

Chief Deputy Director (Chief Operating Officer)

Performance Expectations

SHIFT IN WORK VALUES

1. From cross-business strategy and results to enterprise strategy and results
2. From valuing all businesses to valuing the enterprise

Results	Full Performance
BUSINESS RESULTS	
<ol style="list-style-type: none"> 1. Enterprise success through financial viability and customer value 2. Public trust 	<ol style="list-style-type: none"> 1. Articulate and drive sustainable short- and long-term enterprise objectives that deliver the Director's priorities 2. Ensure highest level of employee commitment to public service as demonstrated by high customer satisfaction
MANAGEMENT	
Strategic direction implementation	<ul style="list-style-type: none"> • Drive the Enterprise Strategic Plan (Vision, Mission, and Values) through Assistant Directors and Deputy Directors
LEADERSHIP	
<ol style="list-style-type: none"> 1. Culture of excellence and responsibility 2. Pipeline implementation/integration 3. Succession plan 4. High performing Executive Team 	<ol style="list-style-type: none"> 1. Provide purpose for all employees in the organization 2. Demonstrate and ensure all businesses implement Leadership Pipeline principles 3. Implement a sustainable enterprise structure with clear succession strategy 4. Lead the Executive Team to deliver organizational strategy
RELATIONSHIPS	
<u>Upward:</u> Director	<ul style="list-style-type: none"> • Aligned with and responsive to the Director
<u>Inward:</u> Senior executives Direct reports Cross-enterprise alliances	<ul style="list-style-type: none"> • Ensure relevance of employees' work to accomplish Director's priorities
<u>Outward:</u> Board Deputies Public agencies (including regulatory) Communities Strategic alliances	<ul style="list-style-type: none"> • Support the Director in creating and maintaining effective partnerships with strategic stakeholders at the executive level
INNOVATION	
Culture of innovation	<ul style="list-style-type: none"> • Drive and reinforce innovation