

ONTARIO MUSEUM ASSOCIATION

**OMA**

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## **Recruiting and Hiring Museum Curators and Directors:**

A Human Resource Tool  
for Local Government,  
Museum Trustees and  
Cultural Managers

Recruiting and Hiring Museum Curators and Directors:  
A Human Resource Tool for Local Government, Museum  
Trustees and Cultural Managers

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## How this report can help you

This document will provide municipal employers and/or Board trustees with a Human Resource tool kit. It outlines recent professional practices to ensure competency and the correct fit for museum senior staff positions by providing:

- Identification of the experience, knowledge & skills needed for senior staff in community museum work
- Sample job descriptions for Curators and Director/Manager positions
- Current museum senior staff pay scales
- Sample competency frameworks to be adapted to recruiting and selection processes.

Museum trustees, senior managers of museums, and heads of municipal departments are becoming aware of increasing visitor and government standards for public institutions. With this comes a heightened demand for an increasingly professional and accountable level of operation. The Canadian Museums Association (CMA) summarizes the shift in the museum field towards accountability and community responsibility in this way:

*“... there has been a tremendous change in the values, attitudes, knowledge and skills required of museum professionals as museums and heritage agencies redefine roles, become more accountable to communities, cope with diminishing resources, and respond to technological change”<sup>1</sup>*

In interviews conducted for this report, many human resource professionals in local government indicated that they rely heavily on direction from cultural managers practicing in the field when formulating job descriptions and job postings. This publication will provide guidance to Boards of Directors, Historical Societies, Conservation Authorities, or local governments who do not have in-house heritage sector expertise.

This document is part of a larger project coordinated by the Ontario Museum Association (OMA), to create and consolidate a set of relevant human resource tools for the cultural sector in an accessible and efficient format. Many have called for improved human resource information and planning for labour market issues affecting the cultural sector's employment and working conditions.

The OMA intends that this document will serve as a valuable tool in your human resource processes for museum workers. This document was produced with

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## Cultural Management

Current discussion and research throughout the cultural sector has identified that cultural managers come from a variety of training programs and experience profiles without the clearly defined career path of librarians, social workers or engineers. Jocelyn Harvey's<sup>2</sup> work with the Canada Conference of the Arts has focused on the gap between the senior management level and entry levels of the arts and cultural field. In a field heavily influenced by volunteerism and declining public support, it is difficult for many professionals to remain in the cultural field as their careers develop. At the same time that many professionals find it difficult to remain in the sector into their 30s and 40s for economic and personal reasons, many funding organizations and board leaders are acknowledging the lack of senior management expertise as baby-boomers retire. The Cultural Human Resource Council and Cultural Careers Council Ontario have been working with Human Resources Development Canada to implement strategies including longer internship programs and online tools to address these problems.

Donna Cardinal, a Canadian cultural and arts policy consultant, documents an increased commitment to arts and cultural funding by municipalities over the past twenty years. From the mid-1980s through to the mid-1990s, municipalities were the only level of government that increased its share of cultural spending as other levels of government support were decreased. A decade of increases raised the municipal share of expenditures on culture by all governments to 24 per cent in 1995/96 from 15 percent in the early 1980s.<sup>3</sup> In the Ministry of Culture's survey of 191 museums making application in 1997, 64% were municipal museums, 32% were operated by non-profit corporations, and 4% were operated by conservation authorities<sup>4</sup>.

While municipal financial commitments have been steadily increasing, their involvement in heritage resources and assets is a much more longstanding relationship. It is important to ensure that human resource strategies for museum workers in municipal settings (as well as those administered by Boards of Directors) are linked to recent professional practices in the museum field.

### Museum Governing Structures

Museums in Ontario operate within a number of governance and administration models. Some are housed within a line department accountability structure (e.g. City of Sault Ste. Marie and Regional Municipality of Waterloo), whereas other museums are administered by Boards of Directors, that may or may not receive a significant degree of financial support from their local level of government (e.g. Museums London, Fanshawe Pioneer Village). Other museums find themselves in reporting relationships with conservation authorities or historical societies. In recognition of the diversity of these arrangements, the Ontario Museum Association has endeavoured to produce this publication as a resource applicable to many different structures.

Some museums that have closer ties to municipal government, have unionized employees as well as non-union (management) employees. Other employment arrangements include full-time contractual employees, part-time contractual employees and short-term seasonal employees.

### The Senior Staff Position in Community Museums

Many small community museums in Ontario operate with one or two full-time or seasonal full-time staff members. The job title/description of this senior position often combines two quite distinct responsibilities, that of the Director or Manager and that of Curator. While the main function of cultural manager or director is the administration and management of the operation, the curatorial role is to acquire, research and write about artifacts as well as to make them accessible to the public through exhibits and programs. These two skill sets are quite different and it is unusual to find a person who is equally adept in both roles. The Ministry of Culture and Canadian Museums Association definitions which follow show the confusion which still exists in the distinction.

