



Director of Operations Job Description

General job information

Job Family:	Executive Leader's Team	Job Number:	EX-02
Job Title:	Director of Operations		
Business Unit:	EX	Reports to:	Chief Executive Officer (CEO)
Supervisory:	Yes	Pay Grade/Band:	7

Job Summary

Reporting to the CEO, the Director of Operations will provide direction and leadership to a highly effective team for the planning, development and implementation of all activities related to the housing corporation's real property assets and resident services. Your commitment is to ensure the successful delivery of all matters pertaining to the delivery of strategic priorities related to assets as outlined in the Strategic Plan. The Director is responsive to service demands and will drive continuous improvement, including the identification and measurement of key performance indicators. The incumbent will ensure client satisfaction in the delivery of resident services, efficient management of the entire housing portfolio and the integration of community resources. This position will ensure the provision of client services that will link housing and community with the goal of enhancing the client experience and providing effective problem-solving based solutions to complex issues.

The Director of Operations is an integral part of the Executive Leader's Team and performs a wide variety of complex senior management duties inclusive of direct leadership of both the asset management and resident services teams. Leading a team of management and unionized staff, the incumbent will manage large complex budgets, work in collaboration with staff, tenants, and act as a liaison between the asset management and resident services units, other departments, and external partners.

In the absence of the CEO, the Director of Operations assumes their responsibilities by representing the organization in all official capacities.



Main Responsibilities

1. As a member of the Executive Leader's Team, support the CEO in providing strategic leadership and management of both PHC's real estate portfolio of social, affordable and market units, and program and policy issues for the organization from a resident services perspective.
2. Contribute to the development and implementation of the organization's strategic and modernization plans, translating the plans to performance management and operational work plans.
3. Play a prominent role in managing capital renewal and renovation projects including establishing standard requirements, business case development, project development and collaboration with both internal and external stakeholders to ensure the needs of the organization are met.
4. Ensure the effective implementation of organization-wide policies and programs in keeping with current practice. (e.g. customer service, financial/budget management, knowledge and information management, attendance management, performance management, succession planning, and changes to the service delivery model etc.).
 - a. Ensure divisional staff understands their role in supporting and adhering to corporate policies and programs.
 - b. Advocate, communicate and promote the importance and benefit of corporate and divisional policies and programs.
 - c. Implement and monitor to ensure the effective implementation of corporate policies and programs within the division.
5. Contribute to the development and implementation of short and long-term strategic plans for the Departments.
 - a. Ensure ongoing alignment of Divisional goals with the direction and priorities of the organization.
 - b. Develop and establish long-term goals, objectives, and commitments for the Division based on projected organization-wide priorities and changes in service delivery; changing demands of tenants and other stakeholders; ongoing environmental scans and trends/risk analyses; and anticipated changes in legislation and/or governance.
 - c. Develop the Division's annual work plans, expected outcomes, performance measurements, budget (capital and operating), and strategies to achieve the Division's longer-term goals and objectives.
 - d. Contribute to changes to the overall business plan and develop strategies in response to changing organizational priorities and/or external influences.
 - e. Identify and capitalize on opportunities through effective risk-management (e.g. cost-benefit and return-on-investment analyses).
 - f. Seeks innovative solutions that make efficient use of the organization's resources.

6. Lead a team of management and frontline staff to strategically integrate customer service, property operations, business/financial performance and asset management of PHC's real estate portfolio. Ensure and lead a positive, supportive, and safe workplace culture within the Division.
 - a. Set Divisional performance objectives and indicators and ensure the ongoing monitoring, measurement, and feedback to staff regarding the overall performance of the Division.
 - b. Lead, manage, and participate in the on-call program for all of PHC's portfolio, ensuring an established communication channel and on-call program framework are defined, implementing training and preparedness to all staff, monitoring performance metrics for continuous program improvements, facilitating an environment of ongoing business continuity for the organization
 - c. Ensure effective communication and information sharing to all staff of pertinent decisions, directions and the rationale.
 - d. Ensure an effective utilization of the Division's staffing resources and an appropriate and adequate level of resourcing for day-to-day and annual work plan priorities.
 - e. Identify Division staffing requirements and recommend staff levels to manage ongoing changes in service delivery.
 - f. Ensure effective recruitment, selection, training, coaching, motivating, and disciplining of Division staff.
 - g. Identify, encourage, facilitate and support opportunities for staff development and promotion.
 - h. Ensure and facilitate positive labour relations within the Division through the effective, fair, and consistent application and administration of applicable Collective Agreements and corporate policies.
 - i. Participate in contract negotiations with PHC's bargaining unit, as required.
 - j. Ensure that the operations of the Division are in adherence to the statutes and regulations of the Occupational Health and Safety Act, RSO 1990, and all other relevant employment and labour legislation.
 7. Ensure the effective ongoing management and control of Division financial processes, practices, and activities.
 - a. Prepare, monitor and control the Division budget.
 - b. Ensure the Division's budget adequately reflects resource requirements for annual work plan and long-term objectives.
 - c. Ensure an effective and strategic allocation of resources within the Division.
 8. Ensure effective representation and promotion of the Division and its programs and services.
 - a. Build internal and external partnerships and seek opportunities to achieve mutual gains through shared learning, service delivery, tools, and/or resources.
 - b. Seek and share information within and across organizational and departmental boundaries.
 - c. Represent Division activities and projects to the CEO and Board of Directors, if requested.
 - d. Regularly attend management meetings to present reports and recommendations, respond to questions from the management team related to areas of responsibility, and to remain
-

- aligned with organization-wide initiatives, issues and priorities.
 - e. Represent the Division at various committee, board and inter-governmental functions as necessary or as directed by the CEO.
9. Lead and implement a continuous improvement process for the Division to ensure optimal service delivery to tenants.
- a. Ensure that needs assessments are completed in a timely manner to identify tenants' needs and wants as they relate to Division programs and services.
 - b. Ensures the delivery of a high standard of customer service and a positive tenant experience.
 - c. Identify, analyze, and investigate Division related trends, technological advances, best practices, and opportunities for improvement.
 - d. Research, recommend, develop and promote new and innovative ways to provide the most effective level and method of service delivery and to satisfy demands in the most cost-effective manner.
 - e. Identify and implement standards, benchmarks, and related performance measures.
 - f. Liaise with experts and specialists in the field.
10. Demonstrate a dynamic, strategic and winning approach to leadership within all activities, interpersonal relationships, and decision-making opportunities.
- a. Create and facilitate opportunities for encouragement/empowerment for the development of staff.
 - b. Facilitate and advocate the promotion of a positive organizational image through personal and professional communications.
 - c. Provide effective leadership by personally demonstrating the organizational values and behaviours.
 - d. Implement division decision-making processes that promotes an environment of consultation/collaboration.
 - e. Facilitate and encourage innovation by providing a workplace culture that supports and recognizes creative thinking and calculated risk taking.
 - f. Promote and model an interest based solutions centred approach to problem-solving and conflict resolution.

Job Requirements

Required Qualifications

1. Post-secondary degree in Social Work, Facilities Management, Business Administration, or a recognized equivalent; or an appropriate combination of education and years of experience.
 2. 8 years of progressive leadership experience in operations and management, preferably within a multi-stakeholder public sector environment, social housing or community development setting.
 3. Demonstrated skills and experience in providing dynamic leadership, problem-solving beyond conventional methods, championing and facilitating change, and building confidence among peers, and the community.
-



4. Proven ability to manage short and long-term priorities and objectives with respect to budget development, financial management and control, and performance measurement.
5. Strong project management skills, with experience managing multiple projects from inception to implementation and evaluation, in a detail and deadline-oriented environment.
6. Experience in managing teams, supporting cross-functional collaboration, developing/mentoring staff, and setting clear objectives, preferably within a unionized environment.
7. Comprehensive knowledge and interpretation of the Residential Tenancies Act, construction law and the Ontario Building Code.
8. Excellent communication skills, presentation skills and report writing.
9. Intermediate-level proficiency in Microsoft Office applications, enterprise resource planning and database software applications.
10. Ability to travel as needed including possession of valid driver's license, current valid insurance, and access to a reliable vehicle.

