

# Role Description

## Associate Director, First Nations



|                           |  |
|---------------------------|--|
| Cluster                   | Department of Enterprise, Investment and Trade       |
| Agency                    | Museum of Applied Arts & Sciences                    |
| Division/Branch/Unit      | First Nations  |
| Classification/Grade/Band | Clerk Grade 11/12                                    |
| ANZSCO Code               | 139911   |
| PCAT Code                 | 119192   |
| Date of Approval          | 06 July 2021   |
| Agency Website            | <a href="http://www.maas.museum">www.maas.museum</a> |

### 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.

The Powerhouse First Nations Directorate was established in 2021, marking a historic moment in the 140-year legacy of the museum that signified a self-determined approach to Indigenous engagement and representation.

The First Nations Directorate team is expanding to embed Indigenous methodologies, values, aspirations and outcomes across strategic operations and governance, administration, learning, curatorial, programming and collection. With collaboration, innovation and flexibility, the Directorate establishes institutional and cultural priorities through change management, workforce development, policy, strategy, and governance. The Directorate is Indigenous led, promotes an inclusive and culturally safe environment, and supports First Nations aspirations for excellence within the sector, and will operate across all four Powerhouse locations.

### Primary purpose of the role

The Associate Director will collaboratively work with the Director, First Nations to set new precedents and develop innovative approaches to embedding First Nations methodologies within a cultural institution. The role provides high-level support and advice to the Director First Nations, regarding policy, strategy, governance, business operations and project management for the newly established directorate. This position will advance self-determined First Nations aspirations across all areas of the museum.

## Key accountabilities

- Develop, implement and manage effective systems and frameworks that embed First Nations methodologies, values and ways of working to transform the museum's cultural capability.
- With Director, First Nations, develop and implement a First Nations organisation strategy aligned to the Powerhouse 2030 Strategy.
- Develop and manage a First Nations stakeholder engagement plan with shared accountability across the directorate.
- Develop a governance framework that includes the establishment of an expert Indigenous Advisory Group, and provide ongoing secretariat support.
- Provide high level project management for multiple and concurrent strategic projects and priorities ensuring risks are managed and deliverables meet time, cost and quality requirements.
- Forecast, manage and report on directorate budget and finances, and manage directorate procurement, administration, and contract management.
- Develop, implement and manage effective operational plans that facilitate collaborative ways of working across multiple Powerhouse sites.
- Provide support to the Director First Nations to assist with managing workflow, team collaboration and communication across a multidisciplinary team spanning collections, curatorial, programming, learning, and administration.
- Conduct benchmarking, research, and analysis of evidence-based data to provide strategic operational insights and culturally informed advice to ensure best practice organisational change, setting industry leading standards.
- Manage and develop leaders, teams and contractors and build cultural capability across the museum, to deliver organisational priorities and ensure engagement with program priorities.
- Provide high level written communications to multiple audiences such as the public, community, staff, Powerhouse Trust, government and stakeholders. Communications include the preparation of Trust papers, secretariat duties for advisory groups, authoring reports and briefs to facilitate and influence decision making, collaboration and engagement.

## Key challenges

- Balancing First Nations community expectations and cultural considerations with the Museum's priorities, objectives, strategies, policies, and processes.
- Managing multiple interdisciplinary projects and competing priorities to deliver high quality outcomes.
- Establish new ways of working and effective change management strategies in a dynamic and complex organisation, whilst maintaining relationships with internal stakeholders.

