

REGION OF OTTAWA-CARLETON
RÉGION D'OTTAWA-CARLETON

REPORT
RAPPORT

Our File/N/Réf.
Your File/V/Réf.

DATE 18 May 1999

TO/DEST. OC Transit Commission

FROM/EXP. Acting Human Resources Commissioner

SUBJECT/OBJET **MANAGER, OC TRANSP**

DEPARTMENTAL RECOMMENDATION

That the OC Transit Commission receive this report for information.

BACKGROUND

At its April 26, 1999 meeting the OC Transit Commission requested that staff provide more detailed information concerning the above-noted position as we commence the recruitment process.

Accordingly, the following information is provided:

- 1) Job Description included as Annex A,
- 2) Statement of Qualifications included as Annex B,
- 3) General Competency Outline included as Annex C.

These documents will form the basis of recruitment action for this position.

Approved by
A.D. Boettger

ADB/cjb

Attach. (3)

ANNEX A

REGIONAL OF OTTAWA-CARLETON
RÉGIONALE D'OTTAWA-CARLETON

JOB DESCRIPTION
DESCRIPTION DE POSTE

JOB TITLE: General Manager PLAN: MPE

DEPARTMENT: OC Transpo DIVISION: NA

BRANCH: NA

JOB CODE: _____ NOC: _____ OCC. GROUP: _____ POSITION #: _____

POINT TOTAL: _____ PAY GRADE: _____ HOURS OF WORK: _____

SUPERVISOR'S JOB TITLE: Chief Administrative Officer

SUMMARY:

Responsible for providing leadership and strategic direction to OC Transpo staff including: developing and updating the strategic vision and plan for OC Transpo; developing best practices and undertaking initiatives that address the objectives of the strategic plan and are sensitive to customer needs; submitting policy and budget initiatives to the OC Transit Commission for approval; submitting reports and providing expert advice and guidance to the Commission and other officials; managing the financial resources of OC Transpo including budget preparation; managing the Human Resources of OC Transpo including directing the negotiation of collective agreements; managing and providing strategic direction to OC Transpo operations; serving as the principal communication strategist and spokesperson for OC Transpo; and maintaining strong and constructive lines of communication with officials of other levels of governments and other organizations.

RESPONSIBILITIES:

- I. Providing leadership and strategic direction to OC Transpo staff in:
 - A. developing and updating the OC Transpo strategic vision, for OC Transit Commission approval, that is focused on advancing and enhancing public transit in the Region of Ottawa/Carleton, based on a well-developed understanding of the Region and its transportation needs and on state-of-the-art public transit concepts.
 - B. developing and updating OC Transpo's strategic plan within the context of its strategic vision, by
 1. developing a broad and comprehensive understanding of the Region's public transportation needs including the nature of the primary economic engines presently in the Region, the nature of developing businesses and the vision for future economic development within the Region;
 2. developing an advanced understanding of state-of-the-art Public Transit concepts and how public transit serves as an integral part of regional growth and prosperity as part of a regional plan;
 3. selecting concepts and approaches and adapting and integrating them into a systematic and long-range plan within the focus of the strategic vision that addresses the economic needs of the Region as well as the general wellbeing of its residents, with minimal environmental impact;
 4. developing an advanced understanding of marketing strategies and techniques as related to public transit, conducting market surveys within the customer community and developing a comprehensive understanding of their needs and preferences, and developing marketing strategies designed to meet these needs and preferences and to maximise the use of public transit; and
 5. drafting a strategic plan and submitting the plan to the OC Transit Commission for approval.
 - C. providing leadership and guidance in achieving the strategic vision, through the development of best practices and undertaking initiatives that are sensitive to the needs of customers and include increased efficiency and effectiveness of service, enhanced safety and security of passengers and competitive fare rates, by encouraging staff to identify changes in policies and practices that could enhance the level of service, establishing and maintaining appropriate feedback mechanisms, and directing senior managers to undertake policy and procedure development or revisions in identified areas and monitoring progress to ensure that changes are developed and implemented within prescribed time frames.
- II. Submitting policy and budget initiatives to the OC Transit Commission for approval, and submitting reports and providing expert advice and guidance to the Commission, by:
 - A. attending meetings and explaining the intent and ramifications of strategic policies or initiatives and responding to queries related to new policies or initiatives or to questions related to the operation of OC Transpo;
 - B. providing expert advice on an individual basis to Commission members and to the Commission Chair and Chief Administrative Officer; and

