

JOB DESCRIPTION

Divisional Senior Manager

ROLE TITLE	Divisional Senior Manager
SECTION/DIVISION:	Divisional Services and Administration, Operations Division
REPORTS TO:	Director Divisional Services and Administration
DIRECT REPORTS (FTE):	Up to 10 FTE
INDIRECT REPORTS (FTE):	Up to 200 FTE
PRIMARY PURPOSE OF THE ROLE:	<p>The Divisional Senior Manager is a key professional leader who works with the Division's Pro-Vice-Chancellor (PVC) to support the effective and efficient leadership, management, and development of division-wide operational activity. This includes strategic and operational planning and reporting, managing service delivery and operational activities for the division. This role also ensures alignment of the operational and administrative services to the division's teaching, learning, research, and strategic needs.</p> <p>Acting as a conduit and through strong relationship building, this role manages the interface between service units and the division. The Divisional Senior Manager agrees the standards and delivery of services to ensure excellent and timely support. This role is a member of the division's leadership team and committees relevant to their portfolio.</p> <p>The Divisional Senior Manager is a pivotal member of the Divisional Services and Administration leadership team. The role works in collaboration with the other Divisional Senior Managers to provide strategic planning and implementation across Divisional Services and Administration.</p>

ACCOUNTABILITIES:

Divisional operations and services management

Outcome: Operational services meet the needs of the division to ensure it fulfils its teaching, learning, research, engagement, and service objectives.

- Manage the interface between services and the division, agreeing the standards and delivery of services to ensure excellent and timely delivery.
- Collaborate and develop constructive relationships with services to ensure they meet the division's needs now and, in the future, are aligned with divisional strategies, i.e., technology, capital and asset strategy, space planning and utilisation.
- Lead and have oversight of service contracts with service units and external agencies to ensure effective management and implementation of agreed services, timeframes, and service levels (where appropriate).
- Constructively resolve operational issues within the division or with services as they arise, ensuring continuity of service and relationships.
- Lead continuous improvement and change initiatives within the division, retaining focus on and drive towards the division's strategic plan.
- Facilitate consistency of processes and operational alignment. Ensure processes remain efficient, effective, responsive, and support the core business of teaching, learning, research, and engagement.
- Actively lead the provision of Divisional Services and Administration in collaboration with the Director and other Divisional Senior Managers to ensure a consistent approach to service delivery and decision making across the workforce.
- Actively contribute to the development of a Divisional Services and Administration workplan and lead its implementation.

- Lead projects as required and develop project documentation for effective monitoring and reporting. Ensure that benefits are anticipated, tracked, and realised, and costs fall as planned.
- Lead successful change by building personal capability, divisional understanding, and commitment to the need for change. Proactively and constructively address resistance and adapt change management activities to address blocks identified in the team's change journey.
- Perform related duties as assigned, within the scope of the role.

Strategy, planning, and reporting

Outcome: The PVC is supported and guided in their mission to bring to life Pae Tata, and the Division's vision, strategy, and goals through resilient and timely planning and reporting.

- Contribute to the development of a shared divisional vision and strategy, aligned to the University of Otago strategy and values.
- In collaboration with the PVC and relevant business partners, actively contribute to the development, implementation, and monitoring of plans in conjunction with the University's planning and operational cycles.
- In collaboration with the appropriate business partners, provide input to or source and create appropriate management information and insights, transforming data into a cogent narrative to inform strategic and operational planning and decision making.
- Alongside relevant business partners, develop and implement workplans, KPIs, and reporting methods to monitor progress of strategic and operational plans at both divisional and school levels; report issues to the PVC and academic heads as appropriate.
- In collaboration with the community of Divisional Senior Managers and other appropriate staff, actively identify and implement strategic initiatives that align to the goals articulated in Pae Tata and the Operations Group Strategy.
- Keep abreast of changes to legislation, regulations, and compliance to assess how they may impact on the division.

People leadership and organisational culture

Outcome: Lead and inspire the team to create a purposeful and values-driven environment, where staff are motivated and supported to be their best.

- Display and model good leadership to inspire direction and delivery, develop people and drive change.
- Lead and inspire the team to co-create and reinforce a meaningful team purpose that articulates what/how/why.
- Co-create team goals that align with the University of Otago's and division's strategic vision, values and behaviours, and the team purpose.
- Apply a values lens to all decisions, systems, and processes, including role modelling the behaviours consistent with our values to encourage, reward, and recognise staff.
- Motivate the team to be student and staff focused where they are at the heart of decisions and the design of systems and processes.
- Continually assess job design ensuring the work of the team is structured so members interact with each other productively, this includes eliciting and interpreting feedback, reviewing position descriptions, and applying appropriate people methodologies.
- Assess the performance of line reports and develop capability.
- Oversee Divisional Services and Administration staff recruitment processes for the division. Lead and manage professional staff as per line reporting/structure, aligning with the division's culture and values.
- Oversee staff development and career opportunities. Develop workforce planning, recruitment, onboarding, and resourcing strategies to ensure the future staffing needs of the division are met.

Health, safety, and wellbeing

Outcome: There is a culture of staff, student and patient health, safety, and wellbeing within the division. Staff actively collaborate and implement the University's health, safety, and wellbeing frameworks and programmes.

- Positively role model and lead health, safety, and wellbeing by reinforcing an environment that is safe and supportive for all staff, students, and stakeholders.
- Partner with the PVC and the divisional leadership team to implement the University's and division's health, safety and wellbeing strategies and plans.
- Lead the integration of the University's health, safety, and wellbeing policies and procedures as a fundamental element of the division's objectives.
- Collaborate with appropriate committees, monitor agreed annual objectives.
- Ensure the Departmental Health and Safety Officer (DHSO) role and its functions are effectively and efficiently implemented across the division (the role may not necessarily be a Divisional Services and Administration staff member).
- Promote a safe working environment for all staff, and continually monitor and evaluate risks and opportunities for improvement, in line with University policies and legislative/regulatory requirements.

Risk, compliance, and business continuity planning

Outcome: There is a proactive and resilient approach to risk management, resource continuity, and policy compliance, ensuring the uninterrupted pursuit of divisional objectives.

- Manage and identify risks to ensure the efficient and effective implementation of the division strategy or business plans. Deliver core services within the division in a structured and coordinated approach to mitigate risks.
- Establish contingency plans to support the ongoing supply of critical resources needed to maintain business as usual activity and service delivery to the University.
- Ensure compliance with University of Otago's policies and procedures.

Engage, empower, and make a difference

Outcome: University of Otago achieves its objectives through a constructive, supportive, and collaborative culture that includes and empowers all members of the University of Otago whānau.

- Actively exemplify and live the university values, embedding, and promoting these in interactions with colleagues, students, and stakeholders.
- Respect and embrace Te Tiriti o Waitangi, the Māori Strategic Framework, and the Pacific Strategic Framework.
- Embody the University's commitment to inclusiveness, participation, recognition, support, and sense of connection and belonging for all students and staff.
- Bring to life Ti Kōuka: The Sustainability Strategic Framework, and sustainability efforts of the University within the division. Role model the responsible use of resources and equipment.
- Participate in and lead projects and other duties as requested to support the University of Otago's success.

KEY RELATIONSHIPS:

Internal

Strong functional relationship with the PVC and associated staff.

Strong functional relationship with other Divisional Senior Managers, Faculty Managers, Campus General Managers and Portfolio Managers.

All University staff and students.

Committees associated with the portfolio.

Advisory and operational support services.

External

Dependent upon work area and requirements of the PVC.

May include Government departments, institutions, agencies, senior officials, or executives.

QUALIFICATIONS AND EXPERIENCE:

Essential

Tertiary qualification or recognised qualification appropriate to the role.
Significant experience of operational and strategy leadership and management in a large and complex organisation.
Significant people leadership, diplomacy, and negotiation skills that inspire and motivate colleagues across a range of disciplines.
Ongoing commitment to personal professional development.

Preferred

Postgraduate degree in relevant discipline e.g., Management, Business, Psychology etc.
Certification/Accreditation in Project Management and Change Management.
Significant project planning and change management experience at a senior level.
Experience in a teaching and learning environment, within the tertiary sector is desirable.

TECHNICAL SKILLS AND KNOWLEDGE:

Essential

Significant competence in strategic and operational planning, and workforce analysis and planning.
Demonstrated ability to think calmly and critically, innovate and take the lead in complicated change initiatives, resulting in successful outcomes.
Strong relationship-building skills, including gaining the confidence and co-operation of a diverse range of people.
Demonstrable ability of displaying a growth mind-set, challenging the status quo, sponsoring continuous improvement, process improvement, and delivering successful results.
Knowledge of Microsoft Office applications, including Excel, Teams/SharePoint, and Word.
Active commitment to upholding the values, tikanga (protocols and processes), kawa (rules) of cultural practice and traditions as guided by mana whenua, and valuing te reo Māori.

Preferred

Advanced skills in Microsoft Office applications, including Excel, Teams/SharePoint, and Word.
Competency in te reo Māori me ōna tikanga.

SPECIAL REQUIREMENTS:

Will be required to have strong functional relationships with other Divisional Senior Managers across all campuses to ensure seamless delivery of division-wide operational activity.
Travel to other campuses may be required.

DIRECT BUDGET ACCOUNTABILITY:

Authorises expenditure from another person's budget in accordance with University financial delegations. Operating budget of circa \$1-12 million.

MĀORI STRATEGIC FRAMEWORK:

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.

PACIFIC STRATEGIC FRAMEWORK:

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.

HEALTH AND SAFETY:

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.

SUSTAINABILITY:

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

CAPABILITY FRAMEWORK DESCRIPTORS

Divisional Senior Manager

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>
ADVANCED	ADVANCED	HIGHLY ADVANCED	ADVANCED
<p>Present with credibility, engage varied audiences and test levels of understanding. Adjust style and approach to optimise outcomes</p> <p>Translate technical and complex information concisely for diverse audiences</p> <p>Actively listen and create opportunities for others to contribute to discussion and debate</p> <p>Write fluently and persuasively in a range of styles and formats</p>	<p>Promote a culture of customer service excellence in the organisation</p> <p>Initiate and develop partnerships with customers to define and evaluate service performance outcomes</p> <p>Actively seek customer feedback and promote and manage service relationships both within the organisation and with external parties</p> <p>Liaise with senior stakeholders on key issues and provide expert and influential advice</p> <p>Identify and incorporate the interests and needs of customers in operational process design</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>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>
ADVANCED	ADVANCED	ADVANCED	ADVANCED
<p>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</p> <p>Investigate and create opportunities to enhance the achievement of organisational objectives</p> <p>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</p> <p>Control output of work unit(s) to ensure organisational outcomes are achieved within budget</p>	<p>Undertake strategic planning to ensure work unit(s) activity is aligned with University strategy. Monitor and evaluate progress and outcomes to inform future planning</p> <p>Ensure work unit(s) plans and goals are clear and appropriate including contingency provisions. Monitor progress of initiatives and make necessary adjustments</p> <p>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</p> <p>Consider the implications of a wide range of complex issues, and adjust work unit(s) priorities when necessary</p>	<p>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</p> <p>Engage in critical analysis of complex issues, weigh up alternatives and identify the most effective solutions, taking into account the wider organisational context</p> <p>Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</p> <p>Implement systems and processes that underpin high quality data gathering and analysis</p>	<p>Design and develop systems to establish and measure accountabilities and outcomes</p> <p>Incorporate sound risk management principles and strategies into planning. Ensure accountabilities are exercised in line with operational goals</p> <p>Monitor and maintain operational area knowledge of and compliance with legislative and regulatory frameworks</p> <p>Model the highest standards of financial probity, demonstrating respect for University monies and other resources</p>

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	ADVANCED	ADVANCED
<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>Act as a professional role model for colleagues, set high personal goals and take pride in their achievement</p> <p>Seek challenging goals and show commitment to their achievement</p> <p>Actively seek, reflect, and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviours</p> <p>Take the initiative and act in a decisive way and maintain a high level of personal motivation when faced with challenging circumstances</p>	<p>Encourage and include diverse perspectives in the development of policies and strategies</p> <p>Leverage diverse views and perspectives to develop new approaches to delivery of outcomes</p> <p>Build and monitor a workplace culture that values fair and inclusive practices and diversity principles</p> <p>Implement methods and systems to ensure that individuals can participate to their fullest ability</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>
HIGHLY ADVANCED	ADVANCED	ADVANCED	ADVANCED
<p>Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning</p> <p>Drive executive capability development and ensure effective succession management practices</p> <p>Implement effective approaches to identify and develop talent across the organisation</p> <p>Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences</p> <p>Instil a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation</p>	<p>Promote a sense of purpose and work with others to translate strategic direction into operational goals and build a shared understanding of the link to core organisational outcomes</p> <p>Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve them. Work to remove barriers to achievement of goals</p> <p>Implement performance development standards and frameworks to align workforce capability with the organisation's current and future priorities and objectives</p> <p>Create opportunities for recognising and celebrating high performance at the individual and team level</p>	<p>Develop workforce plans that effectively distribute organisational resources to achieve organisational goals</p> <p>Plan for strategic allocation of people and resources that links to wider organisational aims and goals</p> <p>Encourage others to strive for ongoing performance improvement and excellence</p> <p>Align systems and processes to encourage improved performance and outcomes</p>	<p>Clarify purpose and benefits of continuous improvement for staff. Explore new ideas and look for recent, innovative developments that may enhance work activities</p> <p>Provide coaching and leadership in times of uncertainty. Assist others to address emerging challenges and risks and translate change initiatives into practical strategies and explain these to staff and their role in implementing them</p> <p>Implement structured change management processes to identify and develop responses to cultural barriers</p>

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	ADEPT
<p>Demonstrate use of te reo Māori words and phrases in appropriate workplace settings</p> <p>Has prepared and can communicate accurately own mihi if required in the workplace context</p> <p>Take part in opportunities to practice and extend own language capability</p>	<p>Engage with subject matter experts and consider the University's Māori Strategic Framework principles when undertaking work planning activity.</p> <p>Model good practices and encourage others to adopt workplace practices that show sensitivity for tikanga Māori.</p> <p>Has good knowledge of the Articles and Principles of Te Tiriti o Waitangi and encourages understanding in others.</p> <p>Encourage others to extend their understanding and knowledge of tikanga Māori.</p>