

<b>Cluster</b>	Department of Enterprise, Trade & Investment
<b>Agency</b>	Museum of Applied Arts and Sciences
<b>Division/Branch/Unit</b>	Programs
<b>Location</b>	All MAAS Sites
<b>Classification/Grade/Band</b>	Clerk Grade 9/10
<b>ANZSCO Code</b>	139911
<b>PCAT Code</b>	3119192
<b>Date of Approval</b>	Dec 2022
<b>Agency Website</b>	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 1881, the museum includes the Powerhouse Ultimo, Sydney Observatory, the Museums Discovery Centre in Castle Hill and will expand to include the museum's new flagship - Powerhouse Parramatta. The Museum is custodian to over half a million objects of national and international significance and considered one of the finest and most diverse collections in Australia.

The Museum of Applied Arts and Sciences is undertaking landmark renewal program which includes the creation of Powerhouse Parramatta, the largest cultural infrastructure project since the Sydney Opera House; the expansion of Museum's Discovery Centre, Castle Hill which includes expanded storage and new research and public facilities and the renewal of the iconic Powerhouse Museum in Ultimo. Key to the renewal is the assessment and digitisation of over 380,000 objects from the museum's collection providing new levels of access.

### Primary purpose of the role

The Programs Manager is responsible for managing, developing and the delivery of public programs across Powerhouse Parramatta, Powerhouse Ultimo, Powerhouse Castle Hill and the Sydney Observatory which engage diverse communities and the creative industries.

Reporting directly to the Head of Programs the role is responsible for managing the operational requirements for the delivery of dynamic public programs across multiple sites and platforms and embedding notions of curatorial care across all outputs.

### Key accountabilities

- Develop and implement a high standard of public programs aligned with budgets ensuring curatorial care is delivered across the program putting Powerhouse at the forefront of contemporary Museum practice.
- Deliver programs through a model of consultation and collaboration across collection, program, community, and industry partnerships.
- Provide staff management, capability development and performance management ensuring high levels of staff engagement and motivation to deliver the outcomes of the Powerhouse Program.
- Deliver cross-divisional projects with interdisciplinary project teams ensuring high quality systems, processes, and work practices and a high-level of curatorial expertise to deliver program outcomes that align to the strategic framework and deliver the objectives of the Powerhouse Program.

- Implement process improvement initiatives within the team to ensure strategies, programs and projects deliver innovation and remain at the forefront of global best practice.

### Key challenges

- Engaging in new ways of working and cultural change across the organisation to deliver a cross-divisional project approach that generates quality outcomes aligned to program deliverables and the strategic framework.
- Developing and delivering multiple programs across distributed sites ensuring outcomes are delivered within approved budgets and schedules and quality requirements.

### Key relationships

Who	Why
<b>Internal</b>	
Director Curatorial, Collections & Programs	<ul style="list-style-type: none"> <li>• Strategic planning and reporting</li> </ul>
Head of Programs	<ul style="list-style-type: none"> <li>• Provide advice and contribute to decision making</li> <li>• Identify emerging issues/risks and their implications, and propose solutions</li> <li>• Receive guidance and provide regular updates on key projects issues and priorities</li> </ul>
Programs Team	<ul style="list-style-type: none"> <li>• Guide and manage performance and development</li> <li>• Leading and working collaboratively for the development and delivery of public and learning programs.</li> </ul>
<b>External</b>	
Stakeholders – Creative Industries	<ul style="list-style-type: none"> <li>• Consult and collaborate to deliver public and learning programs and festivals</li> </ul>
Local and State Government Partners, Festival Partners, Sponsors	<ul style="list-style-type: none"> <li>• Represent interests and negotiate to achieve optimal outcomes</li> <li>• To ensure sector ownership, support, and participation in programs</li> </ul>

### Role dimensions

#### Decision making

- Has a high level of autonomy and is accountable for delivery of public and learning programs
- Refers to Head of Programs for decisions that require significant change to strategic approach; that are likely to escalate; cause undue risk; create substantial precedent; or are outside of delegation limits.

#### Reporting line

- Head of Programs

## Direct reports

- Program Producers
- Program Coordinators
- Programs Delivery Officer

## Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results, and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.



The capabilities are separated into **focus capabilities** and **complementary capabilities**.

### Focus capabilities


*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 <b>Personal Attributes</b>	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Be flexible, show initiative and respond quickly when situations change</li> <li>• Give frank and honest feedback and advice</li> <li>• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li> <li>• Raise and work through challenging issues and seek alternatives</li> <li>• Remain composed and calm under pressure and in challenging situations</li> </ul>	Adept
	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Represent the organisation in an honest, ethical and professional way and encourage others to do so</li> <li>• Act professionally and support a culture of integrity</li> <li>• Identify and explain ethical issues and set an example for others to follow</li> <li>• Ensure that others are aware of and understand the legislation and policy framework within which they operate</li> <li>• Act to prevent and report misconduct and illegal and inappropriate behaviour</li> </ul>	Adept
 <b>Relationships</b>	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Tailor communication to diverse audiences</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li> <li>• Share information across teams and units to enable informed decision making</li> <li>• Write fluently in plain English and in a range of styles and formats</li> <li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul>	Adept
	<b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> <li>• Use facts, knowledge and experience to support recommendations</li> <li>• Work towards positive and mutually satisfactory outcomes</li> <li>• Identify and resolve issues in discussion with other staff and stakeholders</li> <li>• Identify others' concerns and expectations</li> <li>• Respond constructively to conflict and disagreements and be open to compromise</li> <li>• Keep discussions focused on the key issues</li> </ul>	Intermediate

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes</li> <li>• Make sure staff understand expected goals and acknowledge staff success in achieving these</li> <li>• Identify resource needs and ensure goals are achieved within set budgets and deadlines</li> <li>• Use business data to evaluate outcomes and inform continuous improvement</li> <li>• Identify priorities that need to change and ensure the allocation of resources meets new business needs</li> <li>• Ensure that the financial implications of changed priorities are explicit and budgeted for</li> </ul>	Adept
	<b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> <li>• Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence</li> <li>• Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience</li> <li>• Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience</li> <li>• Seek contributions and ideas from people with diverse backgrounds and experience</li> <li>• Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness</li> <li>• Identify and share business process improvements to enhance effectiveness</li> </ul>	Adept






## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
<div> Business Enablers</div>	<b>Project Management</b> Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"><li>• Understand all components of the project management process, including the need to consider change management to realise business benefits</li><li>• Prepare clear project proposals and accurate estimates of required costs and resources</li><li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li><li>• Identify and evaluate risks associated with the project and develop mitigation strategies</li><li>• Identify and consult stakeholders to inform the project strategy</li><li>• Communicate the project’s objectives and its expected benefits</li><li>• Monitor the completion of project milestones against goals and take necessary action</li><li>• Evaluate progress and identify improvements to inform future projects</li></ul>	Adept
<div> People Management</div>	<b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"><li>• Collaborate to set clear performance standards and deadlines in line with established performance development frameworks</li><li>• Look for ways to develop team capability and recognise and develop individual potential</li><li>• Be constructive and build on strengths by giving timely and actionable feedback</li><li>• Identify and act on opportunities to provide coaching and mentoring</li><li>• Recognise performance issues that need to be addressed and work towards resolving issues</li><li>• Effectively support and manage team members who are working flexibly and in various locations</li><li>• Create a safe environment where team members’ diverse backgrounds and cultures are considered and respected</li><li>• Consider feedback on own management style and reflect on potential areas to improve</li></ul>	Intermediate

## Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Intermediate
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
 Results	Plan and prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy, and guidelines	Intermediate
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate