divisions</li><li>• Full cooperation and collaboration</li></ul>
<u>Outward:</u> Public agencies (including regulatory) Communities	<ul style="list-style-type: none"><li>• Relationships enable favorable treatment and early warning</li><li>• In-depth knowledge of community needs</li></ul>
<b>INNOVATION</b>	
Work climate promotes innovation/improvement	<ul style="list-style-type: none"><li>• Identify and implement innovative solutions aligned with the Functional Operational Plan</li></ul>