

# OPERATIONAL STAFFING GRANTS

## OVERVIEW AND GUIDELINES



Operational Staffing Grants are designed to assist museums to build capacity by funding human resource wages for core museum staff. Core staff positions are those that fulfill an ongoing need within the museum (Specialized contracts and consultants engaged for projects may be funded through the Institutional Grants Category.)

### Goals

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- To assist Alberta's museums in obtaining adequate resources;
- To encourage museums to leverage funding to increase earned revenue, thereby increasing their relevance and sustainability;
- To assist Alberta's museums to build capacity by providing funding in support of core museum staff;
- To provide Alberta's museums with increased access to trained personnel;
- To support Alberta museums at all stages of organizational life ; and
- To increase the level of professionalism in Alberta's museums.

### Ceiling

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70% of eligible staffing expenses to a maximum of **\$25,000** per grant.

### Application Deadline

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#### November 1

#### SUBMITTING AN APPLICATION

- Applications and attachments must be submitted online using the form on the Alberta Museums Association website, before 4:30 p.m. on the grant deadline. If the deadline falls on a weekend or statutory holiday, applications must be received by 4:30 p.m. **on the next business day** after the deadline. In fairness to other applicants, late submissions will not be accepted for any reason, but may be eligible for review in a subsequent Grant Run.
- If you are applying for a Partnership Project, please use the Partnership Application form.
- This is an online application process only; faxed and hardcopy applications will not be accepted.

- All fields in the application form must be completed; incomplete applications will not be accepted.
- Attachments should be in PDF, Excel, Word, or JPG format.

#### APPLICATION TIMELINE

The complete application process, from application deadline to notification of grant status, may take up to ten weeks. The Alberta Museums Association aims to process applications in a timely and efficient manner that adheres to our accountability requirements.

### Number of Applications

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Museums may submit one application in each annual Grant Run.

### Eligibility

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Available to institutions that:

1. Have been designated a Recognized Museum or are a Candidate within the Recognized Museum Program;
2. Are members in good standing (i.e. dues paid for current year);
3. Have no outstanding evaluations or unused grant funds to be returned; and
4. Are open to the public year-round or seasonally for a minimum of 200 hours annually.

### Restrictions

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The Alberta Museums Association Operational Staffing Grant Category **does not fund**:

1. Wages for specialized contracts or consultant fees; or,
2. Staffing costs that have already been incurred. No expenses, including the institution's matching contributions, may be incurred prior to the Grant Application deadline.

Because the wages / staff time of museum personnel funded by an Operational Staffing Grant are already subsidized, they will **NOT** be eligible for matching expenses within subsequent applications to the Institutional Grants Category or Professional Development Grants Category.

## Operational Staffing Grant Areas

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### 1. SINGLE MUSEUM APPLICATION

The Operational Staffing Grant is designed to be flexible. A museum may submit an application requesting funds for one or more existing or new core staff positions. Funding may be used toward full or part-time core positions that are either year-round or seasonal.

### 2. MUSEUM PARTNERSHIP APPLICATION

Developed for museums that may not have the capacity to engage a full-time staff person at their site alone, the Museum Partnership area enables up to three museums within the same geographic region to share one staff person. Funding may be used toward either year-round or seasonal positions. Applicants must include details about the time-share breakdown arranged by the partnering museums and matching funds must be contributed by each partner. The applicants must provide a strong argument for the overall feasibility of the arrangement.

## Professional Development Requirements

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### UP TO \$10,000:

All applicants must provide an individualized Learning Plan to be undertaken by the individual(s) hired through the Operational Staffing Grant. Applicants are provided with check boxes to indicate the types of professional development opportunities the individual(s) will engage in and are asked to explain how these undertakings link to the needs of the museum. (See *Application Form* for details.)

The Learning Plan is intended to be flexible. Therefore, along with formal learning opportunities, activities such as committee work, study tours, in-house workshops, and formalized mentorship arrangements are considered eligible.

### OVER \$10,000:

Institutions applying for \$10,001 - \$25,000 must: A) complete the above-mentioned Learning Plan; and, B) must also provide evidence of training and experience completed by the individual(s) hired through the Operational Staffing Grant. Specifically, applicants must demonstrate that the individual(s) in question possesses a minimum level of training and experience as outlined below (**only ONE of the following options must be demonstrated**):

1. Currently enrolled in / has completed the Alberta Museums Association's Certificate in Museum Studies Program; OR,
2. Currently enrolled in / has completed another form of relevant formal learning (e.g., diploma, certificate, degree, or professional designation); OR,
3. Combination of equivalent qualifications / experience and training.

