

# Recruitment Pack

## Photographer



## Photographer

**£25,050 – £27,238 per annum plus membership of Civil Service pension scheme**

An exciting opportunity has arisen for a temporary appointment to the National Museums Scotland's Collections Information team. Based at the National Museums Collections Centre and reporting to the Collections Information Manager and Lead Photographer, the Photographer will play a central role in supporting the Museum's programmes of digitisation and collections information management.

As the successful candidate, you will have a degree in photography (or equivalent experience). You will have proven relevant work experience in a museum or similar institution.

You will be competent and experienced in professional digital photography techniques. You will have a good knowledge of digital imaging and studio flash lighting, be experienced in digital imaging technology and be familiar with imaging software, and scanner and PC related software and hardware. You will also be able to provide evidence of existing relevant specialist knowledge.

You will apply professional knowledge and judgement to provide effective advice and support to colleagues and deliver relevant training programmes.

You will possess strong project, time and staff management skills to deliver multiple projects and balance competing priorities, and be proficient in Microsoft Word, Excel and Outlook. Knowledge of, or experience with museum Collections Information Systems, such as Adlib, would be advantageous.

You will be an effective communicator with excellent verbal and written communication skills and the ability to influence and negotiate to build productive working relationships with colleagues and stakeholders, both within the Museum and externally at Scottish and International level.

This contract is fixed term for a period of 6 months. This reason for the post being fixed term is to provide support to the photography team, during a period of low staffing.

**You are asked to provide a link to an online portfolio of your work containing no more than 12 photographs in your supporting statement. You may also be asked to bring a hard copy of your portfolio if invited for interview.**

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](http://www.nms.ac.uk).

If you require further information telephone 0131 247 4094 (answerphone) or email [applications@nms.ac.uk](mailto:applications@nms.ac.uk), stating reference **NMS19/920**

Closing date for completed applications is **Monday, 11 February 2019**.

It is anticipated that the selection event will take place on/around weeks commencing 25 February 2019 or 04 March 2019.

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

National Museums Scotland is committed to being an Equal Opportunities Employer

## NATIONAL MUSEUMS SCOTLAND BACKGROUND

National Museums Scotland is one of the UK's leading museum 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 over 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 2019 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 an internationally significant facility for the storage, research and conservation of Scotland's wide-ranging national collections

### **Collections and Research**

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

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

### **Exhibitions and Events**

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

### **Schools Programme**

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

### **National and International**

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

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

### **Services and Expertise**

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

Loans to venues across Scotland and the UK enhance regional collections and mean more people than ever can enjoy our objects. Our international loans programme helps introduce our collections to audiences who might never visit our museums, and brings treasures from around the globe to our shores.

## STRATEGIC PLAN 2016-20

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

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

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

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

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

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

Our funding comes from three main sources: the Scottish Government, commercial income (including ticketed museums, exhibitions and events) and philanthropy. In the years ahead we aim to increase the income we generate, as delivering our ambitions will require additional financing. We aim to build on our success in raising large sums from charitable trusts, individuals and corporate supporters, increasing our fundraising capacity and supporter base. We also aim to grow commercial income from our Enterprises company and other sources.

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

## General Information

### Photographer

#### Salary

The salary range is £25,050 - £27,238 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 6 months. This reason for the post being fixed term is to provide support to the photography team, during a period of low staffing.

#### 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 Collection Centre, Granton, Edinburgh.

#### Annual leave

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

#### Probation

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

#### Pension

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

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

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

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

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

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

## **Our approach to Equality and Diversity**

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

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

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

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

## **Employee Savings**

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

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

### **Capital Credit Union**

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

### **Cycle to Work Scheme**

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

### **Retirement Policy**

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

### **Conditions of Service**

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

### **Attendance for interview**

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

### **Travel expenses**

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

There will be no reimbursement for subsistence.

### **Expenses guidelines**

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

- Accommodation will be reimbursed up to a maximum of £85 however cheaper hotels should be used whenever they are available at an acceptable standard.

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

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

### **Background checks**

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

### **Disclosure Scotland**

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

### **Eligibility to work in the UK**

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

Where more than one candidate is successful in passing the Selection Board for a post, National Museums is obliged to offer the post to an eligible candidate who already has the right to live and work in the UK (a settled worker), before considering a candidate for whom a Certificate of Sponsorship application would be required. This is because any such application would need to show that no suitably qualified settled worker is available for the post.

### **Selection Process**

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

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

Our competencies are:

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

It is anticipated that this selection event for this post will take place on/around **weeks commencing 25 February 2019 or 04 March 2019.**

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

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

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**JOB DESCRIPTION**

<b>Post Title:</b> Photographer		
<b>Department:</b> Collections Services	<b>Section:</b> Collections Information	
<b>Directorate:</b> Collections	<b>Grade:</b> 5	<b>Hours:</b> 37 (net)
<b>Purpose of Post:</b>		
<ul style="list-style-type: none"> <li>▪ To provide digital photographic services, primarily of collections, to meet National Museums Scotland's strategic aims and objectives.</li> </ul>		
<b>Key Responsibilities:</b>		
<ul style="list-style-type: none"> <li>▪ Produce professional quality images, collection and non-collection items, for the purposes of delivering National Museums Scotland's digitisation strategy and other photographic requirements</li> <li>▪ Provide technical advice on standards and techniques of digital photography to National Museums Scotland's staff</li> <li>▪ Take responsibility for allocated projects, including all stages of photographic production and creative decision-making where appropriate</li> <li>▪ Be responsible for organising and prioritising personal workflow in accordance with agreed procedures</li> <li>▪ Develop, manage and deliver Documentation Photography Training programme for the Collections Directorate</li> <li>▪ Be responsible for the care and handling of museum objects, complying with National Museums Scotland's policies and procedures relating to photography, object handling and object storage</li> <li>▪ Be responsible for the care and maintenance of equipment and resources, including studio and location cameras, lighting equipment, computers, scanners and other peripherals as appropriate</li> <li>▪ Commit to, and ensure familiarity with National Museums Scotland's health &amp; safety and access policies, procedures and guidelines</li> </ul>		
<b>Expected Outcomes:</b>		
<ul style="list-style-type: none"> <li>▪ High quality images which meet National Museums Scotland's agreed standards</li> <li>▪ Delivery of efficient and effective digitisation programmes to planned deadlines</li> <li>▪ Application of specialist photography knowledge to provide pragmatic solutions as required</li> <li>▪ Productive and coordinated working relationships with clients and colleagues</li> </ul>		

**Reports To:**

Collections Information Manager and Lead Photographer

**Facts and Figures:**

**Budget:** None

**Staff Managed:** None

**Indirect Staff Managed:** Project staff, interns, volunteers

**Other:** None

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

- Critical judgement of technical and aesthetic quality
- Creative judgement on techniques, treatment and style of image to be produced to meet client requirements
- Prioritising workload to meet deadlines
- Recognition of issues that require upward referral
- Communication, negotiation and organisational skills for successful delivery of digital assets

**Communication and Contact:**

**Internal:**

- Section colleagues
- Collections Services staff
- Collections Directorate staff
- Staff from other National Museums Scotland's Directorates as required, i.e. NMSE, External Relations
- Volunteers

**External:**

- Professional colleagues in other museums
- Freelance photographers
- Suppliers, consultants and technical representatives

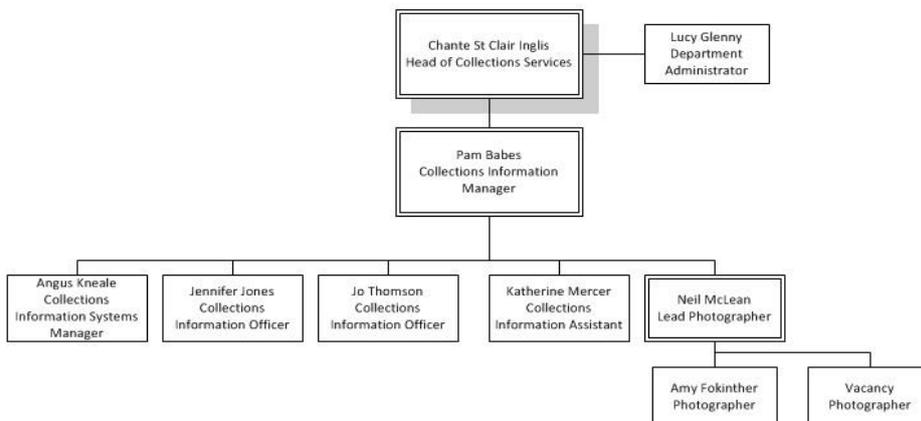
**Most Challenging Parts of the Job:**

- Maintaining a high standard of output whilst meeting deadlines and targets
- Prioritising own workload
- Managing client expectation

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

- Travel to all National Museums Scotland sites as required by work programmes
- Attend meetings, seminars and conferences external to National Museums Scotland
- Travel to non-National Museums Scotland sites as required by work programmes

**Organisation Chart**



**PERSON SPECIFICATION**

<b>Post Title:</b> Photographer		
<b>Department:</b> Collections Services	<b>Section:</b> Collections Information	
<b>Directorate:</b> Collections	<b>Grade:</b> 5	<b>Hours:</b> 37(net)

<b>Knowledge</b>	<b>Essential or desirable</b>	<b>Evidence assessed by</b>
Recognised professional qualification in Photography to degree level (or equivalent)	Essential	Certificate
Demonstrable knowledge of professional Photographic and videography techniques	Essential	Portfolio / Selection Event
Good knowledge of digital imaging techniques	Essential	Application / Selection Event
Good knowledge of studio flash lighting	Essential	Application / Selection Event
Familiar with imaging software, including Adobe Photoshop, Capture One, Premiere pro; scanners and related software; and hardware, including PC platforms	Essential	Portfolio / Selection Event
Full understanding of colour management within image capture and editing workflows	Essential	Application / Selection Event
Knowledge of photogrammetry and 360° spins	Desirable	Application / Selection Event
Working knowledge of commercial photography economics	Desirable	Application / Selection Event

<b>Skills</b>	<b>Essential or desirable</b>	<b>Evidence assessed by</b>
High levels of professional competence in terms of techniques and related ICT equipment.	Essential	Portfolio / Selection Event
ICT skills in Microsoft Word, Excel and Outlook	Essential	Certificate / Application
Proven influencing and negotiating skills	Desirable	Certificate / Application
Delivery and development of training programmes	Desirable	Application / Selection Event
Driving licence	Desirable	Licence

<b>Experience</b>	<b>Essential or desirable</b>	<b>Evidence assessed by</b>
Proven relevant professional photography experience	Essential	Application / Selection Event
Experience in the use of digital imaging technology	Essential	Application / Selection Event
Experience of developing and delivering training programmes	Desirable	Application / Selection Event
Experience of museum working environment	Desirable	Application / Selection Event
Experience of commercial photography environment	Desirable	Application / Selection Event

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.

<b>Competency</b>	<b>Level</b>	<b>Detail</b>
<b>Building Relationships</b> 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.	2	<ul style="list-style-type: none"> <li>• Understands other National Museums Scotland departments and priorities and how these relate to their own area of work.</li> <li>• Promotes and raises awareness of own role and department, internally or externally.</li> <li>• Encourages co-operation between, people, departments, sites and directorates.</li> <li>• Considers and sees different perspectives on issues, between people, across departments or organisations for mutual benefit.</li> <li>• Works with external stakeholders and organisations to deliver our objectives.</li> </ul>
<b>Communicating &amp; Engaging</b> Uses interpersonal skills flexibly to communicate, influence and negotiate both internally and externally to ensure a shared understanding and a commitment to act.	2	<ul style="list-style-type: none"> <li>• Communicates regularly, accurately, timely and appropriately.</li> <li>• Facilitates two – way communication, encouraging dialogue and exchange throughout and outwith the organisation.</li> <li>• Adapts own style of communication to suit different people's needs.</li> <li>• Demonstrates empathy and understanding in all communications.</li> <li>• Confidently influences others, rather than manipulating or imposing ideas.</li> </ul>

<p><b>Focusing on your Customers</b> 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.</p>	2	<ul style="list-style-type: none"> <li>•Is open and receives feedback from customers in a positive way.</li> <li>•Is able to read quickly what a customer wants and gets straight to their needs.</li> <li>•Anticipates customer concerns and reactions; and pre-empts these by addressing them upfront.</li> <li>•Offers a 'bespoke' service and solution to the customer, meeting any special requirements.</li> <li>•Responds, calmly, tactfully and firmly when dealing with difficult situations to resolve the issue.</li> </ul>
<p><b>Improving &amp; Innovating</b> Builds personal and organisational capability to continuously improve to enable National Museums Scotland to excel and lead within the sector.</p>	2	<ul style="list-style-type: none"> <li>• Attends networking events and expert groups, benchmarking with other organisations.</li> <li>• Maintains and shares a network of useful external contacts to facilitate learning and idea generation.</li> <li>• Solves problems collaboratively by thinking laterally and creatively.</li> <li>• Facilitates and programmes in opportunities for staff to contribute their ideas and suggestions.</li> <li>• Seizes opportunities and acts quickly before they are lost.</li> </ul>
<p><b>Planning For Success</b> Realistically plans tasks, programmes and projects in consultation with stakeholders and existing resources and making decisions for effective delivery.</p>	2	<ul style="list-style-type: none"> <li>• Prioritises own workload to meet conflicting demands.</li> <li>• Implements plans for delivery, building in flexibility to cope with last minute demands.</li> <li>• Consults with relevant stakeholders to ensure the output, the outcome and the plan to meet their needs.</li> <li>• Takes into consideration the impact of actions and decisions on others and puts in place measures to minimise them.</li> <li>• Thinks ahead to identify potential obstacles and proactively solves issues to minimise the impact on delivery.</li> </ul>