

# Role Description

## Head of Development



Cluster	Enterprise, Investment & Trade
Department/Agency	Australian Museum
Division/Branch/Unit	Public Affairs and Development
Role number	50000087
Classification/Grade/Band	Clerk Grade 11/12
Senior executive work level standards	Not Applicable
ANZSCO Code	131112
PCAT Code	1119192
Date of Approval	June 2023
Agency Website	<a href="https://australian.museum/">https://australian.museum/</a>

### Agency overview

Australian Museum (AM) is located on the homelands of the Gadigal people. The AM acknowledges and pays respect to the Gadigal people as the custodians of the land, sky and waterways, paying respect to Elders past and present.

The Australian Museum (AM) operating within the NSW Department of Enterprise, Investment & Trade cluster, 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 22 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.*

For more information, visit the [website](#).

The AM supports a diverse workforce and promotes applications from all ages and genders, Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse groups, the LGBTQIA+ community, veterans, refugees and people with disabilities.

### Primary purpose of the role

The Head of Development leads the Development team to secure financial support for the AM from private sources including individual donors and Trusts & Foundations to meet annual revenue targets with a major gifts focus. The role will also deliver a significant multi-million dollar capital campaign to support the Australian Museum's Master Plan working closely with the Executive, AM Trust and AM Foundation to secure leadership gifts.

The role also manages the day-to-day operations of the Development team and works collaboratively with the Australian Museum Foundation to cultivate, secure and steward donors and supporters of the AM.

## Key accountabilities

- Lead the updating and delivery of a development strategy to secure annual and capital funding to set targets
- Collaborate with AM managers and leadership to provide strategic advice and philanthropic expertise in the development of strategies and plans
- Identify and develop strategic funding opportunities with AM teams in order to grow philanthropic support for the AM through project-based giving
- Lead the fostering of a pipeline of donors at multiple tiers to cultivate and steward philanthropic support through annual giving programs, major gifts and philanthropic grants
- Oversee all donor engagement and communications management including prospect tracking, donor plans, collateral development, donor communications, events, administration and financial reporting
- Manage the governance and day-to-day operations of the Australian Museum Foundation under the guidance of the Chair
- Manage the Development team including planning, financial management, resource allocation, performance management and approving operating expenditure in line with the Development budget and report bi-monthly to the AM Trust.

## Key challenges

- Raise significant funds from private sources to support the AM vision within tight timeframes and allocated resources in a constantly changing environment while promoting a philanthropic culture across multiple business units
- Deliver outstanding donor, prospect and project management and relationship building, and maintain accuracy and attention to detail while working under pressure
- Work across multiple internal and external stakeholders to manage and deliver on expectations while achieving maximum efficiency from limited resources

## Key relationships

### Internal

Who	Why
Director, Public Affairs & Development	<ul style="list-style-type: none"><li>• Provide high level support to the Director, Public Affairs and Development to drive a culture of philanthropy across the organisation</li><li>• Provide expert advice and submit recommendations on strategy and fundraising</li><li>• Manage administration and reporting on all Development activities</li></ul>
Executive Team, Trustees of the Australian Museum and Australian Museum Foundation (AMF)	<ul style="list-style-type: none"><li>• Foster collaboration and provide strategic and expert advice on project and strategy development to increase funding opportunities for new and ongoing projects within each division</li><li>• Identify prospects and foster engagement plans with the Executive Team, Trustees and Directors</li></ul>
Development Team	<ul style="list-style-type: none"><li>• Lead the Development team to deliver on strategic objectives and KPIs, particularly with respect to revenue targets</li></ul>

## External

Who	Why
Donors, Trusts & Foundations, Corporate Partners and other supporters	<ul style="list-style-type: none"><li>• Initiate and cultivate new relationships to secure financial support</li><li>• Lead identification and fostering of major gift prospects from within existing AM stakeholder networks</li><li>• Lead stewarding and fostering of positive relationships with current donors</li><li>• Provide accurate information and guidance about AM projects, activities, agreements and partnerships</li></ul>
Contractors and suppliers	<ul style="list-style-type: none"><li>• Negotiate and manage contracts, agencies, contractors and suppliers to ensure ROI and agreed delivery of materials and services</li></ul>

## Role dimensions

### Decision making

This role has autonomy and makes decisions that are under their direct control. It refers to the Executive decisions that require significant change to program outcomes or timeframes or are likely to escalate. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the Director.

### Reporting line

Director, Public Affairs & Development

### Direct reports

5 direct reports

### Budget/Expenditure

Budgets and expenditure are in accordance with approved Annual Budget and financial delegations and procedures subject to project type and sponsoring business unit.

### Key knowledge and experience

- Comprehensive senior experience in managing a team in a limited resource environment
- Comprehensive senior experience in managing donor and supporter relationships
- Proven success in raising significant funds from private sources, ideally for a capital campaign

### 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
 Personal Attributes	<b>Display Resilience and Courage</b> 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
 Relationships	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <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>	Advanced



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### **Commit to Customer Service**

Provide customer-focused services in line with public sector and organisational objectives

- Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience
- Ensure systems are in place to capture customer service insights to improve services
- Initiate and develop partnerships with customers to define and evaluate service performance outcomes
- Promote and manage alliances within the organisation and across the public, private and community sectors
- Liaise with senior stakeholders on key issues and provide expert and influential advice
- Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches
- Ensure that the organisation's systems, processes, policies and programs respond to customer needs

Advanced



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### **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



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### **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



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### **Project Management**

Understand and apply effective planning, coordination and control methods

- 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
- 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

Adept



### Manage and Develop People

Engage and motivate staff, and develop capability and potential in others







- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
- Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
- Develop work plans that consider capability, strengths and opportunities for development
- Be aware of the influences of bias when managing team members
- Seek feedback on own management capabilities and develop strategies to address any gaps
- Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way
- Monitor and report on team performance in line with established performance development frameworks

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.

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
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	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
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate