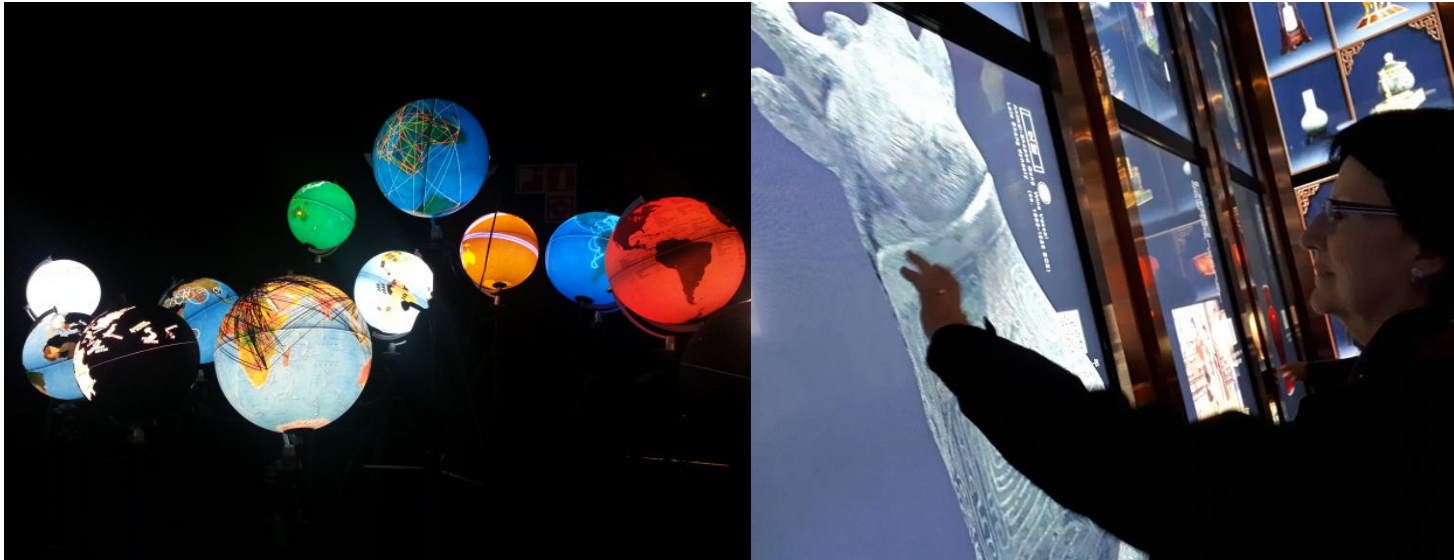


Digital profiles/skills in Museums today_v3



Conxa Rodà

@innova2

1st version, Summer 2020

v3_Extended and updated January 2022



Digital profiles / skills in Museums today (*)

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(*) Recopilatory primarily intended to be useful for my students of the Master of Heritage, then amplified thinking of a wider use: museum professionals, museums and other cultural organisations, universities, public administration. It covers the **strategic side of digital** (strategy, content, experience, engagement, communication, analytics) not the techy / development side.

All graphics and quotes are referenced to the original source and the link provided (as far as I could locate it).

I strongly recommend accessing the original sources for a deeper insight.

My deepest gratitude to all experts and sources to help build a panorama on the digital skills and profiles future.

Languages used: English, Catalan, Spanish and, in minor occasions, German, French, Portuguese, according to the original source.

0. New roles and professional profiles

“...what we learnt on the pandemic effect (...)

There are **big digital skills gaps and a lack of digital infrastructure everywhere and people need help urgently**” (...)

For many leaders, the challenge will be **moving from thinking it is all about digital competency** (their ability to simply use digital tools) **to digital literacy** (their ability to reflect on using tools and understand how to review their digital practice in an informed way within the contexts of their own institution, networks, sector and society)”.

Culture 24 (2020). *The digital transformation agenda and GLAMs - Culture24 findings and outcomes*, p. 14, 18.

https://pro.europeana.eu/files/Europeana_Professional/Publications/Digital%20transformation%20reports/The%20digital%20transformation%20agenda%20and%20GLAMs%20-%20Culture24,%20findings%20and%20outcomes.pdf

“Strategists, Experts on User Experience and SEO, Digital, Innovation, Content strategists, Community managers, storytellers, experts on Visual Thinking and Design Thinking, evaluation experts, Open Data and Big Data experts, data analysts and many more **new roles and profiles are needed to achieve the new mission and social role of museums today**. Beyond qualifications and experience, motivation and attitude are pivotal for a fully positive development of today’s job needs.

Wanted: professionals willing to take responsibility beyond the scope of the job description and organisation.

In spite of a defined structured distribution of tasks and roles, there is a strong need today of the so called soft skills, transversal communication and cross-departmental collaboration. Museums can not work in silos anymore. So team-building and team-working attitudes are crucial. **Ability with digital technology, foreign languages and team-working skills will be basic requirements for any job position**”.

(Source still to be located / Font pendent de localitzar)

“To compete in this increasingly challenging environment, museums are redefining their strategy for accomplishing their mission and are experimenting with **digital technologies that enable deeper audience engagement** and a stronger understanding of customers. Based on our experience with both for-profit and nonprofit organizations, we believe that **institutions that perceive digital technology as a strategic imperative**, rather than simply as a tool, and elevate it to senior management by creating senior executive roles, such as the chief digital officer, **are more likely to take full advantage of the constructive forces of digital disruption** and ensure their organization’s long-term sustainability”.

Nash, Laurie et al. (2016). “The emergence of the chief digital officer in cultural institutions”.

<https://www.russellreynolds.com/insights/thought-leadership/the-emergence-of-the-chief-digital-officer-in-cultural-institutions>

New Roles and Responsibilities in Museums

- Chief Digital Officer
- Head of Technology /Chief Information Officer
- Digital Content Manager
- Analytics and Evaluation Manager
- Database Manager
- Digital Project Manager
- Bookings Manager
- Membership and Development Manager
- Email Marketing manager
- Social media Manager
- Collection Information Manager
- Digital Archivist
- Digital Learning Programs Manager
- Digital Content Producer
- Media Writer
- Web and Digital media Developer
- Rights and Reproductions Coordinator
- Ecommerce Manager

“New skills in the digital age for all museum workers include communication and visual literacy, collaboration, agility and experimentation, problem solving, and knowledge sharing”.

Blankenberg, Ngaire (2017) “Museum Organization for the Future” in *Digital Museum Planning*, ed. by A. Hossaini, N. N. Blankenberg and G. Lord p. 280–287. Lanham: Rowman & Littlefield. 391 pp.

4 new digital profiles at Musea Brugge (planned in their new Digital Strategy):

- an **e-culture coordinator** who streamlines all digital campaigns, initiates new applications, encourages employees to become as digital as possible and draws up an action plan annually
- a **digital content manager** who monitors all actions related to digitization and registration of museum data
- a **digital community manager** with expertise in the field of digital communication, marketing, social media and specific communication tools to also make Musea Brugge a virtually strong brand
- a **digicoach** who can educate all employees and offer support for the management of museum digital applications.

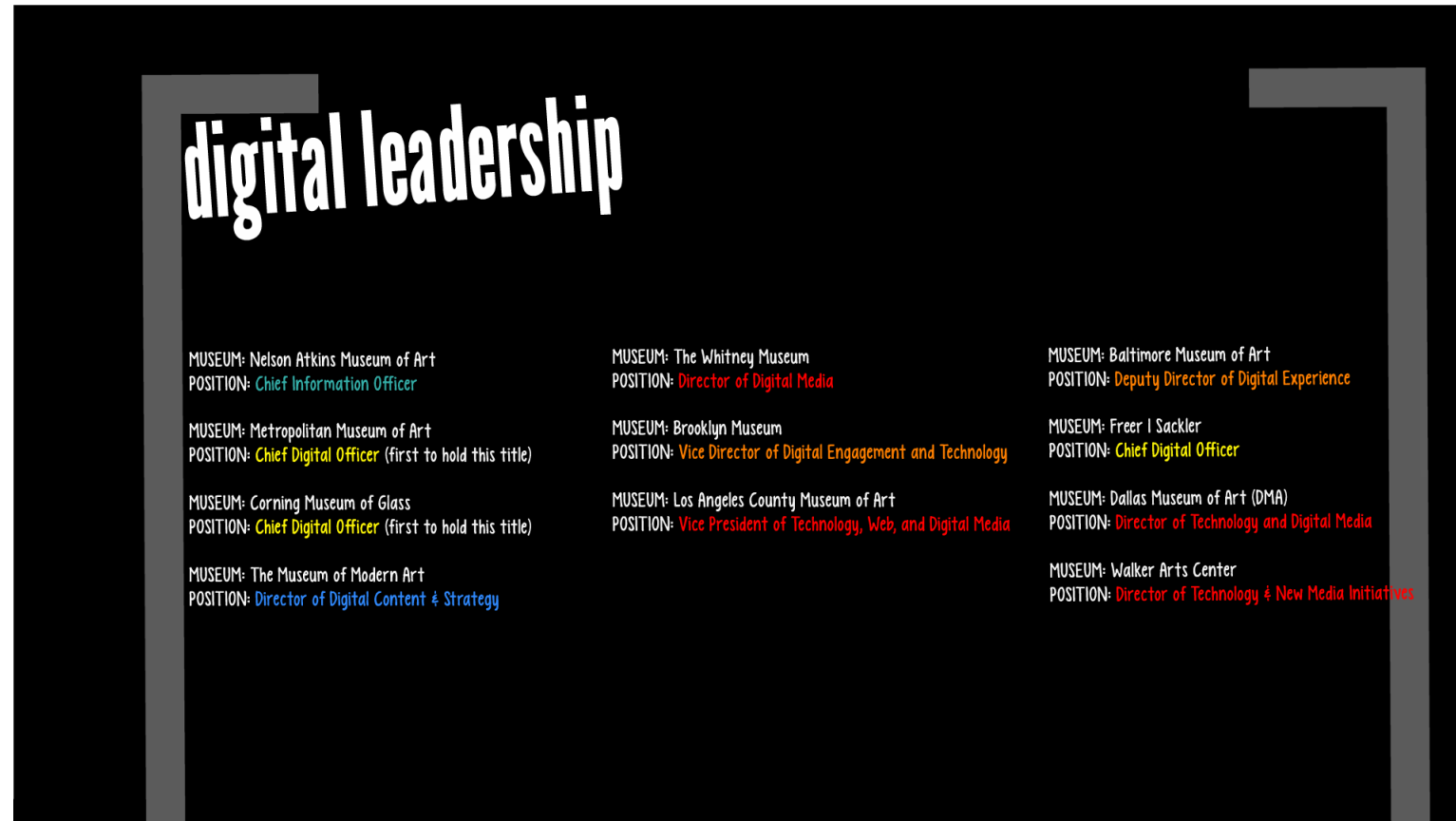
Steelandt, Katrien (2020). "Implementing a Digital Strategy for Musea Brugge: from goals to principles.": *MW 2020*.
<https://mw20.museweb.net/paper/implementing-a-digital-strategy-for-musea-brugge-from-goals-to-principles/>

Specialist digital roles

- **Digital content creators** – responsible for digital experience and content and user analysis creating and updating formal policies and guidance around the use of social media.
- **Digital programme staff** – responsible for managing digital projects (e.g. a new website) and supporting digital elements within other projects; establishing best practice for including digital elements in all projects and working productively with the digital team.
- **Digital learning staff** – responsible for creating and managing online learning resources; creating digital learning content for educational activities and school visits.
- **Digital curators** – specialising in resourcing, collecting and exhibiting digital-born material.
- **Digital collections staff** – responsible for adding data into and managing museum collection management systems.
- **Digital developers** – responsible for designing, testing and delivering software; web content management; commissioning user testing; optimising web content; managing digital infrastructure and storage.

One by One (2018). *Mapping the Museum Digital Skills ecosystem*. <https://one-by-one.uk/2018/03/23/phase-1-findings/>

Digital Leadership



Honeysett, Nik (2015). "Technology, Innovation & Risk". <https://prezi.com/fme5ujqouqmz/technology-innovation-risk/>

Chief Digital Officer _ several US museums

Institution	Department Name	Department Head	Reports to
Art Institute of Chicago	Digital Experience	Executive Director	Deputy Director for Curatorial Affairs
Brooklyn Museum	Digital Engagement	Director of Digital Engagement	Chief of Marketing and Communications Director
Cleveland Museum of Art	Information Management, Media and Technical Services	Chief Information/Digital Officer	Director/CEO
LACMA	2 Departments: Web & Digital Media, Technology	Vice President, Web, Digital Media & Technology	Director/CEO
Metropolitan Museum of Art	Digital	Chief Digital Officer	Dep. Director for Collections and Administrations
Minneapolis Institute of Art	Media and Technology	Chief Digital Officer	Director/President
MoMA	Digital Media	Director, Digital Media	Director of Marketing and Creative Strategy
Museum of Fine Arts, Boston	Creative and Interactive Media	Director of Creative and Interactive Media	Chief Brand Officer, Deputy Director
National Gallery of Art	Digital Media Division	Chief, Digital Media	Deputy Director
Philadelphia Museum of Art	Information and Interpretive Technologies	Director of Information and Interpretive Technologies	Chief Operating Officer
SFMOMA	Web and Digital Platforms	Head of Web and Digital Platforms	Chief Content Officer
Whitney Museum of American Art	Digital Media	Director of Digital Media	Chief Communications Officer

Tallon, Loic (2017). "Digital is more than a department".
<https://www.metmuseum.org/blogs/now-at-the-met/2017/digital-future-at-the-met>

Chief Digital Officer

Guía Salarial 2021

Chief Digital Officer (CDO)

El/La CDO es el responsable de definir la estrategia digital global o la estrategia de transformación digital en toda la empresa. Debe encargarse de crear sinergias entre producto, marketing, ventas y operaciones y de promover una cultura impulsada por datos y centrada en la innovación y la tecnología.

