

# Role Description OFFICIAL Chief Operating Officer



Cluster	Enterprise, Investment & Trade
Agency	Museums of History NSW
Division/Branch/Unit	Executive
Location	Sydney
Classification/Grade/Band	Senior Executive Band 2
Role Number	EXE015
ANZSCO Code	132111
PCAT Code	3228392
Date of Approval	DRAFT
Agency Website	<a href="http://www.mhnsw.au">www.mhnsw.au</a>

## Agency overview

Museums of History NSW (MHNSW) is an executive agency within the NSW Department of Enterprise, Investment and Trade and reports to the NSW Minister for the Arts. MHNSW is administered under the Museums of History NSW Act 2022.

MHNSW brings together the museums, historic houses and associated collections previously in the care of Sydney Living Museums with the vast collection of more than 13 million items held by the NSW State Archives. This includes one of the world's most complete and important collections documenting colonisation.

Providing greater access to and understanding of our state's rich and varied histories, stories and cultures is paramount to MHNSW with truth-telling and respect at the core of our approach. With a formidable asset base worth \$1.6 billion, we are focused on growing, managing, preserving and providing public access to the State Archives Collection and the objects, materials, buildings, places and stories that shape the historical, social, political and cultural identity of NSW.

MHNSW also operates commercial services that contribute significantly to the organisation's sustainability, including retail, food and beverage, venue hire, commercial records storage, records management, digitisation and consultancy services.

## Primary purpose of the role

The Chief Operating Officer leads the strategic financial direction of MHNSW, building budget stability through advocacy at a senior level, responding to commercial risks and ensuring strong and capable leadership. This role supports the Chief Executive Officer in the development of organisational strategies and priorities including operations, and responding to commercial and budgetary context, to drive financial performance.

The COO provides executive leadership and direction to three divisions within the organization. The Corporate Services Division oversees the finance, people & culture, internal communications, ICT, facilities, capital projects and procurement functions. The Museums Division oversees museum operations (City Museums Portfolio and House Museums Portfolio), horticulture, venue hire, retail and visitor contact services. The

Commercial Operations Division oversees commercial digitization and logistics, and commercial development functions.

## Key accountabilities

- Develop and lead the strategic financial direction of the organisation, building budget stability through advocacy at a senior level, responding to commercial risks and ensuring strong and capable leadership.
- Ensure that solutions are developed and delivered to effectively support and enable the operations of core divisions that are cost-effective, secure, compliant with relevant procedural, legislative and policy requirements and aligned with organisational and broader government objectives.
- Contribute to the development and implementation of strategic plans including negotiating budgets, setting performance expectations, and monitoring and evaluating performance outcomes to contribute to achievement of the Agency's objectives and outcomes and participate as a member of the Executive, to achieve the Agency's objectives and service outcomes.
- Lead and champion organisational wide change management strategies and activities to support the delivery of transformational programs and reforms including accountability for meeting the program outcomes to ensure the organisation's objectives are met.
- Manages the provision of accurate and meaningful monitoring and reporting of financial information at the strategic and operational level including the establishment and maintenance of systems that enable robust monitoring, auditing and reporting on the agency's financial position and progress against objectives and targets as they pertain to payments in relation to taxation, invoices, grants and other funding commitments, consolidated profit and loss reports, credit policy, cash flow and investment policy.
- Provide expert advice and recommendations to the Minister and Chief Executive Officer on strategic and day to day operational imperatives including the implications of major policy decisions, Agency resourcing and performance, and strategies for managing critical incidents.
- Lead the investigation and identification of opportunities for changes and enhancements in delivery of existing operational programs and services, or development of additional services, to achieve continuous improvement in outcomes for customers and stakeholders.
- Develop and prepare short and long-term plans and budgets based upon broad Agency goals and objectives to ensure intended outcomes are met if not exceeded.
- Drive overall performance of the Agency by implementing agreed performance goals, standards, and measures at a whole of program and whole of service level to form the basis for evaluation of effectiveness.

## Key challenges

- Maintaining strong financial performance whilst delivering savings, managing overall budget position and seeking improved commercial outcomes. Deliver service delivery improvements and ensure financial governance and regulatory compliance continue to be upheld.
- Determining the strategic plans and approaches in prioritising major programs, projects and initiatives with the view of continuous improvement while demonstrating sound time, people, financial and risk management.
- Achieving a culture which embraces change and innovation, continuous development and improvement to service offerings while maintaining commitment to high levels of efficiency.

## Key relationships

Who	Why
<b>Ministerial</b>	
Minister	<ul style="list-style-type: none"> <li>Consult, support, provide updates and authoritative information and advice on relevant policy, legislative and operational matters</li> </ul>
<b>Internal</b>	
Chief Executive	<ul style="list-style-type: none"> <li>Collaborate to develop budgets and resource plans consistent with strategic plans and goals</li> <li>Alert regarding operational or service issues which may escalate, or which may have broader Service-wide or State-wide impact</li> <li>Communicate information related to performance against budget and potential variations which may have impact on budgeting or budget performance at the cluster level</li> <li>Achieve endorsement of strategic and corporate plans and goals</li> <li>Deputise for during periods of absence, and in relation to specific matters, issues or elements of agency operation as delegated from time to time by the Chief Executive, ensuring a consistency of approach and decisions which align with the Agency's objectives</li> </ul>
Executive	<ul style="list-style-type: none"> <li>Contribute to executive decision-making processes and implementation of appropriate governance frameworks</li> <li>Lead executives in service design and evaluation, to continually improve operations and service delivery models and solutions</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>Provide leadership, guidance and support to staff</li> <li>Set performance requirements and manage individual performance and development.</li> </ul>
<b>External</b>	
Other NSW Government Agencies and Stakeholders	<ul style="list-style-type: none"> <li>Maintain effective, collaborative relationships and partnerships with other NSW Government stakeholders outside of the Agency and Cluster, including NSW Treasury</li> <li>Establish effective networks with other Senior Executives and with similar roles across other jurisdictions, to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues</li> </ul>
Broader Government Stakeholders	<ul style="list-style-type: none"> <li>Exchange market intelligence, performance benchmarking information, innovations, and other matters of mutual interest to evaluate and enhance the effectiveness and quality of programs and services</li> </ul>
Key community / industry stakeholders and cross jurisdiction networks in NSW and nationally	<ul style="list-style-type: none"> <li>Represent the agency, developing strong and sustaining positive relationships</li> <li>Identify trends, share knowledge and intelligence to assist in informing organisational strategic decision making processes</li> </ul>

## Role dimensions

### Decision making

This role:

- Is an autonomous role that works closely with the Chief Executive Officer in the development of organisational strategies and priorities and in driving optimum service delivery levels and the overall commercial performance of MHNSW.
- Develops and maintains effective working relationships with a diverse range of internal and external stakeholders and nurture effective strategic partnerships to identify changes in client base and demands

and new industry developments which impact on the strategic positioning of the agency and achievement of both short and long-term goals.

## Reporting line

This role reports to the Chief Executive Officer MHNSW.

## Direct reports

The following roles report directly to the Chief Operating Officer:

- Director, Corporate Services
- Director, Commercial Operations
- Director, Museum Operations & Visitor Services
- Executive Support Officer

Reporting lines may change from time to time depending on the needs of the organisation.

The role is also responsible for a large team of indirect reports.

## Budget/Expenditure

Per the current delegations.

## Key knowledge and experience

- Extensive demonstrated leadership experience across a diverse organisation gained through substantial Practice
- Knowledge and understanding of, and experience with, government accounting policies, Public Sector Finance and Audit Act and Treasurer's Directions
- Proven senior leadership experience in building organisational capabilities and sustainability through strategic financial planning and the provision of strategic financial advice
- Extensive knowledge of contemporary business management issues and strategies including corporate services

## Essential requirements

- Tertiary qualifications in a financial or accounting discipline and membership with an accredited professional accounting body (i.e. Institute of Chartered Accountants (Australia), CPA Australia)
- Strategic thinker with a track record of driving commercial business results and operational excellence.
- Knowledge of relevant legislation and standards
- Willingness to work across MHNSW sites and ability to travel to multiple locations.

## 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>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>Monitor ethical practices, standards and systems and reinforce their use</li> <li>Act promptly on reported breaches of legislation, policies and guidelines</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>Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li> <li>Speak in a highly articulate and influential manner</li> <li>State the facts and explain their implications for the organisation and key stakeholders</li> <li>Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations</li> <li>Anticipate and address key areas of interest for the audience and adapt style under pressure</li> </ul>	Highly Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<p><b>Commit to Customer Service</b></p> <p>Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> <li>Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience</li> <li>Ensure systems are in place to capture customer service insights to improve services</li> <li>Initiate and develop partnerships with customers to define and evaluate service performance outcomes</li> <li>Promote and manage alliances within the organisation and across the public, private and community sectors</li> <li>Liaise with senior stakeholders on key issues and provide expert and influential advice</li> <li>Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches</li> <li>Ensure that the organisation's systems, processes, policies and programs respond to customer needs</li> </ul>	Advanced
	<p><b>Deliver Results</b></p> <p>Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<ul style="list-style-type: none"> <li>Use own professional knowledge and the expertise of others to drive forward organisational and government objectives</li> <li>Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation</li> <li>Identify, recognise and celebrate success</li> <li>Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes</li> <li>Identify and remove potential barriers or hurdles to achieving outcomes</li> <li>Initiate and communicate high-level priorities for the organisation to achieve government outcomes</li> </ul>	Highly Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<p><b>Demonstrate Accountability</b></p> <p>Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines</p>	<ul style="list-style-type: none"> <li>• Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness</li> <li>• Promote a culture of accountability with clear links to government goals</li> <li>• Set standards and exercise due diligence to ensure work health and safety risks are addressed</li> <li>• Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity</li> <li>• Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation</li> <li>• Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved</li> </ul>	Highly Advanced
 <p>Business Enablers</p>	<p><b>Finance</b></p> <p>Understand and apply financial processes to achieve value for money and minimise financial risk</p>	<ul style="list-style-type: none"> <li>• Advocate for committed outcomes to be considered in decision making for project prioritisation and resourcing decisions</li> <li>• Define organisational directions and set priorities and business plans, referring to key financial indicators and non-financial committed outcomes</li> <li>• Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them</li> <li>• Ensure that the organisation informs strategic decisions with appropriate advice from finance and risk professionals</li> <li>• Establish effective governance to ensure that financial resources are used ethically and prudently across the organisation</li> <li>•</li> </ul>	Highly Advanced

## FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Inspire Direction and Purpose</b> Communicate goals, priorities and vision, and recognise achievements	<ul style="list-style-type: none"> <li>Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value</li> <li>Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these</li> <li>Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes</li> <li>Create opportunities for recognising and celebrating high performance at the individual and team level</li> <li>Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges</li> </ul>	Advanced
	<b>Optimise Business Outcomes</b> Manage people and resources effectively to achieve public value	<ul style="list-style-type: none"> <li>Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time</li> <li>Engage in strategic workforce planning and strategic resource utilisation to ensure that the organisation's aims and goals and the government's objectives can be achieved</li> <li>Align workforce resources and talent with organisational priorities</li> <li>Set clear boundaries and freedoms for the organisation in risk taking</li> <li>Hold self and others accountable for implementing and maintaining inclusive workforce management practices</li> </ul>	Highly Advanced
	<b>Manage Reform and Change</b> Support, promote and champion change, and assist others to engage with change	<ul style="list-style-type: none"> <li>Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them</li> <li>Implement structured change management processes to identify and develop responses to cultural barriers</li> </ul>	Advanced



## 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	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Highly Advanced
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
 Business Enablers	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	Adept
	Project Management	Understand and apply effective planning, coordination and control methods	Adept
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Advanced