

JOB DESCRIPTION

# Chief Property and Development Officer

<b>ROLE TITLE</b>	Chief Property and Development Officer
<b>SECTION/DIVISION:</b>	Property and Campus Development
<b>REPORTS TO:</b>	Chief Operating Officer
<b>DIRECT REPORTS (FTE):</b>	8 FTE
<b>INDIRECT REPORTS (FTE):</b>	120 approx. FTE
<b>PRIMARY PURPOSE OF THE ROLE:</b>	<p>Provide leadership, direction and vision across the university's property portfolio to deliver value through the unique character and purpose of its places, with a focus on:</p> <ol style="list-style-type: none"> <li>1) Strategic and responsive approach to campus planning</li> <li>2) Delivering what the communities need from its campuses</li> <li>3) Achieving greater efficiency in space utilisation</li> <li>4) Maintaining and developing fit-for-purpose facilities</li> </ol> <p>To deliver on this value, the Chief Property and Development Officer will:</p> <ul style="list-style-type: none"> <li>• Lead effective and comprehensive strategic asset management, and delivery of property related services; including the operation, utilisation, legal compliance and maintenance of all University owned or leased buildings, grounds, and utilities.</li> <li>• Direct campus planning, policy development; and</li> <li>• Oversee the management and delivery of major and minor building projects within the long-term capital plan and strategic asset management plan.</li> </ul> <p>This role provides the executive leadership accountable for the following units: Campus Development, Facility Services, Trade Services, Asset Management, Technical Services, and Quality &amp; Performance.</p> <p>As a university leader, this role champions other strategic initiatives including developing a culture of excellence in performance and safety.</p>
<b>ACCOUNTABILITIES:</b>	<p>Lead the development of the University's Campus Master Plan and subplans, and the University's Asset Management strategy. Maintain oversight and contribute to the University-wide implementation of both.</p> <p>Create and execute a clear strategy for the Division's activities, aligned with Pae Tata and the Operations Division strategic plan. Lead and manage the overall delivery and achievement of goals and objectives and be accountable for the quality, integrity, timeliness and compliance of the Division's activities and services.</p> <p>Provide expert leadership and governance to the University's major project portfolio including the effective initiation, budgeting, planning, execution, monitoring, and closing of high value, complex construction projects.</p> <p>Provide oversight and leadership of asset and infrastructure strategies and guidelines, including the campus master plan, divisional plans, space utilisation guidelines, facilities standards, infrastructure planning, and strategic asset management planning.</p> <p>Direct the overall performance of activities and services and ensure accountabilities for the delivery, quality, and integrity of the activities and services provided. Develop an annual work plan that specifies work units' accountabilities, key performance indicators and expected outcomes of success.</p>

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Mature and maintain a strategic asset management plan along with associated tactical plans, and 10-year maintenance plans and risk registers for all University buildings required to inform future budgets, capital projects and maintenance requirements.

Maintain a rolling 10-year long-term capital plan and associated cash-flow forecasting in conjunction with the Enterprise Project Management Office.

Develop and maintain a portfolio risk register for the Division.

Drive the development, implementation and continual review of robust policies, frameworks, and operational and service delivery plans to ensure the effective management of the portfolio of activities, compliance with relevant legislation, policy and guidelines, and effective risk management.

Ensure University buildings (owned/leased) are developed and maintained to meet University's current and future needs and meet all local authority (ORC/DCC) compliance and statutory health and safety requirements. Ensure property operations, buildings, and facilities meet current standards of security and safety, and adhere to all required University policies, protocols, and procedures as far as reasonably practicable.

Ensure all legislative and compliance requirements are satisfied in the construction, commissioning, and operations of new capital developments within the portfolio of activity.

Drive effective budgeting, business planning, and activity and services evaluation frameworks to optimise the delivery of the Division's programmes and services.

Direct and oversee property acquisitions, disposals, and leases for the University both as a tenant and landlord.

Direct and oversee all capital projects (both major capital projects and minor works projects), working closely with the Enterprise Project Management Office and other stakeholders. Monitor projects progress, implementation, and risk and contingency management, benefits realisation, project impact and quality measures. Ensure project health checks are undertaken and assess project progress and effectiveness.

Ensuring key partners such as IT Services, Sustainability and Office of Maori Development are informed and involved throughout all phases of project lifecycle, to ensure all future requirements are incorporated and smooth transition from construction to operations occurs.

Lead and direct all contracted services for the Division by ensuring robust contract frameworks are established, maintained and systematically reviewed for performance, application and adherence to health and safety procedures, and successful delivery of contractual obligations.

