

## Position Description

Title:	Head of Exhibitions	Reports To:	Director Public Experience
Directorate:	Public Experience	Direct Reports:	6
Status:	Permanent 1.0 FTE	Date:	Sept 2024

### About The Museum

Tāmaki Paenga Hira Auckland War Memorial Museum is New Zealand’s largest museum, caring for more than 4.5 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 Head of Exhibitions is responsible for the development and delivery of an audience-focused, collections inspired and digitally rich exhibition programme that serves all the Museums audiences. The exhibition programme is defined as including temporary exhibitions of a range of scales, exhibitions in other venues in and beyond Auckland and improvements to existing exhibitions.

The exhibition programme is strategically important; it is a high-profile element of the business, driving visitation and income streams through a wide range of content. The Head of Exhibitions has significant external contact, is responsible for complex relationships and requires excellent stakeholder management skills.

The Head of Exhibitions must also ensure an effective interface with master planning, especially in relation to building works and the development of content. The Head of Exhibitions will lead and manage the Exhibitions team and will ensure the most effective and strategic use of budgets and other resources. They will work as part of the senior management team to ensure that the strategic goals of the organisation are achieved. They will lead the team’s contribution to organisation-wide initiatives and ensure the team works together in a collaborative and creative manner, with other internal teams and are externally connected.

The Public Experience Directorate is responsible for the public offer onsite, offsite and online through digital, exhibitions, learning and community, commemoration and gallery experience.

The Exhibition team is responsible for developing and delivering this programme. The Master Plan, Content & Engagement and Audience Development Strategies provide particular context for this role. The team includes content & interpretation developers, designers, project managers, writers, exhibition preparators and contracted staff from a wide range of creative areas. The exhibition offer has evolved and grown significantly in recent times and will continue to do so, not least in response to master planning and collections development. The Exhibition team champions the brand experience as well as the needs of audiences and collections. The exhibition programme is multi-faceted, rarely fixed and complicated and therefore requires nimble and responsive leadership and management.

The Museum is a bicultural workplace and the person in this role will uphold the principles of He Korahi Māori and Teu Le Vā

## Accountabilities

Key Tasks:	Key Activities:
Strategy, Finance & Planning	<ul style="list-style-type: none"> <li>• Be a key contributor to the development and implementation of Museum-wide strategic planning through active participation in identified working groups.</li> <li>• Manage the input of teams to ensure specified outcomes in the Museum’s Master Plan and Annual Plans are successfully realised.</li> <li>• Develop and lead the implementation of and alignment with strategies and policies to ensure that the strategic goals of the exhibition programme are achieved, including visitation and income targets.</li> <li>• Assist the Director with the preparation of annual budgets, reporting and resourcing requirements.</li> <li>• Prepare and manage annual budgets; develop with Director and Finance team; report as required.</li> <li>• Financial performance against budget is monitored monthly, and corrective action taken to remain within delegations.</li> <li>• Continually review work practices, productivity and cost control to optimise efficiency.</li> <li>• Ensure value for money in administration (e.g. travel, printing, stationary, consumables) and other services and processes.</li> <li>• Proactively manage and resolve potential risks or issues in a timely manner.</li> </ul>
Leadership and Management	<ul style="list-style-type: none"> <li>• Work closely with the Director of Public Experience developing the forward exhibitions programme.</li> <li>• Lead an environmentally sustainable exhibition development approach across Auckland Museum.</li> <li>• Lead and manage the complexity of the exhibition programme and act as Project Director on major projects as required, ensuring cross-organisational involvement, effective project management and appropriate resourcing.</li> </ul>

	<ul style="list-style-type: none"> <li>• Lead the team in identifying opportunities for productive collaboration with other organisations and ensure effective relationship management with such organisations.</li> <li>• Build the profile of the Museum’s exhibition programme as a model of best practice, establishing new approaches for delivering onsite, offsite and online.</li> </ul>
<p>Programme, Content and Project Management</p>	<ul style="list-style-type: none"> <li>• Create, manage and execute an exhibition plan over a three to six year planning horizon and ensure alignment with other organisational plans.</li> <li>• Champion and enable an approach that places creativity, excellence and brand at the heart of the exhibition programmes in order to ensure a compelling destination.</li> <li>• Ensure that project management processes and tools are in place for the effective development and delivery all programmes and projects and from concept stage through to delivery and evaluation.</li> <li>• Lead on the creation of business cases as required for exhibition programmes to enable effective decisions to be made at an executive level (REF: Deliverables 6).</li> <li>• Work with the Museums digital team to ensure vibrant and compelling online content and onsite digital experiences.</li> <li>• Ensure that audience needs and expectations and inclusive practice are placed at the heart of the exhibition programme.</li> <li>• Ensure that collections and collections research are placed at the heart of exhibition programme in order to contribute to increased collections access.</li> <li>• Contribute to the development of the integrated public programme comprising of war memorial activity, digital media, exhibitions and learning &amp; engagement.</li> <li>• Ensure that content &amp; interpretation within exhibitions is innovative, sector-leading and best practice.</li> </ul>
<p>Organisation Focus</p>	<ul style="list-style-type: none"> <li>• Lead the team’s contributions as audience and interpretation specialists to pan-organisation initiatives.</li> <li>• Champion and support the development of exemplary project management practice in other areas of the organisation.</li> <li>• Prepare and manage annual budgets and financial forecasts, each agreed with the Director Public Experience.</li> <li>• Prepare and present where appropriate, reports and papers including for the Programme Development Group and monthly Revenue Generation report and Public Engagement report and bi-monthly Trust Board and Taumata-a-Iwi reports, and others as required.</li> <li>• Work with colleagues to identify and realise opportunities for fundraising, sponsorship and income generation with the aim of increasing the proportion of revenue for this activity that comes from these external sources.</li> </ul>

	<ul style="list-style-type: none"> <li>• Create and sustain an environment of continual review and evaluation, to ensure that the exhibition programme offer remains relevant, effective and innovative.</li> </ul>
People Management	<ul style="list-style-type: none"> <li>• Lead, manage and motivate the team in accordance with the Museum’s He Waka Eke Noa values and principles.</li> <li>• Ensure team members are motivated and delivering to the best of their abilities.</li> <li>• Coach and mentor team members as appropriate, identify and response promptly to any training and development needs</li> <li>• Regularly review people performance, capability and succession plans to balance the ongoing development of staff with the current and future requirements of the Museum.</li> <li>• Manage performance issues with integrity, and review performance and salaries within timeframes.</li> <li>• Determine resourcing requirements when needed, recruit new staff for direct report positions (permanent and fixed term) in accordance with company recruitment policies and procedures and oversee recruitment activities undertaken by direct reports as required.</li> <li>• Model and promote collaborative behaviour and a team culture of continuous improvement, open communication and community.</li> </ul>

<b>Important Relationships</b>	
External:	<ul style="list-style-type: none"> <li>• Foster partnerships with other organisations in the Auckland region, nationally and overseas to develop a network of organisations to achieve the aspirations of the exhibition programme.</li> <li>• Represent the Museum’s interests at key sector meetings and invite advice from relevant experts and leaders and advisory groups.</li> </ul>
Internal:	<ul style="list-style-type: none"> <li>• Create and maintain excellent internal relationships, championing the Exhibition team and ensuring effective internal communications.</li> </ul>

## 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.

### Dealing with Ambiguity (Resilience & Optimism)

- Is comfortable handling risk and uncertainty; can act without the full picture and doesn't get uncomfortable when things are up in the air.

### Interpersonal Savvy (Collaboration)

- Uses diplomacy and tact; diffuses high-tension situations comfortably.

### Interpersonal Savvy (Connected to each other)

- Values difference and demonstrates an ability to flex their leadership style for multiple dimensions of diversity.

#### Motivating Others (Our Unique Identity)

- Creates a climate in which people do their best work, invites input, shares ownership and demonstrates transparency.

#### Building effective teams (Collaboration)

- Demonstrates a “one-museum” approach by holding people to account for collaboration between teams and departments.

#### Customer Focus (Manaaki)

- Remains audience-centred and encourages a customer service ethos across the organisation.

#### Managerial Courage (Authentic)

- Holds their people accountable for performance and for promises made to others.

#### Motivating Others (Accountable)

- Is visible to the team and present when visible.

### Skills & Experience Required for this Role

Success in this role requires the following foundations.

- Experience at a senior managerial level in a complex and comparable environment.
- Experience in the development and delivery of large, collections-based exhibitions.
- Ability to lead and manage individuals and cross-disciplinary teams.
- Relevant tertiary qualification.
- Interpersonal skills to be able to establish meaningful working relationships with stakeholders and peer organisations.
- Working knowledge and broad familiarity with current trends in public engagement and content & interpretation.
- Understanding of the potential of digital engagement in museums.
- Knowledge and experience of tikanga Māori and/or Pacific cultures.
- Understanding of the principles and practice of the Treaty of Waitangi.
- Experience in leading and managing projects in a mid to large size organisation.
- Written and communication skills for effective communication through report writing, presentations and data analysis.
- Aptitude and knowledge to manage department and project budgets.

### Personal Attributes Required for this Role

Success in this role requires the following attributes.

- Flexible in approach to working hours, including weekend and evening working.

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Enriching lives. Inspiring discoveries