

Role Description

Lead Conservator (Preventive and Research)

Cluster	Enterprise, Investment and Trade
Agency	Museum of Applied Arts and Sciences
Division/Branch/Unit	Curatorial, Collections & Exhibitions / Strategic Collections
Location	All MAAS Sites
Classification/Grade/Band	Lead Conservator, Preventive and Research Grade 3
ANZSCO Code	234911
PCAT Code	1119192
Date of Approval	August 2022
Agency Website	maas.museum

Agency Overview

The Museum of Applied Arts and Sciences (MAAS) 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 in Ultimo, Sydney Observatory in Millers Point, Museums Discovery Centre in Castle Hill, and the new flagship campus of Powerhouse Parramatta scheduled to open in 2024. 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.

Access to the Museum's unique collection is a cornerstone of the vision to provide opportunities for engagement, participation, and research. MAAS has partnered with major Australian organisations to examine collection objects from a materials research perspective using nuclear and accelerator-based methods. MAAS holds industry partnerships associated with several Australian Research Council (ARC) Linkage projects, manages a vibrant Powerhouse Research Fellowship Program, works with Artistic and Research Associates and initiates a range of inhouse research projects initiated by curators and conservators. Research is supported by improved digital access to the Powerhouse collection through the Collection Relocation and Digitisation Project to image capture and prepare for relocation of more than 300,000 items.

Conservation

The Conservation unit is responsible for the care and conservation management of the collection according to standards appropriate to Australian conditions and in accordance with legislative obligations, strategies, and actions and in line with accepted National Standards.

The unit has responsibility for conservation of the collection through the following collection care programs - preventive and conservation treatment, storage, display, access and use, research, outreach, and engagement. The Conservation unit develops policy outlining the high-level principles and guidelines that the Museum follows to achieve its aim of caring for and protecting its collections.

Primary purpose of the role

The Lead Conservator, Preventive and Research, plays an important role in implementing best practice and programs to conserve and develop the Museum's multi-disciplinary heritage collections, and enable their access through research, exhibition and the digitisation program to internal and external stakeholders. The role also focusses on developing the Museum's capacity in conservation science and scientific analysis of the MAAS collection to support the preservation and investigation of the collection, working in collaboration with conservators, curators, registrars and researchers.

The position manages a diverse team that manages the day-to-day preventive conservation and sustainability programs across the various Powerhouse sites, including environmental monitoring, integrated pest management, hazard analysis and identification, laboratory services including all chemical and safety issues, and supports the safe digitisation of objects in our collection. The Lead Conservator, Preventive and Research will support initiatives with other collection management teams in Conservation, Registration, provide support for Curatorial, Research and Programs staff and external researchers through the museums commitment to supporting research projects.

Key accountabilities

1. Develop, evaluate, recommend and implement policies, procedures, operational plans, initiatives and scientific research programs pertaining to conservation and assist setting the direction and overall long- and short-term priorities for the Conservation Unit.
2. Develop and administer the analytical laboratory program including the identification and management of hazards present in the Museum collections
3. Assess collection conservation and preservation needs, to ensure implementation of optimal preventive conservation activities and procedures.
4. Collaborate with conservators, curators and researchers in the examination and analysis of a broad range of materials and degradation products, both organic and inorganic found in museum collections
5. Collaborate with partner organisations and external researchers through multiple research projects to achieve agreed deliverables in agreed timelines and maintain excellent working relationships
6. Build and maintain external stakeholder relationships, including museums and galleries, government departments and other organisations to advocate for MAAS, to develop business networks and to build awareness of MAAS programs
7. Present research results to colleagues, internal and external stakeholders through presentations, reports, and articles and through public engagement activities

8. Ensure adherence to statutory and legislative requirements and effective risk management procedures
9. Implement and integrate relevant approved policies and procedures across MAAS and align with current national and international best practice and standards
10. Supervise and motivate staff, volunteers, and interns to ensure a high level of collection preservation practice and a culture of optimal external and internal customer service
11. Ensure the safety, security, location control and maintenance of objects on display and in storage, and act as an object courier on behalf of MAAS, as required.

General Requirements

- Work in an interdisciplinary manner across project teams and Museum initiatives and contribute to the conceptualisation and realisation of MAAS' vision, mission and strategic direction
- Adhere to all obligations, responsibilities, and legislative requirements under current Work Health & Safety (WHS) Acts and Regulations, ensuring all areas under supervision are monitored for WH&S risks and hazards and are reviewed regularly
- Contribute to MAAS is positioned as the leading museum of applied arts and sciences.

Key challenges

- Working collaboratively with Museum staff who are physically distributed across multiple sites
- Identify issues adversely impacting on strategic collection services and the development and implementation of strategies to overcome them
- Effectively balance the requirements for object access and display with those of security and preservation.