Develop and foster strong, positive relationships with university stakeholders and Support Services leaders, establish service terms, performance standards and feedback channels.

Evaluate and address issues in a complex environment where competing or conflicting interests and positions across key stakeholders require monitoring, analysis and response. Respond effectively to highly sensitive/contentious matters arising to ensure that financial, reputational, and business risks are minimised.

Provide appropriate and sound advice, recommendations, analysis, and expert commentary to support informed executive decision-making and planning. Represent the Division, Operations Group or the University as required, at relevant committees (internal and external).

Maintain awareness of both the external and internal competitive landscape, new sector/industry developments and standards, in order to identify and maximise opportunities to enhance service outcomes and campus planning.

Lead and establish a culture of innovation, continuous improvement, and excellence in customer service, performance and safety across a diverse portfolio of activities and services, and a substantial and diverse workforce. Oversee the implementation of feedback systems to drive customer service excellence.

Actively participate and effectively work as part of the Chief Operating Officer's Leadership Team by leading the development of strategy, collaborating with peers and contributing to business cases and special reports/papers.

Drive the development and testing of business continuity and other emergency and recovery plans in accordance with university frameworks.

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**KEY RELATIONSHIPS:****Internal**

Strong relationships with the Senior Leaders across the University who engage with, or whose customers engage with, services provided by the Division  
Senior leadership team and senior managers within the Operations Division  
University committees

**External**

Tenants and landlords  
Consultants and Contractors  
Local and regional authorities  
Government departments  
Universities New Zealand  
Unions

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**QUALIFICATIONS AND EXPERIENCE:****Essential**

Tertiary level and professional qualification in project management, or facilities management, or property management, or construction management, or engineering, or asset management or related discipline.  
Extensive experience managing and leading the provision of property and facilities management services, and asset management and/or major capital works programmes for large campuses/ organisations.  
Proven experience in creating strategic plans aligned with high level organisational goals; and leading the achievement of strategic goals and objectives through the delivery of high-quality customer focused services.  
Demonstrated commercial and financial acumen, appropriate to the range of services provided by the portfolio e.g. construction contracts, service contracts, leasing, property acquisitions and/or sales etc.  
Proven organisational skills including the ability to work under pressure, prioritise, manage conflicting deadlines.  
Proven commitment to continuous improvement and a highly developed service ethic.  
Demonstrated experience in delivering major capital projects in a complex operating environment.

**Preferred**

Demonstrated experience in successfully increasing organisational asset management maturity.  
Ability to understand organisational complexity, exercise discretion and professional judgement in relation to responsibilities.  
Good knowledge and understanding of local authority (ORC/DCC) compliance and statutory health and safety requirements as applies to the role.  
Good knowledge and understanding of relevant legislation, policy and guidelines, and effective risk management as applies to the role.

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**TECHNICAL SKILLS AND KNOWLEDGE:****Essential**

Proficiency in the Microsoft suite of programmes; well-developed keyboard and word-processing skills.

Proficiency in the use of project planning and management software.  
Good written communication skills, able to write clearly and persuasively in a range of styles and formats.  
Proven networking, influencing and negotiating skills.  
Good knowledge and understanding of local authority (ORC/DCC) compliance and statutory health and safety requirements as applies to the role.  
Good knowledge and understanding of relevant legislation, policy and guidelines, and effective risk management as applies to the role.

Preferred

Skill in understanding organisational complexity and exercising discretion and professional judgement in relation to responsibilities.

<b>SPECIAL REQUIREMENTS:</b>	As a senior leader, responsible for critical infrastructure out of hours work is expected in the event of emergencies or enactment of business continuity plans. Staff must comply with the Public Records Act 2005 and the Privacy Act 2020 and are expected to complete training to understand and meet these requirements.
<b>DIRECT BUDGET ACCOUNTABILITY:</b>	Operating budget of circa \$75.4 million per annum. Annual capital budget circa \$100 million per annum.
<b>MĀORI STRATEGIC FRAMEWORK:</b>	Act in a manner consistent with the principles and implications, as well as the University's commitment to the Treaty as articulated in the Māori Strategic Framework.
<b>PACIFIC STRATEGIC FRAMEWORK:</b>	Act in a manner consistent with the strategies and goals contained in the University's Pacific Strategic Framework, role-modelling and promoting Pacific values, equity and diversity principles and cultural safety practices.
<b>HEALTH AND SAFETY:</b>	Act and work in a manner compliant with current health and safety at work legislation and University procedures, frameworks, and guidelines. Role model safe behaviour and practices, share the responsibility to prevent harm and contribute to a safe campus and work environment, including raising workplace health and safety concerns for self, students, visitors, and other staff.
<b>SUSTAINABILITY:</b>	Act in a manner consistent with the University's sustainability commitments; role-modelling sustainable practices, with a particular emphasis on minimising the environmental impact of day-to-day activities.

