

JOB DESCRIPTION

Manager Business Case Development



ROLE TITLE	Manager Business Case Development
SECTION/DIVISION:	Transformation and Improvement, Operations Division
REPORTS TO:	Head of Transformation and Improvement
DIRECT REPORTS (FTE):	Nil
INDIRECT REPORTS (FTE):	Nil
PRIMARY PURPOSE OF THE ROLE:	<p>Drive, direct and deliver high-quality business case development across the University. Provide subject matter expertise, workshop facilitation and other business case development services.</p> <p>This role engages with stakeholders at all levels and supports the development and consistency of programme business cases for large, complex, and University-wide programmes.</p> <p>The role ensures that projects and programmes have clear business justification, clear and compelling visions, and robust, relevant measures of benefit. It ensures that gaps between the current state and the target operating model are understood, and strategies are devised to bridge those gaps.</p>
ACCOUNTABILITIES:	<p>Facilitate and lead business case discussions with the University executive, Project Sponsor, relevant delivery group, service providers, customers, and other key stakeholders. Enable the University to understand the project or programme vision, benefits, risks and the target operating state, including the gap between the current state and future state.</p> <p>Foster and maintain positive relationships, with accountability for contributing to innovation, continuous improvement, and increased awareness of programme business case development processes and tools. Establish multi-functional project teams.</p> <p>Advise and educate University stakeholders on the University's Business Case Framework and associated processes for capital and operating investment initiatives. Deliver tailored business case workshops to meet stakeholder needs. Oversee and provide expertise in business case writing, including leading the compilation and review of documents.</p> <p>Act as a conduit between strategy and operations, ensuring project and programme alignment with the University of Otago's vision. Translate strategy into action that drives beneficial change in the context of an evolving organisational environment.</p> <p>Apply lateral thinking and develop innovative solutions to address complex issues that have long-term, organisation-wide impact. Seek and facilitate opportunities to engage and collaborate with stakeholders to develop holistic university-wide solutions.</p>

Identify interdependencies and leverage resources to maximize efficiencies. Consider the implications of complex issues and adjust work priorities when necessary. Enable the bundling of related projects together to achieve greater leverage or economies of scale, where appropriate.

Establish and maintain effective stakeholder relationships through effective communication, negotiation, and issues management. Manage complex stakeholder relations, expectations, competing priorities, and deadlines. Regularly seek feedback from stakeholders to assess satisfaction and service quality.

Facilitate effective knowledge transfer by capturing and sharing lessons learned. Facilitate organisational learning through post-implementation reviews conducted by the Enterprise Project Management Office, ensuring lessons are documented meaningful for future reference. Leverage diverse views and perspectives to develop new approaches to delivery of outcomes.

Develop and maintain strong positive relationships with key contacts across the University. Be a key point of contact for business case inquiries, proactively addresses needs and resolve issues with diplomacy and confidentiality. Analyse, prioritise and action requests; problem solve and act decisively recommendations.

Monitor, implement and evaluate business case and capital proposal practices, systems and procedures to optimise efficiency. Continually seek to improve the customer experience by enhancing service design and delivery, regularly gathering feedback to assess satisfaction, quality, accessibility, and responsiveness.

Collaborate with the Head of University of Otago Enterprise Project Management Office to identify and implement improvements to university strategic project portfolio management and associated frameworks.

As a member of the Transformation and Improvement Office, actively contribute to a high-performing, collaborative and supportive team environment. Support the ongoing development of programme and project management maturity across the University through coaching, advising and embedding capabilities at a local level.

Actively work with the Enterprise Project Management Office staff to identify and implement improvements to University's project, programme and portfolio management (P3M3) capability and associated frameworks.

KEY RELATIONSHIPS:

Internal

Senior Responsible Owners (SLT members)
University executive leadership and senior management
Programme and Project governance boards
Committees with a review/endorsement/approval role regarding the approval of business cases, capital expenditure and policy changes
Programme teams
Project sponsors
Project teams
Enterprise Project Management Office (EPMO)
Clients, customers (students, academic staff, professional staff)
Transformation and Improvement colleagues
Strategy, Analytics and Reporting (SARO) unit.
Property and Campus Development

Information Technology Services
Human Resources (Change Management)

External

Relevant government agencies, senior officials or executives, or institutions (e.g. Health NZ)
External companies and consultants (Vendors, Service Providers, Contractors and Consultants)
Ngāi Tahu and other Iwi Partners

**QUALIFICATIONS &
EXPERIENCE:**

Essential

Tertiary level qualification in project management, information technology or a relevant business discipline and/or a recognised qualification or experience appropriate to the role (e.g. MSP, PRINCE2, PMP).
Significant experience in a business case writing or facilitation role with a strong focus on delivering high levels of customer service.
Significant experience in strategy definition and execution roles.
Considerable experience in defining strategic programmes or projects within similarly complex organisational environment.
Demonstrated experience in managing complex stakeholder engagement and communications requirements, including working with executive and senior strategy stakeholders.
Proven ability to collaborate across an organisation to successfully deliver programmes and projects while challenging and removing barriers to service delivery.
Strong leadership and people management skills, with the ability to influence, mediate, manage conflict and achieve results in complex and highly political operating environments.
Demonstrated commercial and business acumen.

Preferred

Postgraduate qualification and/or a recognised professional credential relevant to the role.
Experience within the tertiary education sector.
Experience with Better Business Case methodology.
Experience with Investment Logic Mapping (ILM).
Demonstrated experience in procurement, contract administration, and the management of contract and consultant.
Proven track record of leading large-scale, complex process, system, and structural changes, working with multidisciplinary teams on challenging programmes and projects.

**TECHNICAL SKILLS AND
KNOWLEDGE:**

Essential

Proven ability to see the big picture and translate vision and strategy into actionable plans, while maintaining attention to detail.
Demonstrated capacity to adopt a "helicopter view," focusing on the overall outcomes and benefits of the programme while managing the finer details effectively.
Strong interpersonal skills, with the ability to work positively and collaboratively with a wide range of individuals and groups involved in the programme.
Proven ability to develop and maintain effective working relationships with other members of the programme management team, senior managers, the projects teams and third-party providers.
Excellent negotiating and networking skills, capable of establishing mutually beneficial working relationships internally and externally.
Strong leadership and management skills, with credibility in programme environments and the ability to influence effectively.

Solid understanding of budgeting and resource allocation processes, with strong financial acumen and reporting skills with fluency in preparing spreadsheets and understanding financial information.
 Good knowledge of programme and project management approaches and methodologies.
 Demonstrated ability to identify innovative solutions to solve or anticipate problems.
 Demonstrated skills working with Programme and Project Management (PPM) systems and tools.
 High degree of computer literacy and numerical data analysis skills, including advanced proficiency in Microsoft Excel.
 Proficiency in the Microsoft suite of programmes

Preferred

Strong knowledge of PROSCI change management techniques and tools.

SPECIAL REQUIREMENTS: Nil

DIRECT BUDGET ACCOUNTABILITY: Authorises expenditure from another person's budget in accordance with University financial delegations.

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	Adept
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
ENABLE	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
PERSONAL ATTRIBUTES	Display Resilience and Courage	Adept
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept
LANGUAGE AND CULTURE	Te Reo	Intermediate
	Tikanga Māori	Intermediate

CAPABILITY FRAMEWORK DESCRIPTORS

Manager Business Case Development



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	ADEPT	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>Take responsibility for delivering high quality customer-focused services</p> <p>Understand customer perspectives and ensure responsiveness to their needs</p> <p>Identify customer service needs and implement solutions</p> <p>Find opportunities to connect and co-operate with internal and external parties to improve outcomes for customers</p> <p>Maintain good relationships with key customers in area of expertise</p>	<p>Build a culture of respect and understanding across the organisation</p> <p>Recognise outcomes which resulted from effective collaboration between teams</p> <p>Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation</p> <p>Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</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>

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	ADEPT
<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>Ensure that actions of self and others are focused on achieving organisational outcomes</p> <p>Assess work outcomes and identify and share learnings to inform future actions. Exercise delegations responsibly</p> <p>Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks</p> <p>Understand and exercise integrity and due diligence with budgets, 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>
ADEPT	ADEPT	ADEPT	ADEPT
<p>Be flexible, show initiative and respond quickly when situations change</p> <p>Give constructive and honest feedback and advice using appropriate manner and tone</p> <p>Listen when ideas are challenged, seek to understand the nature of the challenge and respond constructively</p> <p>Raise and work through challenging issues and seek alternatives</p> <p>Keep control of own emotions and stay calm under pressure and in challenging situations</p>	<p>Represent the organisation in an honest, ethical and professional way and support a culture of integrity and professionalism within the team/work unit</p> <p>Set an example for others to follow and identify and explain ethical issues pertaining to work activity. Ensure others clearly understand the legislation and policy framework within which they operate</p> <p>Act to prevent and report misconduct and inappropriate behaviour</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>



LANGUAGE & 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 work place</i>
INTERMEDIATE	INTERMEDIATE
<p>Demonstrate use of te reo Māori words and phrases in appropriate work place settings</p> <p>Has prepared and can communicate accurately own mihi if required in the work place context</p> <p>Take part in opportunities to practice and extend own language capability</p>	<p>Understand the University's Māori Strategic Framework and incorporate its principles appropriately in work place activities</p> <p>Demonstrate an appropriate workplace understanding and awareness of tikanga Māori</p> <p>Has knowledge of the Articles and Principles of Te Tiriti o Waitangi</p> <p>Take part in opportunities to extend own understanding and awareness of tikanga Māori and Te Tiriti o Waitangi</p>