



Job Specification

Position Title: OPERATIONS MANAGER-AMENDED
Job Code: MCP - General Administration AM-20, AGA20
Job ID: 37404

Purpose of Position:

To provide leadership by managing and optimizing staff performance, effective team building, maximizing employee engagement, empowerment. Lead/participate in initiatives pertaining to the development of employees, enhancement of employees skills.

To provide strategic and people focused leadership while balancing a portfolio of activities aimed at achieving operational and performance targets. Develop and execute a variety of strategies, tactical plans and control mechanisms directed at fulfilling ServiceOntario`s vision for meeting or exceeding customer expectation and employee engagement. Responsible for the processes and outcomes of direct work group.

Duties/Responsibilities:

The position provides leadership and oversight across key service delivery operations to the public and businesses, specifically front-line in-person and call centers, and back office functions verifying and fulfilling service requests from these channels (e.g. births, companies and businesses, driver and vehicle licenses, health care registration and documents and plans relating to the ownership and encumbrance of real property).

People Leadership

- Manages and mentors team of individuals who have a diverse background possessing a varying range of skills in a multi-faceted, high volume and secure production environment
- Demonstrates effective ways to work across the organization in an integrated manner with other Divisions and

Branches to complete work / resolve issues and meet or exceed customer expectations

- Maximizes employee engagement and empowerment by providing constructive, evidence-based feedback based on input solicited from customer, partner and stakeholder groups to improve performance and promote customer- focussed thinking
- Provides ongoing constructive feedback to direct reports to improve performance and support innovation / new thinking

- Leads / participates in `people` initiatives designed to improve team moral and engagement
- Ensures success of direct reports by setting clear expectations and accountability, providing quality coaching, and performance management; preparing high performance staff for Manager level

- Manages and optimizes staff performance by setting stretch goals for direct reports: establishes ongoing clear upfront performance objectives, accountabilities and and consistent feedback touchpoints
- Supports succession planning by identifying candidates for advancement into more senior professional and/or management roles and mapping developmental plans for them
- Focuses on team effectiveness by assessing how well direct reports work together and across the organization to leverage each other`s skills / knowledge to meet and exceed customer expectations and employee engagement; develop strategies and implement tactical plans to resolve team effectiveness issues / concerns

Operations Management

- Independently manages unit activities and coordinates operational procedures for high-volume centralized and diversity of services in a multi-faceted and secure production environment. Provides leadership in developing and implementing action plans to ensure systems and processes are in place to meet OPS common service standards at both the unit and branch level. Identifies opportunities to continuously improve operations, including development\analysis of alternatives, recommendations and implementing new operational policies and procedures within the program or with services delivery

partner organizations.

- Manages the full operations of direct reports, develop and execute tactical plans and strategies that enhance ServiceOntario's vision and reinforce operational and performance targets
- Manages the provision of project management and leadership, including strategic direction, operational planning, and risk mitigation on several concurrent projects

Defines expected operational outcomes, measure progress and use information to implement more effective solutions within operations

- Manages risk associated with all aspects of the Team's actions of direct reports
- Provides leadership in the establishment and maintenance of relevant operational, budgetary and performance controls (KPI's, Service Levels, Staffing, etc.) in line with Ministry and Director's requirements
- Reviews and evaluates business practices, risk, customer service levels and quality standards, providing strategic advice and direction in the assessment and resolution of complex operational problems to direct reports and as a senior member of the branch management team provide leadership in the resolution of issues which have branch/program wide impact
- Maintains customer service levels by channelling appropriate resources for service fulfilment, monitoring the voice of the customer, and adapting team service/products/processes to changes in customer needs for direct reports. Promotes best practices in the development and implementation of customer-driven/client focussed businesses. Leads the delivery of high quality, value added services and products which effectively address customer needs and expectations.
- Schedules, assesses and amends work assignments to address changes in service volumes and customer traffic. Leads and implements short and midrange goals, and defines deliverable at each stage. Makes defensible decisions on resource allocations and monitors usages. Keeps team focus on deliverables and the ability to manage risk along with planning and executing goals and long range planning.
- Works with subject matter experts (SME) to maximize best practices, understand how policy changes may affect staffing, strategy and service requirements, and to initiate the development of innovative solutions .
- Makes decisions on hiring, promotion, demotion, dismissal recommendations, disciplinary actions, training and development, merit increases, Stage 1 grievances, health and safety issues, new positions/reclassifications, performance appraisals, leaves, attendance support program etc.
- Motivates and provides ongoing advice and guidance to staff on the appropriate application of relevant/related legislation, regulations, policies, procedures and legal and operational policy precedents.
- Manages the unit budget in line with the Branch annual operational and business plan strategic direction. Allocates unit material, financial and human resources. Approves/authorizes payments for goods received, travel and project expenditures within unit budget allocation.
- Identifies and addresses issues which could have significant implications on the Ministry/Branch's programs goals and objectives. Prepares/co-ordinates recommendations/options for consideration by senior management (e.g. analysis and options related to the development/implementation of policies/program, the application/filing process, questions and concerns from the communities, legal requirements/issues, customer service, general operations and procedures, etc.).
- Provides issue resolution and/or recommendations with respect to client enquiries and complaints. Prepare briefing notes and provides issue analysis with regard to operation of unit. Provides input into briefing notes, Housebook notes and issue analysis with regard to branch and division mandate. Ensures senior management is aware of issues, actions taken to address issues and determines the need for escalation and appropriate action. Establish and implements policies and procedures to manage the resolution of a wide range of legislative and compliance matters, including statutory filing requirements, administrative investigation and inquiries and complaints Exercises leadership within the branch on the provision of input and makes recommendations on changes and enhancements to the relevant legislation, enabling IT systems and business processes to continuously support/improve the delivery of/access to electronic information related to registrations and enquiries. Maximizes staff productivity through the use of various technologies.
- Provides guidance to staff on the interpretation of the various Acts/Regulations/guides/procedures/policies and the legal requirements related to registrations, filing and searches etc. Liaises with ministry Legal Services Branch to request clarification of statutes and regulations or where service being requested varies substantially from the norm and may set a precedent. Makes recommendations to Senior Management for changes to the various Acts and regulations administered by the Branch, to streamline internal/external processes and/or make customer service improvements.
- Develops, manages and maintains contacts/relationships with numerous internal/external clients and partners to: advise/provide options/actions on various matters (e.g. operations/procedures related to policy/program initiatives).
- Represents the Division/Branch as a senior member of branch management on various OPS/Ministry management committees, internal/external task forces, working groups and in discussions with external partners/stakeholders to identify and discuss issues, cases and concerns. Responds to Minister, Deputy Minister, and Assistant Deputy Minister's requests with respect to policy/operational/customer issues as appropriate.
- Supports the Branch's knowledge management initiative by: ensuring unit processes are well documented; staff are aware of the tools and resources to aid in gaining knowledge required to perform duties to acceptable standards; arranging for training of less-knowledgeable staff in key activities;

supporting cross-training activities in the Branch
Strategic Management

- Exercises leadership within the greater management team (Director and other Managers) to raise critical issues, taking a lead in ensuring coordination and collaboration within the branch and across branches and programs support the planning process, and develop responses directly/indirectly to the ministry as appropriate
 - Participates in the risk management process by identifying areas of vulnerability, recommending mitigating strategies and implementing remedial measures as appropriate
 - Develops and achieves one year plans aligned with Government, Ministry and Divisional strategic goals; clearly articulate context for day-to-day activities in achieving program outcomes
 - Develops relationships with Branches within the Division, Ministry and OPS to enhance awareness of service delivery and operational strategies, gain ministerial support and collaboration on projects and influence policy
 - Engages staff in understanding strategic context and developing plans that achieve goals
- Acts for the director when required.

Knowledge:

- Knowledge of methods, process, contacts, to support staff in career navigation at ServiceOntario and the greater OPS.
 - Knowledge of human resources and labour relations management policies and practices to effectively hire, train, lead, evaluate, and develop staff.
- Knowledge of and experience with business management methodology and best practices, strategy development, and driving operational excellence in a diverse and complex environment to develop/lead/implement action plans to ensure systems and processes are in place to meet OPS common service standards.
- Knowledge of risk management strategies, issue analysis and political acuity to identify and address issues which could have significant implications on the Ministry/Branch`s programs goals and objectives.
 - Knowledge of change management principles and best practices to allow for business re-engineering, process improvement and the quick introduction of new strategies and services
 - Knowledge of financial analysis and budgeting techniques to manage the unit budget in line with the Branch annual operational and business plan strategic direction; to allocate unit material, financial and human resources; to approve/authorize payments for goods received, travel and project expenditures within unit budget allocation. Knowledge of the Ministry`s strategic business directions, relevant legislation, programs, issues, initiatives, and policies
- Knowledge and understanding of the broad government agenda and directions to contribute to the greater management team (Directors and other Managers) to raise critical issues, collaborate. support the planning process and to develop and achieve one year plans aligned with Government, Ministry and Divisional strategic goals
- Knowledge of the policy development process, and political decision-making processes to provide input and make recommendations
 - Knowledge of legislation and regulations pertaining to the business of the unit to provide guidance to staff on the interpretation of the various Acts/Regulations/guides/procedures/policies
- Knowledge of controllership practices, accounting and processing of accounts payable/revenue, to: plan/control unit`s budget, the use of credit cards, debit cards, approve invoices, payments for goods, travel and project expenditures, etc.
- Superior oral/written communications, presentation and interpersonal skills to: develop/manage/maintain contracts/ relationships with numerous internal/external clients and partners, provide expert advice/options/actions on various matters; interpret the various Acts, Regulations and Guides; inform senior management of contentious issues/questions; represent the Division/Branch on various OPS/Ministry management committees, internal/external task forces, working groups and in discussions with external partners/stakeholders; respond to Minister/DM/ADM`s requests with respect to policy and/or operational issues, etc.; prepare/edit briefing notes/written materials deliver presentations and training to diverse audiences (e.g. staff, stakeholders, delegations)
- Knowledge, experience and understanding of private and public service organizations to further customer focus and business development agenda of ServiceOntario
- Knowledge of recognized service delivery principles, processes, trends, OPS common services standards, benchmarking and best business practices in customer service to ensure that service delivery systems meet the needs of the clients

Judgement:

Position works under the general direction of the Director. A high standard of professional integrity, demonstrating sound judgment and tact is necessary in this position. Judgment is required when:

- providing objective and constructive staff relevant career or learning development feedback and coaching
- effectively managing work priorities and activities, in an environment of constantly competing priorities,

time constraints and working within a unionized environment

- developing and executing strategies affecting sensitive areas of Government or Ministry policy
 - providing communications, expertise and advice on an issue which may cause serious embarrassment to the Ministry or the Government
 - providing issue identification, communications, expertise and advice to staff members
 - providing timely and credible counsel and advice to senior management
 - reviewing briefing materials and determining to what extent those issues may become contentious ensuring that the Minister, Deputy Minister and senior management have been alerted and are equipped for suitable and timely responses
 - managing budget and making recommendations on procurement activities
- interpreting legislation / regulations to the public, clients and numerous internal/external partners/stakeholders and in providing guidance/advice to staff on same
- responding to politically sensitive and confidential issues
- acting for/fulfilling the role of Director, as required.

Accountability - Programs:

Accountable for achieving service levels in line with ServiceOntario`s vision while balancing the relationship of budgets and financial performance with operational objectives and business strategies and operating as a senior member of the branch management team, providing leadership in addressing operational and service issues which have branch/program wide impact. Accountable for the development and execution of a variety of strategies, tactical plans and control mechanisms directed at fulfilling ServiceOntario`s vision for meeting or exceeding customer expectation and employee engagement.

Accountable for the effective management of an assigned Unit. Position manages complex and contentious issues and makes recommendations for consideration by senior management (e.g. issues affecting Ministry`s/Division`s/Branch`s business, customer service, programs, goals and objectives). Position represents the Division/Branch on OPS/Ministry management committees and internal/external work groups.

Accountability - Personnel:

Responsible for managing a staff of 18-21 in a complex work environment/multiple sites. Actively encourages and supports the development of staff, grooming high performers into Managers Provide open, constructive and clear performance reviews based on agreed specific, measurable, achievable, relevant and time-bound objectives

Accountability - Finance & Material:

Accountable in achieving all operational and performance targets for the Business Unit, monitoring project budgets, and for identifying and advising senior management of any financial implications and impacts with regard to emerging or contentious issues identified and assessed by position. Position approves invoices and staff overtime. Position authorizes payments for goods received, travel and project expenditures within budget allocations. Position participates in/prepares RFPs to retain external services to carry out project assignments and purchase of goods and participates in the negotiation and management of contractual agreements.

Accountability - Impact of Errors:

Ineffective identification, research/investigation into, analysis and management of emerging and contentious issues and inadequate communications expertise and advice to branch/ministry senior management would impact senior-level strategic positioning and decision-making, which in turn could lead to criticism of the Ministry/Government, its programs, services and policies. Errors in the provision of advice to support the long-range operational and strategic plans for the Division/Branch could misguide senior level decision-making. Improper handling of information may result in highly confidential or sensitive information being prematurely released which could lead to increased media attention, and could result in embarrassment to senior management, the Minister, the Ministry and/or the Premier. Errors in effectively administering/managing the operations could result in significant financial loss to clients or other negative consequences to individuals and businesses, including compromise of personal and private information and loss of public confidence in major systems that support business/vital events data in Ontario, leading to criticism, court action and embarrassment against the government.

Contact - Internal:

Regular and ongoing contact with senior management, colleagues and staff to ensure all performance, operational and service objectives are being met, and to communicate (upstream or downstream) any urgent issues that arise.

Contact - External:

Regular contact with other colleagues in other ministries to share experiences, learn best practices, seek advice on personnel or operational issues, and collaborate on strategic and service initiatives. Represent the ministry in corporate or special projects, task forces, committees, and working groups. Regular contact with customers, community representatives, local non-profit groups, municipalities, other jurisdictions, MPPs constituents` offices. Regular contact with private sector officials of businesses, including financial institutions, the general public, vendors, etc., to provide advice and training on

registration processes; interpret legislation/regulations/Guides administered by the Branch; promote Branch services; resolve customer services issues; represent the Division/Branch at external working groups and in discussions with external partners/stakeholders and to address issues/cases/concerns; discuss areas for service improvements with vendors; review their contracts and ensure optimal service level; obtain/exchange information.