

## Human Resources Policy

### 1. Introduction

- 1.1 The Museum needs to attract, develop and retain good staff to deliver its public service.
- 1.2 Good leadership and communications are required from the Museum's Directors and managers to ensure the staff have the skills, confidence, authority and resources to work effectively in a climate where their talents are encouraged and they are able to take on greater responsibility.
- 1.3 The Museum seeks to have staff who enjoy working for the Museum, whose contributions are recognized and who are proud to be associated with the British Museum.
- 1.4 This policy outlines the principles the Museum's management will apply to achieve these aims.

### 2. Principles

- 2.1 The Museum aims to attract, develop and retain talented and appropriately qualified staff. This requires the Museum to ensure it operates good recruitment practices, fair employment policies, accessible development and training opportunities and unbiased promotion procedures. Staff must have the opportunity to develop their own careers.
- 2.2 Directors and managers must be able to develop people management skills of a high order.
- 2.3 The Museum welcomes diversity in its staff.
- 2.4 The Museum aims to reward its staff fairly, and offer competitive salaries and benefits. It will strive to be amongst the leading Museums in the development of good employment practices.
- 2.5 The performance of individual members of staff will be assessed regularly, fairly, openly and objectively. Good performance will be recognized and fostered: performance which is not yet at the appropriate standard will be addressed promptly by individuals' managers with the objective of early improvement. Persistent under-performance will not be accepted.
- 2.6 Effective team working and collaboration are essential to the Museum's success and will be encouraged.
- 2.7 The Museum will strive to help staff make appropriate balances between work and other private commitments.

- 2.8 Staff have the right to belong to a recognised Trade Union: the Museum will seek to make the relationship with such organisations a cooperative one.
- 2.9 The motivation, leadership, deployment, and reward of individual staff and the recognition of their achievement is a core management responsibility based on the relationships between individuals and their managers rather than on mediation through collective organisations.
- 2.10 Changes in organizational structure, working practices and other employment aspects will occur as the expectations of the visitors and the Government change. The Museum will ensure that staff are consulted individually and collectively and have the opportunity of input into changes which affect them. The Museum will ensure the rationale for any decision taken is communicated, and that individuals and groups are fairly treated.
- 2.11 The Museum has a bias to in-house operations and will retain and develop the core skills to deliver its purpose, aims and strategies. The Museum will be prepared to contract in non-core skills and services only where there is demonstrable economic or quality advantage.

### 3. Practices

- 3.1 All employees at all levels in the organization can expect the following from their management:
- that managers will treat them with courtesy, consideration and keep personal matters confidential
  - a clear explanation of the overall Museum aims, strategies, policies and plans and how these translate into departmental objectives
  - two way discussion on how these objectives will be translated into measurable, challenging but achievable personal work objectives or tasks
  - discussion on the ways to achieve these objectives and a clear explanation of what standards are expected of staff
  - timely feedback on what they have done well, where they can improve and fair discussion on the need to change objectives or tasks in the light of changes in the operating environment
  - a formal yearly assessment of performance identifying areas for improvement and related future development plans including secondments and other work experience which will help develop skills
  - a clear statement of how good performance will be recognised
  - timely communication of what is going on in the Museum and department and the contexts within which they are working
  - the opportunity, either individually or in departmental meetings, to express their views and concerns without fear of subsequent retribution

- where an individual is experiencing tensions between the demands of the Museum and their private life, they should be able to discuss this with their manager from whom they can expect sympathetic and constructive solutions
- the opportunity for an individual to raise a grievance with the manager without fear of subsequent retribution.

### 3.2 All employees can expect the organisation to operate:

- A fair, open system for advertising and filling jobs which encourages appropriately qualified and experienced staff to seek advancement;
- Training programmes that address the organisation's key development needs and which are made available to appropriate staff;
- Fair, impartial and prompt procedures to deal with disciplinary and capability matters and effective individual and collective grievance procedures;
- A working environment which is safe, with facilities which aid productive working and are of a standard comparable to the best museums in the world;
- Forward planning of manpower and skills requirements to ensure that the objectives, work programmes and staff numbers and skills are in balance;
- An emphasis on enhancing staff skills.

## 4. Responsibilities

- 4.1 Each manager is accountable for implementing this policy and ensuring the expectations listed above are met in their department.
- 4.2 Managers will be free to determine the remuneration of individuals and award recognition within established salary scales, policies, Human Resources guidelines and departmental budgets.
- 4.3 Operating within Museum procedures and advised as necessary by Human Resources, managers will decide upon the appropriate action for consistent poor performance including disciplinary action.
- 4.4 The Human Resources department is responsible for providing advice and support to management on organizational, developmental and employment matters.
- 4.5 The Human Resources Department is the custodian of this policy and designs and maintains the common systems required for its implementation. In particular the department will design the common performance assessment systems, and monitor that they are being applied to a common standard. It is responsible for understanding employment law and good employment practices and advising managers appropriately.
- 4.6 Collective bargaining will be centrally handled and is the responsibility of the Director of Human Resources reporting to the Managing Director.

- 4.7 On occasion, an employee may find it difficult to raise matters or a grievance with their line management. Human Resources will provide an independent, confidential route for staff to raise matters and to facilitate the resolution of the matter between the employee and the manager.

## 5. Assurance

- 5.1 Implementation of the policy will be a performance objective for each departmental manager.
- 5.2 There will be regular surveys of staff to provide a yardstick for measuring the effectiveness of implementation.