

Role Description

Executive Director, Records, Archives & Collections



State Records NSW

Cluster	Department of Creative Industries, Tourism, Hospitality and Sport
Agency	State Records Authority NSW & Museums of History NSW
Division/Branch/Unit	Executive
Location	Sydney
Classification/Grade/Band	Senior Executive Band 2
Role Number	50073861
ANZSCO Code	111111
PCAT Code	3335191
Date of Approval	25 September 2025
Agency Website	http://staterecords.nsw.gov.au & www.mhnswnsw.au

Agency overview

State Records Authority NSW (State Records NSW) is a statutory body established under the *State Records Act 1998* (the Act), which came into being on 31 December 2022. Its vision is to support transparent and accountable government by being an expert, best practice regulator.

State Records NSW provides oversight of recordkeeping across the NSW public sector. It supports effective and efficient recordkeeping by setting standards, promoting good practice, monitoring recordkeeping practice and compliance, and providing guidance, advice and resources.

Museums of History NSW brings together a portfolio of iconic museums, rich collections and heritage sites, the nation's oldest archive collection, vital recordkeeping services and expert staff.

It brings history to life by sharing the stories of our places and collections. Through the State Archives Collection, it manages NSW's official documentary heritage, supporting government transparency and the public's right to access information.

These two roles do not just sit side by side – they inform and enrich each other. By preserving and making accessible our places, collections and archives, MHNSW creates opportunities for people to explore the past and better understand their own place in the world. By supporting lifelong learning and inviting people to come together, MHNSW promotes civic literacy, empathy, wellbeing and belonging.

MHNSW believes that history belongs to everyone. This is the promise and the purpose of MHNSW.

Museums of History NSW is a state cultural institution, established under the [Museums of History NSW Act 2022](#). It is an agency of the NSW Department of Creative Industries, Tourism, Hospitality and Sport (DCITHS).

Primary purpose of the role

The role is responsible for managing and delivering administration of the State Records Act to achieve the Government's policy objectives for records and archives management across the New South Wales public sector. The role provides executive leadership of the records, archives, collections, curatorial, research, heritage and regional functions of MHNSW.

The role leads and directs the State Records Authority NSW (SRNSW) and is responsible for the statutory functions of the 'Director' in the State Records Act 1998.

Key accountabilities

- Provide executive leadership and guidance across MHNSW and State Records NSW in respect of records and archives management, including the Government Records Repository.
- Formulate policy proposals and guidelines and direct the implementation and operation of the State Records legislation to achieve government-wide application and compliance with requirements of the State Records Act.
- Act as the accountable authority for SRNSW, and implement and embed strategies, frameworks, systems and process.
- Provide strategic evidence-based advice and support to the MHNSW CEO, Secretary of DCITHS, the MHNSW and State Records NSW Boards and government on policy and best practice in relation to records and archives management
- Provide high level direction for long term projects and activities to continually enhance and improve services for research and other related uses and collection development.
- Provide executive leadership and guidance across records, archives and curatorial functions of MHNSW and State Records NSW, setting and delivering a strong team culture, establishing clear goals and effectively managing performance and resources to meet objectives.
- Provide executive guidance and support to MHNSW's philanthropic endeavours.
- Make a significant contribution to the leadership, culture and direction of the organisation as an active member of the Executive Team, setting key priorities and targets and advocating approaches to achieving organisational outcomes informed by high quality, expert advice, sound evidence and professional knowledge.

Key challenges

- Managing the records and archives function of government across the jurisdiction covered by the State Records Act.
- Managing the political implications inherent in the records program's work in relation to the retention and disposal of records of sensitive public offices or functions of Government to ensure that the regulatory role is accepted, embedded and respected.
- Continually developing contemporary collection policy and practice to ensure the balance between care, use and privacy is achieved while maximising accessibility of the collections throughout the state.

Key relationships

Who	Why
Internal	
MHNSW Chief Executive Officer	• Provide authoritative and expert advice on records and archives management. • Provide advice on collection management policy and practice • Provide expert advice and support to deliver against strategic and business plans, agreed projects and new initiatives.

Who	Why
Deputy Secretary (for State Records recordkeeping policy and practice)	• Provide authoritative and expert advice on record keeping policies, projects and recommendations which influence planning and decision making. • Provide expert advice and support to respond to and deliver against strategic and business plans, agreed projects and new initiatives • Establish operational funding and resourcing that are consistent with stakeholder needs, strategic plans and priorities. • Facilitate information flow and effective feedback.
MHNSW and State Records Boards	• Communicate information related to the areas of responsibility. • Provide expert advice on records and archives management. • Facilitate information flow and effective feedback.
State Records NSW/Museums of History NSW	• Fulfill obligations under an MOU to share information between the two agencies. • Lead teams that collaborate to ensure public offices are treated as clients receiving service provision and consistent information. • Manage the provision of shared services by MHNSW to ensure SRNSW is effectively supported.
Direct Reports	• Provide direction, guidance and development; ensure they are kept informed of current developments across the organisation.

External	
Senior Managers, Senior Responsible Officers, Corporate Records Managers and other records staff, IT and information managers, and other staff in agencies across Government	• Influence and negotiate with key stakeholders; advise on policy and practice development, provide high level advice and direction. • Represent the organisation by addressing or making presentations to groups of people, including Records Managers forums and conferences; convening meetings; speaking at conferences and taking part in records management and archival education.
Managers, senior policy staff and other key contacts in central agencies	• Educate on developments in the sector. • Determine sector wide strategies in response to changing needs.
Senior Managers of equivalent archives/records authorities in the Commonwealth, State and Territory governments; senior professional colleagues in other archives institutions and elsewhere in the recordkeeping community in Australia and overseas and in related disciplines	• Exchange professional information; collaborate on developments; address or make presentations; convey information and lead discussion in a wide variety of contexts.
Records and information management consultants and vendors of products and services	• Keep up to date with market developments; negotiate acquisition; manage service provision.

Role dimensions

Decision making

This role:

- Is the accountable authority for the NSW State Records Authority, State Records NSW.
- Has autonomy in the leadership, operation and administration of State Records NSW.
- Holds key decision-making accountability regarding sector-wide records management policy, standards and initiatives are submitted to the State Records NSW Board for approval before proceeding.
- Independently makes decisions about technical issues arising in the course of the program's projects and operations and about the management of that work.

Reporting line

The role reports to the CEO, Museums of History NSW.

Direct reports

While reporting lines may change from time to time according to the needs of the organisation, the role will have up to 10 direct reports.

Budget/Expenditure

As per relevant delegations

Key knowledge and experience

- Extensive knowledge and understanding of the practical applications of the *State Records Act 1998*.
- Comprehensive understanding of contemporary developments and issues in recordkeeping/archives/collections theory and practice, including the impact of information technology on the nature, management, documentation, preservation and use of records.
- Comprehensive understanding of the principles, issues and best practice in records and archives management.
- Extensive experience in the management of records and/or archives and their use in contemporary research, storytelling and interpretation.
- Demonstrated experience in effective people leadership and development and change management in a relevant context.
- Detailed understanding of the structure and working of government. Knowledge of contemporary developments and issues in the theory and practice of managing cultural collections, including the impact of information technology.
- Experience with curatorial practice and research and in the delivery of state-wide services.
- Knowledge of heritage policy and practices.

Essential requirements

- Tertiary qualifications in related discipline or demonstrated equivalent relevant professional experience and training.
- Experience managing a large collection of cultural material and archives.
- Willingness to work across MHNSW sites and ability to travel to multiple locations.

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

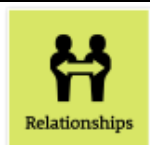
Focus capabilities

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.

Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	- Champion and model the highest standards of ethical and professional behaviour - Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations - Set, communicate and evaluate ethical practices, standards and systems and reinforce their use - Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports - Act promptly and visibly to prevent and respond to unethical behaviour	Highly Advanced
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	- Act as a professional role model for colleagues, set high personal goals and take pride in their achievement - Actively seek, reflect and act on feedback on own performance - Translate negative feedback into an opportunity to improve Take the initiative and act in a decisive way - Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation	Advanced
 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	- Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences - Speak in a highly articulate and influential manner - State the facts and explain their implications for the organisation and key stakeholders - Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations - Anticipate and address key areas of interest for the audience and adapt style under pressure	Highly Advanced

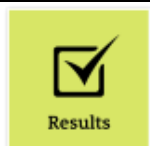


Commit to Customer Service

Provide customer-focused services in line with public sector and organisational objectives

- Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience
- Ensure systems are in place to capture customer service insights to improve services
- Initiate and develop partnerships with customers to define and evaluate service performance outcomes
- Promote and manage alliances within the organisation and across the public, private and community sectors
- Liaise with senior stakeholders on key issues and provide expert and influential advice
- Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches
- Ensure that the organisation's systems, processes, policies and programs respond to customer needs

Advanced



Plan and Prioritise

Plan to achieve priority outcomes and respond flexibly to changing circumstances

- Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate these objectives to staff
- Influence the organisation's current and potential future role within government and the community, and plan appropriately
- Ensure effective governance frameworks and guidance enable high-quality strategic corporate, business and operational planning
- Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes
- Drive initiatives in an environment of ongoing, widespread change with consideration given to policy directions set by the government

Highly
Advanced

	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	• Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement • Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues • Identify and evaluate organisationwide implications when considering proposed solutions to issues • Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact • Ensure effective governance systems are in place to guarantee quality analysis, research and reform	Highly Advanced
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	• Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness • Promote a culture of accountability with clear links to government goals • Set standards and exercise due diligence to ensure work health and safety risks are addressed • Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity • Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation • Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved	Highly Advanced
	Technology Understand and use available technologies to maximise efficiencies and effectiveness	• Identify opportunities to use a broad range of technologies to collaborate • Monitor compliance with cyber security and the use of technology policies • Identify ways to maximise the value of available technology to achieve business strategies and outcomes • Monitor compliance with the organisation's records, information and knowledge management requirements	Adept

	Project Management Understand and apply effective planning, coordination and control methods	• Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups	Advanced
	Manage Reform and Change Support, promote and champion change, and assist others to engage with change	• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers	Advanced

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying 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
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced

	Work Collaboratively	Collaborate with others and value their contribution	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Highly Advanced
	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Advanced
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Advanced
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced