

SMART Project Consultancy Brief

Work Package 3: Delivery of a Museum Archaeology Mentoring Network (South East Pilot)

Particulars of appointment

- Freelance contract fee: £10,000 (inclusive of VAT)
- Travel & subsistence budget : £500 (inclusive of VAT)
- Delivery date/timescale:
 - Development Stage: May 2019 – October 2019
 - Delivery Stage: November 2019 – February 2020
 - Evaluation Stage: March 2020
- Payment terms: Staged payments will be made as follows:
 - Completion of Development Stage (30% fee)
 - Completion of Delivery Stage (30% fee)
 - Completion of Evaluation Stage: (40% fee)
- Insurance: evidence of professional indemnity cover to be provided at application stage.
- Reports to: SMA SMART Project Advisory Board.

Context

The Society for Museum Archaeology (SMA) is a fully constituted membership society recognised by Arts Council England (ACE) as the Subject Specialist Network (SSN) for British Archaeology in the UK. It exists to:

- Promote museum involvement in all aspects of archaeology and emphasise the unique contribution of museums to the essential unity of the archaeological profession
- Promote greater public understanding of the archaeological past and a fuller public appreciation of the importance of archaeology
- Campaign for the acceptance of museums as guardians of a vital part of the nation's heritage and as the appropriate location for the storage and interpretation of all archaeological material
- Develop a coherent philosophy for the role of archaeologists in museums

It aims to achieve this by:

- Acting as a pressure group within the museum profession and offering advice to the Museums Association (MA) and other national bodies on current issues of archaeological importance

- Encouraging closer relations with colleagues outside museums, and with other organisations involved in archaeology
- Working towards the improvement of all aspects of archaeological work in museums.

SMA is committed to

- promoting equality, increasing opportunity and encouraging diverse talent.
- encouraging equality and diversity amongst its membership and committee, as well as the people and organisations it works with.
- eliminating unlawful discrimination.
- creating a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all individuals are recognised and valued.

SMA aims to be truly representative of all sections of society and for each member, employee or contractor it works with to be respected. When providing goods and/or services and/or facilities, SMA is also opposed to, and will avoid, unlawful discrimination of its both its membership and the public.

More information about SMA, its activities and constitution can be found on its website:

www.socmusarch.org.uk

Project Brief

- **Overview**

The Society for Museum Archaeology has been awarded funding by Arts Council England (ACE) that will be used to deliver the SMART Project (Society for Museum Archaeology Resources and Training Project). The SMART Project represents a step-change for the Society in its ability to address in a practical way the challenges facing those charged with the care of archaeology collections: these challenges have been brought into sharp focus by the survey work SMA has been doing on behalf of Historic England from 2016 to 2018.

The overall impact of this training programme will be to help museum staff to acquire and develop the necessary skills to unlock the potential of archaeological collections for a wide range of audiences. The project will also enable SMA to reach more non-specialists, and to promote its role as a source of advice and support to all those responsible for curating archaeology collections regardless of their background or areas of expertise. In short SMA's aim is to:

- Enable museum staff and volunteers to develop the skills to work with archaeological collections proactively and confidently across collections care, interpretation and public access.

- Connect museum staff and volunteers with subject specialist expertise in order to facilitate knowledge exchange, and strengthen expertise in museum archaeology.
- Ensure toolkits and guidelines are updated, and readily accessible to museum staff and volunteers through the SMA website, and those of other key stakeholders.

This will be achieved through:

- Work Package 1: A review of museum archaeology collections care and management standards to ensure they are updated and easily digested resources for all museum staff and volunteers working with archaeology collections.
- Work Package 2: The provision of free training workshops with travel bursaries for attendees, covering the key skills required for archaeological collections care and interpretation, with an emphasis on use of archaeological collections for public and community engagement.
- Work Package 3: The development of a peer networking and mentoring programme.

This consultancy brief relates specifically to Work Package 3 only.

- **Purpose and outcomes**

The overall purpose of Work Package 3 is to pilot a mentoring skills-sharing network between five mentor and five mentee museums in the South East.

The 2016 'Character Matters: Attitudes Behaviours and Skills in the UK Museum Workforce' report highlighted that mentoring is currently under-utilised by the sector, but could play a crucial role in knowledge exchange and increasing both skills and confidence through relationship-based support. The work SMA has undertaken in partnership with Historic England to survey museums across England between 2016-2018 has highlighted not only growing skills gaps caused by the loss of specialist staff, but an inferred increase in demoralisation through submitted comments accompanying the surveys – staff and volunteers feeling isolated when it comes to tackling issues with their collections, when they have no access to in-house specialist support. The mentoring pilot will evaluate the impact of a relationship-based approach to skills transfer, as well as its potential to become a self-sustaining relationship beyond the timescales of the project.

The pilot mentoring scheme will include training for mentors, the development of resources to support the mentor/mentee relationship, evaluation of the scheme and recommendations for a national roll out.

It is expected that:

- The appointed consultant will gather information through research, to scope mentoring approaches and best practice models of mentoring as a professional development tool, and produce a proposal for delivery of the pilot, including mentor training, delivery and evaluation to five mentor/five mentee museums.
- The Consultant will work with the SMA and the South East Museum Development team to develop the pilot, identify mentor and mentee museums, deliver mentor training, and ensure mentors are adequately supported through the pilot period.
- The Consultant will develop and provide all materials associated with the selection process for the pilot, including advertising copy, application forms, selection process criteria, questions and templates, and an associated scoring matrix.
- The Specialist Competence Matrix developed by the SMA for the Chartered Institute for Archaeologists will be used to identify appropriate mentors with specific competence levels (meeting the MCIfA or ACIfA profile). The Consultant will establish a training framework which should include:
 - Identifying appropriate trainers.
 - Workshop(s) for mentors (and if feasible, online support materials).
 - Induction session for mentees.
 - Evaluation meeting with all participants.
- The pilot will be evaluated using qualitative and quantitative methods. In addition, the Specialist Competence Matrix developed by the SMA for the Chartered Institute of Archaeology will be used as a benchmark for mentees pre- and post- pilot.
- The Consultant will produce a final report that will include both an evaluation of the pilot, lessons learned and recommendations for national roll out.

To enable this:

- The SMA Project Advisory Board will hold a briefing meeting with the appointed consultant to discuss the key issues to be addressed by the pilot.
- The consultant will meet with stakeholders to identify and discuss key recommendations and objectives.
- SMA will provide additional funding for the facilitation and practical delivery of this work package with budget allocated specifically for recruitment of mentors, venue hire, trainers, catering and mentor/mentee meetings of £5680 (inc. VAT).

We are looking for a consultant who can deliver to this brief, although use of associates for particular elements will be accepted.

Project timetable:

- Deadline for proposal submission by consultants: 31 March 2019
- Interviews: 18th April 2019
- Consultant meeting with SMA project team and SEMDP lead: w/c 29th April 2019
- Proposal for delivery report: 24th May 2019
- Review and sign off by SMA: By 31 May 2019
- Development of mentoring resources and training package (and training induction materials): 3 June – 31 August 2019

- Final sign off of mentor package and resources by SMA: By 6 September 2019
- Develop evaluation materials: By 27 September 2019
- Training to mentors: By 18 October 2019
- Mentoring pilot: 4 November 2019 – 21 February 2020
- Final evaluation report: 12 April 2020

Please note that in addition to the above timescales, conversations will take place between the SMA project manager and the appointed consultant on a fortnightly basis to ensure the project is running to time. At the end of the delivery phase a wrap-up / lessons learned meeting will take place with the SMA and South East Museum Development – date to be arranged.

Required key skills, knowledge and experience

Candidates will be expected to be able to demonstrate that they meet the following criteria:

COMPETENCE	<p>Experience of development and delivery of mentoring programmes, including mentoring training and associated resources.</p> <p>An understanding of the CfA Specialist Competence Matrix – written to support those who work in/with museum archaeology; or equivalent understanding of competency frameworks from related sectors / specialisms.¹</p>
EXPERIENCE	<p>A proven track record of:</p> <ul style="list-style-type: none"> • Successful delivery of mentoring programmes, with associated training and evaluation. • Successful delivery of consultancy project work on time and to budget. • Experience of working with museums or within the wider cultural heritage sector or not-for-profit. • Working in collaborative partnerships.
SKILLS & KNOWLEDGE & UNDERSTANDING	<ul style="list-style-type: none"> • Mentoring and coaching. • Training (development and delivery). • Communication and relationship building. • Time management. • Project management.
PERSONAL ATTRIBUTES	<ul style="list-style-type: none"> • Motivated, “can-do” approach. • Ability to problem solve.

¹

https://www.archaeologists.net/sites/default/files/Museum%20Archaeology%20specialist%20competence%20matrix_final.pdf

OTHER	<ul style="list-style-type: none"> • Awareness of museum ethics • Commitment to equality and diversity and an understanding of how this applies to this role
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Proposal to tender

The consultancy proposal tender should include:

- A project timetable and design, with a narrative description of how the programme of work will be delivered.
- A budget /pricing breakdown indicating day rates, expenses and any VAT payable (please ensure day rates are reflected in overall breakdown).
- Details of the relevant experience and competency possessed by the consultant and any other personnel who will work on the consultancy as listed under ‘Required key skills, knowledge and experience’ above. NB candidates should signpost comparable projects and outcomes they have delivered.
- CV.
- Names and addresses of two referees.
- Evidence of professional indemnity cover.

Evaluation criteria

We will evaluate your tender against the following criteria:

Criteria weighting	
Value for money	25%
Strength of proposal	35%
Relevant experience and skills	40%

Proposals must be submitted via email to:

Katherine Baxter: SMA Hon. Secretary katherine.baxter@leeds.gov.uk

Queries or questions about the SMART Project or this tender should be addressed to:

Gail Boyle: SMART Project Co-ordinator gail.boyle@bristol.gov.uk