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| <b>Job Title:</b> GM, Transportation Services Department |                |                       |                     |
| <b>Department:</b> Transportation Services Dept.         |                |                       |                     |
| <b>Service:</b>  |                | <b>Branch:</b>        |                     |
| <b>Report to:</b> City Manager                           |                |                       |                     |
| <b>Affiliation:</b> MPE                                  | <b>PG:</b> 009 | <b>HRS:</b> 35 hrs/wk | <b>JK:</b> 10095268 |

### **Job Summary:**

The Transportation Services Department maintains the safe and efficient movement of people and goods throughout the City. It creates a holistic transportation hub focused on addressing the planning, implementation, operations and delivery for all modes of transportation including walking and cycling. The department will oversee OC Transpo, the Rail Implementation and Stage 2 LRT project offices, Transportation Planning and Traffic Services.

The General Manager provides leadership and strategic direction to the Transportation Services Department in the establishment and implementation of Department priorities and programs, which align to corporate vision, goals, and strategic planning initiatives.

### **Key Duties:**

#### **Member of Senior Management Team**

- Serves as a member of the City's Management Team as well as various working groups and committees dealing with departmental issues and corporate projects, which contribute to the overall strategic direction of client departments and the corporation as a whole.

#### **Customer/Public Service Focus**

- Encourages and supports the development and maintenance of an organizational culture that is based on the understanding that customer/client focus, staff engagement and continuous improvement of services are key to sustainability; and
- Ensures that the Transportation Services Department's business strategies, policies, programs, services and operations reflect sensitivity to customer/client needs, satisfaction, and political issues.

#### **Program Review and Development**

- Oversees the analysis of emerging industry and market trends, standards, practices and opportunities, corporate goals, needs and issues related to the Department's mandate in order to capitalize on emerging opportunities, fulfill corporate goals and initiatives, and provide advice to corporate management;
- Works proactively and in support of client departments to develop future programming opportunities and innovations that meet the department's functional and operational

- requirements;
- Addresses internal and external emerging needs and trends through the development and implementation of policy, program and service delivery improvements; and
- Interacts, leads and benchmarks with representatives of other public and private sector bodies and related organizations to ensure that best practices for related Transportation Services Department's initiatives are being utilized.

### **Program Implementation**

- Leads and implements major departmental initiatives from conception, through risk analysis, financial analysis, resource allocation, contract negotiations, implementation, delivery and performance evaluation;
- Sets policies and processes for initiatives and ensures alignment with the corporation's goals and objectives and the needs of stakeholders;
- Ensures regular liaison with other departments seeking input and expertise in the development and implementation of related Transportation Services Department's initiatives;
- Provides strategic portfolio planning and expert advice and counsel to client departments to ensure that their clients' needs are met in the most efficient and effective manner;
- Provides leadership and oversight of multi-disciplinary professionals and project teams; and,
- Ensures best practice approach, transparency and fairness in the implementation of all initiatives.

### **Upholds the corporation's mission, vision and values**

- Reinforces all of the Corporation's administrative policies, standards and guidelines;
- Encourages and supports the development and maintenance of an organizational culture based on the understanding that customer/client focus, engages staff and continuously improves services are key to sustainability;
- Promotes and encourages staff and others through personal actions to reflect corporate principles and practices;
- Creates an environment conducive to learning, innovation and appropriate risk taking; and,
- Understands and addresses the reasons for organizational behaviour and the underlying problems, opportunities or forces affecting the Corporation, (e.g. current economic/social trends, demographic changes).

### **Performance Management**

- Leads the development of performance standards and measurement systems to evaluate the effectiveness of departmental management, operation, policy, and the initiatives undertaken to determine whether its goals and objectives, or those of a specific program or initiative have been realized, and to provide for methods of improvement;
- Directs and manages change, initiates and supports corporate programs; and,
- Ensures that all reporting functions meet corporate, Council, Committees of Council, provincial and federal requirements.

### **Union Relationships**

- Provides a leadership role in developing harmonious relationships with union representatives by maintaining effective and collaborative stakeholder relationships in order to foster a climate that promotes the resolution of issues in a non-confrontational approach that focuses on mutual interests;

- Ensures that tentative agreements address the strategic objectives of the Department and City, are within the bargaining mandate, and meet the City's best interests;
- Participates in the development of strike contingency plans by ensuring that communication with the specific Union continues in order to end the work stoppage as soon as possible;
- Serves as senior advisor regarding transit issues to Council, Committees of Council and Counsellors with regard to collective bargaining.

### **Financial Planning**

- Conducts long range fiscal planning with respect to department needs and requirements;
- Develops and monitors financial plans, project proposals and budgets in accordance with prudent fiscal practices, Council direction and the City's budget plan; and,
- Reports regularly on financial matters to senior management and Council.

### **Internal/External Partners**

- Represents the City with the public, the media, external partners and clients as the principal authority for the Transportation Services Department's mandate;
- Liaises with other City departments, public and private industry representatives, Transit, Rail and Traffic organizations and associations to promote business opportunities and partnerships, and to resolve issues; and,
- Serves as senior advisor regarding related Transportation issues to Council, Committees of Council and Counsellors to disseminate strategic direction, advice and technical information.

### **Labour Relations Leadership**

- Provides a leadership role in developing harmonious relationships with union representatives by maintaining effective and collaborative stakeholder relationships in order to foster a climate that promotes the resolution of issues in a non-confrontational approach that focuses on mutual interests;

### **Policy Development/Legislative Change Response**

- Develops and recommends corporate policy as it relates to the mandate of the department, including processes and procedures, performance measurement, portfolio planning and risk analysis.
- Directs research and analysis of provincial and federal legislation and policy papers impacting the mandate.
- Responds to legislative and regulatory changes and provides advice, guidance and support to Council and senior management concerning legislation and policy direction of the mandate.

### **Information Management**

- Ensures the management of information as a strategic corporate asset, in compliance with Information Management policies. Ensures the effective integration of Information Management practices into the Department's business activities. Ensures regulatory requirements of ATIP, PHIPA or PIPEDA are met.

### **Staff Management and Development**

- Creates a work environment conducive to learning, empowerment, innovation and appropriate risk taking; and,
- Provides leadership to develop, motivate and retain highly competent, innovative and qualified customer/client, service-oriented staff through selection, compensation, training and management practices that support the City's goals and values.

### **Health and Safety**

- Ensures that own work and the work of all employees is carried out in accordance with applicable health and safety legislation, policies and procedures, and all other legislation, policies and procedures relevant to the work.

### **Corporation's guiding principles**

- Provides leadership and direction in upholding the corporation's mandate, vision, values and guiding principles including its policies, programs, procedures, standards and guidelines.

### **Emergency Preparedness**

- Responsible for ensuring the implementation of a department-wide comprehensive emergency management plan, which is integrated with the corporate emergency management plan to aid in ensuring maximum safety for the public and staff in the event of an emergency situation.

### **Sustainability Lead**

- Serves as the Sustainability Lead for the Transportation Services Department to identify how sustainability can best be promoted, facilitated and supported within the Department; and
- Works collaboratively with other members of the Senior Leadership Management Team to incorporate sustainability into the City's policies, programs and decision-making processes.

### **Education:**

A four (4) year degree from a recognized university in Business Administration, Public Administration, a relevant professionally accredited program (ie: Engineering) or other related field.

### **Experience:**

- Minimum of ten (10) years of progressively responsible management experience at the senior management level in a complex public organization, Crown corporation or private sector corporation, with a minimum exposure of with a minimum exposure of five (5) years in the management of human resources and external contract resources, management of operating and capital budgets, preferably in a municipal setting.
- Managing at the senior level, the delivery of various Transit, Rail & Traffic related service
- Long range fiscal planning for a large, municipal transportation portfolio
- Leadership and management of complex transportation projects, including oversight of multi-disciplinary professionals and project team
- Oversight of analyses and studies pertaining to transportation services with economic, public policy and risk management considerations

- Developing and monitoring Transportation Services Department's strategies, financial plans, project proposals and budgets
- Leading and conducting Transportation Services Department's negotiations with representatives of public and private sector organizations
- Leading or participating in public/private partnership of alternative delivery initiatives
- Familiarity with performance measurement practices as they relate to Transportation Services Department's initiatives

### **Certificate & Licenses:**

N/A

### **Knowledge:**

- The City of Ottawa, its operations and corporate governance structure
- Principles, practices, procedures, techniques, laws and regulations pertaining to Transportation Services
- City codes, policies and procedures pertaining to Transportation Services
- Financial risks and constraints in the public and private sector as they relate to Transportation Services
- Public private partnership and alternative forms of service delivery initiatives and processes
- Principles and methods of economic, financial, social and political risk analysis
- Considerable knowledge of current principles and practices of public policy, business administration and community development/sustainability at the municipal level
- Provincial and federal policy and legislative issues affecting local government practices and funding
- Current social, political, business, economic and market trends and operating protocols related to municipal government
- Public finance and budgeting
- Contract management practices and processes and knowledge of procurement practices and procedures for selecting and retaining outside professionals in various fields of expertise
- Project management principles and practices, consulting processes
- Human resource management practices in an unionized work environment
- Organizational change, development and effectiveness practices
- Promotes the principles of equity and inclusion in policies, programs and services
- Must be familiar with applicable health and safety legislation, have knowledge of any potential or actual danger to health or safety in the work place, and have knowledge of appropriate actions to be taken in order to ensure the health and safety of staff in accordance with applicable legislation and City policies and procedures.

### **Competencies/Skills & Abilities:**

#### **STRATEGIC LEADERSHIP**

- Navigates/moderates the complex and often invisible relationships and interrelatedness of local political, provincial, federal and community groups
- Translates the organization's vision and mission into clear and effective strategic and operational plans, policies and programs

- Recognizes, inspires, mobilizes and empowers talent towards high levels of performance in the achievement of a shared vision, values and goals of the organization
- Applies knowledge, experience, political sensitivity and sound judgment to predict how an issue will be perceived and how to address complex issues, problems and opportunities
- Conceptualizes and analyzes current socio-economic and market trends and demographic changes to identify long term impacts, opportunities; mobilizes and coordinates resources, and delivers client centric results
- Assesses the organizational talent needs and provides long-term direction to ensure that organizational talent is consistent with business strategies

### **DEMONSTRATES BUSINESS SENSE**

- Demonstrates dynamic leadership with strong conceptual, organizational and planning skills
- Analyzes highly complex policy issues, draws accurate conclusions and articulates clear and focused strategies, opportunities, plans and policy to diverse audiences
- Demonstrates sound financial and business acumen in all budgets, plans, programs, services and processes
- Makes complex enterprise-wide business decisions and ensures linkages to the short and long-term direction/sustainability of the organization
- Assesses and effectively manages financial, reputational and operational risks, confronts difficult issues, understands and qualifies risk in each situation, and focuses efforts on decisive action

### **BUILDS COLLABORATIVE RELATIONSHIPS**

- Identifies, establishes and maintains effective strategic relationships with all key stakeholders to facilitate the accomplishment of shared and corporate goals
- Demonstrates excellent negotiation and communication skills, with the ability to understand the perspective of others, to plan, communicate and gain commitment for corporate priorities and goals, and to resolve conflicts
- Assimilates complex issues and uses well-developed interpersonal skills to communicate effectively, in a timely manner, with diverse audiences
- Promotes and facilitates cross-departmental integration and develops partnerships to promote collaboration
- Provides timely, constructive, high quality professional advice and information to Councillors to assist the political decision-making process in accordance with protocols relevant to the political relationship
- Shares and promotes other's goals and contributes to their successes

### **FOSTERS INNOVATION AND CHANGE**

- Applies principles of change management to create opportunities for change and to assist staff in dealing with change
- Approaches problems and situations with an analytical, strategic, realistic, comprehensive and innovative assessment and solution
- Creates capacity by actively supporting and encouraging creativity, and suggestions for ongoing improvement
- Champions new ideas and builds enthusiasm and buy-in from key stakeholders
- Identifies Department and Corporate wide problems and opportunities and empowers appropriate parties to remedy the situation
- Takes ownership and responsibility for implementation and outcomes of new approaches

## **ENGAGES EMPLOYEES**

- Leads by example, demonstrates principled leadership and a commitment to openness, transparency and integrity in achieving results
- Motivates and empowers those around him/her and builds dynamic teams bringing a high degree of personal confidence, enthusiasm, high energy, creativity and initiative to the work environment
- Develops leaders through regular coaching, career planning and proactive performance management, helping them build their capabilities
- Delegates appropriate levels of authority and empowers others, utilizing the team's strengths and different perspectives
- Leads and supports corporate employee engagement and recognition as a critical success factor in organizational success
- Is visible and available to employees throughout the organization
- Expresses confidence in staff's ability to be successful and supports the team and its reputation within the larger organization and community

## **DELIVER RESULTS**

- Ensures the creation of departmental plans with clear goals, objectives and measures of success that can be cascaded down throughout the organization
- Establishes a climate of personal accountability for decisions and their results; intervenes when required to achieve goals
- Empowers others and effectively delegates accountability for specific results pertinent to authority/job levels
- Sets and maintains high standards and performance expectations for oneself and others; tracks results to gauge performance against goals

## **CLIENT-CENTRIC FOCUS**

- Exhibits an in-depth knowledge of, and experience in formulating an accurate assessment of emerging client needs and in optimizing service accessibility and delivery to clients
- Develops and supports activities/programs that advance the organization's reputation for excellent client service
- Ensures organization's ability to respond to future needs of clients by establishing vision and direction
- Ensures the consideration of the client perspective in making strategic decisions
- Advocates and promotes the principles of equity and inclusion in policies, programs and services