



University of  
South Australia

**UNIVERSITY OF SOUTH AUSTRALIA**

**DEPUTY DIRECTOR,  
CAPITAL DEVELOPMENT**

**JOB & PERSON SPECIFICATION**

**JULY 2010**



## JOB SPECIFICATION

**POSITION:** DEPUTY DIRECTOR, CAPITAL DEVELOPMENT

**PORTFOLIO:** FINANCE & RESOURCES

**UNIT:** FACILITIES MANAGEMENT

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### CONTEXT STATEMENT / POSITION ENVIRONMENT

#### University of South Australia

The University is a dynamic institution with an outstanding record of achievements since its foundation in 1991 and a vision to be a leading contributor to Australia having the best higher education system in the world, supporting the world's best educated and most innovative, cohesive and sustainable society. It is the largest of the three universities in South Australia, with four campuses in Adelaide and two in regional South Australia. Its annual operating budget exceeds \$450 million, and it has approximately 35,000 students and more than 2,400 continuing employees.

UniSA is recognised by governments, business, employers and the community for its ability to respond constructively to their concerns, and for its institutional commitment to the public good.

It has been able to effect whole of institution change in its approaches to teaching and learning, has been successful in building a substantial and focussed research culture and has shown itself ready and able to restructure to meet the challenges of an increasingly competitive higher education environment.

The University is a foundation member of two national alliances, namely :-

- **The Australian Technology Network** – with Curtin University of Technology, University of Technology, Sydney, Royal Melbourne Institute of Technology, and Queensland University of Technology;
- **Open Universities Australia** – with Monash University, Macquarie University, Royal Melbourne Institute of Technology, Curtin University of Technology, Swinburne University of Technology and Griffith University.

The University offers approximately 400 undergraduate and postgraduate programs, both on and off campus. There are four academic Divisions: Health Sciences; Business; Education, Arts and Social Sciences; and Information Technology, Engineering and the Environment.



# JOB SPECIFICATION

## CONTEXT STATEMENT / POSITION ENVIRONMENT (cont.)

### Facilities Management Unit

The Facilities Management Unit (FMU) is one of four units (FM, Finance, Planning & Assurance Services and Information Strategy & Technology Services) that sit within the Resources portfolio and report to the Executive Director: Finance & Resources.

FMU provides support to the University's teaching, research and support functions in three areas :-

1. Campus Infrastructure Services: planning, development and maintenance of the physical resources in accordance with the corporate aims of the University and in line with relevant legislation. The annual capital works budget ranges from \$40M - \$120M which includes in-progress capital projects with values of > \$30M;
2. Campus Services: covering the day to day operation of the campus which includes Security (including crisis management); Cleaning; Parking; Grounds maintenance; Fleet management and taxi arrangements; Mail and courier services; Hire of facilities; Utilities; Service contract management;
3. Commercial Services including Document Services (internal printing business); Café, Cafeteria and Bookshop contract management.

### Purpose of position

The position of Deputy Director: Capital Development leads and manages the planning, development and continuous improvement of the physical resources required to support the University's learning, teaching, research and support functions with specific emphasis on :-

- Capital planning, programming and delivery;
- Management of risk associated with the delivery of new, or refurbishment of existing physical assets including Occupational Health and Safety and environmental management issues relating to projects;
- Managing Capital budgets pertaining to both Minor and Major Capital Works projects.

### Employment conditions

Contract - 3 years.



# JOB SPECIFICATION

## Reporting relationships

The Deputy Director: Capital Development is one of 4 management positions reporting to the Director: Facilities Management.

The Capital Development Group is one of five (5) planning and operational areas responsible to the Director: Facilities Management :-

- Commercial Services
- Asset Management
- Strategic Planning
- Facilities Management
- Business Operations

Currently there is a total of 12 staff in the Capital Development Group (April 2010).

## Key challenges

- Planning and management of a sizeable Capital Works Program to meet the challenging and evolving teaching, learning and research needs of the University;
- Building a strong team environment within the Capital Development Group to provide seamless delivery of building and refurbishment programs to the wider University community;
- Effectively managing risks related to construction works specifically scope management, budget, program, contractual, OHS&W and EPA risks.

## CORE RESPONSIBILITIES

### Planning and program delivery

- Assisting the Director: Facilities Management to ensure that the Unit effectively develops annual and medium term Capital Plans which reflect and support the University's corporate plan and objectives (including aesthetic appeal, student and staff satisfaction and environmental sustainability);
- Maximise effective and economic use of space within the University property portfolio as it relates to campus and building planning and capital projects;
- Manage the planning, initiation, co-ordination and delivery of approved annual capital works including appointment of consultants and contractors;
- Develop and implement policies and procedures to ensure appropriate physical development of the University multi-campus environment.



# JOB SPECIFICATION

## CORE RESPONSIBILITIES (cont.)

### Capital Works Management

- Direct the monitoring and evaluation of capital development projects and programs to achieve continual improvement in post-occupancy outcomes;
- Manage a large and complex portfolio of University project and programs to achieve legal, key corporate (including financial) and community objectives;
- Manage the high-level oversight of total budget and provide high-level financial advice in the management of multi-million dollar budgets for capital development projects and programs;
- Manage the delivery of performance based works contracts that support highly specialised capital works projects and programs.

### Risk Management and Performance Improvement

- Develop, implement and monitor risk management strategies for capital works projects and programs that protect the interests of UniSA.
- Implement risk management strategies to manage project delivery risks including Occupational Health and Safety, EPA, disability and other relevant Australian Legislation and Standards;
- Provide ongoing reports to the Director: Facilities Management (FM) and other senior managers that provides adequate measures of performance (including financial) in the delivery of all capital works projects and programs;
- Lead and manage the development and implementation of innovative policies and practices to facilitate continuous improvement of capital works management systems, procedures and procurement of services.

### People Management

Manage and maintain a Capital Development Group team environment applying contemporary Human Resource Management principles including :-

- Develop and implement an effective Human Resource Management Plan with an appropriate framework for work allocation;;
- Develop and managing effective team communication processes;
- Manage an effective performance management system and implement training and development plans.



## JOB SPECIFICATION

### CORE RESPONSIBILITIES (cont.)

#### Budget

- Assist the Director: Facilities Management to develop the proposed annual and medium term Capital Development budgets for both major and minor Capital Works Programs;
- Oversee budgeting responsibilities for direct reports and monitor monthly expenditure and reporting exceptions;
- Ensure UniSA procurement policies and procedures are implemented as per UniSA Procurement Handbook and UniSA Financial Protocols

#### Customer Service

- Ensure the Capital Development team are customer service focused, empowered, motivated and equipped with appropriate skill;
- Ensure there is continuous monitoring of customer service standards and feedback, and that review mechanisms are in place to enable ongoing service expectations and standards to be met.

#### OHSW&IM

- Provide leadership to the Capital Development Group in successfully implementing relevant aspects of the University OHSW&IM system;
- Implement OHSW&IM consultative arrangements and ensure staff participation;
- Implement University OHSW&IM procedures for identifying hazards, assessing risk and implementing appropriate control measures;
- Implement University procedures for providing OHSW&IM related training;
- Implement University OHSW&IM procedures for rehabilitation management;

The duties as specified above may be altered in accordance with the changing requirements of the position.



# PERSON SPECIFICATION

## SELECTION CRITERIA

### Essential

- Degree level qualifications or equivalent experience in relevant areas (typically - management, building, project management);
- Extensive successful experience in leading and managing a business unit successfully delivering a portfolio of projects and programs in the property/building industries with values exceeding \$75M;
- Proven record in the management of a range of services including project management and contract administration together with a working knowledge of the relevant legislation, building codes and Occupational Health & Safety standards;
- Proven ability to develop a team committed to delivering high quality customer focused products and services;
- Proven financial management skills and experience in managing multi-million dollar budgets (exceeding \$75M);
- Demonstrated ability to communicate effectively at all levels on a range of sensitive and complex issues;
- Demonstrated ability to develop and implement innovative policies and practices to facilitate the achievement of continuous improvement and change;
- Demonstrated ability to establish and maintain sound working relationships internally and externally at a senior level;
- Proven ability to work in a complex and political environment and balance a range of priorities and expectations;
- Demonstrated ability to effectively apply contemporary human resource principles;
- Working knowledge of computerised project management systems and the application of computer technology to project management;
- Strong and effective negotiation skills;
- Excellent writing skills for reporting to high level stakeholders and committees.

### Desirable

- Management experience in the full range of building disciplines;
- General knowledge of the core business activities within a University environment.

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## HOW TO APPLY

Applications in Word format only should be forwarded to Andrew Reed by e-mail to [12951@hender.com.au](mailto:12951@hender.com.au)

Telephone enquiries are welcome and may be directed to Andrew on (08) 8100 8836 or Justin Hinora on (08) 8100 8829.

### **Please Note**

Your application will be automatically acknowledged by a return e-mail.