

Role Description

Head of Security



Role Description Fields	Details
Department/Agency	Australian Museum
Division/Branch/Unit	Operations
Role number	51004852
Classification/Grade/Band	Clerk Grade 11/12
Senior executive work level standards	Not Applicable
OSCA Code	139999
PCAT Code	1339192
Date of Approval	03 June 2026
Agency Website	https://australian.museum

Agency overview

The Australian Museum acknowledges that we operate on the lands, waters and skies of many First Nations Peoples. As Australia's first museum, we share the responsibility of advocating for Country and honouring First Nations Peoples and knowledges.

The Australian Museum (AM) operating within the NSW Department of Creative Industries, Tourism, Hospitality and Sport 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

Own and drive the strategic direction, policy framework and operational delivery of security services across the Australian Museum, ensuring effective protection of the collection, staff and visitors in a complex, high-value, multi-site environment. Provide authoritative advice to the Director, Corporate Services and executive leadership on all

security, emergency management and business resilience matters, and lead the continuous improvement of security capability in response to an evolving threat environment.

Key accountabilities

- Lead and manage the operational provision of security services, with overall accountability for operational decisions, service quality and contract compliance.
- Own and maintain the AM Security Risk Management Framework, directing the development and review of security policies, threat and vulnerability assessments and security plans, and approving standard operating procedures to ensure the AM's risk posture remains current and fit for purpose.
- Negotiate and manage security-related contracts to achieve performance goals in accordance with AM procurement policies and financial delegations, initiating corrective action to ensure compliance and escalating to the Director, Corporate Services any issues regarding contractual interpretation or performance that cannot be resolved at this level.
- Govern the AM's emergency preparedness and business resilience arrangements, overseeing the development, testing and continuous improvement of evacuation procedures, Emergency Control Organisation readiness, and crisis management and recovery plans
- Oversee the Security Incidents Register ensuring that security-related issues are notified, escalated, logged, investigated and resolved in accordance with Security Policy and procedures, and that resolution drives improvements to practice and policy.
- Lead the development and delivery of security plans for major, high-profile and high-risk exhibitions and events, ensuring plans are properly resourced and that delivery is kept under active review.
- Own and maintain the AM's relationships with NSW Police, government security agencies and relevant industry bodies, directing the Manager, Security Operations in operational liaison activities, monitoring the threat environment and providing timely intelligence and recommendations to the Director, Corporate Services to inform executive decision making and organisational security posture.

Key challenges

- Providing authoritative, proportionate security advice to the AM executive and board in an environment where threats are dynamic and information is incomplete, while balancing institutional risk appetite against the AM's obligations as an open, publicly accessible cultural institution.
- Maintaining an integrated security function across a complex, multi-site environment with a substantial outsourced workforce, ensuring contracted providers consistently deliver to AM standards without eroding in-house capability and institutional knowledge.
- Anticipating and responding to an evolving terrorism, cyber-physical and collection security threat environment, translating emerging risks into practical, proportionate operational and policy responses within resource and legislative constraints.

Key relationships

Internal

Who	Why
Director, Corporate Services	<ul style="list-style-type: none"> • Provide expert security advice, business cases and recommendations • Escalate significant security threats, incidents and contractual issues • Receive strategic direction and organisational priorities • Provide regular updates on key projects, issues and risks
CEO and Director/ELT	<ul style="list-style-type: none"> • Brief and advise on significant security incidents, emerging threats and strategic risks • Provide expert input to organisational planning and risk governance

Who	Why
Manager, Security Operations	<ul style="list-style-type: none"> Escalate matters requiring executive decision or public communications Provide direction, oversight and development Ensure integrated delivery of operational security and emergency functions Receive operational reporting and escalations
Corporate Services Division	<ul style="list-style-type: none"> Ensure integrated approach with Facilities, ICT and operations Collaborate with ICT on operational technology systems Work with People and Culture on incident reporting and WHS obligations
Collection Managers	<ul style="list-style-type: none"> Ensure the protection of, and appropriate access to, AM collections Coordinate security requirements for collection movements and loans
Exhibitions, Programming, Visitor Experience staff	<ul style="list-style-type: none"> Advise on security requirements for exhibitions and events Ensure visitor access arrangements are consistent with risk management obligations
All staff	<ul style="list-style-type: none"> Provide direction, guidance and resolution of security matters Lead emergency preparedness training and communications

External

Who	Why
NSW Police and government security agencies	<ul style="list-style-type: none"> Own and maintain the AM's strategic liaison relationships with NSW Police, government security agencies and relevant industry bodies Coordinate responses to significant security threats and major incidents requiring external agency involvement
Security service providers and consultants	<ul style="list-style-type: none"> Direct and oversee contracted security services Conduct consultation, negotiation and performance management Resolve complex or sensitive contractual and operational disputes
Museum and cultural institution security networks	<ul style="list-style-type: none"> Share intelligence and best practice on collection protection and threat management Represent AM in industry forums and working groups

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, Corporate Services

Direct reports

Manager Security Operations

Indirect reports: Security contractors and systems contractors (managed through the Manager, Security Operations)

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.

Cost center – Y

HR Delegation – Y

Finance Delegation - Y

Key knowledge and experience

- Detailed knowledge of the NSW Security Industry Act 1997 and associated regulations, Australian and international security standards, and a current understanding of emerging trends in security operations, systems, technology and the terrorism threat environment, with demonstrated ability to translate this knowledge into strategic advice for executive decision-makers.
- Significant technical expertise in security systems and infrastructure — including electronic security, fire detection, CCTV and computerised control room operations — combined with substantial experience leading the operational delivery of security services across large, complex, multi-site environments with high-value collections or assets.
- Proven experience managing security service contracts of significant size and complexity, including procurement, performance management and dispute resolution, with the ability to drive continuous improvement in contracted service delivery.
- Experience designing and implementing security training, emergency management frameworks, and business resilience programs, with the ability to build and sustain high-performing security teams and foster a culture of professionalism, preparedness and continuous improvement.

Essential requirements

- Relevant tertiary qualifications in security management, emergency management, business administration or a related field, or equivalent demonstrated experience at a senior level.
- Current First Aid Certificate.
- Possession of relevant security licences for NSW including 1AE, capable of achieving 2ABCD.
- A satisfactory Working with Children Check (WWCC).
- Flexibility and willingness to work irregular hours in support of 24/7 evolving security and crisis events.

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.

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Personal Attributes</p>	<p>Display Resilience and Courage</p> <p>Be open and honest, prepared to express your views, and willing to accept and commit to change</p>	<ul style="list-style-type: none"> Respond constructively when in high pressure and unpredictable situations Give frank, honest advice in response to contrary views Be open to criticism of your ideas and respond in a thoughtful and considered way Welcome new challenges and persist in raising and working through novel and difficult issues Develop effective strategies and be decisive when dealing with emotionally charged situations and difficult issues Support and lead change and overcome discomfort when things are complicated, uncertain or unclear 	Advanced
 <p>Personal Attributes</p>	<p>Act with Integrity</p> <p>Be ethical and professional, and uphold and promote the public sector values</p>	<ul style="list-style-type: none"> Model the highest standards of ethical and professional behaviour and encourage others to do the same Set an example for others to follow by representing your organisation in an honest, ethical and professional way Promote a culture of integrity and professionalism within your organisation and when dealing with external organisations Reinforce and monitor the use of ethical practices, standards and systems Promote practices and systems that create a workplace culture that values high ethical standards and behaviour 	Advanced
 <p>Relationships</p>	<p>Commit to Customer Service</p> <p>Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> Promote an inclusive, customer-focused culture in your organisation and consider new ways of working to improve customer experience Ensure that your organisation's systems, processes, policies and programs collect customer feedback and insights, and use these to inform your response to customer needs Initiate and develop partnerships with customers to define and evaluate service performance outcomes Promote and manage partnerships within your organisation and across the public, private and community sectors Communicate with senior stakeholders about key issues and provide expert and influential advice Consider customers' experience when designing business processes and improving services Encourage new ideas and creative ways to involve customers in designing business processes and improving services 	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Results</p>	<p>Deliver Results</p> <p>Achieve results by using resources efficiently and committing to quality outcomes</p>	<ul style="list-style-type: none"> • Seek and apply the expertise of key individuals to achieve business outcomes • Lead a culture of achievement and acknowledge others' input • Determine how outcomes will be measured and guide others on evaluation methods • Investigate and create opportunities to enhance the achievement of business objectives • Make sure others understand the need for on-time and on-budget results and how success is defined • Control business unit output to ensure government outcomes are achieved within budget and on time • Progress organisational priorities and ensure resources are acquired and used effectively 	Advanced
 <p>Results</p>	<p>Plan and Prioritise</p> <p>Plan to achieve priority outcomes and respond flexibly to changing circumstances</p>	<ul style="list-style-type: none"> • Understand the links between the business unit, your organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate and include contingency provisions • Monitor how initiatives are progressing and adjust them as needed • Anticipate, assess and respond appropriately to the impact of changes, including government policy and economic conditions, on business plans and initiatives • Consider the implications of a wide range of complex issues and shift business priorities when necessary • Support and lead your organisation through change, and evaluate processes and outcomes to inform future planning 	Advanced
 <p>Business Enablers</p>	<p>Procurement and Contract Management</p> <p>Understand and use procurement processes to ensure effective purchasing and contract performance</p>	<ul style="list-style-type: none"> • Follow legal, policy and organisational guidelines and procedures for procurement and contract management • Write well-structured procurement documents that clearly state the business needs • Monitor procurement and contract management processes to ensure they are open, transparent and competitive • Monitor procurement and contract management risks, and take steps to manage or mitigate them when selecting suppliers and overseeing contract performance • Evaluate tenders and select providers in an objective and rigorous way, in line with relevant guidelines and principles 	Adept





Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> Escalate procurement and contract management issues with your supervisor when needed 	
 <p>Business Enablers</p>	<p>Project Management</p> <p>Understand and use effective ways to plan, coordinate and control projects</p>	<ul style="list-style-type: none"> Understand all components of the project management process, including the need for change management to achieve 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 with stakeholders, including people with lived experience to inform the project strategy Communicate the project's objectives and its expected benefits Monitor the completion of project milestones against goals and take steps to address any problems Evaluate progress and identify improvements to inform future projects 	Adept
 <p>People Management</p>	<p>Manage and Develop People</p> <p>Engage with and motivate staff, and develop their capability and potential</p>	<ul style="list-style-type: none"> 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 effects of bias when managing team members Seek feedback about your management capabilities and develop strategies to improve on them Address and resolve team and individual performance issues, including unsatisfactory performance, promptly and effectively Monitor and report on team performance in line with established performance development frameworks Develop positive relationships to ensure cultural safety and trust between team members 	Adept
	<p>Inspire Direction and Purpose</p> <p>Communicate goals, priorities and vision, and recognise achievements</p>	<ul style="list-style-type: none"> Promote a sense of purpose, and help the team to understand your organisation's strategic direction and customers and stakeholder needs 	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
People Management		<ul style="list-style-type: none"> Translate broad organisational strategy and goals into tangible team goals and explain the links for the team Ensure team goals and outcomes fulfil government priorities and create value for customers and stakeholders Work to remove barriers to achieving goals 	

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identify 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
 Personal Attributes	Manage Self	Be persistent, self-reflect and commit to learning	Adept
 Personal Attributes	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Adept
 Relationships	Communicate Effectively	Communicate clearly, pay attention to others and respond with understanding and respect	Adept
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Intermediate

Capability group/sets	Capability name	Description	Level
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
 Results	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Adept
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
 Business Enablers	Technology	Understand and use available technology to maximise efficiencies and effectiveness	Intermediate
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
 People Management	Manage Reform and Change	Support and champion change, and help others to engage with change	Intermediate