

**DIRECTOR  
POWERHOUSE PROGRAM**

**CANDIDATE BRIEFING  
FEBRUARY 2023**



# OVERVIEW

The Powerhouse, through its renewal and across its platforms, will redefine museums in the 21st century by renegotiating the terms of engagement with communities, radically returning to and reckoning with its legacy as a museum of industry and fortifying its vital role in the cultural and economic ecosystems of NSW, Australia and the world.

In 2023 the Powerhouse, one of Australia’s oldest and most important cultural institutions, continues the delivery of its renewal program across its five platforms:

- **Powerhouse Parramatta** – building our new flagship in the fastest growing and most culturally diverse communities in Australia.
- **Powerhouse Ultimo** – transforming the much-loved Powerhouse to deliver international exhibitions within a dynamic creative industries and technology precinct.
- **Powerhouse Castle Hill** – expanding Collection storage, creating new public exhibition spaces and establishing world-leading collection management capabilities.
- **Sydney Observatory** – restoring and enhancing this national heritage icon.
- **Powerhouse Digital** – creating space to tell stories and provide new levels of access to the Powerhouse Collection of over 500,000 objects.

The Powerhouse Program will create space for diverse and untold stories of the applied arts and applied sciences (and their contribution to industry) as they apply to those communities’ histories, lives, and futures. These stories will intersect with and animate the Powerhouse Collection.

Through its renewal, the Powerhouse will be essential to the communities it serves – a real cultural and economic asset. Those communities, including partners and industry, are more than stakeholders, audiences, or consumers – they are collaborators and co-creators of the Powerhouse Program.

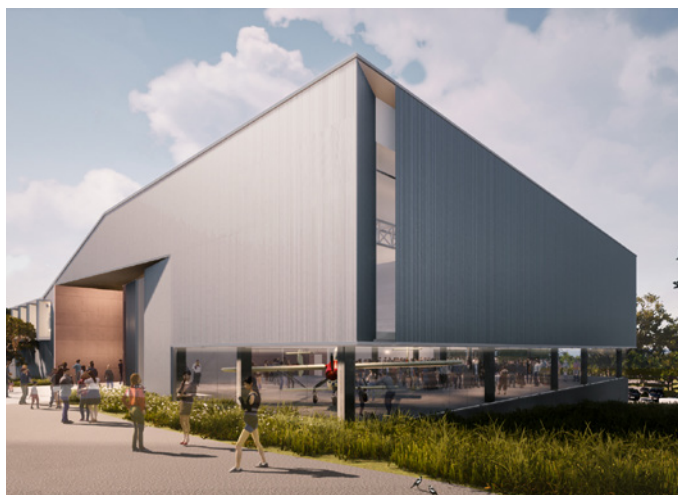
For more detail:  
[maas.museum/about/](https://maas.museum/about/)



Powerhouse Parramatta



Powerhouse Ultimo



Powerhouse Castle Hill



Sydney Observatory

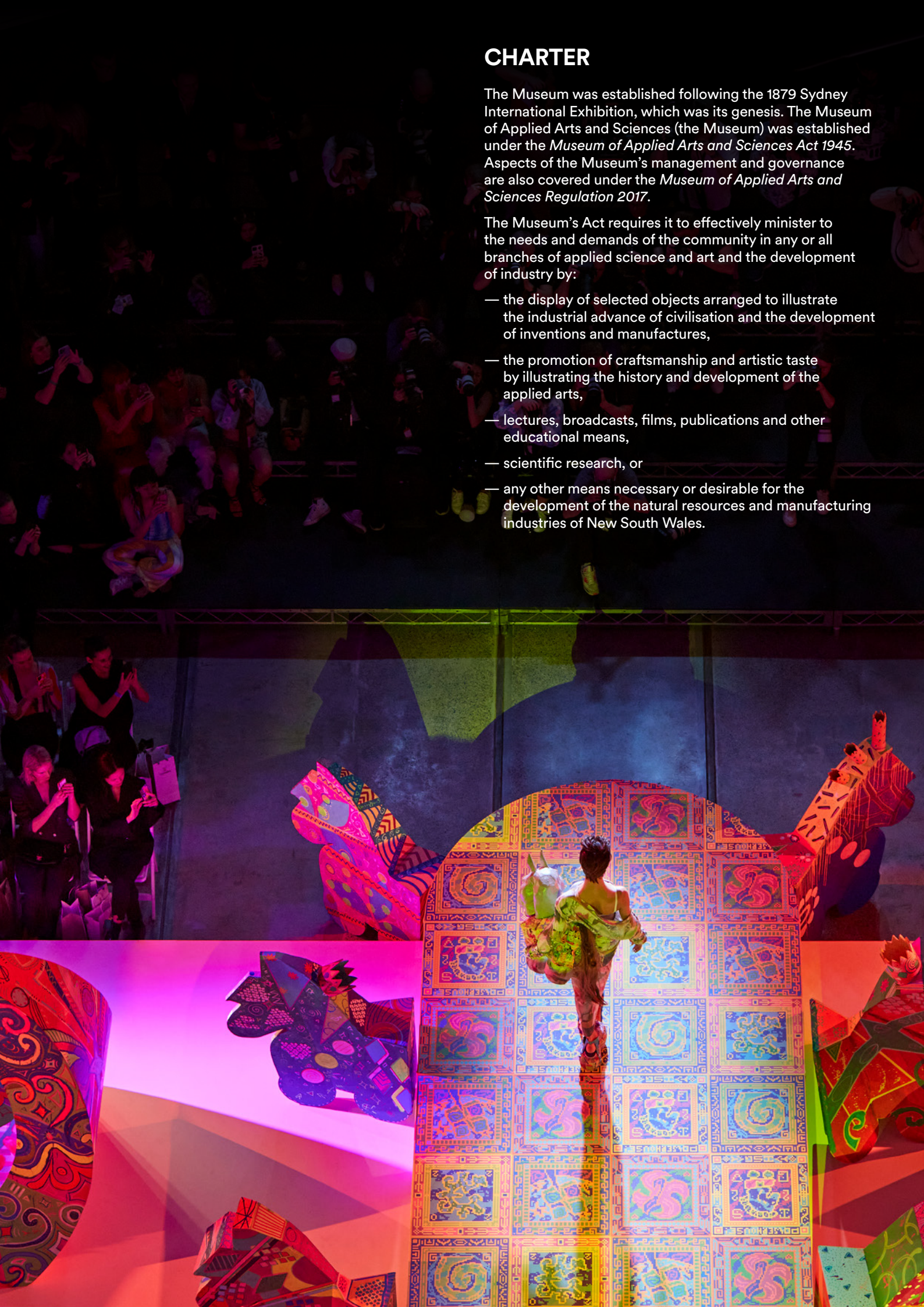


## CHARTER

The Museum was established following the 1879 Sydney International Exhibition, which was its genesis. The Museum of Applied Arts and Sciences (the Museum) was established under the *Museum of Applied Arts and Sciences Act 1945*. Aspects of the Museum's management and governance are also covered under the *Museum of Applied Arts and Sciences Regulation 2017*.

The Museum's Act requires it to effectively minister to the needs and demands of the community in any or all branches of applied science and art and the development of industry by:

- the display of selected objects arranged to illustrate the industrial advance of civilisation and the development of inventions and manufactures,
- the promotion of craftsmanship and artistic taste by illustrating the history and development of the applied arts,
- lectures, broadcasts, films, publications and other educational means,
- scientific research, or
- any other means necessary or desirable for the development of the natural resources and manufacturing industries of New South Wales.





# DIRECTOR POWERHOUSE PROGRAM

## PRIMARY PURPOSE OF THE ROLE

The Director, Powerhouse Program will be responsible for leading the conceptual and curatorial development and delivery of the Powerhouse Program across its four sites – Powerhouse Parramatta, Powerhouse Ultimo, Powerhouse Castle Hill and Sydney Observatory. The ambitious Powerhouse program will sit at the forefront of redefining international museum practice through the delivery of a culturally relevant, dynamic program of exhibitions, learning, community engagement, festivals and events across the applied arts and applied sciences.

Reporting directly to the Chief Executive, you will lead and sustain program partnerships across industry, education and community to reflect and amplify the strategic vision of the Powerhouse. You will make sustainability a key consideration across all Powerhouse Programs and ensure that the Powerhouse meets its financial and social objectives. This important and influential role will collaborate with teams across the Powerhouse, will represent the Powerhouse publicly and work extensively with local, national and international partners.









## KEY ACCOUNTABILITIES

### Program

- Collaboratively lead and shape the curatorial direction of the Powerhouse Program in line with the overall strategic ambitions and direction of the Powerhouse.
- Lead the curatorial development of content for the Powerhouse Program (exhibitions, commissions, programs, community partnerships, festivals and events) to deliver a distinctive and ambitious redefined program across applied arts and applied sciences.
- Work collaboratively with Director, First Nations to ensure the delivery of integrated programming.
- Establish strategic and ongoing local, national and international partnerships to sustain and deliver the Powerhouse Program.
- Support, deliver and review individual exhibitions and projects with the relevant project teams ensuring all programs are delivered to an agreed schedule and standard of excellence.
- Work closely with Director, Powerhouse Collection to ensure that the program and collection are strategically complimentary and aligned.
- Actively pursue innovative, income generating opportunities that align with the Powerhouse Program.
- Provide expert and strategic advice to the Chief Executive and Board of Trustees on all aspects of the Program.
- Provide direction and support to staff within the Program directorate maintaining oversight and control of the directorates budget and management reporting.

### Management

- Provide effective and inspirational leadership to the Program Team creating a sense of common purpose and open collaboration to ensure excellence and innovative across all Powerhouse Programs.
- Work collaboratively with Head of Program, Head of Production, Head of Learning and Head of the Lang Walker Family Academy to ensure that projects are deliverable, resourced and meet the overall program framework.
- Facilitate and support cross-team working in the development and implementation of the program.
- Provide clear information and direction across the program team to support innovative thinking and best practice.

### External

- Represent the Powerhouse at internal and external meetings providing professional input and advice as required.
- Represent Powerhouse locally, nationally and internationally on matters relating to curating, programs, learning and museum best practice.





