

JOB DESCRIPTION

# Head of Asset Management

<b>ROLE TITLE</b>	Head of Asset Management
<b>SECTION/DIVISION:</b>	Asset Management, Property and Campus Development Division
<b>REPORTS TO:</b>	Associate Director Planning and Development
<b>DIRECT REPORTS (FTE):</b>	2 FTE
<b>INDIRECT REPORTS (FTE):</b>	3 FTE
<b>PRIMARY PURPOSE OF THE ROLE:</b>	<p>The University of Otago owns and operates a large and complex property portfolio spread over four Campuses (Dunedin, Invercargill, Christchurch, and Wellington), as well as properties in Auckland and Queenstown. This portfolio underpins the University's teaching and research activities, contributes to the distinctive "Otago Experience" and represents a significant economic investment.</p> <p>This senior leadership role is accountable for providing strategic leadership and oversight of the University's Asset Management function. The Asset Manager is responsible for the long-term planning and stewardship of the built environment to ensure assets are managed responsibly, sustainably, and in alignment with the University's Vision and Mission, and strategic priorities. The role also provides leadership and strategic oversight of the Property Management Unit and associated real estate activities.</p> <p>The role has accountability for the development, implementation, and ongoing maturity of the Strategic Asset Management Plan (SAMP), as governed by the Asset Management Committee. This includes aligning the SAMP with the Campus Master Plan and ensuring alignment with ISO 55001 Strategic Asset Management principles, as directed by the Committee.</p>
<b>ACCOUNTABILITIES:</b>	<p><b>Relationship Management</b></p> <ul style="list-style-type: none"> <li>Build and maintain effective partnerships with University stakeholders to understand operational needs and identify opportunities for future-focused services and systems.</li> <li>Anticipate emerging priorities and contribute to Property and Campus Development strategic and business planning in consultation with senior stakeholders.</li> <li>Lead the Asset Management Unit, ensure business plans, performance objectives, and service delivery align with divisional and University strategies.</li> <li>Foster strong, transparent working relationships across academic divisions and Operations Group divisions.</li> <li>Ensure consistency in customer satisfaction, particularly around space management, relocations, and change.</li> </ul> <p><b>Planning and Delivery</b></p> <ul style="list-style-type: none"> <li>Develop, maintain, and report on the Strategic Asset Management Plan and associated improvement plans.</li> <li>Ensure alignment and integration between the Strategic Asset Management Plan, Campus Master Plan, and other relevant strategic plans.</li> <li>Provide strategic leadership to ensure maintenance standards, lifecycle planning, and asset performance frameworks are established and upheld.</li> <li>Oversee asset information systems to ensure accurate, complete, and best practice asset records are maintained.</li> <li>Lead the development and review of long-term asset plans, including ten-year rolling plans and associated cashflow forecasting, in collaboration with internal stakeholders.</li> </ul>

- Provide expert input into prioritisation of capital maintenance investment to optimise asset performance outcomes.
- Ensure post occupancy evaluations are undertaken and lessons learned are incorporated into future planning and delivery.

#### **Property Management**

- Provide strategic oversight of real estate activities, including the acquisition, disposal, leasing, and management of university property.
- Oversee the Property Management function to ensure high-quality, and cost-effective administration of leases, tenancies, and occupancy arrangements.
- Ensure appropriate occupancy agreements, service level agreements, and leases are in place and managed in accordance with university policy.
- Monitor portfolio performance, including income, expenditure, insurance valuations, and rating assessments, and advise the Director on risks and opportunities.
- Monitor portfolio performance, including income, expenditure, insurance valuations, and rating assessment, and advise the Associate Director on risks and opportunities.
- Provide informed advice on property market conditions and portfolio optimisation opportunities.

#### **Policy, Governance and Representation**

- Advise the Associate Director on policy, governance, and procedure matters relating to the property portfolio.
- Develop, implement and administer policies and procedures to support transparent and robust asset management.
- Provide expert advice to University committees, working groups, and senior leaders on asset management matters.
- Represent the University in internal and external forums relevant to strategic asset management, as approved.
- Ensure all decisions are made in accordance with policy, financial delegations, and governance frameworks.

#### **Finance and Commercial Management**

- Prepare and manage the Asset Management Unit budget and contribute to divisional financial planning.
- Monitor financial performance against operational and capital budgets, reporting variances as required.
- Optimise the use of property resources to ensure value for money and efficient service delivery.
- Ensure compliance with all relevant financial delegations and controls.

#### **People Leadership**

- Provide clear direction and leadership to the Asset Management team, ensuring roles and responsibilities are well defined and aligned.
- Set and monitor performance indicators for asset management services.
- Manage staff performance, capability development, and workforce planning.
- Provide leadership to ensure the team operates in compliance with all relevant security, safety and regulatory requirements
- Support continuous improvement, professional development, and effective resource allocation.