### The Role of the Museum Curator

According to the Ontario Ministry of Culture “The curator is the chief executive officer of the museum. This person might have any one of a number of titles including Director, Museum Manager, or some combination of terms. The Regulation governing grants states that a museum must have an appointed curator, defined as a person whose full-time service is devoted to the administration of a museum.... A good curator should be able to: conduct research on the collection(s) for documentation, exhibition, and program development; ensure that the collection represents the museum’s mission statement, fulfill requirements for keeping the collection well preserved”<sup>5</sup>

The Canadian Museums Association defines the position of Director-Curator this way: “Usually found in smaller institutions, this top management position is responsible for directing all curatorial affairs and select administration/ operational activities, such as finance and accounting, purchasing and office administration. Scope of responsibilities may include public & donor relations, developing and controlling the implementation of curatorial and operational policies & procedures, and coordinating the activities of curatorial & operational staff.”<sup>6</sup>

### The Role of the Museum Director

The Ministry of Culture makes the distinction between Curators and Directors in this way:

“A good director needs to be able to: communicate well (written and oral); understand the technical needs of all areas of museum work; recruit, supervise, train, and motivate people; work well with many different people including staff, management, individuals and community groups; initiate and coordinate effective programs and activities.”<sup>7</sup>

### Selection and Recruiting

The Ontario Museum Association suggests the following hiring process for Boards of Directors and municipalities:

- Determine the scope of the work to be done
- Determine the minimum qualifications required to do the job (experience, formal training, knowledge, skills and abilities or competencies)
- Develop the job description
- Complete the job rating by analyzing the above components to determine appropriate comparator positions (either inside or outside institutions) to determine appropriate salary range
- Develop the job posting as a synthesis of above.
- Recruitment and Hiring
- Regularly scheduled performance reviews

Draft job descriptions that your organization can use as a template for adapting to your own situation are included in this document on pages 7-16.

“Finding the right person is largely dependent upon a clear understanding of the current and future needs of the organization. The Board has to be capable of providing a prospective candidate with an honest assessment of the health and vitality of the organization, the nature of the job to be done, and the level of governance and management support that the Board will provide.”<sup>8</sup>

Volunteer management and revenue development may receive more emphasis in certain situations. Community expectations and professional standards, as well as regulatory and legislative requirements of those museums operating under the Ontario Museum Regulation 877 and the Ministry of Culture’s Standards for Community Museums in Ontario (see *Community Museums: Governance and Management - Meeting the Requirements of Museum Regulation 877* at <http://www.culture.gov.on.ca/english/culdiv/heritage/ctbull6.htm>.) are also important considerations. The Regulation and Standards are the foundation of the museum field for Ontario. These legislative requirements form the basis of the profession’s obligation to maintain the ‘public trust’ for care and stewardship of heritage resources.

### Knowledge, Skills and Abilities

Museum senior staff positions are not entry-level positions, ie. not suitable for someone straight out of a museum program without prior management experience. However, when evaluating the various training and programs teaching museum practice it is important to consider the following aspects of museum work especially when identifying needed knowledge, skills and abilities (KSAs):

Cultural management and leadership - Some museum studies programs emphasize the intellectual/curatorial aspects of museum work, while others such as arts and public administration programs are focussed on non-profit management topics such as planning, policy development, legislation, board management, financial management and income development.

Heritage conservation and preservation - Essential to the maintenance and development of a heritage museum, this area requires a complete understanding of heritage and conservation standards for both artifacts and facility management. The heritage conservation and preservation piece is very strongly related to the museum professional’s responsibility for maintaining the public trust for heritage resources in perpetuity.

Community accountability - Some museum studies programs emphasize an understanding of community accountability and responsiveness necessary in the execution of public programming (including educational programs and special events) as well as exhibit development and collections management. This relates to a museum professional’s obligation to reflect and meet the needs of the communities they serve.



Interpretation of 'equivalent experience' - focusing on skills, knowledge and abilities

The International Council of Museum's (ICOM) definition of 'equivalent experience' ascribes equal value to specialized training as to practical experience. The Council accepts that the multiple paths taken by museum professionals into the field are equally legitimate.

"Professional museum workers include all the personnel of museums or institutions qualifying as museums in accordance with the definition in Article 2 (1), having received specialized training, or possessing an equivalent practical experience, in any field relevant to the management and operations of a museum, and independent persons respecting the ICOM Code of Ethics for Museums and working for museums as defined above, either in a professional or advisory capacity, but not promoting or dealing with any commercial products and equipment required for museums and services."<sup>9</sup>

There is evidence of a fair degree of variety in interpretation with respect to the phrase 'equivalent experience' when applied to the selection of qualified candidates for interview. Some institutions place a higher degree of importance on volunteer experience, personal outlook and interpersonal experience, while others emphasize the knowledge, skills and intellectual ability needed to manage a non-profit organization, to mount an effective education and exhibit program. In all interviews there was an understanding that the hiring process must reflect a blend of museum experience and educational credentials. According to Ken Doherty, Manager, Culture & Heritage Division, City of Peterborough "When I am hiring a museum professional to manage one of my sites, I'm looking for proven managerial skills in planning, policy development, human resource management, financial management, facility management, and dealing with not-for-profit Boards/Advisory Committees...the education factor is the door opener little more, ie. either you have the minimum education requirement to do the job or you don't. The more senior the position, the more emphasis is placed on proven skills and related experience."

While some museum boards and municipalities may place an emphasis on local community knowledge or experience, it is important to ensure

that candidates for senior staff positions possess the requisite experience and Knowledge, Skills & Abilities (museum management and leadership, heritage conservation and preservation, community accountability) to fulfill the competency requirements set out by Ontario Regulation 877 for community museums as well as the competency framework suggested for museum workers identified by the Canadian Museums Association on page 17 in this document. A university degree, together with a Certificate in Museum Studies, or other post-degree/certificate programs is sufficient for entry level positions in the museum sector, experience in planning, policy development, human resource management, facility management and experience with non-profit Boards/Advisory Committees is necessary for senior staff positions in a community museum. Further training, coaching and/or experience may be required depending on the position and the nature of the institution.

These credentials may be acquired, during the term of employment, through any or all of the courses in the OMA Certificate in Museum Studies program (9 - 3 day courses offered part-time) and/or cultural management courses offered through a few universities and community colleges and online (University of Waterloo Cultural Management Institute at <http://ccm.uwaterloo.ca>). The OMA website operates a portal to Cultural Management courses and resources on their website at [www.museumsonario.com](http://www.museumsonario.com). Jocelyn Harvey suggests that "Given the importance young managers place on ongoing professional development ... Boards will want to assess their organization's performance on [expenditure on staff training & professional development] as an indicator of potential success in attracting and retaining the best new workers."<sup>10</sup>

## Formulating Job Descriptions

A job description is a written statement of what the jobholder actually does, how he or she does it, and under what conditions the job is performed. It is not based on the individual qualities of an incumbent, but on the following components below:

- Job Identification
- Job summary
- Relationships, responsibilities, and duties
- Authority of incumbent
- Standards of performance
- Working conditions and physical environment
- Job specifications (human traits and experience, or the knowledge, skills and abilities required to do the job)

In determining the conditions of the scope of the job it is important to take the following factors into consideration:

- Size of budget
- Authority limits
- Decision-making powers
- Impact of Decision-making
- Number of staff directly supervised
- Number of staff responsible for
- Degree of Independence
- Nature and impact of error
- Contacts and human relations



## Sample Job Description for a Museum Manager/Curator

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Job Title: Manager/Curator

Division:

Department:

# of staff supervised: 8 full-time

Report to:

### Major Job Duties:

To manage the operation and maintenance of one of X sites in the municipality, consisting of [employer would indicate here what the site consists of e.g. a museum collection of period buildings, living history site, program areas, artifacts and landscapes.]

### Major Responsibilities:

Manages the artifact collections and historic building[s], ensuring the care and maintenance of all loaned, donated or purchased acquisitions. Oversees [or responsible for] artifact documentation, cataloguing, research and conservation. Oversees [or responsible for] outgoing and incoming loans.

Supervision of X staff & volunteers [full time, part time, contract, summer students]

Manages the operation of X historic site/museum and its staff & volunteers within budget.  
Responsible for preparation of annual budget.

Manages the exhibition program of the museum including the designing and installing of exhibits, liaising with community resource people, preparing exhibit catalogues, staging official openings and other promotional events.

Coordinates the marketing and public relations activities for the site. Reviews and approves [or responsible for the creation of] media releases, posters, brochures, and public announcements for events, programs and activities.

Manages the development and presentation of education and interpretation programs and special events for the community. Evaluates the effectiveness of programs and ensures continuing development by creating new programs or modifying existing ones.

Answers public inquiries related to historic artifacts, material culture and building restoration. Acts as a guest speaker for special interest groups and other heritage-related agencies.

Develops and implements plans for the [living history and] museum [complex]. Participates as a historic site resource person for capital and construction projects. Writes terms of reference and selects and supervises consultants with [Facilities Management].

Maintains up-to-date information on and seeks alternative sources of funding, grants, sponsorships, and private/public sector partnerships. Prepares grant applications and liaises with the appropriate granting agencies. Assists in [or supports the board in] private fundraising projects for the museum site.

Responsibility for Material/Financial Resources: Establishes and monitors revenues and expenditures for the annual site operating budget of \$X and authorizes purchase orders to a \$X limit. Supervises the maintenance program for the historic buildings and grounds for a facility valued at \$X and artifact collections with an insured value of \$X.

## Job Specifications and Requirements

**Knowledge:** Comprehensive knowledge of theory and practice of museum operations, including research, collections management, artifact conservation and exhibit development; style and maintenance of historic buildings and structures; local history; decorative arts; interpretation; the identification of 19th and 20th century material culture and lifestyles; normally acquired through the attainment of a Master's level degree in History, Museum Studies, Art Administration, or related discipline, with progressively responsible experience in a museum/heritage setting.

Proven skills in marketing and fundraising for arts/heritage institutions, promotion, and public relations and in organizing programs.

Analytical and problem solving skills to plan and develop objectives and determine goals of the site, including administrative, technical, operational and financial components. Ability to organize and coordinate these components, classify work required and select staff to achieve goals and objectives.

Knowledge of community needs of the museum's catchment area and/or target communities eg. Special interest or cultural groups, and an awareness of how to use this information in the museum's programming activities.

