

Recruitment Pack

John Ellerman Project Curator



John Ellerman Project Curator

£29,141 – 31,689 per annum plus membership of Civil Service pension scheme

Based at the National Museum of Scotland, you will be the lead curator on an exciting project to assess the palaeontological collections in Scotland. This post is funded by the John Ellerman Foundation, and is fixed term for two years.

You will work with other Scottish museums to reveal new information about the distributed national fossil collections, to improve their care and increase opportunities for long-term audience engagement. These collections are in abundance across Scottish museums with relatively little information about them in the public domain. You will also assess the non-paleontological natural sciences collections to inform future requirements and collaborations among Scottish museums with natural science collections. All these collections provide incredible opportunities for public engagement and are likely to contain type specimens of significant research interest to the scientific community. Importantly, a review of the fossil material across the distributed national collection will allow museums to collaborate and make collections accessible. At the completion of the project you will be responsible for producing two reports: a) A review of fossil collections in Scottish Museums and; b) Priorities for future support and development of Natural Sciences in Scotland..

You will have a degree in geology or biology. You will have knowledge of, and a strong interest in, working with fossils. Proven experience in paid or unpaid work in museums or a similar environment is essential. You will be able to demonstrate existing specialist knowledge relevant to the palaeobiological collections and subject areas.

You will be organised and methodical, with good verbal and written communication skills and ICT skills in Microsoft Office, including Word, Excel and Outlook. You should also have experience of managing your own time and workload, working to deadlines and handling multiple priorities. A driving licence is desirable.

To make an online application for this post and to find further details of this post and of all our vacancies please visit www.nms.ac.uk.

If you require further information telephone 0131 247 4094 (answerphone) or email applications@nms.ac.uk, stating reference **NMS18/894**

Closing date for completed applications is **09 December 2018**.

It is anticipated that the selection event will take place on **18/19 December 2018**.

Please note that CVs are not considered as/as part of applications and will not be forwarded to the shortlisting process.

National Museums Scotland is committed to being an Equal Opportunities Employer

NATIONAL MUSEUMS SCOTLAND BACKGROUND

National Museums Scotland is one of the UK's leading museum groups and has a broad national and international reach. It is responsible for over twelve million objects from across the globe, built up over 200 years. Our largest site, the National Museum of Scotland is one of the leading museums in Europe and is the most visited museum or attraction in the UK outside London. Our objects encompass a huge range of internationally important collections covering science and technology; art, design and fashion; the natural world, cultures across the world; and the story of Scotland itself. These unusually broad ranging collections enable us to explore, to debate and to celebrate our nation and the world around us – past, present and future.

Bold ideas and a track record of success have served us well in securing support for ambitious goals. Inspired by the pioneers and thinkers who founded our institution and created our collections, National Museums Scotland is committed to take every opportunity to realise its vision: *Inspiring people, connecting Scotland to the world and the world to Scotland*. We work with museums and communities across Scotland and internationally, introducing our collections to a much wider audience than can physically visit our museums, through touring exhibitions, loans, community engagement, digital programmes and research.

Continuing Investment

Over the last decade, we have invested over £120 million in our sites and have more than doubled our visitor numbers, with over 3 million people now visiting our four museums. We have also redeveloped the National Museums Collection Centre, an internationally significant facility for the storage, research and conservation of Scotland's wide-ranging national collections. This has included new conservation laboratories and new storage and research facilities.

We have recently completed two further major projects. A £3.6 million redevelopment has enabled a step change to be made in the visitor experience at the National Museum of Flight, restoring two historic aircraft hangars and re-presenting 100 years of aviation history. A further £14.1 million investment at the National Museum of Scotland has created ten inspiring galleries of fashion, decorative art and design, science and technology and a new public piazza in front of the Museum, opened in the Museum's 150th anniversary year.

In 2019 we plan to complete the transformation of the National Museum, with three new galleries of East Asia, Ancient Egypt and the art of ceramics. We also look forward to beginning a reconsideration of the Museum's Scottish galleries, where we will aim to explore afresh the contemporary and historic identity of the nation through the lens of the twenty-first century. Further leading-edge facilities at the expanding National Museums Collection Centre will transform that site into an international hub for the conservation, research and sharing of our collections. Consideration is also being given to further significant investment at the National Museum of Flight.

Our Museums

Over the last decade, we have more than doubled our visitor numbers, with over 3.14 million people now visiting our four museum sites: the National Museum of Scotland and National War Museum, in Edinburgh; the National Museum of Flight, in East Lothian; and the National Museum of Rural Life in East Kilbride, near Glasgow. We also have a fifth site, the National

Museums Collection Centre in north Edinburgh which is an internationally significant facility for the storage, research and conservation of Scotland's wide-ranging national collections

Collections and Research

Our collections are a legacy which we look after on behalf of everyone. Our huge collections represent everything from Scottish and classical archaeology to decorative arts, design and fashion; from world cultures and social history to science, technology and the natural world. The National Museums Collection Centre, in Edinburgh, is home to millions of items not currently on display. It also houses state-of-the-art facilities for conservation, taxidermy and collections research. The latter is often undertaken in partnership with Universities and other major institutions nationally and internationally.

Through our research, we aim to explore the significance of the millions of objects in our care. How we interpret our collections can increase public understanding of human history and the natural environment.

Exhibitions and Events

Through major international exhibitions we bring cultural treasures from around the world to Scotland and help tell the significant stories within our own collections. From our annual Airshow at the National Museum of Flight to events held in partnership with Edinburgh's festivals; from lectures, re-enactments and concerts to our award-winning after-hours Museum Lates: our public programmes bring history, science, the natural world, arts and cultures to life.

Schools Programme

School children from across Scotland experience days of discovery across our sites, with more than 65,000 school visits enjoyed every year. Many more pupils engage with our objects and exhibitions through live broadcasts and through our shared learning resources.

National and International

Innovative ways to connect with audiences across Scotland lie at the heart of our national programmes. Our outreach programme widens access to our collections, through projects tailored to meet the needs and interests of diverse groups across Scotland.

From touring exhibitions to creative collaborations, our partnership work across the UK and internationally brings our collections to a much wider audience than can physically visit our museums. By working overseas we are extending Scotland's international profile and developing knowledge of our collections far beyond our walls.

Services and Expertise

Our dedicated staff possess a wealth of expertise across a wide range of fields, and through our knowledge exchange programme we provide advice, training and support to museums across Scotland.

Loans to venues across Scotland and the UK enhance regional collections and mean more people than ever can enjoy our objects. Our international loans programme helps introduce our

collections to audiences who might never visit our museums, and brings treasures from around the globe to our shores.

STRATEGIC PLAN 2016-20

Our new Strategic Plan sets out the ambitions of National Museums Scotland in 2016-20. It outlines the opportunities and challenges we face, and the potential we see:

Our **Aims** direct our priorities, activities and actions:

- *Put People First*
Create inspiring experiences that help our audiences' understanding of themselves and the world around them.
- *Value our Collections*
Preserve, interpret, share and make them accessible for all.
- *Increase our Reputation and Reach*
Connect more with people locally, nationally and internationally.
- *Transform our Organisation*
Develop our people, and work together to deliver our ambitions and increase our income.

Our **Priorities** reflect our continued drive to delight and inspire our visitors, to invest in our historic buildings and displays, and to research and display our collections for audiences to enjoy. Each priority has a series of intended outcomes, with more detailed actions in our annual Operational and Department Plans:

- Creating inspiring visitor experiences at our Museums and elsewhere.
- Developing, preserving and increasing access to the National Collections.
- Strengthening and sharing collections knowledge and research.
- Reaching out to people across Scotland and the world.
- Transforming our digital engagement.
- Valuing, supporting and developing our people and empowering them to work together in new ways.
- Growing and diversifying our income.

Looking ahead, we plan to broaden our programme, making further step-change improvements to quality, profile, popularity and reputation. Our dynamic programme of displays, exhibitions and events will continue to develop, drawing ever larger and broader audiences, young and old, at home and abroad, to encounter extraordinary objects in new ways. We also aim to address our wider national and international potential, and make shifts in the way we operate and fund our work.

Our funding comes from three main sources: the Scottish Government, commercial income (including ticketed museums, exhibitions and events) and philanthropy. In the years ahead we aim to increase the income we generate, as delivering our ambitions will require additional financing. We aim to build on our success in raising large sums from charitable trusts,

individuals and corporate supporters, increasing our fundraising capacity and supporter base. We also aim to grow commercial income from our Enterprises company and other sources.

We have approximately 450 staff and over 500 volunteers. To achieve our goals it is vital that the whole team work well together – effective delivery rests on enabling our staff to use their skills and experience to the full and continuing to attract new talent to every part of the organisation. Our commitment to the development and engagement of our people is central to the delivery of this Strategy.

General Information

John Ellerman Project Curator

Salary

The salary range is £29,141 – 31,689 per annum per annum. Salary on appointment will be subject to qualifications and experience and will normally be within the bottom quarter of the pay range. Pay, including pay progression, is reviewed in negotiation with the recognised trade unions, with an annual settlement date of 1 April.

Where an internal candidate successful applies for a post which is the same grade as their current post, they will transfer to the new post on the same salary with pay progression as normal.

Duration of Appointment

This contract is fixed term for a period of 2 years. This reason for the post being fixed term is due to the fund by the John Ellerman Foundation.

Hours

Normally a five-day week of 37 hours, excluding lunch breaks. Normal hours of attendance are Monday to Thursday 08:30 to 17:00, Friday 08:30 to 16:30. As an alternative, a flexible working system is in operation.

Location

This post is based at National Museums Scotland, Chambers Street, Edinburgh.

Annual leave

There is an annual leave allowance of 28.5 days per annum, rising to 33.5 days per annum after five years' service. In addition, all staff receive 8 public holidays per annum.

Probation

Staff are on probation for a period of six months from date of appointment.

Pension

Staff of National Museums Scotland are eligible to join the Civil Service Pension arrangements, which are a valuable part of the pay package. The pension is secure, being backed by government guarantee. The organisation pays up to 24.3% of your gross salary towards your pension. Members' contributions are comparatively low. The choice of scheme is as follows:

- **alpha.** This is a defined benefit pension scheme. Details of the contributions you will pay are shown in Annex A. As your employer we will also make a substantial contribution.

- **partnership pension account.** This is a stakeholder pension with a contribution from us. How much we pay is based on your age and we pay this regardless of whether you choose to contribute anything. You do not have to contribute but, if you do, we will also match your contributions up to 3% of your pensionable earnings. The contributions are in addition to the age-related contribution mentioned above.

NB: It should be noted that annual increases in employee contributions to the Civil Service Pension arrangements will be advised by the Cabinet Office to National Museums Scotland on an annual basis.

Eligibility to join the main scheme may be affected by such factors such as:

- previous service in a Civil Service department;
- a Civil Service pension already in payment; or
- having been awarded enhanced benefits on leaving a Civil Service employer.

New members of National Museums Scotland staff whose eligibility is not affected by any such factors will be automatically entered into alpha upon appointment until their pension choices form is confirmed or if they decide to opt out of the Civil Service pension arrangements altogether. If you do opt out, the Pensions Act 2011 requires all employers to automatically re-enrol all eligible workers who are not in a qualifying pension scheme. This takes place periodically, usually every three years, from the employer's staging date. National Museums Scotland staging date was 1 November 2013.

Our approach to Equality and Diversity

We are committed to promoting equal opportunities, and part of this commitment relates to our aim to appoint the best person for the job regardless of their gender, age, gender reassignment, disability, pregnancy, colour, race, nationality, ethnic or national origins, sexual orientation, religion or belief, or because someone is married or is a civil partner.

Impact Assessments have been undertaken to review our Human Resources policies to ensure that individuals and groups are not treated adversely and where possible, we have begun to develop policies that have a more positive impact, to help us attract and retain a diverse workforce. We also undertake **Equal Opportunities Monitoring** to evaluate the effective implementation of our policies and procedures and to comply with legislation. Information relating to our Equality Schemes and Action Plans can be found on our website. Here are some of our policies that are designed to enable you to balance your work and your life commitments:

Flexible Working Hours Scheme	Adoption and Parental Leave
Flexible Working Arrangements	Shared Parental Leave
Part Time Working	Employee Assistance
Special Leave	Child Care Voucher scheme
Dependent Leave	Gender Reassignment
Work Life Balance: Career Breaks and Flexible Working	Maternity and Paternity Leave



If you have any special requirements either to complete the application form or in order to attend an interview or selection event or have any other questions then please contact our HR team.

Employee Savings

Staff employed by National Museums Scotland have the opportunity to access an exclusive website through which they can access savings and discounts from over three hundred high street and on line retailers. The wide range of goods and services available at a reduction range from everyday essentials such as food shopping to occasional purchases such as white goods and holidays.