**PLEASE NOTE: It is incumbent on applicants to demonstrate to the Jury the relevance of training / experience to the position for which funding is requested.**

## ADDITIONAL FUNDING OPTIONS

Professional Development Grants will still be available to offset costs associated with other professional development opportunities. As well, costs associated with employee professional development are considered eligible staffing expenses to be included within the Operational Staffing Grant budget.

## Human Resource Tools / Practices

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Successful applicants are encouraged to implement human resource tools and practices that support the individual(s) employed by the Operational Staffing Grant.

**A job description is required at the time of application and a Human Resource Policy must be submitted with the Grant Evaluation.**

The following resources contain information that may be useful while developing these tools. Please contact the Alberta Museums Association for information on obtaining copies of these documents or other related resources.

### SAMPLE RESOURCES

[Human Resource Council for the Voluntary/Non-Profit Sector Toolkit](#) (HRVS)  
The HRVS toolkit provides comprehensive information on all areas of human resource management including job description and human resource policy development.

[Human Resource Guidelines](#)

The Human Resources Toolkit provides a checklist and introduction for museums establishing a human resource plan.

[Human Resource Planning Tool](#)

The Learning Coalition (2006). Provides a model for identifying the training and development needs of museum workers and integrating those needs into the activities and planning of the museum.

[Job Description Toolkit](#)

Museums Association of Saskatchewan (2007). Provides instructions for researching, writing, and utilizing job descriptions in museums.

[How to Train Your Summer Staff Manual](#)

Museums Association of Saskatchewan (1997). Functions as both a workbook for trainers and a customized manual for training seasonal employees in museums.

[Competencies for Museum Leadership](#)

Alberta Museums Association (2007). Provides context regarding the development of leadership competencies for museums and outlines four sets of competencies including outcomes / indicators and sources of evidence to measure competencies. Information on using / implementing competencies within museums is also included.

## Why Facets of Sustainability?

In September of 2012, the Alberta Museums Association launched the Sustainability Working Group to develop a series of recommendations to focus on ensuring sustainable practice within Alberta’s museums. Six members of the Alberta Museums Association and three preeminent thought-leaders within the sector worked to develop a series of recommendations to focus on ensuring sustainable practice within Alberta’s museums for long-term viability, vibrancy, vitality, and future success.

The *Sustainability Working Group Recommendations Report*, a document developed for the Alberta Museums Association in 2013, was the direct result of recommendations made by the Sustainability Working Group. The report outlines the case for sustainability and a number of key characteristics for museums. This includes a description of five facets of museum sustainability<sup>1</sup>:

**Cultural:** Working to ensure the expression of a society’s aesthetic, moral, and spiritual values, of its understanding of the world and of life itself; culture transmits the heritage of the past and creates the heritage of the future.

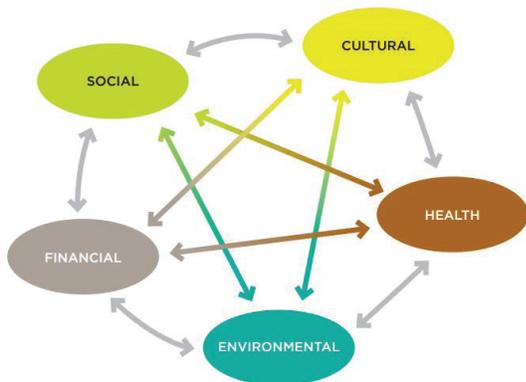
**Health and Well-Being:** Refers to the condition or state of being well, contented and satisfied with life ... Well-being (and so quality of life) has several components, including physical, mental, social, [intellectual], and spiritual. Well-being and quality of life are also used in a collective sense to describe how well society satisfies people’s wants and needs; a shared sense of meaning and purpose is the single attitude most strongly associated with community well-being. The process of arriving at collective meanings is central to the health of a community.

**Environmental:** Working to ensure the surroundings in which an organization operates, including air, water, land, natural resources, flora, fauna, humans, the built environment, and their interrelations are supported successfully for the long-term.

**Financial:** An organization’s capacity to obtain revenues (grants or otherwise) in order to sustain productive processes (projects)... in order to produce results (accomplish the mission, goals or objectives).

**Social:** Deepening and diversifying relationships, aiming to reflect the diversity of society in all that they do; engaged in socially responsible work that affects real social and environmental change with the potential to create public benefit on a larger scale.

Applicants are required to link their application with one or more of the facets of sustainability outlined in the [Sustainability Working Group Recommendations Report](#). See the application form for questions provided to assist you in making this link.



## Community Engagement

Applicants are asked to discuss the positive impact that the position(s) will have in contributing to the museum’s communities. The answer to this question should focus on community engagement and how the museum’s communities will benefit from the position. Community Engagement is “people working collaboratively, through inspired action and learning, to create and realize bold visions for their common future.”<sup>2</sup> This means working with the people in the museum’s communities to identify the important issues that people care about and what role the position(s) can play in making a difference.

Community Engagement IS:	Community Engagement IS NOT:
Identifying and addressing what the community cares about.	Identifying what the community can do for your organization.
Doing things that really matter, e.g., activities focused on building better communities.	Token exhibits and programs about or with community groups
Establishing long-term relationships and partnerships with other community groups.	Occasional stakeholder input meetings or an annual visitor survey.
Working with community groups to plan and offer your programs and activities, and sharing the control, acknowledgement and proceeds.	Continuing to control and run your programs and activities, yet expecting other community organizations to participate and donate.
Getting involved in community activities outside of your organization.	Expecting reciprocity for contributions to the community outside of your organization. <sup>3</sup>

1 Alberta Museums Association, *Sustainability Working Group Recommendations Report*, 2013, accessed March 29, 2015, [http://www.museums.ab.ca/media/34750/museumsswg\\_report\\_final.pdf](http://www.museums.ab.ca/media/34750/museumsswg_report_final.pdf) p.7

2 Willie, Crystal, ed., *Standard Practices Handbook for Museums*, 3rd ed. (Edmonton: Alberta Museums Association, 2014), 379.

3 Matelic, Candance Tangorra. “The Transformative Power of Community Engagement”. Workshop, Alberta Museums Association, Calgary, AB, August 8, 2013.

## The Jury Process

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Applications are adjudicated by a peer jury, selected from Individual Members of the Alberta Museums Association.

### Adjudication Procedures / Ranking System:

Adjudication is based on a ranking system. All sections of the application narrative are allocated points which the jury uses to score each submission (see application for details). The jury must reach a consensus when scoring each application.

In acknowledgement of the diversity of funding requested, applications requesting \$10,000 or less are adjudicated separately from those requesting more than \$10,000.

### Ranking System Breakdown

Total points available: 45

- Funding will be awarded in order of highest application score until the total amount of funding available has been distributed. Projects scoring 29 points and below will not be eligible for funding.

Jurors review the content of each application and award points based on the following:

#### **Institutional Profile / Amount of Funding Requested:**

Jurors are instructed to consider the overall capacity of the institution (through the Institutional Profile) and amount of funding requested when awarding points.

#### **Impact / Long-Term Plans and Facets of Sustainability:**

How the position(s) addresses a demonstrated impact on the museum and community and how the position(s) will assist the museum to accomplish its long-term plans and assist to strengthen its sustainability.

**Learning Plan / Training:** How the annual Learning Plan is linked to an institutional and / or individual need. Also, for institutions applying for over \$10,000, outline the training / experience possessed by the individual(s) to be supported by this grant.

**Budget:** Points will be awarded for sound and reasonable figures with applicable supporting documentation.

For further information on ranking system point distribution, contact the Grants Program Lead.

## Project Evaluation

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**Successful applicants MUST notify the Alberta Museums Association immediately of any changes throughout the year to the information presented within this application (e.g., individual hired or changes to Learning Plan) prior to submitting an evaluation in order to ensure eligibility for future Operational Staffing Grants.**

Successful applicants must submit an evaluation, which follows the Alberta Museums Association guidelines, within **thirteen months** of the grant status notification.

The Alberta Museums Association acknowledges that all funds may not be spent by the evaluation deadline, and therefore asks that museums report on all funds expended by the time of the evaluation. Additional evaluation requirements (e.g., Learning Plan evidence and Human Resource Policy) are due by the evaluation deadline.

**Failure to submit a complete evaluation or to address all evaluation criteria will result in ineligibility to apply for Operational Staffing Grants for one year.**

## Getting Help!

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The Alberta Museums Association Grants Program Lead will gladly speak with you about your Grant Application. The Grants Program Lead can provide clarification, explanations, and an impartial perspective. We strongly encourage you to contact the Grants Program Lead well in advance of grant deadlines.

#### **Grants Program Lead**

Alberta Museums Association  
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