Skill in the use of a personal computer and knowledge of current business programs, as well as knowledge of the Internet and collections management software and other electronic aids for museological functions.

Responsible for the guidance of a comprehensive staff/volunteer training and development program.

Familiarity with Ministry Standards for Community Museums in Ontario as well as legislation impacting museum operation.

## Language Abilities (written and verbal)

Ability to read, compile and edit artifact condition reports, letters, memos, reports, exhibit catalogues, publications and grant applications and to prepare labels and texts for exhibits, publications, press releases and public announcements.

Ability to prepare and present issues and reports for supervisor/Board/municipal committee and to respond to public inquiries and requests for information. Ability to conduct presentations, seminars and workshops for professional audiences and special interest groups concerning a variety of museum related subjects.

## Sample Job Description: Curator

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Position Title: Curator

Number of staff supervised: 1 full time (program), 1 full time seasonal (grounds), 3 part time seasonal (interpreters)

### Qualifications:

- Post-secondary degree or diploma in museum studies with a minimum of two years of practical experience;
- Knowledge of the principles of historic resource management to ensure that all aspects of the historical collections are protected for the future in ways that reflect nationally significant heritage values;
- Knowledge of the principles of interpretation, education, and learning in order to manage programmes which increase the understanding and knowledge of the museums' collections;
- Knowledge of the various methods, techniques, and practices in managing a museum including the development of partnerships, human resource management, financial administration, and marketing;
- Effective written, oral, and aural communication skills;
- Willingness to undertake professional development;
- Basic computer skills and recognized First Aid training;
- Valid driver's license.

### Summary of Duties:

The Curator manages the development and operation of the museums; devises and directs for the protection and use of historical and natural resources through management plans, directives, and policies; directs staff in areas of interpretation, visitor services, historic resource management, and programme development and delivery; prepares and implements operational work plans; controls administration activities; and develops and maintains a public relations programme.

### Primary Duties and Responsibilities:

Reporting to the Division Manager, \_\_\_\_ Municipal Department, the Curator is responsible for:

#### Administration

- Oversees the day-to-day operation of the site by carrying out the policies of the museums established in consultation with the Committee and approved by the Department Advisory Board.
- Monitors and audits the efficiency and effectiveness of the museums policies, ensuring that they are providing the best possible directives for the operation of the site.
- Develops the annual site operating budget.
- Directs the allocation of funds according to the approved annual site operating budgets.
- Procures goods and services within delegated authority for the museum.
- Monitors the delivery of goods and services to the museum to ensure they are provided in-line with the terms of contracts.
- Bookkeeping and monetary management of all site fees.
- Ensures all grant applications are completed and delivered within specified deadlines.
- Maintains effective staff/volunteer selection, training, professional development, appraisal, and organization.

Develops criteria and qualifications for museum positions and undertakes periodic reviews to ensure that they remain current.

Undertakes disciplinary actions and responding to staff concerns.

Prepares and presents the Annual Report.

Provides administrative support for the Historical Society. ie. memberships, mailings, bi-annual newsletter, volunteer co-ordination and recognition.

Assists the Committee and attends meetings regularly to explain and report on site activities, receiving suggestions and concerns, and deciding on course(s) of action to be taken as a result of this communication.

Establishes and maintains the support of local businesses, community groups, special interest groups, and the general public.

Identifies opportunities for public participation activities relative to site development and undertakes such programmes or has them undertaken by others.

Develops and promotes interpretive programmes that will ensure the most efficient use of the site by the educational community.

Establishes and maintains good working relations with all levels of government.

Liaises with staff from other associate sites to co-ordinate programmes of common interest.

Seeks out new sources (local and regional) of funding for staff or other resources.

**Collections Management**

Follows the terms of the established museum Collections Management, Collections Development, and Conservation Policies, provides a custodial, conservation, and security role to prevent loss, defacement, or destruction of artifacts and to ensure the safety of the public.

Familiar with conservation treatments for a wide variety of materials including textiles, paper, glass, metals, and wood.

Develops and implements a museum housecleaning schedule; performing housekeeping duties and instructing museum staff in the proper methods and techniques of handling artifacts.

Monitors the condition of artifacts in the collection in accordance with accepted museum practices.

Monitors environmental conditions in order to minimize deterioration of artifacts. This entails the use of equipment such as hygrothermographs.

Carries out inspections and minor repairs of artifacts, including preparation of condition reports.

Recommends and co-ordinates the sending of artifacts for conservation if treatment cannot be made on-site.

Catalogues, maintains, and updates an inventory of all artifacts including original items, reproductions, and costumes, and preparing accession/deaccession records, Gift and Loan Agreements.

Maintains period costumes and establishes a maintenance programme for garments including production, storage, and laundering.

Packs artifacts for storage (ie. storage of seasonal artifacts such as clothing, Christmas decorations or other display items or artifacts not in use for exhibition).

**Exhibition, Interpretation and Visitor Services**

Follows the terms of established museum Exhibition and Interpretation and Education Policies, ensures that the displays at the Museum reflect the scope of interpretation detailed in the museums' Mission Statements.

- Ensures on a day-to-day basis that the Museum accurately portrays the residency during the period 18\_\_ to 18\_\_ and preparing period displays to accurately reflect seasonal changes such as summer, winter, celebration activities, etc.
- Conducts research and acquires specific information to further enhance the period display for specific programmes and other special interpretive activities.
- Acquires, arranges, and cares for perishable displays in the period setting such as foodstuffs, plants, and floral arrangements.
- Manages the costume programme at the Museum by planning and implementing the necessary research and acquisition for all period costumes, ensuring department, proper wear, and care.
- Develops and installs travelling exhibits and displays for use in the Museum
- Provides interpretive services to the visiting public in order to foster an understanding and appreciation of the themes of the Museum.
- Ensures that visitors receive a good and accurate interpretation of the site, adapting the presentation of information to suit the needs and interests of the visitors and to respond accurately to questions.
- Plans, co-ordinates and delivers various special events offered by the site.
- Updates, composes, and compiles the site interpretation manual.
- Establish, monitor, and maintain a group reservation system for booking education programmes, group/motor coach visits, and weddings.
- Provides services for individuals conducting research (ie. compiling documentary information or suggesting other sources).
- Provides organizational services for booked weddings at the Museum.
- Analyses statistical information and decides on levels of service to be provided in terms of types, amounts, and duration (ie. hours of operation, types of programmes offered - guided tours, animation, educational packages, special events).

## Buildings and Grounds Maintenance

- Develops and implements a seasonal building maintenance schedule for the historic and contemporary buildings of the site to ensure that all buildings are structurally sound and aesthetically attractive and that the historic integrity of the historic buildings has not been compromised. This entails:
  - Interior/exterior painting as required.
  - Interior/exterior window cleaning.
  - Carpet cleaning.
  - Chimney cleaning for historic kitchen.
  - Eaves trough cleaning.
  - Laundering of reproduction window coverings.
- Ensures that all incidents of deterioration, loss, vandalism, and/or destruction to buildings are reported both verbally and in-writing as required.
- Familiar with the operation of all intrusion and fire detection systems, ensuring such systems are in operation, instructing museum staff in the operation of such systems, and being on-call to respond to after-hours emergencies.
- Ensures that all mechanical systems are fully functional (ie. heating, air conditioning, humidification/dehumidification and water treatment systems).

Ensures barriers in the museum buildings are in place and that areas open to the public are free from hazard.

In consultation with the [municipal department], identifies necessary building restoration, repair, or construction needs and undertakes such projects or has them undertaken by appropriate departmental or contracted personnel.

In consultation with the [municipal department] ensuring seasonal grounds maintenance procedures are completed. This entails:

Maintenance of amenities (ie. park benches, picnic tables, fences and walkways).

Snow removal and sanding of parking lot, driveways, and walkways.

Turf maintenance.

Tree maintenance.

Irrigation and maintenance of flora and shrubbery.

Ensures building sanitary needs are met and within current Health Regulations.

## Communications, Marketing and Media Relations

Contacts local community groups, interest groups, government officials, and the general public.

Participates in local and regional organizations (eg. Ontario Museum Association).

Responds to speaking and guest appearance invitations.

Plans, organizes, and administers marketing activities for the site including advertising, travelling exhibits, and interpretation signs.

Develop, edits, and adapts communications materials including brochures, ads, media releases, articles, schedules of events, invitations, etc.

Establishes and maintains an inventory of all brochures and publications available from the site and replenishes supplies as necessary.

Thoroughly prepared to respond to contentious issues with a clear understanding of the position that the site is taking with respect to such issues.

Establishes personal contact with local media leaders and personalities.

Is available to appear on local radio and television programs or for impromptu interviews by media representatives.

Develops and is responsible for a site media response procedure, outlining who will be the spokesperson for the site in a given situation.

Develops content for the site's website, ensuring that information provided is accurate and up-to-date.



## Sample Job Description

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Director/Curator

(Board administered, non-municipal)

Number of staff supervised: 1

The Director/Curator, manages the development and operation of the Museum; directs and plans for the protection and use of historical resources through management plans, directives and guidelines; directs staff in areas of interpretation, visitor services, historic resource management, and programme development and delivery; prepares and implements operational work plans; controls administration and management activities; and develops and maintains a public relations programme.

### Administration and Management

Monitor, evaluate and control implementation of plans, policies, directives and standards.

Establish and implement appropriate schedules to adequately monitor and audit the efficiency and effectiveness with which plans, policies, directives and standards are implemented.

Direct allocation of money, staff and material and the accounting resources used.

Procurement of goods and services within delegated authority at the Museum.

Direct the monitoring and control of the delivery of the goods and services to ensure they are provided in line with the terms of contracts working in the best interest of the museum and its resources.

Maintain effective staff/volunteer selection, training, career development, appraisal, organization and work arrangements and conditions.

Develop criteria and qualifications for museum positions and carry out periodic reviews to ensure that they remain current.

Establish and maintain an effective staff/volunteer orientation and training programme; identifying training requirements for each function, arranging local training and recommending regional training programmes.

Counsel staff/volunteers in career development and aid in preparing career development plans.

Undertake disciplinary actions and respond to staff grievances.

