

Role Description

Retail Manager



Role Description Fields	Details
Department/Agency	Australian Museum
Division/Branch/Unit	Museum Experience and Engagement / Retail
Role number	50000421
Classification/Grade/Band	Clerk Grade 5/6
Senior executive work level standards	Not Applicable
OSCA Code	162131
PCAT Code	1119192
Date of Approval	23 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

This position is responsible for managing the planning and delivery of the retail business, including active floor leadership, to contribute to the achievement of the Museum's commercial objectives. The Manager recruits, trains and manages retail staff, maintains a visible presence on the retail floor to supervise staff and deliver quality customer service, and is responsible for all daily retail operations, inventory control including buying and

replenishment, store presentation, product knowledge and service standards. The Manager is also responsible for product ranging, sourcing and development (where relevant) and for coordinating special merchandise programs including those related to exhibitions, collections and other Museum programs which have a store impact.

Key accountabilities

- Manage all Retail business activity efficiently and effectively in accordance with strategic objectives and operational requirements to maximise commercial performance and customer outcomes.
- Maintain a regular and visible presence on the retail floor to supervise staff, model service standards, respond to customer needs and ensure the smooth running of daily operations including roster management, staff direction, and achievement of sales targets within approved expense budgets; and ensure the retail floor and stockroom environments are maintained in a safe, clean and well-presented condition consistent with WHS legislation and Museum standards, with hazards identified and addressed promptly.
- Provide direct, hands-on customer service support on the floor, especially during peak periods, staff shortages or operational demand, maintaining the standard of service expected of the retail team.
- Stock management including ranging, sourcing, merchandising and product development (as required); inventory management including buying, replenishment, stock control, storage, pricing and discounting to maximise commercial outcomes.
- Manage the POS, e-commerce platform and other retail business systems to ensure accurate product listings, inventory, fulfilment, data management and reporting, providing timely business insights and a consistent customer experience across in-store and online channels; maintain and monitor cash handling, daily banking and transaction reconciliation procedures to ensure compliance with Museum financial controls.
- Manage the visual presentation of the retail floor, including stock display, fixtures and fittings to ensure the store is well presented and consistent with brand and program requirements.
- Coordinate the Retail business plan and manage annual budgets; monitor expenditure and cash flow accordingly throughout the financial year to ensure business is progressing as planned and take remedial action as required.
- Liaise with external (suppliers, distributors and other key contacts) and internal stakeholders as required to ensure integration and synergy with organisational programs.

Key challenges

- Managing a retail store which reflects a broad range of themes and the requirements that arise in the context of a cultural institution and its audiences.
- Addressing and resolving operational problems — including workflow, banking, stock control and staff performance — while maintaining an active floor presence and upholding service standards throughout.
- Balancing the demands of strategic and administrative management responsibilities with sustained floor leadership, particularly during peak visitation periods, staff absences and high-volume events.

Key relationships

Internal

Who	Why
Director Museum Experience and Engagement	<ul style="list-style-type: none"> • Seek and receive guidance direction and feedback regarding work performance escalate issues and provide regular updates on issues and general updates;
Retail Team Members	<ul style="list-style-type: none"> • Provide guidance and support, exchange information and facilitate their ongoing development to deliver business outcomes;
Finance Team	<ul style="list-style-type: none"> • Liaise regarding financial management and reporting;

External

Who	Why
Suppliers and distributors	<ul style="list-style-type: none"> Negotiate purchasing terms, manage orders and replenishment, and maintain product supply relationships to support stock management and commercial outcomes.
Exhibition and licensing partners	<ul style="list-style-type: none"> Coordinate merchandise programs tied to touring exhibitions and licensed product ranges to ensure timely delivery and alignment with Museum programming.
Industry networks	<ul style="list-style-type: none"> Engage with sector peers to share practice, access benchmarking data, and maintain awareness of trends in cultural retail.
E-commerce platform provider & Fulfilment and courier services	<ul style="list-style-type: none"> Manage the platform relationship, troubleshoot issues, and liaise on system updates to maintain online shop functionality. Coordinate dispatch, manage service agreements, and resolve delivery issues to ensure timely order fulfilment for online customers.
Payment and POS technology providers	<ul style="list-style-type: none"> Manage system relationships, coordinate troubleshooting, and liaise on upgrades to ensure reliable retail operations and accurate data management.

Role dimensions

Decision making

This role has autonomy and makes decisions under their direct control and refers to the team leader decisions that require significant change to outcomes or timeframes; are likely to escalate or require submission to a higher level of management. This role is accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes.

Reporting line

Director Museum Experience and Engagement

Direct reports

Assistants Retail
Retail Coordinator
Retail E-Commerce Specialist
Retail Supervisors

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

Financial delegation – Y, \$10,000

Key knowledge and experience

- Demonstrated experience managing a retail operation including floor supervision, team leadership, stock control, visual merchandising, and achievement of sales targets, with the ability to apply this knowledge in the context of a high-visitation cultural or visitor attraction environment.
- Working knowledge of retail business management principles including inventory and buying processes, POS and retail management systems, budget monitoring, and customer service delivery, sufficient to make day-to-day operational decisions and manage team performance within established parameters.

Essential requirements

- Availability across all retail hours including weekdays, weekends and late nights.

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
 Personal Attributes	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> • Be flexible and adaptable and respond quickly when situations change • Offer your opinion and raise challenging issues • Acknowledge when someone challenges your ideas and respond respectfully • Work through challenges • Remain calm and focused in challenging situations 	Intermediate
 Relationships	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customers' experience and engage people with lived experience to inform service improvements • Create opportunities to learn about and measure what is important to customers by engaging with a wide range of customer experience • Use customer data, feedback and insights to improve service delivery • Find opportunities to collaborate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in your area of expertise • Connect and collaborate with relevant customers from the community 	Adept



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 specialist advice when needed • Complete work tasks within set budgets, timeframes and standards • Take the initiative to progress and deliver your own work and that of the team or business unit • Contribute to assigning responsibilities and resources to ensure the team or business unit achieves goals • Identify any barriers to achieving results and resolve these where possible • Proactively change or adjust plans when needed 	Intermediate
 <p>Business Enablers</p>	<p>Finance</p> <p>Understand and apply financial processes to achieve value for money and minimise financial risk</p>	<ul style="list-style-type: none"> • Understand basic financial terminology, policies and processes, including the difference between recurrent and capital spending • Consider financial impacts and value for money when making recommendations and decisions • Understand how financial decisions impact the team and your organisation's overall financial position • Understand and act on financial audit, reporting and compliance obligations • Be aware of financial risk, reputational risk and how exposed your organisation is to these risks • Suggest solutions to deal with financial and reputational risks 	Intermediate
 <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 project goals, steps to be undertaken and expected outcomes • Plan and deliver tasks in line with agreed project milestones and timeframes • Check progress against agreed milestones and timeframes, and seek help to overcome barriers • Participate in project planning and provide feedback on progress and potential improvements to project processes 	Foundational
 <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"> • Collaborate with your team to set clear performance standards and deadlines in line with established performance development frameworks • Look for ways to develop team capability and recognise and develop individual potential • Be constructive and build on strengths by giving timely feedback that people can act on • Identify and act on opportunities to coach and mentor others • Recognise performance issues that need to be dealt with and work promptly to resolve them 	Intermediate

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> Effectively support and manage team members who are working flexibly and in different locations Create a safe environment that considers and respects team members' individual differences, backgrounds and cultures Reflect on feedback about your management style and potential areas where you can improve 	
 <p>People Management</p>	<p>Optimise Business Outcomes Manage people and resources effectively to achieve public value</p>	<ul style="list-style-type: none"> Initiate and develop longer-term goals and plans to guide the team's work in line with organisational objectives Consider impacts of industry trends when planning and allocating resources to achieve business outcomes When planning resources, implement processes that encourage the attraction and retention of people with diverse cultures, backgrounds and experiences Ensure team members base their decisions on a sound understanding of public sector business and risk management principles Monitor performance against standards and keep others informed about progress and performance outcomes 	Adept




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
 <p>Personal Attributes</p>	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Intermediate
 <p>Personal Attributes</p>	Manage Self	Be persistent, self-reflect and commit to learning	Intermediate

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Communicate Effectively	Communicate clearly, pay attention to others and respond with understanding and respect	Intermediate
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Intermediate
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Foundational
 Results	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Intermediate
 Technology	Technology	Understand and use available technology to maximise efficiencies and effectiveness	Intermediate

Capability group/sets	Capability name	Description	Level
Business Enablers			
	Procurement and Contract Management	Understand and use procurement processes to ensure effective purchasing and contract performance	Intermediate
Business Enablers			
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Foundational
People Management			
	Manage Reform and Change	Support and champion change, and help others to engage with change	Foundational
People Management			