

Division Head (Function Manager)

Performance Expectations

Shift in Work Values

1. From section results to division results
2. From section work plans to Functional Operational Plan
3. From valuing own team to valuing entire division

Results	Full Performance
BUSINESS RESULTS	
1. Functional Operational Plan	1. <ul style="list-style-type: none">• Operational Plans support overall business objectives• Deliver the Business Plan through collaboration with other divisions
2. Customer service/satisfaction	2. Create a culture of customer service excellence as defined in the Business Plan
MANAGEMENT	
1. Functional Operational Plan	1. Business and Functional Operational Plans executed on time, on budget, to specified quality levels
2. Operational standards	2. Establish, communicate, guide and monitor standards that ensure a high performing division
LEADERSHIP	
1. Functional Operational Plan implementation	1. <ul style="list-style-type: none">• Employees understand the significance of their role in support of the Business and Functional Operational Plans• Employees are capable, motivated and accomplish operational objectives
2. Cross-functional teamwork	2. Teams collaborate effectively within and across division boundaries
RELATIONSHIPS	
<u>Upward:</u> Deputy Director	<ul style="list-style-type: none">• Aligned with and responsive to the Deputy Director
<u>Inward:</u> Peers Direct reports Cross-enterprise alliances	<ul style="list-style-type: none">• Collaborate and build relationships at all levels• Focus on business success; share information, ideas and resources with other divisions• Teams are committed to business success
<u>Outward:</u> Public agencies (including regulatory) Communities	<ul style="list-style-type: none">• Relationships enable favorable treatment and early warning• In-depth knowledge of community needs
INNOVATION	
Culture of innovation/improvement	<ul style="list-style-type: none">• Implement industry best practices into division operations• Innovation aligned with Business and Functional Operational Plans