**CAPABILITY FRAMEWORK:**

Capability Group	Capability Name	Level
ENGAGE	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Highly Advanced
	Influence and Negotiate	Advanced
ENABLE	Deliver Results	Highly Advanced
	Plan and Prioritise	Highly Advanced
	Think and Solve Problems	Highly Advanced
	Demonstrate Accountability	Highly Advanced
PERSONAL ATTRIBUTES	Display Resilience and Courage	Highly Advanced
	Act with Integrity	Highly Advanced
	Manage Self	Highly Advanced
	Value Diversity	Advanced
PEOPLE MANAGEMENT	Manage and Develop Capability	Advanced
	Inspire Direction and Purpose	Highly Advanced
	Optimise Work Outcomes	Highly Advanced
	Change and Innovation	Highly Advanced
LANGUAGE AND CULTURE	Te Reo	Adept
	Tikanga Māori	Adept

## CAPABILITY FRAMEWORK DESCRIPTORS

### Chief Property and Development Officer

#### ENGAGE

Communicate Effectively	Commit to Customer Service	Work Collaboratively	Influence and Negotiate
<p><i>Communicate clearly, actively listen to others, and respond with respect</i></p> <p><b>HIGHLY ADVANCED</b></p> <p>Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</p> <p>Speak in a highly articulate and influential manner.</p> <p>State the facts and explain their implications for the organisation and key stakeholders</p> <p>Actively listen, and identify ways to ensure all have an opportunity to contribute.</p> <p>Monitor own and others' non-verbal cues and adapt where necessary</p> <p>Anticipate and address key areas of interest for the audience and adapt style under pressure</p>	<p><i>Provide customer centric services in-line with the University's and organisational objectives</i></p> <p><b>HIGHLY ADVANCED</b></p> <p>Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes</p> <p>Engage and negotiate with stakeholders on strategic issues related to University policy, standards of customer service and accessibility, and provide expert, influential advice</p> <p>Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes</p> <p>Set overall performance standards for service delivery across the organisation and monitor compliance</p> <p>Ensure that the organisation's systems, processes, policies and programs respond to customer needs</p>	<p><i>Collaborate with others and value their contribution</i></p> <p><b>HIGHLY ADVANCED</b></p> <p>Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector</p> <p>Publicly celebrate the successful outcomes of collaboration</p> <p>Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-University solutions</p> <p>Identify and overcome barriers to strategic collaboration with internal and external stakeholders</p>	<p><i>Gain consensus and commitment from others and resolve issues and conflicts</i></p> <p><b>ADVANCED</b></p> <p>Influence others with a fair and considered approach and present persuasive counter-arguments</p> <p>Work towards mutually beneficial win/win outcomes</p> <p>Show sensitivity and understanding in resolving acute and complex conflicts</p> <p>Manage challenging relations with internal and external stakeholders. Represent the organisation as required in negotiations.</p> <p>Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</p>

## ENABLE

Deliver Results	Plan and Prioritise	Think and Solve Problems	Demonstrate Accountability
<i>Achieve results through efficient use of resources and a commitment to quality outcomes</i>	<i>Plan to achieve priority outcomes and respond flexibly to changing circumstances</i>	<i>Think, analyse and consider the broader context to develop practical solutions</i>	<i>Be responsible for own actions, adhere to legislation and policy and proactively address risk</i>
<b>HIGHLY ADVANCED</b>	<b>HIGHLY ADVANCED</b>	<b>HIGHLY ADVANCED</b>	<b>HIGHLY ADVANCED</b>
Create a culture of achievement, fostering on-time and on-budget quality outcomes. Use own professional knowledge and expertise of others to drive organisational and University objectives forward	Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate to staff	Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement	Promote a culture of accountability and direct the development of effective systems for the establishment and measurement of accountabilities, and evaluate ongoing effectiveness
Initiate and communicate high level priorities for the organisation to achieve University outcomes	Understand the organisation's current and potential future role within the tertiary sector and the community. Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-University outcomes	Apply lateral thinking and develop innovative solutions across a wide range of highly complex information and situations that have long standing, organisation-wide impact	Direct the development of short and long-term risk management frameworks to ensure the achievement of University aims and objectives
Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes	Drive initiatives in an environment of ongoing, widespread change, including whole-of-University policy directions	Identify and evaluate organisation-wide implications when considering proposed solutions to issues	Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation
Identify and remove potential barriers or hurdles to ongoing and long-term achievement of outcomes	Ensure effective governance frameworks and guidance enable high quality strategic, organisational, and operational planning	Ensure effective governance systems are in place to guarantee quality analysis, data gathering and innovation	Inspire a culture which respects the obligation to manage University monies and other resources responsibly and with probity