Financial Scope

The Director of Operations is responsible for developing and managing project capital and operating budgets for multiple projects, including estimating, and creating expense and revenue cash flow projections. Oversees the management of revenues from rental properties, supports stringent management of arrears, misrepresentation and vacancy loss as it pertains to budget. Oversees the preparation of division operating and capital budgets which consists of approximately 50% of total organizational budget. Authority for purchases/payments in accordance with the Procurement Policy and Procedures.

Competencies

Competency	Definition	Behavioural Description
Strategic Direction and Execution	Contributes to the organization by understanding and aligning actions with the organization's goals, core functions, needs, and values. Seeks out and incorporates multiple perspectives, experiences, and industry trends to develop a holistic perspective. Operationalizes ideas within the business model. Displays critical thinking when faced with a challenge by asking probing	<ul style="list-style-type: none"> • Integrates the organization's mission, vision, and values into daily and strategic work and inspires others to model them in their own behavior. • Uses knowledge of the organization's standing within the competitive, political, social, and economic environment to guide decisions and achieve objectives. • Tracks industry trends and anticipates challenges to proactively solve problems. • Advocates achieving key performance indicators using knowledge of how functions and processes contribute to attaining organizational goals. • Collaborates with other leaders to set the department's priorities in alignment with the larger strategic direction of the organization to ensure cross-functional alignment.



	<p>questions and looking for connections.</p>	<ul style="list-style-type: none"> • Coaches others on the strategic vision of the organization and articulates its impact on team members. • Develops, communicates, and executes action plans to achieve departmental goals. • Accounts for the business model and resourcing constraints when executing initiatives.
<p>Business Acumen and Financial Literacy</p>	<p>Makes decisions based on a solid understanding of the business goals, functions, processes, and the wider industry. Applies financial knowledge to address organizational needs. Demonstrates an understanding of the connections between business units and the larger organizational impact of decisions.</p>	<ul style="list-style-type: none"> • Analyzes departmental strengths and weaknesses. • Uses experience in and knowledge of business practices to guide decision making and coach others. • Creates opportunities to connect with other functions to drive organizational objectives. • Effectively interprets and pulls insights from financial documents to support organizational needs. • Communicates in organization-specific language and has a strong understanding of industry-specific terms. • Coaches others to identify business problems and supports the implementation of solutions to drive organizational goals. • Identifies, establishes, and tracks relevant business and financial metrics to measure the success of projects within their department or function. • Develops and presents holistic business cases to leaders for projects and services using relevant business and financial metrics. • Proposes defensible departmental budgets and works to control expenditures in accordance with organizational financial goals.
<p>Innovating</p>	<p>Integrates experience, external analysis, and trends to think beyond traditional models, recognize opportunities, and find new and better ways of doing things. Is open to experimentation to drive innovation. Displays curiosity. Operates effectively in an</p>	<ul style="list-style-type: none"> • Demonstrates openness to innovation and empowers others to identify and champion radically new ways of doing things. • Cultivates an environment in which individuals feel safe to ideate, experiment, and share novel approaches. • Synthesizes new ideas to develop processes that are innovative and relevant to the operations of the organization. • Fosters a culture in which ideas are widely shared and both successes and failures are treated as a learning opportunity.

	environment of uncertainty and displays flexibility.	
Decision Making and Problem Solving	Simplifies complex problems by using critical thinking to evaluate problems, gathering information, incorporating multiple perspectives, understanding causes, and identifying best-possible solutions. Invests time in planning, discovery, and reflection to drive better decisions and more efficient implementations. Adopts an audience-centric approach, understanding the needs of the audience and incorporating them, as appropriate, into the decision.	<ul style="list-style-type: none"> • Considers objective and ambiguous information when making organization-wide decisions. • Coaches leaders to evaluate trade-offs of multiple solutions. • Creates an environment of empowerment and trust to facilitate critical analysis, ruthless triage and prioritization, and effective decision making. • Effectively and accurately forecasts the outcomes, risks, and implications of decisions that influence the future direction of the organization. • Champions use of metrics and data-driven approaches to analyze issues and identify trends in decision making.
Customer Focus	Takes time to analyze and understand the needs of both internal and external customers. Asks for feedback and incorporates into products and services. Ensures the customer experience is a key requirement in the design and development of all products and services.	<ul style="list-style-type: none"> • Builds strong, long-lasting customer relationships on the foundation of trust and open communication. • Anticipates internal and external customer needs and incorporates them into goal setting, products, and services. • Identifies new opportunities for developing new internal and external customer bases. • Prioritizes and continuously communicates the importance of exceptional customer service. • Forms strategic relationships with other organizations to improve the customer experience. • Fosters a customer-oriented culture at the organizational level.
Resource Planning	Allocates time to upfront planning to distribute work in alignment with goals, manage resources, and prioritize. Analyzes the environment from multiple perspectives to better	<ul style="list-style-type: none"> • Prioritizes operational effectiveness and highlights the importance of using the organization's strategic plan to set operational priorities. • Leads organizational scenario planning to forecast and prepare for internal and external risks and guides organizational strategy and priorities accordingly.



	<p>understand implications and leverages scenario planning to prepare for multiple outcomes and manage complexity.</p>	<ul style="list-style-type: none"> • Creates an organization that values time spent in planning, discovery, and reflection to drive better decisions about organizational priorities that are free from bias. • Identifies, plans for, and removes barriers to acquiring resources required to achieve long-term organizational objectives.
Managing Talent	<p>Actively, intentionally, and continuously manages the entire talent lifecycle of their team including talent attraction, management of performance through goal setting, feedback, and coaching; ongoing support of talent; and personalized career development.</p>	<ul style="list-style-type: none"> • Demonstrates accountability for strategic people leadership goals and plans. • Encourages a culture with a mindful approach to coaching, employee performance, and employee engagement. • Fosters and promotes a culture where feedback is shared freely in all directions. • Inspires leaders to build their knowledge of coaching, their coaching mindsets, and their relationships with their direct reports. • Partners with HR and champions the improvement of organizational people practices. • Demonstrates belief in the value of people as individuals; leads the development of initiatives to improve employee engagement. • Creates opportunities to recognize the organizational contributions of individuals and teams.
Leading Through Change	<p>Adjusts thinking and behavior to resiliently face change, and uses experience to fuel growth. Enables the process of change and transition while helping others deal with the effects of change. Displays self-awareness of their personal reaction to change and regulates their response. Acts as a change champion, communicating the why behind the change and aligning with the organizational direction.</p>	<ul style="list-style-type: none"> • Coaches leaders to effectively lead through change, manage resistance, and approach change with resilience. • Ensures others are supported as they adjust to new changes. • Identifies and mitigates obstacles to change by inviting input and feedback from multiple levels of stakeholders. • Anticipates and proactively plans to mitigate the obstacles, risks, and operational disruptions caused by change initiatives. • Plans, implements, and communicates change initiatives, adjusting plans as necessary. • Presents the business need for change in positive but realistic terms. • Readily adapts to change and role models behaviors that facilitate change adoption and sustainment.



		<ul style="list-style-type: none">• Aligns change initiatives with the organizational direction, adoption, and sustainment of change.
--	--	---

Staff Reporting to the Director of Operations

Directly supervises 5 full time staff. Indirectly oversees the supervision of up to 25 part time/ full-time equivalent staff.

Working Conditions

Standard working hours are 35 hours per week with core working hours between 8:00 a.m. and 5:00 p.m., Monday through Friday. There may be times when extended hours are necessary to participate in the on-call program schedule, attend meetings, community events, or to handle emergency situations.

This position works in a climate-controlled office environment, with occasional requirements for regional travel. The job demands sustained visual and mental concentration for long periods. The job also involves handling continuous scrutiny and pressure to prioritize and balance the needs of employees, applicants, tenants, the community, and shareholders.

Confidentiality

All employees are required to sign and abide by Employee Confidentiality and Code of Conduct and Ethics Values.

Accommodation

Accommodation requests will be reviewed on an individual basis in compliance with the Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act (AODA) and any other Federal or Provincial legislation.

Disclaimer

The statements contained in this job description reflect the general details necessary to describe the principal functions of this position, the level of knowledge and skill typically required and the scope of responsibility. It should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned.