

## JOB DESCRIPTION

# Senior Manager Client Services (Level 2)

<b>ROLE TITLE</b>	Senior Manager Client Services (Level 2)
<b>SECTION/DIVISION:</b>	Shared Services Division, Operations Services, Client Services
<b>REPORTS TO:</b>	Head of Operations
<b>DIRECT REPORTS (FTE):</b>	
<b>INDIRECT REPORTS (FTE):</b>	69 to 117 (approx.)
<b>PRIMARY PURPOSE OF THE ROLE:</b>	<p>To lead and manage the provision of professional business and operations support services to ensure a client portfolio (normally a group of Schools or a group of Divisions) achieves its business objectives. The role also provides high-quality strategic business and operational support for the Leader(s) of their client portfolio.</p> <p>The role will guide and develop a supportive and high performance work culture focused on providing an excellent customer experience. A strong customer service orientation and commitment to continuous improvement initiatives is critical to the success of the role.</p>

<b>ACCOUNTABILITIES:</b>	<p>In consultation with key client stakeholders, anticipate priorities, and make a significant contribution to client area strategic, development and planning processes; and contribute to the Client Services planning processes ensuring alignment with objectives and likely future requirements. Lead the implementation of operational plans for the client portfolio.</p> <p>Lead and manage delivery of the Client Services activity, determine operational priorities and set and drive service delivery goals, standards and performance measures to ensure expectations are clear, that service delivery strategies are aligned with University and Divisional objectives. Promote and enable a high performance service culture, focused on providing an excellent customer experience.</p> <p>Undertake strategic activities and projects in a timely and customer focussed manner on behalf of the Leader(s) of the client portfolio. As required undertake high level liaison, conduct negotiations, manage contracts, develop plans, monitor progress, and identify risks that may impact on outcomes.</p> <p>Prepare, manage and review high level complex communications and documents including submissions, briefings, discussion papers, business cases, proposals and reports and ensuring comprehensiveness, accuracy and timeliness to support the achievement of business requirements.</p> <p>Research, analyse, collate and provide advice, information and reports on diverse and complex policy, legislation, planning and operational matters to facilitate informed decision making and planning.</p> <p>Be the key liaison between the Leader(s) of the client portfolio and the various support service functions. Lead and oversee the effective and efficient provision of operations and business support, and coordination of advisory and support services to the client portfolio. Ensure the delivery and integration of high quality advice and support in the areas of finance, IT, human resources, research support (where applicable), business intelligence and reporting, and student related services. Proactively foster and maintain positive relationships with a variety stakeholders, with an accountability to identify and contribute to innovation and continuous improvement of those services.</p>
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Display and model a commitment to quality, and ensure compliance with policy and regulatory requirements. Establish systems to measure accountabilities, manage risks that may impede business activity or project outcomes and ensures that key stakeholders are across all relevant issues.

Develop and oversee operational and administrative practices, systems and procedures to optimise efficiency; continually improve the customer experience through service design and delivery, and regularly seek feedback from stakeholders to gauge satisfaction, service quality, accessibility and responsiveness.

Be a point of contact for the client portfolio, anticipate and be responsive to needs and issues arising. Proactively analyse, prioritise and action requests; problem solve and act decisively to facilitate resolution. Exercise diplomacy and maintain confidentiality. Liaise positively with advisory and Shared Services support areas and work toward mutually beneficial outcomes.

Lead and direct a team to achieve operational outcomes. Develop an annual work plan that cascades goals and objectives to staff, clarifying specific role accountabilities and key performance indicators, and expected outcomes of success. Develop teams with complementary skills and engage in succession planning.

Respond flexibly to changing circumstances, deploy resources astutely ensuring coverage of services across the client portfolio and identify optimum resourcing combinations. Create a flexible environment that enables others to meet changing demands.

Seek new opportunities for enhancing the support and advisory services provided to the client portfolio through collaboration with peers and other stakeholders, so as to maximise efficiency, leverage resourcing, and support all client portfolios across the University.

Display and model good leadership to inspire direction and delivery, develop people and drive change.

Develop and maintain strong positive relationships with the Leader(s) and staff of the client portfolio, and key contacts in the wider advisory and shared service support areas. Ensure the interests of the client portfolio are represented and aligned with strategic objectives; and receives an integrated and seamless suite of support services.

Foster and sustain good business relationships and networks with external organisations to achieve constructive partnerships at a strategic and operational level.

Implement business continuity and other emergency and recovery plans, for the client portfolio and ensure plans are tested in accordance with University frameworks. Perform Departmental Health & Safety Officer (DHSO), first aid and/or fire warden duties (if required); and ensure reasonably practicable steps are taken to create a safe and healthy work environment.

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#### **KEY RELATIONSHIPS:**

##### Internal

Strong functional relationship with the Leader(s) of the client portfolio(s) and associated staff

Other executives and managers across the University

Committees associated with the client portfolio

Advisory and operational support services

Shared Services (including AskOtago)

##### External

Dependent upon work area and requirements of the Leader(s) of the client portfolio(s).

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

**QUALIFICATIONS & EXPERIENCE:** Essential  
Tertiary qualification or equivalent body of knowledge appropriate to the role. 10+ years' experience working in a busy and complex operations or administration role where high levels of customer service delivery are expected. Proven experience in managing the delivery of high quality work outputs and team performance.

Preferred:  
Experience of working within the tertiary sector. Proven experience managing large teams and the provision of operations or business support across multiple client areas.

**TECHNICAL SKILLS AND KNOWLEDGE:** Essential  
Proficiency in the Microsoft suite of programmes; well-developed keyboard and word-processing skills.

**SPECIAL REQUIREMENTS:** Contribute as part of a network of Shared Services staff working across client portfolios, and providing suitable coverage during periods of leave and peak period activities.

**DIRECT BUDGET ACCOUNTABILITY:** Budgetary responsibility as directed by the Head of Operations. Submission of recommendations on expenditure to the Head of Operations. Authorisation of Client Services team expenditure in accordance with authorised delegation.

**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
<b>ENGAGE</b>	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
<b>ENABLE</b>	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
<b>PERSONAL ATTRIBUTES</b>	Display Resilience and Courage	Adept
	Act with Integrity	Adept
	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

### Senior Manager Client Services Level 2

#### 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	ADEPT	ADEPT
<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>Encourage a culture of recognising the value of collaboration</p> <p>Build co-operation and overcome barriers to information sharing and communication across teams and work units</p> <p>Share lessons learned across teams and work units</p> <p>Identify opportunities to work collaboratively with other areas to solve issues and develop better processes and approaches to work</p>	<p>Negotiate from an informed and credible position</p> <p>Lead and facilitate productive discussions with staff and stakeholders</p> <p>Encourage others to talk, share and debate ideas to achieve a consensus</p> <p>Pre-empt and minimise conflict. Recognise and explain the need for compromise</p> <p>Influence others with a fair and considered approach and sound arguments</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>
ADEPT	ADEPT	ADEPT	ADEPT
<p>Take responsibility for delivering on intended outcomes. Use own expertise and seek others' expertise to achieve work outcomes</p> <p>Ensure team/work unit staff understand expected goals and acknowledge success</p> <p>Identify resource needs and ensure goals are achieved within budget and deadlines</p> <p>Identify changed priorities and ensure allocation of resources meets new organisational needs. Ensure financial implications of changed priorities are explicit and budgeted</p>	<p>Take into account future aims and goals of the team/work unit and organisation when prioritising own and others' work</p> <p>Initiate, prioritise, discuss and develop team/work unit goals, strategies and plans</p> <p>Anticipate and assess the impact of changes, such as organisational strategy/economic conditions, on team/work unit objectives and initiate appropriate responses</p> <p>Monitor and evaluate achievements and adjust future plans accordingly</p>	<p>Research and analyse information, identify interrelationships and make relevant evidence based recommendations</p> <p>Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options</p> <p>Participate in and contribute to team/work unit initiatives to resolve common issues or barriers to effectiveness</p> <p>Identify and share organisational process improvements to enhance effectiveness</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>



## 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
<p>Define and clearly communicate roles, responsibilities and performance standards to achieve team/work unit outcomes</p> <p>Develop team/work unit plans that take into account team capability, strengths and opportunities for development</p> <p>Provide regular constructive feedback to build on strengths and achieve results</p> <p>Coach staff and encourage professional development and continuous learning</p> <p>Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way</p>	<p>Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation</p> <p>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</p> <p>Monitor and report on performance of team in line with established performance development frameworks</p> <p>Recognise and acknowledge high individual and team performance</p>	<p>Initiate and develop longer-term goals and plans to guide the work of the team/work unit in line with organisational objectives</p> <p>Allocate resources to ensure achievement of work outcomes and contribute to wider workforce planning</p> <p>Ensure that team members base their decisions on a sound understanding of work principles as they apply to the University</p> <p>Monitor performance against standards and take timely corrective actions. Keep others informed about progress and performance outcomes</p>	<p>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</p> <p>Provide guidance, coaching and direction to individuals and others managing uncertainty and change</p> <p>Identify cultural barriers to change and implement strategies to address these</p>



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>