



Appointment of Scottish
Keeper of History & Archaeology
January 2024
Reference: DDKP





Introduction

National Museums Scotland is one of the leading museum groups in Europe. Millions of local and international visitors enjoy our four museums each year, and we care for one of the most diverse collections in the world.

Numbering over 12 million objects and built up over 200 years, this remarkable multi-disciplinary collection brings together natural sciences, decorative arts, design and fashion, world cultures, science and technology, and Scottish history and archaeology.

Through our world-class research, we aim to better understand and explore the significance of the objects in our care. We collaborate with researchers in the UK and internationally to exchange knowledge, share ideas and build context that helps us interpret our collections in a way that increases public understanding of human history and the natural environment.

Inspired by the objects in our collections and the stories they hold, we help the millions of visitors to our four museums make meaningful connections between themselves and the world. We are inclusive, developing opportunities to encourage participation and engaging with a wide range of audiences through outreach and imaginative public programming.

Our four museums are:

- The **National Museum of Scotland** – a spectacular building in the heart of Edinburgh combining magnificent Victorian architecture with modern architectural design. The completion in February 2019 of a 15-year, £80 million investment in the original Victorian building has created 29 award-winning galleries, vibrant new public and learning spaces and opened up the Museum to a wider range of people. The transformation has made the Museum the most visited attraction in the UK outside London, with over 2 million visits per year.
- The **National Museum of Flight** – housing the majority of our extensive aviation collection, including Scotland's Concorde. The Museum is located on the historic former RAF station at East Fortune in East Lothian, one of the best preserved Second World War airfields in the UK.
- The **National Museum of Rural Life** – comprising a contemporary exhibition building and a 140-acre working farm, the Museum's historic farm buildings, steading and landscape are of national heritage importance. Located in East Kilbride near Glasgow, its displays explore Scotland's rural past and farming traditions.

- The **National War Museum** – housed in 18th century buildings within the walls of Edinburgh Castle, the Museum explores the Scottish experience of war and military service over the last 400 years.

Our fifth site is the **National Museums Collection Centre**, an internationally significant facility for collections research, conservation and scientific research laboratories, taxidermy, access and storage. It provides a focal point for cutting-edge collection-based research, interdisciplinary study, specialist training and advanced teaching, and underpins our national and international activities.

Our work reaches out across Scotland and the world. Loans and touring exhibitions help ensure our collections are shared with as many people as possible. As a national centre of excellence, we play a key role in supporting the museum community across Scotland, offering advice and support, and enhancing and developing collections expertise through training, targeted projects and partnerships.

More information on our work and activities in the past year can be accessed here:
<https://readymag.com/NationalMuseumsScotland/annual-review-2023/>

While we are proud of our track record of success, we are far from complacent and have ambitious plans for the future. These include:

- **A continuing programme of development at the National Museums Collection Centre which includes ambitions to create a visitor centre and, working in collaboration with the City of Edinburgh Council, putting it at the heart of a partnership to regenerate the Granton waterfront area in north Edinburgh.**
- **The re-thinking and renewal of the Scotland galleries at the National Museum of Scotland which are now 25 years old.**

The Collections Directorate

The Collections Directorate comprises four curatorial teams and the Department of Collections Services. It has responsibility for developing, researching and providing access to collections; an integrated collections management approach; managing the overall research programme across curatorial activity; arrangements for accessing curatorial advice; conservation and loans.

The four curatorial departments are: Natural Sciences, Science and Technology, Scottish History and Archaeology, and Global Arts, Cultures and Design.

Research

Research is core to our activities. It is crucial to our stewardship of collections, to the intellectual development of subject knowledge and the dynamic reappraisal of our collections. Our research programme is fostered through curatorial work, enquiries, projects and grants, undertaken with other institutions and universities worldwide. It is communicated to the wider public through temporary and permanent exhibitions, lectures, conferences, workshops, publications and social media. The research we do has national and international relevance.

Curatorial departments conduct research programmes across the broad range of collections disciplines. Many colleagues hold honorary or adjunct positions in universities leading to doctoral programmes and are involved in university teaching and examining.

The research programme is guided by the Research Strategy Group, a senior management committee. It includes the Director, the Directors of Collections, External Relations and Public Programmes, Trustee representatives with university experience and all heads of collections departments who drive research. Meeting regularly, it encourages research activity and gives it strategic focus.

Find out more about National Museums Scotland [here](#).

The Department of Scottish History and Archaeology

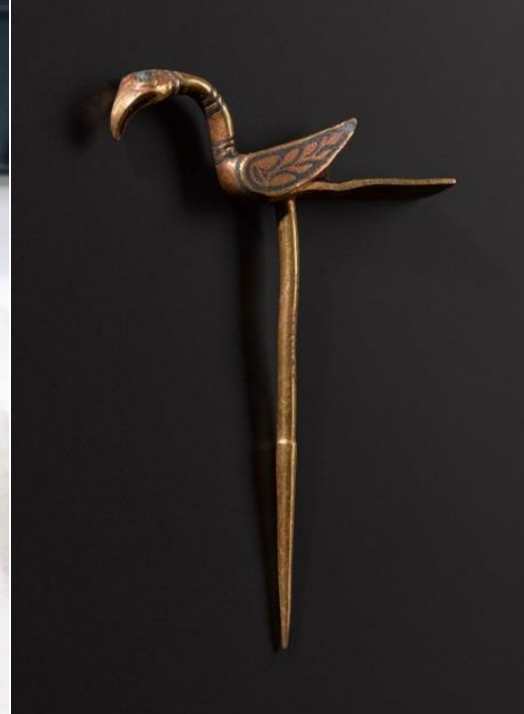
Department of Scottish Archaeology

The Department cares for one of the most representative national collections of archaeological and historical artefacts anywhere in the world.

Nearly 250 years of systematic collecting has built a material record of the place we now call Scotland, placed within its wider European and global contexts.

The collections have been developed over generations through antiquarian collecting, chance finds, archaeological excavation, targeted purchases, donations of treasured family possessions and dedicated efforts to collect the contemporary.





THE ROLE

Background

Following a recent change in leadership, with Dr Christopher Breward joining National Museums Scotland as Director in spring 2020, this is an exciting time to join the organisation as it embarks on the development of a new Strategic Plan with the aim of extending its international profile, reach and capabilities. Reporting to the Director of Collections, the Keeper of Scottish History and Archaeology will be a high-profile leader within the institution and externally. Responsible for this subject specialism, the Keeper will have the opportunity to collaborate with colleagues across the museum sector, develop external partnerships and, through acquisition, grow the prominence of these collections.

Purpose of the Post:

To lead and manage the development, organisation, preservation and public access to the collections in the department, in support of the overall strategy and objectives of National Museums Scotland.

Key Responsibilities

Key Responsibilities for the role will be to:

- Provide leadership for the department, setting objectives, solving problems and developing and distinguishing strategic and innovative thinking to fit with National Museums Scotland's objectives
- Contribute and participate at senior level in the overall development and delivery of National Museums Scotland's policy and strategy
- Determine, manage and participate in departmental research activity and its dissemination within National Museums Scotland's policy and programmes
- Represent National Museums Scotland generally and the department's collections and activities, nationally and internationally, including in personal areas of expertise
- Take a proactive role in seeking funding opportunities to support projects by negotiating and liaising with external bodies and the effective preparation of applications in liaison with the Development department
- Take overall responsibility for all the departmental collections and curatorial activities, including acquisitions, conforming to best practice and agreed standards in line with National Museums Scotland's policies and procedures.

- Be responsible for the management and development of colleagues, volunteers and research associates within the department, ensuring that they are motivated and contribute fully to National Museums Scotland's objectives with clear definitions of expectations in line with National Museums Scotland's policy
- Be responsible for the departmental budget and any other budgetary delegations as required
- Maximise accessibility and the public understanding of the collections by leading and supervising departmental contributions to exhibitions, loans, lifelong learning through Learning and Programmes, outreach through National Programmes and access to the collections through other museum-wide projects
- Lead the department's contribution to the digital programmes of National Museums Scotland
- Commit to good health and safety and access practice and ensure familiarity with National Museums Scotland's health and safety and access policies, procedures and guidelines.
- Oversight of Treasure Trove Unit operations; line management of Treasure Trove Manager; development of relationships with Treasure Trove stakeholders (Office of the King's and Lord Treasurers Remembrancer, Scottish Archaeological Finds Allocation Panel); provision of curatorial and wider NMS support to Treasure Trove Unit.

Expected Outcomes

- Effective leadership and management of a department and its collections
- Effective and efficient internal and external collaboration
- Knowledge generated by research widely disseminated and applied as appropriate
- Enhanced national and international reputation of the department and National Museums Scotland
- Application of National Museums Scotland's policies and procedures generally

Thinking Skills (Judgement / Decisions Made):

- Management, motivation and development of a wide range of people, including subject specialists
- Strategic and creative thinking across a broad range of issues, based on an ability to select, develop and access the applicability of a wide range of management experience
- Solving problems and setting departmental objectives
- Informed decision-making and provision of advice through knowledge of the external contexts
- Communication and organising skills
- Critical judgement of peer group activity and objects in own area of specialist expertise
- Decision-making beyond the bounds of readily available answers and precedents
- Recognition of issues requiring upward referral for information / consultation.

Communication and Contact:

Internal:

- The department
- Director of Collections
- Director of National Museums Scotland
- Other Heads of Collections' departments and their staff
- Other Directors and Heads of Department and their staff
- National Museums Scotland Enterprises (NMSE)
- Trustees

External:

- Other museums and related organisations
- Academic institutions, learned societies, peer groups and researchers

- Government
- Funding bodies
- Volunteers
- Visitors
- Media
- Donors
- Borrowers and lenders
- Dealers and auctioneers.

Most Challenging Parts of the Job:

- Leading, developing and managing a wide range of specialist staff and collections.
- Handling external relationships effectively
- Devising strategic and pragmatic solutions to a broad range of issues, on occasion outwith precedent
- Leading the creation and dissemination of improved understanding of the collections.

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

- Travel and fieldwork as required
- Must be willing to travel as senior representative of National Museums Scotland.
- Evening and weekend work to support emergency collections situations as per Duty Keeper rota



Person Specification

Knowledge:

Essential:

- A relevant first degree or equivalent;
- A postgraduate degree in relevant subject or equivalent experience;
- Established profile in area relevant to the National Museums' collections;
- Developed knowledge of and enthusiasm for subject area relevant to collections and / or knowledge of collections;

Desirable:

- Knowledge of best practice standards in Collections Management;
- Knowledge of potential health & safety issues;
- Knowledge and understanding of current developments and issues in the museum sector, both nationally and internationally; and
- Postgraduate qualification in Museums Studies, Heritage Management or equivalent

Skills:

Essential:

- Ability to make critical judgements, not necessarily based on precedents;
- Excellent research and research management skills;
- Ability to represent organisation / subject to key external contacts

Desirable:

- Driving License

Experience:

Essential:

- Proven experience at contributing at a senior level, in a museum or other relevant environment;
- A professional with a proven track record of leadership and management of a team of subject specialists in a museum or other relevant environment;
- Experience of developing and managing collaborative projects involving internal and external relationships;
- Experience of significant involvement in the interpretation of collections for a wide variety of audiences and programmes;
- Previous track record of publication and dissemination of research;
- Experience of management of research work.

Desirable:

- Experience of developing and implementing strategic plans; and
- Experience of and commitment to collection management good practice in museum or similar collections.

Competency Framework

National Museums Scotland has a Competency Framework with six competencies.

