Leadership Pipeline Alignment

Relationships		
	Results	**Full Performance**

Director
(Chief Executive Officer)
	Upward:
	  Board of Supervisors
	
	Inward:
	  Senior executives
	  Direct reports
	  Cross-enterprise alliances
	
	Outward:
	  Public agencies (including
	    regulatory)
	  Communities
	  Strategic alliances
		• Be visible and available to the Board, and be flexible (timely, proactive, and aligned)
		
		• Ensure a culture of accountability to accomplish Board and enterprise priorities
		
		• Create and maintain effective partnerships with strategic stakeholders at the executive level

Chief Deputy Director
(Chief Operating Officer)
	Upward:
	  Director
	
	Inward:
	  Senior executives
	  Direct reports
	  Cross-enterprise alliances
	
	Outward:
	  Board Deputies
	  Public agencies (including
	    regulatory)
	  Communities
	  Strategic alliances
		• Aligned with and responsive to the Director
		
		• Ensure relevance of employees' work to accomplish Director's priorities
		
		• Support the Director in creating and maintaining effective partnerships with strategic stakeholders at the executive level

Assistant Director
(Group Manager)
	Upward:
	  Director/Chief Deputy Director
	
	Inward:
	  Peers
	  Direct reports
	  Cross-enterprise alliances
	
	Outward:
	  Board Deputies
	  Public agencies (including
	    regulatory)
	  Communities
	  Strategic alliances
		• Aligned with and responsive to the Director/Chief Deputy Director
		
		• Cross-business collaboration
		• Advocate, coach and hold Deputy Directors accountable
		• Remove obstacles that might jeopardize alignment with enterprise priorities
		
		• Provide backup representation for the Director/Chief Deputy Director
		• Develop and maintain cross-business relationships at the executive level

Deputy Director
(Business Manager)
	Upward:
	  Director/Chief Deputy
	  Director/Assistant Director
	
	Inward:
	  Peers
	  Direct reports
	  Cross-enterprise alliances
		• Aligned with and responsive to Director/Chief Deputy Director/Assistant Director
		
		• Model and reinforce horizontal and vertical collaboration
		• Innovative solutions meet competing demands for resources

Relationships

	Results	Full Performance

	<u>Outward</u>:
	 Board Deputies
	 Public agencies (including
	   regulatory
	 Communities
	 Strategic alliances with
	   business partners
		• 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

Division Head (Function Manager)	<u>Upward</u>: Deputy Director <u>Inward</u>: Peers Direct reports Cross-enterprise alliances <u>Outward</u>: Public agencies (including regulatory Communities	• Aligned with and responsive to the Deputy Director • 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 • Relationships enable favorable treatment and early warning • In-depth knowledge of community needs
Assistant Division Head (Manager of Managers)	<u>Upward</u>: Division Head <u>Inward</u>: Division Heads and peers Direct reports <u>Outward</u>: Public agencies (including regulatory Communities	• Aligned with and responsive to the Division Head • Information shared with peers and across divisions • Full cooperation and collaboration • Relationships enable favorable treatment and early warning • In-depth knowledge of community needs
Section Head/ Superintendent (Manager of Others)	<u>Upward</u>: Division Head/Assistant Division Head <u>Inward</u>: Peers Direct reports <u>Outward</u>: Board Deputies Communities Public Agencies (including regulatory)	• Aligned with and responsive to the chain of command • Build and maintain effective working relationships at all levels • Effective working relationship with Board Deputies, including Field Deputies • Responsive to community needs and concerns • Effective coordination of construction and maintenance activities with other agencies, private organizations, and the public; relationships enable favorable treatment and early warning
Managers (Common Expectations)	<u>Upward</u> <u>Inward</u> <u>Outward</u>	• Build and maintain effective working relationships at all levels