

# DEFINITION OF MME FIVE IDEAL ROLES

**Lead Strategy Implementation:** Ensuring employees understand how their work contributes to ministry strategy and translating strategy into terms that are meaningful to front line employees.

Lead Strategy Implementation entails:

- **Contributing to strategic planning:** Demonstrate understanding of trends and environmental factors and their impact as input to organizational (ministry-level or GoS-wide) planning process.
- **Development, direction, and execution of operational plans:** Identify and provide recommendation on operational goals/mandates and provide direction to employees on implementation of the plan.
- **Discern and communicate information and context required by employees and senior leadership:** Ability to cascade information in the appropriate context to the appropriate audience.
- **Strategic HR management:** Utilize knowledge of current and future work requirements to forecast workforce needs to deliver on strategic and operational goals.

**Enable Individual Performance:** The ability to get work done through other people is key to middle manager effectiveness.

Enabling individual performance entails:

- **Work planning:** Working with direct reports to articulate work objectives, assigning work at the right level to employees with the purpose of achieving overall goals/mandate.
- **Providing required resources:** Having conversations with direct reports to identify the tools and supports needed to achieve work objectives.
- **Developing job descriptions:** To clarify roles, responsibilities, and work expectations.
- **Grievance and discipline: To address employee complaints through grievance procedures and to take appropriate disciplinary action in accordance with GoS policies.**
- **Coaching/mentoring direct reports:** Support the learning of direct reports towards achieving a specific personal or professional goal by providing training and guidance.
- **Identifying high performers:** Define/identify high performance within the context of one's area and recommend high performing employees to talent inventory for development opportunities.
- **Engage and grow talent to meet future needs:** Understand future talent needs and use talent development tools support employees to meet these needs.

**Manage Teams & Relationships:** Creating an environment where teams work together and collaborate to achieve work objectives.

Managing teams and relationships entails:

- **Asking for input and listening to suggestions:** Creating a safe space where employees feel comfortable sharing ideas and feedback.
- **Developing relationships with employees:** Foster positive relationships with employees and maintain networks to help achieve work-related goals with mutual benefits.
- **Resolving conflict:** Identify potential triggers for conflict in the workplace and proactively address. When conflict arises, responding directly to resolve, and assist employees in working effectively together.
- **Team building:** Identify opportunities and encourage collaboration between employees and support healthy working relationships.
- **Acquiring talent to meet current and future needs:** Leverage available GoS and ministry tools to fill current and future positions within the organization.

- **Give meaningful performance feedback:** Identify areas for performance improvement and provide feedback to employees/teams.

**Facilitate Collaboration:** Creating and maintaining relationships with individuals outside of a middle manager's work unit.

Facilitating collaboration entails:

- **Coordinating with other areas:** Recognition of how work connects with other units and leveraging opportunities to work together towards a common goal.
- **Interacting with people outside of direct unit:** Building relationships to support coordination of work with other areas.
- **Stakeholder and/or community engagement:** Initiate or maintain opportunities to partner with relevant stakeholders/community members such as vendors and third-party contractors.
- **Contract management (relationship with vendors):** Manage the creation, analysis, and execution of contracts with vendors.
- **Committee work:** Participate in committees beyond immediate work unit (e.g., divisional, interjurisdictional committees) to advance organizational objectives.

**Manage Information & Administration:** Understanding GoS financial, HR, and administrative environment including the associated policies and processes.

Managing information & administration entails:

- **Budget:** Develop and implement a budget given planned expenditure on programs and services to achieve organizational objectives.
- **Read/write reports (memos, letters, CDI, CII):** Develop and understand sensitive communications such as memorandums and cabinet decision items.
- **General desk work/inbox:** Daily management/monitoring of emails and taking precautionary measures to protect confidential information/documents.
- **Routine financial reporting:** Able to track, analyze, and report on cash inflow and outflow to identify trends or risks, in line with relevant financial policies and requirements.
- **Scheduling employees and approving timecards:** Knowledge of GoS employee scheduling tools to accurately schedule employees, verify and approve timecard entries.
- **Freedom of Information (FOI):** Understand FOIP legislation/standards and able to appropriately respond to FOI requests and redact information as required.