



# Recruitment Information

## Head of Learning & Engagement

**PUBLICATION DATE: 1 SEPTEMBER 2020**  
**CLOSING DATE: 22 SEPTEMBER 2020**

## Head of Learning and Engagement

£51,477 to £58,365 per annum plus membership of Civil Service pension scheme

Due to the imminent departure of the current postholder to new opportunities, we are pleased to be bringing to the market this senior role which is a part of National Museums Scotland's Leadership team.

The role provides vision and leadership to a diverse team responsible for visitor and audience engagement with our sites, collections, and their interpretation. Amongst a wide range of priorities, you will have responsibility for the creation and delivery of a programme that supports engagement with and enjoyment of the national collection for a broad range of participants – a key means by which we demonstrate our commitment to equality, diversity and inclusion.

With a degree or equivalent in a related subject, you will also have up to date knowledge of best practice in the effective delivery of learning and event services which meet the widest possible range of customers. You will also demonstrate a proven understanding of how to improve quality and performance in service delivery.

A track record of success in leading and directing a large public facing team within an arts/heritage/visitor attraction or commercial/customer facing environment is essential as is experience of dealing with a diverse range of people management issues.

You will have a collaborative management style and the ability to foster innovation and a culture of continuous improvement.

A job description and person specification are made available and provide further detail about the post.

Please use the following links to find out more about [National Museums Scotland](https://www.nms.ac.uk) and our range of [employee benefits](#). To apply for this post visit <https://www.nms.ac.uk/about-us/jobs-and-volunteering/job-vacancies/>. The vacancy reference number for this post is **NMS20/1038**.

The closing date for completed applications is **22 September 2020**. Applicants who are shortlisted can expect a two-stage selection process that involves those shortlisted participating in an assessment centre process. Decisions will be made at this point that will determine who then progresses to a final panel interview. It is anticipated that this process will commence mid October 2020.

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

National Museums Scotland is committed to being an Equal Opportunities Employer.



**JOB DESCRIPTION**

<b>Post Title:</b> Head of Learning and Engagement		
<b>Department:</b> Learning and Engagement	<b>Section:</b> Learning and Engagement	
<b>Directorate:</b> Public Programmes	<b>Grade:</b> D	<b>Hours:</b> 37 (net)
<p><b>Purpose of Post:</b></p> <ul style="list-style-type: none"> <li>To provide vision and leadership to the Learning and Engagement Department bringing about visitor and audience engagement with our sites, collections and their interpretation.</li> </ul>		
<p><b>Key Responsibilities:</b></p> <ul style="list-style-type: none"> <li>Create and deliver a programme that supports engagement with and enjoyment of the national collection for a broad range of participants, demonstrating commitment to our equality, diversity and inclusion policies, plans and practices.</li> <li>Manage the Learning and Engagement Department; its programmes planning and resourcing.</li> <li>Deliver integrated site-based and digital programmes of activities and events for a range of targeted audiences, strengthening their engagement with the national collections.</li> <li>Develop creative projects and programmes through outreach and community engagement activities that support the development of new audiences.</li> <li>Develop partnerships with key external organisations, agencies, groups and individuals to help supplement and extend our areas of expertise; broaden our range of programmes; fund initiatives and reach target audiences.</li> <li>Contribute to the generation of income through specific programmes and events, and external grant funding.</li> <li>Ensure programmes and projects contribute towards and are evaluated against the organisation's impact framework and stakeholder/funder expectations.</li> <li>Be committed to good health and safety practice and ensure familiarity with relevant policies, procedures and guidelines.</li> <li>Implement the Children and Vulnerable Adult Protection Policy, as the organisation's designated Child Protection Officer.</li> </ul>		
<p><b>Expected Outcomes:</b></p> <ul style="list-style-type: none"> <li>An ambitious Departmental Strategy which is inspired by and supports the organisation's overall Strategic Plan</li> <li>Involvement of audiences and communities in the development of interpretation, design and meaning in our programmes' outputs</li> </ul>		

- A planned programme of activities and events linked to key themes, festivals and exhibitions that delivers against planned audience engagement
- Creative and connected digital and physical content and programmes
- The development of a Scotland-wide offer to schools through engagement with the national collections at our sites, and through outreach, touring exhibitions, teacher CPD and partnerships with relevant organisations
- Provision for visitors with additional support needs through a programme of activities, supported by trained and passionate staff

