

Role Description

Head of Marketing

Cluster	Premier and Cabinet
Agency	Museum of Applied Arts and Sciences
Division/Branch/Unit	Communications
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	1119192
PCAT Code	139999
Date of Approval	9 August 2021
Agency Website	www.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 Powerhouse 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 a 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. Central to the renewal is the provision of new levels of access to the Powerhouse collection through the digitisation of over 300,000 objects.

Primary purpose of the role

The Head of Marketing is a key leadership role that will drive local, national and international visibility for the Powerhouse through the development and delivery of marketing, media and communications strategies to meet the museum's strategic objectives during a period of significant transformation. This will include prioritising connections with diverse audiences, increasing visitor engagement and commissioning and developing design, creative and editorial content that reflects the repositioning and renewal of the institution, leads contemporary practice and connects with industry and community to develop relationships, engagement and profile.

Key accountabilities

- Lead the marketing campaign strategy and planning, ensuring audience and revenue targets are achieved for exhibitions, events and digital programs, and securing national and international profile for the Powerhouse renewal
- Lead the multi-disciplinary Marketing team, providing clear guidance and support, to ensure that marketing is of the highest standard, clarity and effectiveness, and that the team are highly engaged.
- Work collaboratively across the Powerhouse including effectively aligning communications messaging and campaigns, informing audience development projects and working with an entrepreneurial approach to support commercial teams.
- Oversee the Marketing budget, including planning and forecasting, ensuring resources are allocated for maximum impact.
- Collaborate on the development, implementation and ongoing evolution of the Powerhouse visual identity.

- Manage new and existing external contractor relationships for media relations, media buying, marketing, photography, and design services, including the preparation of clear briefs, contract development and management.
- Oversee the delivery of advertising campaigns for multi-platform marketing activities, ensuring integration of campaigns across online, social, and traditional media.
- In consultation with the Digital team, lead on media buying strategies and planning across outdoor, digital, and partnerships that engage existing and new audiences.
- In collaboration with the digital and programs teams commission creative and innovative content across editorial, design, film and social, to achieve visibility and engagement.
- Develop and manage workflows across departments to ensure high quality material is developed on time and to budget.
- Maintain institutional profiles on TripAdvisor, Yelp, Google Places, and other similar sites; respond to reviews and answer questions.
- Contribute to the management and growth of the Powerhouse CRM with a strong focus on building and engaging with new audiences.
- Adhere and lead by example in respect to obligations, responsibilities and legislative requirements under the current Work Health & Safety (WHS) Acts and Regulations, ensuring that all areas under supervision comply, and are monitored and reviewed regularly for WH&S risks and hazards.
- Other relevant duties as required.

Key challenges

- Delivering high quality outcomes while managing tight deadlines and ensuring competing priorities are balanced effectively.
- Developing, influencing, and maintaining strong and productive relationships internally and externally, to achieve renewal priorities.

Key relationships

Who	Why
Internal	
Director Communications	<ul style="list-style-type: none"> • Receive guidance, exchange information, provide accurate analysis and provide expert advice on all aspects of marketing and related activities. • Provide progress reports on all work outcomes. • Keep informed of renewal outcomes.
Head of Engagement	<ul style="list-style-type: none"> • Work closely and collaboratively, exchange information, align objectives
Head of Digital	<ul style="list-style-type: none"> • Work closely and collaboratively, exchange information, align objectives
Department Heads teams	<ul style="list-style-type: none"> • Exchange information and understand requirements and provide quality client service. • Liaise to understand department priorities, programs and activities.
External	
Cultural, marketing, advertising, and design services agencies	<ul style="list-style-type: none"> • Build and sustain working partnerships and facilitate engagement in Powerhouse renewal.
Promotional partners	<ul style="list-style-type: none"> • Build and sustain effective working partnerships and facilitate engagement in Powerhouse renewal.

Role dimensions

Head of Marketing plans and sets priorities for work to be completed in consultation with the Director Communications. The position is responsible for decisions relating to marketing and communications. The role makes operational decisions regarding the planning and organisation of their work and/or the work of the team to achieve objectives and meet performance criteria, within approved work and project plans.

Key knowledge and experience

- Extensive experience in marketing in a major cultural or related organisation.

- Experience in delivering successful marketing programs with an emphasis on digital campaigns.
- Expertise in creative campaigns and content commissioning, with outstanding editorial and visual judgement for the most impactful and compelling concepts, stories and imagery.
- Experience in the development, execution and evaluation of successful publicity strategies and a proven ability to source and build strong media relationships.
- Proven experience in the landscape of youth led marketing and content and proven examples of successfully reaching diverse audiences.
- Wide ranging experience planning and producing marketing and communication materials targeting diverse audience segments utilising a range of media.
- Considerable experience of successfully positioning brands with audiences/customer bases, and creative brand execution across multiple media.

Essential requirements


- Relevant tertiary qualifications or equivalent industry experience.
- Exceptional written and verbal communication skills
- Demonstrated expertise and experience in developing and implementing successful marketing campaigns using a wide range of media
- A strong commitment to, and understanding of, the principles and practise of diversity and inclusion as they support and effect the engagement of teams, audiences, and content creation.

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 behaviours expected at each level.

FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural indicators	Level
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> • 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
	Value Diversity and Inclusion Demonstrate inclusive behaviour and show respect for diverse	<ul style="list-style-type: none"> • Promote the value of diversity and inclusive practices for the organisation, customers and stakeholders • Demonstrate cultural sensitivity, and engage with and integrate the views of others 	Adept

	backgrounds, experiences and perspectives	<ul style="list-style-type: none"> • Look for practical ways to resolve any barriers to including people from diverse cultures, backgrounds and experiences • Recognise and adapt to individual abilities, differences and working styles • Support initiatives that create a safe and equitable workplace and culture in which differences are valued • Recognise and manage bias in interactions and decision making 	
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats 	Advanced
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	Adept





		<ul style="list-style-type: none"> • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict 	
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	Adept

		<ul style="list-style-type: none"> 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 	
	Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	<ul style="list-style-type: none"> Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes Create opportunities for recognising and celebrating high performance at the individual and team level Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges 	Advanced
	Optimise Business Outcomes Manage people and resources effectively to achieve public value	<ul style="list-style-type: none"> Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context Monitor performance against standards and take timely corrective actions Keep others informed about progress and performance outcomes 	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

 Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
 Relationships	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
 Results	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
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate