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| **Cluster** | Premier and Cabinet |
| **Agency** | Museum of Applied Arts & Sciences |
| **Division/Branch/Unit** | Curatorial, Collections & Exhibitions |
| **Location** | Ultimo |
| **Classification/Grade/Band** | Clerk Grade 9/10 |
| **ANZSCO Code** | 139999 |
| **PCAT Code** | 1119192 |
| **Date of Approval** | 16 July 2018 |
| **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 Position**

**The Curatorial, Collections and Exhibitions Department, encompassing Curatorial, Strategic Collections and Production,** works cooperatively to develop, manage and conserve collections, conduct research, develop, source, deliver, interpret and maintain long-term and temporary exhibitions. The Department provides content to the Museum’s ambitious and multi-faceted programs and experiences. The Department initiates and proactively explores ways to expand and disseminate knowledge about the collection.

Strategic Collections is one of three teams reporting to the Director, Curatorial, Collections and Exhibitions and encompasses Registration, Conservation and Library. The Manager, Conservation is one of three Managers reporting directly to the Head Strategic Collections.

**Conservation**

The Conservation unit is responsible for the care and 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 team has major responsibility for ensuring the preservation, maintenance, conservation, storage and protection of the collection. Conservation 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

Leads and manages all aspects of the Conservation unit including, but not limited to, staffing, induction, training and development, performance management, reporting and WH&S. Other responsibilities include developing and maintaining strategic conservation and collection care policies and standards in accordance with international best practice to protect and support access to the collections and objects in MAAS’ care.

# Key accountabilities

* Contribute to the overall strategic planning for the Strategic Collections Team and play an active role as a Senior Manager within the Strategic Collections Team and the broader Museum leadership team.
* Set direction and both long and short-term priorities for the Conservation unit consistent with the MAAS Strategic Plan, Strategic Collections Business Plans and organisational priorities.
* Model the values and behaviours of MAAS to conservation and broader staff as a senior leader.
* Lead, manage and motivate the Conservation unit, delivering ongoing induction, providing training and development opportunities, and demonstrating a commitment to the principles of performance management, in order to ensure cohesiveness and high morale and the maintenance of appropriate professional standards.
* Recommend, develop, evaluate and implement policies, procedures, operational plans, and initiatives pertaining to conservation and collection care.
* Work collaboratively and constructively to best support museum programs, while effectively managing the collection.
* Lead Conservation unit engagement with museum experience and project development strategies, processes and planning for all collection related projects conducted on- and off-site, or in digital or other delivery modes.
* 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 the MAAS programs.

Note: This position may be required to act as an object courier on behalf of MAAS

**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.
* Ensure compliance with all relevant MAAS policies, protocols and plans, including; ICIP, DIAP, Code of Conduct, Risk Management Policy.
* Ensure MAAS is positioned as the leading museum of applied arts and sciences

Key challenges

* Managing human, material and financial resources effectively to meet strategic, corporate and operational goals of the museum regarding collection care and management activities
* Working collaboratively with Museum staff who are physically distributed across multiple sites;
* Fostering and building a strong leadership and interdisciplinary culture

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Head of Strategic Collections | * Receive overall direction, instruction and guidance from as well as providing updates on key projects, issues and priorities; keep informed. |
| Strategic Collections Team | * Collaboratively working to optimise opportunities and shared strategic planning and programming |
| Curatorial and Production Team | * Collaboratively working to optimise opportunities and shared programming |
| Programs and Engagement Department | * Enhance opportunities for collection access |
| **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 | * To ensure excellent customer service, and maximise relationships and opportunities |
| MAAS visitors | * Representing MAAS and its activities and policies |

# Role dimensions

## Decision making

High level of autonomy and is accountable for the delivery of programs and services across Conservation, working within approved plans, budget and quality standards •

Delegated authority in decisions relating to staff approvals, allocation of work to team members and monitors progress.

Refers to Head of Strategic Collections for decisions requiring significant change, project outcomes or timeframes; require a high administrative or financial delegation; or submission to Executive.

Plans, leads and organises the work of the Conservation team to achieve agreed business objectives and performance criteria • Submits reports, analysis, briefing and other forms of advice in final form with minimal input from supervisor

## Reporting line

Head of Strategic Collections

## Direct reports

Conservation unit

## Budget/Expenditure

As per MAAS delegations

Key Knowledge and Experience

* Significant experience in policy and strategy development and implementation.
* Proven experience in managing people within a large multi-disciplinary museum environment.
* High level awareness and understanding of physical preservation; collections risk management frameworks, knowledge of collection care and conservation policy, procedures and standards
* Direct experience in delivery of conservation and collections preservation programs
* High level written and oral communication skills; analytical and decision-making skills; project management and strategic planning skills

Essential requirements

* Relevant tertiary qualifications or equivalent experience working in a collecting institution.
* National Police check for employment purposes

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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 | | 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 |
| **Manage Self**  Show drive and motivation, an ability to self-reflect and a commitment to learning | | 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  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 | Advanced |
|  | **Work Collaboratively**  Collaborate with others and value their contribution | | Encourage a culture that recognises the value of collaboration  Build cooperation and overcome barriers to information sharing and communication across teams and units  Share lessons learned across teams and units  Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work  Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services | Adept |
| **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | | 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  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 | Adept |
|  | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | | 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  Control business unit output to ensure government outcomes are achieved within budgets  Progress organisational priorities and ensure that resources are acquired and used effectively | Advanced |
| **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | | 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 |
|  | **Project Management**  Understand and apply effective planning, coordination and control methods | | 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 |
|  | **Manage and Develop People**  Engage and motivate staff, and develop capability and potential in others | | Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes  Adjust performance development processes to meet the diverse abilities and needs of individuals and teams  Develop work plans that consider capability, strengths and opportunities for development  Be aware of the influences of bias when managing team members  Seek feedback on own management capabilities and develop strategies to address any gaps  Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way  Monitor and report on team performance in line with established performance development frameworks | 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** |
|  | 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 | Intermediate |
|  | Communicate Effectively | | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
| Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Intermediate |
|  | Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| Demonstrate Accountability | | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
|  | 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 | Adept |
| Procurement and Contract Management | | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
|  | Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Intermediate |
| Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Intermediate |