Las empresas interesadas en este tipo de profesional buscan perfiles con formación superior universitaria especializados en Marketing, Administración de Empresas o similar. Exigen también Máster o Postgrado en Marketing Digital, e-Business o Transformación Digital y se valora mucho la experiencia o formación en Programación, BI o Sistemas; la experiencia previa en puestos de Dirección de Marketing Digital, Growth, e-Business o consultoría de transformación digital; y la experiencia en gestión de equipos multidisciplinares, presupuestos y proveedores.

Se espera, además, que este/a profesional cuente con amplios conocimientos y experiencia en manejo de herramientas ERP, CRM, Marketing Automation, Análisis, CMS y plataformas de emailing.

Spring Professional (2021). *Guía Salarial 2021 Digital & E-Commerce*, p. 4.

<https://www.springSpain.com/guia-salarial/guia-salarial-2021-digital-ecommerce> 44pp.

Chief Digital Officer

Estrategia digital

01

CDO (CHIEF DIGITAL OFFICER)

Director de transformación digital y "hacker" corporativo

MISIÓN

- Definir e implantar la estrategia digital en la empresa, con el fin de asegurar la consecución de los objetivos de negocio digital establecidos.
- Liderar la cultura de gestión del cambio -junto a la Dirección de RR.HH.- hacia una organización ágil e innovadora, así como flexible, conectada, colaborativa, abierta y data driven. Es lo que entendemos por "hacker" corporativo, un perfil capaz de acelerar la transformación.
- Impulsar la innovación de base tecnológica, junto a la Dirección de IT, para el desarrollo de modelos de negocio disruptivos.

FUNCIONES

- Liderar los proyectos de transformación digital de la compañía.
- Acelerar los proyectos de gestión del cambio cultural y data driven.
- Supervisar el correcto funcionamiento y plazos de entrega de los servicios y productos digitales.
- Liderar, formar y retener un equipo de profesionales dinámico y orientado a la disrupción y nuevas tecnologías.
- Mantener a la empresa a la vanguardia de la evolución digital.

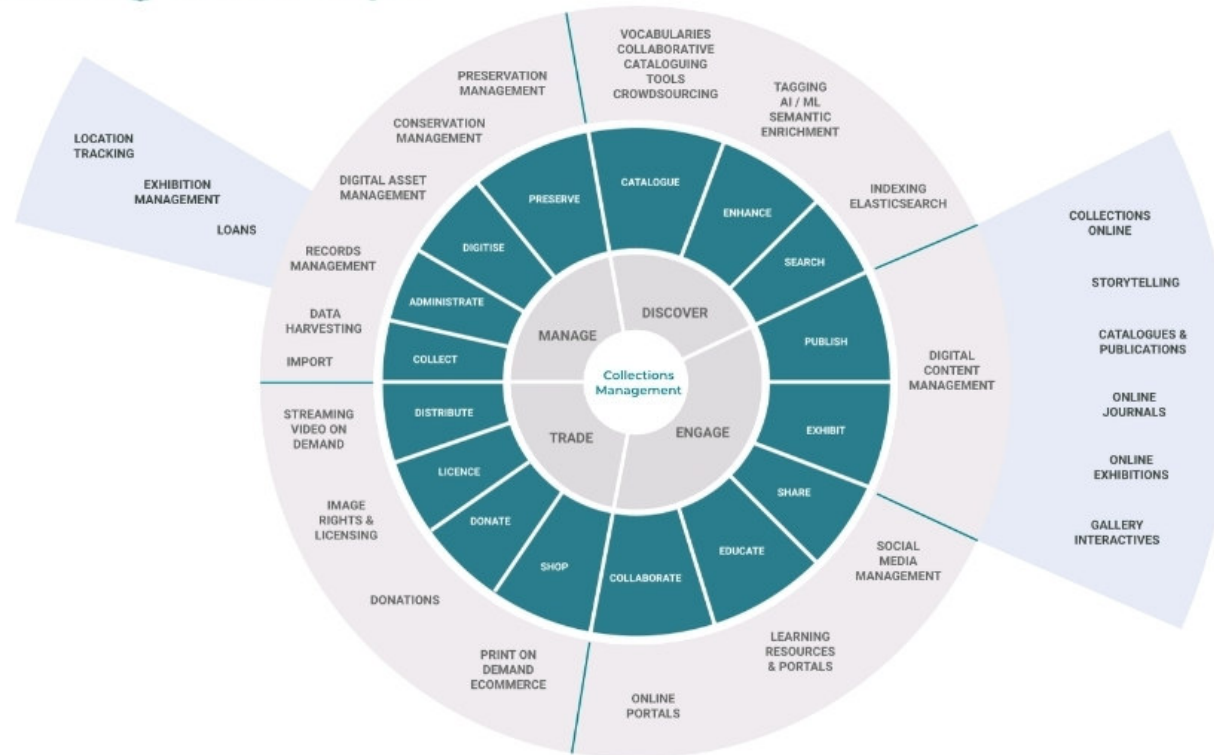
CONOCIMIENTOS Y COMPETENCIAS

- Conocimientos de gestión de empresas orientada a negocio, marketing -on y off- y tecnologías digitales y exponenciales.
- Experiencia en la creación, implantación y monitorización de estrategia digital. Identificación y seguimiento de KPI.
- Experiencia en metodologías ágiles y de innovación.
- Liderazgo directivo e inspirador; perfil innovador y emprendimiento.

Inesdi (2020). *Top 25 Profesiones Digitales 2020*. Descargable en <https://www.inesdi.com/estudios-inesdi/top-25-profesiones-digitales-2020/>

Tasks in Museums' Collection Management

Expanding the Scope



terentia

Microsoft Terentia Webinar (2020). <https://www.youtube.com/watch?v=hn0WypX13GQ>. min. 15:02-15:21

Digital Communication - Tècnic/a de Comunicació Digital

DEFINICIÓ DEL LLOC

Construir, gestionar i administrar la comunitat online del museu, tot fent especial atenció a la captació de nous membres i prescriptors i a l'establiment de relacions duradores i estables, que contribueixin a enfortir el posicionament i el reconeixement social del museu

FUNCIONS BÀSIQUES

Realitzar el disseny conceptual del lloc web del museu, definint la seva estructura, els continguts i els serveis que ha d'integrar. Garantir la seva actualització permanent

Dissenyar l'estratègia a les xarxes socials, establint els objectius, la identificació d'audiències, la definició dels canals a emprar, els continguts a compartir-hi i el tipus d'actuacions escaients, amb la finalitat de construir una comunitat virtual del museu. Garantir permanentment l'alimentació d'aquests continguts (community manager)

Concebre i elaborar continguts, en col·laboració amb els diversos departaments del museu, per al lloc web i les xarxes socials, així com nous productes digitals innovadors que millorin l'experiència dels visitants a partir de les col·leccions, que tinguin valor agregat per a cada segment d'audiència i per a cada xarxa social

Dissenyar estratègies de dinamització del lloc web de la institució i generar compromís amb la comunitat mitjançant el diàleg bidireccional, la participació i l'aportació de continguts per part de la comunitat

Realitzar estadístiques i analitzar dades generades pel funcionament de la web (freqüentació, trànsit, càrrega del sistema) per l'impacte de l'activitat del museu a les xarxes socials

PROVISIÓ DEL LLOC

Categoria o nivell: Tècnic superior /A1

Titulació d'accés: Llicenciatura o grau universitari en comunicació, relacions públiques i afins

Altres requisits d'accés: Català C1, llengües estrangeres

Mèrits rellevants:

Altres llicenciatures

Màsters i postgraus en gestió cultural i patrimoni cultural

Coneixements de museologia

Coneixements de la disciplina de referència del museu

Experiència en gestió d'equipaments culturals i patrimoni cultural

Capacitats relacionals, treball en equip

Formació rebuda acreditada

Formació impartida. Docència, conferències, ponències

Publicacions

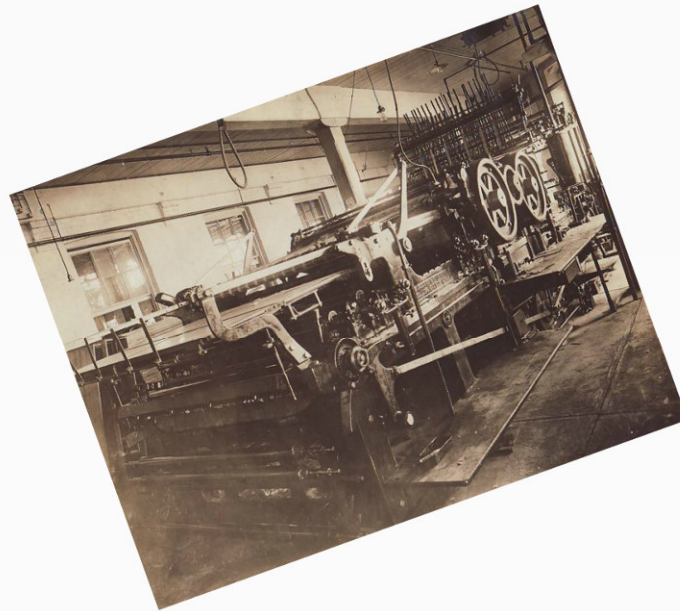
Informàtica (acreditació ACTIC)

Associació de Museòlegs de Catalunya (AMC), 2019, p. 50.
El projecte de definició dels perfils professionals de museus. 70 pp.
<http://www.museologia.cat/uploads/documents/94-document.pdf>

Digital Publishing

Digital Publishing >> what does it take?

Writer
Editor
Photographer
Book DeSigner
Printer
Distributor
Production Coordinator



Writer
Editor
Web Editor
Photographer
Web DeSigner
DBA
Project Manager
Collections Manager
Web Content Admin
Programmer
System Administrator

Honeysett, Nik (2017). "Museum Technology Trends". <https://prezi.com/xt93yvcxgw2/museum-technology-trends>

Digital Analytics

Web Analytics & SEM Analyst, Smithsonian
Digital Analyst, Tate
Business Analyst (Digital Analytics), National Gallery
Data Analyst, LACMA
Digital Media Analyst, Natural History Museum
Digital Analyst, American Natural History Museum
Marketing Analytics Manager, MOMA
Program Analyst (Web Analytics), U.S. Holocaust Memorial Museum
Market Research Analyst, Canadian Museum of Nature
Data Analyst, Digital Media, The Metropolitan Museum of Art

Digital Marketing / Marketing Digital

- Digital Marketing Manager
- Especialista en SEO y SEM. También conocido como *Trafficker Digital*
- Growth Hacker, experto en desarrollos virales
- Community Manager
- UI/UX Designer
- E-Commerce Manager

Inesdi (2021). "Las profesiones más solicitadas del Marketing Digital".

<https://www.inesdi.com/blog/las-profesiones-mas-solicitadas-del-marketing-digital>

Chief Data Officer _ Funciones principales:

- **Definir una estrategia global entorno a los datos** aplicable en todos los departamentos de la organización y que engloba tanto el uso y tratamiento de los datos (*data governance*), como su gestión (*data management*) o el cumplimiento de las normativas relativas a la protección de datos
- **Transformar los datos en una ventaja competitiva:** Una de las claves de la relevancia de esta figura es que debe lograr hacer de los datos *insights* que mejoren el rendimiento, que sean un activo de valor para el negocio
- **Promover la innovación** eligiendo las herramientas y tecnologías de datos más adecuadas para la empresa y aportando información para la transformación digital de la compañía.

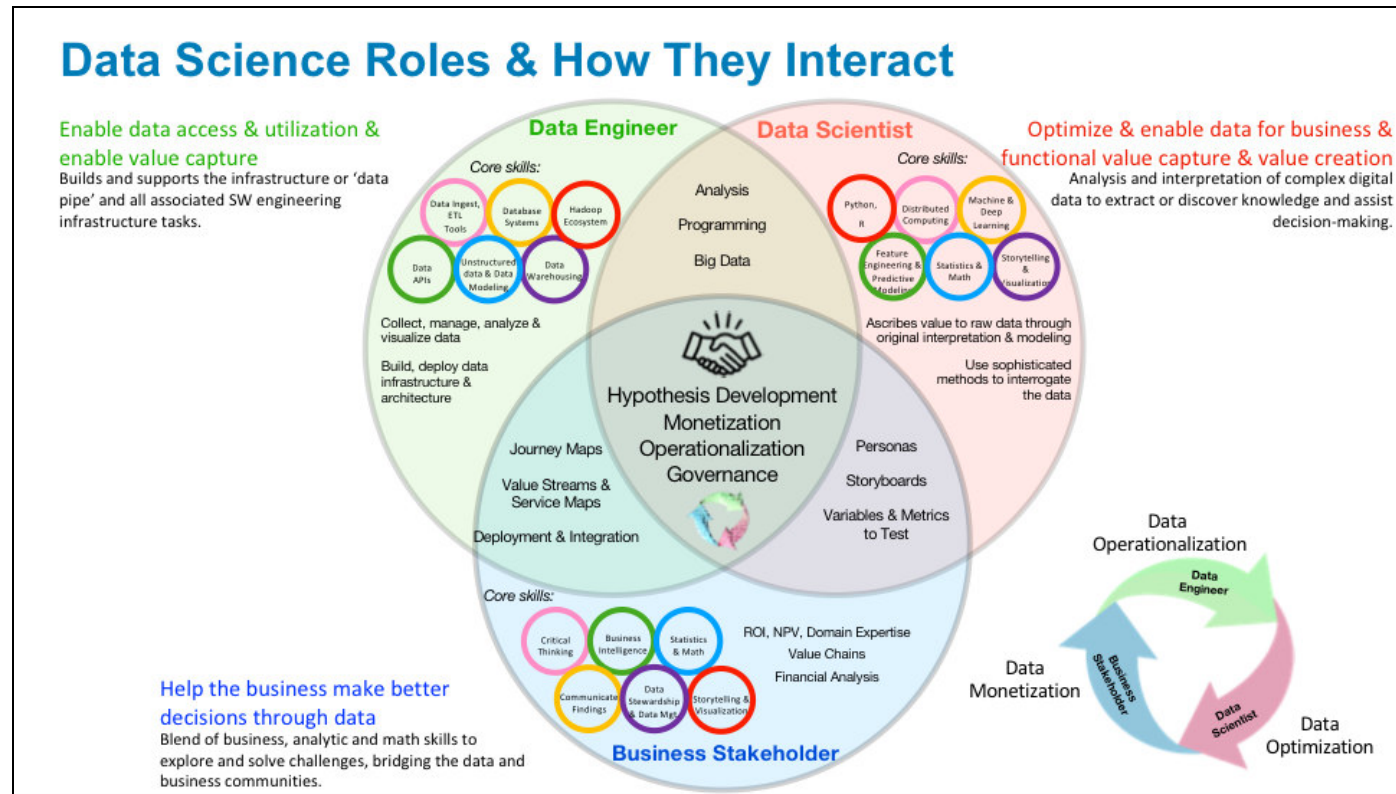
Bismart (2021). "El Chief Data Officer ya es uno de los perfiles profesionales más demandados".
<https://blog.bismart.com/es/chief-data-officer-perfiles-profesionales-más-buscados>

Chief data Officer _ Responsibilities:

- Governance: Advising on, monitoring, and governing enterprise data
- Operations: Enabling data usability, availability, and efficiency
- Innovation: Driving enterprise digital transformation innovation, cost reduction, and revenue generation
- Analytics: Supporting analytics and reporting on products, customers, operations, and markets

Zetlin, Minda (2020) "What is a chief data officer? A leader who creates business value from data".
<https://www.cio.com/article/3234884/what-is-a-chief-data-officer.html>

Data Science Roles



Data Science Center (2018). <https://www.datasciencecentral.com/profiles/blogs/dean-of-big-data-driving-the-snakes-of-data-science-out-of>

Data Scientist / Big Data Engineer / Big Data Architect / Data Visualization

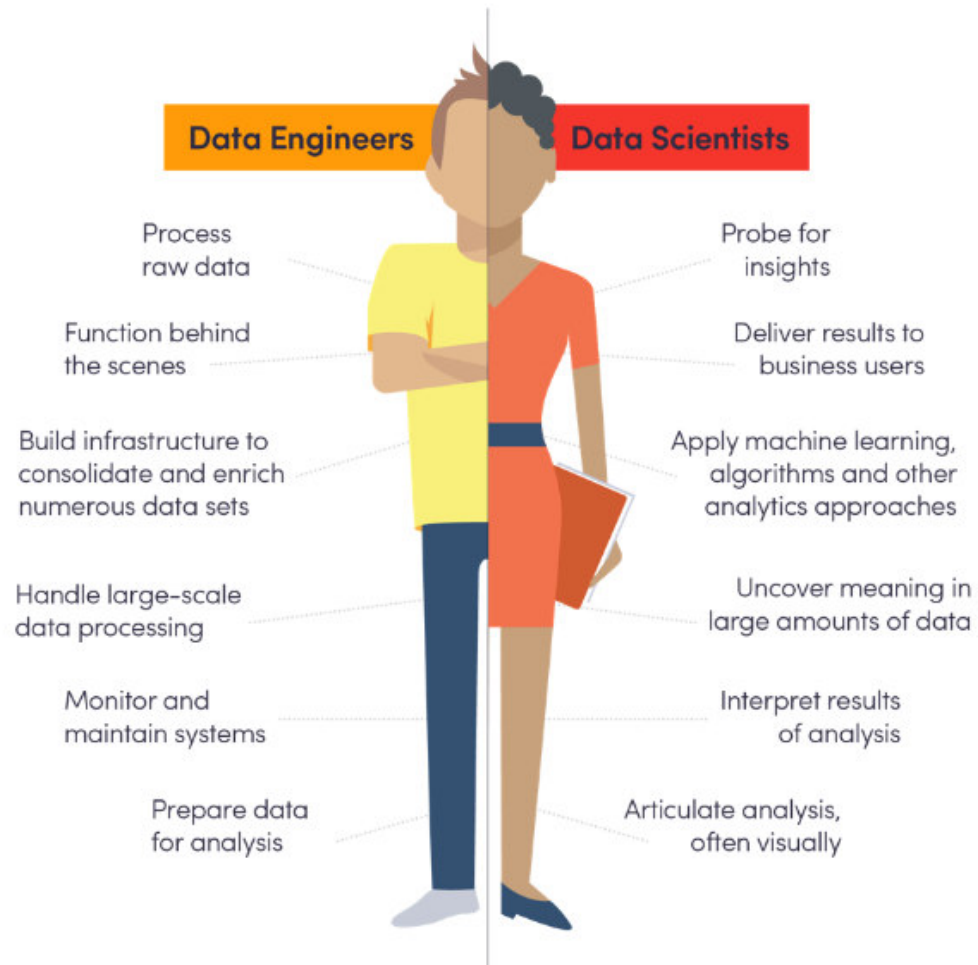
3

COMO SER UNA EMPRESA BASADA EN DATOS LOS 5 EJES DE REFLEXIÓN: ORGANIZACIÓN



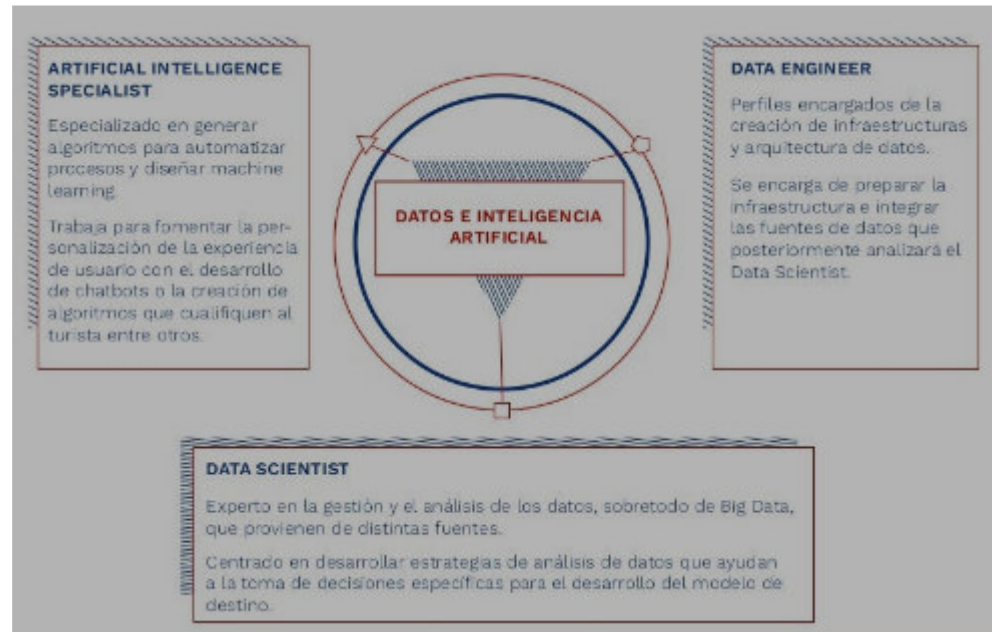
Data Scientist 	Big Data Engineer 	Big Data Architect 	Data Visualization specialist
Perfil encargado de la extracción de valor y conocimiento de los datos.	Perfil responsable del flujo de información end-to-end desde un punto de vista técnico.	Perfil encargado del diseño, despliegue y gestión de la arquitectura Big Data.	Perfil responsable del diseño y creación de visualizaciones de datos de gran impacto.
Roles: <ul style="list-style-type: none">• Análisis de información• Elaboración de modelos predictivos• Reporting	Roles: <ul style="list-style-type: none">• Responsable flujo end-to-end del dato• Integración fuentes de información• Desarrollo de procesos de transferencia	Roles: <ul style="list-style-type: none">• Responsable del diseño de la arquitectura• Despliegue componentes• Resolución incidencias plataforma	Roles: <ul style="list-style-type: none">• Presentación de datos• Supervisar herramientas de visualización• Apoyo al analista
Skills: <ul style="list-style-type: none">• Estadística y matemáticas• Programación• Entornos de desarrollo	Skills: <ul style="list-style-type: none">• Desarrollo ETLs• Desarrollo software• Leng. Programación• Herramientas ingesta	Skills: <ul style="list-style-type: none">• Bases de datos• Ecosistema Hadoop• Leng. Programación• Sistemas unix	Skills: <ul style="list-style-type: none">• Técnicas de visualización• Programación• Herramientas de visualización avanzada

Data Engineering vs Data Science



Friday Night Analytics. "Data Engineering vs Data Science". <https://fridaynightanalytics.com/data-engineering-vs-data-science/>

Data and Artificial Intelligence / Data Scientist / Data Engineer



Generalitat Valenciana (2020). *Nuevos modelos de gestion del marketing en destinos turísticos*, p. 41
<https://www.slideshare.net/invattur/estudio-marketing-y-transformacion-digital-dmos>

1. Existing Digital Departments /Positions

Digital Strategy / Digital Transformation / Digital Mediation

Vice President for Digital and Technology - The Huntington Museum, San Marino, California

Digital Director - Tate // National Gallery, London // Art Gallery of Ontario

Director of Public and Digital - Grand Palais, Paris

Direction du Numérique - Musée d'Orsay

Deputy Director of Digital and Education - MET

Deputy Director for Digital Initiatives and Chief Experience Officer - The Barnes Foundation, Philadelphia

Director of Digital, Communications and Technology - National Gallery, London

Director of Digital Initiatives - Missouri Historical Society

Head of Digital - SMK_Statens Museum Kunst, Copenhagen // V&A // Birmingham Museums // Musée du quai Branly-Jacques Chirac // National Gallery of Australia

Head of Digital Innovation - Museum of London

Head of Digital Services - National Gallery, London

Head of Digital and Deputy Curator - Les 2 Musées Luxembourg

Head of Digital / Project Lead – National Museum Wales

Associate Director, Digital Strategy - Oakland Museum of California

Director of Technology and Digital Strategy - MIT Museum

Director of Digital Strategy - Fine Arts Museums, San Francisco

Chief of External Affairs and Digital Strategies - Smithsonian American Art Museum

Head of Digital Strategy - Museum für Kunst und Gewerbe, Hamburg

Manager of Digital Strategy - San José Museum of Art

Digital Strategy Consultant - The Wolfsonian-FIU, Florida

Associate Director, Digital Research Systems and Strategies, Art Institute of Chicago

Head of Strategy, Innovation and Digital Transformation - Museu Nacional d'Art de Catalunya, Barcelona

Head of Technology and Digital Transformation - The National Museum of the Royal Navy, Portsmouth, UK

Head of Digital Transformation - Smithsonian Institution

Director de Transformación Digital - Museo Guggenheim, Bilbao

Digital Transformation Lead - London Transport Museum

Chief Digital Officer - Royal Ontario Museum // MET // Corning Museum of Glass, NY // National Gallery of Art, Washington // Milwaukee Art Museum // The Museum of Science & more

Director, Digital Access Strategy - Minnesota Historical Society

Chief Digital Information Officer - Cleveland Museum of Art,

Chief Digital and Information Officer - National Gallery, Singapore

Associate Director of Marketing and Digital Strategy - New Museum of Contemporary Art, NY

Leiter der Abteilung Digitale Museumspraxis - Landesmuseum
 Württemberg, Stuttgart
 Digital Advisor, Sørlandets Kunstmuseum, Kristiansand, Norway
 Digital Media Director - Crystal Bridges Museum of American Art,
 Arkansas, US
 Head of Digital Media - National Museums Scotland // National
 Museum Wales
 Head of Digital Media and Publishing - V&A
 Head of New Media - Science Museum, UK
 Creative Director, Digital Media - LACMA
 Director of Digital Programming - The National WWII Museum,
 New Orleans
 Director of Digital and Information Services - Isabella Stewart
 Gardner Museum, Boston
 Head of Digital Services and Collections - Slovak National Gallery,
 Bratislava
 Chief Digital and Product Officer - Natural History Museum, UK

Head Technology Strategy and Delivery - Museums Victoria,
 Melbourne
 Jefe de Desarrollo Digital - Museo del Prado
 Digital Manager - Badisches Landesmuseum, Karlsruhe // Royal
 BC Museum, Canada
 Director of Digital Media - The Whitney Museum of American Art
 Digital Media Manager - Planet Word Museum, Washington // The
 Childrens Museum of Atlanta // Hispanic Society Museum and
 Library
 Responsable de Proyectos Digitales, Museo Reina Sofía, Madrid
 Chargé.e des projets numériques - Centre Pompidou
 Chargé.e de Projet de Médiation Numérique - Musée de l'Air et
 de l'Espace, Paris
 Digital Projects Officer - CARAD Rhayader Museum, UK
 Digital Project Manager - Royal Academy of Arts, UK
 Digital projects Coordinator - National Gallery of Art, Washington
 Manager of Digital Products - Rijksmuseum

