

Role Description

Director, Campaign

Cluster	Premier and Cabinet
Agency	Museum of Applied Arts & Sciences
Division/Branch/Unit	Campaign
Location	Sydney
Classification/Grade/Band	Senior Executive Band 2
Senior Executive Work Level Standards	Specialist
ANZSCO Code	
PCAT Code	
Date of Approval	09 December 2019
Agency Website	maas.museum

Agency overview

The Museum of Applied Arts and Sciences sits at the intersection of the arts, design, science and technology and plays a critical role in engaging communities with contemporary ideas and issues. Established in 1879, the museum includes the Powerhouse Museum, Sydney Observatory and the Museums Discovery Centre. The Museum is custodian to over half a million objects of national and international significance and is considered one of the finest and most diverse collections in Australia.

Organisational Context of the Role

The Powerhouse Program is one of the largest cultural infrastructure projects currently being undertaken in Australia. The Program will transform and renew one of Australia's oldest and most important cultural institutions and carry forward its legacy to reflect the changing needs of the contemporary communities of NSW. The Program includes four key projects; the establishment of the Powerhouse at Parramatta, the expansion of Powerhouse Castle Hill, the establishment of the Powerhouse Creative Industries Precinct in Ultimo and the Relocation and Digitisation of over 300,000 objects from the Powerhouse collections.

Primary purpose of the role

The Director Campaign will lead the capital raising program for the Powerhouse Parramatta including identifying and securing private contributions from individual donors, trusts and foundations, corporate partners and government grants. The Director will work closely with the Executive Leadership Team, the Trust and the Powerhouse Foundation to ensure campaign targets are met and support is secured for the delivery of the Powerhouse at Parramatta.

Key accountabilities

- Lead and manage the Campaign function including strategic planning, staff leadership and financial planning and management and drive high levels of staff performance, development and engagement across the function to achieve the objectives of the capital raising program for the establishment of the Powerhouse Parramatta.
- Establish and drive the campaign program business plan and strategy including the definition of short and long term targets, risks and opportunities and program outcomes to deliver outcomes that achieve the priorities of the Powerhouse Parramatta and the NSW Government.
- Establish, lead and influence strategic partnerships across government, private partners and sponsors by providing advice, direction and guidance on the program and developing a program of events and stakeholder engagement activities to attract investment interest and build the reputation and profile of the Powerhouse Parramatta.
- Oversee the establishment and implementation of a program governance framework and risk management strategy including the development and implementation of systems, policies and procedures for campaign activities to drive high quality outcomes and practice and to support campaign implementation.
- Lead the implementation of the Campaign Program including prospect tracking, marketing and communications initiatives, stewardship and financial reporting to ensure program outcomes meet agreed objectives.
- Lead the delivery of the campaign project including delivering interdependent project outcomes, identifying key project risks and developing risk mitigation strategies through excellence in governance, systems and processes to ensure the project achieve time and revenue objectives.
- Direct and oversee the preparation of high quality proposals for private partners, sponsors and government and negotiate terms that align to capital program priorities to deliver on the objectives of the Powerhouse Parramatta.
- Provide expert and authoritative advice on the campaign program to Trustees, Government and other key stakeholders to support effective decision making.

Key challenges

- Building the profile and reputation of the Powerhouse Parramatta by instilling a customer-focused culture and approach and providing leadership and excellence in program delivery to raise \$75.0m within the capital campaign timeframe through private and corporate support.
- Navigating and balancing competing interests of a range of stakeholders across the government and private sector to achieve consensus and engagement with program priorities.
- Delivering excellence in donor, prospect and campaign management through the establishment of high quality governance practices and outstanding customer focused program activities.

Key relationships

Who	Why
Ministerial	
Minister's Office	<ul style="list-style-type: none">• Exchange information, consult and report.• Contribute to the provision of strategic, evidence-based advice and recommendations
Internal	
Minister's Office	<ul style="list-style-type: none">• Exchange information, consult and report.• Contribute to the provision of strategic, evidence-based advice and recommendations

Who	Why
Chief Executive	<ul style="list-style-type: none"> • Exchange information, consult, support and receive direction. • Provide and contribute to strategic, evidence-based advice and support to inform plans. • Escalate and resolve issues of a strategic and politically sensitive nature.
Board of Trustees, Campaign Committee, Powerhouse Foundation	<ul style="list-style-type: none"> • Exchange information, consult and report. • Contribute to the provision of strategic, evidence-based advice and recommendations
Secretary and Deputy Secretary DPC. Other senior staffs within Department of Premier and Cabinet	<ul style="list-style-type: none"> • Exchange information, consult, support. • Provide and contribute to strategic, evidence-based advice and support to inform plans. • Escalate and resolve issues of a strategic and politically sensitive nature
Direct and indirect reports	<ul style="list-style-type: none"> • Provide direction, inform, consult, develop capability and manage performance
External	
Private and public partners, donors, benefactors, sponsors and Foundations, Trusts.	<ul style="list-style-type: none"> • Foster beneficial relationships, exchange information, collaborate, influence and negotiate. • Secure external income. • Provide information, advice and guidance. • Seek feedback about programs and strategies.
Other NSW Government agencies (including Infrastructure NSW and State Cultural Institutions) and federal and local agencies	<ul style="list-style-type: none"> • Foster beneficial relationships, exchange information, collaborate, influence and negotiate. • Secure external income. • Provide information, advice and guidance. • Seek feedback about programs and strategies.
Contractors, consultants, industry and community participants/representatives, and other external stakeholders	<ul style="list-style-type: none"> • Represent the Agency and Government, foster beneficial relationships and partnerships, provide information, consult, engage and negotiate in order to optimise outcomes. • Manage performance (contractors and consultants).

Role dimensions

Decision making

The Director Campaign – Powerhouse operates with significant autonomy and is fully accountable for the performance and outcomes of the Campaign function. The role provides leadership, guidance and advice to staff and across government and the private sector to achieve program goals. The role provides strategic, evidence based advice and recommendations to the Chief Executive to achieve the financial target of the Powerhouse Capital Campaign. The role is fully accountable for the quality and integrity of information, advice and analysis provided in relation to the Campaign function.

The role defers to the Chief Executive on complex issues of a legislative or political nature of decisions that will substantially alter the outcome or timeframes, major issues or conflicts arising or matters requiring a higher delegated authority.

Reporting line

Chief Executive, Powerhouse Museum.

Direct reports

- Senior Manager, Major Gifts
- Senior Manager – Prospect Research
- Manager – Major Gifts
- Manager – Prospect Research
- Administration

Staffing levels will increase relative to the requirements of campaign implementation.

Budget/Expenditure

\$75.0 Revenue Target

10% of funds raised

Essential requirements

- Substantial experience in a senior role with responsibility for successfully delivering fundraising campaigns within a context of tight timeframes and budgets.
- Demonstrated experience in identifying and securing major private and corporate investment.
- Extensive experience in strategic and corporate planning and implementation.
- Strong demonstrated ability to establish effective partnerships with stakeholders across Government, the private sector and the community.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Highly Advanced
	Manage Self	Advanced
	Value Diversity	Advanced
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Highly Advanced
 Results	Deliver Results	Highly Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Advanced
	Technology	Adept
	Procurement and Contract Management	Advanced
	Project Management	Advanced
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Highly Advanced
	Manage Reform and Change	Intermediate

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role’s key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> Stay calm and act constructively in highly pressured and unpredictable environments Give frank, honest advice in the face of strong, contrary views Accept criticism of own ideas and respond in a thoughtful and considered way

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues • Champion and act as an advocate for the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government • Define, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports
Personal Attributes Manage Self	Advanced	<ul style="list-style-type: none"> • Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Maintain a high level of personal motivation • Take the initiative and act in a decisive way
Relationships Commit to Customer Service	Advanced	<ul style="list-style-type: none"> • Promote a culture of quality customer service in the organisation • Initiate and develop partnerships with customers to define and evaluate service performance outcomes • Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design • Ensure that the organisation’s systems, processes, policies and programs respond to customer needs
Relationships Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> • Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy • Use sound arguments, strong evidence, and expert opinion to influence outcomes • Determine and communicate the organisation’s position and bargaining strategy • Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions • Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders • Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation • Identify, recognise and celebrate success

Group and Capability	Level	Behavioural Indicators
Business Enablers Finance	Advanced	<ul style="list-style-type: none"> • Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes • Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes • Initiate and communicate high level priorities for the organisation to achieve government outcomes • Use own professional knowledge and expertise of others to drive organisational and government objectives forward <hr/> <ul style="list-style-type: none"> • Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of direct provision or purchase of services • Understand and promote the role of sound financial management and its impact on organisational effectiveness • Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement • Respond to financial and risk management audit outcomes, addressing areas of non-compliance
Business Enablers Technology	Adept	<ul style="list-style-type: none"> • Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks • Identify opportunities to use a broad range of communications technologies to deliver effective messages • Understand, act on and monitor compliance with information and communications security and use policies • Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business • Support compliance with the records, information and knowledge management requirements of the organisation
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> • Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives