

Museums and Galleries Skills Matrix June 2019

Governance and Finance		Conservation and Collections Management		Curation and Exhibitions		
Board constitution	Members, legal constitution, compliance	Conservation: specific materials	Including paper, glass, textiles, wood, leather, ochre, paint, painted canvas, mixed media, photographs, film, digital, packaging materials etc.	Acquisition and evaluation		
Governance				Accession and deaccession		
Trustees				Research		
Liability and accountability	Manage risk			Commissioning exhibitions		
Legal requirements		Acquisition & evaluation		Programming	Planning	
Strategic planning	Working to targets	Repatriation planning			Project management	
	Rationalisation	Providence and ethics			Research	
	Review	Preservation			Collaboration	
National standards and collections policy framework	Planning towards	Digitising collections	Approaches to organising	Interpretation	Including web-based, interactive, performative, audio, AV, text etc.	
	Benchmarking					Description protocols
	Assessment against			Photography	Writing to house style	
	Adherence to			Managing metadata	Brand awareness and organisational values	Building and using brand, and audience development
	Promotion of	Managing online collections	Exhibition build and logistics	Planning, project managing, construction, safety etc		
Mission	Develop	Maintaining information systems		Wayfinding and visitor flow		
Vision	Uphold	Recordkeeping & Archives		Signage	Access	
Purpose	Promote	Cataloguing		Finance and budgeting		
Values	Communicate	Work with disturbing or confronting material		Agreements and contracts		
Objectives		Inspection and monitoring	Scheduling	Programming	Permanent gallery programming	
Insurance			etc.		Exhibition programming	
Funding	Types (sponsorships, bequests, philanthropy etc.) Plan	Storage			Touring exhibition programming	
		Handling			Off-site programming	
	Secure funding	Movement		Installation and bump out		
	Grant writing, aquittal etc.	Manage access to collections		Design		
	Stakeholder/VIP management	Communicate significance		Curation	Engagement strategy	
	Manage risk	Moveable heritage			Responsive to community needs	
Partnerships		Significance assessment			Accurate	
Code of Ethics		Risk Assessment	Types of risk (eg: Pests, humidity, handling, theft)		On brand	
Code of conduct				Maintaining records		Informative
Key Performance Indicators	Setting		Action plan	Handling		
	Working to	Risk management		Display		
Repatriation planning		Pest management		Hanging		
Disaster planning		Environmental control		Lighting and audio	AV equipment	
Annual reporting		Condition reporting		Accessibility		
Financial reporting		Loan arrangements		Site safety		
Organisational Culture	Including diversity, access...	Auditing collections		Preserve condition of collections		
Advocacy		Conservation research		Transport collections		
Audit processes		Disaster preparedness		Cultural sensitivity		
Work with disturbing or confronting material		Assess own knowledge and skills		Contested histories		
Sustainability	Work to KPIs	Collections policy	Develop	Community and custodian consultation		
Business continuity			Activate	Digital media tools		
			Work to	Digital programming	Online exhibitions	
				Work with disturbing or confronting material		
				Sustainability		

Research, Science and Technical		People Management		Health, Safety and Security	
* Note: specialisms in areas such as historical periods, natural sciences or new technologies will require higher level education solutions and are not explicitly explored here		Recruitment		Write an overarching plan	
Research basics		Leadership		Maintain records	
Analysing information		Skills and labour gaps analysis	Workforce development planning	Train staff	EG: Evacuation procedure
Local historical knowledge		Professional development			Suspicious package procedure Trip hazards
Assessing significance		Performance management	Provide feedback		Heavy lifting
Communicate findings		Staff budgeting			Assess own mental health and wellbeing Desk settings (screen, chair etc) Working at heights
Learning Plan	Assess own knowledge	Rostering			
	Research to build knowledge	Volunteers	Value proposition		
Consult with communities and custodians Copyright and IP	Incorporate advice appropriately		Safety		
			Recruitment and retention		Chemical hazards
Business planning	Assess purpose of research		Ethics		Perform own risk assessment
	Identify areas for research		Training and professional development		Threatening behaviour
	Fund research	Contracts and legal requirements Consultants	Super, awards, insurance, leave etc. Assess requirement	Staff training schedule	
	Communicate research		Write business case	Assess H&S	Of Staff, Visitors, Volunteers, Collections, Facilities Incl. Mass evacuation drills, unplanned closure etc.
	etc.		Write tender document	Crisis Management	
Work with disturbing or confronting material Framing a research question			Evaluate	Terrorism awareness and planning Business continuity	
Sources of information	Primary, secondary, oral, letters, records etc.	Health and safety	Provide health benefits	Collections security and access	
Photography			Support mental health and wellbeing Safety and security training (e.g. heavy lifting, evacuation	Communication	Internal and external
Documenting		Certification and licensing		Visitor safety	
Writing and communication	Consider audience	HR Systems management	Performance management, termination procedure etc. Legal reqs. Skills, knowledge, attributes	Risk management	
Contribute to strategic plan and collections policy Identify appropriate focus areas for research		Write job descriptions			
		Cultural competency			
		Accessibility and reasonable adjustment			
		Organisational culture			
		Industrial relations			
		Payroll			
		Communication system.			
		Succession planning			
		Mentoring			
		Team management			
		Organisational culture			

Programs and Engagement		Visitor Services		Content and Marketing	
Audience Development		Ticketing and reception		Marketing	Plan/ schedule
Audience Mapping		Retail and payment methods			Research
Work with visitor data		Guiding	Develop tours		Create
Work to profile targets			Deliver tours		Assess
Understand your audience		Membership			Accessibility
Community engagement		Tourism	Contextual awareness	Brand	
Science/ specialist information communication Learning Programming	Community	Cultural competency		Writing	Forms: to house style manual, digital etc.
	Members and friends	Assist visitors with wayfinding			Write to a professional standard
	Schools	Tell stories	Interpretation		Write engagingly for various audiences
	Lifelong	Cash handling		Accessible communication	
	Families	Interact with people	Including difficult people	Photography & Video	Special effects, 3D, virtual and augmented reality
	Volunteers	Provide information		Visual communication	
	Like organisations	Uphold safety and security protocols	Incl. Evacuation procedures etc.	Presenting	Visual literacy
		Work in a team		Social media	Channel knowledge
Community Outreach		Team management		Media relations	
Events	(See Learning- i.e: targeted to groups)	Resolve visitor issues		Public relations	
Membership		Develop own knowledge	continuous learning	Signage and wayfinding	
Survey and gather data		Visitor facilities	Toilets, cloak rooms etc	Publicity	
Digital engagement	Channels		Plan	Copyright and IP	Moral rights of artists. Reproduction
	Accessibility		Ensure access	Advocacy	
	Skills required			Consult with communities and custodians	Incorporate advice appropriately
Stakeholder and VIP management	Business development. Donors. philanthropy etc.			Work with disturbing or confronting material	
Consult with communities and custodians	Incorporate advice appropriately			Market testing	
Work with disturbing or confronting material				Software	Assess need
Events skill set					Research products
Research and build content					Learn and apply contextually
Write engagingly	Write for different audiences			Customer relations management	Assess need
Accessible programs					Research products
Resourcing	People, materials, funds				Learn and apply contextually
Cultural competency					
Evaluation					

Commerce		Facilities and Operational		General, generic or universal	
Membership / Friends	Plan benefits	Space management		Digital skills	
	Assess audience	Security esp. visitor facing	Child protection	Customer service	
	Grow membership		Evacuation procedure	Teamwork and collaboration	
	Work to targets		Disaster response planning and drills	Written communication	
	Events schedule		Identify hazards	Verbal communication	
	Deliver events	Pest management		Cultural competence	
Venue Hire	Legal requirements. Risks.	Building and grounds maintenance	Scheduling	Work with disturbing or confronting material	
Functions			Complying with heritage status requirements	Contextual knowledge	
Consultancy			Planning and budgeting	Self management and reflective learning	
Partnerships	Including sponsorships		Risk assessment	Assess own work	
Licensing	Copyright and IP		Indemnity/ insurance	Work to vision, mission, values. purpose etc.	
Retail including food and beverage	Apply appropriate curatorial oversight to range planning		Site inspections	Evaluate to targets/ data analysis	
	Customer service	Recordkeeping		Work with volunteers	
	Payment methods	Radio communications		Accessibility	Plan
	Food safety	CCTV	Monitoring visitors and privacy obligations		Monitor/ assess/ evaluate
	Responsible service of alcohol	IT servicing and infrastructure			Work to targets
	Cleaning	Equipment/ Assets register			Universal access
	Budget setting and business planning	Risk assessments and documentation			ATSI access
	Data analysis	Admin support			Youth and aged access
	Warehouse, and food storage	Visitor facilities	Accessibility: Assess & plan		CALD access
	Floor management	Staff facilities	Accessibility: Assess & plan		Gender diverse access
	Staff management and rostering	Cleaning / housekeeping	Schedule		Community groups etc.
	Merchandising & Buying		Appropriate to materials (first do no harm)	New technologies (eg: movement sensors)	Assess
	Visual merchandising		Safely		Budget
	Negotiating and contract management	Visitor flow, egress etc.			Learn
eCommerce including mail operations	Operate equipment		Create policies, guidelines, training and/ or standard		
Tender process	Work with community		Identify stakeholders	Manage relationships	
Publishing	Research	Manage mail		Social media	
	Assess market	Public notices		Complaints and difficult people	
	Layout	Telecommunications		Communicate specialist knowledge	
	Writing and editing	Utilities	Power, water etc.	Manage own mental health	
	Contract authors and illustrators	Infrastructure works		Sustainability	
	Publishing schedule	Liaise with local council		National Standards	Knowledge of
	Printing	Visote flow	Egress		Adherence to
Build business relationships	Including local businesses		Monitor capacity	Maintain current documentation	
Write a business case				Forward planning	
				Accounting and budgeting	
				Chain of command and delegation	
				Cybersecurity	Understand and apply best practice
				Logistics and project planning	