- C. directing OC Transpo staff to undertake initiatives or studies and to prepare reports in response to the requirements of the Commission, the Commission Chair and the Chief Administrative Officer.
- III. Managing the financial resources of OC Transpo, by:
- A. leading and directing the development of the OC Transpo annual budget such that sufficient resources are available to meet the objectives of the strategic plan, and submitting the budget to the OC Transit Commission for approval;
 - B. allocating approved financial resources for maximum return to achieve the objectives laid out in the strategic plan and to maximise the level of service to the Region; and
 - C. monitoring the management of financial resources and expenditures to ensure that maximum benefit is obtained within prescribed timeframes.
- IV. Managing the Human Resources of OC Transpo, by:
- A. leading and directing the development and updating of a strategic human resources plan that provides the prescription for a motivated and productive staff capable of achieving the objectives of the strategic plan and attaining the strategic vision;
 - B. leading and directing the negotiation of collective agreements with OC Transpo employee unions;
 - C. leading and directing the development and maintenance of employee feedback mechanisms, continually monitoring the state of employee moral and directing senior managers to take early corrective action before major issues develop;
 - D. directing the monitoring of staff knowledge and skill levels and overseeing the implementation of training to correct identified deficiencies;
 - E. encouraging staff to identify and utilise improved methodologies and technology;
 - F. establishing goals for staff and ensuring that staff are assessed and advised on their level of performance; and
 - G. taking or directing the delivery of disciplinary action as required.
- V. Managing and providing strategic direction to OC Transpo operations, by:
- A. monitoring operational activities to ensure that service delivery is consistent with the strategic vision and is achieving the objectives laid out in the strategic plan;
 - B. directing senior managers to correct identified operational deficiencies;
 - C. continually monitoring through marketing surveys, customer usage levels, satisfaction levels and the servicing of customer needs, and adjusting operational and marketing strategies to address changing patterns;
 - D. leading or directing the negotiation of agreements and contracts with public and private corporations, bodies and persons; and
 - E. monitoring and ensuring the proper execution of agreements and exercising approval authority delegated by the OC Transit Commission as required on major transactions and recommending approval to the Commission for amounts beyond the General Manager's authority.
- VI. Serving as the principal communication strategist and spokesperson for OC Transpo, including developing a strategic communication plan; implementing communication programs and monitoring their efficacy in achieving the objectives of the strategic communication plan; developing and maintaining strong relationships with communication vehicles such as the print, radio and television media; identifying key opportunities to market OC Transpo to the customer community and representing OC Transpo at

significant events where there is occasion to promote the corporation; and directly responding to customer and public complaints or directing appropriate action and following up to ensure that issues are appropriately resolved.

- VII. Maintaining strong communications links with local governments to promote OC Transpo and develop levels of service; with other regional governments, representatives of the provincial and federal governments and boards and agencies at all levels, and with municipalities, governments and organizations internationally to obtain information of benefit to OC Transpo such as public transit concepts and best practices, which may be applied within the Corporation and enhance the ability of OC Transpo to meet its strategic objectives.

STATEMENT OF QUALIFICATIONS

EDUCATION	* Four year university degree in Business or Public Administration, Engineering or related field.
EXPERIENCE	* Ten years management experience in the delivery of a public transportation service with several years at a senior level.
LANGUAGE	* Oral fluency, reading and writing ability in English. * Oral fluency, reading and writing ability in French is desirable.
KNOWLEDGE OF	* Management principles and methods. * Strategic planning. * Public transit concepts and principles of operations. * Marketing and communication concepts, strategies and techniques. * Financial management practices and the principles of fiscal accountability.
ABILITIES TO	* Provide strategic leadership and direction to staff. * Analyse the diversified characteristics and needs of the Region in the context of a public transportation system. * Analyse and understand broad concepts and adapt them to the needs of the Region. * Analyse the ramifications of proposals and policies. * Communicate effectively at a high level, both verbally and in writing.
PERSONAL SUITABILITY	* High degree of interpersonal skills. * Tact and persuasiveness in dealing with the general public and customer community, the news media, employees, Commission members, colleagues and supervisor. * Initiative, discretion and sound judgement. * Political sensitivity.

Competencies:

Working with People

Provide the Organization with its Mission and Values:

To act as a catalyst for the creation of the organization's mission and system of beliefs.

Dealing with Change

Direct Organizational Change:

To give direction to the ongoing change, growth and renewal process of the organization.

Establish Authority and Accountability:

To ensure that all staff have the authority to perform their duties, and that they know and act in accordance with their level of accountability.

Communicating Information

Provide Clear Corporate Direction:

To communicate a clear strategic direction aimed at gaining the commitment of all employees.

Review Corporate-Wide Information:

To assess information from any part of the organization and judge its impact on overall direction and effectiveness.

Making Decisions

Direct the Corporate Decision Making Process:

To establish and maintain the overall framework for making decisions and communicating them throughout the organization.

Analyze Corporate Issues, Problems and Opportunities:

To respond to corporate-wide situations and provide direction to the organization on handling them.

Delivering Service

Envision Resource Requirements:

To anticipate the needs of the organization, including what technology will be required and available in the future.

Set Corporate Priorities and Standards for Delivery:

To establish the delivery priorities and standards for programs, services or products.

Personal Qualities*Adaptability:*

To be willing to modify behavior according to the nature of the situation and to accept and apply new methods and techniques to the performance of work.

Flexibility:

To be willing to change direction and shift priorities to accommodate changing circumstances.

Reliability:

To be able to be depended on to get the job done while adhering to established priorities, deadlines and requirements of the work unit.