

Deputy Director (Business Manager)

Performance Expectations

SHIFT IN WORK VALUES

1. From division results to cross-functional results
2. From Functional Operational Plans to Business Plan
3. From valuing one division to valuing all divisions

| Results | Full Performance |
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| BUSINESS RESULTS | |
| <ol style="list-style-type: none"> 1. Business Plan 2. Business centers of excellence 3. Business success through financial viability and customer value | <ol style="list-style-type: none"> 1. Business Plan built on sound financial, political and industry knowledge 2. Industry recognized 3. Deliver value proposition that anticipates and meets customer and enterprise needs |
| MANAGEMENT | |
| <ol style="list-style-type: none"> 1. Business Plan 2. "Immune System" | <ol style="list-style-type: none"> 1. <ul style="list-style-type: none"> • Develop and implement a Business Plan (operational, financial, and resources) aligned with enterprise strategy • Define service standards for excellent customer service 2. Full compliance with policies and internal controls |
| LEADERSHIP | |
| <ol style="list-style-type: none"> 1. Business Plan implementation 2. Pipeline implementation/integration 3. Division management succession 4. High performing teams | <ol style="list-style-type: none"> 1. All employees understand and support the Business Plan 2. Demonstrate and ensure all divisions implement Leadership Pipeline principles 3. Implement a sustainable business structure with clear succession strategy 4. Demonstrate and ensure a culture of accountability and collaboration |
| RELATIONSHIPS | |
| <u>Upward:</u> Director/Chief Deputy Director/Assistant Director | <ul style="list-style-type: none"> • Aligned with and responsive to Director/Chief Deputy Director/Assistant Director |
| <u>Inward:</u> Peers Direct reports Cross-enterprise alliances | <ul style="list-style-type: none"> • Model and reinforce horizontal and vertical collaboration • Innovative solutions meet competing demands for resources |
| <u>Outward:</u> Board Deputies Public agencies (including regulatory) Communities Strategic alliances with business partners | <ul style="list-style-type: none"> • Provide backup for Director/Chief Deputy Director/Assistant Director within the line of business • Build and maintain relationships with counterparts in the business to support the Enterprise Mission |
| INNOVATION | |
| Culture of innovation/improvement | <ul style="list-style-type: none"> • Collaborative innovation across multiple businesses • Enhanced customer service, reduced costs, and improved safety |