## PERSONAL ATTRIBUTES

Display Resilience and Courage	Act with Integrity	Manage Self	Value Diversity
<i>Be open and honest, prepared to express your views, and willing to accept and commit to change</i>	<i>Be ethical and professional and act in keeping with the University's values</i>	<i>Show drive and motivation, a measured approach, and a commitment to learning</i>	<i>Show respect for diverse backgrounds, experience, and perspectives</i>
HIGHLY ADVANCED	HIGHLY ADVANCED	HIGHLY ADVANCED	ADVANCED
Create a climate which encourages and supports openness, persistence and genuine debate around critical issues	Champion and act as an advocate for the highest standards of ethical and professional behaviour and reinforce them in others	Promote and model the value of self-improvement and be proactive in seeking opportunities for growth	Encourage and include diverse perspectives in the development of policies and strategies
Provide sound explanation and argument for agreed positions while remaining open to valid suggestions for change	Drive a culture of integrity and professionalism across the organisation. Define, communicate and evaluate ethical practices, standards and systems pertaining to the organisation	Seek challenging and strategic goals and show commitment to their achievement	Leverage diverse views and perspectives to develop new approaches to delivery of outcomes
Raise critical issues and make difficult decisions	Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports	Actively seek, reflect and act on feedback on own performance, manage challenging, ambiguous and complex issues calmly and logically	Build and monitor a workplace culture that values fair and inclusive practices and diversity principles
Respond to significant, complex and new challenges with a high level of resilience and perseverance		Model initiative and decisiveness and maintain a high level of personal motivation when faced with challenging circumstances	Implement methods and systems to ensure that individuals can participate to their fullest ability
Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations			

## PEOPLE MANAGEMENT

Manage and Develop Capability	Inspire Direction and Purpose	Optimise Work Outcomes	Manage and Develop Capability
<i>Engage and motivate staff and develop capability and potential in others</i>	<i>Communicate goals, priorities and vision and recognise achievements</i>	<i>Manage resources effectively and apply sound workforce planning principles</i>	<i>Support, promote and champion change, and assist others to engage with change</i>
ADVANCED	HIGHLY ADVANCED	HIGHLY ADVANCED	HIGHLY ADVANCED
Refine roles and responsibilities over time to achieve better organisational outcomes	Champion the organisational vision and strategy, and communicate the way forward. Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation	Ensure that organisational structure is aligned to the organisation's goals and responds to changes over time	Drive a continuous improvement agenda, define high level objectives and translate these into practical implementation strategies
Recognise talent, develop team capability and seek opportunities to develop staff capability across teams/work unit(s)	Create a culture of confidence and trust in future direction. Communicate the parameters and expectations surrounding organisational strategies	Engage in strategic workforce planning, and strategic resource utilisation to ensure achievement of organisational aims, goals and University's objectives	Build staff support and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context
Provide timely, constructive and objective feedback to staff	Negotiate clear performance standards. Communicate them effectively and monitor progress	Align workforce resources and talent with organisational priorities	Create an organisational culture that actively seeks opportunities to improve
Coach and mentor staff and encourage professional development and continuous learning	Celebrate organisational success and high performance and engage in activities to maintain morale	Ensure systems and processes are aligned to enable high performance and outcomes	
Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way			

## LANGUAGE AND CULTURE

Te Reo	Tikanga Māori
<i>Develop understanding and use of te reo Māori (Māori language)</i>	<i>Create knowledge and use of tikanga Māori (Māori cultural practices) in the workplace</i>
ADEPT	ADEPT
Demonstrate use of te reo Māori words and phrases regularly and in appropriate formal work place activities	Engage with subject matter experts and consider the University's Māori Strategic Framework principles when undertaking work planning activity
Communicate appropriately and accurately in te reo Māori with external parties in the course of formal work place events	Model good practices and encourage others to adopt work place practices that show sensitivity for tikanga Māori
Encourage others to use and learn new te reo Māori words and phrases	Has good knowledge of the Articles and Principles of Te Tiriti o Waitangi and encourages understanding in others
	Encourage others to extend their understanding and knowledge of tikanga Māori