

Position Description

Title:	Director Collections and Research	Reports To:	Chief Executive
Directorate:	Executive Team	Direct Reports:	<ul style="list-style-type: none"> • Head of Natural Sciences • Head of Human History • Head of Documentary Heritage • Head of Collection Care • Head of Collection Information & Access
Status:	Permanent 1.0 FTE	Date:	November 2022

About The Museum

Tāmaki Paenga Hira Auckland War Memorial Museum is one of New Zealand's largest museums, caring for around 6 million taonga. We are Auckland's home of commemoration, New Zealand's oldest research institution, an education facility, and a major tourism destination. We employ approximately 300 people and have over 200 volunteers who kindly donate their time to us.

We offer a rich and fulfilling work life where we embrace diversity and nurture our bicultural capability as demonstrated in our Teu le Vā and He Korahi Māori strategies. We also offer a great range of benefits such as flexible work and leave, insurances, and an award-winning wellbeing programme.

Purpose & Context for the Role

The Director, Collections & Research is responsible for leading the planning and delivery for advancing the Museum's collections including human history, natural sciences and documentary heritage, and promoting leadership in influential research, collection development, collection care and the contribution that the collections make to the Museum's public programmes.

The Collections & Research Directorate provides the foundation for the Museum's public offer through its comprehensive collection of human history, natural sciences and documentary heritage resources. Collections & Research staff also contribute to the development and delivery of exhibitions and programmes at the Museum and provide their expertise to other audiences and users through offsite and online programmes and importantly by responding to enquiries from people throughout New Zealand and worldwide. The activities of this directorate assist the Museum to build relationships, collaborative partnerships and community trust. This executive level role combines strategic leadership with intellectual and academic capability both within the specific areas of responsibility and as a member of the Museum's Executive Team.

This role is responsible for developing Auckland Museum's research strategy and services for researchers, forging strong links and partnerships with the research sector and setting clear

research priorities, whilst fostering the environment for a thriving multi-disciplinary collections-based research culture.

The Museum is a bicultural workplace and the person in this role will uphold the principles of He Korahi Māori and Teu Le Vā, the Museum's Māori and Pacific workplace dimensions.

Accountabilities

Key Tasks:

Key Activities:

Executive Team

Executive Leadership

- Providing executive leadership into the shaping of the vision and goals of the Museum and their ongoing leadership.
- Strong executive participation in the ongoing development and/or resetting of the Museum-wide strategic plan.
- A trusted, reliable and professional member of the Executive Team.
- Leading a diverse portfolio of functions, resolving conflicting priorities and allocating resources effectively to ensure the highest priority/impact initiatives are delivered.
- Accountable for developing and driving strategic initiatives that enhance organisational performance and build long-range capability. This requires the ability to bring clarity to complex issues, resolve competing demands and expectations, and successfully bring about adjustment to organisational culture and practice.
- The Museum is committed to living its values and this role is crucial in modelling these through the conduct of both the Director Collections and Research and internal teams for whom it is responsible.
- Assuming a leadership role in the Auckland GLAM sector; providing support and mentorship to other cultural institutions where appropriate.
- Setting best practice Collections and Research policies and taking accountability for their delivery within the Museum.
- Keeping up-to-date with legislative, regulatory, policy and ethical developments at national and international levels and contributing this knowledge to the development of programmes and practice at Auckland Museum – especially in fields of collection practice, research funding, Protected Objects, wildlife and conservation regulations and conventions, Firearms, Copyright, insurance, Hazardous Goods, and Treaty claims and obligations.
- Articulating an expansive and innovative approach to developing the Museum's collections and research approach, encouraging a blend of creativity, sector knowledge and advances that are risk-managed, appropriately technological, based on knowledge-sharing and interactivity.

