

Role Description

Senior Manager, 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	Clerk Grade 11/12
Role Number	TBC
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 Senior Manager, Strategy and Operations will ensure that the client-side strategic and operational requirements of the Powerhouse Program are met including strategic, commercial and operational planning and stakeholder management. This will include change management, partnership development and logistics that is integrated and responsive to the capital program. Through collaboration, attention to detail and applying best practice you will contribute to the successful delivery of the Powerhouse Program.

Key accountabilities

- Manage the client-side strategic and operational requirements of projects within the Powerhouse Program.
- Ensure the Powerhouse Program principles are embedded across the capital projects and the organisational renewal of the Powerhouse.
- 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.
- Contribute to the implementation of a consolidated communications and stakeholder strategy.

- Manage budgets and assets, and oversee day to day performance of staff, contractors and consultants.
- Contribute to strategic, evidence-based advice, recommendations and support to the Chief Executive and Project Director to inform decision making relevant to the Powerhouse Program.
- Ensure compliance with legislative, public sector and agency requirements and manage risks for the successful delivery of projects.
- Lead the coordination of interdependent project outcomes with multiple stakeholders.
- Promote and facilitate adherence to best-practice project management principles.
- Lead the coordination and delivery of project reporting to organisation, government and project partners.

Key challenges

- 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.
- Procuring and managing consultant delivery.
- Detailed reporting requirements.

Key relationships

Who	Why
Internal	
Executive Director and Project Director	<ul style="list-style-type: none"> • Exchange information, consult, support and receive direction. • 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 challenging or 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.
Direct reports	<ul style="list-style-type: none"> • Provide direction, inform, consult and manage performance.
External	
Other NSW Government agencies (including Infrastructure NSW and State Cultural Institutions) and federal and local agencies	<ul style="list-style-type: none"> • Establish and sustain beneficial relationships, exchange information, collaborate, influence and contribute to negotiations.
Contractors, consultants, industry and community participants/representatives, and other external stakeholders	<ul style="list-style-type: none"> • Represent the agency and Government, establish and sustain beneficial relationships, provide information, consult, engage and contribute to negotiations in order to optimise outcomes. • Oversee performance (contractors and consultants).

Role dimensions

Decision making

- The Senior Manager, Strategy and Operations will operate with day to day autonomy and are accountable for the delivery of key elements of projects within the Powerhouse Program.

- Provide advice, recommendations and support to the Chief Executive, Project Director and Powerhouse Program team.
- Identify, evaluate and respond to complex project management issues.
- Represent the Powerhouse in discussions and negotiations with key stakeholders and contractors.
- Manage budgets and assets, and the oversees day to day performance of staff, contractors and consultants.

Reporting line

Role reports to the Director, Strategy and Operations – Powerhouse Program

Direct reports

2 x Project Officers, Contractors.

Budget/Expenditure

Powerhouse Program - project budgets

Essential requirements

- Experience in a senior role with responsibility for successfully contributing to the delivery of major programs and projects within a context of tight timeframes and budgets.
- Experience in strategic and corporate planning.
- Experience in establishing robust commercial operational models.
- Ability to develop and sustain partnerships across Government, the private sector and community.
- Strong understanding of NSW Government policy, direction and objectives, particularly in relation to resource management, continuous improvement and service delivery functions.
- Experience in budget management and overseeing the performance of staff, contractors and consultants.
- Experience in contributing to organisational change.






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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Monitor ethical practices, standards and systems and reinforce their use • Act on reported breaches of rules, policies and guidelines
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> • Present with credibility, engage varied audiences and test levels of understanding • Translate technical and complex information concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Actively listen and encourage others to contribute inputs • Adjust style and approach to optimise outcomes • Write fluently and persuasively in a range of styles and formats
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> • Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Demonstrate Accountability	Adept	<ul style="list-style-type: none"> • Seek and apply the expertise of key individuals to achieve organisational outcomes • Assess work outcomes and identify and share learnings to inform future actions • Ensure that actions of self and others are focused on achieving organisational outcomes • Exercise delegations responsibly • Understand and apply high standards of financial probity with public monies and other resources • Identify and implement safe work practices, taking a systematic risk management approach to ensure health and safety of self and others • Conduct and report on quality control audits • Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks
Business Enablers Procurement and Contract Management	Adept	<ul style="list-style-type: none"> • Apply legal, policy and organisational guidelines and procedures in relation to procurement and contract management • Develop well written, well structured procurement documentation that clearly sets out the business requirements • Monitor procurement and contract management processes to ensure they are open, transparent and competitive, and that contract performance is effective • Be aware of procurement and contract management risks, and what actions are expected to mitigate these • Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles • Escalate procurement and contract management issues where required
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Manage Reform and Change	Adept	<ul style="list-style-type: none"> • Actively promote change processes to staff and participate in the communication of change initiatives across the organisation

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none">• Provide guidance, coaching and direction to others 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