

Metropolitan Direct Report Team

Department Heads Operations Plan

June 2026



Team Goals & Objectives

- Determine how to implement the **organizational strategy and direction** approved by the Board (based on recommendations of the General Manager)
- Shape a healthy culture by **enhancing relationships** and **modeling values**
- Establish **disciplined internal governance** to synchronize performance across all departments
- **Work with, and educate**, the Board to align with, and support, the direction of the Direct Report Team

Team Members and Team Roles & Responsibilities

Team Members

- General Manager
- General Counsel
- General Auditor
- Ethics Officer

Team Roles

Strategic Allies

Direct Report Team members act as strategic partners to one another, focusing on the organization's overall success rather than solely on their departmental interests.

Collaborative Problem-Solvers

Direct Report Team members work together to address challenges that affect the entire organization. They engage in collaborative decision-making about resource (human and financial) allocation and the prioritization of initiatives based on biennial planning objectives.

Organizational Stewards

Direct Report Team members consider the organization's needs beyond the demands of their functional responsibilities. They approach their work with a "Metropolitan first, department second" mindset.

Team Responsibilities

Collective Accountability

Direct Report Team members share accountability for delivering organization-wide goals, and ownership of each goal is allocated to the appropriate team member. They support one another in achieving organizational objectives.

Cross-Functional Collaboration

Direct Report Team members are responsible for fostering interdepartmental collaboration, breaking down silos, and modeling this behavior to the organization. This includes reaching out to colleagues across the organization to create partnerships that add more value than individual functional teams could achieve on their own.

Strategic Decision-Making

Direct Report Team members are tasked with considering and making decisions that benefit the entire organization, not just their individual departments. The Direct Report Team members make recommendations, based on their areas of expertise, that benefit Metropolitan as a whole.

Organizational Culture Building

Direct Report Team members are responsible for creating and modeling the organization's values-based culture. This includes building collective ownership in the organization's culture and aligning with its value statement and mission.

Peer Support

Direct Report Team members are expected to support their fellow leaders. This includes having each other's backs, looking out for one another, and providing support when challenges arise.

Communication Expectations

- Direct Report Team meetings
- Text and email communications between meetings
- Contribute to the Metropolitan employee newsletter

Feedback Mechanisms

- In-person meetings when all team members are affected
- In-person, 1:1 in private, if only between two team members
- Timely feedback is key

Conflict Resolution

- In-person, face-to-face. Either 1:1 or as a team if it affects more than two team members.
- Follow a conflict resolution process:
 - Acknowledge the conflict openly
 - Define the problem from an organizational perspective
 - Meet to discuss the issue
 - Analyze the root cause
 - Focus on organizational goals
 - Develop a solution
 - Implement continuous improvement
- If the Direct Report Team cannot resolve a conflict, the team will request a meeting with the Chair of the Board to help resolve it.

Change Requests

- Bring change requests to the Direct Report Team meeting
- For larger changes, develop a change management plan

Meeting Structure & Frequency

- Meet as necessary to discuss or resolve issues

Team Norms & Values

- Direct Report Team is the “First Team” for Metropolitan – keep the best interest of Metropolitan first and the interest of individual departments second.
- Team Norms
 - **Cohesion** across departments
 - **Clarity** on Metropolitan priorities and decision-making process
 - More **efficient execution** across the organization to optimize resources (human and financial)
 - Transparent and honest **communications** to build trust

Plan Maintenance

- Annual review of this document by all Direct Report Team members and update it as needed.