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| **Cluster** | Premier and Cabinet |
| **Agency** | Museum of Applied Arts and Sciences |
| **Division/Branch/Unit** | Executive |
| **Role number** |  |
| **Classification/Grade/Band** | Senior Executive Band 2 |
| **Senior executive work level standards** | Not Applicable |
| **ANZSCO Code** | TBC |
| **PCAT Code** | TBC |
| **Date of Approval** |  |
| **Agency Website** | https://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 the Powerhouse Museum 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 landmark renewal program which includes the creation of Powerhouse Parramatta, the largest cultural infrastructure project since the Sydney Opera House; the expansion of Museum’s Discovery Centre, Castle Hill which includes expanded storage and new research and public facilities and the renewal of the iconic Powerhouse Museum in 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

Over the next 5 years the key purpose of the role will be to lead the operational planning and organisational transformation required to deliver the Museum’s renewal program.

Reporting directly to the Chief Executive, the Chief Operating Officer is responsible for services that drive and measure continuous organisational improvement. Key areas include finance, commercial, human resources, legal, information and communications technology, facilities management and visitor services to deliver and expand strategic business objectives.

Key accountabilities

* Lead the operational planning and organisational transformation required to deliver the renewal of the Museum of Applied Arts and Sciences.
* Lead and direct the operations division which comprises of finance, commercial, human resources, legal, information and communications technology, facilities management and visitor services to enable it to deliver high performing outcomes.
* Develop, implement and review appropriate strategies and processes to sustainably deliver the operations of the agency.
* Lead, plan and direct the financial management and reporting, capital and project management, internal and external audits, procurement and contract management, risk management, budgeting and forecasting and the financial management for current and future operations.
* Develop and sustain effective working relationships focused on delivering high-level client services across NSW Government, Board of Trustees, Finance Audit and Risk Committee, internal and external auditors and key stakeholders.
* Lead organisational compliance and governance frameworks including legal, policy, NSW Government, regulatory and statutory requirements.
* Strategically expand the commercial capacity of the agency through embedding commercial opportunities across the renewal program in both infrastructure and operations.
* Lead the renewal, development and implementation of digital and technology frameworks and systems that will support the expanded operations of the agency.
* Ensure that the museum is safe, welcoming and accessible and delivers best practice customer service and engagement.
* Lead the executive team in the delivery of a positive people orientated culture that fosters diversity and inclusion, employee engagement, capability development and collaboration.
* Lead the structural transformation that delivers excellence in daily operations and ensures ongoing continuous improvement and innovation.
* Deliver a new international benchmark in visitor experience and customer services across the agency through the establishment of a strategic audience framework and its detailed delivery.
* Lead and direct the management and security of the agency’s assets and sites. Ensure high quality and cost-effective maintenance of its facilities through detailed strategic asset and maintenance planning.

Key challenges

* Leading the operational transformation of the agency in line with its renewal program.
* Embedding a commercial program into operations that delivers high-level returns and supports the broader objectives of the museum.
* Developing and implementing strategic operational planning that supports the growth and success of the agency.
* Managing resources to meet competing priorities and strategic outcomes.

Key relationships

| Who | Why |
| --- | --- |
| **Ministerial** |  |
| Minister's Office | * Through the Chief Executive, advocate and communicate the Museum’s value and priorities, coordinate information and appropriate responses. |
| **Internal** |  |
| Chief Executive | * Provide expert advice, directions and solutions. |
| Executive Team | * Deliver high performance through workplace culture to position the Museum as an employer of choice. |
| Powerhouse Trust and Trust committees | * Through the Chief Executive, provide leadership and advice. |
| Heads of Department and Senior Leadership | * Enable high performing and innovative teams |
| **External** |  |
| Department of Premier and Cabinet, Create NSW and NSW Treasury | * With the Chief Executive, advocate for the Museum’s priorities, coordinate information and appropriate responses. |
| NSW Audit Office and internal auditors | * Advise the Museum’s priorities, coordinate information and develop appropriate responses. |
| External contractors, vendors and partners | * To negotiate and deliver proposals and contracts to deliver the Museum’s priorities |

# Role dimensions

## Decision making

Strategic direction including all major decisions relating to Museum operations.

## Reporting line

Chief Executive

## Direct reports

* Head of Human Resources
* Head of Finance
* Head of Facilities, Asset Management and Operational Services
* Head of Commercial
* Head of Legal
* ICT Manager
* Head of Visitor Services and Venues

Essential requirements

* Relevant tertiary and industry experience and qualifications.
* More than 10 years experience leading the operations of a major public facing organisation.
* Experience leading workplace culture and transformation.

