

Role Description

Associate Director

Office of the Chief Executive



Cluster	Premier and Cabinet
Agency	Museum of Applied Arts Sciences
Division/Branch/Unit	Executive Office
Role number	
Classification/Grade/Band	Clerk Grade 11/12
Senior executive work level standards	Not Applicable
ANZSCO Code	521111
PCAT Code	2121592
Date of Approval	28 September 2021
Agency Website	www.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 1881, the Museum includes Powerhouse Ultimo, Sydney Observatory, the Museums Discovery Centre in Castle Hill and will expand to include the Museum's new flagship, Powerhouse Parramatta. 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 Museum of Applied Arts and Sciences is undertaking a landmark renewal program which includes the creation of Powerhouse Parramatta, the largest cultural infrastructure project since the Sydney Opera House; the expansion of the Museums Discovery Centre, Castle Hill which includes expanded storage and new research and public facilities and the renewal of the iconic Powerhouse Ultimo. Key to the renewal is the assessment and digitisation of over 380,000 objects from the Museum's collection providing new levels of access.

Primary purpose of the role

The Associate Director is a key role that will lead executive project management, strategy and policy development and stakeholder relationships to deliver exceptional strategic outcomes for the Museum. The position will manage the Chief Executive's Office in a creative and fast-paced environment that is characterised by complexity, sensitivity, tight timelines and competing priorities. Working collaboratively across the Museum, NSW Government, Trust and external partners, the Associate Director will lead the Office to deliver exceptional executive and administrative services, strategically prioritise and schedule time and deliver special projects and initiatives.

The Associate Director will work closely with executive and senior leadership to ensure high level outcomes are delivered, provide accurate and timely information and support strategic and informed decision-making across the organisation for internal and external stakeholders. The role will work closely with the Chief Executive to shape and implement strategic projects and deliver Powerhouse renewal priorities, while anticipating and responding to opportunities, challenges and deadlines.

Key accountabilities

- Lead the Office of the Chief Executive to deliver day-to-day and long-term strategic outcomes.
- Provide high-level, detailed, and critical analysis, research, reporting and risk management to the Chief Executive to inform strategic decision making on sensitive and complex matters.
- Be outward facing, cultivate and manage key relationships with Trustees, government and key strategic partners and leverage networks and contacts to influence partnership development.
- With an attention to detail, absorb and transform complex information into compelling written communications, correspondence and presentations that advocate and influence.
- Drive project management ensuring the quality, program and budgets are met including overseeing the execution, monitoring, controlling, and closing of projects while providing progress reports to the executive.
- With the Chief Executive lead, collaborate and contribute to the transformation of governance structures, strategies, policies and frameworks to deliver renewal outcomes.
- Lead the management team to ensure continuous improvement and organisational efficiency.
- Engage with staff across the Powerhouse to effect change, including assembling and leading cross functional task-focused project teams to implement new policies or deliver strategic objectives.
- Manage direct reports, including setting objectives, monitoring performance, and supporting personal and professional development.
- Be accountable for the Chief Executive and executive schedules and priorities dynamically and with discretion.
- Manage government reporting and secretariat support for the Trust, committees, and strategic panels.
- Manage and track the Chief Executive's email and correspondence, compile information for response and/or respond where appropriate and oversee and coordinate the Chief Executive's communications pipeline.
- Manage budget and expense reporting for the Chief Executive and executive including monitoring expenditures, preparing reports and submitting budget requests.

Key challenges

- Balancing competing strategic, dynamic and contentious priorities to deliver concurrent deadlines.
- Exercising discretion, integrity, and resilience during a time of renewal and within a complex, changing environment.
- Providing consistent high-level customer service to internal and external partners and stakeholders.

Key relationships

Who	Why
Internal	
Chief Executive	<ul style="list-style-type: none">• Provide expert advice to contribute to decision making; identify emerging risks and their solutions; and receive direction and priorities.
Office of the Chief Executive Staff	<ul style="list-style-type: none">• Lead, develop and motivate team members; provide and manage priorities; and be accountable for delivery.
Executive and Senior Leaders	<ul style="list-style-type: none">• Provide expert support and advice and collaborate on strategic priorities.
External	
NSW Government	<ul style="list-style-type: none">• Cultivate relationships across government and provide strategic reporting.
Trustees	<ul style="list-style-type: none">• Manage correspondence and coordinate Trustee functions.
Cultural Institutions	<ul style="list-style-type: none">• Manage relationships with government representatives to ensure strategic and consistent approaches.
Stakeholders	<ul style="list-style-type: none">• Manage relationships and correspondence to create advocacy.

Role dimensions

Decision making

The Associate Director is fully accountable for the accuracy, integrity and quality of the content of advice provided to the executive on matters referred and is responsible for the management of projects assigned and their completion within required deadlines. With the Chief Executive, the position determines the key work priorities for the Office and will consult with the Chief Executive on any complex or sensitive issues.

Reporting line

Chief Executive

Direct reports

Senior Executive Assistant
Executive Assistant
Administration Officer

Budget/Expenditure

To be determined

Key knowledge and experience

- Exceptional organisation and administration skills; creating efficient processes, procedures and systems.
- Strong knowledge of relevant NSW government processes and requirements, and experience to drive performance in a complex politically and commercially sensitive environment.
- Outstanding leadership and people management skills with experience in building capability and developing high performing teams.

- Strong business acumen, analytical and strategic reporting skills.

Essential requirements

- Tertiary qualifications or relevant experience in government, arts, cultural or related industries.
- Demonstrated project management experience.
- Demonstrated strong stakeholder management expertise and ability to support senior stakeholder with strategic decision making.

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
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • 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 • Act promptly on reported breaches of legislation, policies and guidelines 	Advanced
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> • Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance 	Advanced





		<ul style="list-style-type: none"> • Translate negative feedback into an opportunity to improve • Take the initiative and act in a decisive way • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation 	
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats 	Advanced
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> • 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 	Advanced
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> • 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 	Advanced

		<ul style="list-style-type: none"> Control business unit output to ensure government outcomes are achieved within budgets Progress organisational priorities and ensure that resources are acquired and used effectively 	
	Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances	<ul style="list-style-type: none"> Understand the links between the business unit, organisation and the whole-of-government agenda Ensure business plan goals are clear and appropriate and include contingency provisions Monitor the progress of initiatives and make necessary adjustments Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately Consider the implications of a wide range of complex issues and shift business priorities when necessary Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning 	Advanced
	Project Management Understand and apply effective planning, coordination and control methods	<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 define monitoring, reporting and communication requirements 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 	Adept

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	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	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	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept