



Efficiency and Effectiveness of Government-sponsored Museums and Galleries

Measurement and Improvement

Human Resources Excellence Study

September 1999

DCMS Review of the Efficiency and Effectiveness of the Government-sponsored Museums and Galleries

Appendix C: Excellence Studies – Human Resources

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Section 1: Executive Summary

The introduction to the Investors In People (IIP) standard states:

“Business leaders, management gurus, politicians and academic researchers all agree on one thing. In a world where materials, technology and know-how are widely available and easily transportable, for organisations the success factor which makes the significant difference is people. This is true for all sizes of organisations in every sector of the community”.

People are undoubtedly a key success factor for Museums. Striving to improve the management of Human Resources (HR) is likely to be critical to their future success and must be a continuous process.

This Excellence Study makes the following main recommendations:

- each National should use either (or both) of the following standards as a framework from which to assess current practices and determine future needs:
 - the UK Quality Award for Business Excellence. This includes a Model which contains criteria which provide a disciplined approach to reviewing current HR practices and processes;
 - the Investors in People (IIP) standard. This acts as both a proven benchmark and a useful framework to assess practice. Whilst the standard principally focuses on the training and development of employees and has a degree of bureaucracy attached, the disciplines inherent in working towards the standard apply a useful structure in reviewing current processes and practices.
- each Museum should select indicators to assess performance and it is imperative that data is recorded regularly and accurately to assist management decision making.
- in striving for ‘excellence’ Museums should assess current practice and performance initially against the following principles:
 - The HR strategy is derived and driven from the core aims and objectives of the organisation.
 - Job roles and the structure of the organisation are clearly designed to help deliver the business plan.
 - Job descriptions are in place at all levels and clearly set out the key responsibilities and accountabilities for each post. A competency base usually underpins each respective role, i.e. “is an individual capable, proficient and qualified to perform specific tasks as described?”
 - Measurement of performance, at least to some degree, is in place and reviewed on an on-going basis to agreed timescales.
 - Training and development needs are identified and, within the resources available, issues are addressed on a priority basis.
 - Internal communication channels are in place and information flows from the top of an organisation to the bottom and, equally importantly, in the other direction.
 - Human resource processes and procedures are ultimately driven by the needs of the ‘customer’ in whatever guise – visitor, employee, external contacts etc.
- each National should review their current practice against each of the listed examples of excellence drawn from within and without the sector in relation to the following areas of HR activity:

- organisational structure (including recruitment);
- grading and remuneration;
- performance management;
- appraisal cycle (including training needs).these examples and that this analysis feeds into a prioritised Action Plan covering Human Resource Management.

Section 2: Introduction

2.1 Background and Status of this Study

Deloitte & Touche prepared this Excellence Study as part of the Efficiency & Effectiveness Review of the Government Sponsored Museums & Galleries commissioned by the Department for Culture, Media & Sport (DCMS). The study topic – Human Resources – was chosen by the Review’s Working Group as a key museum activity for which the wider adoption of best practice was thought likely to yield significant benefits in efficiency and effectiveness.

This Study has been developed through iterative consultation with the National Museums and Galleries and through discussion at a seminar. This document should be seen as a position statement contributing to the debate on Excellence within this area. It does not purport to be a guide, or manual, on excellence.

2.2 Terms of Reference

This study is a market-based study for which the terms of reference were agreed with the project sponsor. The study reviews the ‘employment journey’ from job origination to job exit to ensure that all HR activities are covered. The detailed areas of review are outlined below:

Areas of review	Specifically
Job origination	<ul style="list-style-type: none"> • to identify need for a role • outline key responsibilities and job profile • the recruitment process
Induction	<ul style="list-style-type: none"> • mission and values of the organisation, • initial new employee plan, • induction process • key objectives.
Reward and remuneration	<ul style="list-style-type: none"> • pay policy • identify pay differentials and benchmarks • bonus and incentives
Other terms and conditions	<ul style="list-style-type: none"> • scope of contract • holidays • sick provision • maternity/paternity • other benefits e.g. sabbaticals
Formal appraisal and objective setting	<ul style="list-style-type: none"> • personal development plan • soft forms of consultation

Areas of review	Specifically
Generic 'skills' training	<ul style="list-style-type: none"> • identify and address need • deliverable outcomes
Competency framework Employee communications strategy and feedback	<ul style="list-style-type: none"> • approach and use of competencies • framework
Personnel planning and career succession	<ul style="list-style-type: none"> • practices
Employee satisfaction measures:	<ul style="list-style-type: none"> • retention strategy, (e.g.. feedback channels, pension schemes, reward systems etc.)
Discipline & grievance	<ul style="list-style-type: none"> • procedures • practices • data and external benchmarks
Job counselling	<ul style="list-style-type: none"> • practices
Exit interviews	<ul style="list-style-type: none"> • evidence

2.3 Scope

Human resources are at the centre of all organisations and the management and development of people is integral to the successful delivery of business objectives. Thus this Study focuses on Human Resource best practice rather than the 'hard measures' of departmental efficiencies although recognising that the collection and interpretation of data related to HR activities is of vital importance.

This Study, therefore, focuses on the principles underpinning HR activities and provides examples of processes and practices that are established on sound values. However, it is likely that some examples may be inappropriate for some institutions or require customising to fulfil their respective needs.

To assess adequately whether an activity represents 'excellence' we have reviewed suitable quality standards to benchmark against. From our research two standards appear of most value:

- The UK Quality Award for Business Excellence, and
- Investors in People (IIP).

In summary this guide is intended as a practical tool that is used pro-actively by people managers to develop and grow their employees to help deliver the organisation's objectives.

2.4 Methodology

This work has been conducted through :

- discussions with key Museums and Galleries which have been identified to the researchers as useful benchmarks in various areas of HR practice. These are:

- The Victoria and Albert Museum
- The National Museum of Science and Industry
- The Imperial War Museum, Duxford and London
- Museum of Science and Industry, Manchester
- Meetings with senior HR managers and directors within other organisations who provide high quality HR services, namely:
 - A leading UK leisure company with experience in operating visitor attractions
 - English Heritage
 - DCMS
 - A Borough and a County Council
 - A leading leisure retailer with significant attractions and media related businesses
 - A leading Japanese industrial organisation with UK subsidiary
- Researching areas of best practice within published materials and through HR publishers and representative organisations including:
 - Investors in People
 - UK Quality Award for Excellence
 - Institute of Personnel & Development
 - Museums Association
 - English Heritage
 - National Trust
 - Museums and Galleries Commission
 - Association of Leading Visitor Attractions (ALVA), and
 - British Association of Leisure Parks, Piers and Attractions

2.5 Report Structure

This report contains the findings, analysis and conclusions from the work undertaken:

- Section 3 outlines the current position and our thinking to date in logically developing the business model to focus on a number of areas of excellence. Indicative performance measures are also outlined;
- Section 4 researches best practice to determine whether frameworks to assess respective approaches to HR practices are available and are of practical value to the Museums and Galleries sector;
- Section 5 highlights examples of excellence from within the sector;
- Section 6 looks at examples of best practice from without the sector;
- Section 7 looks at alternative ways of delivering the activity;
- Section 8 contains Next Steps Advice;
- Section 9 contains an extract from the Business Excellence Model.