**Reports to:**

Director of Public Programmes

**Facts and Figures:**

**Operational Budget:** £260k, excluding salaries

**Staff Managed:** Four direct reports (three Team Managers and one Departmental Administrator)

**Indirect Staff Managed:** Approximately 25 others

**Other:** Project-related staff and budgets as appropriate

**Thinking Skills (Judgement / Decisions Made):**

- Prioritisation of resources
- Development of internal and external stakeholder relationships and partnerships
- Development and implementation of learning and digital strategies
- Interpretation in gallery developments and exhibitions
- Assess and evaluate impact of learning programmes

**Communication and Contact:**

**Internal:**

Other members of Public Programmes Directorate; museum staff at all levels (curatorial, design, administrative, front of house, national and international, digital media); volunteers; Directorate and Trustees

**External:**

Scottish Government; Education Scotland; colleges and universities; Festival organisations; Museums Galleries Scotland; National Lottery Heritage Fund; partner museums and professional bodies (e.g. GEM and MA).

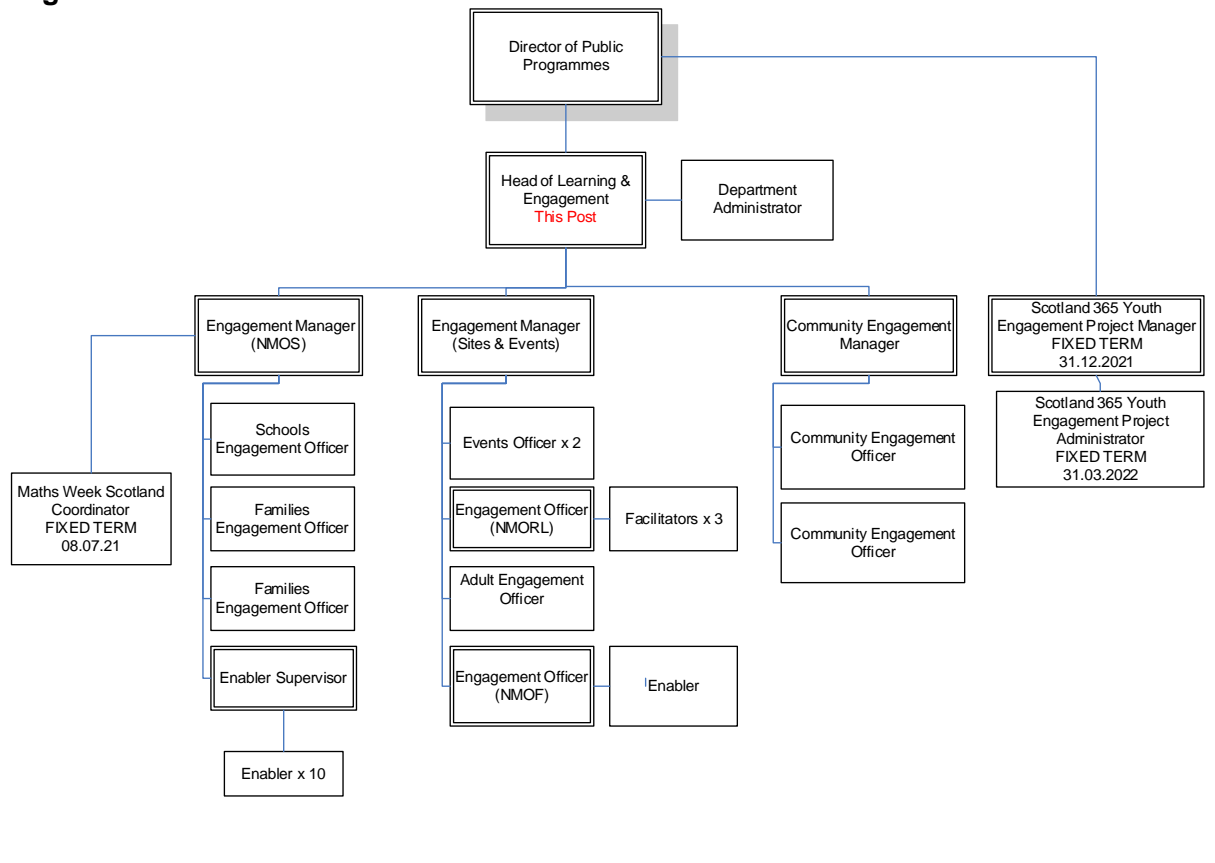
**Most Challenging Parts of the Job:**

- Achieving a balanced programme across sites, audiences and themes
- Innovating and adapting to meet the changing needs and expectations of visitors and audiences
- Meeting KPI and income targets for learning participation and programming
- Planning large and complex projects across sites and departments
- Internal negotiation and advocacy to ensure learning is at the heart of our organisation
- Developing and sustaining external partnerships

**Other Requirements e.g. Multi-site working, on call, etc:**

- Must be willing to travel to other National Museums' sites and other local sites as required.
- Must be willing to travel as a senior representative of National Museums Scotland.
- Out-of-hours working to support the public programme as required.

**Organisational Chart:**



**PERSON SPECIFICATION**

<b>Post Title:</b> Head of Learning & Engagement		
<b>Department:</b> Learning & Engagement	<b>Section:</b> Learning & Engagement	
<b>Directorate:</b> Public Programmes	<b>Grade:</b> D	<b>Hours:</b> 37

<b>Knowledge</b>	<b>Essential or desirable</b>	<b>Evidence assessed by</b>
Educated to SCQF level 10 (i.e. Honours Degree, Graduate Diploma; Graduate Certificate) or equivalent in a relevant discipline	Essential	Certificate / Application
An up to date knowledge of best practice in pedagogy and interpretation.	Essential	Application/ Selection Event
Up to date knowledge of funders in the culture and heritage sectors	Desirable	Application/ Selection Event
Up to date knowledge and understanding of the Scottish Government's Culture Strategy and cultural programming in Edinburgh	Desirable	Application/ Selection Event
Up to date knowledge and understanding of the curriculum in Scotland	Desirable	Application / Selection Event

<b>Skills</b>	<b>Essential or desirable</b>	<b>Evidence assessed by</b>
A collaborative management style that will both achieve objectives and develop good working relationships with colleagues and external contacts	Essential	Application/ Selection Event
Ability to spot income generating and profit-making opportunities	Essential	Application/ Selection Event
Ability to foster innovation and a culture of continuous improvement in delivering services that are cost effective and provide the highest standards of customer care	Essential	Application/ Selection Event
Sound judgement and effective decision-making skills	Essential	Application/ Selection Event

Excellent communication and motivational skills	Essential	Selection Event
A proactive approach to promoting the principles of equality and diversity in relation to audience engagement	Essential	Application/ Selection Event
Ability to manage effectively on a multi-site basis	Essential	Application/ Selection Event
Ability to use CRM systems, interpreting and reporting data and presenting results	Desirable	Application

<b>Experience</b>	<b>Essential or desirable</b>	<b>Evidence assessed by</b>
A track record of success in leading and directing a large public-facing team within an arts/heritage/visitor attraction or commercial/customer facing environment	Essential	Application/ Selection Event
Successful implementation of change, bringing people together to work in new ways	Essential	Application/ Selection Event
Experience of compiling and effectively managing significant operational and project budgets	Essential	Application/ Selection Event
Working in partnership with funders, community groups and/or creative consultants	Essential	Application/ Selection Event
Dealing with a diverse range of people management issues, commensurate with senior manager-level responsibilities	Essential	Selection Event
Management of developing and implementing effective strategies that develop audiences	Essential	Application/ Selection Event
Management of writing and coordinating funding applications	Desirable	Application



National Museums Scotland has a **Competency Framework** with six competencies. Individuals for this job are expected to demonstrate competence in all six areas. These will be assessed from the Application and at the Selection Event.

Competency	Level	Detail
<p><b>Building Relationships</b></p> <p>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.</p>	<p><b>4</b></p> <p>Builds strategic external and internal collaborations and partnerships</p>	<ul style="list-style-type: none"> <li>• Proactively engages across the organisation to see things from others' perspectives and ensures they understand how their work matters to the bigger picture.</li> <li>• Actively seeks opportunities to raise the profile and reputation of National Museums Scotland.</li> <li>• Partners with senior colleagues to model effective team working, collaborative and partnership behaviour.</li> <li>• Proactively manages complexities and tensions and adapts the relationships to ensure organisational interests continue to be met.</li> <li>• Monitors the sector and landscape to identify potential partners and creates opportunities for strategic collaborations, nationally and internationally.</li> </ul>
<p><b>Communicating and Engaging</b></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>	<p><b>4</b></p> <p>Inspires and communicates strategically</p>	<ul style="list-style-type: none"> <li>• Inspires others and creates momentum through effective communication.</li> <li>• Cascades information effectively, building trust, fostering integrity, and creating understanding.</li> <li>• Gains real commitment and 'buy-in' from others when undertaking new ventures.</li> <li>• Acts as a powerful advocate, comfortably communicating with and influencing senior external stakeholders across a broad range of issues.</li> <li>• Negotiates effectively on behalf of National Museums Scotland with senior stakeholders.</li> </ul>



<p><b>Focusing on your Customers</b></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>	<p><b>4</b></p> <p>Strategically develops our customer profile and services</p>	<ul style="list-style-type: none"> <li>• Creates a culture where customer feedback is viewed as an essential source of data that influences decision making.</li> <li>• Focuses on customer development from a strategic perspective, identifying new markets and ways to reach these.</li> <li>• Sets the standard and demonstrates exemplary customer service, knowledge and behaviours adding value to services and delivery.</li> <li>• Understands the wider organisational and societal issues customers face and thinks about the consequences of any given decision.</li> <li>• Develops strategies and initiates projects that are consistent with customer priorities, meeting the needs of our diverse customers.</li> </ul>
<p><b>Improving and Innovating</b></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>	<p><b>4</b></p> <p>Strategically develops our role within the sector</p>	<ul style="list-style-type: none"> <li>• Considers opportunities in the sector and beyond and makes steps to capitalise on them.</li> <li>• Understands the risks associated with innovation and supports learning from mistakes.</li> <li>• Develops a culture of organisational learning and continuous improvement.</li> <li>• Anticipates the impact of innovation and change on staff and stakeholders and takes steps to plan for them.</li> <li>• Proactively seeks feedback on own and department's performance and acts on it to develop and excel.</li> </ul>

<p><b>Leading and Managing</b></p> <p>Sets direction and standards to drive individual, team and organisational performance by involving, supporting, developing and enabling staff and others to effectively contribute to the present and the future of National Museums Scotland.</p>	<p><b>4</b></p> <p>Leads and transforms</p>	<ul style="list-style-type: none"> <li>• Builds ownership and accountability by involving others and delegates the details to experts.</li> <li>• Brings the Strategic Plan to life by providing clarity on how everyone can contribute.</li> <li>• Visibly leads, models and encourages success through words and actions.</li> <li>• Helps shape and articulate the future for National Museums Scotland creating an inspiring vision, values and priorities.</li> <li>• Creates a culture where talent is acknowledged, recognised and developed.</li> </ul>
<p><b>Planning for Success</b></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><b>4</b></p> <p>Plans at a strategic level</p>	<ul style="list-style-type: none"> <li>• Sets strategic plans within the context of existing and potential opportunities, threats and risks at a strategic level.</li> <li>• Manages the 'big picture' in relation to the trade-off between quality, cost, time, visitor numbers, academic contribution and reputation.</li> <li>• Makes timely decisions and commits to a defined course of action which will have a long-term impact on National Museums Scotland.</li> <li>• Balances the organisational priorities, people and tasks; and aligns with available resources for allocation and programming.</li> <li>• Ensures strategic priorities are clear and resources are in place to deliver.</li> </ul>



## General Information – Head of Learning and Engagement

### Salary

The salary range is £51,477 to £58,365 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.

### 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 the National Museum of Scotland site in Chambers Street, Edinburgh with travel to other Museum sites as required.

### Duration of Appointment

This is a full-time permanent post.

### Probation

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

### Pre-employment Checks/Eligibility to Work in the UK

Any offer of employment will be made subject to:

- receipt of references which are satisfactory to National Museums Scotland and cover the full three-year period prior to the date of appointment.
- a Basic Disclosure Scotland check, the result of which must be satisfactory to National Museums Scotland. The cost will be refunded.
- completion of a health declaration form, which is satisfactory to National Museums Scotland.
- Receipt of documentation confirming eligibility to work in the UK.

Please note that where more than one candidate is assessed as having met the criteria for the 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

We use a competency-based selection process. If you are invited to a selection event you will be asked to participate in activities that will enable us to assess your performance against our Competency Framework. Details of our competencies can be found in the Person Specification.