Individuals for this job are expected to demonstrate competence in all six areas:

Competency	Level	Detail
<p>Building Relationships</p> <p>Works effectively and professionally as part of their team and co-operates with others across the organisation; collaborates and networks externally for specific outcomes and projects; forms partnerships, nationally and internationally for mutual benefit.</p>	<p>4</p> <p>Builds strategic external and internal collaborations and partnerships</p>	<p>Proactively engages across the organisation to see things from others' perspectives and ensures they understand how their work matters to the bigger picture.</p> <p>Actively seeks opportunities to raise the profile and reputation of National Museums Scotland.</p> <p>Partners with senior colleagues to model effective team working, collaborative and partnership behaviour.</p> <p>Proactively manages complexities and tensions and adapts the relationships to ensure organisational interests continue to be met.</p> <p>Monitors the sector and landscape to identify potential partners and creates opportunities for strategic collaborations, nationally and internationally.</p>
<p>Communicating & Engaging</p> <p>Uses communication and interpersonal skills flexibly across all channels of communication, to engage, influence, persuade and negotiate ensuring a shared understanding and commitment to act.</p>	<p>4</p> <p>Inspires and communicates strategically</p>	<p>Inspires others and creates momentum through effective communication.</p> <p>Cascades information effectively building trust, fostering integrity, and creating understanding.</p> <p>Gains real commitment and 'buy-in' from others when undertaking new ventures.</p> <p>Acts as a powerful advocate, comfortably communicating with and influencing senior external stakeholders across a broad range of issues.</p>

		Negotiates effectively on behalf of National Museums Scotland with senior stakeholders.
<p>Focusing on your Customers</p> <p>Places the customer at the heart of what they do, engages, listens and responds to deliver exemplary service, creating an outstanding experience; supporting a culture of service excellence, both internally and externally.</p>	<p>4</p> <p>Strategically develops our customer profile and services</p>	<p>Creates a culture where customer feedback is viewed as an essential source of data that influences decision making.</p> <p>Focuses on customer development from a strategic perspective, identifying new markets and ways to reach these.</p> <p>Sets the standard and demonstrates exemplary customer service, knowledge and behaviours adding value to services and delivery.</p> <p>Understands the wider organisational and societal issues customers face and thinks about the consequences of any given decision.</p> <p>Develops strategies and initiates projects that are consistent with customer priorities meeting the needs of our diverse customers.</p>
<p>Improving & Innovating</p> <p>Builds personal, professional and organisational capability by keeping up-to-date, being creative, sharing ideas, taking risks, looking inside and out to continuously improve National Museums Scotland.</p>	<p>4</p> <p>Strategically develops our role within the sector</p>	<p>Considers opportunities in the sector and beyond and makes steps to capitalise on them.</p> <p>Understands the risks associated with innovation and supports learning from mistakes.</p> <p>Develops a culture of organisational learning and continuous improvement.</p> <p>Anticipates the impact of innovation and change on staff and stakeholders and takes steps to plan for them.</p> <p>Proactively seeks feedback on own and department's performance and acts on it to develop and excel.</p>
<p>Leading & Managing</p> <p>Sets direction and standards to drive individual, team and organisational performance by involving, supporting, developing and enabling staff and others to effectively contribute to the present and the future of National Museums Scotland</p>	<p>4</p> <p>Leads and transforms</p>	<p>Builds ownership and accountability by involving others and delegates the details to experts.</p> <p>Brings the Strategic Plan to life by providing clarity on how everyone can contribute.</p> <p>Visibly leads; models and encourages success through words and actions.</p>

		<p>Helps shape and articulate the future for National Museums Scotland creating an inspiring vision, values and priorities.</p> <p>Creates a culture where talent is acknowledged, recognised and developed.</p>
<p>Planning for Success</p> <p>Ensures effective delivery and completion by realistically planning and prioritising tasks and managing workload; develops and manages plans, programmes and projects, in consultation with stakeholders and within existing priorities, people resources and budgets.</p>	<p>4</p> <p>Plans at a strategic level</p>	<p>Sets strategic plans within the context of existing and potential opportunities, threats and risks at a strategic level.</p> <p>Manages the 'big picture' in relation to the trade-off between quality, cost, time, visitor numbers, academic contribution and reputation.</p> <p>Makes timely decisions and commits to a defined course of action which will have a long-term impact on National Museums.</p> <p>Balances the organisational priorities, people and task; and aligns with available resources for allocation and programming.</p> <p>Ensures strategic priorities are clear and resources are in place to deliver.</p>

Terms of Appointment

- **Reports to:** Director of Collections
- **Salary:** The latest salary range for the Grade C Keeper of Art & Design post is £68,633–£77,817 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 April.
- **Pension Arrangements:** 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 30.3% of your gross salary towards your pension. Members' contributions are comparatively low.
- **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. The postholder is involved in the Duty Keeper rota which involves evening and weekend work to support emergency collections situations.
- **Location** This post is based at National Museums Scotland with travel to other Museum sites as required. As part of our hybrid working arrangements, we offer the opportunity to work at home up to two days per week.
- **Probation:** New employees are on probation for a period of six months from date of appointment.
- **Colleague Benefits:** Further details of the range of benefits available to colleagues, including our excellent pension provision, can be found [here](#).
- **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.

Pre-employment Checks/Eligibility to Work in the UK

Any offer of employment will be made subject to the below which are satisfactory to National Museums Scotland:

- References
- Basic Disclosure Scotland check
- Proof of required educational qualifications
- Completion of a pre-employment health referral. We ask you to complete this so that we can put in place any support you need, including reasonable adjustments, during your onboarding and induction periods as well as your ongoing employment with us
- Proof of Right to Work in the UK.

How to Apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to National Museums Scotland on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **DDKP**

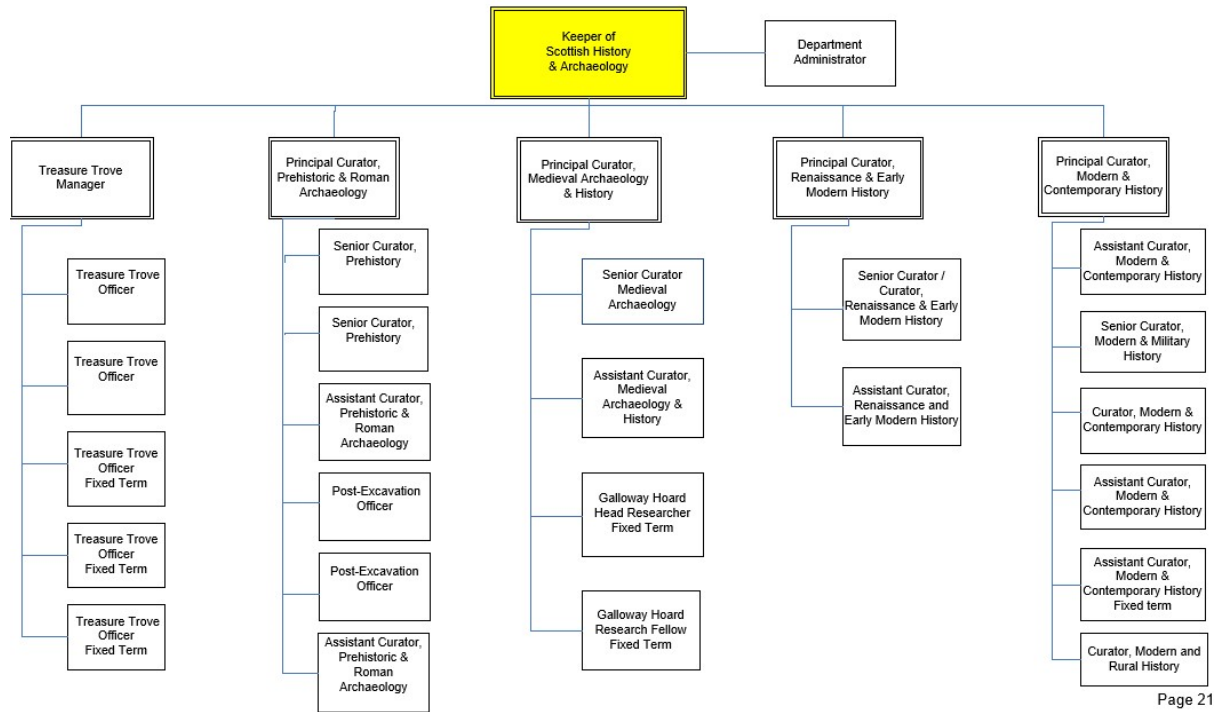
Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Friday 12th January 2024**.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.



Organisational Chart



Saxton Bampfylde

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Linwood No More
Methil No More
Irvine No More

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