Digital Engagement / Digital Experience

Director of Audiences, Commercial & Digital - V&A
 Director of Digital Engagement - National Museum of Women in Arts,
 Washington // Smithsonian Arts and Industries Building
 Director of Digital Engagement and Head of Education - Lowe Art
 Museum, Miami
 Director of Digital Engagement Platforms - Baltimore Museum of Art
 Head of Digital Engagement and Insight - Australian National
 Maritime Museum, Sydney

Head of Audiences and Online Engagement - Ashmolean Museum,
 Oxford
 Digital Audience Development Officer - Wakefield Museums &
 Castles, UK
 Digital Engagement Strategist - Royal Ontario Museum (ROM)
 Head of Interpretation and Digital Engagement - Royal Armouries
 Museum, UK
 Manager of Interpretive Media - The Jewish Museum, NY
 Head of Collections Engagement - Europeana

Digital Engagement Coordinator - The Corporation of Fine Arts Museums of San Francisco (COFAM)
 Digital Engagement Curator – Barnsley Museums, UK
 Digital Engagement Officer - Egham Museum, UK // Bank of England Museum // Leeds Museums and Galleries
 Digitization and Digital Engagement Manager - Bodleian Libraries, Oxford
 Digital Content & Engagement Manager - Field Museum, Chicago
 Audience Engagement Coordinator - The New Zealand Portrait Gallery, Wellington
 Manager of Digital Engagement - George Eastman Museum
 Project Manager of Digital Engagement - Mauritshuis, Den Haag
 Head of Digital Interaction - Nordiska museet, Stockholm
 Director of Audience Experience - The Baltimore Museum of Art
 Director of Digital Experience – SFMOMA // Qatar Museums
 Head of Digital Experiences - Canadian Museum of History // Phillips Collection // Australian War Memorial
 Head of Museum Experience and Collections - Värmländska Museet, Härnösand, Sweden
 Director for Digital Initiatives and Chief Experience Officer - Barnes Foundation

Director of Digital Initiatives - Missouri Historical Society
 Chief Experience Officer - Akron Art Museum, Ohio // Copper Hewitt, NY // ACMI (Australian Centre for the Moving Image)
 Digital Experience Lead - Auckland War Memorial Museum
 Program Director, Digital Experience - National Museum of American History
 Digital Experience Strategist - The Field Museum, Chicago
 Digital Experience Manager & Head of Education - Lowe Art Museum, University of Miami
 Digital Experience Manager - Science Museum, UK
 Curator of Digital Experience - Georgia O'Keeffe Museum
 Digital Experience and Rights Manager - Georgia O'Keeffe M.
 Chief of Digital Product and Experience, National Gallery of Art, Washington
 Curator of Game Technologies - National Science & Media Museum, Bradford, UK
 Y-Lab's Community and Project Manager, National Gallery Singapore

Digital Learning

Head of Learning and Digital Programmes - V&A
 Director of Digital Learning and Engagement - Norman Rockwell Museum, University of Massachusetts
 Digital Learning Programme Coordinator - Museum of London

Digital Learning Manager - National Portrait Gallery, UK
 Digital Learning Producer - British Museum
 Museums Online Learning Resources Consultant - Jane Austen's House, Chawton, UK

Content Strategy

Director of Digital Content & Strategy - MoMA
Director Digital Content - Hammer Museum, UCLA, US
Chief Content Officer - SFMOMA // Museum of Contemporary Art
Chicago // National Gallery of Art, Washington // Oakland
Museum of California & others
Head of Digital and Content Services - National Museum Australia,
Canberra
Head of Digital Content - Tate
Head of Digital Content and Editorial – MET
Head of Digital Content and Delivery – National Gallery of Art,
Washington
Head of Digital Content & Channels - Royal Academy of Arts, UK
Content Strategist and Editorial Lead - Getty Research Institute
Content Strategy and Digital Engagement division - SFMOMA
Head of Communications and Content - The Walker Art Center
Chargé/e de Communication et Contenus Numériques - Musée
international de la Croix-Rouge, Genève
Digital Content Strategist - Amon Carter Museum of American Art ,
Texas

Chargé.e de Projets et de Contenus Numériques - Musée du Quai
Branly, Paris
Head of Interpretive Content - J. Paul Getty Trust
Senior Content Planner - The National Gallery, London
Lead Content Designer - The National Archives, UK
Digital Media Content Manager - National Museums Scotland
Digital Content Manager - National Museum of Women in the Arts,
Washington // Natural History Museum, London // Wellcome
Collection // Pallant House Gallery, Chichester, UK
Digital Content Producer – National Galleries of Scotland //
Natural History Museum, London
Digital Senior Producer & Editor – MET
Digital & Social Media Editor – Museum of the Home, London
Digital Content Editor - Science Museum Group, UK // English
Heritage
Web Content Editor - Ashmolean Museum, Oxford
Web Content Manager - Museum of Contemporary Art Chicago
Social Media and Content Manager - Royal Academy of Arts, UK
Interpretive Media: Digital Storytelling Internship - SFMOMA

Digital Collections / Digital Assets

Head of Digital Collections and Resource Center - Polin–Museum
of the History of Polish Jews, Warsaw
Head of Digital Collections and Services - Slovak National Gallery
Head of Digital Cataloguing and MKG Collection Online - Museum
für Kunst und Gewerbe, Hamburg

Digital Collections Manager - National Portrait Gallery, London
Curator of Digital Collections - Spencer Museum of Art - University
of Kansas
Curator of Digital and Emerging Media – Smithsonian APA
Lead Interactive Gallery Curator – Science Museum Group, UK

Curator of Digital Art - Whitney Museum of American Art
 Curator (Digital Arts/XR) - Coventry City of Culture Trust
 Digital Museum Division Curator - National Museum of Korea
 Digital Curator - Kelvingrove Museum, Glasgow
 Head of New Archives & Digital Preservation - Royal BC Museum, Canada
 Digital Preservation Manager - Science Museum Group, UK

Collections Photographer & Digital Asset Manager – North Carolina Museum of Art
 Digital Asset Data Coordinator - Oakland Museum of California
 Manager of Digital Assets Management - MET
 Collections Information Manager – de Young, Fine Arts Museums of San Francisco
 Data Coordinator - Cumbria Museums, UK
 Digital Imaging Manager - J. Paul Getty Museum

Digital Communication / Digital Marketing

Chargé(e) des Communications Numériques - Musée des beaux-arts de Montréal (MBAM) - Canada
 Chargé(e) des Communication Digitale - Le Frac Centre-Val de Loire
 Director of Communications and Digital - National Portrait Gallery, London
 Director of Communications, Partnerships and Digital Initiatives, Museum of Contemporary Art, Denver
 Head of Communications & Digital Engagement - BALTIC Centre for Contemporary Art, Gateshead, England
 Digital Media & Communications Coordinator - The Studio Museum in Harlem
 Digital Marketing and Communications Coordinator - The Peace Museum, Bradford, UK
 Marketing and Digital Communications Officer - Ashmolean Museum, University of Oxford
 Senior Adviser Digital Communication - Van Gogh Museum
 Communication and Digital Content Manager - International Red Cross and Red Crescent Museum, Geneva, Switzerland

Digital Communications Manager - J. Paul Getty Museum // The Art Institute of Chicago // Brooklyn Museum // Ashmolean Museum
 Manager, Digital Communications - Museum of Contemporary Art San Diego
 Digital Communications Officer - York Museums Trust
 Digital Communications Editor - Smithsonian
 Senior Manager of Digital Marketing - MET
 Digital Marketing Manager - New Orleans Museum of Art // International Center of Photography, NY // New Museum Contemporary Art, NY // The Jewish Museum, NY // London Transport Museum, Royal Air Force Museum, London & more
 Digital Media Marketing Manager - MoMA
 Digital Marketing and Analytics Manager – MoMA
 Digital Marketing Production Coordinator - United States Holocaust Memorial Museum, Washington, DC
 Responsable web y nuevos medios - Museo Thyssen // Museo Lázaro Galdiano
 Responsable de Medios Digitales - Fundació Dalí, Catalonia

Web & Interactive Manager - California Academy of Sciences
 Head of Web - National Gallery of Art, Washington
 Communications & Social Media Strategist – Swedish National
 Historical Museums
 Manager of Web and Social Media - The Walters Art Museum
 Web Managing Editor - The Fine Arts Museums of San Francisco
 Web Manager - Van Gogh Museum // Carnegie Museum of Art,
 Pittsburgh, US
 Senior Web Manager - American Museum of Natural History
 Técnico de Gestión de Comunicación Digital - Museo del Prado
 Técnico de Comunicación y Redes Sociales - Museo Picasso Málaga
 Digital and Social Media Officer - National Galleries of Scotland
 Social Media Manager - V&A // The Field Museum, Chicago // The
 Natural History Museum of Los Angeles County // Museum of
 Science, Boston // Museums Victoria, Australia

Social Media Coordinator - The Childrens Museum of Atlanta // The
 Institute of Contemporary Art, University of Pennsylvania
 Social Media Marketing Coordinator - National Automobile
 Museum, Reno
 Manager, Digital Platforms - Canadian Museum for Human Rights,
 Winnipeg, Canada
 Head of Digital and Audiovisual Productions - Musée du Louvre
 Senior Digital Producer - Asian Art Museum, San Francisco
 Digital Producer / Editor - MET
 Digital producer - Tyne & Wear Archives & Museums, UK // V&A
 Digital Media Producer - J. Paul Getty Museum // Fine Arts
 Museums, San Francisco
 Manager of Digital Product Design – MET
 Digital Production Associate - Smithsonian National Museum of
 Natural History

Data / Analytics / Evaluation

Executive Director of Analytics - The Art Institute of Chicago
 Lead Audience Analyst - Tate
 Chief of Business Strategy and Analytics - Barnes Foundation
 Digital Strategy-Data Manager - Design Museum Gent
 Chargé.e de la data et de l'expérience visiteur - Musée d'Orsay
 Data Architect – Newfields Lab, Indianapolis Museum of Art
 Manager of Digital Analytics – MET
 Digital Marketing and Analytics Manager – MoMA
 Digital Marketing Analyst – Museum of Science, Boston
 Digital Resources and Social Media Evaluation - Spencer Museum
 of Art, University of Kansas

Audience Research and Evaluation Manager – National Museum
 Australia
 Manager of Museum Evaluation and Data Analysis – The Phillips
 Collection
 Senior Manager Data & Insight Manager - National Gallery, London
 Senior Collection Information Analyst - MET
 Digital Analyst - Tate // American Natural History Museum // V&A
 // Wellcome Collection
 Digital Analyst for Content - MET
 Data Analyst - Natural History Museum, London // LACMA // European

2. Examples of museums' digital jobs offers & requirements (*)

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(*) The jobs collected here have been published online.

The link is not provided because once the post covered, the webpage is usually no more available.

Head of Digital Transformation, Smithsonian Institution - 2021

The Head of Digital Transformation will be expected to **conceptualize and execute an institutional digital transformation strategy**, integrate and prioritize ongoing digital initiatives, ensure new and innovative ideas are considered and acted upon, and target a handful of key cultural and structural reforms needed to support a truly “One Smithsonian” digital approach.

Responsibilities (extract)

- *Audience Experience & Engagement* – strategize ways to procure and utilize customer relationship management (CRM) technology, customer data and analytics to inform strategic decision-making and to **adopt a visitor engagement strategy that takes a holistic view of the audience experience across all visitor touch points (digital and physical)**
- *Learning & Infrastructure Support & Integration* – audit Smithsonian digital resources, talent, and media; create a workable and integrated support model necessary *Development Resources* – develop a **strategy to improve and advance the digital literacy, skills and resources** of the Smithsonian workforce
- *Collections Management & Capacity Building* – organize the Institution’s digitization and accessibility priorities
- *Digital Preservation* – coordinate management of digital content, including research, collections, education and engagement, align policies, and ensure long term management and preservation of our institutional resources.

Specialized Experience

- Demonstrated experience in conceptualizing, planning, and executing a digital transformation strategy for a large, complex organization. This should include goal setting, planning, and implementing programs, and establishing metrics and reporting protocol as well as the ability to use data and leverage analytics to drive strategy
- Demonstrated experience using technology and digital tools to engage new and diverse audiences. This should include experience measuring audience reach and impact
- Possess strong interpersonal and communication skills to build relationships, trust and credibility.

Digital Transformation Lead, London Transport Museum - 2020

Responsibilities

Digital Transformation Strategy

- Develop LTM's new digital and technology strategy to meet the Museum's charitable aims and business objectives
- Be instrumental in developing **digital thinking** into the way the Museum approaches technology and projects
- Provide **strategic leadership** as part of the Senior Leadership Team demonstrating a leadership style that **fosters a digital customer service culture** that builds and sustains strong partnerships and ways of working
- Work closely with the Museum's departments, to **develop skills** and support the development of business case proposals.

Digital Programme Delivery

- Work collaboratively across the Museum to support the delivery of the digital technology programme underway (new website, online shop, new ticketing system and CRM system)
- Review and confirm its aims, resourcing, integration, timeline, cost management, all training requirements.

Service Management : Manage a technology support team within the Museum and ensure the Museum's technology systems are adequately supported and developed for the future.

Skills, Knowledge and Experience

- Proven ability to develop a joined-up **digital strategy** and change programme, ideally in a creative or cultural organisation
- Agile project management skills and the proven ability to adapt business needs in IT terms and vice versa
- **Data/**Information management skills - understanding of data flow, knowledge management and digital security and develop appropriate **KPIs** to support the LTM Dashboard
- Experience managing and leading teams, both directly and in matrixed environments
- Established business and financial acumen. Commercial sector experience - proven results developing and delivering strategy and achieving targets - in a digital agency, consultancy or business
- Excellent written and verbal **communication skills**. Strong influencing skills and an ambassador for positive change
- **Strong and proven track record in relationship building and internal customer management, to deliver a seamless digital experience for colleagues and customers.**

Associate Director, Digital Strategy, Oakland Museum of California

The Associate Director, Digital Strategy develops institutional digital/content marketing and **digital engagement strategies** in support of elevating OMCA's brand as a museum, garden and gathering place and to advance its **social impact** goals of building trust, understanding, and connection between people and communities.

Position Duties and Responsibilities

- Responsible for the creation of effective, unique and brand-specific approaches to owned digital properties.
- Plan and implements all website projects (in partnership with IT) with a **focus on the user experience** and design; ensures site adheres to Museum's brand standards and is optimized to support the Museum's mission and e-commerce goals
- Oversee the Museum's SEO/SEM strategy.
- Create comprehensive email marketing strategy.
- Articulate social media goals and high-level strategy in support of Museums revenue and social impact goals. Content should engage our social communities and drive our social impact.
- Define digital KPIs and goals, regularly monitors against established metrics, and evaluates the success of all digital efforts.
- Provide team leadership and mentorship; manage the performance and priorities of direct reports.

Qualifications

- 7+ years of related experience. 3+ years supervisory/management experience
- Ability to deliver results, facilitate and influence others, and problem solve beyond temporary solutions
- Facility with marketing concepts/practices; significant experience leveraging digital marketing/digital engagement strategies that deepen visitor engagement, expand audiences, and drive revenue; ability to successfully integrate digital/content strategy into larger institutional marketing, audience development, and engagement strategy
- Experience overseeing complex website development projects and mobile-first development practices
- Working knowledge of SEO/SEM principles including keyword research, content optimization, and metadata
- Experience developing, managing, tracking comprehensive email and social media campaigns
- Demonstrated experience **leveraging data analytics to optimize strategy and drive results**; advanced working knowledge of Google Analytics; advanced working knowledge of social media and email marketing platforms and analytics
- Proficiency in Adobe CS (Photoshop, Illustrator, InDesign, Bridge).

Chief Digital Officer, The Museum of Science (MOS), New England – 2021

Main purpose of the role

Refine and execute an **expansive digital strategy**, build a team to implement this strategy, serve as champion of and ambassador for MOS's digital identity, and drive technological innovation to **connect global audiences** with its exhibits, programs, and experiences.

The Chief Digital Officer will help to transform MOS into a leading digital educational institution, one that embraces a comprehensive digital strategy with respect to audience development and engagement; content, program design and dissemination; integrated, data-informed operations and processes; and user experience. The CDO will have end-to-end responsibility for the Museum's digital strategy, digital content, product development, and asset management, to create **engaging and innovative digital experiences**.

Main tasks

- Serve as a key driver for delivering **digital content** across three channels: museums, classrooms, and anywhere
- Develop and activate the digital division
- Lead all digital product development, oversee the product management teams, and be responsible for their success
- Develop systems to **integrate, develop, and manage all digital resources**, talent, media, assets, platforms, tools
- Formulate and execute on a plan to form partnerships for digital content and platforms
- Participate in outreach efforts to seek additional partnerships with corporations, government entities, donors, community.

Competencies, qualities, and experiences

- The equivalent of 10+ years of applicable experience in settings that spotlight and depend on innovation, digital strategy and digital thought leadership, and business development and business intelligence. An advanced degree (desirable)
- Outstanding leadership abilities. High emotional intelligence
- Digital and technological expertise: Deep insight into technology's instrumentality **maximizing audience reach and impact**
- Superb managerial skills: excellent organizational and communication skills. Experience in process transformation and change management Ability to nurture a culture defined by excellent performance, resource sharing, mutual respect.

Chief Digital Officer, The Corning Museum of Glass, New York

Job description

To provide vision and **strategic direction for the use and role of digital media to serve the Museum's mission, in-gallery and online.** Candidate will be responsible for the Museum's digital platforms, including the Museum's website (www.cmog.org), mobile platforms, social media sites, digital signage, **in-gallery interactive media.** Will lead the Digital Media department.

Responsibilities

- Leads, manages, creates, and sustains digital media efforts on behalf of the entire institution
- Serves as single point of contact for digital strategy, priorities, digital media project requests
- Leads the thoughtful use of digital media and technology to **enhance visitors' understanding, appreciation, and exploration** of the Museum's collections and glassmaking
- Works with stakeholders to **realize their interpretive goals through the appropriate and adaptive use of technology.**
- Conceptualizes new digital initiatives, makes strategic recommendations, and develops appropriate plans and metrics
- Ensures that digital content is distributed widely across multiple platforms in order to **reach new and diverse audiences**
- Works closely with departments across the Museum engaged in electronic documentation, digital media production and programming, and other transactional and digital activities
- Stays current with emerging technologies, and abreast of digital initiatives at other museums and cultural institutions.

Qualifications

- Demonstrated experience successfully leading, developing and **implementing digital strategy across organizations**
- Must possess **sound management skills** with regard to projects, budgets and personnel
- Experience spanning web, mobile, social media, and in-gallery experiences
- Solid grasp of of good **asset management, and intellectual property issues** involved with technology and museums
- Strong **communication skills**, both written and verbal, be well-organized, highly motivated, detail-oriented and able to work in a fast-paced digital production environment.

Head of Museum Transformation, Manchester Museum - 2021

We are looking for a Head of Museum Transformation to play a critical role in our major capital project, hello future (opening late 2022) and beyond. Driven by an unparalleled commitment to building understanding between cultures and a more sustainable world, Manchester Museum is dedicated to establishing the most imaginative, inclusive and caring museum it is possible to encounter.

Main responsibilities

- Be a catalyst for realising the potential of the 'new' Manchester Museum across three priority areas:
 - operational capabilities and sustainable practice
 - commercial performance and self-generated income
 - creating an environment of **digital innovation** and best practice
- Provide **strategic leadership on digital and commercial work**. Lead talented, multi-faceted teams
- Leading the Museum in creating a **new culture of digital innovation**, R&D and excellence across its operations
- Building understanding, capacity, resources and strategic partnerships to implement a **new digital strategy** effectively.
- Develop digital propositions and practices that will **improve the visitor experience** by making the museum more **accessible**, inclusive, and efficient
- Forge **new strategic partnerships** and models that position Manchester Museum at the forefront of practice, including with the University's Digital Futures, Widening Participation and Social Responsibility agendas
- Oversee procedures and budgets, relevant contractual arrangements and financial reporting.

Essential Knowledge, Skills and Experience

- Proven experience of successfully setting **digital strategy** and leading **organisational change**; gaining buy-in and encouraging and supporting change across all levels of an organisation
- Exceptional awareness of the **contemporary digital landscape**, and its transformative potential for internal and external stakeholders across the museum environment
- A track record in successful new project development, business planning, resource management and income generation
- An **analytical**, logical and flexible approach to problem solving, with a proven ability to prioritise
- Strong team player with keen skills of persuasion and the enthusiasm and energy to take an entrepreneurial approach
- Excellent oral and written **communication** and relationship management skills, with experience of presenting to different audiences and writing effective reports, fund-raising and advocacy documents.

Head of Technology and Digital Transformation, The National Museum of the Royal Navy, Portsmouth, UK - 2021

Responsibilities (excerpt)

- Lead the National Museum through its journey to **become a “digital-first” organisation**. Working in collaboration to **turn strategy into action** and develop an ambitious digital transformation plan that maximises the value of digital technologies, data, and systems integration to deliver organisational efficiency, financial sustainability and strategic growth
- Oversee IT Service Delivery, ensuring a robust, efficient and secure IT infrastructure and capabilities, including: applications, infrastructure, service desk, integrated software development, cyber security and audio-visual equipment support
- Facilitate a wider digital culture change across the National Museum. Utilise innovation, professional standards and the development of best practice relating to the use of digital and information technology to **transform our digital culture** and the way we do business and approach digital developments
- Have museum-wide responsibility for IT security standards and performance reporting, data management, data quality standards, data security and data protection
- Identify appropriate **Key Performance Indicators** to measure digital outputs, and work with teams to ensure activities are appropriately evaluated.

Requirements

- Proven track record of strategy development, delivery, and reporting, with experience in of leading, planning and implementing successful digital transformation and IT development and support services
- Ability to lead, motivate, inspire and influence others with enthusiasm and passion for IT and Digital Transformation
- Knowledge of the digital environment and technological advances
- Understanding of how digital tools can increase accessibility, diversity and inclusion
- Excellent verbal/written communication and data presentation skills
- Effective working relationships with internal and external stakeholders and partnerships
- Hands on experience of planning and resource management.

Digital Vision Project Manager, Royal Armouries Museum, Leeds, UK - 2021

Purpose: To lead on the project management of the roll-out of the museum's **digital engagement strategy**.

Key Tasks

- To devise a project management infrastructure in line with Royal Armouries' existing policies ensuring the identification and monitoring of KPIs, initiation of regular reporting mechanisms and appropriate governance is in place
- To devise and oversee **the stakeholder engagement plan** for the project
- Working closely with the Interpretation Manager and Digital Manager, to ensure an **integrated approach** to the dissemination of content between different platforms
- Generate a sequential approach to the **evaluation** of the project against its objectives and target audiences
- Provide high-level broader planning, **strategic thinking** and subject expertise and support corporate aims and objectives by creating and implementing curatorial plans, and resource and budget forecasting, that align and support the organisation
- Display constructive approaches to collaborative project working, prepare plans and effectively manage project progress
- Ensure financial compliance and manage allocated budgets in this area of responsibility
- Respond to conflicting demands and plan accordingly; prioritising effort and resources sensibly to ensure the most effective and efficient delivery of outputs and achievements of outcomes
- Bring considerable expertise in the project management of complex digital engagement and infrastructure projects.

Qualifications, Expertise and Skills

- A higher education degree or equivalent experience. Experience of working the museum or cultural sector
- Detailed and current knowledge of the UK arts, heritage and museum sector and its place in the digital realm
- Substantial experience in project and financial management. Ability to lead on a project, adopting a collegiate approach
- Experience in the creation of digital infrastructure
- Experience in the creation of **successful digital content**
- Experience of collaborative working and of working with partners, stakeholders and volunteers
- A demonstrably **innovative and strategic approach to the creation of digital infrastructure**
- Excellent presentation, verbal and written **communication skills**.

Director of Digital Access Strategy, Minnesota Historical Society – 2021 1/2

Summary of work

- Provide vision and leadership for the Minnesota Historical Society's digital access strategy
- Oversee the development and implementation of digital programs and services across MNHS, serving local, regional and national audiences
- **Lead digital transformation** within MNHS, including development of shared understanding of digital concepts and tools, establishment of workflow processes, and development and implementation of best practices for innovation
- Represent MNHS as a member of professional organizations and as a spokesperson, and contribute to the advancement of the fields of digital programming, education and public history.

Qualifications

- Bachelor's degree or equivalent. Desired: Master's degree in math, computer science, or related field
- 8 years' experience developing, delivering, or overseeing technical projects, digital, interpretive, educational programs
- Systems thinker with demonstrated ability to plan, organize and lead complex projects to successful outcomes
- Knowledge and familiarity with digital systems and software
- Knowledge of technology trends and their application to education experiences for diverse learners of all ages
- Knowledge of History interpretive and education programs
- Broad knowledge of current trends in educational theory, public history, and museum practices.

Demonstrated Skills In

- Multitasking, working effectively under pressure to meet deadlines, prioritizing and adapting to changing priorities.
- Flexibility and versatility of judgment, analysis and organizational ability to develop, coordinate, and manage a wide variety of projects and budgets
- Facilitating collaboration with a wide range of stakeholders and building effective teams
- Supervising staff with strong leadership and employee relations skills
- Implementing digital software and systems that meet current trends and best practices.

Director of Digital Access Strategy, Minnesota Historical Society – 2021 2/2

../Skills...

- Strong analytical and organizational skills with a demonstrated results orientation; track record of making data-driven decisions
 - Communicating effectively orally and in writing, speaking effectively to both large and small groups and the media.
 - Establishing and maintaining positive, effective relationships with a wide variety of people and **underrepresented communities**
 - Customer service and interpersonal communication skills to establish and maintain effective working relationships
 - Working independently and taking individual initiative while also being able to collaborate effectively and contribute positively in a team environment.
-
- Desired: experience with fundraising and grant writing
 - Desired: experience with digital program implementation. Familiarity with digital program delivery tools, ticketing and scheduling software systems
 - Desired: understanding on how to determine the needs of underserved communities.

Manager of Digital Strategy, San José Museum of Art - 2019

Duties and Responsibilities

- Work with a cross-departmental team to develop **a strategic direction for digital engagement** that is consistent with the Museum's core values and with audience expectations for an institution located in the heart of Silicon Valley
- Conceive, initiate, and drive **digital projects both on- and off-site** that push industry boundaries and visitor expectations
- Collaborate with curatorial and interpretation staff to create engaging interpretive activities that **extend the visitor experience** beyond the exhibition, allowing visitors to explore deeper levels of information and interact with one another
- Work with the Education Department's Technology Advisory Committee to develop a plan for integrating technology into the Museum's extensive classroom-based educational programs
- Actively contribute to the development of the Museum's current "50 x 50" project, a 50th-anniversary digital collection catalogue, which is currently under development with support from IMLS and private funders. The MDS will contribute to the team's efforts to create a new model for storytelling focused on fifty key artists in the permanent collection and, through that, **prototype new strategies for future digital publications**
- Provide interactive technology guidance, support, and assistance to other Museum departments
- Work collaboratively to research, plan and implement a Digital Asset Management system.

Qualifications

- Broad understanding of museum practice and **visitor experience**, IT requirements, business needs and new technologies
- Bachelor of Arts in Digital Media Arts, Digital Humanities, or general related field, and three or more years related **experience in digital, film, video or audio production**, or equivalent combination of education/experience
- Proven technological production skills and ability to launch initiatives in a new environment
- Experience in an educational environment, with visitor engagement at its core
- Enthusiasm for all areas of visual art education, and ability to embrace STEAM programming and develop online curricula
- Strong familiarity with interactive, mobile and emergent technologies, and an ability to identify the right technology to meets the needs of a project
- Knowledge of web development fundamentals, proficient in HTML, CSS; capacity to learn new programming languages.

Digital Lead, Thackray Museum of Medicine, Leeds, UK – 2021

Main purpose of the role

To lead on the coordination of the Museum's digital outputs across its public services, commercial activities and communications – helping to identify robust and feasible digital solutions and supporting the relevant teams to develop and roll out excellent digital content.

Key tasks and specific responsibilities

- To act as the Subject Matter **Expert for the museum's digital strategy** - advising on standards, technologies and resource implications relating to digital solutions
- To advise departmental leads across the museum to help them identify and prioritise opportunities for digital content, supported by clear evidence of need – including (but not limited to): Digital interpretation of the collection and stories of the museum, Digital public programmes (including webinars, streamed events and virtual tours and workshops), Digital learning offers, Digital collections access, E-commerce, CRM, Social media, Websites (museum and third party)
- To help identify robust, cost effective and sustainable digital solutions and procurement options for digital content
- To help coordinate and communicate a programme of digital projects across the museum
- To act as project lead on specific, smaller-scale projects
- To work with target audiences and key stakeholders to ensure a high standard of **accessibility and usability** at all times
- To work with teams across the museum to **increase confidence and competence in the generation of digital content** – including production of digital media, scanning and modelling, producing digital copy and raising awareness of best practice
- To support teams with maintenance and updating of existing digital content.

Essential Competencies, Experience and Skills

- Able to analyse and evidence **user need** to inform and prioritise work
- Experience of working with multidisciplinary and non-expert teams
- Knowledge of digital content standards, technologies and resource implications
- Experience of producing digital content to agreed briefs, budgets and deadline. A record of successful project delivery
- A clear and effective communicator. A good team player with a can-do attitude
- Experience of providing informal **training** and/or coaching to non-expert users and/or colleagues
- Understanding of how to access current information relating to standards for **accessibility** for digital content.

Head of Digital Innovation, Museum of London – 2021

Job purpose

To lead, plan and coordinate digital so that we can grow our digital maturity, be more strategic and more successful in our digital output and achieve our vision for our digital future: build lifelong loyalty and become part of every Londoner's life, reach and engage more people around the world, make more money, create a museum-wide culture of innovation.

Main Responsibilities

Transformation

- Model innovative practice by pioneering **human centred design**, co-creation and or agile approaches
- Ensure preparedness to deliver the ambitions for the new Museum of London in West Smithfield (including a future website upgrade, **digital visitor experience**, a new membership proposition, etc.)

Leadership

- Lead digital projects to deliver **exceptional public engagement** and/or **transform our ways of work**
- Champion digital, innovation and technology to senior stakeholders such as the Executive Board and Board of Governors
- Work with the fundraising team to successfully fund digital activity through grants, donations and sponsorship

Tech and Digital

- Work with specialists across the museum to upgrade and integrate systems as defined by a digital, tech and systems roadmap (currently in development)
- Open our eyes to new digital and technological developments

Qualifications

- Track record of leading, planning and implementing successful **digital transformation** /change programmes
- Successful management and delivery of digital products and a high level of digital literacy particularly tools, systems and **analytics**. Understanding of how digital tools can increase **accessibility**, diversity and inclusion
- Practical experience of matrix, line management and team work. Strong interpersonal, influencing and collaboration skills
- **Strategic thinker**, able to translate the Museum of London's mission into an innovative digital context
- Experience of innovative processes and project management techniques such as human centred design/design thinking, co-creation or agile
- Budget and financial management experience.

Head of Digital Services, National Gallery, UK 1/2

Job purpose

The delivery of three core value propositions, and management of the teams working on them:

- Developing **new data-driven business models** will see the creation of a Data & Insight Function, whose purpose is to provide qualitative and quantitative research services to the Gallery, and to manage our data platform
- **Digitising the visitor journey** will connect together our digital touchpoints before, during and after the visitor comes to the Gallery to create a continuous customer journey
- **Immersive experiences** will see us use virtual reality, augmented reality, live social media and other emerging technologies to find new ways for audiences to encounter art.

Working with the Digital Director and the Sr Programme Manager, they will establish **a governance process for digital** and technology projects across the Gallery, enabling the organisation to work in a **strategically aligned way**.

Key objectives

- To create and deliver the programmes of work associated with the Gallery's three digital value propositions (as above).
- To manage the digital team, and to establish the disciplines of **audience-centric focus**, product management, **data analysis** and **user research** in the culture of the Gallery
- To create, develop and deliver the strategy around '**digitising the visitor journey**'
- To oversee the creation of a **new website**, digital signage, mobile applications and other outputs
- A key element will be the development and launch of a new **mobile** business for the organisation, and the development of income streams around that
- To recommend, agree and oversee ongoing improvements to the **quality of digital experience** and to set and manage **metrics** against that experience
- To ensure the Directorate approach is audience-centric, and powered by both qualitative and quantitative insight to inform decision making.

Head of Digital Services, National Gallery, UK 2/2

Main tasks and activities

- Work with the Digital Director, Head of IS, and other stakeholders to deliver the targets of the Gallery's **digital strategy**
- Lead a multi-functional matrixed team across the organisation
- To be responsible for setting and delivery of P&L targets for commercial digital outcomes (for example audio guide sales)
- To create a **coherent digital visitor experience across all touchpoints**. Doing this will include:
 - Developing a strategic proposition for our digital visitor journey
 - Leadership of projects
 - Reporting to management stakeholders and advocating to the Gallery
 - Devising the measurement framework to evaluate success
 - Partnering with other teams to create launch marketing/communications plans
 - Using **User Research** and data analysis to inform decision making
 - Identifying an optimisation plan and managing continuous improvement in **quality of experience**
- Building **audience-centric thinking** into the way we work.

Qualifications, Experience and Skills

- Degree level qualification in relevant business or technical subject or equivalent
- Qualification/certification in agile and/or other project management disciplines (Desirable)
- A proven track record of leading the **creation of digital experiences** in an arts or cultural heritage environment
- Strong and demonstrable experience of successfully delivering quality digital products and services
- Team leadership capabilities; staff management and developing team members
- Agile-based project management or other methodology to deliver successful programmes to time, specification and within allocated resources
- Ability to develop product vision, business models and the supporting digital technology architecture Ability to unite business, technical and creative needs to deliver a successful product
- Evidence of working cross-functionally to arrive at mutually agreed solutions to business problems
- Demonstrable ability to promote a positive environment that supports equality and values **diversity**
- Communicates clearly digital and audience-centric approaches to non-expert stakeholders.

Responsable de Desarrollos Digitales- Museo Guggenheim Bilbao – 2021

Funciones

- Evaluar y proponer tecnologías a incorporar en el Museo y nuevas iniciativas que aporten valor y respondan al propósito y la **estrategia** de la institución
- Coordinar aquellas **iniciativas digitales transversales** que ayuden al Museo **a conectar con sus públicos**, que permitan enriquecer la actividad expositiva o que contribuyan a la digitalización de áreas o ámbitos del museo
- Coordinar la labor de aquellos proveedores y partners del Museo que contribuyan al desarrollo de la estrategia de **transformación digital del Museo**
- Ayudar a **diseñar itinerarios y acciones formativas** para el personal que ayude en el proceso de transformación digital
- Asegurar la correcta evolución de herramientas digitales estratégicas y claves en el museo como web, CRM, plataforma de venta de entradas y actividades, herramienta de marketing online, aplicación móvil y otras herramientas que se incorporen en el futuro y que respondan a las necesidades fundamentales del Museo.

Requisitos

- Titulación Universitaria Superior, en Ingeniería informática u otras titulaciones técnicas similares
- Contrastada experiencia técnica en sistemas, seguridad e infraestructura técnica
- Experiencia mínima de 5 años en coordinación técnica e implantación de herramientas de trabajo colaborativo y soluciones corporativas en la nube y en gestión de proyectos de transformación digital vinculador con tecnología web, móvil, y herramientas innovadoras basadas en datos y contenidos audiovisuales, valorándose especialmente la experiencia adquirida en sectores afines o servicios dirigidos al gran público
- Imprescindible aportar un alto nivel de inglés, valorándose el conocimiento de otros idiomas, especialmente euskera.

Digital Strategist-in-Residence, Australia Council for the Arts – 2021/22

The Digital Strategist-In-Residence provides arts organisations with access to a specialist who will help organisations to develop and/or enable a digital strategy.

Over a period of three months, the strategist will work with your organisation to:

- Review your current digital capability.
- **Identify areas for digital improvement.**
- Explore new opportunities to expand digital activities.
- **Develop a digital strategy** (and/or implementation plan) tailored to the values, people and context of your organisation.

Your organisation will work with the strategist to complete the following:

- **Assess:** the strategist will take the organisation through the Digital Culture Compass, an online tool that will help identify the organisation's current level of digital maturity.
- **Develop:** a process of ideation and investigation to identify digital challenges and opportunities for your organisation. This phase involves feasibility research to refine and resolve potential initiatives.
- **Draft:** collate your work into a digital strategy (and/or implementation plan) document that aligns with your existing strategic/business plan.

Strategists will be located across Australia and are selected based on their:

- **experience with digital transformation**
- knowledge of the arts and creative industry
- commitment to digital inclusion, cultural competency and accessibility.

Director of Digital Experience, SFMOMA – 2018

Duties

- serves as **lead strategist**, UX expert, and program manager for all public-facing digital platforms, including websites, apps, digital signage, and in-gallery interfaces
- conceives **new digital experiences that engage and inspire our diverse audiences**
- oversees the information architecture, development, and routine maintenance of these projects and platforms
- manages cross-functional project teams that include both SFMOMA staff and outside vendors and ensures a user-friendly experience across the board
- oversees an in-house development and production team, collaborates closely with designers and media producers elsewhere in the Content Strategy and Digital Engagement division, and strategizes with diverse constituencies around the museum in order to deliver experiences that support the museum's mission and revenue goals.

Requirements

- a minimum of five to seven years of professional experience leading the digital strategy for a complex arts organization
- a proven track record of developing and managing successful websites, apps, and other digital experiences
- effective communication, collaboration, and management skills.

Head of Digital Experiences, Phillips Collection, Washington - 2021

The Head of Digital Experience will implement the museum's strategic digital initiatives to foster engagement with works of art across a broad array of platforms including but not limited to apps, virtual tours, A/V, digital signage and in-gallery interpretation. Serves as digital subject matter expert and project manager **for onsite and online digital initiatives**.

Duties

- Implements the **long-term digital and A/V/ UX experience strategy** for the museum; guides and manages the delivery of new digital and A/V initiatives; provides technical oversight for all digital and A/V on-site and off-site community initiatives for the museum; plans, organizes and manages the budget
- Leads a **cross-institutional digital experience team** to facilitate collaboration, leverage resources, provide guidance, ensure alignment with strategic goals, and provide awareness of overall initiatives and capacity
- Provides technical leadership, outstanding creativity, exceptional judgment and a collaborative approach
- Serves as project manager and team leader for **digital access and engagement** and digitization partnership initiatives.

Qualifications

- Broad knowledge of the digital realm and can lead diverse cross-divisional teams and align initiatives with the museum's strategic goals
- Demonstrated technical and project management skills, including digital and A/V/ UX experience strategy development and how to ensure alignment systems
- Current and emerging trends in digital, web, mobile and A/V technologies
- Online analytics monitoring and reporting: monitor, track, analyze and report on **online engagement metrics**
- Manage multiple projects simultaneously, communicating with key stakeholders. Communicating complex ideas in simple terms, gathering requirements, problem solving, and presentation skills
- Exceptional planning and organizational skills.

Digital Experience Strategist, The Field Museum, Chicago - 2019

The Digital Experience Strategist leads the **UX and content strategy** approaches for fieldmuseum.org

Duties and Responsibilities

- Serve as the content strategist and UX strategist in evaluating changes to fieldmuseum.org, considering what needs to be updated, removing outdated content, and identifying areas for development.
- Create and oversee processes for reviewing, documenting, and interpreting web **analytics** in conjunction with museum visitorship data. Apply findings to improve web projects and report analytics to institutional stakeholders on a regular basis.
- Work cross-functionally with staff and science content creators
- Guide UX work that supports web projects, making sure it remains goal-oriented and actionable. Work with internal and external collaborators to develop research strategies that evaluate UX, apply learnings to web projects, and create reports that can be shared with institutional stakeholders
- Demonstrate respect for web **accessibility**. Co-develop a process to assess web features and content for compliance with WCAG 2.0 AA standards
- Participate in quality assurance checks for design and functionality of website features
- Conceptualize new and innovative ways to tell and share **stories** about Museum science with the public
- Demonstrate an understanding of relevant trends in the digital space and help to envision the future of the Field Museum's online presence.

