

A national workforce development strategy for Scotland's museums

SCOTTISH
MUSEUMS
COUNCIL



The way forward
for staff and volunteers
working in museums
and galleries in Scotland



Foreword

Message from the Minister

Investment in, and development of, the workforce underpins the success of any business, organisation or sector. It is pivotal to the continuation and growth of all sectors in Scotland that the workforce feels valued and empowered with knowledge and training.

Scotland's cultural sector comprises a highly dedicated and passionate workforce, committed to preserving, researching, safeguarding and engaging people in the rich culture and history of our country – all of which is vital to Scotland's success.

With the publication of *Scotland's Culture*, the Scottish Executive's new cultural policy, the role of museums and galleries has been endorsed and strengthened. In addition, our cultural organisations are increasingly involved in cross-sectoral working, notably with education and tourism. These factors have implications for the staff and workforce of museums and galleries. The ultimate aim outlined in *Scotland's Culture* – of high quality provision of cultural rights and entitlements for all – cannot be achieved without those running and working in the museums and galleries sector.

This strategy lays out clear priorities for the development of staff and volunteers in museums and galleries in Scotland. I commend its aims and objectives that will ultimately provide the tools for a workforce that will be well equipped and empowered to contribute to achieving the highest possible quality of cultural provision for all.

Patricia Ferguson, MSP

Minister for Tourism, Culture and Sport

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The Scottish Museums Council (SMC) is the main channel for the Scottish Executive support to, and the member organisation for, non-national museums and galleries in Scotland.

We have over 200 members who in turn manage over 340 museums. They include all local authority, university, regimental and independent museums, ranging in size from small voluntary trusts to large metropolitan services.

SMC provides strategic leadership for the sector, supporting its development to unlock the potential of museums and galleries in Scotland.

Introduction

SMC's vision is of a welcoming museums and galleries sector that opens doors and celebrates collections, inspiring creativity, learning and enjoyment for all.

Museums aspire to deliver world class services, successfully work in partnership, make collections fully accessible, engage with their communities and educate and inspire not only their visitors but also their staff, volunteers and stakeholders.

The only way to achieve this vision and these aspirations is through the **people** who work and volunteer in the hundreds of museums across Scotland.

Approximately 11,000 people work within the museums sector in Scotland, with around half of those engaged on a voluntary basis. This workforce includes paid staff, staff on fixed-term contracts, volunteers, trustees, consultants and freelance workers.

Museums need to invest in developing the skills, knowledge, attitude and behaviour within their workforce to allow them to meet the many challenges the sector faces whilst managing increased expectations from visitors, staff, volunteers, government and funding bodies.

With the creation of this strategy, SMC will assist the sector in developing a diverse, highly skilled, well-managed, fit-for-purpose workforce to enable the delivery of high quality learning and development opportunities, services and experiences to staff, volunteers and visitors.

For the purposes of this strategy, the term museums includes galleries.

Context and Challenges

Museums not only provide important cultural services but also engage with and deliver on many social and economic agendas such as education, tourism and community regeneration.

Today, over 130,000 people are engaged in the creative and cultural economy in Scotland, accounting for 6% of the employment total, generating £5 billion and contributing 5% to the Scottish gross domestic product. These figures do not take into account those who volunteer.

Volunteers play a key part in the delivery of services in the museum sector. The contribution that volunteers make is well recognised and indeed encouraged through the Scottish Executive's *Volunteering Strategy* which states that 'action to support volunteering is action to support community activity and build respect for others'. The Scottish Executive's *Scotland's Culture* report recommends taking this further by considering the production of national guidance to promote 'cultural volunteers' and embed a robust culture of volunteering in Scotland.

The need for investment in workforce development has been highlighted after much discussion and research carried out across the UK notably the *Learning for Change Workforce Development Strategy* published for England by the Museums, Libraries and Archives Council.

With the establishment of sector skills councils, the government is recognising the need to influence employers towards greater investment in learning and development to support the skills enhancement of their workforce. Creative and Cultural Skills is the sector skills council for the museum sector.

The Scottish Executive's *Lifelong Learning Strategy for Scotland* aims to take forward a similar agenda whereby the economy is strengthened by people having high quality learning experiences, and where their knowledge and skills are recognised, used and developed to best effect in the workplace.

SMC has developed a suite of four strategies to direct and assist the work of the sector in key areas. A *national workforce development strategy for Scotland's museums* will underpin and support the work of the other three strategies as investment in workforce development is crucial to achieving their aims.

- A *national ICT strategy for Scotland's museums* identifies sharing skills and developing staff as one of the main priorities in order to mainstream ICT and provide a foundation for more user-focused services.
- A *national learning and access strategy for museums and galleries in Scotland* emphasises lifelong learning for those working in the museums sector, highlighting the need to update skills, diversify the workforce and support staff, volunteers and educators to enable them to undertake learning and access work.
- The forthcoming *national collections development strategy for Scotland's museums* will include recommendations around the need for increased development opportunities and support for specialist staff and volunteers who work with collections.

SMC is also working with key partners on addressing UK-wide workforce development issues, enabling the effective sharing of knowledge, expertise and skills across the UK.

To be effective, workforce development needs to be flexible and sensitive to the environment in which the organisation exists. For example, the Scottish Executive's response to the Cultural Review has implications for local and national museums, calling for a closer relationship between the two and asking for greater engagement by the sector in community planning.

Challenges

Museums operate in an environment with increasing demands of a political, social, economic, technological and legislative nature set by government, funders, and stakeholders. This, combined with the increased expectations of users, means there is a real need for staff, volunteers and governing boards to undertake more training and be supported by their organisation.

Training and development in the sector has been *ad hoc* over the years, tending to be provided at a local level. *A Collective Insight – Scotland's National Audit (2002)* drew attention to particular issues such as many museums not having a training policy or a training budget, the small number of learning and access staff and the unequal levels of provision across the sector as a whole.

In the development of this strategy, researchers found a lack of accurate data about the composition of the sector in terms of employment mix, existing skills, future skills required, diversity and learning and development opportunities. In order to target and implement the strategy successfully and encourage greater workforce development planning across the sector, this information is needed urgently.

Workforce development is a critical part of the planning and delivery of current and future services and is necessary to ensure that the sector has the 'right skills in the right place at the right time'. Constraints may well exist, e.g. lack of time and money, but a supportive organisational culture could go some way to addressing this.

Through this strategy, SMC will be able to guide and enable the sector towards best practice in workforce development.

Framework

In creating this workforce development strategy, SMC has built on existing work and initiatives whilst carrying out additional research, interviews with key stakeholders and undertaking a broad consultation exercise.

The key message coming out of this process is the recognition of how vital learning and development is in order to manage effective organisational change. There is an overwhelming need for the sector to **establish a learning culture**.

The lack of a learning culture within organisations and sectors has been identified as the single greatest barrier to developing the workforce. A learning culture is one where there is a real awareness of using learning and development as the cornerstone for policies and strategies to cope with change on any scale. To support this culture, organisations need to ensure they have appropriate human resource policies in place.

Establishing a learning culture within the museum sector is at the heart of this strategy and is the **long term aim** for the sector. To achieve this will require commitment, determination and investment from those working in and with museums.

Four goals have been identified for development within the sector:

- **To enhance leadership in all its forms within the sector including board development.**

Strong leadership and the development of boards is essential to achieve a learning culture for the sector and to develop world-class museum services.

- **To support staff through investment in education, skills and continuing professional/personal development (CPD).**

Investment and support in these areas will build much needed capacity and confidence for individuals and organisations.

