Marketing and Communications Assistant
£20,607 to £22,351 per annum plus membership of civil pension scheme

Your role will be to support the Marketing and Communications team in order to facilitate an increase in visitor numbers, raised awareness of the National Museums brand, increased income generation and a high media profile for key corporate messages, events and activities. The role works across a series of promotional campaigns for each of the four museums and exhibitions. Your duties will include responding to media enquiries, organising photography and filming, preparing and distributing promotional materials, media releases and monthly visitor statistics. Experience in a public relations, marketing or media relations setting is essential, ideally in a cultural, educational, leisure, tourism or charity setting.

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

If you require further information telephone 0131 247 4094 (answerphone) or email applications@nms.ac.uk, stating reference NMS18/817

Closing date for completed applications is midnight Sunday 15 April 2018 at Midnight.

It is anticipated that the selection event will take place on or around Wednesday 02 May 2018.

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

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

Continuing Investment

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

We have recently completed two further major projects. A £3.7 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

Marketing and Communications Assistant

Salary
The salary range is £20,607 - £22,351 pro rata 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.

Hours

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

Location

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

Annual leave

There is an annual leave allowance of 28.5 days per annum pro rata, rising to 33.5 days pro rata 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/around **02 May 2018**.

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

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

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

**Post Title:**
Marketing & Communications Assistant

<table>
<thead>
<tr>
<th>Department:</th>
<th>Section:</th>
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<tr>
<td>Marketing &amp; Communications</td>
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<tr>
<th>Directorate:</th>
<th>Grade:</th>
<th>Hours:</th>
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<tbody>
<tr>
<td>External Relations</td>
<td>6</td>
<td>37 (net)</td>
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**Purpose of Post:**
- To provide assistance to the Marketing & Communications team in order to facilitate an increase in visitor numbers, improved awareness of the National Museums Scotland brand, increased income generation, and a high media profile for key National Museums Scotland corporate messages, events and activities

**Key Responsibilities:**
- Provide support to the Marketing & Communications team to execute a marketing and promotional plan for National Museums Scotland, in line with corporate priorities
- Assist the Communications team with the preparation and distribution of media statements and releases
- Respond to general media enquiries, referring matters to others in the Communications team where appropriate
- Assist with the organisation of press views and photo calls and with the preparation of press packs
- Produce daily reports on media coverage for internal circulation and as hoc reports as requested
- Update and maintain the photographic image bank
- Assist the Marketing team in the development of print, web and other marketing materials which are ‘fit for purpose’, attractive and readable for the intended audience, and which promote a positive image of National Museums Scotland
- Collate visitor statistics, prepare regular (monthly reports, and liaise with market research partners and others
- Organise the stock control and distribution of printed promotional materials
- Provide support for the Marketing & Communications team as required
### Key Responsibilities cont:

- Commit to good health & safety and access practice and ensure familiarity with National Museums’ health & safety and access policies, procedures and guidelines

### Expected Outcomes:

- A growth in overall visitor numbers across all sites and to all projects
- A growth of the support base for National Museums Scotland and improved awareness of National Museums Scotland as an organisation
- An effective and efficient media relations / external communications service
- Effective and efficient distribution of promotional material
- An efficient flow of statistical information to management and Trustees to assist in planning
- High attendance at major exhibitions and other specific project and programmes, as well as new permanent displays

### Reports To:

Communications Officer

### Facts and Figures:

**Budget:** None

**Staff Managed:** None

**Indirect Staff Managed:** None

**Other:** None

### Thinking Skills (Judgments / Decisions Made):

- Promoting the National Museums Scotland brand and its development
- Advising museums staff on most effective marketing or media techniques
- Prioritising media enquiries / level of senior sign-off
### Communication and Contact:

#### Internal:
- Communications Officers, Marketing Manager, Communications Manager and other members of Department
- Director of External Relations and Executive Team
- All other National Museums Scotland departments

#### External:
- Media
- Photographers
- VIP guests and speakers
- Trustees
- Visitors
- General public (enquirers)
- Other museums, tourists attractions, partners and related organisations
- Suppliers or goods and services

### Most Challenging Parts of the Job:
- Maintaining responsiveness and a sense of priorities in daily work
- Effectively managing a diverse workload in a busy marketing communications environment
- Working to tight deadlines
- Attention to detail
- Maintaining good relations between staff within and out with the department

### Other Requirements e.g. Multi-site Working, On Call, etc:
- Must be willing to travel to other National Museums Scotland and other local sites as required
- Must be willing to attend functions and events out of hours
Organisational Chart:

Head of Marketing & Communications

Marketing Manager

Marketing Officer

Marketing Officer

Communications Manager

Communications Officer

Communications Officer

Marketing & Communications Assistant

This Post
## PERSON SPECIFICATION

<table>
<thead>
<tr>
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<tr>
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<td>37 (net)</td>
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### Knowledge

| Evidence assessed by |
|-------------------|------------------|
| Minimum educational qualifications of 3 Highers or equivalent, one of which must be English | Essential Certificate / Application |
| Degree or equivalent, e.g. a marketing or public relations qualification (e.g. Institute of Marketing) | Desirable Certificate / Application |
| Knowledge of marketing and communications activities in a large organisation | Desirable Application / Selection Event |

### Skills

<p>| Evidence assessed by |
|---------------------|------------------|
| ICT skills in Microsoft Word, Excel and Outlook | Essential Certificate / Application / Selection Event |
| Creative thinking and lateral thinking ability | Essential Application / Selection Event |</p>
<table>
<thead>
<tr>
<th>Experience</th>
<th>Essential or desirable</th>
<th>Evidence assessed by</th>
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<tbody>
<tr>
<td>Experience in a public relations, marketing or media relations setting</td>
<td>Essential</td>
<td>Application / Selection Event</td>
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<tr>
<td>Experience of using databases, mail merges and spreadsheets</td>
<td>Essential</td>
<td>Application / Selection Event</td>
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<tr>
<td>Experience of working in a large organisation</td>
<td>Desirable</td>
<td>Application / Selection Event</td>
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<tr>
<td>Relevant experience in a cultural, educational, leisure or charity setting</td>
<td>Desirable</td>
<td>Application / Selection Event</td>
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<td>Experience of preparing press releases</td>
<td>Desirable</td>
<td>Application / Selection Event</td>
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<tr>
<td>Experience of working with statistics and preparing reports</td>
<td>Desirable</td>
<td>Application / Selection Event</td>
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National Museums Scotland has a Competency Framework with five competencies. Individuals for this job are expected to demonstrate competence in all five competencies through assessment 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>
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<tbody>
<tr>
<td>Building Relationships</td>
<td>2</td>
<td><strong>Collaborates with Others</strong></td>
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<tr>
<td>Works effectively and professionally as part of their team and with others across the organisation; collaborates and networks for specific outcomes and projects; forms partnerships, nationally and internationally for mutual benefit.</td>
<td></td>
<td>• Understands other National Museums Scotland’s roles and functions, including interdependencies and the impact these have on own area of work.</td>
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<tr>
<td></td>
<td></td>
<td>• Promotes and raises awareness of own role, department and function, internally or externally</td>
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<td></td>
<td></td>
<td>• Encourages co-operation between departments, sites and directorates.</td>
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<td></td>
<td></td>
<td>• Considers and sees different perspectives on issues, between people, across departments or organisations for mutual benefit.</td>
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<td></td>
<td></td>
<td>• Works with external stakeholders and organisations to deliver objectives.</td>
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<tr>
<td>Communicating &amp; Engaging</td>
<td>2</td>
<td>Influences and Engages with Others</td>
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<td>---------------------------</td>
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<tr>
<td>Uses interpersonal skills flexibly to communicate, influence and negotiate both internally and externally to ensure a shared understanding and commitment to act.</td>
<td></td>
<td>Communicates regularly, accurately, timely and appropriately.</td>
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<td></td>
<td></td>
<td>Facilitates two – way communication, encouraging dialogue and exchange throughout and outwith the organisation.</td>
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<td></td>
<td></td>
<td>Adapts own style of communication to suit different people’s needs.</td>
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<td></td>
<td></td>
<td>Demonstrates empathy and understanding in all communications.</td>
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<td></td>
<td></td>
<td>Confidently influences others, rather than manipulating or imposing ideas.</td>
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<table>
<thead>
<tr>
<th>Focussing on your Customers</th>
<th>2</th>
<th>Is Proactive in Understanding Customer Needs</th>
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<tbody>
<tr>
<td>Places the customer at the heart of what we do, engages, listens and responds to create an outstanding experience and a culture of service excellence, both internally and externally.</td>
<td></td>
<td>Is open and receives feedback from customers in a positive way.</td>
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<td>Is able to read quickly what a customer wants and gets straight to their needs.</td>
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<td>Anticipates customer concerns and reactions; and pre-empts these by addressing them upfront.</td>
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<td>Offers a ‘bespoke’ service and solution to the customer, meeting any special requirements</td>
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<td></td>
<td>Responds, calmly, tactfully and firmly when dealing with difficult situations to resolve the issue.</td>
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<table>
<thead>
<tr>
<th>Innovating &amp; Improving</th>
<th>1</th>
<th>Develops personally and professionally.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Builds personal and organisational capability to continuously improve to enable National Museums Scotland to excel and lead within the sector.</td>
<td></td>
<td>Willing to learn, building up knowledge and keeping up to date with advances and issues in their own area of work and within National Museums Scotland.</td>
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<td></td>
<td></td>
<td>Positively responds to feedback, learning from experience and mistakes.</td>
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<td></td>
<td>Challenges status quo, existing norms and unacceptable behaviour constructively – “the way we do things around here”</td>
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<td></td>
<td></td>
<td>Uses initiative and imagination to make constructive suggestions for improvements and innovations.</td>
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<td></td>
<td></td>
<td>Flexible thinking - open to, accepts and adapts to new or different ideas</td>
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<tr>
<td>Planning for Success</td>
<td>2</td>
<td><strong>Implements plans</strong></td>
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<td>---------------------</td>
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</table>
| Realistically plans tasks, programmes and projects in consultation with stakeholders and existing resources, making decisions for effective delivery. | | - Prioritises own workload to meet conflicting demands.  
- Implements plans for delivery, building in flexibility to cope with last minute demands.  
- Consults with relevant stakeholders to ensure the output, the outcome and the plan to meet their needs.  
- Takes into consideration the impact of actions and decisions on others and puts in place measures to minimise them.  
- Thinks ahead to identify potential obstacles and proactively solves issues to minimise the impact on delivery. |