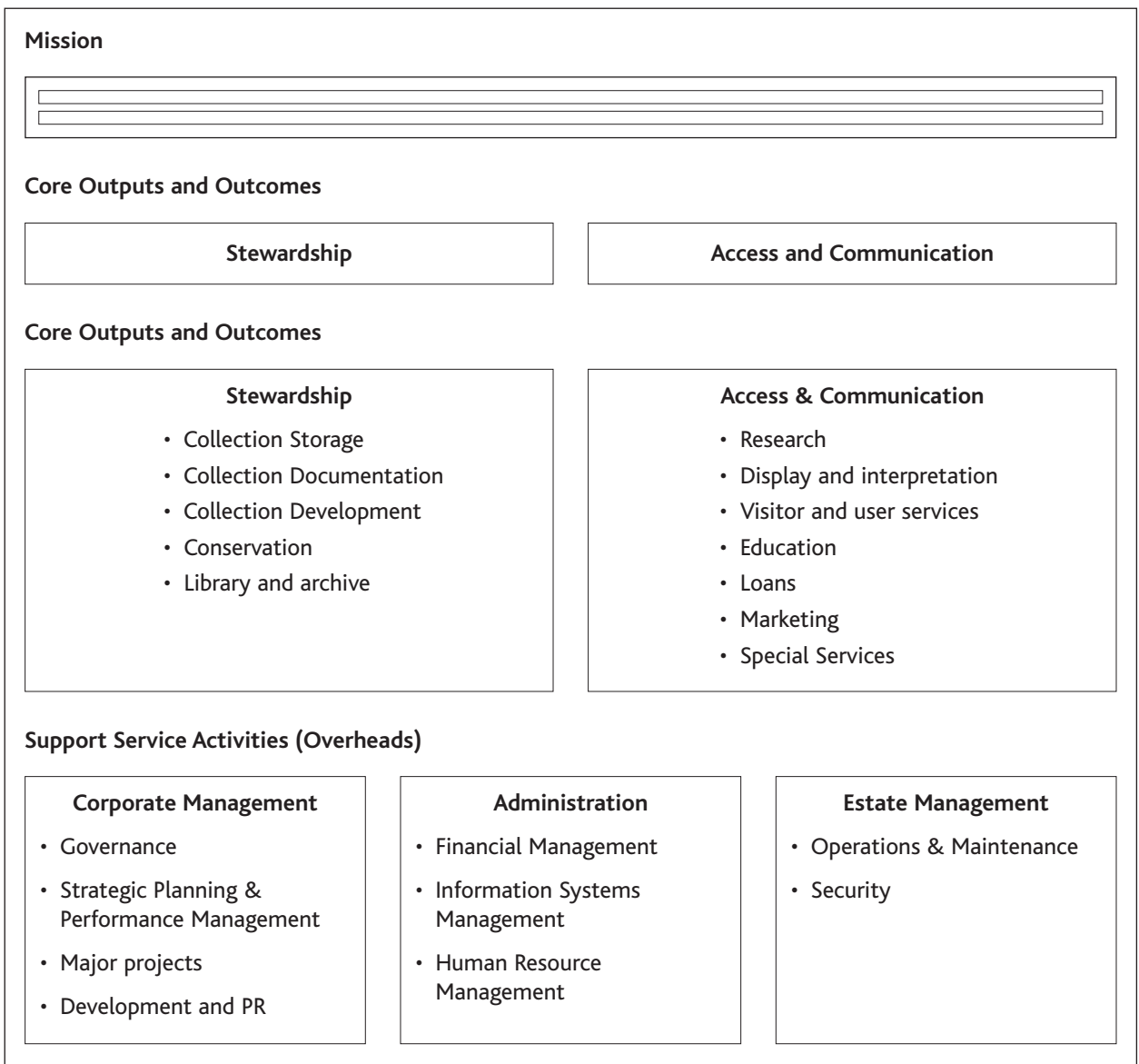
Section 3: Current Position

The business model was developed in order to help establish a framework around which a performance management regime can be developed, and to be a starting point for stimulating discussion around excellence in terms of:

- procedures;
- performance indicators for efficiency;
- performance indicators for effectiveness.

3.1 The Business Model

The highest level of the business model defined within the Review for the DCMS is shown below. Human Resource Management is a key element in the Support Service section of the business model, covering a wide range of costs and resources which relate to the management of people.



3.2 Key Performance Indicators

Expenditure on Human Resource Management represents a small proportion of National Museums running costs. However, the effective management of people is critical to the institution's ability to work efficiently and effectively. A number of current and alternative performance measures within HR are outlined within the business model in the chart overleaf. These measures are indicative suggestions as to how an HR function might add value to an organisation by originating, analysing and presenting data on a regular basis to the management team to support decision making. There are many other potential ways of measuring employee and employer performance, and organisations committed to improvement continually look at new ways of assessing outputs.

Typical measures may include:

- Cost of employees as a percentage to selected variables e.g. no. of visitors per annum, total funding per annum;
- Staff absence and turnover levels;
- Training and development expenditure per capita/% to other variables etc;
- Recruitment statistics – cost, vacancies filled internally, use of agencies etc;
- Appraisal 'scoring' systems and other performance/bonus criteria measures;
- Internal surveys e.g. culture print analysis;
- Customer feedback mechanisms.

It is recommended that each Museum should select indicators to assess performance and it is imperative that data is recorded regularly and accurately to assist management decision making.

Activity Aims and Definition	Main Inputs	Main Outputs	Outcomes	Best Practice	Performance Indicators
<p>Human Resource Management</p> <p>Aims :</p> <ul style="list-style-type: none"> recruit, retain and develop staff of the highest calibre, to ensure excellence in the delivery of institutional programmes. <p>Involves:</p> <ul style="list-style-type: none"> identifying competencies required for posts; developing job descriptions; recruitment; implementing equal opportunity and anti-discrimination policies; assessing training and development needs; providing development opportunities and training including certification; setting employment terms and conditions; developing staff appraisal systems which may link to performance pay; 	<ul style="list-style-type: none"> staff time; advertising; development of in-house training; delivery of in-house training; externally provided training; time spent on appraisals by non HR staff; 	<ul style="list-style-type: none"> job offers; recruitment of staff; retention of staff; job descriptions; training programme and training plans; clear appraisal system against objectives; fully staffed institution; equal opportunities policy; 	<p>Staff who are:</p> <ul style="list-style-type: none"> committed to the institution; productive; satisfied; stretched; flexible; <p>A culture that is:</p> <ul style="list-style-type: none"> can do; meritocratic; customer focused <p>A workforce that reflects an effective equal opportunities policy.</p>	<p>An Excellence Study has been undertaken in this area. It recommended that significant benefits can be derived from use of the following:</p> <ul style="list-style-type: none"> the UK Quality Award for Business Excellence; Investors in People. <p>Other published guidelines include:</p> <ul style="list-style-type: none"> Staffing policy Equal Opportunities policy Training & development policy (Murch 1997) Achievement of Investors in People award BAFM Volunteer Charter (BAFM 1997) the MA's Code of Practice for Museum Governing Bodies (see Section 4) <p>The MA also have mentored Continuing Professional Development Scheme which leads to Associateship of the Museum's Association.</p> <p>The undertaking and implementation of regular Organisational Health Checks is key in this area.</p>	<p>Efficiency</p> <ol style="list-style-type: none"> personnel staff FTE/staff FTE; turnover of staff by grade, department, age, sex, ethnic group; nos of applicants for jobs; number of vacancies as a % of FTE; recruitment cost per post (by level of post); salary costs/total budget; % of HR budget spent on training; no. of training hours (or days)/staff FTE; <p>Effectiveness</p> <ol style="list-style-type: none"> staff satisfaction (including staff evaluation of internal communication); time lost through sickness & industrial action as a proportion of FTE; average sickness days per staff member by department; no of sick days due to short-term sickness; no of sick days due to long-term sickness; staff attitudes towards appraisal system; staff attitudes towards reward system; % of staff fully trained (in relation to training needs assessments); proportion of staff holding other professional qualifications as appropriate; proportion of relevant staff involved in the MA's Continuing Professional Development or in NVQs/SVQ's training schemes; proportion of staff holding Associateship's of the Museum's Association; nos and % of days lost through industrial action; nos of formally recorded grievances (can be broken down by topic – e.g. harassment, discrimination etc); diversity of staff in relation to local population; <p>Other</p> <ol style="list-style-type: none"> staff training costs/staff FTE; proportion of staff on short term contracts (under 12 months); staff cost negotiating pay agreements; % of senior management time spent dealing with pay negotiations; volunteer FTE/staff FTE; no. of volunteers/no. of members; no. of work experience placements and interns; (where appropriate).

Section 4: Best Practice

4.1 Introduction

Best practice in people management is represented by national schemes such as Business Excellence, Investors in People and the National Training Award. These set out clear standards and approaches concerning staff management and training required to achieve best practice.

In seeking to deliver 'best practice' there are a number of common principles that appear fundamental to any organisation attempting to achieve standards outlined by schemes as above.

In striving for 'excellence', therefore, it is recommended that Museums assess current practice and performance initially against these principles:

- *The HR strategy is derived and driven from the core aims and objectives of the organisation.*
- *Job roles and the structure of the organisation are clearly designed to help deliver the business plan.*
- *Job descriptions are in place at all levels and clearly set out the key responsibilities and accountabilities for each post. A competency base usually underpins each respective role, i.e. "is an individual capable, proficient and qualified to perform specific tasks as described?"*
- *Measurement of performance, at least to some degree, is in place and reviewed on an on-going basis to agreed timescales.*
- *Training and development needs are identified and, within the resources available, issues are addressed on a priority basis.*
- *Internal communication channels are in place and information flows from the top of an organisation to the bottom and, equally importantly, in the other direction.*
- *Human resource processes and procedures are ultimately driven by the needs of the 'customer' in whatever guise – visitor, employee, external contacts etc.*

In addition to the above principles this study has focused on three other approaches to delivering best practice – the Business Excellence Model, the Investors in People award and National Training Awards. These are explored in further detail below. The contribution of key Associated Bodies is also described.

4.2 Business Excellence Model

It is recommended that museums which are striving to improve their management of HR should consider applying for the UK Quality Award for Business Excellence.

This provides a framework against which organisations can assess and measure themselves to identify areas for improvement and ultimately, to help them to achieve the highest standards. The complete model is reproduced in Appendix I but the key HR elements are:

- **Leadership and consistency of purpose** – Policy and strategy are deployed in a structured and systematic way across the whole organisation and all activities are aligned. The behaviour of the organisation's people is consistent with its policies and its values.
- **People development, involvement and satisfaction** – The full potential of the organisation's people is released through shared values and a culture of trust and empowerment. Communication and involvement are pervasive and supported by opportunities to learn and develop skills. Satisfaction of employees is monitored and continually improved.
- **Continuous improvement and innovation** – Benchmarking against competitors and 'best in class' is a key driver of improvement activities in all aspects of the organisation.
- **Results orientation** – Sustainable success is seen as being dependent upon balancing and satisfying the needs of all stakeholders.

Even if they decide not to apply for the Quality Award Museums should look at the 'people management' and 'people satisfaction' criteria from this model. These require evidence of how people:

- Plan and improve resource use;
- Develop and sustain capabilities;
- Agree targets as teams, and continuously review performance;
- Are involved, empowered and recognised;
- Have an effective dialogue within the organisation;
- Are cared for.

4.3 Investors in People

The Investors in People Standard was developed during 1990 by the National Training Task Force in partnership with leading national business, personnel, professional and employee organisations such as the Confederation of British Industry (CBI), Trades Union Congress (TUC) and the Institute of Personnel & Development (IPD). The work was supported by the Employment Department. It was extensively tested during 1991 by *Training and Enterprise Councils (TECs)* and *Local Enterprise Companies (LECs)*.

The experiences of the UK's most successful organisations, large and small, representing all sectors of the UK economy, with IIP were very positive and the Standard received the full endorsement of the wide range of interested parties. Over 30,000 UK organisations, almost a third of the total UK workforce, now work to these standards.

It is recommended that Museums use the overview of the IIP National Standards (irrespective of whether the establishment is IIP accredited) alongside the 'employment cycle' that tracks an employee from recruitment to leaving in reviewing current policies to 'test' their effectiveness. This approach provides a national framework for improving business performance and competitiveness, through a planned approach to setting and communicating business objectives and developing people to meet these objectives.

The IIP standard is based on the following key principles:

- **Commitment** – there is a genuine commitment at all levels to recruit, train retain and develop all employees to achieve the business objectives.
- **Planning** – a regular review of the organisation’s people needs is undertaken and plans are put in place to deliver the training and development needs of all employees.
- **Action** – pro-active management action is taken to recruit and thereafter train, retain and develop individuals throughout their employment.
- **Evaluation** – evaluates the investment in human resources on a regular and disciplined basis throughout the employment cycle to assess achievements and improve future effectiveness.

Each of the above headings has a number of performance measures attached so that it is possible to determine if the standard is being achieved.

4.4 National Training Awards

The National Training Awards are annual awards, recognising organisations that can demonstrate high levels of commitment to training and development initiatives. Detailed visits from training experts, and the availability of qualitative and quantitative data to support an entrant, form an integral part of the selection process. Using the pre-defined judging criteria (together with clear objectives for the planned training intervention) as a basis for driving forward an organisations training and development initiatives would greatly enhance a move towards HR ‘excellence’.

4.5 Other Industry Best Practice Advice – Associated Bodies

During the project other professional human resource bodies and relevant associations were also to determine whether they had developed standards or had a view of what constituted ‘excellence’ in this sector. The consultees were:

- Institute of Personnel & Development
- Museums Association
- British Association of Leisure Parks, Piers and Attractions

Institute of Personnel & Development (IPD)

IPD is the professional association specialising in the management and development of people for the United Kingdom and the Republic of Ireland. IPD have a professional code of conduct which encompasses a mission statement, objects and detailed code. Any professional belonging to the Institute is bound to practice within this framework, which is recognised as best practise. The IPD would therefore expect an organisation to employ such recognised professionals within its HR function. Historically personnel and training roles have evolved, rather than being strategically developed as departments, and HR Managers often report to a finance or facilities professional. At the same time few resources are made available for continuous professional development (CPD) to develop individuals and keep the function up to date with current thinking. The IPD would see excellence in terms of trained professionals working in an HR function that continually develops its team and measures performance.

Museums Association (MA)

MA do not advise on a basic framework for Human Resource management. In their experience most museums have adapted the civil service framework to reflect their own needs. MA do however provide training for continuing professional development and in-service training for graduate curators, thus providing a uniform knowledge base to facilitate development.

British Association of Leisure Parks, Piers and Attractions (BALPPA)

One of the main focuses of BALPPA is to create training packages which will define and develop the skills people need. The association is keen that this will work not only to improve training for existing staff but also to attract new people into the attractions industry.

Other Bodies

In discussions from within the museum sector there are other potential sources of advice and support which, given the timescales we have not consulted but could provide help and guidance including The Industrial Society and Training and Enterprise Councils.

Networks

In addition to the informal networks within the sector and the opportunity for seminar participants to maintain contacts there are other mediums for sharing and disseminating best practice including the Conference of Directors, the Consortium of Administrators and the Establishment Officers network.

4.6 Conclusion

Investors in People need not be applied to the entire organisation where a part of it can be sufficiently well defined, but it will rely on good practice approaches being in place within certain general functions, particularly in the personnel department. The value of IIP to an organisation tends to be as much in the process of focusing on the issues of management training to gain the award, as in the effect of the improved processes and management regime itself; so much so that some organisations do not seek to move beyond the “working towards” stage of the process. Some key institutions within the sector already have, or are working towards these awards.

In defining ‘excellence’ within Human Resources Management, IIP provides a useful framework within which to ‘test’ current practice for training and development of people to achieve business goals.

Section 5: Examples of Excellence from within the Sector

5.1 Overview

In conducting this research HR professionals were interviewed about best practice in relation to each of the areas set out in Section 2.2. The Museums visited are listed in Section 2.4. In addition to the structured interviews with museums journals and publications relevant to the sector, including materials produced by the museums have been reviewed. Arising from this research a number of best practice 'threads' that form the foundations for any organisation striving to move towards excellence within their HR practices have been identified. In overview these threads comprise:

- *Mission* and values communicated to all employees and directly linked to the key objectives of the museum.
- *HR policies* that are clear and driven from the institution's objectives.
- *Quantitative, objective data* on all employees that is up to date and on which managers can base decisions.
- *Qualitative measures* that add value to the assessment of overall performance and enhance communication, e.g. staff forums, suggestion schemes, visitor feedback, exit interviews etc.
- *Appraisal Cycle* which is defined with clear guidelines for both appraiser and appraised. The process has clear linkages with business objectives and reviews performance with training needs and career planning integral to the approach.
- *External Links* to academia (e.g. PhD students, graduate placements etc.).
- *Centre of Excellence and Consulting* – encouraging professionals within the museum to become established leaders in their respective fields and develop business relationships in accordance with the objectives of the organisation.

5.2 Excellence Examples

HR practices have been broken down into the following sub-sections – organisational structure (including recruitment); grading and remuneration; performance management and appraisal cycle (including training needs). Examples of best practice as determined from discussions and in the context of the principles of the IIP and Business Excellence models, are described.

It is recommended that each National reviews current practice against these examples and that this analysis feeds into a prioritised Action Plan covering Human Resource Management.

5.2.1 Organisational Structure

- HR professionals are actively involved in helping to determine the organisational structure and they work with senior managers to design structures to deliver the business objectives.
- HR professionals are represented on, or directly report to, the 'Board' or equivalent executive structure.

- Job descriptions and person specifications are produced to help drive the business objectives.
- An equitable and well communicated recruitment and selection process is in place which encourages internal succession and ensures objective decision making. Current techniques and tools are evaluated on an on-going basis e.g. competency framework models, psychometric testing, selection centres etc.

5.2.2 Grading and Remuneration

- The grading of job roles is underpinned by a recognised evaluation system (e.g. civil service guidelines, Hay etc.) so that the size and scope of responsibilities can be accurately assessed.
- Reward and remuneration are based on the above 'grading' criteria and externally benchmarked.
- Recognition and reward are directly related to job performance and a bonus system is linked to similar criteria which usually takes account of the results against the business plan.
- Flexible benefits are actively being investigated, at least to a cost benefit stage.

5.2.3 Performance Management

- A combination of qualitative and quantitative measures is actively employed in determining employee performance.
- The HR function 'manages' succession and helps to determine optimum turnover levels in the context of the overall aims and objectives of the organisation.
- On-going year to year comparators are pro-actively used to help measure performance rather than simple percentage ratios. A discipline of using only accurate, focused data driven from a recognised IT package combined with external industry measures/data from bodies such as IPD is developed.
- An audit trail which records, monitors and acts on performance and is linked to the appraisal cycle (below).

5.2.4 Appraisal Cycle

- Appraisals are regularly undertaken with a minimum of one formal session and one follow up meeting in a 12 month period.
- Inputs to the process are canvassed from a number of perspectives e.g. 360 degree appraisals.
- Objectives which are simple, measurable, achievable, realistic and timely (S.M.A.R.T) are integral to the management of individuals within the organisation.
- Training needs are identified, with an explicit link to the business objectives, and delivered on a priority basis within the defined constraints.
- Evaluation of training is formalised and the impact of interventions monitored.
- Appraisals help inform the longer term HR planning and strategy for the organisation.

Section 6: Examples of Excellence from Without the Sector

6.1 Overview

In the external market, where growing revenues and profit are often the key drivers for an organisation, there are also key 'threads' that are central to organisations perceived to be good employers, with HR policies that reflect best practice. These 'threads' are outlined (as in Section 4.1) below :

- *Brand values*, within which sit HR values based around 'the way we do business here' and how we treat our people.
- *Core values and the mission* – often the raison d'être of the company and central to underpinning the 'brand' and the HR policies.
- *Business planning* which is longer term for organisations that strive for excellence and from which all policy, including HR, is derived.
- *Constant improvement (kaizan)* – the Japanese philosophy of a culture that demands continual change to improve performance. An often obsessive desire to do things more effectively and efficiently which necessitates on-going evaluation of every aspect of the business.
- *Global perspective* – reviewing the wider marketplace and picking up new thinking from international rather than local or traditional sources.
- *Technology driven* – irrespective of the sector in which the organisation operates (e.g. service, manufacturing) an investment in new technology and the change management invariably associated with applying it effectively.
- *Competency based* job roles and performance linked packages are now common to the majority of leading edge companies in the private sector.
- *Flexible benefits* that recognise the changing needs of individuals as they progress through their career and can include variable pay, leave, sponsorship, pension contribution etc.
- *Communication channels* that facilitate speedy and reliable flows of information from (and to!) the boardroom to all other levels.

6.2 Excellence Examples

As in section 4.2 examples of 'excellence' from discussions with organisations outside the museum sector are illustrated below under the same sub headings.

It is recommended that each National reviews current practice against these examples and that this analysis feeds into a prioritised Action Plan covering Human Resource Management.

6.2.1 Organisational Structure

- The organisational structure is entirely driven from the business plan/model.
- Induction is formally planned and introduces all new employees to the aims and objectives of the organisation.

- Cross-functional teams are encouraged and a matrix, rather than a traditional hierarchy structure, is employed.
- Mentoring and other forms of peer/manager support are organised by the HR function

6.2.2 Grading and Remuneration

- A formal 'grading' system is in place with competencies forming the basis of evaluation.
- Excellence in remuneration includes the provision of varied 'recognition' tools – employee awards, secondments, study leave etc. – combined with flexible packages tailored to the individual need.
- Bonus systems are universally in place and can represent dramatic enhancements to earning levels based on the achievement of mutually agreed budgets/objectives.

6.2.3 Performance Management

- Performance measures are driven in large part by customer satisfaction feedback measures.
- Quantitative data are the foundation for assessing performance.
- Good performance is explicitly rewarded and poor performance is addressed.
- Performance of the organisation is generally well publicised and individuals are aware of their contribution to the overall results.

6.2.4 Appraisal Cycle

- Inputs to the process are canvassed from peers, subordinates and managers with equal weighting.
- Objectives which are simple, measurable, achievable, realistic and timely (S.M.A.R.T) are integral to the management of individuals within the organisation.
- Individual training plans are agreed, with an explicit link to the business objectives, and delivered within agreed time scales.
- Evaluation of training is formalised and the impact of interventions monitored. A cost benefit approach to all training activity is mandatory.
- Appraisals help inform the longer term HR planning and strategy for the organisation.

Section 7: Alternative Ways of Delivering the Activity

This study suggests an holistic approach to assessing ‘excellence’ and the use of a number of benchmark measures to assess current practice and processes. The two standards most widely recognised and being actively implemented are the Business Excellence model and Investors in People. *The use of one or both of these standards as a potential framework from which to assess current practices and determine future needs is recommended.* Each is set out below.

7.1 Business Excellence Model

The research focused on the HR elements within the model but it is clearly recommend that an holistic view is taken, so that HR practices are not overtly separated from other business processes. A potential approach would be to take each HR subject area and overlay the ‘enabler criteria’ with the required evidence to satisfy the standard. For example:

Appraisal Cycle: to determine a ‘best practice’ approach.

Leadership	Policy & Strategy	People Management	Resources	Processes
Visibly demonstrate commitment	Relevant and comprehensive information	Resources are planned and improved	Financial resources managed	Key to the success of the organisation?
Support improvements through appropriate resource	Designed to help delivery of the key objectives of the organisation	Capabilities are sustained and developed	Information resources are managed and quality information made available	Systematically managed?
Involved through ensuring sign off process takes place	Communicated and implemented	Employees agree targets and review performance with line manager	External relationships are encouraged	Reviewed and targets set for improvement
Recognise and appreciate people’s efforts and achievements	Regularly updated and improved	Individuals are involved, empowered and recognised	The assets of the organisation are promoted and managed appropriately	Innovation and creativity used to improve
Ensures training needs are delivered	Minimum time scales are monitored	Effective dialogue to ensure mutual commitment to objectives	Technology is fully utilised to support process	The benefits of any proposed changes are evaluated
		There is a sense of care and support		

Clearly the people management subject area is of most relevance to the HR practitioner, although other areas of the matrix have strong linkages whereby an activity, such as the appraisal cycle, impacts upon the whole.

7.2 Investors in People

The sequential and logical structure of the IIP standard are combined with the performance measures from the draft business model to the employment life cycle to 'test' current practice. In overview a suggested approach to one element (recruitment) is highlighted below and the process followed across the grid:

HR Area	Activity	Commitment [IIP]	Planning [IIP]	Action [IIP]	Evaluate [IIP]	Efficiency Measures	Effectiveness Measures
Recruit	e.g. 1. New job role 2. Recruit to existing post	<ul style="list-style-type: none"> • business case from plan • signed off by senior manager 	<ul style="list-style-type: none"> • fit to HR plan • process plan with timescales and people responsible 	Progress meetings	Formal review process with employee	<ul style="list-style-type: none"> • Impact on Dept. FTE • Cost of process 	<ul style="list-style-type: none"> • Manager, staff feedback • Time-scales • Jobholder performance
Retain							
Train							
Develop							

Each establishment will clearly have its own perspective for each area of HR activity and this study has not sought to be prescriptive. The above simply provides a robust framework for evaluating current activity and for testing against proven and largely measurable criteria. Thus each area of activity can be assessed against the above headings and the respective institution can determine the most appropriate efficiency and effectiveness measures. In effect an 'audit trail' can be defined which follows an activity from inception to completion and then beyond as an employee develops within an organisation through various job roles and/or responsibilities.

7.3 Benefits of Alternative Delivery Mechanisms

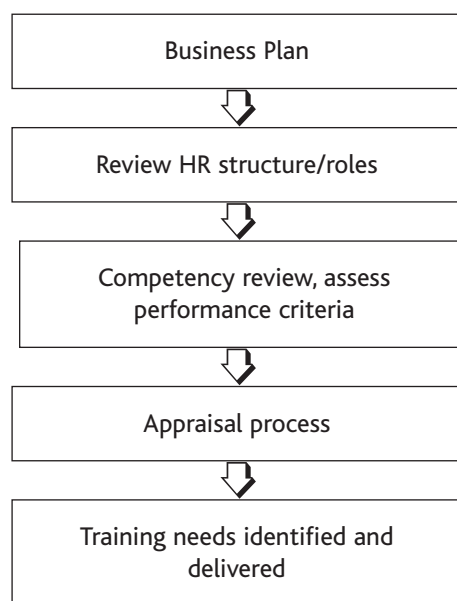
In working with established standards as a framework the principles of best practice are established *without* defining a rigid approach to each HR activity. For example an issue such as performance related pay, which is widely used in the private sector and may be of benefit in improving the efficiency and effectiveness of an organisation, can be reviewed through the above frameworks. At the outset the key objectives for considering such a scheme have to be established – is it to recruit the best people or to retain them or develop individuals? – Thereafter, once the imperative has been established and agreed, the process of implementation can follow the above approach. From this the following questions arise:

- What commitments will have to be made to introduce performance related pay?
- What planning will be necessary?
- What actions will have to be taken to deliver the required outcomes?
- How will we evaluate the impact of this new practice?

- What measures of efficiency and effectiveness can be applied to such a practice?
- Is this HR activity going to improve the effectiveness and efficiency of the organisation and help to achieve the business and other related objectives as set out in the plan?

Section 8: Next Steps Advice

In applying 'excellence' to HR processes a review framework is detailed below. The principal driver is the 'plan' for the organisation and the key objectives to be delivered – it is within this context that any review and assessment of an HR function has to be undertaken. By focusing on the business requirements of the organisation the finite resources can be best directed and necessary changes planned over a realistic time-scale and in a logical, sequential manner as detailed below. Invariably organisational change fails to deliver material benefit because elements are reviewed in isolation (e.g. new appraisal system or introduction of performance related pay) with no clear linkages to the overall aims, objectives and values of the organisation.



The study has been structured in such a way that individuals can review examples of excellence both within and without the museum environment and then evaluate new and existing activities against a best practice criteria underpinned by the Business Excellence model and the IIP standards of assessment. The frameworks in Section 6 can be used to assess current approaches and act as a structured approach in introducing new HR practice and it is recommended that each organisation uses it in this way. A successful change programme usually requires most, if not all of the following to be in place:

- A clear linkage between the business goals and the required changes.
- An involvement of individuals across the organisation and clear support from the senior management.
- An on-going communication programme that informs at all levels and highlights the aims and objectives of the changes.
- A clear understanding that the changes are necessary to improve the effectiveness and efficiency of the organisation.