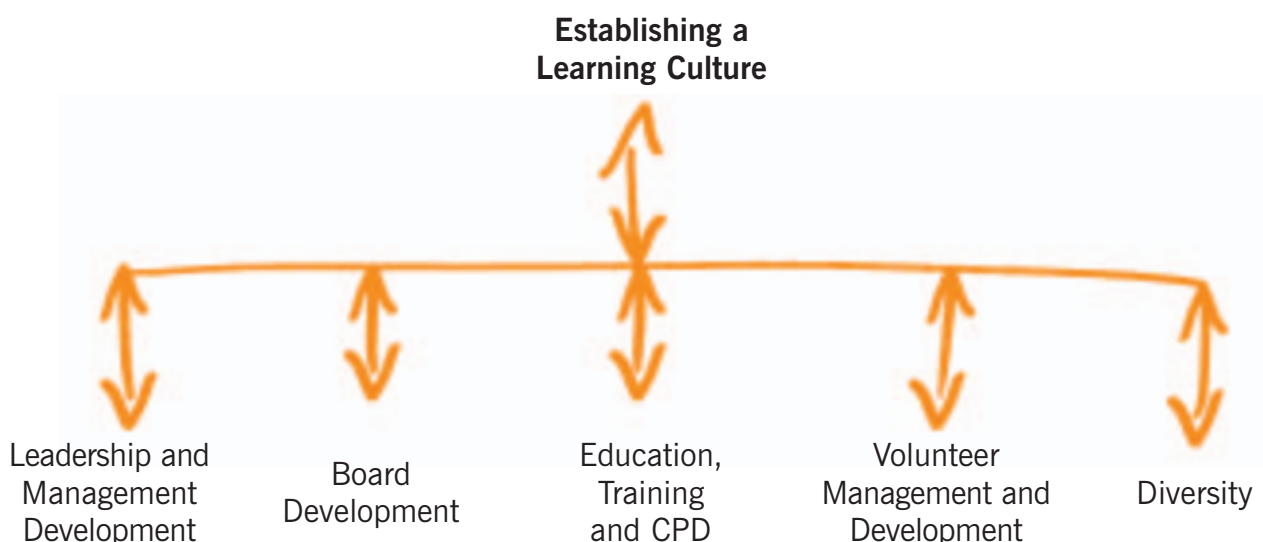
- **To develop and support volunteers and volunteer managers.**

Organisations need to formalise their policies and procedures to ensure that the contribution of volunteers continues to be valued.

- **To ensure diversity becomes part of the everyday operation of museums.**

There are many benefits to recruiting and investing in the skills of people from diverse backgrounds. The museum workforce needs to reflect the diversity of the wider population and the communities served.

To address these goals, the following areas will be explored in greater detail:



Responsibilities

SMC will provide a strategic lead in the advocacy and support of workforce development for the sector.

- At a national level, SMC will play a key influencing role to ensure that good employment practices, policies and appropriate levels of investment are made in employee and volunteer learning and development in order to be responsive to identified skills gaps and ensure the future delivery of high quality services in museums.
- At an organisational level, SMC will play a role in encouraging member organisations towards good employment practices, including investment in employee and volunteer learning and development. SMC will work to change perceptions and encourage a greater and more focused spend on learning and development whilst ensuring that both staff and volunteers are able to apply such learning and development effectively in a planned way.

Delivering a *national workforce development strategy for Scotland's museums* will need organisations working in partnership. It is expected that this delivery will involve:

- Arts and Business Scotland
- Black Environment Network
- Creative and Cultural Skills
- Higher Education/Further Education Providers
- Highlands & Islands Enterprise
- Local Authorities
- Museums Association
- Museums, Libraries and Archives Council
- National Galleries of Scotland
- National Museums of Scotland
- Non-national museums and galleries
- Scottish Arts Council
- Scottish Council for Voluntary Organisations
- Scottish Enterprise
- Scottish Executive
- Scottish Leadership Foundation
- Scottish Museums Federation
- Training Providers
- VisitScotland
- Volunteer Development Scotland

There is a real desire within the museum sector to embrace the delivery and development of this strategy, and to recognise that everyone has a potentially important role to play.



Establishing a Learning Culture

Step by step

The development of a culture that puts a high value on learning is key in achieving major change in the sector and central to the successful implementation of sectoral strategies and initiatives now and in the future.

There needs to be a greater emphasis on learning and development for staff and volunteers with issues such as different learning styles and the use of 'experiential' learning activities e.g. people exchange, skills sharing, coaching and mentoring being considered by museums. Linked to this is the need to change views so that learning and development is seen as a priority and a good investment rather than a cost.

Creating and embracing a learning culture could go some way to relieve current pressure points such as the lack of career development and succession planning, poor pay levels and increasing reliance on short term project workers.

Fundamental to the creation of a learning organisation is managers, staff and volunteers to be aware that responsibility for development rests with themselves as much as with their employing organisation. Individuals need to become more proactive in identifying their own learning and development needs and possible solutions.

There are a number of quality standards, frameworks and tools available to the sector to assist with continuing improvement, organisational change and workforce development such as:

- **Investors in People** – the national standard for improving an organisation's performance through its people and practices.
- **Investing in Volunteers** – a new quality standard for organisations working with volunteers, modelled on the Investors in People standard.
- **Chartermark** – the Government's national standard for excellence in customer service.
- **The Big Picture** – a framework designed to look at all aspects of an organisation and its management to establish action for improvements; particularly useful for volunteer-run museums.
- **Inspiring Learning for All** – a framework which includes a toolkit to help museums demonstrate the impact of their activities and resources on people's learning. Use of this framework can assist in organisational change and development.

Whilst there are not always adequate resources to engage fully with these quality standards, they can be used as a guide to best practice and as a benchmark to assist in developing organisations and the people within them.

To encourage a learning culture, organisations have to ensure that appropriate human resource policies and procedures are in place to support areas such as learning and development, career and succession planning and recruitment and retention, including:

- A business plan which defines organisational objectives.
- A staff development plan linking development activity to organisational objectives.
- Recognition of quality standards.
- A training budget.
- Employee appraisal, competency frameworks, individual personal development plans.
- Equality of access to learning and development.
- A volunteer policy.
- Robust employment policies including recruitment, pay, reward and recognition, qualification structures and career progression.

Priorities for the sector:

- Raise awareness of the potential benefits to organisations and individuals of a culture which puts an emphasis on learning.
- Proactively consider the range of learning activities available for different areas of need and learning styles. Promote and encourage uptake of these activities.
- Encourage a self-development approach to career management with staff and volunteers encouraged to take ownership of their professional development through appropriate CPD frameworks.
- Encourage staff and volunteers across the sector to apply for and use individual learning accounts.
- Increase uptake of the quality standards, frameworks and tools available to the sector.



Fife Council – St Andrews Museum

Leadership and Management Development

It is important that a differentiation be made between leadership and management development as the former has a particular focus on strategic, visionary activities and the latter on more operational/functional areas.

Leadership development is needed to increase confidence and enable a stronger voice for the sector to be heard amongst policy makers and funders. Senior managers in museums have a crucial role to play in advocacy, securing funding and influencing key decision makers and stakeholders. Through embracing this role and championing sector successes, they can support, inspire and guide the sector towards realising its full potential. In order to develop effective leaders, the sector must begin to recognise talent, nurturing and supporting staff and volunteers working at many different levels within organisations.

A wide range of general management skills are also required with business skills (such as marketing, business development, fundraising, media handling) and people management skills identified as a priority.

Managers must be well trained, supported and confident to manage staff and volunteers successfully, often with limited resources. The requirement to often 'do more with less' could be addressed to a certain extent through innovative and changing management styles. It is also necessary to ensure that appropriate policies and procedures are in place in areas such as recruitment, appraisals, career development and legislative requirements.

Investing in leadership and management skills is crucial to enable the sector to deal professionally with the challenges in hand, and will make a climate which values learning and development possible.

