

# Role Description

## Associate Director, First Nations



Cluster	Premier and Cabinet
Agency	Museum of Applied Arts & Sciences
Division/Branch/Unit	First Nations
Role number	
Classification/Grade/Band	Clerk Grade 11/12
Senior executive work level standards	Not Applicable
ANZSCO Code	139911
PCAT Code	119192
Date of Approval	06 July 2021
Agency Website	<a href="http://www.maas.museum">www.maas.museum</a>

### Agency overview

The Museum of Applied Arts and Sciences sits at the intersection of art, design, science and technology, and plays a critical role in engaging communities with contemporary ideas and issues. Established in 1881, the Museum includes Powerhouse Ultimo, Sydney Observatory, the Museums Discovery Centre and will expand to include Powerhouse Parramatta – the largest cultural infrastructure project currently being undertaken in Australia. 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.

The establishment of the First Nations Directorate represents a significant paradigm shift in the 140 year history of Museum, placing Indigenous leadership and culture at its core to embed systemic change within the Museum's historical Western position. With collaboration, innovation and flexibility, the First Nations directorate will establish institutional and cultural priorities and processes through structural change, policy, strategy and governance.

### Primary purpose of the role

The Associate Director, First Nations is responsible for positioning the Powerhouse as a contemporary cultural leader embedded in the community. The role works across the Museum to implement operational strategy, policy, governance, accountability and change to realise the direction set by the Director First Nations, setting a new benchmark in self-determination, cultural competency and capability.

### Key accountabilities

- Develop, implement and manage governance, strategic, operational and change frameworks and plans with clear measures of success, aligning to the commitment of First Nations self-determination to influence the transformation of the Museum's cultural understanding, capability and ways of working.

- Through data collection, research, and analysis provide strategic operational insights and evidence based advice to the Director First Nations and senior leaders to ensure best practice organisational change, enabling a culturally significant institution.
- Forecast, manage and report on directorate budget and finances, and manage directorate contracting and contract management.
- Develop, write, consult and implement Museum wide policy and strategy.
- Provide high level written communications to multiple audiences such as the public, community, staff, Powerhouse Trust, government and stakeholders. Communications include the preparation of Trust papers, reports, briefs, to facilitate and influence decision making, effective communication, collaboration and engagement.
- Manage and develop leaders, teams and contractors and build cultural capability across the organisation, to deliver organisational priorities and ensure engagement with program priorities.
- Provide high level project management for multiple and concurrent strategic projects and priorities ensuring risks are managed and deliverables meet time, cost and quality requirements.

## Key challenges

- Developing, influencing and maintaining strong and productive relationships across the organisation to achieve program priorities.
- Delivering high quality outcomes across the organisations within resources and timeframes ensuring competing priorities are balanced affectively.
- Building effective networks and working relationships across the organisation, community and stakeholders to empower and enable organisational and individual cultural capabilities.

## Key relationships

Who	Why
<b>Internal</b>	
Director First Nations	<ul style="list-style-type: none"> <li>• Ensure close collaboration and mutual guidance. Inform and align strategic outcomes with the vision of the Director First Nations. Provide expert advice and recommendations</li> </ul>
Senior Leadership Team	<ul style="list-style-type: none"> <li>• Exchange information, consult, collaborate and support. Lead and contribute to strategic, evidence-based advice and support to inform plans.</li> </ul>
Manager First Nations Engagement	<ul style="list-style-type: none"> <li>• Exchange information, consult, collaborate and support. Lead and contribute to strategic, evidence-based advice and support to inform plans</li> </ul>
<b>External</b>	
First Nations Communities and Stakeholders	<ul style="list-style-type: none"> <li>• Build relationships and trust to establish collaborative partnerships</li> </ul>

## Role dimensions

### Decision making

The Associate Director Operations is responsible for providing and contributing to strategic, operational, evidence based and cultural advice, recommendations and support to the Director First Nations to inform and implement plans and relevant decisions to projects. The role operates with a high level of autonomy and is fully accountable for the quality and integrity of advice provided. The role consults with the Director, First Nations to determine organisational cultural priorities and defers complex and sensitive issues or those requiring a higher level of delegation to the Chief Executive

### Reporting line

Director First Nations

### Key knowledge and experience

- Demonstrated successful leadership in embedding First Nations methodologies and protocols, and a high-level of cultural capability.
- Experience in a senior role with planning and delivering strategic and governance frameworks and implementations.
- Ability to cultivate, collaborate and manage stakeholders within a large organisation and across community.

