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**The EUColComp Competency Framework**

**Guidelines for Managers and Staff**

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**Purpose of document**

This guidance is to support implementation the EUColComp Competency Framework in your institutions. Its purpose is to support managers and staff to use the framework in a consistent and effective way.

Intended audience for this toolkit is managers, staff, human resources professionals , training and development professionals and leaders.

**Introduction**

**What is the Collections Management EU Competency Framework?**

The Framework is a document which details the areas and level of performance (skills, knowledge and behaviours) that would be expected from an individual based on their role within the Collections Care and Management profession of a Museum.

The Framework aims to support a consistent understanding of professional standards of Collections care and management across the EU; thereby supporting the career development of curators/ collections care professionals enabling better mobility between EU Museums and other collections based organisations.

**Possible benefits achievable through the implementation of the Framework**

* Provide clarity to individuals and managers in terms of performance expectations in collections care/management.
* Help the institution to grow the right capability in order to deliver its strategy /vision;
* Supports consistent and transparent talent management and succession planning.
* If linked to career progression the Framework can also support the recruitment retention of staff
* A more strategic approach to training and development, by ensuring training is targeted and supports building on strengths and meeting capability gaps.
* Competencies can support a more transparent and fairer performance management system with differences between levels, job titles and grades being very clear.
* Transparency: staff competency is visible to managers and colleagues.
* Managers can easily see the talent and ability in their teams , see gaps and by suin the EUColComp Curriculum can identify appropriate learning and development

***Important Note***

***Although we refer to managers and staff /teams here it is liley that up to a particular level of seniority the framework applies to both staff and managers . Section 6 of the framework includes a number of management competencies which are appropriate to managing both staff and volunteers***

**Applying the EUColComp Collections Management Competency Framework: A Quick Guide**

1. Know why you are implementing the Framework; be clear on the purpose and benefits.
2. Make sure the Framework supports your Museum needs; check that it includes the right skills, knowledge and behaviours required by your Museum to support development of standards of Collections Care/Management.
3. Make sure the competencies are written in the right language/tone so that it relates to your Museum culture and the framework is structured so that it is aligned with your staff structure, for example aligning the competencies to grades/pay levels.
4. Consider how the Framework will be integrated into existing processes, for example performance appraisal, promotion and reward processes.
5. Consider a communications plan that informs group why the Framework is being implemented, clearly setting out the purpose and benefits. This will support engagement and understanding. Appendix [x] provides an example communications plan.
6. Train managers how to use the Framework effectively, provide tools so that the approach and understanding is consistent across the pilot group. Appendix [x] provides a toolkit for managers.
7. Make sure the Framework, together with guidance notes, is accessible by all. Consider a centrally accessible document store, for example your intranet.
8. Establish a review and evaluation process that addresses the following questions:
   1. Did your team engage with the framework?
   2. Was the communication and training effective when the framework was launched?
   3. Did your team see any personal benefits from using the framework?
   4. Did the managers see any benefits from using the framework?
   5. What didn’t work and why?

***NOTE : If you work in one of the EUCOlComp partner countries you can get advice on the Framework and give feedback via your “EUColComp Ambassador” See website for details. (EUColComp partner countries are : UK, France, Czech Republic, Germany ,Italy, Netherlands and Spain)***

**Getting started: A step by step guide**

1. **Draft a competency profile(s)**

Not all competencies in the Framework will be relevant to all roles at all levels within the Museum. Therefore, to make sure the competencies are relevant to individual roles a competency profile needs to be created.

A competency profile is a document which sets out relevant competencies (standards) required for a specific role drawn from the Framework. A template for a competency profile is provided as part of this guidance at appendix [x].

What to do?

* Read through the framework, ensure understanding and relevance to the staff in your team
* Look at the job description to gain clarity of role requirements; this might be per individual or team if all are carrying out the same role at the same level
* Select competencies from the Framework that are relevant to the role.
* Consider what standard of performance you would expect from staff to be able to say they have a particular competency. For example setting one insect trap does not make a person competent in Integrated Pest Management;
* Create a draft competency profile based on the Framework aligned to role requirements and supporting development and growth

**NOTE You can use the Excel-based Framework ( Link xxxx ) to do this.**

1. **Hold a meeting with role holder**

To make sure the role holder is engaged with the process, they would have been invited to a briefing session at which they would have been introduced to the Framework, its purpose and benefits. They will have also been told what to expect from the pilot. Following this, you will then invite them to a one to one meeting to:

* Finalise a competency profile
* Assess performance against competencies
* Create a personal development plan

What to do:

* Using the Framework and job description, review the draft competency profile together and finalise the profile
* Assess current development opportunities using the profile competencies to develop a personal development plan. You may want to consider the following questions:
  + What have been the demonstrated strengths over the past year?
  + Identify gaps and discuss if there are there any areas they want to develop or improve?
  + What development objectives should be part of the individual’s development plan?
  + What particular development opportunities and activities would best support the achievement of these development objectives e.g. stretch assignments, secondments, training courses, coaching/mentoring?
  + Discuss what you can do to support the individual to achieve their career and development objectives?
  + Set a timeframe for such activities and dates for review.

**NOTE A template for a personal development is provided in appendix [x] – or you may have your own institutional templates that can be used.**

1. **Support the role holder to undertake development activities as agreed,**

* Discuss what support is available from your Human Resources/Training Team
* Look at the EUColComp curriculum and see if there is an course or other learning activity available and has appropriate content and language
* Ask the role holder to take ownership of their development by investigating possible opportunities that would support their development

1. **Review**

At the end of the review period, it is important to evaluate the success of the Framework.

* Hold a further meeting with the role holder and consider:
  + What development activities took place
  + What new skills, knowledge was gained from the activities
  + How was this applied to their work, what impact did it make?
  + How well are they performing the competencies, what evidence/examples can you both think of?

Identifying Development Needs and the Development Cycle



Frequently Asked Questions from managers and staff

**What are the benefits to me?**

Awareness of what is expected from you in terms of knowledge skills attitudes and behaviours in your role.

Career development, based on your abilities, behaviours, skills and application of knowledge.

The Collections Management Competency Framework will provide a clearer and more transparent mechanism for assessing your abilities and skills.

Using the framework will enable staff to demonstrate their abilities by providing evidence of their achievements. This will lead to opportunities for further career development.

**How much extra work will this mean for me?**

A small amount of your time to agree a competency profile with your manager; this ensures all competencies are relevant to you and your role.

Then time should be allocated for development activities.

**How were the competency frameworks developed?**

These competencies were originally developed by NHM London over a number of years by teams representing collections and conservation staff, managers, human resources and unions.

Collections, management and human resources staff in EUCollComp partner museums were interviewed and the framework trialled in full in four. The feedback helped understand cultural and social factors that might influence application of the competencies and the framework was modified accordingly.

W**hat will they be used for?**

Competencies will be used by you and your manager to assess your training needs and support career development.

Going forward, there is potential for the competencies to be used as a base continuous professional development programmes for Collections Management and used as part of other HR processes such as recruitment, reward and promotion.

**The Framework documents are long and complex, can’t they be simplified?**

Collections Management is complex, requiring a range of skills, knowledge and experience.

To capture fully the different potential career paths, e.g. conservators, management and scholarship, has meant that we have had to produce a comprehensive document. This was at the request of staff themselves who were keen to have all the aspects of their work covered.

**Will there be different competencies for different purposes?**

Yes, there are competencies for the various groups within the Museum.

Within the Collections Management Competences care has been taken to encompass the variety of career paths that staff have and appropriate sections.

**So do I have to be competent in all the competencies listed in the Framework?**

No - your institution might identify a number of competencies which apply to all staff in Collections Care and Management – these are **CORE COMPETENCIES** and should be established at institutional level and not change too much over the years.

Other specialist competencies will be identified which are specific to your job/role in your Department. For example those with departmental or museum-wide responsibility for pest management might require specific higher-level competencies.

No-one will need all the competencies although those in smaller institutions where a few staff have to cover many areas may need more. Around 50% (i.e. around 45) will usually cover a typical established collections manager’s work.

**What role will I have in the assessment of my own competencies?**

You and your line manager will decide your levels.

All staff will have a competency profile developed with their line manager.

**Will my competency reports and recommendations be open to me?**

Yes. Each member of staff will have their own competency profile.

**Will I have a choice of training and development options?**

This will be specific to your organisation but as part of the process, training needs are recognized.

Training can be provided in a variety of ways from formal courses, if that is felt appropriate, to on-the-job training and mentoring. The EUCollComp Curriculum (LINK) can help you identify appropriate learning options

**What happens if my job changes?**

A new competency profile would be established which reflected the competencies required and at what level.

**APPENDICES**

**TO BE ADDED**