Recruitment Pack

Directors’ Secretary (Maternity Cover)
Directors’ Secretary (Maternity Cover)
£20,607 - £22,351 per annum plus membership of Civil Service pension scheme
This is a maternity cover post for up to 12 months

You will join a small team working in our central, corporate department within National Museums Scotland. The team's role is to provide:

- the day-to-day secretarial service to members of our senior management team;
- administrative support to both the Board of Trustees and the corporate activities overseen by your Head of Department; and
- to provide leave cover for team colleagues as required.

You will possess excellent secretarial, administrative and organisational abilities, together with strong verbal and written communication skills. You will have a good working knowledge of ICT (particularly Microsoft Office packages), and be proficient in electronic diary management.

Experience of working to one or more directors or senior managers is essential for this post. You must also be a strong team player with a flexible approach to work, and have the confidence and judgement to interact with Board members and other high level contacts both within and outwith National Museums Scotland.

We are looking for someone who thrives in a busy office environment, enjoys lots of interaction with a variety of different people and organisations, is well organised, can respond to changing circumstances, and likes to get the job done.

This is a fixed term post for up to 12 months.

Details of this post and of all our vacancies can be viewed on www.nms.ac.uk.

For further information and an application pack, please visit www.nms.ac.uk, telephone 0131 247 4094 (answerphone) or email applications@nms.ac.uk, stating reference NMS17/751.

The closing date for completed applications is Friday 13 October 2017.

It is anticipated that the selection event will take place on Thursday 2 November 2017.

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.
NATIONAL MUSEUMS SCOTLAND BACKGROUND

National Museums Scotland is one of the leading museum groups in Europe, and is responsible for the acquisition, preservation and display of a substantial part of Scotland’s cultural, historic and national heritage, interpreting them and making them accessible to as many people as possible. Millions of local and international visitors enjoy our four museums each year, and we care for one of the largest and most diverse collections in the world, with over twelve million objects which have been built up over 150 years. They 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 past decade we have invested over £110 million in our collections, our museums and our visitors - from the 2004 acquisition of a Concorde aircraft and associated developments at the National Museum of Flight, to the 2011 transformation of large parts of the National Museum of Scotland which more than doubled visitor numbers, and the creation of a single site at the 10 acre National Museums Collections Centre for our stored collections, conservation and research activities.

We have recently completed two further major projects. A £3.7 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 £15 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 150th year of the National Museum of Scotland, this penultimate phase of the Museum’s Masterplan marks a historic transformation.

In 2018 we plan to complete the Masterplan for the National Museum, with two new galleries of East Asia and Ancient Egypt. 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 Collections 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 2.5 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 the focus for our stored collections, conservation and research.

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

Directors’ Secretary (Maternity Cover)

Salary

The salary range is £20,607 - £22,351 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 August.

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 up to 12 months. The reason for this post being fixed term is due to the maternity leave of the substantive post holder. This appointment will end upon the substantive post holder’s return to work. Where she elects to return to work earlier than 12 months, contractual notice will be provided to the appointee. If the substantive post holder elects not to return to work after her maternity leave, decisions regarding this post will be made in line with National Museums Scotland’s normal vacancy approval and recruitment processes.

Hours

Net hours for this post (exclusive of meal breaks) are 37 hours per week and a flexible working system is in operation, as well as a team rota to ensure that support is provided to Directors during the standard working day.

Location

This post is based at The National Museum of Scotland, Chambers Street, Edinburgh

Annual leave

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

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 online 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.
Travel expenses

We will pay up to a maximum of £150 for reasonable travel and accommodation expenses necessarily incurred. 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 2nd November 2017.

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.

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

**Post Title:** Directors’ Secretary

<table>
<thead>
<tr>
<th>Department: Corporate Policy and Performance</th>
<th>Section: Corporate Support Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Directorate:</strong> Finance and Planning</td>
<td><strong>Grade:</strong> 6</td>
</tr>
<tr>
<td><strong>Hours:</strong> 37</td>
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</table>

**Purpose of Post:**

- Deliver effective and efficient secretarial and administrative support to members of the Executive Team
- Undertake a range of administrative duties in support of the Executive Team, delegated by, and working closely with, the Personal Assistant to the Director and Office Manager. These will include the planning and organisation of specific high-level meetings, assisting with projects and programmes for visits, information gathering for corporate reports and publications, and providing support to the Board of Trustees
- Maintain an excellent and seamless level of support to the Executive Team
- Manage an integrated filing system and complementary archival system across the Executive Team

**Key Responsibilities:**

- Provide secretarial and administrative support to the Executive Team (mail, electronic diary, telephone enquiries, copy / audio typing, arranging meetings, note-taking as appropriate, travel arrangements, expenses, filing), working closely with two members of the Executive Team
- Provide administrative support to the Board of Trustees and other groups and committees chaired or convened by the Director, the Executive Team or the Head of Corporate Policy and Performance
- Provide administrative support to specific corporate activities on a shared basis, e.g. assisting with the preparation of corporate documents (internal and external) and museum-wide meetings (internal and external)
- Assist with the organisation of visits, the preparation of reports, talks, lectures and events relating to Executive Team business
- Provide support to other members of the Corporate Support Unit, including cover during periods of leave
### Key Responsibilities cont:

- Maintain and respond to a wide range of internal and external contacts, at all levels, either by responding to them directly or by referring them elsewhere within National Museums
- Assist with the preparation of PowerPoint and other presentations
- Maintain the operation of an integrated office management system (records management, stationery, contacts database, e-mail, group networking)
- Gather and collate management and statistical information for reporting purposes, supporting the Executive Team and the Head of Corporate Policy and Performance to ensure timely submission of information
- Commit to good health & safety and access practice and ensure familiarity with National Museums’ health & safety and access policies, procedures and guidelines

### Expected Outcomes:

- Effective secretarial and administrative support to the Director, the Executive Team and the Head of Corporate Policy and Performance, for the delivery of National Museums’ strategy and objectives
- Effective administrative support to the Chairman of the Board of Trustees, to the Board, and to Trustees individually as required, for the delivery of the Board’s role and responsibilities
- Effective team working within the Corporate Support Unit to deliver effective and consistently high quality secretarial and administrative support to senior management
- Effective records and information management to comply with National Museums’ Records Management Policy

### Reports to:

Personal Assistant to the Director and Office Manager

### Facts and Figures:

**Budget:** None

**Staff Managed:** None

**Indirect Staff Managed:** None
### Other: Office equipment

### Thinking Skills (Judgement / Decisions Made):
- Decision making on scheduling workload to meet deadlines within different areas
- Using initiative to assist senior management to meet specific deadlines and work smarter
- Managing communication and contact with Executive Team members (internal and external)
- Judgement on quality and value for money, e.g. travel and hospitality

### Communication and Contact:

#### Internal:
- Executive Team
- Trustees
- Heads of departments
- National Museums-wide - staff at all levels

#### External:
- Scottish Government Ministers
- Senior civil servants in the Scottish Government
- VIP contacts
- Chief executives and managers of other public sector bodies
- Senior managers and managers in private sector companies
- Auditors
- UK / international museums - staff at all levels

### Most Challenging Parts of the Job:
- Working to tight deadlines - the busy nature of the role can cause issues in planning and prioritising
- Multi-tasking and ability to react to last-minute requirement
- Organising own time to deal with changing priorities
• Adapting to Executive Team members’ preferred ways of working
• Managing relationships internally and externally on behalf of Executive Team members
• Maintaining confidentiality at all times

Other Requirements e.g. Multi-site Working, On Call, etc.
None

Organisational Chart:

**Corporate Policy and Performance**

- Head of Corporate Policy & Performance
- PA to Director & Office Manager
- Directors’ Secretary
- Directors’ Secretary
- Directors’ Secretary
- Directors’ Secretary: MATERNITY COVER
## PERSON SPECIFICATION

**Post Title:** Directors’ Secretary  

**Department:** Corporate Policy & Performance  
**Section:** Corporate Support Unit  
**Directorate:** Finance and Planning  
**Grade:** 6  
**Hours:** 37 (net)

### Knowledge

<table>
<thead>
<tr>
<th>Essential or desirable</th>
<th>Evidence assessed by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educated to at least GSCE Standard Grade level or equivalent</td>
<td>Essential</td>
</tr>
<tr>
<td>Knowledge of current office systems and procedures</td>
<td>Essential</td>
</tr>
<tr>
<td>Knowledge of spreadsheets (Excel)</td>
<td>Desirable</td>
</tr>
<tr>
<td>Familiarity with relevant information sources (e.g. internet, reference books, etc.)</td>
<td>Desirable</td>
</tr>
</tbody>
</table>

### Skills

<table>
<thead>
<tr>
<th>Essential or desirable</th>
<th>Evidence assessed by</th>
</tr>
</thead>
<tbody>
<tr>
<td>High levels of ICT skills in Microsoft Word, Microsoft Outlook, e-mail, electronic diary (calendar), audio typing, presentation software (PowerPoint), and searching the internet</td>
<td>Essential</td>
</tr>
<tr>
<td>Good organisation skills to maintain well organised meetings and systems (e.g. filing systems) across a range of functions in a very busy environment</td>
<td>Essential</td>
</tr>
<tr>
<td>Good verbal and written communication skills (e.g. ability to draft standard letters)</td>
<td>Essential</td>
</tr>
<tr>
<td>Ability to deal sensitively with both internal and external sources; proven interpersonal skills</td>
<td>Essential</td>
</tr>
</tbody>
</table>
### Experience

<table>
<thead>
<tr>
<th>Experience</th>
<th>Essential or desirable</th>
<th>Evidence assessed by</th>
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<tbody>
<tr>
<td>Secretarial service in a busy office environment, demonstrating a wide range of secretarial skills and familiarity with current office practices</td>
<td>Essential</td>
<td>Application / Selection Event</td>
</tr>
<tr>
<td>Working as part of a team</td>
<td>Essential</td>
<td>Application / Selection Event</td>
</tr>
<tr>
<td>Experience of maintaining confidentiality and handling sensitive information with discretion</td>
<td>Essential</td>
<td>Application / Selection Event</td>
</tr>
<tr>
<td>Experience of providing secretarial and / or administrative support to a senior manager(s)</td>
<td>Essential</td>
<td>Application / Selection Event</td>
</tr>
<tr>
<td>Experience of gathering and collating information for management and reporting purposes</td>
<td>Desirable</td>
<td>Application / Selection Event</td>
</tr>
<tr>
<td>Experience of making judgements about quality and value for money (e.g. hotels, travel and hospitality)</td>
<td>Desirable</td>
<td>Application / Selection Event</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Competency</th>
<th>Level</th>
<th>Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Relationships</td>
<td>2</td>
<td><strong>Collaborates with others</strong>&lt;br&gt;• Understands other National Museums Scotland’s roles and functions, including interdependencies and the impact these have on own area of work.&lt;br&gt;• Promotes and raises awareness of own role, department and function, internally or externally&lt;br&gt;• Encourages co-operation between departments, sites and directorates.&lt;br&gt;• Considers and sees different perspectives on issues, between people, across departments or organisations for mutual benefit.&lt;br&gt;• Works with external stakeholders and organisations to deliver objectives</td>
</tr>
<tr>
<td>Communicating &amp; Engaging</td>
<td>2</td>
<td><strong>Engages and Influences others</strong>&lt;br&gt;• Communicates regularly, accurately, timely and appropriately.</td>
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</tbody>
</table>
| Uses interpersonal skills flexibly to communicate, influence, persuade and negotiate to ensure a shared understanding and commitment to act | • Facilitates two – way communication, encouraging dialogue and exchange 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. |
| --- | --- |
| **Focusing on your Customers**  
Places the customer at the heart of what we do; engages, listens and responds to deliver excellent service; creates an outstanding experience and supports a culture of service excellence, both internally and externally | **Comfortably deals with customers**  
• Sees things from customers’ perspective.  
• Has a deep understanding of what our diverse customer base needs and wants.  
• Creates a relaxed and welcoming, positive environment.  
• Is flexible and adapts readily to the changing demands and needs of customers.  
• Demonstrates exemplary customer service, interfacing and engaging confidently, knowledgably and politely with all customers. |
| **Improving & Innovating**  
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. | **Develops personally and professionally**  
• Thinks flexibly, open to, accepts and adapts to new or different ideas.  
• Uses initiative and imagination to make constructive suggestions for improvements and innovations.  
• Challenges status quo, existing norms and unacceptable behaviour constructively – “the way we do things around here”  
• Willing to learn, build up knowledge and keep up to date with advances and issues in their own area of work and within National Museums Scotland.  
• Positively responds to feedback, learning from experience and mistakes. |
| **Planning for Success**  
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. | **Develops and implements plans**  
• 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. |