### Essential requirements

As an identified position, applicants must be of Aboriginal and/or of Torres Strait Islander descent.

Relevant tertiary qualifications or equivalent experience.

### 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
 Personal Attributes	<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>• Remain composed and calm and act constructively in highly pressured and unpredictable environments</li> <li>• Give frank, honest advice in response to strong contrary views</li> <li>• Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>• Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues</li> </ul>	Advanced
	<b>Value Diversity and Inclusion</b> Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	<ul style="list-style-type: none"> <li>• Encourage and include diverse perspectives in the development of policies and strategies</li> <li>• Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes</li> <li>• Build and monitor a workplace culture that enables diversity and fair and inclusive practices</li> <li>• Implement practices and systems to ensure that individuals can participate to their fullest ability</li> <li>• Recognise the value of individual differences to support broader organisational strategies</li> <li>• Address non-inclusive behaviours, practices and attitudes within the organisation</li> <li>• Champion the business benefits generated by workforce diversity and inclusive practices</li> </ul>	Advanced
 Relationships	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>	Advanced
	<b>Work Collaboratively</b>		Advanced

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Collaborate with others and value their contribution

- Recognise outcomes achieved through effective collaboration between teams
- Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government
- Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions
- Network extensively across government and organisations to increase collaboration
- Encourage others to use appropriate collaboration approaches and tools, including digital technologies

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**Influence and Negotiate**

Adept

Gain consensus and commitment from others, and resolve issues and conflicts

- Negotiate from an informed and credible position
- Lead and facilitate productive discussions with staff and stakeholders
- Encourage others to talk, share and debate ideas to achieve a consensus
- Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes
- Influence others with a fair and considered approach and sound arguments
- Show sensitivity and understanding in resolving conflicts and differences
- Manage challenging relationships with internal and external stakeholders
- Anticipate and minimise conflict



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**Deliver Results**

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Seek and apply the expertise of key individuals to achieve organisational outcomes
- Drive a culture of achievement and acknowledge input from others
- Determine how outcomes will be measured and guide others on evaluation methods
- 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 business unit output to ensure government outcomes are achieved within budgets
- Progress organisational priorities and ensure that resources are acquired and used effectively

Advanced

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**Demonstrate Accountability**

Advanced

- Design and develop systems to establish and measure accountabilities
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- Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines
- 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
- Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks
- Incorporate sound risk management principles and strategies into business planning

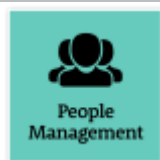


### **Project Management**

Understand and apply effective planning, coordination and control methods

- Prepare and review project scope and business cases for projects with multiple interdependencies
- Access key subject-matter experts' knowledge to inform project plans and directions
- Design and implement effective stakeholder engagement and communications strategies for all project stages
- Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning
- Develop effective strategies to remedy variances from project plans and minimise impact
- Manage transitions between project stages and ensure that changes are consistent with organisational goals
- Participate in governance processes such as project steering groups

Advanced



### **Inspire Direction and Purpose**

Communicate goals, priorities and vision, and recognise achievements

- Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders
- Translate broad organisational strategy and goals into tangible team goals and explain the links for the team
- Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders
- Work to remove barriers to achieving goals

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### **Manage Reform and Change**

Support, promote and champion change, and assist others to engage with change

- Support teams in developing new ways of working and generating innovative ideas to approach challenges
- Actively promote change processes to staff and participate in communicating change initiatives across the organisation






Adept

- Provide guidance, coaching and direction to others who are managing uncertainty and change
- Engage staff in change processes and provide clear guidance, coaching and support
- Identify cultural barriers to change and implement strategies to address these

## 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.

COMPLEMENTARY CAPABILITIES			
Capability group/sets	Capability name	Description	Level
 Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Intermediate
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
 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	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Intermediate
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate