

Role Description

Director, Strategy and Operations

Powerhouse Program

Cluster	Department of Premier and Cabinet
Agency	Museum of Applied Arts and Sciences
Division/Branch/Unit	Executive Office
Location	Sydney
Classification/Grade/Band	Band 1
ANZSCO Code	TBC
PCAT Code	1119192
Date of Approval	September, 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 the country. 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 Precinct at Parramatta, the expansion of the Powerhouse collection facilities in 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, Strategy and Operations has responsibility for the delivery of the client responsibilities of the Powerhouse Program including detailed strategic, commercial and operational planning and stakeholder management. Responsibilities include the integration of strategic and operational planning across the organisation and capital program to ensure excellence, efficiency and innovation.

Key accountabilities

- Deliver the client-side Powerhouse Program planning including assisting with the development and implementation of the Stage 3 Brief, Operational Plan and Strategic Plan.
- Through innovation and a commitment to excellence ensure the Powerhouse Program principles are embedded across the capital projects and the organisational renewal of the institution.
- Deliver the implementation of a consolidated communications and stakeholder strategy.
- Engage with senior stakeholders and external providers and consultants to develop and agree project scope, budgets, timelines and deliverables.
- Deliver and assist with the development and delivery of an integrated commercial strategy.

- Deliver robust operational models that ensure efficient use of resources and deliver high level service outcomes.
- Deliver multiple and interdependent project outcomes.
- Identify key project risks and lead their mitigation by ensure excellence in governance, systems and process.

Key challenges

- Ensuring the delivery of interdependent project outcomes on time and within budget.
- Anticipating, responding to and mitigating risks to successful program/project delivery.
- Maintain constructive relationships with diverse stakeholders.
- Operational planning and coordination.
- Commissioning planning, management and implementation.
- Cultural change.

Key relationships

Who			Why
Ministerial			
Minister's Office			<ul style="list-style-type: none"> • Exchange information, consult and support • Contribute to the provision of strategic, evidence-based advice and recommendations
Internal			
Executive Program	Director, Powerhouse		<ul style="list-style-type: none"> • Provide expert advice and contribute to decision making • Report on progress towards business objectives and discuss future directions •
	Chief Executive Officer, Powerhouse		<ul style="list-style-type: none"> • Provide expert advice and contribute to decision making • Report on progress towards business objectives and discuss future directions • Exchange information, consult, support and receive direction • Provide and contribute to strategic, evidence-based advice and support to inform plans and decisions relevant to significant cultural infrastructure projects and programs • Escalate and resolve issues of a strategic and politically sensitive nature
	Secretary and Deputy Secretary		<ul style="list-style-type: none"> • Exchange information, consult, support and receive direction • Contribute to the provision of strategic, evidence-based advice and recommendations • Escalate and resolve issues of a strategic and politically sensitive nature
	Direct Reports		<ul style="list-style-type: none"> • Lead, guide and support • Set performance expectations and manage performance and development • Review project status reports, financial status and identify requirements for corrective actions
External			
Other Infrastructure Projects	NSW Government Directors,		<ul style="list-style-type: none"> • Establish professional networks and relationships with Directors of other NSW Government agencies, and with similar roles across other

Who		Why
		jurisdictions to maintain currency, share ideas and learnings, and collaborate on common responses to project issues
Vendors/Service Consultants	Providers and	<ul style="list-style-type: none"> Negotiate and approve contracts and service level agreements Manage contracts and monitor provision of service to ensure compliance with contracts and service arrangements

Role dimensions

Decision making

- Directly provides and contributes to strategic, evidence-based advice, recommendations and support to the Chief Executive, to inform and implement Government plans and decisions relevant to designated major cultural infrastructure-related programs and projects.
- The role is directly accountable, within delegation, for decisions relevant to the setting of day to day priorities, resource allocations, contractor management, staffing and budget.

Reporting line

The role reports to the Executive Director, Powerhouse Program

Direct reports

4 x Senior Managers and 2 x Project Officers (large numbers of contractors).

Budget/Expenditure

Nil

Essential requirements

- Substantial senior leadership skills and experience in a large, complex and diverse organisations.
- Substantial experience in a senior role with responsibility for successfully delivering major programs and projects within a context of tight timeframes and budgets, political sensitivities and high levels of public interest.
- Experience in strategic and corporate planning and implementation.
- Organisational skills and understanding of relevant management, financial, administrative and human resource policies and procedures.
- Ability to work with stakeholders across Government, the private sector and community.
- Experience in delivering cultural change.
- Thorough understanding of NSW Government policy, direction and objectives, particularly in relation to resource management, continuous improvement, and service delivery functions.

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	Advanced
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Highly Advanced
	Project Management	Highly Advanced
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

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 Act with Integrity	Advanced	<ul style="list-style-type: none"> • Model the highest standards of ethical behaviour and reinforce them in others • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Ensure that others have a working understanding of the legislation and policy framework within which they operate • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act on reported breaches of rules, policies and guidelines

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> • Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial win/win outcomes • Show sensitivity and understanding in resolving acute and complex conflicts • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Advanced	<ul style="list-style-type: none"> • Drive a culture of achievement and acknowledge input of others • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control output of business unit to ensure government outcomes are achieved within budget • Progress organisational priorities and ensure effective acquisition and use of resources • Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> • Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate including contingency provisions • Monitor progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and respond appropriately • Consider the implications of a wide range of complex issues, and shift business priorities when necessary • Undertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning
Results Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> • Design and develop systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government and business goals • Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Procurement and Contract Management	Highly Advanced	<ul style="list-style-type: none"> • Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks • Incorporate sound risk management principles and strategies into business planning • Ensure that whole-of-government approaches to procurement and contract management are integrated into the organisation's policies and practices • Ensure that effective governance processes are in place for the organisation's provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes • Monitor and evaluate both compliance and effectiveness of procurement and contract management within the organisation
Business Enablers Project Management	Highly Advanced	<ul style="list-style-type: none"> • Implement effective governance processes for acceptance of projects based on sound business cases • Use historical, political and broader context to inform project directions and mitigate risk • Obtain the commitment of key stakeholders to major project strategies, including cross-organisational initiatives, and ensure ongoing communication • Ensure that project risks are managed effectively and appropriate strategies are in place to respond to variance • Implement systems for monitoring and evaluating effective management, expenditure of project budgets and resources, to achieve organisational goals
People Management Optimise Business Outcomes	Adept	<ul style="list-style-type: none"> • Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives • Allocate resources to ensure achievement of business outcomes and contribute to wider workforce planning • Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context • Monitor performance against standards and take timely corrective actions • Keep others informed about progress and performance outcomes