

Position Description

Title:	Principal Project Manager — Exhibitions	Reports To:	Head of Exhibitions
Directorate:	Audience Engagement	Direct Reports:	3
Status:	Permanent 1.0 FTE Auckland-based	Date:	August 2025

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 280 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 Exhibitions team sits within Audience Engagement directorate and is responsible for implementing and aligning projects with Tāmaki Paenga Hira Auckland War Memorial Museum's strategic direction and values.

As a vital member of the Exhibitions team, the Principal Project Manager — Exhibitions provides specialist knowledge and leadership for the planning, development and delivery of exhibitions. Therefore, it is a requirement of this role to be based onsite in Auckland. They will work closely with the Head of Exhibitions, Project Managers, the rest of the Exhibitions team and key stakeholders within the wider organisation. Specifically, the role is responsible for providing exemplary exhibition project management expertise, and people leadership and mentoring of the Exhibition Project Management team. The Principal Project Manager is responsible for ensuring that Museum's exhibition processes and procedures are in place to enable effective implementation and realisation of projects (in line with the Museum's long-term programme objectives and best industry practice).

The Principal Project Manager — Exhibitions will provide leadership, support and guidance to the Project Managers individually and lead specific projects, particularly those of a complex nature, to drive a successful outcome.

The Principal Project Manager — Exhibitions will lead the team's contribution to organisation-wide initiatives and ensure the team works together collaboratively and creatively. They will ensure the team is internally and externally connected.

The Principal Project Manager — Exhibitions' performance and behaviour influences the perception of integrity and expertise within the museum and externally. They are expected to be proactive, professional and positive. A collaborative approach and superior interpersonal and communication skills are essential in dealing with diverse groups, including project teams, curators, and other stakeholders across all tiers of the museum, the public and relevant communities.

This role is responsible for providing expert practice, leadership and mentoring in the specialist area of project management for exhibitions through:

- Delivering complex exhibition projects, managing the project team and delivering the project within the agreed process on time, on budget, and to a high standard, meeting the agreed project goals and objectives.
- Providing effective and exemplary leadership, management and coordination of direct reports, including recruitment, learning and development, performance development, talent management and retention.
- Leading the identification, development, and application of specialist best project management practice for exhibitions in within the Galleries, Libraries, Archives, and Museum (GLAM) or production sector.
- Developing policies, processes, and programmes related to exhibition project management.
- Contribute to and manage the delivery of the Exhibitions programme, ensuring the most effective and strategic use of assigned project budgets and other resources across the programme of exhibitions projects.

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:
Management and specialist museum exhibition project management leadership	<ul style="list-style-type: none"> • Work with the Head of Exhibitions and key Exhibitions Managers to develop and deliver the Exhibitions programme, including ensuring the strategic goals are met. • Contribute to the creation of business cases as required for exhibition programmes to enable effective decisions to be made at an executive level. • Contribute to the implementation, improvement, and evolution of the Exhibition Development Process. • Lead on the identification and application of best project management practice within the GLAM sector, ensuring excellence and innovation. • Drive and ensure project management processes and tools are developed and in place for the effective development and delivery all programmes and projects from concept stage through to delivery and evaluation. • Mentor and provide leadership to Project Managers in their work

	<p>across the Exhibitions Programme at each phase of exhibition development.</p> <ul style="list-style-type: none"> • Review exhibition proposals and feedback on issues relating to project management. • Support business-as-usual work of the Exhibitions team as part of the wider museum environment (i.e. attending all-staff meetings, contributing to workshops, IT file management)
Project Management for specific exhibition projects	<ul style="list-style-type: none"> • Work with Senior Managers from across the organisation to establish appropriate project teams • Lead the project teams throughout the exhibition development project phases, including initiation and planning, concept design, developed design, production, installation and de-installation phases; builds a positive team spirit and works with the group to help eliminate roadblocks. • Work with complex teams to implement and realise project goals and deliverables (e.g. curators, interpreters, programmers, conservators, collection managers, display team, marketing, external suppliers, contractors, partners, sponsors, etc.) • Acts as spokesperson for the team to internal and external stakeholders and serves as a conduit of information back to the team. • Deliver project documentation for internal and external stakeholders to a high standard, including clear communication of aspects such as milestones, risks, issues, and budget forecasting and expenditure reports. • Set clear project milestones and ensure current museum practices are adhered to and best practice in project management is achieved at all stages. • Develop initial cost planning and budget estimates for exhibition projects. Manages the project finances, guides the team to meet assigned budgetary goals, and proactively reports on resource management. • Manage the procurement of external contractors, including management of briefs, requests for proposals, tender documentation, conflict of interest, negotiating and ensuring the agreed deliverables of contracts are delivered. • Proactively report on project risks and resourcing, anticipates and manages issues and works with the team to mitigate risks in advance.
Organisational	<ul style="list-style-type: none"> • Proactively identify opportunities and lead the project management team's contribution to achieving Auckland War Memorial Museum's strategic goals through exhibitions and visitor experiences. • Lead the team's contribution to the strategic development of the Exhibitions Programme through business case formation and long-term planning. • Lead the team's contribution on the development of Exhibitions team tools on an as-needed basis (i.e. Five-Year Plan

	<p>documentation, cost planning and budgeting tools).</p> <ul style="list-style-type: none"> • Lead the development of integrated exhibition projects through working with internal stakeholders such as digital, learning and engagement, conservation, collections, commercial, marketing, sponsorship and fundraising teams. • Manage complex stakeholder and community relationships. • Lead, develop, and deliver collaborative and co-developed projects with external groups. • Lead on the development of exemplary project management practice that can be shared with other areas of the organisation.
Leadership and People Management	<ul style="list-style-type: none"> • Provide effective and exemplary leadership, management and coordination to the direct reports and the wider Exhibitions team, including recruitment, learning and development, performance development, talent management and retention. • Coach and mentor team members as appropriate and identify and respond promptly to any performance issues and learning and development needs.
People	<ul style="list-style-type: none"> • Develop effective working relationships with colleagues who contribute to exhibition development and delivery, and ensure their participation in project teams. • Develop effective working relationships and manage complex relationships with a broad range of people, including external consultants, suppliers, contractors or stakeholder communities, who may not be familiar with working in a museum environment, in a professional manner
Other duties	<ul style="list-style-type: none"> • Presentations to internal and external stakeholders. • Other duties consistent with the position as may be required from time to time, but these will be within the capacity and experience normally expected from persons occupying a position at this classification level.

Important Relationships

External:

- Co-development partners such as iwi and community groups, artists etc.
- Partner institutions where required
- External contractors such as digital providers, 2D and 3D contractors, filmmakers, subject experts

Internal:

- Head of Exhibitions, Senior Exhibition Team Managers
- Wider Public Experience teams, i.e. Digital, L&PP, Marketing
- Wider Museum team members
- Project team members spanning museum wide across the range of roles

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.

Building effective teams (Collaboration)

- Demonstrates a “one-museum” approach by holding people to account for collaboration between teams and departments.
- Ensures their people are working cooperatively as ambassadors of the Museum internally and externally.

Composure (Self-awareness)

- Keeps calm and composed under pressure and holds the team together during tough times.

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.

Negotiating (Connected to each other)

- Can resolve conflicts and negotiate concessions without damaging relationships.

Skills & Experience Required for this Role

Success in this role requires the following foundations.

- Minimum five years' experience in complex exhibition project management.
- Proven record of leading and managing teams in a project-based environment.
- Demonstrated experience of developing and delivering co-developed and/or collaborative projects in a Te Tiriti-led environment.
- Advanced Project Management approaches, e.g. incorporating hybrid Waterfall & Agile methodologies.
- Formal project management qualifications are desirable.
- Advanced budgeting and reporting skills on complex CAPEX and OPEX projects.
- Proficient with Microsoft 365, Teams, and project management software.
- Exceptional planning and organisational skills.
- Ability to lead and manage individuals and cross-disciplinary teams.
- Excellent verbal and written communication skills - open, friendly and effective communication style. with team members, clients, contractors, stakeholders, partners, and managers.
- Ability to work collaboratively, in cross-functional teams, in a creative environment.
- Participative and democratic style; enjoys drawing out the best in others.
- Procurement and contract management.
- Expert meeting skills.
- Diplomacy, mediation and problem-solving skills.
- Requirements to work outside of regular business hours will be negotiated on a case-by-case basis.

Personal Attributes Required for this Role

Success in this role requires the following attributes.

- Desire to work in a fast-paced and lively organisation – which also prioritises having fun.
- Holds a passion for dynamic museums and for working in a cross-functional team environment.
- Requirements to work outside of regular business hours will be negotiated on a case-by-case basis.

He Oranga Tangata ka ao
Enriching lives. Inspiring discoveries