Key relationships

Who	Why
Internal	
Conservation Manager	Receive overall direction, instruction, and guidance from as well as providing updates on key projects, issues and priorities; keep informed on progress of programs and projects
Lead Conservator, Exhibitions and Collection Care	Work collaboratively to optimise the care of the collection for exhibition, ongoing digitisation and storage
Strategic Collections Team	Collaboratively working to optimise opportunities and shared programming
Curatorial and Production Team	Collaboratively working to optimise opportunities and shared programming
Digital Content and Development Team	Enhance opportunities for collection access

Programs and Education Department	Collaboratively working to optimise opportunities and shared programming
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External

Ministry officers, government departments, auditors, insurers, legal advisors, freight agents, consultants, contractors, suppliers, other international, national and state cultural institutions, professional consultants, members of the public and educational institutions	Contact to provide and gather information; resolve issues and manage the provisions of services to ensure compliance with contracts and service agreements and statutory requirements
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MAAS visitors	Representing MAAS and its activities and policies
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Role dimensions

Decision making

- Has a high degree of autonomy and is accountable for delivery of programs and services across conservation working within plans approved by the Conservation Manager, within approved budget and best practice standards.
- Refers to supervisor for decisions that require change to operations or programs; that are likely to escalate; cause undue risk; create substantial precedent; or are outside of delegation limits.
- Works as part of the team to achieve agreed business objectives and performance criteria.
- Submits reports, analysis, briefing and other forms of advice with minimal input from supervisor.

Reporting line

Conservation Manager

Direct reports

Conservator 1 – Hazards

Conservation Laboratory Technical Officer

Conservators working on Collection Relocation and Digitisation Program (collaboratively with Collection Care supervisors)

Key Knowledge and Experience

- Demonstrated and extensive experience in assessing conservation and preservation needs of multi-disciplinary heritage collections including knowledge and use of analytical techniques in conservation
- Demonstrated knowledge of national and international frameworks, ethics and issues relevant to heritage collections, including well-developed understanding of hazardous materials found in museum collections
- Demonstrated experience in operating and maintaining scientific instrumentation, including but not limited to X-ray fluorescence spectrometer, Fourier Transform infrared spectrometer, Raman spectrometer, Geiger counters, microscopes and analytical balances
- Excellent written and verbal communication skills, including the ability to prepare high quality documentation and reports, and collaborate with team members and key stakeholders on complex projects in multidisciplinary teams
- Demonstrated ability to plan, schedule and manage projects to meet project deadlines within budget, allied with excellent organisational skills and attention to detail
- Experience in staff management, including development and delivery of training packages and maintaining workplace safety
- Demonstrated understanding of risk management and disaster preparedness

Essential requirements

- Tertiary qualification, specialist training and experience in the conservation of cultural materials from multi-disciplinary heritage collections or equivalent plus a minimum of 5 years conservation experience in a senior or managerial role
- Ability to apply critical thinking, creative problem solving, formulate and carry out research using a range of analytical techniques and instruments
- Driver's license or a willingness to obtain
- National Police check for employment purposes

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
 <p>Personal Attributes</p>	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour 	Adept
	 <p>Relationships</p>	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community
		Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> • 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

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> • 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 	
 <p>Results</p>	<p>Think and Solve Problems</p> <p>Think, analyse and consider the broader context to develop practical solutions</p>	<ul style="list-style-type: none"> • Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence • Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience • Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience • Seek contributions and ideas from people with diverse backgrounds and experience • Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness 	Adept
 <p>Business Enablers</p>	<p>Project Management</p> <p>Understand and apply effective planning, coordination and control methods</p>	<ul style="list-style-type: none"> • Understand all components of the project management process, including the need to consider change management to realise business benefits • Prepare clear project proposals and accurate estimates of required costs and resources • Establish performance outcomes and measures for key project goals, and 	Adept




FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<p>define monitoring, reporting and communication requirements</p> <ul style="list-style-type: none"> Identify and evaluate risks associated with the project and develop mitigation strategies Identify and consult stakeholders to inform the project strategy Communicate the project's objectives and its expected benefits Monitor the completion of project milestones against goals and take necessary action Evaluate progress and identify improvements to inform future projects 	
 <p>People Management</p>	<p>Manage and Develop People Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> Collaborate to set clear performance standards and deadlines in line with established performance development frameworks Look for ways to develop team capability and recognise and develop individual potential Be constructive and build on strengths by giving timely and actionable feedback Identify and act on opportunities to provide coaching and mentoring Recognise performance issues that need to be addressed and work towards resolving issues Effectively support and manage team members who are working flexibly and in various locations Create a safe environment where team members' diverse backgrounds and cultures are considered and respected Consider feedback on own management style and reflect on potential areas to improve 	Intermediate



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	Intermediate
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 <p>Business Enablers</p>	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
 <p>People Management</p>	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Foundational
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Foundational
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate