

## Position Description

Employment Agreement:	Individual Employment Agreement
Position Title:	<b>Service Manager Property Performance</b>
Service & Directorate:	Facilities & Property
Location:	Dunedin / Invercargill
Reports to:	General Manager Facilities & Property
DHB Delegation Level:	Tier 4
Number of direct reports:	5
Date:	April 2022

### Our Vision

Better Health, Better Lives, Whānau Ora

We work in partnership with people and communities to achieve their optimum health and wellbeing  
We seek excellence through a culture of learning, enquiry, service and caring

### Our Shared Values and Behaviours

<b>Kind</b> <i>Manaakitanga</i>	<b>Open</b> <i>Pono</i>	<b>Positive</b> <i>Whaiwhakaaro</i>	<b>Community</b> <i>Whanaungatanga</i>
<b>Looking after our people:</b> We respect and support each other. Our hospitality and kindness foster better care.	<b>Being sincere:</b> We listen, hear and communicate openly and honestly. We treat people how they would like to be treated.	<b>Best action:</b> We are thoughtful, bring a positive attitude and are always looking to do things better.	<b>As family:</b> We are genuine, nurture and maintain relationships to promote and build on all the strengths in our community.

### Our statutory purpose

To improve, promote and protect the health of our population

- Promote the integration of health services across primary and secondary care services
- Seek the optimum arrangement for the most effective and efficient delivery of health services
- Promote effective care or support for those in need of personal health or disability support services
- Promote the inclusion and participation in society and the independence of people with disabilities
- Reduce health disparities by improving health outcomes for Māori and other population groups
- Foster community participation in health improvement and in planning for the provision of and changes to the provision of services
- Uphold the ethical and quality standards expected of use and to exhibit a sense of social and environmental responsibility

## PURPOSE OF ROLE

This role is responsible for the performance of all SDHB properties, in terms of energy, health & safety, compliance, leasing and tenure, spatial planning, and that suitable contracts are in place for all required services. Is a member of the Facilities & Property Senior Leadership Team, and provides leadership to the property performance team and acts as a liaison between the property performance team and the wider organisation. Responsible for the financial planning for all property related costs.

The role contributes and continually looks for improvement, ensuring all activities are being undertaken as directed by the General Manager. This role will manage, direct and develop a high-performing, multi-disciplinary district-wide team to provide all aspects of administration and compliance support; ensuring that all departmental processes function efficiently and risk to the organisation is minimised. The role will develop and sustain a positive team culture where all team members are supported, empowered and actively model exceptional customer service, health and safety practices, asset management and the values of the organisation.

The role will devise, organise and implement the effective performance of all SDHB properties, ensuring the needs of the organisation are met, and that organisational and governmental goals are worked towards, and that key objectives and compliance with relevant legislation is achieved (i.e. Building Warrant of Fitness, carbon zero, leases and contracts, accurate data management framework for financial systems).

The role will also be an active contributing member of the senior leadership team for the strategic direction of the department; supporting the entire department and providing advice on property matters, compliance, documentation and governance functions to the rest of the leadership team, and provide support to strategic projects and high level documentation such as Business Cases.

## Competencies

The following competencies apply to this position. The employee will be assessed against these as part of their annual performance and development review.

### Organisational Competencies

<b>Customer Focus</b>	Is dedicated to meeting the expectations and requirements of internal and external customers; gets first hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect
<b>Integrity and Trust</b>	Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.
<b>Drive For Results</b>	Can be counted on to exceed goals successfully; Is constantly and consistently one of the top performers; very bottom line oriented; steadfastly pushes self and others for results.

### Management Competencies

<b>Planning</b>	Accurately scopes out length and difficulty of task and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals, evaluates results. Can effectively cope with change and uncertainty; can shift gears comfortably; can decide and act on tasks without having the total picture.
<b>Listening</b>	Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.
<b>Informing</b>	Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organisation; provides individuals information so that they can make accurate decisions; is timely with information.
<b>Interpersonal Savvy</b>	Relates well to all kinds of people—up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can defuse even high-tension situations comfortably. Has excellent communication skills both written and verbal.