#### **KEY RELATIONSHIPS:**

##### Internal

Director Property and Campus Development  
 Property and Campus Development managers  
 Financial Service Division teams  
 Digital Division  
 Campus and Collegiate Life Services Division  
 Health, Safety and Wellbeing  
 Office of Risk and Compliance  
 Office of Sustainability  
 Pro Vice-Chancellors, Deans, Heads of Departments and Academic Leaders

	<p><u>External</u></p> <p>OUSA and student representative groups Local and regional authorities Government departments Vendors, consultants, contractors, and service providers</p>
<b>QUALIFICATIONS AND EXPERIENCE:</b>	<p><u>Essential</u></p> <p>Tertiary level qualification in a relevant discipline or recognised qualification(s) appropriate to the role. Significant experience managing a complex asset or property portfolio Demonstrated ability to build and maintain effective stakeholder relationships. Proven senior leadership experience in a comparable client-side role. Sound financial management experience across operational and capital budgets. Ability to manage competing priorities and deliver outcomes within agreed timeframes.</p> <p><u>Preferred</u></p> <p>Experience developing and implementing asset management frameworks, systems, and policies. Experience in the tertiary sector or familiarity with a university environment.</p>
<b>TECHNICAL SKILLS AND KNOWLEDGE:</b>	<p><u>Essential</u></p> <p>Strong commercial acumen and understanding of complex organisational environments. Demonstrated leadership, influence, and negotiation skills. High-level written and verbal communication skills, including the ability to present complex information clearly. Proven analytical ability, sound judgement, and professional discretion. Ability to operate effectively through change and uncertainty. Committed to continuous improvement and service excellence. Collaborative, team-oriented approach.</p> <p><u>Preferred</u></p> <p>Knowledge of ISO 55001 or comparable asset management standards.</p>
<b>SPECIAL REQUIREMENTS:</b>	<p>Travel will be required from time to time to support University of Otago campuses in Auckland, Wellington, Christchurch, and Invercargill.</p> <p>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.</p>
<b>DIRECT BUDGET ACCOUNTABILITY:</b>	Operating budget of circa \$400k 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
<b>ENGAGE</b>	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
<b>ENABLE</b>	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
<b>PERSONAL ATTRIBUTES</b>	Display Resilience and Courage	Advanced
	Act with Integrity	Advanced
	Manage Self	Adept
	Value Diversity	Adept
<b>PEOPLE MANAGEMENT</b>	Manage and Develop Capability	Adept
	Inspire Direction and Purpose	Adept
	Optimise Work Outcomes	Adept
	Change and Innovation	Adept
<b>LANGUAGE AND CULTURE</b>	Te Reo	Intermediate
	Tikanga Māori	Intermediate

## CAPABILITY FRAMEWORK DESCRIPTORS

### Head of Asset Management

#### ENGAGE

Communicate Effectively	Commit to Customer Service	Work Collaboratively	Influence and Negotiate
<i>Communicate clearly, actively listen to others, and respond with respect</i>	<i>Provide customer centric services in-line with the University's and organisational objectives</i>	<i>Collaborate with others and value their contribution</i>	<i>Gain consensus and commitment from others and resolve issues and conflicts</i>
<b>ADVANCED</b>	<b>ADVANCED</b>	<b>ADEPT</b>	<b>ADEPT</b>
Present with credibility, engage varied audiences and test levels of understanding. Adjust style and approach to optimise outcomes	Promote a culture of customer service excellence in the organisation	Encourage a culture of recognising the value of collaboration	Negotiate from an informed and credible position
Translate technical and complex information concisely for diverse audiences	Initiate and develop partnerships with customers to define and evaluate service performance outcomes	Build co-operation and overcome barriers to information sharing and communication across teams and work units	Lead and facilitate productive discussions with staff and stakeholders
Actively listen and create opportunities for others to contribute to discussion and debate	Actively seek customer feedback and promote and manage service relationships both within the organisation and with external parties	Share lessons learned across teams and work units	Encourage others to talk, share and debate ideas to achieve a consensus
Write fluently and persuasively in a range of styles and formats	Liaise with senior stakeholders on key issues and provide expert and influential advice	Identify opportunities to work collaboratively with other areas to solve issues and develop better processes and approaches to work	Pre-empt and minimise conflict. Recognise and explain the need for compromise
	Identify and incorporate the interests and needs of customers in operational process design		Influence others with a fair and considered approach and sound arguments

## 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>ADVANCED</b>	<b>ADVANCED</b>	<b>ADEPT</b>	<b>ADEPT</b>
Be accountable for outcomes and drive a culture of achievement and acknowledge input of others. Seek and apply the expertise of key individuals to achieve organisational outcomes	Undertake strategic planning to ensure work unit(s) activity is aligned with University strategy. Monitor and evaluate progress and outcomes to inform future planning	Research and analyse information, identify interrelationships and make relevant evidence based recommendations	Ensure that actions of self and others are focused on achieving organisational outcomes
Investigate and create opportunities to enhance the achievement of organisational objectives	Ensure work unit(s) plans and goals are clear and appropriate including contingency provisions. Monitor progress of initiatives and make necessary adjustments	Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options	Assess work outcomes and identify and share learnings to inform future actions. Exercise delegations responsibly
Ensure others understand that on-time and on-budget results are required and how overall success is defined. Progress organisational priorities and ensure effective acquisition and use of resources	Anticipate and assess the impact of changes to work unit(s) plans and initiatives, such as changing University, tertiary sector/economic conditions, and respond appropriately	Participate in and contribute to team/work unit initiatives to resolve common issues or barriers to effectiveness	Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks
Control output of work unit(s) to ensure organisational outcomes are achieved within budget	Consider the implications of a wide range of complex issues, and adjust work unit(s) priorities when necessary	Identify and share organisational process improvements to enhance effectiveness	Understand and exercise integrity and due diligence with budgets, University monies and other resources

## 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>
ADVANCED	ADVANCED	ADEPT	ADEPT
<p>Stay calm and act constructively in highly pressured and unpredictable environments</p> <p>Give constructive and honest feedback and advice using appropriate manner and tone in the face of strong, contrary views</p> <p>Accept criticism of own ideas and respond in a thoughtful and considered way</p> <p>Welcome new challenges and persist in raising and working through new and difficult issues</p> <p>Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues</p>	<p>Represent the organisation in an honest, ethical and professional way and model the highest standards of ethical behaviour and reinforce them in others</p> <p>Promote a culture of integrity and professionalism within the organisation. Ensure others understand and comply with the legislation and policy framework within which they operate</p> <p>Monitor ethical practices, standards and systems and reinforce their use. Act on reported breaches of rules, policies and guidelines</p>	<p>Look for and take advantage of opportunities to learn new skills and develop strengths</p> <p>Show commitment to achieving challenging goals</p> <p>Examine and reflect on own performance and areas for improvement. Encourage feedback from colleagues and stakeholders</p> <p>Demonstrate a high level of personal motivation and maintain own motivation when tasks become difficult</p>	<p>Seek to promote the value of diversity for the organisation</p> <p>Recognise and adapt to individual differences and working styles</p> <p>Support initiatives that create an environment in which diversity is valued</p>

## PEOPLE MANAGEMENT

Manage and Develop Capability	Inspire Direction and Purpose	Optimise Work Outcomes	Change and Innovation
<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>
ADEPT	ADEPT	ADEPT	ADEPT
Define and clearly communicate roles, responsibilities and performance standards to achieve team/work unit outcomes	Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation	Initiate and develop longer-term goals and plans to guide the work of the team/work unit in line with organisational objectives	Actively promote change processes to staff and participate in the communication of change initiatives across the work unit(s). Seek and foster new ways of doing things
Develop team/work unit plans that take into account team capability, strengths and opportunities for development	Translate broad goals into operational needs and explain the links for the team. Link team performance goals to work unit goals to ensure implementation of area/divisional goals	Allocate resources to ensure achievement of work outcomes and contribute to wider workforce planning	Provide guidance, coaching and direction to individuals and others managing uncertainty and change
Provide regular constructive feedback to build on strengths and achieve results	Monitor and report on performance of team in line with established performance development frameworks	Ensure that team members base their decisions on a sound understanding of work principles as they apply to the University	Identify cultural barriers to change and implement strategies to address these
Coach staff and encourage professional development and continuous learning	Recognise and acknowledge high individual and team performance	Monitor performance against standards and take timely corrective actions. Keep others informed about progress and performance outcomes	
Address and resolve team and individual performance issues, including 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>
INTERMEDIATE	INTERMEDIATE
Demonstrate use of te reo Māori words and phrases in appropriate work place settings	Understand the University's Māori Strategic Framework and incorporate its principles appropriately in work place activities
Has prepared and can communicate accurately own mihi if required in the work place context	Demonstrate an appropriate workplace understanding and awareness of tikanga Māori
Take part in opportunities to practice and extend own language capability	Has knowledge of the Articles and Principles of Te Tiriti o Waitangi
Actively promote use of te reo Māori in the work place and engage with work groups and individuals to build interest and increased language capability of others	Take part in opportunities to extend own understanding and awareness of tikanga Māori and Te Tiriti o Waitangi