

# Role Description

## Director First Nations



3-4Cluster	Department of Premier and Cabinet
Agency	Australian Museum
Division/Branch/Unit	Aboriginal and Torres Strait Islander & Pacific Cultures
Location	Sydney CBD
Classification/Grade/Band	Senior Executive Band 1
Role Number	51002028
ANZSCO Code	111211
PCAT Code	3339192
Date of Approval	September 2020
Agency Website	<a href="http://australianmuseum.net.au/">http://australianmuseum.net.au/</a>

### Agency overview

The Australian Museum (AM) operates within the NSW Department of Premier and Cabinet, is the first museum in Australia and was founded in 1827. The AM provides access, engagement and scientific research to increase our understanding of natural history and culture, particularly of the Australasian region. The AM holds more than 21 million objects of biological, geological and cultural collections and develops programs, exhibitions and school and community education initiatives onsite, online and offsite.

The AM mission is: *To ignite wonder, inspire debate and drive change.*

The AM vision is: *To be a leading voice for the richness of life, the Earth and culture in Australia and the Pacific. We commit to transform the conversation around climate change, the environment and wildlife conservation; be a strong advocate for First Nations' culture; and continue to develop world-leading science, collections, exhibitions and education programs.*

### Primary purpose of the role

The Director, First Nations role is accountable for the direction, principal policy development, operations, and performance of the newly created First Nations Division, comprising the Aboriginal and Torres Strait Islander collection, the Pacific collection, and First Nations curatorial initiatives. Reporting to the Director and CEO of the Australian Museum, this is a role that will elevate and preference First Nations voices within the interpretation of their Collections. This will include identifying opportunities to develop this new division, setting the division's goals and objectives and playing a significant role in fulfilling the Australian Museum's corporate strategic plan. The role constitutes a foundational opportunity to assist the Museum in moving beyond its colonial past toward a more connected future with First Nations stakeholders and knowledge holders.

## Key accountabilities

- Lead and oversee the strategic direction and daily operations of the division, ensuring the efficient and effective use of all financial and human resources, meeting and achieving the delivery of the AM's corporate strategic plan.
- Lead and manage Australian Museum's Aboriginal and Torres Strait Island and Pacific collection, overseeing community engagement, protection and maintenance of the collection, and collection development to facilitate the delivery of an engaging, culturally relevant collection in line with strategic objectives.
- Lead and oversee the national and state Repatriation program
- Provide leadership within the AM to drive cultural awareness and increasing connectivity across multiple cultural groups and ensure the AM acts with integrity and in accordance with Aboriginal and/or Torres Strait Islander and Pacific cultural protocols.
- Manage key relationships and communication with internal and external stakeholders across central agencies, industry bodies, commonwealth and local governments and the not-for profit sector; and, consistent with the principle of self-determination, consult Aboriginal leaders, community and governance bodies on all major decisions and issues relating to First Nation collections and exhibition at the AM.
- Fulfil and manage the obligations of the Australian Museum's Indigenous Cultural Intellectual Property protocols
- Serve on the Executive Leadership Team (ELT) of the Australian Museum and participate in a diverse range of executive level decision-making and policy setting forums, to identify and implement coordinated resolution of issues and bring about improved outcomes for the AM. Through the ELT work collaboratively with other Division leaders.

## Key challenges

- Addressing complex and sensitive cultural issues and providing considered strategic and operational advice and solutions.
- Understanding the operational environment and business drivers to act as an agent of change to meet current and future needs around building a diverse and inclusive workplace environment aligning with the AM's corporate strategic plan.
- Building a high degree of trust with a wide range of First Nations stakeholders to encourage and enhance two-way communication.

## Key relationships

Who	Why
<b>Internal</b>	
Director and CEO	<ul style="list-style-type: none"><li>• Report on First Nations Division business activities and provide expert advice on strategy for First Nations activities at the AM and development plans</li></ul>
Executive Leadership Team	<ul style="list-style-type: none"><li>• Work collaboratively to achieve organisational objectives, identify and assess cross division impacts and share expert specialised knowledge.</li></ul>
Direct Reports	<ul style="list-style-type: none"><li>• Lead and motivate a multi-disciplinary team of 4 staff.</li><li>• Manage the performance and development of individuals.</li></ul>

Who	Why
<b>External</b>	
<p>Key Aboriginal and/or Torres Strait Islander stakeholders and communities</p> <p>Key Pacific stakeholders and communities</p>	<ul style="list-style-type: none"> <li>• Maintain effective communication with key stakeholders (local, State, national, international) to ensure the Museum is fully informed of and promptly responding to relevant and current issues.</li> <li>• Involve and work with external First Nations Elders, communities and enterprises to learn from their expertise and gain directions from their guidance.</li> <li>• Represent and promote the interests of the Museum in a range of forums.</li> <li>• Communicate the Museum’s First Nations employment and retention strategies, directions, and projects.</li> </ul>
<p>Key external stakeholders including government agencies, Indigenous community representatives, the professional science community, artists, benefactors, sponsors, the media, the business community, professional associations, peak industry bodies and not for profit and community-based organisations</p>	<ul style="list-style-type: none"> <li>• Develop and maintain functional working relationships to liaise, consult, engage and collaborate with external stakeholders</li> <li>• Represent and promote the interests of the Australian Museum Trust in a range of forums</li> <li>• Ensure the Australian Museum is fully engaged in cultural development across Australia and the Pacific</li> </ul>

## Role dimensions

### Decision making

The role is part of the Museum's Executive Leadership Team and Management Group, and in both capacities plays a key role in the operational and strategic decision making for the Museum

The Director works closely with the Director & CEO regarding the strategic and oversight role of the Museum, engages with the Trustee’s and aligns strategic direction of the division with the strategic directions negotiated by the Museum with the Department of Premier and Cabinet.

### Reporting line

This role reports to Director & CEO, Australian Museum

### Direct reports

Divisional Coordinator

Curator First Nations

Manager, Aboriginal and/or Torres Strait islander Collection

Manager, Pacific Collection

## Budget/Expenditure

\$1m operating budget

## Essential requirements

- Applicants must be of Aboriginal descent through parentage, identification as being Aboriginal and accepted in the community as such. Aboriginality is a genuine occupational qualification and is authorised under Section 14(d) of the Anti-Discrimination Act 1997
- Experience and facility in working with First Nations Elders, leaders, communities and youth
- Familiarity of Indigenous Cultural Intellectual Property protocols.

## Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](http://www.psc.nsw.gov.au/capabilityframework)

## Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

## NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Adept
	<b>Act with Integrity</b>	<b>Highly Advanced</b>
	Manage Self	Advanced
	<b>Value Diversity</b>	<b>Advanced</b>
 Relationships	Communicate Effectively	Advanced
	<b>Commit to Customer Service</b>	<b>Advanced</b>
	Work Collaboratively	Adept
	<b>Influence and Negotiate</b>	<b>Advanced</b>
 Results	<b>Deliver Results</b>	<b>Highly Advanced</b>
	Plan and Prioritise	Advanced
	<b>Think and Solve Problems</b>	<b>Advanced</b>
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Adept
	<b>Procurement and Contract Management</b>	<b>Advanced</b>
	<b>Project Management</b>	<b>Advanced</b>
 People Management	<b>Manage and Develop People</b>	<b>Advanced</b>
	<b>Inspire Direction and Purpose</b>	<b>Highly Advanced</b>
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

### Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> <li>Champion and act as an advocate for the highest standards of ethical and professional behaviour</li> <li>Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government</li> <li>Define, communicate and evaluate ethical practices, standards and systems and reinforce their use</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Value Diversity	Advanced	<ul style="list-style-type: none"> <li>• Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports</li> <li>• Encourage and include diverse perspectives in the development of policies and strategies</li> <li>• Leverage diverse views and perspectives to develop new approaches to delivery of outcomes</li> <li>• Build and monitor a workplace culture that values fair and inclusive practices and diversity principles</li> <li>• Implement methods 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> </ul>
<b>Relationships</b> Commit to Customer Service	Advanced	<ul style="list-style-type: none"> <li>• Promote a culture of quality customer service in the organisation</li> <li>• Initiate and develop partnerships with customers to define and evaluate service performance outcomes</li> <li>• Promote and manage alliances within the organisation and across the public, private and community sectors</li> <li>• Liaise with senior stakeholders on key issues and provide expert and influential advice</li> <li>• Identify and incorporate the interests and needs of customers in business process design</li> <li>• Ensure that the organisation's systems, processes, policies and programs respond to customer needs</li> </ul>
<b>Relationships</b> Influence and Negotiate	Advanced	<ul style="list-style-type: none"> <li>• Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>• Work towards mutually beneficial win/win outcomes</li> <li>• Show sensitivity and understanding in resolving acute and complex conflicts</li> <li>• Identify key stakeholders and gain their support in advance</li> <li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>• Pre-empt and minimise conflict within the organisation and with external stakeholders</li> </ul>
<b>Results</b> Deliver Results	Highly Advanced	<ul style="list-style-type: none"> <li>• Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation</li> <li>• Identify, recognise and celebrate success</li> <li>• Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes</li> <li>• Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes</li> <li>• Initiate and communicate high level priorities for the organisation to achieve government outcomes</li> </ul>

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Group and Capability	Level	Behavioural Indicators
<b>Results</b> Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>• Use own professional knowledge and expertise of others to drive organisational and government objectives forward</li> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>• Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Business Enablers</b> Procurement and Contract Management	Advanced	<ul style="list-style-type: none"> <li>• Ensure that government and organisational policy in relation to procurement and contract management is implemented</li> <li>• Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions</li> <li>• Take responsibility for procurement and contract management activities and decisions by applying the guidelines and procedures</li> <li>• Promote the principles of risk management as applied to procurement projects, to identify and mitigate risk</li> <li>• Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes</li> <li>• Represent the organisation in the resolution of complex/sensitive disputes with providers, suppliers and contractors</li> </ul>
<b>Business Enablers</b> Project Management	Advanced	<ul style="list-style-type: none"> <li>• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Implement effective stakeholder engagement and communications strategy for all stages of projects</li> <li>• Monitor the completion of projects 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 impacts</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> </ul>
<b>People Management</b> Manage and Develop People	Advanced	<ul style="list-style-type: none"> <li>• Refine roles and responsibilities over time to achieve better business outcomes</li> <li>• Recognise talent, develop team capability and undertake succession planning</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>• Coach and mentor staff and encourage professional development and continuous learning</li> <li>• Provide timely, constructive and objective feedback to staff</li> <li>• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>
<b>People Management</b> Inspire Direction and Purpose	Highly Advanced	<ul style="list-style-type: none"> <li>• Champion the organisational vision and strategy, and communicate the way forward</li> <li>• Create a culture of confidence and trust in future direction</li> <li>• Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation</li> <li>• Communicate the parameters and expectations surrounding organisational strategies</li> <li>• Celebrate organisational success and high performance and engage in activities to maintain morale</li> </ul>

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Display Resilience and Courage	Intermediate	<ul style="list-style-type: none"> <li>• Be flexible and adaptable and respond quickly when situations change</li> <li>• Offer own opinion and raise challenging issues</li> <li>• Listen when ideas are challenged and respond in a reasonable way</li> <li>• Work through challenges</li> <li>• Stay calm and focused in the face of challenging situations</li> </ul>
<b>Personal Attributes</b> Value Diversity	Intermediate	<ul style="list-style-type: none"> <li>• Be responsive to diverse experiences, perspectives, values and beliefs and listen to others' individual viewpoints</li> <li>• Seek input from others who may have different perspectives and needs</li> <li>• Adapt well in diverse environments</li> </ul>
<b>Relationships</b> Commit to Customer Service	Intermediate	<ul style="list-style-type: none"> <li>• Support a culture of quality customer service in the organisation</li> <li>• Demonstrate a thorough knowledge of the services provided and relay to customers</li> <li>• Identify and respond quickly to customer needs</li> <li>• Consider customer service requirements and develop solutions to meet needs</li> <li>• Resolve complex customer issues and needs</li> <li>• Co-operate across work areas to improve outcomes for customers</li> </ul>
<b>Results</b> Deliver Results	Intermediate	<ul style="list-style-type: none"> <li>• Complete work tasks to agreed budgets, timeframes and standards</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"><li>• Take the initiative to progress and deliver own and team/unit work</li><li>• Contribute to allocation of responsibilities and resources to ensure achievement of team/unit goals</li><li>• Seek and apply specialist advice when required</li></ul>