# 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 | | Champion and model the highest standards of ethical and professional behaviour  Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations  Set, communicate and evaluate ethical practices, standards and systems and reinforce their use  Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports  Act promptly and visibly to prevent and respond to unethical behaviour | Highly Advanced |
|  | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | | 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 across government, other jurisdictions and external organisations  Anticipate and address key areas of interest for the audience and adapt style under pressure | Highly Advanced |
| **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | | Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy  Use sound arguments, strong evidence and expert opinion to influence outcomes  Determine and communicate the organisation’s position and bargaining strategy  Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional  Achieve effective solutions when dealing with ambiguous or conflicting positions  Anticipate and avoid conflict across organisations and with senior internal and external stakeholders  Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution | Highly Advanced |
|  | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | | Use own professional knowledge and the expertise of others to drive forward organisational and government objectives  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 connections between their efforts and organisational outcomes  Identify and remove potential barriers or hurdles to achieving outcomes  Initiate and communicate high-level priorities for the organisation to achieve government outcomes | Highly Advanced |
| **Plan and Prioritise**  Plan to achieve priority outcomes and respond flexibly to changing circumstances | | 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 |
|  | **Finance**  Understand and apply financial processes to achieve value for money and minimise financial risk | | Advocate for committed outcomes to be considered in decision making for project prioritisation and resourcing decisions  Define organisational directions and set priorities and business plans, referring to key financial indicators and non-financial committed outcomes  Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them  Ensure that the organisation informs strategic decisions with appropriate advice from finance and risk professionals  Establish effective governance to ensure that financial resources are used ethically and prudently across the organisation | Highly Advanced |
| **Technology**  Understand and use available technologies to maximise efficiencies and effectiveness | | Champion the use of innovative technologies in the workplace  Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies  Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes  Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes  Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies | Advanced |
| **Project Management**  Understand and apply effective planning, coordination and control methods | | Prepare and review project scope and business cases for projects with multiple interdependencies  Access key subject-matter experts’ knowledge to inform project plans and directions  Design and implement effective stakeholder engagement and communications strategies for all project stages  Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning  Develop effective strategies to remedy variances from project plans and minimise impact  Manage transitions between project stages and ensure that changes are consistent with organisational goals  Participate in governance processes such as project steering groups | Advanced |
|  | **Inspire Direction and Purpose**  Communicate goals, priorities and vision, and recognise achievements | | Champion the organisational vision and strategy, and communicate the way forward  Create a culture of confidence and trust in the 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 | Highly Advanced |
| **Manage Reform and Change**  Support, promote and champion change, and assist others to engage with change | | Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty  Assist others to address emerging challenges and risks and generate support for change initiatives  Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them  Implement structured change management processes to identify and develop responses to cultural barriers | 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** |
|  | Display Resilience and Courage | | Be open and honest, prepared to express your views, and willing to accept and commit to change | 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 |
|  | Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Highly Advanced |
| Work Collaboratively | | Collaborate with others and value their contribution | Highly Advanced |
|  | Think and Solve Problems | | Think, analyse and consider the broader context to develop practical solutions | Advanced |
| Demonstrate Accountability | | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Advanced |
|  | Procurement and Contract Management | | Understand and apply procurement processes to ensure effective purchasing and contract performance | Advanced |
|  | Manage and Develop People | | Engage and motivate staff, and develop capability and potential in others | Highly Advanced |
| Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Highly Advanced |
| **Occupation specific capability set** | | | | |
|  | Workforce strategy | | Contribute to defining business objectives, create evidence based workforce strategies to achieve outcomes and guide the organisation through the required change | Level 4 |
| Organisational culture | | Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce | Level 4 |
| Workforce Relations | | Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements | Level 4 |
| Workforce insights | | Establish and maintain workforce management systems, data and analysis to support evidence-based decision making | Level 4 |
|  | Financial Strategy, Governance and Risk Management | | Establish effective and appropriate governance, assess the organisation’s strategic financial position, and ensure effective investment and financing decisions | Level 5 |
| Financial Accounting and Statutory Reporting | | Apply and comply with accounting standards, legislation and specific organisational policies, standards and protocols, and implement effective statutory and other external reporting requirements | Level 5 |
| Management Accounting | | Provide high quality analysis and evaluation of financial and operational performance to inform management decisions, and to underpin effective budget formulation, forecasting and projections | Level 5 |
| Audit and Assurance | | Evaluate overall governance frameworks, financial and program information systems, and internal controls and practices to identify potential deficiencies or opportunities | Level 5 |
| Taxation | | Comply with taxation regulations and systems and implement effective taxation planning | Level 5 |
| Finance Operations and Systems | | Ensure appropriateness and reliability of financial information systems, and effective governance, cash management and controls over transactional processes | Level 5 |
|  | Lead project teams and temporary organisations | | Create and lead innovative, multidisciplinary project teams. Set clear directions, and engage, motivate and empower team members to work collaboratively to deliver the project | Leading Expert |
| Apply commercial acumen and management | | Determine and manage contractual, commercial and procurement dimensions of the project – including supply and partnering arrangements, business relationships and spending against project budgets – to achieve value for money. | Expert |
| Manage clients and stakeholders | | Systematically identify, analyse and engage with clients and stakeholders to determine project requirements. Ensure continuing communication throughout the life of the project to monitor, manage and improve stakeholder relationships and achieve customer-centric project outcomes. | Leading Expert |
| Manage risks and opportunities | | Systematically identify risks and opportunities; plan how to mitigate and manage risks and respond to opportunities | Leading Expert |
| Execute business solutions (technical) | | Drive implementation of the project or program plan, monitoring performance and compliance, and intervening to address risks and opportunities as they emerge. | Leading Expert |