Priorities for the sector:

- Museums to:
 - focus on identifying leadership and management development needs
 - identify and communicate opportunities for meeting these
 - encourage staff to take up relevant opportunities.
- Support and encourage networking and knowledge sharing across the sector.
- Build on existing work and partnerships to enable current leadership development programmes and opportunities to be made available to a wider audience in the sector.

Ideas for action:

- Introduce 360° feedback.
- Set up a mentoring programme internally or in partnership with others.
- Introduce back-to-the-floor programmes for senior management.
- Offer inductions for Local Authority heads of services/departments if they are unfamiliar with museums.

Example of action:

Twenty six senior staff from museums across Scotland have been participating in a leadership development programme. This programme, supported by SMC and the Scottish Leadership Foundation, involves participants receiving mentors from outwith the sector, people exchange opportunities, networking days, hearing from inspirational leaders, taking part in action learning sets and 'raiding' other organisations to examine good practice. Evaluation shows participants have increased their self-awareness and confidence considerably through the programme.



Board Development

Many museums in Scotland are governed by non-executive, voluntary boards of trustees and operate with little, or no, professional staff. Boards and management committees are vital for these organisations to manage the challenges and demands they face whilst also taking advantage of the many opportunities that arise.

Board development has emerged as a key area of this strategy which must be addressed. Given the new legislation on charity laws within Scotland and the increasing rate of change affecting the museum sector, there is a need to ensure that board trustees are given the necessary support, advice and training to meet their responsibilities.

Training provision is available but currently uptake is small and so there may be a need to encourage those who sit on boards to acknowledge that such development is required and important.

A proficient board:

- understands what its role and responsibilities are
- works as a team
- possesses a wide range of skills and experience
- recruits responsibly
- fulfils its legal, financial and moral obligations
- consults with staff, volunteers, users and other stakeholders.

Priorities for the sector:

- Ensure that appropriate and sufficient board training is available for the museum sector.
- Encourage trustees and management committee members to undertake training, providing communication and education where appropriate so that everyone recognises that such development is required and necessary.
- Good practice in recruitment and selection.

Ideas for action:

- Explore the National Occupational Standards developed for Trustees/Management Committee Members.
- When recruiting, make sure roles and responsibilities are clear by agreeing role descriptions, length of service and terms of involvement.
- Make sure all new board members receive a full induction.
- Undertake training in holding effective meetings.
- Use the *Big Picture* framework to improve the way you operate.
- Recruit community and user representatives onto your board, making your board even more accountable and effective.
- Set up a junior board.

Example of action:

Grantown Museum was one of the museums in the Highland and Islands area that participated in a board development programme supported by SMC and Arts & Business Scotland. This programme included access to a board bank and skills bank, an introduction to board membership course, making the most of your board course and a whole board development day tailored to individual museums.



Education, Training and CPD

Development is needed for all staff throughout museums regardless of role, geographic location, size or type of museum and resources available. Effort must be made to ensure equal access to learning and development opportunities.

To ensure that collections are effectively cared for and developed, CPD of staff with specialist skills must continue. However, a key challenge for senior staff is the need to maintain curatorial and collection management expertise whilst developing new skills to match business needs. Curatorial staff are increasingly required to balance the time they spend on research, interpretation and development of their collections with the competing demands of their managerial duties.

SMC's national collections development strategy for Scotland's museums will address these needs in more detail, tackling the care and management of collections, the dissemination and the retention of curatorial knowledge throughout organisations and initiatives to help maintain professional and core specialisms.



Museums also have to address the needs of specialist learning and access staff who require particular skills development, time to keep up to date with developments in their field and the opportunity to network with one another.

SMC's *national learning and access strategy for museums and galleries in Scotland* addresses those needs in more detail, supporting networking and targeted training for specialists as well as supporting museums to make learning and access core to the work of their organisation.

Within the front of house area, there is a gradual move away from a focus on simply 'customer service' towards 'customer engagement', with many front of house staff and volunteers now helping visitors with learning activities and interpreting museum collections. This move requires additional investment and support for those working in the area of visitor services.

It is critical that museums continue to engage with the tourism sector with regards to front of house skills initiatives and programmes e.g. *A Hundred Thousand Welcomes** is of direct relevance and interest to many museums.

Skills development within ICT is also needed so that the sector can keep pace with developments, meet the expectations of visitors, enhance the museum experience and develop more efficient processes. Use of SMC's *national ICT strategy for Scotland's museums* will assist organisations to enhance their utilisation of ICT. Flexible on-line learning and networking opportunities are essential to provide CPD especially for those in remote locations.

Education, training and CPD are currently available within the sector in traditional forms such as:

- **Academic Programmes** e.g. the University of St Andrews' Graduate Diploma/MLitt in Museum and Gallery Studies.
- **Vocational Qualifications** e.g. in Heritage Care and Visitor Services and Cultural Heritage Operations.
- **Professional Development** e.g. the Museums Association's programme leading to membership including Associateship and Fellowship options.
- **Training Courses** e.g. short courses delivered in house or externally.

* see 'Resources' p25

Education, Training and CPD continued

Although it would appear that provision is more than adequate, uptake is inconsistent across the sector. There may be a need for closer links between providers and employers to ensure a good match to the skills and knowledge needed by the sector.

Career development and succession planning has emerged as an urgent need with many in the sector commenting that there is oversupply from academic programmes when job opportunities do not exist in reality.

This is resulting in graduates often working as volunteers to try to gain entry into the sector. More needs to be done to attract staff through less traditional routes e.g. traineeships, apprenticeships and accredited work-based learning. There is also a need to work with schools and careers advisory services to promote museums as an attractive and viable career choice.

Increasingly with regards to CPD, there is a real need to initiate and make use of experiential, flexible development activities for staff and volunteers such as:

- **Networking** (including forums) within and outwith the sector.
- **People Exchange** (shadowing, secondment, placements etc) both within and outwith the sector.
- **Mentoring** opportunities within and outwith the sector and at all levels within organisations.

These types of activities not only benefit the individuals involved but also the sector as they can help museums to share resources through the sharing of expertise/knowledge and dissemination of good practice. However, there is a real lack of awareness and data within the sector of the differing types of opportunities available for CPD, where to source them and the potential benefits of undertaking them.

Priorities for the sector:

- Develop and maintain close links with all educational providers, to guide and influence the matching of supply and demand.
- Work with Creative and Cultural Skills on data gathering across the sector to provide information for a central database of all programmes.
- Review organisations' key priorities in developing staff and agree realistic career development opportunities.
- Encourage knowledge and skills sharing across the whole sector as part of planned career development.
- Use SMC's *national ICT strategy for Scotland's museums* to enhance the utilisation of ICT within organisations.
- Use SMC's *national learning and access strategy for museums and galleries in Scotland* to support museum staff, volunteers and educators to undertake learning and access work.
- Use SMC's *national collections development strategy for Scotland's museums* to assist with the development and sharing of specialist skills and collections expertise.

Ideas for action:

- Include training and development time with costs into project plans and grant applications, incorporating evaluation costs/time.
- Work with other museums on localised training solutions e.g. to bring training courses to the area and share resources.
- Increase in-house capacity and confidence by offering staff training in 'train the trainer' and developing coaching skills.

Example of action:

A strong element of Dundee City Council and Dundee Heritage Trust's Strategic Change Fund project was the development of their front of house staff. This included staff undertaking SVQ level 2 in Heritage Care and Visitor Services, joint training days and networking as well as talks from curators on both collections. This now allows visitors access to greater information and advice on what the City of Dundee has to offer in terms of museum services.



West Dunbartonshire Council – Clydebank Museum

Volunteer Management and Development

The role of volunteers is without doubt of extreme importance to the delivery of services within the museum sector as many museums in Scotland are entirely run and staffed by volunteers.

Attention needs to be paid to the management and development of volunteers, to ensure that their contribution continues to be valued and that knowledge is not lost when people retire.

Larger museums often have volunteer managers and coordinators with the specific remit of recruiting, retaining, motivating and developing volunteers but generally within museums the utilisation, management and development of volunteers is carried out informally.

Many museums do not have formal volunteer policies or procedures in place and there is the need to ensure that the recruitment, development, retention and recognition of volunteers is an integral part of everyday management, with museums and volunteers clear about their role and responsibilities.

Recruitment of volunteers (including at board level) is becoming more difficult due to increased competition from other organisations and the lack of capacity to manage and reward volunteers. When this is added to dwindling populations in many rural communities, this could result in some museums struggling to deliver full services.

Museums must recognise that succession planning is as vital for volunteers as it is for staff in order to pass on their knowledge. Museums should consider coaching and mentoring for volunteers as a way to ensure expertise is not lost. Attention also needs to be paid to the recruitment, development and retention of younger volunteers.

Since volunteers are such a crucial element in the museum workforce, it would seem obvious that there is a need for them to have gaps in skills development identified and acted upon. The development of staff who manage volunteers should be addressed in the same way.

There are many development opportunities available with organisations such as Volunteer Development Scotland which offer support in the form of training courses, on-line learning, the Investing in Volunteers standard and National Occupational Standards for managing volunteers.

People volunteer in museums for many different reasons and so their interests, skills and development needs vary hugely. People volunteer to:

- gain experience for employment/entry into the museum sector
- use existing skills and knowledge
- gain confidence, new skills and new experiences
- meet and socialise with others
- get involved in their local community by preserving and promoting local heritage.



Museums have a responsibility to offer volunteers a structured route to learning and development not only for the benefit of their organisation but also for the individuals themselves, ensuring that skills and knowledge acquired can be used elsewhere if and when volunteers move on, for example through obtaining employment elsewhere.

Priorities for the sector:

- Development of robust volunteering policies and procedures for recruitment, development, management, retention and reward of volunteers.
- Greater uptake of learning and development opportunities by volunteers and their managers.
- Engage with organisations such as Volunteer Development Scotland, the Scottish Council for Voluntary Organisations and the Scottish Association for Volunteer Management to encourage volunteer manager training for those undertaking this role.
- Explore the use of initiatives such as Investing in Volunteers and National Occupational Standards to provide a framework for the development of good practices with volunteers.
- Consider the use of coaching and mentoring to enable knowledge transfer between volunteers.

Ideas for action:

- Engage with the Scottish Executive *Project Scotland* initiative to recruit young volunteers. This initiative can help with some of the costs associated with the supervision of additional volunteers.
- Contact your local volunteer centre – they can help you with the recruitment and matching of volunteers to your museum.
- Keep up to date with development opportunities on offer e.g. SVQs in Volunteering and Fundraising are under development.
- Use the Impact Assessment Toolkit, developed by the Institute for Volunteering Research to gauge the impact of volunteering on your organisation, community and volunteers themselves.

Example of action:

The National Museums of Scotland has approximately 160 volunteers and has created the post of Volunteers Co-ordinator to work across its sites. This position will enable staff and volunteers to implement good working practices, enhance the volunteering experience and promote the value of work done by volunteers. A *Volunteer Programme* has been developed which involves identifying 'Volunteers Co-ordinators' in each department/site, developing a volunteering policy, inductions and training for volunteers.

Diversity

Workforce diversity is essential for museums to deliver services successfully to a wide range of users and to fully engage with local communities.

The UK and other states of the European Union have established a common framework to tackle unfair discrimination on six grounds:

- Sex
- Race
- Disability
- Sexual Orientation
- Religion
- Age

Although data needs to be gathered through the sector on the composition of its workforce, anecdotal and informal feedback suggests that the majority of museums do not reflect the local or national employee profile within their workforce. Much more could be done to ensure that the sector manages all areas of diversity, including those outwith current legislation, in a more proactive way e.g. encouraging young offenders, people currently unemployed and young people outside formal education to explore employment and volunteering opportunities within museums.

Managing diversity needs to be on the agenda of all museums to produce a workforce which reflects the diversity of the communities they serve. Organisations should ensure that they meet legislative requirements and follow best practice in recruitment and employment practices for staff and volunteers.

There are many opportunities available for museums to work in partnership with diversity organisations in order to receive specialist advice and support on initiatives, programmes and policy, increasing organisational capacity to move this agenda forward.

Priorities for the sector:

- Establish a baseline profile of staff in the sector so that changes in staff profile can then be tracked. This would require data on age, gender, ethnicity, disability, educational and skills acquisition and opportunities for different groups, and so on.
- Encourage more diversity training and development for all staff with a particular focus on managers and board members.
- Create more positive action traineeship opportunities within the sector.

Example of action:

SMC and the Black Environment Network is supporting two positive action traineeships to enable people from ethnic minorities to develop the skills and experience they need to pursue a career in museums. The trainees are gaining practical experience of working in the many different departments within the council museum services in Glasgow and Edinburgh as well as working towards a Graduate Diploma in Museum and Gallery Studies. The trainees are bringing new perspectives and enthusiasm to their museums through the interpretation of the collections and examination of services and practices.

Ideas for action:

- Work with community groups on projects e.g. temporary exhibitions which can unlock funding from organisations such as the Heritage Lottery Fund and Communities Scotland.
- Use focus groups to improve services and discover hidden histories of collections.
- Explore information, advice, training and conference opportunities on legislation and issues from organisations such as ACAS, Commission for Racial Equality, Disability Rights Commission and Equality Exchange.

Acknowledgements

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Advisory Group:

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Scottish Leadership Foundation
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Scottish Qualifications Authority
University of Glasgow
Investors in People Scotland
Quality Scotland
Volunteer Development Scotland
Scottish Executive Cultural Development Section
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Resources

Scottish Museums Council

www.scottishmuseums.org.uk

The national ICT, learning and access and collections development strategies, National Audit, publications, training, newsletters, networking, funding opportunities, Accreditation, factsheets and advice.

Scottish Executive

www.scotland.gov.uk

Cultural review and subsequent recommendations, strategies such as the *Volunteering and Lifelong Learning Strategy* and initiatives such as *Project Scotland*.

Creative and Cultural Skills

www.ccskills.org.uk

Reports such as the *FutureSkills Report 05, strategic plan 2005-2010* as well as current and forthcoming initiatives and programmes.

Museums Libraries and Archive Council

www.mla.gov.uk

'Learning for Change' Workforce Development Strategy for English museums, libraries and archives, Accreditation and Inspiring Learning for All.

Museums Association

www.museumsassociation.org

Careers advice and job vacancies, Diversify programme, CPD routes and opportunities, publications and advice.

Volunteer Development Scotland

www.vds.org.uk

Investing in Volunteers, publications, training, Volunteers Week, Local Volunteer Centres and advice. Volunteer managers will find the on-line learning zone helpful **www.vdslearningzone.org.uk**

Scottish Council for Voluntary Organisations

www.scvo.org.uk

The *Big Picture*, training, publications, factsheets, equalities and *Skilling up our Workforce* strategy for developing skills in the voluntary sector.

Voluntary Sector Skills

www.voluntarysectorskills.org.uk

National Occupation Standards in fundraising, managing volunteers and for trustees/management committees.

Office of the Scottish Charity Regulator (OSCR)

www.oscr.org.uk

Information on charity law, conferences, publications and advice.

Investors in People Scotland

www.iipscotland.co.uk

The *Investors in People* standard, newsletters and events.

Cabinet Office

www.cabinetoffice.gov.uk/chartermark

The *Chartermark* standard and case studies.

Tourism Industry (Visit Scotland, Highlands and Islands Enterprise, Scottish Enterprise)

www.scotexchange.net

Training e.g. *A Hundred Thousand Welcomes* and *Tourism Innovation Toolkit*.

Scottish Museums Council
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