This is in addition to employee discounts in our shops, restaurants and cafes and free or discounted entry to National Museums Scotland properties and other cultural institutions and visitor attractions across the United Kingdom.

Capital Credit Union

Capital Credit Union is an ethical not-for-profit financial cooperative that provides savings and lending solutions to its members. National Museum Scotland is a Sponsoring Employer of which means that employees can save into a Capital Credit Union savings account via their monthly salary. By making regular savings in this way, our employees get access to a range of products and services, including dividends, a range of savings accounts, unsecured loan products, fixed and variable rate mortgages, etc.

Cycle to Work Scheme

National Museums run the Salary Sacrifice based cycle scheme 'Halfords cycle2 work'. Salary sacrifice occurs when an employee agrees to give up part of their salary for an agreed period in exchange for a non-cash benefit; in this case, the loan of a bike/ safety equipment for an agreed period of either 12 or 18 months. Providing the main use of the bike is for commuting to work, employees will incur no tax or National Insurance on the benefit.

Retirement Policy

National Museums Scotland does not have a default retirement age. Under the alpha pension the age you can draw your pension benefits without reduction is the higher of age 65 or your state pension age.

Conditions of Service

Staff of National Museums Scotland are not Civil Servants, since they are appointed by the Board of Trustees and not by the Crown.

Attendance for interview

Candidates invited for interview will be required to attend in person. There are no arrangements currently in place to enable interview by alternative means, for example, video or telephone conference calls.

We will pay up to a maximum of £150 for reasonable travel and accommodation expenses *necessarily* incurred by candidates attending interview. Checks will, therefore, be carried out to ensure that any overnight stay is necessary and that cheaper travel options have been sought out.

There will be no reimbursement for subsistence.

Expenses guidelines

Travel expenses are provided by National Museums Scotland to assist you in attending a selection event, please consider the guidelines below before making any travel and/or accommodation reservations:

- Accommodation will be reimbursed up to a maximum of £85 however cheaper hotels should be used whenever they are available at an acceptable standard.
- Use of the Airport Shuttle bus between the airport and the city centre is encouraged. If a taxi is taken we will only reimburse at the cost of a return bus fare.
- If you choose to drive we will pay for the equivalent standard rail fare if less than the cost of mileage.
- If possible journeys should be done in one day.
- £150 is the maximum allowance and we reserve the right to reimburse for less than this if we feel that the costs aren't justified.
- Claims of less than £10 will not be reimbursed.

Candidates travelling from outwith the UK should note that expenses may be claimed from point of entry only.

Background checks

Any offer of employment will be made subject to the receipt of references which are satisfactory to National Museums Scotland and cover the full three-year period prior to the effective date of any appointment.

Disclosure Scotland

It will be a condition of employment that the successful applicant for this post undertakes a Basic Disclosure Scotland check, the result of which must be satisfactory to National Museums Scotland. National Museums will refund the associated costs.

Eligibility to work in the UK

Employers are required to ensure that any prospective employee is legally entitled to live and work in the UK. You will be required to provide appropriate documentation as evidence at interview stage, normally in the form of a passport and/or other document which states that you have the right of residence and right to work in the UK.

Where more than one candidate is successful in passing the Selection Board for a post, National Museums is obliged to offer the post to an eligible candidate who already has the right to live and work in the UK (a settled worker), before considering a candidate for whom a Certificate of

Sponsorship application would be required. This is because any such application would need to show that no suitably qualified settled worker is available for the post.

Selection Process

This successful candidate for this position will be appointed following a competency based selection process.

This will involve a selection event, during which candidates will participate in activities that will enable the assessors to assess performance against our Competency Framework.

Our competencies are:

Building Relationships
Communicating & Engaging
Focusing on your Customers
Improving & Innovating
Leading & Managing
Planning for Success

It is anticipated that this selection event for this post will take place on **18/19 December 2018**.

We do appreciate the time and effort that applicants invest in applying for opportunities with National Museums Scotland. Unfortunately due to the high numbers of applications we receive we are unable to respond to every candidate to inform them whether or not they have been shortlisted for interview.

If you have not had any response within six weeks of the closing date, you should assume that your application has been unsuccessful.

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Post Title: John Ellerman Project Curator		
Department: Natural Sciences	Section:	
Directorate: Collections	Grade: 4	Hours: 37 (net)
<p>Purpose of Post:</p> <ul style="list-style-type: none"> ▪ To be responsible for the delivery of a <i>National Curatorial Review of Fossil collections in Scottish museums</i>. ▪ To develop specialist knowledge of natural sciences collection holdings in Scottish museums, leading in the authorship of a second substantive research report summarising <i>Priorities for future support and development of Natural Sciences collections in Scotland.</i>, including future research and improvement opportunities about the specified collections and to promote the widest possible access to them. 		
<p>Key Responsibilities:</p> <ul style="list-style-type: none"> ▪ Be responsible for the peripatetic curatorial review of the specified collections, aiming to advise on best practice in line with National Museums' policies and procedures. This covers activities relating to acquisitions, loans, collections care and documentation ▪ Support and advise the Head of Section on priorities for a future legacy plan and strategy for support for Natural Science Collections in Scottish museums. ▪ Develop, through an agreed programme of research and its dissemination, increased specialist knowledge of the collections and the subject to improve understanding of the collections among a wide audience, including leading in the authorship of the two reports. ▪ Enable expert advice on the collections through dealing with sector enquiries and taking a lead role in specialist networks. ▪ Represent National Museums and the collections in the academic and cultural sectors as required, contributing to national peer and subject expert knowledge transfer, and giving professional advice. ▪ Develop and contribute to projects using the collections, such as exhibitions and preparation of material for publications and educational activities that raise the profile of the project. ▪ Contribute to outreach activities, such as National Programmes of National Museums, delivering training events and facilitating opportunities for collaboration with subject specialists at NMS ▪ Contribute to Learning & Programmes activities to reach a wide variety of audiences 		

- Undertake, as required, digitisation projects in line with National Museums' plans
- To communicate progress on the project to funders, producing reports or communications as directed.
- Supervise volunteers supporting curatorial work, to ensure their contribution is focused and recognised
- Ensure compliance with legislative frameworks (e.g. health & safety) and any special requirements of the collection (e.g. radiation), in liaison with the line manager and other National Museums' staff
- Commit to good health & safety and access practice and ensure familiarity with National Museums' health & safety and access policies, procedures and guidelines

Expected Outcomes:

- Authorship of two published reports: *Review of Fossil Collections in Scottish Museums* and *Priorities for future support and development of Natural Science collections in Scotland*.
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- Contribution to curatorial and management activities
- Extended knowledge of collections and related subjects
- Knowledge applied and disseminated in published reports and public programmes.
- Advice and training provided on management of collections in line with National Museums' standards
- Effective delivering of the project as a whole

Reports To:

Principal Curator, Palaeobiology

Facts and Figures:

Budget: N/A

Staff Managed: Volunteers

Indirect Staff Managed:

Other: Responsibility for appropriate care of collections of historical importance, financial value, and scholarly significance

Thinking Skills (Judgement / Decisions Made):

- Judgement and interpretation of specified collections to analyse their strengths,

care requirements, context, potential development and / or research direction

- Knowledge of external context to inform daily work and subsequent recommendations
- Application of National Museums' collections management policies and procedures
- Application of specialist subject knowledge in fossil and natural sciences collections
- Communication and organising skills, internal and external
- Recognition of issues which require upward referral

Communication and Contact:

Internal:

- Line manager, head of department and other curators
- Collections Services department
- Director of Collections
- National & International Partnerships department

External:

- Partner museums and related organisations
- John Ellerman Foundation
- Volunteers

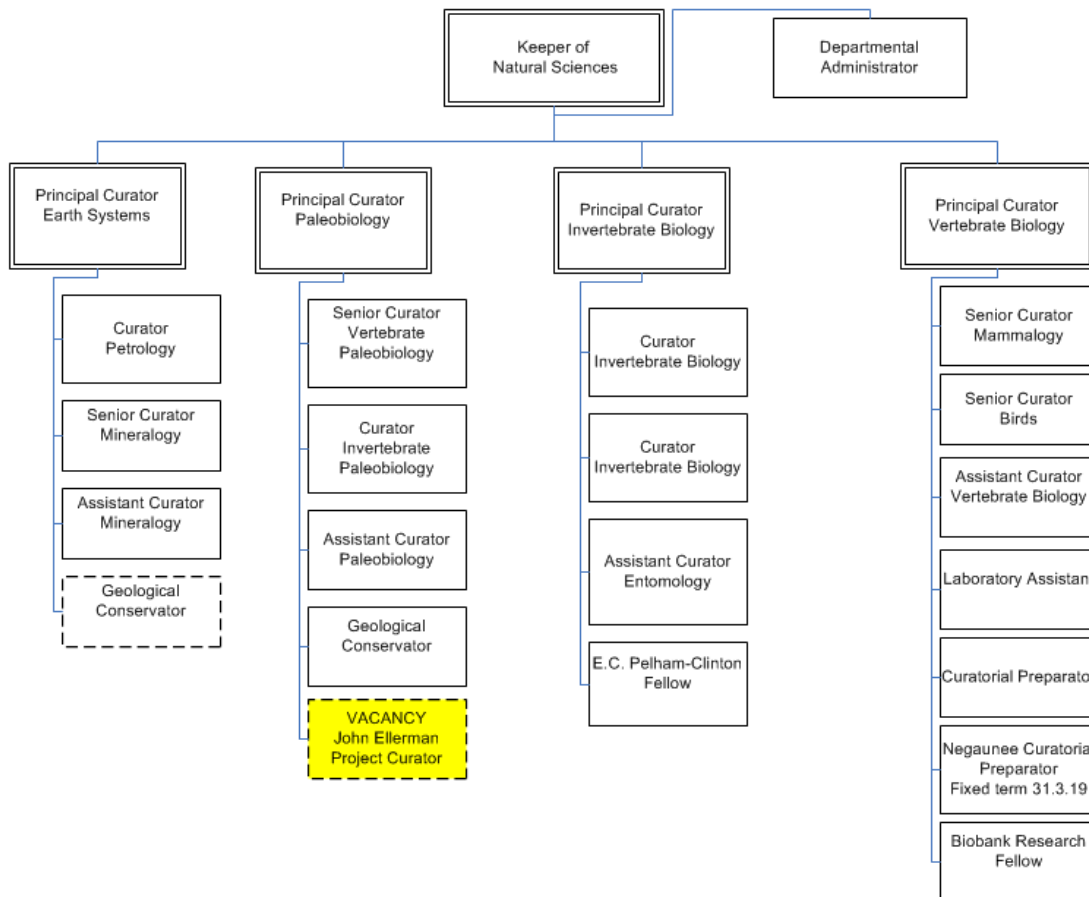
Most Challenging Parts of the Job:

- To employ a degree of self-management and decision making
- To manage multiple priorities
- To manage the delivering or the reports on the specified collections, extend their accessibility, and develop further specialist knowledge
- To resolve problems and develop solutions within National Museums' guidelines
- To maintain effective working relationship and good communication between all project partners

Other Requirements, e.g. Multi-site Working, On Call, etc:

Must be willing and able to travel to partner museums across Scotland as the duties require for extended periods of up to two weeks.

Organisational Chart:



PERSON SPECIFICATION

Post Title: John Ellerman Project Curator		
Department: Natural Sciences	Section:	
Directorate: Collections	Grade: 4	Hours: 37 (net)

Knowledge	Essential or desirable	Evidence assessed by
A relevant first degree, or equivalent experience	Essential	Certificate
Developed knowledge of and enthusiasm about palaeontological collections and natural science collections in museums	Essential	Application / Selection Event
Knowledge of and commitment to best practice standards in collections management	Essential	Selection Event
Postgraduate qualification in Museums Studies, Heritage Management or equivalent	Desirable	Certificate
Knowledge of potential health & safety issues relevant to the specialist area	Desirable	Selection Event
Understanding of database application to museum or similar collections	Desirable	Application

Skills	Essential or desirable	Evidence assessed by
ICT skills in Microsoft Word, Excel, Outlook and databases	Essential	Application / Certificate
Driving licence	Desirable	Licence
Ability to read old handwriting	Desirable	Selection event
Ability to work independently	Desirable	Application/Selection event

Experience	Essential or desirable	Evidence assessed by
Proven relevant experience working with palaeontological collections in a museum or similar environment	Essential	Application
Experience of undertaking research	Desirable	Application / Selection Event
Some experience of preparing and presenting material for public presentation in lectures, exhibitions, publications or professional reports	Desirable	Application / Selection Event
Experience of database application to museum or similar collections	Desirable	Application
Experience of supervising volunteers	Desirable	Application / Selection Event
Experience of delivering a project, particularly one involving natural science collections and/or other museum activities	Desirable	Application/selection event

National Museums Scotland has a Competency Framework with six competencies. Individuals for this job are expected to demonstrate competence in all six; these will be assessed from the Application Form, and, if you are invited to attend, at the Selection Event.

Competency	Level	Detail
Building Relationships Works effectively and professionally as part of their team and co-operates with others across the organisation; collaborates and networks externally for specific outcomes and projects; forms partnerships, nationally and internationally for mutual benefit.	2	Collaborates with others <ul style="list-style-type: none"> • Understands other National Museums Scotland departments and priorities and how these relate to their own area of work. • Promotes and raises awareness of own role and department, internally or externally. • Encourages co-operation between, people, departments, sites and directorates. • Considers and sees different perspectives on issues, between people, across departments or organisations for mutual benefit. • Works with external stakeholders and organisations to deliver our objectives.

<p>Communications & Engaging</p> <p>Uses communication and interpersonal skills flexibly across all channels of communication, to engage, influence, persuade and negotiate ensuring a shared understanding and commitment to act.</p>	2	<p>Engages and Influences others</p> <ul style="list-style-type: none"> • Communicates regularly, accurately, timely and appropriately. • Facilitates two – way communication, encouraging dialogue and exchange both throughout and outwith the organisation. • Adapts own style of communication to suit different people’s needs. • Demonstrates empathy and understanding in all communications. • Confidently influences others, rather than manipulating or imposing ideas.
<p>Focussing on your Customers</p> <p>Places the customer at the heart of what they do, engages, listens and responds to deliver exemplary service, creating an outstanding experience; supporting a culture of service excellence, both internally and externally.</p>	2	<p>Is proactive in understanding customer needs</p> <ul style="list-style-type: none"> • Requests and receives feedback from customers in a constructive and positive way. • Anticipates customer concerns and reactions; and pre-empts these by addressing them upfront • Is able to assess quickly what a customer wants and gets straight to their needs. • Offers a ‘bespoke’ service and solution to the customer, meeting any special requirements. • Responds, calmly, tactfully and firmly when dealing with difficult situations to resolve the issue.
<p>Improving & Innovating</p> <p>Builds personal, professional and organisational capability by keeping up-to-date, being creative, sharing ideas, taking risks, looking inside and out to continuously improve National Museums Scotland.</p>	2	<p>Seeks opportunities to continuously improve</p> <ul style="list-style-type: none"> • Seizes opportunities and acts quickly before they are lost. • Thinks creatively and solves problems collaboratively • Facilitates and plans in opportunities for staff and stakeholders to contribute their ideas and suggestions. • Accesses networking and expert groups, benchmarks other organisations. • Maintains and shares a network of useful external contacts to facilitate learning and idea generation.
<p>Leading & Managing</p> <p>Sets direction and standards to drive individual, team and organisational performance by involving, supporting, developing and enabling staff and others to effectively</p>	1	<p>Manages tasks and activities</p> <ul style="list-style-type: none"> • Allocates work based on knowledge, skills and available time and resources, providing clear instructions and specifications. • Recognises the achievement and performance of others and gives them credit. • Provides others with regular feedback and coaches in a constructive manner.

<p>contribute to the present and the future of National Museums Scotland.</p>		<ul style="list-style-type: none"> • Motivates by making people feel valued and important in interactions and by celebrating successes. • Encourages an open, safe and approachable environment by listening and not judging.
<p>Planning for Success</p> <p>Ensures effective delivery and completion by realistically planning and prioritising tasks and managing workload; develops and manages plans, programmes and projects, in consultation with stakeholders and within existing priorities, people resources and budgets.</p>	<p>2</p>	<p>Develops and implements plans</p> <ul style="list-style-type: none"> • Develops and implements plans for delivery, building in flexibility to cope with last minute demands. • Takes into consideration the impact of actions and decisions on others and puts in place measures to minimise them. • Consults with relevant stakeholders to ensure the output, the outcome and the plan to meet their needs. • Prioritises own workload to meet conflicting demands. • Thinks ahead to identify potential obstacles and proactively solves issues to minimise the impact on delivery.