## ESSENTIAL REQUIREMENTS

- Relevant tertiary and industry experience and qualifications.
- Extensive management experience.
- Thorough knowledge and understanding of museum practice.
- Sound governance and experience in the management of delivery of complex interdisciplinary projects.
- Excellent communication, negotiation, and interpersonal skills.
- Ability to establish and maintain multiple, strategic partnerships.
- An impressive track record of developing and delivering innovative programs.
- Strong track record of working with diverse communities and audiences and a commitment to inclusion, relevance and diversity in all aspects of the organisation, leading with integrity and credibility.
- Awareness of commitment to equality and cultural diversity as they affect the work of a major museum and evidence of having incorporated diversity strategies into curatorial practice.
- Excellent people and project management skills, proven ability to lead and support individuals and teams including being able to delegate effectively.
- Evidence of having mentored and developed curatorial talent and expertise.
- Commitment to effectively contributing to the Executive Team.

## RELATIONSHIPS

### Internal

#### Chief Executive

To deliver the Museum's strategic goals.

#### Board of Trustees

To provide advice on all aspects of the Program.

#### Direct reports

To provide guidance and manage performance and receive information and feedback on achievement of goals and objectives.

### External

#### Key local, national and international stakeholders

Ensure the program is culturally relevant and is developed collaboratively.

### Reporting Line

Chief Executive

### Direct reports

Head of Program

Head of Production

Head of Lang Walker Academy

Executive Producer

Learning Manager









## CAPABILITIES FOR THE ROLE

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [psc.nsw.gov.au/capabilityframework](https://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	Advanced
	Value Diversity	Advanced
Relationships	<b>Communicate Effectively</b>	<b>Highly Advanced</b>
	Commit to Customer Service	Advanced
	<b>Work Collaboratively</b>	<b>Highly Advanced</b>
	Influence and Negotiate	Advanced
Results	<b>Deliver Results</b>	<b>Highly Advanced</b>
	<b>Plan and Prioritise</b>	<b>Highly Advanced</b>
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
Business Enablers	<b>Finance</b>	<b>Highly Advanced</b>
	Technology	Advanced
	Procurement and Contract Management	Adept
	<b>Project Management</b>	<b>Highly Advanced</b>
People Management	<b>Manage and Develop People</b>	<b>Highly Advanced</b>
	<b>Inspire Direction and Purpose</b>	<b>Highly Advanced</b>
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced







## 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
<b>Personal Attributes</b> Display Resilience and Courage	Advanced	Stay calm and act constructively in highly pressured and unpredictable environments
		Give frank, honest advice in the face of strong, contrary views
		Accept criticism of own ideas and respond in a thoughtful and considered way
		Welcome new challenges and persist in raising and working through novel and difficult issues
		Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
<b>Personal Attributes</b> Act with Integrity	Advanced	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
<b>Relationships</b> Communicate Effectively	Highly Advanced	Act on reported breaches of rules, policies and guidelines
		Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences
		Speak in a highly articulate and influential manner
		State the facts and explain their implications for the organisation and key stakeholders
		Promote the organisation's position with authority and credibility cross-government, cross-jurisdictionally and outside of government
<b>Relationships</b> Work Collaboratively	Highly Advanced	Actively listen, and identify ways to ensure all have an opportunity to contribute
		Anticipate and address key areas of interest for the audience and adapt style under pressure
		Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector
		Publicly celebrate the successful outcomes of collaboration
		Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-government and cross-jurisdictional solutions
<b>Results</b> Deliver Results	Highly Advanced	Identify and overcome barriers to collaboration with internal and external stakeholders
		Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation
		Identify, recognise and celebrate success
		Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes
		Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes
	Highly Advanced	Initiate and communicate high level priorities for the organisation to achieve government outcomes
		Use own professional knowledge and expertise of others to drive organisational and government objectives forward



NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
<b>Results</b> Plan and Prioritise	Highly Advanced	Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate to staff
		Understand the organisation's current and potential future role within government and the community, and plan appropriately
		Ensure effective governance frameworks and guidance enable high quality strategic, corporate, business and operational planning
		Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes
		Drive initiatives in an environment of ongoing, widespread change, including whole-of-government policy directions
<b>Business Enablers</b> Project Management	Highly Advanced	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
<b>People Management</b> Manage and Develop People	Highly Advanced	Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning
		Drive executive capability development and ensure effective succession management practices
		Implement effective approaches to identify and develop talent across the organisation
		Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences
		Instill a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation
<b>People Management</b> Inspire Direction and Purpose	Highly Advanced	Champion the organisational vision and strategy, and communicate the way forward
		Create a culture of confidence and trust in future direction
		Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation
		Communicate the parameters and expectations surrounding organisational strategies
		Celebrate organisational success and high performance and engage in activities to maintain morale
<b>People Management</b> Optimise Business Outcomes	Advanced	Develop workforce plans that effectively distribute organisational resources to achieve business goals
		Plan for strategic use of human resources that links to wider organisational aims and goals
		Encourage others to strive for ongoing performance improvement
		Align systems and processes to encourage improved performance and outcomes