Monetary management of museum fees.

Prepare and present the Annual Report.

Ensure all grant applications are completed on time.

Put together annual museum operating budget, with Board Chair and the Treasurer.

### Direct Communications and Cooperative Activities Programme

Establish and maintain an internal museum communication programme.

Establish and maintain procedures to receive and assess feedback from staff/volunteers on their problems, concerns, ideas, and interests related to their work.

Develop and implement a system that regularly and systematically delivers required information to staff/volunteers and establish means to ensure information is understood and applied as required.

Establish and maintain support of and good working relations with local business interests, community groups, special interest groups and the general public.

Contact local community groups, mayors, M.P.s, Ministers, interest groups (Ontario Museum Association) and the general public through media and visitor contacts.

Participate in local organizations e.g. Historical Societies, Tourism, etc..

Respond to speaking and guest appearance invitations, e.g. Service Clubs.

Assist Museum Board, and meet regularly with the board to explain and report on museum programmes; receive suggestions and complaints; decide on courses of action to be taken as a result of this communication.

Provide administrative support for Museum Board: memberships; mailings; newsletters.

Identify the needs and opportunities for public participation programmes relative to museum development and management and in consultation with the advisory board; undertake such programmes or have them undertaken by others.

Liaison with local school board consultants to develop and promote interpretive programmes that will ensure the most efficient use of the site by the educational community.

Establish and maintain good working relations with levels of government (Municipal and Provincial).

Meet with the Directors/Curators from other adjacent or nearby historic places and museums to coordinate programmes of common interest. e.g.: arranging of displays and exhibits, conservation techniques, training, etc.

Seek out new sources (local and regional) for acquiring new staff/volunteers, resources, and develop strategies to seek out additional funding.

#### Establish and Maintain Effective Media Relations

Thoroughly prepared to respond to contentious issues, with a clear understanding of the position that the museum is taking with respect to the issues.

Establish personal contact with local media leaders and personalities.

Available to appear on local radio and TV shows or for impromptu interviews by media representatives.

Develop and control a museum media response procedure outlining who will be the spokesperson for the museum in a given situation.

#### Plan For Protection and Use of Natural and Historical Resources

Direct preparation of museum input into the museum management planning process.

Update and prepare a statement of management guidelines for the museum.

Be a part of future planning committee teams.

Report to board on issues and pressures affecting the museum i.e. peak periods of visitation, visitor safety needs, economic, social and political concerns.

Review plans to ensure there has been adequate consideration of public input into preparations of any future expansion plans.

Direct and prepare plans for visitor activities, interpretation, animation, artifact conservation, and facilities maintenance

From the museum goals and objectives set out in the museum management plan, in conjunction with the advisory board establish priorities for the various elements of museum operations.

Prepare costing of the activities set out in the various plans.

Approve and advise on various interpretive plans.

## Establish Museum Directives and Guidelines

Identify needs for museum directives and guidelines.

Assign responsibility for the development of museum directives and guidelines appropriate to the management. e.g.

Fire

Security

Local implementation of preventative maintenance programme

Requisitions and purchases

Artifact maintenance schedule

## Set Goals and Direct Staff and Volunteers

Direct preparation of operational work plans. These management tools provide the strategy for implementing museum management plans.

Justify and prioritize the need for development and operational resources, establish user requirements in terms of function, size and location of facilities, set out environmental constraints. i.e. in terms of historical, operational and aesthetic considerations.

Coordinate Staff and Volunteers.

Conduct regular meetings with staff/volunteers to ensure common problems and opportunities are being identified, schedules properly coordinated and that work is being done economically and effectively by taking advantage of joint effort and sharing of resources.

## Direct Implementation of Plans and Programmes for Museum Protection and Delivery of Services to People

Identify information needs for programme implementation and establish adequate systems and procedures to gather it.

Analyze information and decide on local levels of service, consistent with guidelines, to be provided in terms of kinds, amounts and duration of service, e.g.

term and hours of operation

kinds of programmes offered e.g.

guided tours

animation

presentations

educational packages

special events

amount and frequency of maintenance needed e.g.

cleaning of artifacts (to ensure their preservation)

museum protection actions e.g.

Director/Curatorial services

alarm and security conditions

humidity and light controls

Direct or undertake cooperating association agreements, joint programmes to provide new and innovative ways of encouraging others to aid museum management in better serving visitors and operating the museum with a view to saving in money.

## Direct and Administer Annual Maintenance

Ensure seasonal maintenance procedures are completed, e.g.:

snow removal, flower bed planting and maintenance

Removal of toxic waste in a responsible manner.

Ensure building sanitary needs are met.

Executive Director Sample Job Description

[www.volunteerbc.bc.ca/governance/e.html](http://www.volunteerbc.bc.ca/governance/e.html)

## Sample Salaries for Community Museums in Ontario

Salary	Region	Population	Governance structure
\$20 - 26,000 + benefits	8	155,000	Single tier municipality
\$32,000 + some benefits	9	74,500	Board, non-municipal
\$34,000 + some benefits	12	4,300	Single tier municipality
\$36,000 + benefits	1	29,700	Board, non-municipal
\$40 - 45,000 + benefits	7	51,000	Board, non-municipal
\$42,000 - 47,000 + benefits	3	28,000	Provincial government
\$43 - 49,000 + benefits	2	20,000	Upper tier in two tier, amalgamated municipality
\$44,000 + benefits	9	74,500	Single tier municipality
\$45 - 50,000 + benefits	1	10,000	Single tier municipality
\$50,000 + benefits	6	21,000	Single tier municipality
\$50,000 + benefits	2	86,400	Single tier municipality
\$51 - 69,000 + benefits	4	950,000	Upper tier in two-tier Municipality
\$60 - 85,000 + benefits	2	490,000	Single tier municipality
\$65,000 (no benefits)	2		Non-government charitable trust
\$65 - 81,000 + benefits	2	470,000	Upper tier in two tier system
\$66,000 + benefits	10	49,000	Single tier municipality
\$75,000 + benefits	5	190,000	Upper tier in two-tier municipality

## Job Analysis

In some municipalities, once the incumbent and the supervisor have agreed upon a job description, it is submitted to a central department for ranking and evaluation for pay scale. For unionized positions a joint labour-management committee usually evaluates the position.

Recent research has indicated that professional positions in the cultural sector may have suffered from low rankings in past job evaluation processes for a number of reasons:

There is no one track to a full time management position. Those who are currently in management positions have a variety of backgrounds. This diversity of background may have contributed to irregular patterns in pay scales.

There is no one certificate or degree that is the agreed upon standard for the profession. While there are a variety of diplomas, masters' degrees and internship programs for museum professionals, there is no professional accreditation. While this exists for professionals employed in hospitals or libraries, it has been difficult to establish this in the museum sector when there are a variety of career paths.

## Moving Towards a Competency Framework

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In the field of human resource management, most selection, recruitment and job evaluation are traditionally based on how that organization sees the necessary knowledge, skills and abilities (KSAs) required to be successful in that position. More recently, human resource practitioners have been increasingly turning towards a competency framework, to evaluate positions and candidates.

### Canadian Museums Association Competency Framework

The Canadian Museums Association (CMA) provides a competency framework for museum professionals in their document entitled, *The Workforce of the Future: Competencies for the Canadian Museum Community*.<sup>11</sup> Their framework involves five levels:

Level 1 - Basic, Level 2 - Application, Level 3 - Mastering, Level 4 - Advising, Level 5 - Expert

The Ontario Museum Association endorses the CMA competency framework and contributed to the consultations and development of the framework. An organization hiring for a position, should not expect someone to perform at expert level in every competency area, but can use this framework as a priority setting exercise in the recruitment and hiring process. After hiring, this framework can also assist in setting professional development and organizational development goals.

They have identified the following shared competencies for museum professionals:

#### Philosophical and Ethical

- Ethics and Values
- Vision and Purpose
- Museum Sense
- Balancing New Visions and Best Traditions
- Valuing Diversity

#### Public Value

- Public Focus
- Public Promotion

#### Organizational

- Organizational Awareness

- Planning and Organizing
- Managing Change
- Process Management
- Enterprise
- Evaluation
- Priority Setting
- Problem Solving
- Information Gathering/Research
- Sharing Knowledge and Experience

#### Individual and Interpersonal

- Self-Management
- Personal Initiative and Leadership
- Innovation
- Life-Long Learning
- Technological Literacy
- Communication
- Team work

The following functional competencies for the museum industry:

#### Administration

- Governance
- Management
- Financial Management
- Strategic Planning
- Business and Operational Planning
- Policy Development
- Sound Business Practices
- Facility Management
- Security
- Risk Management
- Legal Literacy
- Project Management
- Contract Management
- Human Resource Planning
- Human Resource Management
- Supervision
- Labour Relations
- Human Resource Development
- Volunteer Management

Public Relations  
Marketing  
Advocacy  
Membership Services  
Grants Development  
Fund Raising and Development  
Revenue Generation  
Museum External Services  
Museum Retail Management

## Knowledge Creation and Preservation

Collection Management  
Registration  
Collection Development  
Collection Use  
Curatorial Research  
Conservation  
Archival Services  
Library Services  
Information Services

## Knowledge Sharing

Educational Programming  
Public Programming  
Interpretation  
Publications and Products (Single and  
Multimedia)  
Design  
Production  
Exhibits

Function/Business Leadership and Scope of  
Responsibility  
Managing People and Scope of Responsibility  
Managing Physical Assets and Information  
Impact on Stakeholders  
Impact on Financial Effectiveness  
Core Knowledge  
Supplementary Knowledge  
Planning Skills  
Oral and Written Communication Skills  
Interpersonal Skills and Challenges  
Analytical/Diagnostic Skill  
Solution-Oriented/Strategic  
Thinking/Responding to Challenges  
Physical and Sensory Demands  
Environmental Demands<sup>11</sup>

There was mixed opinion among the municipalities interviewed for this survey of the CMA competency approach; some felt that it was a good direction to move in while others weren't sure if the CMA framework would fit within an established municipal competency framework. However, among the peer reviewers of this report there was a consistent level of support to communicate and further develop implementation strategies with the CMA framework. Local boards and municipalities will have to evaluate the complete CMA framework, within their organization's corporate values and goals, in the developing of job descriptions and in the identification of priority performance areas.

## Municipal Leadership Competencies

One municipality had recently been amalgamated from a two-tier rural municipality into an urban/rural single tier municipality. In this case, a consulting company put together a framework for the transition team to use when evaluating jobs across the municipality. This framework looked at factors, taking in skills, knowledge and abilities as well as general competencies for municipal workers:

Core Service Delivery and Representing the  
County  
Fulfilling Regulatory Commitments  
Initiating and Managing Change



## Museum Studies and Education

There are several different programs in Ontario that offer museum studies certificates, diplomas or post-graduate degrees. Below is a summary for your convenience:

Organization	Description	Web Location
Ontario Museum Association	Certificate in Museum Studies (part-time program) (9 - 3 day courses typically completed over a 3 year period, 2 available in distance ed. format)	<a href="http://www.museumsontario.com/development/index.shtml">http://www.museumsontario.com/development/index.shtml</a>
Fleming College	Museum Management and Curatorship (Post-Graduate Certificate) (1 year, full-time program, 2 semesters course work, 1 semester internship)	<a href="http://www.flemingc.on.ca/Full-time/ProgramDisplay.cfm?ProgramCode=ACM">http://www.flemingc.on.ca/Full-time/ProgramDisplay.cfm?ProgramCode=ACM</a>
Algonquin College	Applied Museum Studies (3 Year Diploma Program)	<a href="http://www.algonquinc.on.ca/acad_menus/current/0446C1FWO.html">http://www.algonquinc.on.ca/acad_menus/current/0446C1FWO.html</a>
University of Toronto	Masters in Museum Studies program (2 year full-time program with 1 semester internship)	<a href="http://www.utoronto.ca/museum/">http://www.utoronto.ca/museum/</a>
<p>Other Arts administration, museum programs, and related programs            University of Waterloo Masters in Public History Program, University of Western Ontario Masters in Public History Program, University of Waterloo Cultural Management Program, University of Toronto's Arts Administration Program (Scarborough campus), York University Arts Administration Program, University of Victoria (BC) Cultural Resource Management Program</p>		

## Additional Resources

### Websites for Career Development and Professional Networking

Organization	Description	Web Location
Ontario Museum Association	Job Postings, a calendar of professional development offerings in cultural management topics across the province and tip sheets on a variety of museum topics including human resource management.	<a href="http://www.museumsontario.com">www.museumsontario.com</a>
Canadian Heritage Information Network	The CMA document “The Workforce of the Future Competencies for the Canadian Museum Community” can be accessed here. Also job postings	<a href="http://www.chin.gc.ca/English/index.html">http://www.chin.gc.ca/English/index.html</a>
Cultural Human Resources Council	The Cultural Human Resources Council (CHRC) brings together representatives of all the sub-sectors to address the training and career development needs of cultural workers, and all those engaged professionally in the sector, including the self-employed. Go to HR Tools & Resources for inexpensive publications/kits. CultureWorks is their virtual career resources center and offers both job listings and opportunities to post jobs.	<a href="http://www.culturalhrc.ca">http://www.culturalhrc.ca</a>
Cultural Careers Council Ontario	Cultural Careers Council Ontario (CCCO) is a sectoral council representing Ontario’s cultural industry. Its role is to ensure the continued existence of properly trained professionals in order to maintain Ontario’s leadership as the centre of Canada’s cultural industry. Useful information on human resource research and internship program for cultural sector. CCCO provides a Job Board, a Training Data Base and an e-learning module “Issues in Employment Law for Cultural Organizations” which offers best practices for hiring, supervision & termination.	<a href="http://www.workinculture.on.ca">http://www.workinculture.on.ca</a>
Canadian Museums Association	The Canadian Museums Association is the national organization for the advancement of the Canadian museum community. Click on “Careers” for current job descriptions and to order a copy of their National Compensation Survey. Click on Ethics for Human Resources issues. Click on Museum training links in their Learn section to link to museum studies programs across Canada.	<a href="http://www.museums.ca">http://www.museums.ca</a>
The Canadian Association of Professional Heritage Consultants	CAPHC was founded in 1987 to represent the interests of professional practitioners in many related fields of heritage conservation. It provides a directory of Canadian professional heritage consultants, job postings and Requests for Proposals.	<a href="http://www.caphc.ca/index.asp">http://www.caphc.ca/index.asp</a>

## Summary Remarks

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The Ontario Museum Association is dedicated to maintaining an ongoing link between museum professionals and their governing authorities. This document is part of a larger commitment to ensure that human resource practices in the field reflect current museum standards and human resource strategies.

Important in this strategy is the development of competency frameworks, job descriptions and job analysis techniques at the local level that reflect the increasing requirements for heritage conservation and preservation, community accountability and cultural management and leadership. This tool is intended to help boards, conservation authorities and local governments in designing their local systems.

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## Interviews

Mary Baruth, Manager of Culture and Heritage, Norfolk County  
Catharine Burr, Human Resources Management Instructor, University of Western Ontario, Masters in Public Administration (Local Government)  
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## Endnotes

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