	<ul style="list-style-type: none"> • Developing and role modelling supportive and trusted relationships with all colleagues (Trust Board, executive, managers and staff) and contribute widely to the enhancement of the Museum's reputation and its successful operation through high quality professional advice and contribution. • Take a "whole of museum" approach to work; champion collective decisions; assist colleagues to achieve organisation's strategic priorities and present an image that is appropriate for an executive leader. • Represent the Chief Executive when they are unavailable, at internal and external meetings, presentations, diplomatic and cultural ceremonies, and corporate hosting.
Professional Contribution	<ul style="list-style-type: none"> • Chair Museum committees, teams and working parties, as delegated by the Chief Executive. • Apply new innovative solutions and changed approaches, oversee their evaluation and assessment, and keep Executive Team colleagues informed about emerging conclusions and trends. • Collaborate with the Taumata-a-Iwi to ensure a productive and professional relationship with the Museum's advisory groups and networks to enhance and develop relationships with our diverse audiences in an era of increasing expectations. • Maintain an advanced understanding of contemporary trends, research and future-thinking ideas within Collections and Research portfolio areas of Natural Sciences, Human History, Collections Information Access, Collections Care and Documentary Heritage. • Develop strong relationships with government agencies whose policy and delivery mandates impact the museum sector and contribute analysis and advice on matters affecting collection development, management, ethics and access. • Maintain strong relationships with GLAM sector leaders in order to identify collaborative projects, develop a culture of reciprocal information sharing and advance matters of common interest benefiting collections and their utility and engagement with communities. • Represent the Museum and participate in external projects, regional, national and international advisory boards as appropriate.
Governance & Financial Management	<ul style="list-style-type: none"> • As a member of the Executive, Museum-wide oversight and responsibility for preparation, monitoring and delivery of all of governance and financial initiatives. • Active participation in the development and/or review of the Museum's statutory documents, Museum policies, management reporting, Statement of Service Performance, Auckland Council reporting, annual reports, Draft Annual Plan. • Active participation in the annual budgetary process, including setting the organisation's Annual Budget, Quarterly and Half-

	<p>Yearly reviews, taking appropriate corrective action to ensure the Museum's financial sustainability.</p> <ul style="list-style-type: none"> • Lead the development of the Directorate's financial planning in open dialogue with Executive colleagues to optimise day to day operational costs and to deliver the Museum's exhibition aspirations. • Manage the competing priorities across Collections and Research budgets, ensuring targets and timeframes are met. • Identify efficiencies and savings, and collaborative opportunities with other directorates or with external partners, to maximise the outcomes from applying the Museum's resources. • Prepare detailed business case documentation for Collections and research projects. Successfully lead these through the approval processes, to the Chief Executive; or, depending on scale, via the Chief Executive to the Trust Board. • Lead the development of the Directorate's financial planning to optimise day to day operational costs and to deliver the Museum's library, research and collection aspirations. • Ensure all asset management, operations and activities have effective financial management practices in place. • Propose appropriate collections and research investments in order to secure significant or important objects for the Museum.
Strategic Planning	<ul style="list-style-type: none"> • As a member of the Executive, museum-wide oversight and responsibility for monitoring, delivery and reporting against the five-year strategic plan, He Ara Whaowhia (Taumata-ā-Iwi strategic plan), and the annual plan. • Accountable to develop and drive strategic initiatives that enhance organisational performance and build long-range capability. This requires the ability to bring clarity to complex issues, resolve competing demands and expectations, and successfully bring about adjustment to organisational culture and practice where appropriate. • Take a long-range view and put plans in place now to respond to environmental changes on the horizon in the Museum sector. Responsible for development, leadership and implementation of the Museum's sustainability plan.
People Leadership	<ul style="list-style-type: none"> • Provide effective leadership, management and co-ordination to direct reports and the wider Directorate. • Build a culture of understanding of the factors that influence effective people leadership / management and practices. • Regularly review Direct Reports' performance, capability and succession plans to balance the ongoing development of staff with the current and future requirements of the Museum for delivery and succession planning.

	<ul style="list-style-type: none"> • Build relationships across other directorates in order to foster a culture of reciprocity, common goals and shared problem-solving and promote this approach to direct reports and wider teams. • Coach and mentor team members as appropriate and identify and respond promptly to any training and development needs. • Manage performance issues with integrity, and in a timely manner. • Meet all Museum driven People Objectives and timelines. • Ensure an appropriate mix of permanent and consultancy/contract staff to cost-effectively achieve the required skill-sets and flexibility to deliver business case outcomes.
Collections	<ul style="list-style-type: none"> • Ensure the appropriate processes and resources are in place to safeguard and care for the Museum's collections. • In collaboration with other directorates, oversee the development and implementation of a collections development strategy which embraces clear intellectual and cultural purposes and maximises the identification, good management, and unique value of the Museum's collections. • Establish and maintain organisation/sector wide principles of best practice for collections handling, display and storage. • Ensure a fit for purpose model for the effective management of loans, including the opportunity to raise the Museum's profile. • Work with sector and professional bodies to develop good collections practice and share knowledge. • Propose appropriate collections and research investments where identified in order to secure significant or important objects for the Museum.
Research	<ul style="list-style-type: none"> • Oversee the development and implementation of a dynamic and ambitious research strategy that aligns with Museum priorities and challenges and transforms scholarship into tangible benefits for the Museum and the wider research sector. • Establish strong relationships with research sector funding bodies and other organisations to identify and maximise grant opportunities and attract external funding. • Leverage the Museum's current research reputation for physical and digital preservation, historical research and data science to develop funding success. • Lead the Museum's long-term research activities, foster a culture of active research and inquiry across the organisation. • Forge robust relationships across the higher education, research and archive sectors, and respond to their changing needs. • Our research will be visible and meaningful, • creating change and leaving a legacy for future generations. • Ensure best-practice approaches to culturally competent research enabling Mātauranga Māori, iwi partnerships and community engagements.

Important Relationships

External:

- Auckland Council staff, Museum colleagues network locally and internationally, Museums Aotearoa, City Libraries, Tataki Auckland Unlimited, Universities, Te Papa, Ministry for Culture and Heritage, National Library, Archives New Zealand, Department of Conservation, Ministry for the Environment, Ministry of Business, Innovation and Employment.
- Donors, supply partners, iwi leaders, community sector leaders

Internal:

- Executive Team, Senior Management Team, Trust Board, Taumata-ā Iwi, Pacific advisory group, all Staff and volunteers.

Our Expectations of our People

Ensure a healthy and safe work environment

- Takes reasonable care of their own health and safety and ensures that their actions don't cause harm to themselves or others.
- Complies with any reasonable instructions, policies or procedures on how to work in a safe and healthy way.
- Understands and adheres to emergency and evacuation procedures.
- Speaks up about health and safety matters that could affect them or their workmates.
- Actively participates in hazard identification and reporting.
- Makes suggestions on how to improve health and safety at work.

Cultural awareness

- Proactive awareness and engagement with a wide range of cultures and associated protocol and traditions within Auckland, with particular reference to the Māori Dimension (He Kōrahi Māori) and Pacific Dimension (Teu le Vā).
- Understands and demonstrates the principles and application of the Treaty of Waitangi and the implications for the work of the Museum.
- Demonstrates a thorough understanding of the Museum's specific obligations in Auckland's cultural landscape and actively contributes to its evolution from a colonial institution to a future museum.

Digital capability

- Almost every role at the Museum depends upon technology to fulfil its purpose, we also use technology to create, store, protect, use, and share our digital assets. All Museum workers are responsible for the appropriate use of technology, compliance with all cybersecurity instructions, and the wellbeing of our digital assets.

Develop self for current and future employment

- Knowledge and skills are developed and maintained for competent performance of current position.

He Waka Eke Noa – Values & Behaviours

He Waka Eke Noa describes our unique identity and how He Korahi Māori and Teu Le Vā underpin how we think, act, and feel as employees of Auckland Museum. It is a leadership competency framework which sets out how we lead, behave and work with each other, our visitors, and communities.

- **Authentic** – Understanding our purpose, practicing our values, leading with our hearts
- **Customer Centred** – Creating memorable positive experiences for each other and our audiences
- **Respectful** – Honouring each other, valuing our differences
- **Connected** – Connected to each other, our work, and our communities
- **Growth Mindset** – We treat challenges as opportunities

Core Competencies Required – Leading Others

Self-awareness

- Creates a team culture of feedback and self-awareness. Is approachable, and actively listens to direct reports ensuring they feel heard.

Connected

- Role models collaboration, cooperation and a ‘one museum’ view.

Integrity

- Practices what they preach, rewards behaviour aligned with shared organisational values and principles and disapproves of behaviour that isn’t.

Manaaki

- Role-models manaakitanga and teu le vā through the quality of service they deliver and by the care demonstrated to their colleagues, direct reports and manuhiri.

Resilience and Optimism

- Remains calm and doesn’t become defensive, keeps things in perspective for their people. Keeps a positive mental attitude when the going gets tough.

Authentic

- Champions and enables team members to connect with the Museum’s vision and goals delivering on our commitments to Te Tiriti Ō Waitangi, He Korahi Māori and Teu Le Vā.

Accountable

- Takes personal responsibility, will tackle challenging issues and take a tough stand when required.

Inclusive

- Respects that people are free to be themselves and express their identities.

Generosity

- Enables others to succeed by providing appropriate information, resources and autonomy. Actively seeks opportunities to encourage and develop their people.

Additional Competencies Required for this Role

Success in this role requires the following additional competencies.

Innovation Management (Curiosity)

- Fosters curiosity by giving their people time and resources to explore their interests.
- Encourages people to be curious and view tough situations creatively to generate innovative solutions.
- Helps their people adopt a learning mindset by rewarding them not only for performance but also for the learning needed to get there.
- Champions and enables constructive and respectful conflict in order to reach the best decisions for the Museum.

Managing Vision & Purpose (Our Unique Identity)

- Champions and enables team members to connect with the Museum's vision and goals and helps them to understand the impact they have on others.

Peer Relationships (Collaboration)

- Leads people to collaborative solutions, even when faced with problems and challenges.

Peer Relationships (Connected to each other)

- Role-models collaboration, cooperation and a 'one-museum' view.
- Is a role model and catalyst for manaaki culture across the organisation.
- Builds and maintains good working relationships with peers in order to develop solutions based on collective leadership, insight and support.

Strategic Agility (Curiosity)

- Encourages people to think of every idea offered as a seed that could grow into something great, which they could become a part of.

Strategic Agility (Big Picture)

- Shares the big picture by talking about the Museum's objectives and purpose and creating meaning for their people in their day-to-day work.

Skills & Experience Required for this Role

Success in this role requires the following foundations.

- Relevant post-graduate tertiary qualification with a demonstrable track record of contributing to the corporate management of a large and complex organisation;
- A minimum of 15 years' relevant experience, including a minimum of five years involved in strategically leading and influencing collection development, research use and management within a cultural institution or community organisation;
- Proven organisational leadership in a digital environment with an advanced understanding of digital practice and delivery;
- Experience leading ambitious research programmes which attract external funding and foster a culture of active research and inquiry at an organisational level;

- Sound commercial, contract project management and budget management experience in relation to the successful implementation of substantial collections and/or research programmes;
- A proven track-record of delivering high-quality, innovative collections-led activities, with measurable successful outcomes for audiences and collections, staff and the organisation in a relevant cultural, creative or arts sector;
- Good commercial intuition combined with discriminating use of data analysis to drive, deliver and communicate performance outcomes;
- Highly innovative and adaptive with proven leadership ability to direct diverse multi-disciplinary teams in a complex matrix, cross-functional project management environment, delivering best-practice advice, services and results;
- Excellent influencer, negotiator and problem solver, with a history of managing complex challenges and proactively resolving issues;
- Sets high personal and professional standards; assumes responsibility and accountability for the successful completion of projects, assignments or tasks.
- Displays energy, optimism and creativity; maintains effective performance when faced with ambiguity; demonstrates high standards of ethical behaviour; a team player.
- Excellent verbal and written communication skills and the ability to inspire, enliven and express a convincing vision; a commitment to working collaboratively with Executive Team colleagues; and the capacities and personal attributes to communicate and build relationships with a broad range of people at all levels and from multiple cultures and backgrounds.
- An understanding of legislative requirements pertinent to the Museum, including the Auckland War Memorial Museum Act 1996
- Knowledge of the appropriate care and management of Māori cultural and heritage materials with a working knowledge of copyright legislation, Indigenous Cultural and Intellectual Property Rights, Indigenous cultural protocols and related cultural safety issues.

He Oranga Tangata ka ao
Enriching lives. Inspiring discoveries