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| **Cluster** | Premier and Cabinet |
| **Agency** | Museum of Applied Arts & Sciences |
| **Division/Branch/Unit** | First Nations |
| **Role number** |  |
| **Classification/Grade/Band** | Band 1 |
| **Senior executive work level standards** | Not Applicable |
| **ANZSCO Code** | 139911 |
| **PCAT Code** | 119192 |
| **Date of Approval** | 21 October 2020 |
| **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 1881, the museum includes the Powerhouse Museum, Sydney Observatory, the Museums Discovery Centre in Castle Hill and will expand to include Powerhouse Parramatta – the largest cultural infrastructure project currently being undertaken in the country. 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.

Primary purpose of the role

The Powerhouse Museum will embed a new international paradigm of Australian First Nations culture at its core which aims to embed systemic change within the Museum’s historical Western position. The Director, First Nations will lead this bold paradigm shift, setting the national and international cultural agenda to advance and advocate for Australian and international First Nations Peoples, culture, places, Knowledge and stories. Through the Powerhouse Collection, Powerhouse Program and Powerhouse Precincts, The Director, First Nations will position the Powerhouse as a contemporary First Nations cultural leader. With the Chief Executive, the Director, First Nations will embed the voices of First Nations community, establish First Nations teams and workforce, and determine the Powerhouse institutional and cultural priorities.

The Director, First Nations is a new groundbreaking executive role at the Powerhouse Museum, reporting directly to the Chief Executive. This key leadership and creative role is responsible for developing and leading policies, strategies, museum practice and organisational change through First Nations engagement; community through to academic engagement; decolonial and sovereignty methodologies; and representation. The role will build strong relationships with internal and external stakeholders, including NSW and Federal Government agencies, national and international First Nations organisations, community and corporate entities. The Director will oversee strategic First Nations projects, programs and engagement across the Powerhouse Precincts. The role will embed First Nations Knowledge to inform collection, exhibition, publications and program strategy, ensuring a First Nations perspective is integrated into Powerhouse culture.

Key accountabilities

**Powerhouse Collection and Program**

* With the Chief Executive and Executive Team deliver the strategic framework for showcasing the integrity and value of the Powerhouse international and Australian First Nations collections whilst also collaborating across disciplines and collections.
* Lead the strategic acquisition, interpretation and engagement of and with the Powerhouse First Nations Collections to document, research and tell historic, traditional and contemporary stories.
* Leverage an international collaborative network of First Nations cultural leaders, engage and collaborate with international museum and gallery practice and cultivate and deliver a strategic framework of cultural and industry partnerships for cultural leadership, exhibition and program development, international touring opportunities, conference and forum engagement and original research.
* Deliver an annual and long-term public, life-long learning, commercial and industry program embedding international and Australian First Nations ways of knowing, Knowledge and learning systems.

**Precincts**

* Lead self-determined First Nations community gatherings and collaboration to respect, conserve and tell the stories of Aboriginal Country across the Museum.
* Embed systemic First Nations culture across Powerhouse sites and deliver a Powerhouse visitor experience and customer service strategy including language, cultural action and communications through First Nation methodologies.
* Deliver a new standard in culturally safe place making, programming, collections and management.

**Organisation and Workforce**

* With the Chief Executive, form and lead the intellectual and organisational culture of the Powerhouse.
* Engage with the think-tank international First Nations group Powerhousegalang.
* Build, lead, mentor and empower the current and future Powerhouse First Nations Directorate and workforce across the Museum.
* Lead the strategic communications and relationships with key First Nations Government and stakeholders ensuring Australian First Peoples voices are included in the delivery of the strategic framework and projects including the Reconciliation Action Plan.
* Establish and maintain culturally sensitive relationships with First Nations communities, organisations and representative bodies based on mutual respect and a deep understanding of First Nations peoples methodologies, histories and communities.
* Develop a strong consultative and respectful First Nations methodology across the Powerhouse to ensure effective collaboration and working relationships (including with the First Nations workforce) and provide high-level leadership in the management of First Nations engagement within the Museum and broader community.
* Manage financial, cultural and human resources and ensure adherence across the portfolio with governance, financial, legislative, compliance and other management processes.
* Other duties as required commensurate with your skills and abilities.

Key challenges

Developing and maintaining strong and productive partnerships with First Nations organisations, community and academic museum and gallery representative bodies and communities, and NSW Government agencies – managing differing goals, perspectives, opportunities and expectations through a period of organisational renewal.

Delivering results across the organisation within resources and timeframes.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Chief Executive | * Ensure close collaboration and mutual guidance. * Inform and align strategic outcomes with the vision of the Chief Executive. * Provide expert advice and recommendations. |
| Executive Team | * Exchange information, consult, collaborate and support. * Lead and contribute to strategic, evidence-based advice and support to inform plans. |
| **External** |  |
| Key Stakeholders in Government, community, and corporate organisations. | * Build relationships to establish strategic partnerships with multiple stakeholders. |

# Role dimensions

## Decision making

* Directly provides and contributes to strategic, evidence and cultural based advice, recommendations and support to the Chief Executive, to inform and implement plans and relevant decisions to programs and projects.
* The role is directly accountable, within delegation, for decisions relevant to the setting of day to day priorities, resource allocations, contractor management, staffing and budget

**Reporting line**

The role reports to the Chief Executive

## Direct reports

The role will have a number of direct reports.

Key knowledge and experience

* Experience in leading cultural change and embedding First Nations methodologies for systemic change and collaboration.
* Strong understanding and experience with International and Australian First Nations museum methodology and community engagement.
* Track record of exhibition and writing leadership with creative practices and museum engagement.
* Experience in an executive role with responsibility for successfully delivering programs and projects within a context of tight timeframes and budgets, political and cultural sensitivities and high levels of public interest.
* Experience in strategic and corporate planning and implementation.
* Demonstrated organisational skills and understanding of relevant management, financial, administrative, and human resource policies and procedures.
* Ability to cultivate, collaborate and manage stakeholders across Government, the private sector and community.
* Thorough understanding of, or willing to learn NSW Government policy, direction and objectives, particularly in relation to resource management, continuous improvement, and service delivery functions

Essential requirements

* As an identified position, the applicants must be of Aboriginal and/or Torres Strait Islander descent.

# 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** |
|  | **Display Resilience and Courage**  Be open and honest, prepared to express your views, and willing to accept and commit to change | | Remain composed and calm and act constructively in highly pressured and unpredictable environments  Give frank, honest advice in response to 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 and difficult or controversial issues | Advanced |
| **Value Diversity and Inclusion**  Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | | Encourage and include diverse perspectives in the development of policies and strategies  Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes  Build and monitor a workplace culture that enables diversity and fair and inclusive practices  Implement practices and systems to ensure that individuals can participate to their fullest ability  Recognise the value of individual differences to support broader organisational strategies  Address non-inclusive behaviours, practices and attitudes within the organisation  Champion the business benefits generated by workforce diversity and inclusive practices | 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 | | Influence others with a fair and considered approach and present persuasive counter-arguments  Work towards mutually beneficial ‘win-win’ outcomes  Show sensitivity and understanding in resolving acute and complex conflicts and differences  Identify key stakeholders and gain their support in advance  Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise  Anticipate and minimise conflict within the organisation and with external stakeholders | Advanced |
|  | **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 |
| **Plan and Prioritise**  Plan to achieve priority outcomes and respond flexibly to changing circumstances | | Consider the future aims and goals of the team, unit and organisation when prioritising own and others’ work  Initiate, prioritise, consult on and develop team and unit goals, strategies and plans  Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses  Ensure current work plans and activities support and are consistent with organisational change initiatives  Evaluate outcomes and adjust future plans accordingly | Adept |
|  | **Procurement and Contract Management**  Understand and apply procurement processes to ensure effective purchasing and contract performance | | Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management  Develop well-written, well-structured procurement documentation that clearly sets out the business requirements  Monitor procurement and contract management processes to ensure they are open, transparent and competitive  Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance  Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles  Escalate procurement and contract management issues, where required | Adept |
| **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 |

# 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** |
|  | Act with Integrity | | Be ethical and professional, and uphold and promote the public sector values | Adept |
| Manage Self | | Show drive and motivation, an ability to self-reflect and a commitment to learning | Advanced |
|  | Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Intermediate |
| Work Collaboratively | | Collaborate with others and value their contribution | Advanced |
|  | 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 |
|  | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| Technology | | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
|  | Manage and Develop People | | Engage and motivate staff, and develop capability and potential in others | Advanced |
| Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Advanced |
| Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Adept |