<b>Building Effective Teams</b>	Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team
<b>Problem Solving</b>	Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
<b>Process Management</b>	Good at developing, refining, and implementing the processes necessary to get things done; knows how to organise people and activities; understands how to separate and combine tasks into efficient work flows; knows what to measure and how to measure it; can see opportunities for synergy and integration; can simplify complex processes when appropriate and can determine if simplification is beneficial. Can get the most out of the resources available, but can recognise early when conditions and situations are likely to place themselves, their colleagues, contractors or the organisation at risk. Capable of planning and implementing alternative solutions. Develops and presents opportunities to improve departmental and organisational processes.
<b>Managing and Measuring Work</b>	Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work.

<b>KEY RELATIONSHIPS</b>	
<b>Within Southern DHB</b>	<b>External to Southern DHB</b>
<ul style="list-style-type: none"> <li>Facilities &amp; Property management and staff</li> </ul>	<ul style="list-style-type: none"> <li>Contractors and suppliers, including service contractors who are communicated with highly on matters such as access procedures due to their regular presence on site.</li> </ul>
<ul style="list-style-type: none"> <li>Service Managers and other clinical staff of other DHB departments.</li> </ul>	<ul style="list-style-type: none"> <li>Consultants (design consultants, building consultants, architects, project managers etc)</li> </ul>
<ul style="list-style-type: none"> <li>Senior Management and non-clinical staff of other DHB departments.</li> </ul>	<ul style="list-style-type: none"> <li>University of Otago staff</li> </ul>
<ul style="list-style-type: none"> <li>CEO/Commissioner support office</li> </ul>	<ul style="list-style-type: none"> <li>Territorial Authorities e.g. DCC, ORC, ICC</li> </ul>
<ul style="list-style-type: none"> <li>Finance, business analysts, procurement</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Health Capital and Operations staff</li> </ul>
<ul style="list-style-type: none"> <li>Communications office</li> </ul>	<ul style="list-style-type: none"> <li>Clinical support services e.g SCL, NZ Blood Service, AlSCO, ISS etc</li> </ul>
<ul style="list-style-type: none"> <li>Corporate Solicitor</li> </ul>	<ul style="list-style-type: none"> <li>Members of the public</li> </ul>

## PERSON SPECIFICATION

The expertise required for a person to be fully competent in the role. Position specific competencies:

	ESSENTIAL	DESIRABLE
<b>Education and Qualifications (or equivalent level of learning)</b>	<ul style="list-style-type: none"> <li>New Zealand Business or management qualifications.</li> </ul>	<ul style="list-style-type: none"> <li>Property Management qualification.</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>Minimum 5 years' experience in a people management role.</li> <li>Extensive knowledge of the property sector, including building compliance, leasing, etc.</li> <li>Experience in allocation and management of budgets.</li> <li>Experience working within a multi-disciplinary senior management team, utilising and providing expert advice to allow business continuity.</li> <li>Experience in interpreting and implementing terms and conditions of contracts and legislation.</li> </ul>	<ul style="list-style-type: none"> <li>Experience working in the healthcare industry.</li> <li>Experience in coordinating and/or writing high level documentation such as Business Cases for executive or Ministry-level audiences.</li> <li>Experience in managing staff across multiple sites.</li> <li>Experience and confidence in creating and implementing contracts and knowledge of the government rules of sourcing.</li> <li>Experience and confidence in managing a multidisciplinary team of staff and contractors.</li> </ul>
<b>Knowledge and Skills</b>	<ul style="list-style-type: none"> <li>Expert knowledge of the business processes required to provide property management support; such as asset management, construction project administration, financial processes, leases, contracts etc.</li> <li>Have an enquiring mind and be adept at options based problem solving.</li> <li>Advanced financial literacy and problem solving skills.</li> <li>Excellent business report writing, spelling and proofing skills.</li> <li>Skills in recruiting, training and motivating staff.</li> <li>Strong skills in managing multidisciplinary staff from entry level to Team Leader level.</li> <li>Advanced computer skills in Microsoft Office suite.</li> <li>Exceptional attention to detail and the proficient ability to read and interpret building plans.</li> <li>Staff performance management / attendance management and appraisal skills.</li> </ul>	<ul style="list-style-type: none"> <li>Strong understanding of building compliance issues such as building warrant of fitness, seismic assessments, asset management etc.</li> <li>Understanding of the Government's Carbon Zero goals and decarbonisation initiatives.</li> <li>Experience and knowledge of software packages such as BEIMS, Onestaff, Oracle etc.</li> </ul>
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <li>A professional, accountable, proactive and service-orientated approach.</li> <li>The ability to act independently or as part of a team, and to work within set timeframes.</li> <li>The ability to interact effectively, tactfully and diplomatically with a wide variety of individuals.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Good negotiator and able to think outside of the square to arrive at solutions that suit all stakeholders. Able to build rapport and have well-developed relationship management skills.</li> <li>• A forward thinker, committed to continual quality improvements with excellent scheduling skills.</li> <li>• Experience managing budgets to ensure that services provided are the best value within operational financial constraints.</li> <li>• An extremely high level of discretion in dealing with confidential matters.</li> <li>• An innate ability to be adaptable; to respond to changes in tasks, duties, responsibilities and business processes brought about by organisational, environmental or legislative demands.</li> <li>• Ability to think strategically; goal orientated with the ability to prioritise own tasks and those of your team to meet deadlines.</li> <li>• A positive attitude to change while maintaining a good sense of humour.</li> <li>• Well-developed relationship management skills.</li> <li>• Monitors, measures and continually improves own performance and that of their team and contractors.</li> <li>• Responsiveness, high output and multi-tasking.</li> <li>• Sound leadership skills, with the ability to influence others in a positive manner through negotiation and persuasion</li> </ul>
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**KEY RESULT AREAS:**

<b>Key Accountabilities:</b>	<b>Example of successful delivery of duties and responsibilities</b>
<p><b>Management of staff</b></p> <p>To manage, direct and develop a high-performing, multi-disciplinary district-wide team to provide all aspects of property performance; ensuring that all departmental processes function efficiently and risk to the organisation is minimised. Develop and sustain a positive team culture where all team members are supported, empowered and actively model exceptional customer service, health and safety practices, asset management and the values of the organisation.</p>	
<ul style="list-style-type: none"> <li>• To lead the property performance function.</li> <li>• Develop and sustain a positive team culture of continual performance improvement.</li> <li>• Identify and/or implement change management.</li> <li>• Take responsibility for the staff deliverables within key performance indicators.</li> <li>• Monitor and develop the performance of staff through regular performance appraisals, review of expectations, performance management and training plans. Provide appropriate advice, guidance and coaching.</li> <li>• Undertake recruitment for the team; position descriptions, advertising, shortlisting, interview and selection.</li> <li>• Create a continuous improvement environment with a customer service focus.</li> <li>• Ensure that members of the team are achieving strategic objectives and workload and staff resources are allocated effectively.</li> <li>• Provide advice and rectify issues escalated by members of the team.</li> </ul>	<ul style="list-style-type: none"> <li>• Team workload is planned to ensure that risk to the organisation is minimised by meeting deadlines such as building warrant of fitness, contract expiry, carbon zero goals, etc.</li> <li>• All team members are supported through active listening and empowering to actively model exceptional customer service and the values of the organisation. Team members are encouraged to obtain and develop new skills and competencies to enhance the quality of the service we provide.</li> <li>• Planning of team functions to ensure tasks are in line with the changing needs of the department, the organisation and relevant legislation. Be proactive to implement changes to support of the rest of the department / organisation.</li> <li>• Staff are encouraged to develop positive interdepartmental relationships and with the greater organisation and external stakeholders.</li> <li>• Leadership inspires the members of the team to challenge their views and embrace the opportunity to change.</li> <li>• Prioritisation and quick action is used to ensure performance management is undertaken efficiently and in a timely manner.</li> </ul>