## Key relationships

| Who                    | Why   |
|------------------------|---|
| <b>Internal</b>        |   |
| Director First Nations | <ul style="list-style-type: none"><li>• Ensure close collaboration and mutual guidance. Inform and align strategic outcomes with the vision of the Director First Nations. Provide expert advice and support.</li></ul> |

| Who  | Why  |
|--|--|
| Senior Leadership Team                     | <ul style="list-style-type: none"> <li>Exchange information, consult, collaborate and support. Lead and contribute to strategic, evidence-based advice and support to inform plans.</li> </ul> |
| Administration Assistant, First Nations    | <ul style="list-style-type: none"> <li>Manage the effective development and delivery of administrative support for the First Nations Directorate</li> </ul>                                    |
| <b>External</b>                            |  |
| First Nations Communities and Stakeholders | <ul style="list-style-type: none"> <li>Build relationships and trust to establish collaborative partnerships</li> </ul>  |
| Industry Networks                          | Establish and maintain collaborative industry and community networks and relationships   |

## Role dimensions

### Decision making

The Associate Director, First Nations is responsible for providing evidence-based recommendations and advice to the Director First Nations to inform and implement plans and relevant decisions to projects and leading strategic projects and operations at the direction of executive. The role operates with a high level of autonomy and is fully accountable for the quality and integrity of advice provided. The role consults with the Director, First Nations to determine organisational cultural priorities and defers complex and sensitive issues or those requiring a higher level of delegation to the Director, First Nations. The Associate Director operates within organisational delegations.

### Reporting line

Director First Nations

### Key knowledge and experience

- Demonstrated successful leadership in embedding First Nations methodologies and protocols, and a high-level of cultural capability
- Demonstrated experience in project management, strategy development, or business operations

### Essential requirements

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

Relevant tertiary qualifications or equivalent experience

## Capabilities for the role

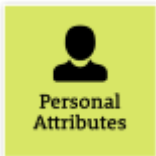
The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for 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 behaviors expected at each level.

| FOCUS CAPABILITIES   |  |   |          |
|--|--|---|----------|
| Capability group/sets  | Capability name  | Behavioural indicators  | Level    |
|  | <b>Display Resilience and Courage</b><br>Be open and honest, prepared to express your views, and willing to accept and commit to change        | <ul style="list-style-type: none"> <li>Remain composed and calm and act constructively in highly pressured and unpredictable environments</li> <li>Give frank, honest advice in response to strong contrary views</li> <li>Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues</li> </ul>   | Advanced |
|  | <b>Value Diversity and Inclusion</b><br>Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | <ul style="list-style-type: none"> <li>Encourage and include diverse perspectives in the development of policies and strategies</li> <li>Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes</li> <li>Build and monitor a workplace culture that enables diversity and fair and inclusive practices</li> <li>Implement practices and systems to ensure that individuals can participate to their fullest ability</li> <li>Recognise the value of individual differences to support broader organisational strategies</li> <li>Address non-inclusive behaviours, practices and attitudes within the organisation</li> <li>Champion the business benefits generated by workforce diversity and inclusive practices</li> </ul> | Advanced |
|  | <b>Communicate Effectively</b>   | <ul style="list-style-type: none"> <li>Present with credibility, engage diverse audiences and test levels of understanding</li> </ul>   | Advanced |


## FOCUS CAPABILITIES

| Capability group/sets   | Capability name   | Behavioural indicators   | Level    |
|---|---|--|----------|
|  | Communicate clearly, actively listen to others, and respond with understanding and respect                    | <ul style="list-style-type: none"> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>       |          |
|   | <b>Work Collaboratively</b><br>Collaborate with others and value their contribution                           | <ul style="list-style-type: none"> <li>• Recognise outcomes achieved through effective collaboration between teams</li> <li>• Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government</li> <li>• Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions</li> <li>• Network extensively across government and organisations to increase collaboration</li> <li>• Encourage others to use appropriate collaboration approaches and tools, including digital technologies</li> </ul>   | Advanced |
|   | <b>Influence and Negotiate</b><br>Gain consensus and commitment from others, and resolve issues and conflicts | <ul style="list-style-type: none"> <li>• Negotiate from an informed and credible position</li> <li>• Lead and facilitate productive discussions with staff and stakeholders</li> <li>• Encourage others to talk, share and debate ideas to achieve a consensus</li> <li>• Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes</li> <li>• Influence others with a fair and considered approach and sound arguments</li> <li>• Show sensitivity and understanding in resolving conflicts and differences</li> <li>• Manage challenging relationships with internal and external stakeholders</li> <li>• Anticipate and minimise conflict</li> </ul> | Adept    |
|   | <b>Deliver Results</b>  | <ul style="list-style-type: none"> <li>• Seek and apply the expertise of key individuals to achieve organisational outcomes</li> </ul>   | Advanced |

## FOCUS CAPABILITIES

| Capability group/sets   | Capability name   | Behavioural indicators  | Level    |
|---|---|---|----------|
|    | Achieve results through the efficient use of resources and a commitment to quality outcomes   | <ul style="list-style-type: none"> <li>• Drive a culture of achievement and acknowledge input from others</li> <li>• Determine how outcomes will be measured and guide others on evaluation methods</li> <li>• Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control business unit output to ensure government outcomes are achieved within budgets</li> <li>• Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul>  |          |
|   | <b>Demonstrate Accountability</b><br>Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | <ul style="list-style-type: none"> <li>• Design and develop systems to establish and measure accountabilities</li> <li>• Ensure accountabilities are exercised in line with government and business goals</li> <li>• Exercise due diligence to ensure work health and safety risks are addressed</li> <li>• Oversee quality assurance practices</li> <li>• Model the highest standards of financial probity, demonstrating respect for public monies and other resources</li> <li>• Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks</li> <li>• Incorporate sound risk management principles and strategies into business planning</li> </ul>  | Advanced |
|  | <b>Project Management</b><br>Understand and apply effective planning, coordination and control methods                              | <ul style="list-style-type: none"> <li>• Prepare and review project scope and business cases for projects with multiple interdependencies</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Design and implement effective stakeholder engagement and communications strategies for all project stages</li> <li>• Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• Develop effective strategies to remedy variances from project plans and minimise impact</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> <li>• Participate in governance processes such as project steering groups</li> </ul> | Advanced |

## FOCUS CAPABILITIES

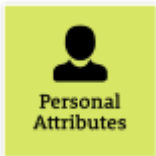

| Capability group/sets   | Capability name  | Behavioural indicators  | Level |
|---|--|---|-------|
|  | <b>Inspire Direction and Purpose</b><br>Communicate goals, priorities and vision, and recognise achievements     | <ul style="list-style-type: none"> <li>Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders</li> <li>Translate broad organisational strategy and goals into tangible team goals and explain the links for the team</li> <li>Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders</li> <li>Work to remove barriers to achieving goals</li> </ul>  | Adept |
|   | <b>Manage Reform and Change</b><br>Support, promote and champion change, and assist others to engage with change | <ul style="list-style-type: none"> <li>Support teams in developing new ways of working and generating innovative ideas to approach challenges</li> <li>Actively promote change processes to staff and participate in communicating change initiatives across the organisation</li> <li>Provide guidance, coaching and direction to others who are managing uncertainty and change</li> <li>Engage staff in change processes and provide clear guidance, coaching and support</li> <li>Identify cultural barriers to change and implement strategies to address these</li> </ul> | 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        |
|---|----------------------------|--|--------------|
|  | 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         | Adept        |
|  | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Intermediate |

## COMPLEMENTARY CAPABILITIES

| Capability group/sets   | Capability name                     | Description  | Level        |
|---|-------------------------------------|--|--------------|
|  | Plan and Prioritise                 | Plan to achieve priority outcomes and respond flexibly to changing circumstances                   | Adept        |
|   | Think and Solve Problems            | Think, analyse and consider the broader context to develop practical solutions                     | 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 |
|  | Manage and Develop People           | Engage and motivate staff, and develop capability and potential in others                          | Intermediate |
|   | Optimise Business Outcomes          | Manage people and resources effectively to achieve public value                                    | Intermediate |