University of Melbourne Advancement

Deputy Director, Operations

POSITION NO 0001079
CLASSIFICATION PSC 10
SALARY $123,991 p.a.
SUPERANNUATION Employer contribution of 17%
WORKING HOURS Full-time
BASIS OF EMPLOYMENT Continuing
OTHER BENEFITS http://about.unimelb.edu.au/careers/working/benefits
HOW TO APPLY Please DO NOT apply via the University website. We have engaged the consultancy SHK to assist in this recruitment. Enquiries and applications should be directed to: Dalia Klein, SHK, Tel +61 3 8620 8004, Email dalia.klein@shk.com.au
CONTACT FOR ENQUIRIES ONLY As above

For information about working for the University of Melbourne, visit our website: about.unimelb.edu.au/careers
**Position Summary**

The Deputy Director, Operations (Deputy Director) plays an important leadership role in the delivery of effective and efficient Advancement Operations as part of the overall Advancement Strategy for the University of Melbourne. This position pivots at the nexus between strategic oversight of the wider portfolio and operational leadership of three Advancement Operations teams. The incumbent will have a high level of emotional intelligence; a proven track record of coming up with new innovative ideas and will value professional and personal development.

The Deputy Director is a critical role within the Advancement Operations team, responsible for overseeing the development of business solutions and services that underpin the establishment and maintenance of mutually beneficial relationships between the University and its alumni, friends and benefactors.

The Deputy Director, Operations reports to the Director of Operations (Director) and deputises in their absence, including coordinating with and (when required) overseeing other heads of teams in the portfolio: Gift Processing and Gift Agreements. The Deputy provides strategic support to the Director, Operations on a range of cross-divisional functions. This support will require the incumbent to have a broad understanding of all elements of this cross-divisional portfolio (including but not limited to Organisational Development, HR, Budgeting, OH&S, governance and policy) and also to take the leadership of one or more of these elements as required by the Director.

The position oversees 3 teams with 3 direct reports, approx. 13 Advancement Operations professionals (across Advancement Operations, Business Intelligence and Advancement Operations, MDHS).

These professionals work to deliver: advancement projects and process improvements, advancement information acquisition, information architecture; reporting and analytics; advancement system solutions and delivery of related client services. The Operations team are the super-users of the systems and applications that make up the Advancement ecosystem, including: the Advancement Customer Relationship Management system (CRM); business intelligence/analytics platform; the external facing stakeholder portal, email broadcaster platform and University Mentoring platform.

High-level relationship development and interpersonal skills, staff management skills, the ability to prioritise tasks and to influence colleagues and stakeholders are all critical to the effectiveness of this role. The role requires high level negotiating skills, a high level of attention to detail, and a sound understanding of IT and other systems that support customer engagement and relationship management activities. The incumbent in this role is expected to be a key provider of expertise and guidance, fostering close collaboration with Advancement teams and other internal stakeholders.

1. **Key Responsibilities**

With limited direction from the Director Operations, the Deputy Director has the following specific responsibilities:

1.1 ADVANCEMENT SOLUTIONS PORTFOLIO

- Lead and manage the advancement technology solutions portfolio. This includes the University’s principal relationship management system - Advance, Orion business analytics platform, alumni & donor engagement portal, email broadcasting platform,
University mentoring platform, associated data sharing channels and subsidiary interfaces.

- Work with University Services IT team to coordinate the development and maintenance of various data sharing interfaces to provide a cohesive advancement solutions ecosystem.
- Analyse, evaluate and recommend new technology and process solutions that can enhance and/or complement advancement programs and outcomes.

1.2 TEAM LEADERSHIP

- Manage three teams (Advancement Operations, Business Intelligence and Advancement Operations, MDHS) within Advancement Operations to achieve set objectives.
- Manage and maintain the highest consistent performance within the team.
- Ensure staff wellbeing, knowledge retention and improvement in order to strengthen and enhance team capabilities.
  Responsible for managing the team’s casual salaries and consulting partners’ budget allocations.

1.3 STAKEHOLDER MANAGEMENT

- Develop effective partnerships and alliances with key internal stakeholders and facilitate their contribution to the ongoing management and maintenance of Advancement system solutions portfolio, policies and service catalogue.
- Oversee management of local and international vendors and consulting partners.

1.4 RESOURCING, STRATEGIC PLANNING AND PROJECT SERVICES

- Produce, implement and review annual operational plans, including annual performance management and review processes, agreed budgets and other operational targets for teams within the Deputy Director portfolio.
- Manage the project management services provided by Advancement Operations.
- Project lead for large-scale Advancement projects, including changes to business systems and processes.
- Work with and on behalf of the Director, Operations to deliver on whole-of-division initiatives that support the achievement of UoMA’s strategic goals. This may include but is not limited to initiatives such as the ADVANtage Organisational Development program, UoMA’s annual budget, portfolio of policies and procedures, budget effectiveness and OHS compliance.
- Ensure representation of Advancement Operations on Uni-wide projects affecting business operations in UoMA.

1.5 MANAGEMENT OF SERVICE DELIVERY

- Be the owner of the Advancement Project Portfolio. Oversee management of all project requests submitted to AO. Troubleshooting where appropriate to manage issues of service provision.
- Provide high-level oversight of client services including: help desk, information management and data integrity related services, system access; digital services relating to email messaging and online engagement; data analysis; and event management.
Act as the escalation point for complex and challenging issues, particularly those relating to security of systems and issues with potentially serious consequences for Advancement.

1.6 EXPERT ADVISORY RESPONSIBILITIES

- Identify need for and lead the development of Advancement-wide and divisional projects for Alumni Relations, Development, and Communications.
- Provide high level and detailed advice to senior executives and others on:
  - how best to achieve project operations objectives;
  - how to best utilise Advancement Operations resources;
  - about Advancement solutions development and management of associated processes.
- Contribute to the development of best practice and strategic direction for the team through active engagement in the Operations Management Group.

1.7 TRAINING SERVICES

- Provide high-level strategic oversight of the Advancement Operations training program for the Advancement ecosystem of applications and systems to ensure an effective program is offered and manage. This include ensuring: delivery of classroom-based scheduled and ad-hoc training; innovative design and delivery of new programs; regular review and updating of training material; and regular training needs analysis.

1.8 COMPLIANCE

- Occupational Health and Safety (OH&S) and Environmental Health and Safety (EH&S) responsibilities as outlined in section 6.

2. Selection Criteria

2.1 ESSENTIAL

- A post-graduate qualification in a relevant discipline plus extensive relevant experience; or an equivalent combination of relevant extensive experience and education/training.
- Strong leadership skills with proven experience in managing a medium sized multi-disciplinary team.
- High level skills in influencing, negotiating, motivating and communicating across a large complex organisation and the ability to manage relationships at a senior level.
- Experience of advancement program management in a complex organisation.
- A high-level understanding and experience in various CRM systems.
- Experience in managing business solution innovation projects, with a high-level understanding, knowledge and experience in business process documentation with demonstrated experience in change management (ITIL framework).
- A proven track record in delivering complex projects within time and budget.
- Demonstrated experience in strategic problem-solving and providing actionable insights and data-driven solutions to achieve business operations objectives.
Proven ability in budget management and planning processes with excellent conceptual and analytical skills

2.2 DESIRABLE

- Formal certification in Agile, PMBOK or PRINCE2
- A working knowledge of ITIL and Six Sigma principles.
- Experience with compliance monitoring and the promotion of policy, particularly to ensure stakeholders have an open, transparent, consistent and ethical experience.
- An appreciation of the principles of, and current international best practice in, knowledge and information management as they relate to relationship management, preferably in an education environment.

3. Special Requirements

- Work outside normal business hours may be required on occasions.
- Occasional travel within Australia and internationally may be required.

4. Job Complexity, Skills, Knowledge

4.1 LEVEL OF SUPERVISION / INDEPENDENCE

The position exercises a high level of judgement and independence in its responsibilities. The incumbent supervises and directs the work of other staff and is required to work and liaise with staff across Advancement, in Faculties, other administrative units and external suppliers and vendors.

4.2 PROBLEM SOLVING AND JUDGEMENT

As required by the Director, Operations, the work will involve interpretation and application of policy in support of Advancement’s priorities. The ability to apply high level judgement and problem-solving skills to respond to issues that require immediate actions. The ability to analyse Advancement needs and provide advice and prepare reports for the Director, Operations and other senior management will be important, employing expert analysis to deliver insights and interpret results.

4.3 PROFESSIONAL AND ORGANISATIONAL KNOWLEDGE

The position requires a sound knowledge of the University’s strategic directions and a detailed understanding of the inter-relationships within the University especially as they apply to advancement. An understanding of the major international and national trends and internal factors which affect giving in higher education in general and The University of Melbourne in particular, as well as an understanding of the significance of these trends and factors to strategic planning, is important.