<ul style="list-style-type: none"> <li>• Create, overview and approve framework for administration and compliance documentation templates, procedures and policies.</li> <li>• Take full accountability and responsibility for the actions and performance of direct reports. Hold direct reports responsible for their individual responsibilities and goals.</li> <li>• Taking responsibility for team culture, attitude and relationships.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies, analyses and leads (where appropriate) the continual improvement of processes, practices and workflows based on customer feedback, departmental and organisational needs.</li> <li>• Ensure members of the team are achieving their specific objectives by monitoring their work through regular review and performance appraisal and providing appropriate support and coaching.</li> <li>• Perform performance appraisals and provide appropriate support and coaching for direct reports.</li> <li>• Performance management to the point of disciplinary action.</li> <li>• Approving leave requests based on the requirements of the portfolio.</li> </ul>
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**Operational responsibilities**  
 To devise, organise and implement the property performance aspects of the Facilities & Property team, being responsible for the smooth operation of processes and systems, ensuring that key objectives and compliance with relevant legislation is achieved. Including but not limited to; Energy Management, Building Compliance, Contract Management, Leasing, Spatial Planning.

<ul style="list-style-type: none"> <li>• To devise and implement procedures, processes, manuals, and schedules for the work of the property performance team.</li> <li>• To oversee all operational aspects for the property performance team to ensure a compliant, safe and efficient operation.</li> <li>• Regular review of all internal policies and procedures.</li> <li>• Produce a high standard of documentation and communication to the organisation.</li> <li>• Provide a link between different teams within the department to ensure consistency in processes.</li> <li>• Be involved with planning the asset management of the facilities with the rest of the management team.</li> <li>• High level coordination of quality and risk management functions; undertake or coordinate responses to complaints, incidents and risks.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that all documentation, policies and procedures are concise, comprehensive and consistent with the policies and direction of the SDHB.</li> <li>• Ensure business processes are reviewed and adapted to ensure best practice.</li> <li>• To liaise and assist effectively with other Service Managers / Supervisors / Coordinators and staff to obtain desired outcomes.</li> <li>• Ensure that communications to the organisation are appropriate for the audience, provide adequate information to minimise risk and have been distributed within appropriate timeframes.</li> <li>• Initiate and participate in process improvements through innovation, collaboration and personal development.</li> <li>• Keep up to date with current trends, best practice and methodologies.</li> </ul>
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**Management responsibilities**  
 To be an active contributing member of the Facilities & Property leadership team for the strategic direction of the department; supporting the entire department and providing advice on property related matters, documentation and governance functions to the rest of the leadership team.

<ul style="list-style-type: none"> <li>• To assist members of the management team and provide advice to peers and other SDHB staff on processes.</li> <li>• Delegated tasks from senior management.</li> <li>• Provide support to strategic projects and high level documentation such as Business Cases.</li> <li>• Manages, instigates and contributes to business projects or other initiatives as required.</li> <li>• Contribute to the strategic planning of the department, i.e. budgeting of workloads and workforce, organisational wide facilities requirements.</li> <li>• While you are not required to be on a regular call roster, as a member of Facilities and Property</li> </ul>	<ul style="list-style-type: none"> <li>• Highly focussed professional advice and outputs in all aspects of the position. Advice is provided swiftly and accurately, and answers are sought independently if not known.</li> <li>• Contribute technical information related to your portfolio.</li> <li>• All documentation is revised to a level appropriate for the audience; General Managers, Executive, Ministry, Treasury etc.</li> <li>• Looks at big picture, assess how the work of the property performance team interacts with the rest of the team and impacts the rest of the organisation ensuring sufficient communication is undertaken to deliver a high level of service.</li> </ul>
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<p>you may be required to work out of hours in an emergency situation.</p> <ul style="list-style-type: none"> <li>• Implement and maintain a level of KPIs for performance against service levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic planning KPI's are achieved.</li> <li>• Relationship management is well developed; influence, negotiate and communicate with the rest of the SDHB team.</li> <li>• Monthly reporting as required to support the tasks in the operation of your duties.</li> </ul>
<p><b>Financial management</b> Management of personnel budget for all staff within the portfolio.</p>	
<ul style="list-style-type: none"> <li>• Involvement with budgets for the Facilities &amp; Property team.</li> <li>• Involvement with monitoring of all financial administration undertaken within the team, including purchase orders, invoices, progress claims, capital project financials, budget tracking spreadsheets and reporting.</li> <li>• Problem solving, trouble-shooting and auditing financial administration when necessary.</li> <li>• Review contracts, leases, and other documentation in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• Budget and expenditure is managed in line with the delegation of authority policy.</li> <li>• All financial administration is undertaken as per SDHB policies and procedures.</li> <li>• Financial administration issues are reviewed and solved with a transparent audit trail in collaboration with the finance team.</li> </ul>
<p><b>Health, Safety and Wellbeing</b></p>	
<ul style="list-style-type: none"> <li>• Taking all practicable steps to ensure personal safety and the safety of others while at work, in accordance with the Southern DHB's Health, Safety and Wellbeing policies, procedures and systems.</li> <li>• Develop positive health and safety and wellbeing cultures in their teams and the team environment.</li> </ul>	<ul style="list-style-type: none"> <li>• SDHB Health and safety policies are followed in their area of responsibility.</li> <li>• Hazards are identified, risks are assessed, and appropriate control measures are implemented and followed on a regular basis.</li> <li>• All employees are regularly briefed on where to seek assistance and guidance on health and safety matters. You understand and consistently meet your obligations under Southern DHB's Health and Safety policy/procedures.</li> <li>• You actively encourage and challenge your peers to work in a safe manner.</li> <li>• Effort is made to strive for best practice in Health and Safety at all times.</li> </ul>
<p><b>General Administration</b> Provide high quality administrative support to the Facilities &amp; Property team, ensuring efficient service delivery.</p>	
<p>Provide timely and accurate administration support to enable the efficient functioning of the service, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Identify potential improvements to systems and processes to ensure continuous improvement.</li> <li>• Demonstrate attention to detail.</li> <li>• Demonstrate excellent customer service skills with all stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• All duties performed to a high standard</li> <li>• Prompt response to requests</li> <li>• Enquires are handled efficiently, promptly and appropriately.</li> <li>• Adherence to all SDHB policies and procedures.</li> <li>• Prioritise work to ensure efficient service delivery</li> </ul>
<p><b>Living Southern DHB Values</b></p>	
<p>Proactively demonstrating Southern DHB values in all aspects of the role.</p>	<ul style="list-style-type: none"> <li>• Demonstrates behaviours that we want to see from each other, at our best.</li> <li>• Contributes positively to a culture of appreciation, a learning culture, where people feel safe to speak up.</li> <li>• Contributes positively to team and other initiatives that seek to improve patient and whanau experiences and/or staffs experience of working.</li> </ul>

Other Duties	
Undertaking duties from time to time that may be in addition to those outlined above but which fall within your capabilities and experience.	<ul style="list-style-type: none"> <li>You respond positively to requests for assistance in own and other areas, demonstrating adaptability and willingness.</li> <li>You produce work that complies with SDHB processes and reflects best practice.</li> <li>Research undertaken is robust and well considered.</li> </ul>
Professional Development – self	
Identifying areas for personal and professional development.	<ul style="list-style-type: none"> <li>Training and development goals are identified/agreed with your manager.</li> <li>Performance objectives reviewed annual with your manager.</li> <li>You actively seek feedback and accept constructive criticism.</li> </ul>
Treaty of Waitangi	
Giving effect to the principles of the Treaty of Waitangi – Partnership, Participation and Protection through your interaction with others on a day to day basis.	<ul style="list-style-type: none"> <li><i>Partnership</i> – You interact in good faith and in the nature of a partnership. There is a sense of shared enterprise and mutual benefit where each partner takes account of the needs and interests of the other.</li> <li><i>Participation</i> – You work in partnership with our treaty partners to enable our organisation to prosper. You are mindful of the varying socio-economic conditions that face our people and work hard to remove barriers of access to health and education.</li> <li><i>Protection</i> – You work proactively to protect the rights and interests of Māori, including the need to proactively build the capacity and capability of Māori.</li> </ul>

Note: the above example measures are provided as a guide only. The precise performance measures for this position will require further discussion between the job holder and manager.

### CHANGES TO POSITION DESCRIPTION

From time to time it may be necessary to consider changes to the position description in response to the changing nature of our work environment – including technological requirements or statutory changes. This Position Description may be reviewed as part of the preparation for your annual performance and development review.

Acknowledged / Accepted:

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Employee

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Date

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Manager

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Date