4.4 RESOURCE MANAGEMENT

The position has responsibility in the planning, implementation and monitoring of aspects of the Advancement Operations budget, and the whole of Advancement budget. The
position is responsible for setting and monitoring of expenditure allocations. The position also requires leadership of four teams of Advancement Operations staff.

4.5 BREADTH OF THE POSITION

This senior position in the Advancement Office will require the incumbent to operate across a matrix of levels and the full range of University activities of teaching and learning, research, knowledge transfer and university services. Both a high level strategic understanding and detailed operation knowledge is required in the execution of this role at the various levels of University, faculty, school and department. An understanding of policy, and also strategic, engagement, relationship, financial and operational issues, is essential.

5. Equal Opportunity, Diversity and Inclusion

The University is an equal opportunity employer and is committed to providing a workplace free from all forms of unlawful discrimination, harassment, bullying, vilification and victimisation. The University makes decisions on employment, promotion and reward on the basis of merit.

The University is committed to all aspects of equal opportunity, diversity and inclusion in the workplace and to providing all staff, students, contractors, honorary appointees, volunteers and visitors with a safe, respectful and rewarding environment free from all forms of unlawful discrimination, harassment, vilification and victimisation. This commitment is set out in the University’s People Strategy 2015-2020 and policies that address diversity and inclusion, equal employment opportunity, discrimination, sexual harassment, bullying and appropriate workplace behaviour. All staff are required to comply with all University policies.

The University values diversity because we recognise that the differences in our people’s age, race, ethnicity, culture, gender, nationality, sexual orientation, physical ability and background bring richness to our work environment. Consequently, the People Strategy sets out the strategic aim to drive diversity and inclusion across the University to create an environment where the compounding benefits of a diverse workforce are recognised as vital in our continuous desire to service for excellence and reach the targets of Growing Esteem.

6. Occupational Health and Safety (OHS)

All staff are required to take reasonable care for their own health and safety and that of other personnel who may be affected by their conduct.

OHS responsibilities applicable to positions are published at:
http://safety.unimelb.edu.au/topics/responsibilities/

These include general staff responsibilities and those additional responsibilities that apply for Managers and Supervisors and other Personnel.
7. Other Information

7.1 ORGANISATION UNIT

http://advancement.unimelb.edu.au/

The Advancement Office aims to facilitate the establishment and maintenance of mutually beneficial relationships between the University and its alumni, friends and benefactors. It is responsible for the management of programs relating to alumni and benefactors, and provides services to and works collaboratively with faculties and other central administration areas.

University of Melbourne Advancement (UoMA) is responsible for the coordination and delivery of Believe: the Campaign for the University of Melbourne, www.campaign.unimelb.edu.au

The completion of the first phase goal of raising $500M for the Believe Campaign was publicly announced in March 2016 along with the intention to proceed with a second phase of the Campaign with revised goals of raising $1B and actively engaging with 100,000 alumni by the end of 2021. The Campaign is the largest initiative of its kind in the Asia-Pacific region.

UoMA’s Vision – Partnering for Impact
Advancement is a catalyst that leads to positive impact on the University, the city, the state, Australia and the world.

Mission
We do this in deep and genuine partnership with our generous alumni, supporters and academic colleagues.

To do this we will work in partnership with:

- **Academic and professional colleagues** to identify, curate, hone and present wonderful philanthropic and engagement opportunities that support our outstanding researchers, teachers and students and the spaces in which they live and work
- **Donors** to match and connect these opportunities to their passions
- **Alumni, friends and current students** to develop mutual and lifelong benefit by sharing skills, expertise and networks

Guiding Principles

- We are ‘One Advancement’ working together towards collective goals
- We are driven both by university strategies and the opportunities presented by our supporters’ passions
- We strive for outcomes through strong partnerships that deliver impact – both with university colleagues and with our community stakeholders
- We create opportunities for the university to come together with supporters to make a difference in the world and benefit the communities with whom we engage
- We build enduring, purposeful relationships that are stakeholder-centric and mutually-beneficial
- Our decision making and resource allocation are based on expert knowledge, research insights and data
- We recognise the impact of both financial and non-financial contributions
- We operate sustainably at both the organisational and personal levels

**Foundation Values**

Our work will be guided at all times by our Values:

- **Integrity** – we are honest, trustworthy, understanding and sincere
- **Collaboration** – we are supportive of each other and work as a team toward improved collective outcomes
- **Innovation** – we prize creativity and act with courage to progress our objectives
- **Professionalism** – we are committed, focused, accountable, respectful and proud of the work we do

**Behaviours**

We look to encourage the following behaviours across Advancement:

- **Prioritise** based on our strategic direction and purpose
- **Don’t go it alone** – explore and exchange expertise, knowledge and institutional memory with colleagues across Advancement
- Be willing to **innovate and test new approaches**
- Support each other to **think, speak and act courageously** in pursuit of the best outcomes
- Be **responsive and decisive** taking both personal and collective accountability

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7.2 **THE UNIVERSITY OF MELBOURNE**

Established in 1853, the University of Melbourne is a leading international university with a tradition of excellence in teaching and research. The main campus in Parkville is recognised as the hub of Australia’s premier knowledge precinct comprising eight hospitals, many leading research institutes and a wide-range of knowledge-based industries. With outstanding performance in international rankings, the University is at the forefront of higher education in the Asia-Pacific region and the world.

The University employs people of outstanding calibre and offers a unique environment where staff are valued and rewarded.

Further information about working at The University of Melbourne is available at [http://about.unimelb.edu.au/careers](http://about.unimelb.edu.au/careers).

UoMA is keen to encourage a diverse workforce. UoMA is also supportive of flexible working arrangements for staff. Applicants interested in flexible working arrangements (on a temporary or permanent basis) are encouraged to raise this at any time during the selection process.

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7.3 **GROWING ESTEEM, THE MELBOURNE CURRICULUM AND RESEARCH AT MELBOURNE: ENSURING EXCELLENCE AND IMPACT TO 2025**

Growing Esteem describes Melbourne’s strategy to achieve its aspiration to be a public-spirited and internationally-engaged institution, highly regarded for making distinctive contributions to society in research and research training, learning and teaching, and engagement. [http://about.unimelb.edu.au/strategy-and-leadership](http://about.unimelb.edu.au/strategy-and-leadership)

The University is at the forefront of Australia’s changing higher education system and offers a distinctive model of education known collectively as the Melbourne Curriculum. The new educational model, designed for an outstanding experience for all students, is based on six broad undergraduate programs followed by a graduate professional degree,
research higher degree or entry directly into employment. The emphasis on academic breadth as well as disciplinary depth in the new degrees ensures that graduates will have the capacity to succeed in a world where knowledge boundaries are shifting and reforming to create new frontiers and challenges. In moving to the new model, the University is also aligning itself with the best of emerging European and Asian practice and well-established North American traditions.

The University’s global aspirations seek to make significant contributions to major social, economic and environmental challenges. Accordingly, the University’s research strategy Research at Melbourne: Ensuring Excellence and Impact to 2025 aspires to a significant advancement in the excellence and impact of its research outputs. http://research.unimelb.edu.au/our-research/research-at-melbourne

The strategy recognises that as a public-spirited, research-intensive institution of the future, the University must strive to make a tangible impact in Australia and the world, working across disciplinary and sectoral boundaries and building deeper and more substantive engagement with industry, collaborators and partners. While cultivating the fundamental enabling disciplines through investigator-driven research, the University has adopted three grand challenges aspiring to solve some of the most difficult problems facing our world in the next century. These Grand Challenges include:

- Understanding our place and purpose – The place and purpose grand challenge centres on understanding all aspects of our national identity, with a focus on Australia’s ‘place’ in the Asia-Pacific region and the world, and on our ‘purpose’ or mission to improve all dimensions of the human condition through our research.

- Fostering health and wellbeing – The health and wellbeing grand challenge focuses on building the scale and breadth of our capabilities in population and global health; on harnessing our contribution to the ‘convergence revolution’ of biomedical and health research, bringing together the life sciences, engineering and the physical sciences; and on addressing the physical, mental and social aspects of wellbeing by looking beyond the traditional boundaries of biomedicine.

- Supporting sustainability and resilience – The sustainability and resilience grand challenge addresses the critical issues of climate change, water and food security, sustainable energy and designing resilient cities and regions. In addition to the technical aspects, this grand challenge considers the physical and social functioning of cities, connecting physical phenomena with lessons from our past, and the implications of the technical solutions for economies, living patterns and behaviours.

Essential to tackling these challenges, an outstanding faculty, high performing students, wide collaboration including internationally and deep partnerships with external parties form central components of Research at Melbourne: Ensuring Excellence and Impact to 2025.

7.4 GOVERNANCE

The Vice Chancellor is the Chief Executive Officer of the University and responsible to Council for the good management of the University.

Comprehensive information about the University of Melbourne and its governance structure is available at http://www.unimelb.edu.au/governance