Qualifications

- Three years of professional-level experience, particularly as part of a digital product team or in digital communications
- Familiarity with **UX research** and interactive design
- Experience with web content management systems—Drupal a big plus
- Ability to create, implement, and maintain workflows that promote collaboration between small teams and across departments
- Exceptional **communication skills** (both written and verbal)
- Ability to **prioritize user needs** while considering the business goals and Museum mission.

Digital Audience Development Officer, Wakefield Museums & Castles, UK - 2021

Duties

- Work with colleagues to deliver the Museums & Castles' **Digital Engagement Strategy**, engaging existing and new audiences with our collections and sites through digital content
- Devise, implement and monitor imaginative, cost-effective audience development campaigns to raise awareness of our sites, collections, exhibitions and programming, primarily through digital, but also print initiatives
- Devise, create and deliver **innovative and exciting digital engagement content**, including (but not limited to) video content, blog posts/articles, online exhibitions, and social media)
- Monitor and report on performance of digital content, using **analytics** and audience statistics and create regular reports
- Proactively explore new ideas for digital engagement
- Understand target audiences and implement specific audience development projects and initiatives to retain current audiences and attract new, diverse audiences, ensuring **access** and inclusion are at the forefront of all campaigns
- Support and **train** colleagues and volunteers in the creation of digital engagement content
- Help manage our online communities, monitoring messages, responding and addressing any issues as required
- Implement necessary changes to communication methods and data capture in order to remain GDPR compliant.

Qualifications

- Good level of education including English and Maths and/or relevant work based experience
- Good working knowledge of IT packages including Word and Excel
- An understanding of the principles of writing for online and **user experience**
- Track record of establishing effective working relationships with internal and external stakeholders
- Awareness of confidentiality and data protection (GDPR)
- Experience of producing targeted campaigns & promotions for specific audiences with successful results.
- Demonstrable experience of managing, or uploading content to websites, social media accounts and/or blogs.
- Experience of creating engaging and innovative digital content to engage diverse audiences
- Experience of working with Google Analytics and/or other data analysis tools
- Experience in creating **excellent multimedia content** that will build our reputation for **top-quality digital experiences**
- Excellent **communication skills**, both verbal and written, with attention to detail and accuracy
- Strong prioritisation skills – able to manage own workload, complete tasks to deadline within a complex environment.

Digital Experience and Rights Manager, Georgia O'Keeffe Museum, Santa Fe – 2021 1/2

The position develops and implements digital experience projects through technical documentation and support and reviews and facilitates licensing requests, supporting efforts to affirm and publicize GOKM IP rights.

Responsibilities

Digitization / Collection photography procedures

- Implement and create improved procedures for collection photography, including image acquisition, rights and asset management, workflow and vendor supervision
- Establish consistent color management protocols and maintain a library of color proofs to ensure high-quality and accurate print reproductions
- Coordinate exhibition photo shoots as necessary to meet these needs, managing contractors and collaborating with staff
- Manage transfer of resulting digital assets into the DAMS

Collections and digital asset management and access support

- Tag image assets with meta-data to improve access and searchability
- Upload digital assets to DAMS following established guidelines
- Manage collections and digital asset data to ensure accuracy and integrity

Rights and Licensing

- Review and respond to requests from ARS or directly from users / clients
- Support board and staff to **guide GOKM philosophy and policies relating to image use**, copyright, trademark, and likeness
- Manage positive and **customer-oriented communication** with clients
- Support GOKM staff and end users in understanding acceptable usage for image assets
- Manage requests to license materials for GOKM publications, interpretive projects, and retail merchandise
- Working with curatorial and archives staff, manage and improve documentation of rights for collection objects
- Identify non-conforming usage and resolve conflicts working with staff and partners.

Digital Experience and Rights Manager, Georgia O'Keeffe Museum, Santa Fe – 2021 2/2

Digital Experience Strategy and Projects Support

- Support and develop **digital experience projects on-site and online**, from ideation to implementation, and beyond
- Document workflow for project reporting, sharing with the museum community, and internal project archives
- Fulfill staff requests to update or create website copy, pages, forms, media or events.

Qualifications and Skills

- Bachelors degree in Humanities, Communications, Sciences or Related Fields required
- 1-2 years' experience working within collaborative teams required
- Data management
- Excellent customer service
- Project coordination
- Technical support
- Effective oral and written communications, including the ability to create and deliver public presentations
- Creative and innovative problem solver
- Ability to write scripts to update data within and across systems.

Digital Experience Intern, The Phillips Collection - 2022

Duties and Responsibilities

This internship is not prescriptive in terms of its focus or scope. The prospective candidate will help to design their work in concert with the Head of Digital Experience in accordance with the candidate's skills, interests, and professional goals.

Topics of study and effort may include but are not limited to:

- Digital experience design methodologies (e.g., UX/UI, Information Architecture, Design Thinking, etc.)
- Digital experience analytics and evaluation (e.g., usability testing, surveys, information visualization)
- Digital accessibility, accommodation, Universal Design
- Existing or theoretical digital experience opportunities for public museum audiences and/or museum staff
- Digital experience/media production (e.g., exhibitions, environments, websites, mobile/web apps, audio guides, AV production, digital interactives)
- Digital literacy
- Digital transformation

Regular duties will include:

- Attendance to meetings
- Final presentation to all TPC staff of summed effort, findings, and/or recommendations

Requirements and Qualifications

- Excellent oral, written, and communication skills
- Strong organizational and computer abilities
- Ability to work well with others and ability to work independently, thoroughly, and with attention to detail
- Must be comfortable and discreet handling confidential information
- Ability to work in a fast-paced environment, multi-task, and manage priorities
- Experience with standard office procedures and practices
- Technical skills related to digital experience design, development, and testing are preferred but not required

UX (User Experience) **Lead**, Barbican Centre, London 1/2

Purpose of the post

The User Experience Lead is a key figure to help us deliver our **digital ambition**. They will build a **deep understanding of our users**, so we can design the products and services that they need and provide them with the best possible experiences.

Duties and Responsibilities (excerpt)

- Oversee and take overall responsibility for the design and **front-end user experience** on the Barbican's main digital platforms, keeping abreast of developments in the field of UX and making recommendations as to best practice
- Ensure that all our digital experiences are designed in a **user-centered way**
- Lead on the development of appropriate **research strategies** to understand user and organisational needs and continually test and improve our services
- Plan, design, prepare and run user research activities to support the design, development and continuous improvement of digital services (including experience mapping, diary studies, early stage concept and prototype testing and surveys)
- Own the feedback process for our digital products, collecting and **analysing data**, making recommendations for improvements and measuring results. Interrogate analytics to make data-driven, informed decisions about design and UX and **build strategies for conversion rate optimisation**
- Embrace an agile, iterative approach to design with a strong focus on the needs of the user
- Own the **user testing strategy**, including managing guerilla testing, managing our user panel, leading on accessibility testing
- Ensure that all of our digital products meet an AA **accessibility** standard
- **Mentor** colleagues on best practice user-centred design, fostering a culture of team involvement in user research
- Lead on establishing a **user-centered culture**, and continually monitor and improve practices. Proactively identify and research opportunities to leverage digital to improve customer experience
- Play a leading role in developing business cases for the procurement of digital services and products.
- Ensure that all expenditure is within agreed budget
- Take a lead role in design sprints and other cross-organisational initiatives.

UX Lead, Barbican Centre, London 2/2

Skills and Experience

- Strong understanding of Agile methodologies
- Exceptional flair for **user centred design**, including planning and conducting user research, user testing, A/B testing, usability and accessibility concerns
- Expert at wireframing and in standard UX software such as Sketch, Axure, InVision
- Ability to clearly and effectively **communicate** design processes, ideas, and solutions
- Excellent understanding of web analytics
- Excellent analytical and problem-solving skills
- In depth understanding of **mobile-first** and responsive design
- Proactive attitude and ability to self-manage
- Front end developer experience, with working knowledge of HTML, CSS & JS (Desired)
- Experience in best practice web standards, **usability and accessibility**
- Proven experience as a web designer, with expert graphic design ability
- Proven experience of working in an Agile development environment with designers, developers and project managers to create new digital products and services
- Proven experience of understanding user needs for content and transactional services with complex journeys.

UX (User Experience) Design Lead, Digital, Natural History Museum, London

Role summary

We are looking for a highly collaborative and creative, senior-level UX designer to join our team and contribute, both as a leader and as a practitioner, to our efforts in **developing inspiring, challenging, and empowering digital experiences** for the Natural History Museum.

This role is **responsible for both visual and interaction design of the museum's digital products** (primarily our web site and our visitor app) as well **as the visual presentation of digital content**, E.g. online interactives and bespoke social media formats.

The UX Design Lead will work within a cross-functional product team, working in a rapid, flexible and iterative process to create **user-centered designs** that are informed by qualitative and quantitative evidence.

The postholder will also lead a two-person digital design team, ensuring that the team have support and guidance when needed, and are generally set up for success.

This role reports into the Chief Digital and Product Officer.

Director of Digital Engagement, National Museum of Women in Arts, Washington – 2020 1/2

POSITION SUMMARY:

The Director of Digital Engagement leads a team responsible for the implementation of the museum's digital communications tools, including its new institutional website, award-winning social media platforms, and digital projects including in-gallery technology, online exhibitions, mobile/audio guides, and video content. As the museum evolves its strategic plans for the future, we seek a highly motivated,

RESPONSIBILITIES:

- Lead a cross-departmental team and coordinate with consultant(s) in creating a comprehensive Digital Engagement Framework that complements and enhances the museum's Strategic Priorities. Lead the Digital department in the implementation and routine iteration of the framework.
- Expand the museum's online presence and extend its reach to diverse audiences.
- Drive accessibility efforts across the institution.
- Oversee all aspects of the museum's web presence and user experience, including establishing standards and workflows, ensuring regular content updates, tracking metrics, and managing site architecture.
- With team, address website technical issues and identify features for further development to meet the evolving needs of the museum and users.
- Oversee content creation for the website and social media.
- Collaborate and coordinate with the Communications and Marketing department on a range of engagement initiatives including marketing campaign landing pages and paid social media ads as well as mission-focused awareness projects.
- Partner with the Curatorial, Education, Publications, Library, and Public Programs departments to produce and adapt exhibition and program-related content for digital platforms.
- Collaborate with Development/Membership department to leverage the museum's digital properties to enable membership acquisition and fundraising.
- Develop and manage the Digital department's annual operating budget.

Director of Digital Engagement, National Museum of Women in Arts, Washington 2/2

QUALIFICATIONS:

This position requires an undergraduate degree in a related field with at least 5 years' experience managing digital media in a museum or non-profit setting—including websites, social media, mobile

experiences, in-gallery interactives, and other digital content and platforms. The ideal candidate will have the following qualifications:

- Strong knowledge of digital best practices, internet functionality, and emerging technologies and trends
- Prior experience defining, developing, and implementing strategic initiatives across an organization
- Superior organizational and project management skills
- Superior oral and written communication skills
- Creative outlook and approach to problem-solving
- Ability to work independently and as part of a team
- Strong budget management experience
- Awareness of usability and accessibility principles, customer needs, and UX design
- Familiarity with a variety of platforms, including Customer Relationship Management (CRM) systems, Content Management Systems (CMS), ticketing software, and e-commerce platforms.
- Knowledge of social media channels (especially Facebook, Instagram, Twitter, and YouTube)

Digitization and Digital Engagement Manager, Bodleian Libraries, Oxford - 2020

Responsibilities (among others):

- Manage the set-up, roll-out and running of Digital Bodleian
- Hold line and/or task management responsibility as appropriate for staff processing or ingesting image content and metadata related to digitized collections
- Take responsibility for the ongoing **curation of Digital Bodleian content** and presentation
- Work with colleagues and stakeholders to develop and deliver online digitized material from the Bodleian's collections, including through externally-funded digitization projects
- Liaise with colleagues within the wider University (including the academic community and GLAM institutions) and externally to explore opportunities in the area of digitization and digital collections development
- Liaise with the IIF and other open source communities
- Maintain an effective web presence for selected Bodleian digital projects, including social media and blog posts
- Give presentations and training sessions to promote and develop the Bodleian's digitization activities
- Carry out **research and benchmarking in digital collections** development, selection, use and presentation.

Selection criteria (among others)

- Understanding of and **experience in digital content curation**
- Experience of working with structured records such as cataloguing or metadata
- **Social media expertise and experience of writing for the web, e.g. blog posts**
- **Effective communication and presentation skills, both oral and written**
- Experience of organising a busy and varied workload requiring self-motivation and excellent time management skills
- Excellent **interpersonal skills** and an ability to work well with a wide cross-section of university staff at all levels
- The ability to learn new tools and technical approaches quickly
- The ability to take a flexible approach as priorities and demands change
- Knowledge of the open source community and/or experience of open-source working
- Demonstrable line or task management experience.

Director of Digital Engagement Platforms - Baltimore Museum of Art - 2021

Overview

To provide technical and **strategic direction** for donor cultivation and fundraising at the Museum. This person will manage the administration and provide support for all constituency building platforms and tools, including CRM databases, ticketing solutions, SEM, and fundraising tools.

Responsibilities

- Develop and prepare highly segmented data files and reports, and analyze data to offer strategic recommendations
- Create **digital strategies** to expand the subscriber, donor, and sustainer bases
- Take ownership of roadmap for Advancement Division's systems and technology, issuing recommendations for the procurement of software, licensing, and equipment
- Help develop and sustain new tools for digital engagement, including digital advertising and fundraising campaigns
- Provide data management support for Advancement, prepare and monitor data for third-party integration systems, and provide strategic and technical leadership in connecting constituency systems.

Leadership Competencies

- Develops Talent - Manages team to perform and contribute to the Museum's goals by providing regular feedback and opportunities to learn and grow. Builds Trust - Consistently demonstrates honesty, integrity and authenticity
- Adapts and Innovates - Remains resilient, flexible and open to change. Seeks opportunities to innovate
- Communicates effectively - Proactively shares information that is timely, clear, transparent and respectful
- Ensures accountability - holds self and others responsible for achieving objectives, goals and commitment made.

Requirements

- At least seven years of experience in the areas of database management and digital strategy
- A deep knowledge of online fundraising platforms and CRMs
- Demonstrated proficiency in SEM and email marketing campaigns.
- Strong programming skills, with ability to create or coach others in building forms, landing pages, and digital engagement campaigns
- Strong collaboration skills and ability to juggle competing deadlines. Excellent communication skills.

Head of Public Engagement, The River & Rowing Museum, Oxfordshire, UK - 2021

Purpose of role

The post will develop, lead and deliver a vibrant and varied public engagement programme, utilising all of the museum spaces imaginatively to build visitors numbers, re-calibrating the Museum's relationship with its communities and audiences and contributing to the Museum's financial sustainability targets.

Main scope and responsibilities

- Devise, plan and deliver an **innovative, creative and inspiring programme** of profit- generating events, workshops, and clubs for adults and families which excite and engage our audiences, meeting both commercial and visitor engagement objectives
- Create, plan and implement a programme of gallery interventions / small displays / temporary exhibitions geared to the Museum's target audiences which will drive admissions and secondary spend, and attract external funding
- **Lead on imaginative digital and web-based content development to extend the audiences** for the stories we can tell from the collections, and activities we can devise inspired by them
- Ensure RRM's public engagement programmes are **at all times audience-focused**, while ensuring programmes incorporate excellent pedagogy, interpretation and are intellectually and commercially sound; thinking creatively to interpret complex stories in accessible and engaging ways
- Engage and work with local people and community organisations to frame and create the public programme, developing partnerships to deliver activity in collaboration
- Encourage and grow the use of Museum's spaces by local people, including hires
- Work with colleagues across the organisation to generate ideas and operate cross-team
- **Collect, review and act on visitor data and audience feedback**
- Project manage all engagement activity. Ensure programmes are delivered to time and budget
- Work collaboratively with colleagues to maintain and extend existing relationships with a wide range of local community groups, schools, partners, organisations and individuals
- Represent the Museum at key internal and external events to promote RRM's public engagement activity.

Digital Engagement Manager, The Corporation of the Fine Arts Museums, San Francisco (COFAM) - 2020

Duties and Responsibilities

- Responsible for the development and execution of the overall social media strategy for FAMSF
- Works with Digital Engagement Coordinator to **establish a consistency of tone and message across social channels**
- Keeps abreast of ever-evolving **digital trends**, best practices, and new opportunities
- Identifies and cultivates relationships with key influencers and bloggers
- Works closely with Marketing team and external firm to oversee digital buys across social media platforms
- Maintains weekly and monthly social media calendars that **complement and enhance the overall narrative** of the institution and align with other key digital vehicles
- Finds new opportunities to integrate social media into FAMSF presences online, on-site, and in-gallery
- Tracks **analytics** to establish key success patterns and target demographics. Prepares periodic reports that detail and assess key metrics
- Provides strategic recommendations on key digital initiatives
- Responsible for live coverage at key institutional events
- Supervises the Digital Engagement team.

Qualifications

- Minimum of four years work experience in the social media/communications field.
- **Demonstrated track record of attracting and engaging new audiences through digital strategies.**
- Knowledge of best practices in social media arena
- Excellent verbal, written, and interpersonal communication skills
- Ability to work in demanding team environment
- Excellent collaborative, strategic planning, project management skills. Experience supervising staff
- A high level of initiative. Ability to pivot as needed. Absolute attention to detail.

Digital Engagement Coordinator, Fine Arts Museums of San Francisco (COFAM) - 2020

Duties and Responsibilities

- Owns social media editorial calendar from ideation to execution with input from Digital Engagement Manager.
- Strengthens relationship with our **online community** across all social media channels
- Internal leader of social creative best practices and ever-evolving digital trends on Facebook, Twitter, Instagram, and emerging platforms. Makes strategic recommendations to pivot campaigns as needed
- Tracks **analytics** to establish key success patterns and target demographics and makes recommendations on strategy pivots based on findings
- Champions our **social media strategy** and industry best practices and news to a variety of internal stakeholders
- Works collaboratively with colleagues across departments to bring the in-gallery experience to life online
- Oversees social media interns. Provides learning opportunities for professional growth
- Embraces and expresses the Museums' core values of Inclusion, Diversity, Equity, and Access.

Qualifications

- Master of social media best practices
- Excellent project manager
- Eager to collaborate with variety of stakeholders
- Basic understanding of social media analytics
- Excellent verbal, written, and interpersonal **communication skills**
- Ability to seamlessly juggle changing circumstances and competing priorities
- Must have basic knowledge of photo and video editing
- Absolute attention to detail.

Digital Engagement Officer, Bank of England Museum - 2021

Job description

Key role in overseeing the design and delivery of dynamic and **engaging content on the Museum's digital platforms**. They will be responsible for interpreting the Museum's collection in new and innovative ways, to engage the widest possible audience.

Key Responsibilities

- Writing, editing and delivering social media posts across all platforms
- Developing, writing and delivering **creative collections-based content** on the Museum website
- Maintaining industry knowledge of new digital developments, social media trends and platforms and share with colleagues
- Supporting colleagues by proposing digital engagement and strategies to support collections interpretation, display and other activity as relevant
- Using analytics data and user statistics to evaluate the success of digital campaigns and online initiatives
- Working across Outreach and Education to support development and delivery of other digital initiatives as required
- Working with colleagues to **improve the accessibility of our digital content**.

Role Requirements

- Significant experience in planning and developing content for websites and social media in a museum or other cultural organisation
- Excellent **communications skills**, including the ability to write, proof and edit across a wide range of digital channels
- Experience of, and enthusiasm for, creating **engaging digital narratives** to encourage the widest possible audience engagement
- Experience of managing and using digital platforms, including Twitter, Facebook and Instagram
- Experience of working with Axiell Collections, or other collections management software
- Experience of managing, analysing and interpreting **user statistics** e.g. Google Analytics, Twitter, Facebook and Instagram and other platform data
- Experience of working with Adobe Photoshop
- The ability to work effectively alone and on own initiative, as well as being able to work collaboratively within a team.

Head of Learning and Engagement, National Museums Scotland - 2020

Purpose of Post

To provide vision and leadership to the Learning and Engagement Department bringing about visitor and audience engagement with our sites, collections and their interpretation.

Key Responsibilities

- Create and deliver a programme that supports engagement with and enjoyment of the national collection for a broad range of participants, demonstrating commitment to our equality, diversity and inclusion policies, plans and practices
- Manage the Learning and Engagement Department; its programmes planning and resourcing
- **Deliver integrated site-based and digital programmes of activities and events for a range of targeted audiences,** strengthening their **engagement** with the national collections
- Develop partnerships with key external organisations.

Expected Outcomes

- An ambitious Departmental **Strategy** which is inspired by and supports the organisation's overall Strategic Plan
- Involvement of audiences and communities in the development of interpretation, design and meaning in our programmes' outputs
- **Creative and connected digital and physical content and programmes.**

Skills

- Prioritisation of resources
- Development of internal and external stakeholder relationships and partnerships
- **Development and implementation of learning and digital strategies**
- Interpretation in gallery developments and exhibitions
- Assess and **evaluate** impact of learning programmes.

Head of Interpretation & Digital Engagement, Royal Armouries Museum, Leeds, UK - 2020 1/2

Job Purpose

- To take responsibility for the planning, development and delivery of the Royal Armouries' interpretation, display and exhibition programme meeting the needs of a diverse and growing range of audiences
- To lead on the refinement and implementation of the **Digital Engagement Strategy**
- To ensure that interpretation content is **accessible, engaging** and of a high standard across the three sites and online
- To provide senior management and leadership within and across the Interpretation and Digital Engagement team
- This is both a strategic and an operational role, closely supporting the department director in devising and delivering the departmental annual operating plan and other plans and policies as required
- The post-holder will seek to build on existing, and create new, opportunities for public engagement in line with the Public Engagement Strategy.

Responsibilities

- Devise an **audience-focused interpretation programme** of displays and exhibitions expressed in a five year plan and annual plan of activity which supports the Public Engagement Strategy in the short term and prepares for the implementation of the museum's long term plan for the re-presentation of the collection
- Refine and implement the Digital Engagement Strategy ensuring an integrated approach to interpretation between different platforms and that key project objectives and milestones are met. These include:
 - an overhaul of the museum's digital infrastructure
 - the establishment of an audience relationship management framework
 - devising and embedding a collaborative framework for Public Engagement and Collections teams to develop enriched content to accompany the Collections Online resource
 - the development of a digital playground in the museum
- Lead a team on the creative development, delivery, production and project management of all interpretation, exhibition and other content-related projects including digital engagement on and off-line
- Ensure that the museum's interpretive output demonstrates good practice in **storytelling**, is innovative and **accessible**
Devise **an inter-departmental interpretation framework** for the development of interpretation projects
- To manage and develop a team responsible for the development and maintenance of interpretation, gallery displays, exhibitions and **digital content (on- and off-line)**.

Head of Interpretation & Digital Engagement, Royal Armouries Museum, Leeds, UK - 2020 2/2

... /Responsibilities...

- Working with the Public Engagement Director and the management team, support and develop key external relationships with stakeholders as required
- Work closely with the Education team to ensure interpretative provision meets their audience needs for **community engagement** and formal and informal learning
- Work with the Marketing & Communications team to ensure that all interpretation development is informed by **audience research** and feedback
- Manage designated budgets to ensure use of the museum's resources and value for money
- Work with the Development team to seek opportunities for funding discrete interpretation projects
- Ensure all aspects of the programme are executed to a high standard to enhance the museum's positioning and long term objectives for audience development
- To act as head of profession, visitor advocate and an ambassador for the Royal Armouries internally and externally.

Qualifications, Expertise and Skills

- A higher education degree or equivalent qualification
- Relevant postgraduate qualification (Desirable)
- Expertise in interpretation, **evaluation** and **accessibility**
- Substantial experience of managing a complex and high profile interpretation programme
- Extensive experience in the development and delivery of object-rich exhibitions
- Demonstrable experience of financial management
- Demonstrable experience of project management in development of exhibitions, displays and their content
- Experience of digital and multimedia production
- Experience of motivating, developing and managing a team. Ability to manage and prioritise own workload and those of the team. Ability to lead on projects using **a highly collaborative approach**
- Good knowledge of the UK arts, heritage and museum sector
- A demonstrably creative, innovative and strategic approach to interpretation
- Ability to **think laterally** and plan clearly for the long-term
- Exceptional presentation, verbal and written **communication skills**. Ability to persuade and influence.

Digital Curator, Kelvingrove Museum, Glasgow

The role of Digital Curator will lead in the **development and delivery of a pioneering, interactive learning experience** for the one million people who visit Kelvingrove Museum each year – an experience that facilitates emotional, intellectual and physical access to the museum's collections.

Skills and experience

- Ability to **develop engaging, audience-appropriate content and digital experiences**
- Experience working as part of a wider team to develop **story-based digital interpretation**
- Skill implementing a variety of digital storytelling techniques
- Experience delivering end user experiences that work across multiple digital platforms
- Ability to research and present analysis of the capabilities and limitations of relevant digital technologies
- Understanding of creating scoping documentation for variety of complex software and hardware projects
- Demonstrable experience of **developing audience-focussed digital projects for public display**, and understanding of developmental lifecycles – from prototyping to delivery
- An understanding of the capabilities of both hardware and software platforms for delivering robust, public-facing digital experiences.

PhD opportunity: Digital Engagement with Visual Art in the 21st-century Museum: A Case Study of Tate – 2021

Fully funded collaborative doctoral studentship under the AHRC's Collaborative Doctoral Partnership Scheme, The University of Leeds and Tate.

Through an in-depth case study of Tate, this research project will explore what it means to be an online/digital visitor to, and audience member of, an art gallery or museum in the 2020s.

Project overview

The aim of this project is to explore the benefits and challenges of engaging audiences of 21st-century museums with art via digital technologies, specifically **the potential of digital technologies to deepen and diversify audience engagement**. Through a comprehensive literature review and an extended case study of Tate, this project will address issues such as the current difficulties visual arts organisations face in deploying digital engagement.

The project will explore the competing notions of the role of the **digital to impact on the audience experience**. It will do this through developing a better understanding of Tate within the digital realm and its role in the lives of visitors, potential visitors and cultural consumers who cannot visit. This studentship would work closely with the Audience Insight and Digital teams to review all existing 'desk' insight into the cultural digital realm.

Entry requirements

- Applicants should ideally have or expect to receive a relevant Master's-level qualification or be able to demonstrate equivalent experience in a professional setting. Suitable disciplines are flexible, but might include Art History, Arts Management, Museum Studies or Data Analytics.
- Applicants must be able to demonstrate an interest in the visual arts and museums sectors and potential and enthusiasm for developing skills more widely in related areas, such as audience engagement, digital heritage, social media analysis and other forms of data analytics.
- If English is not your first language, you must provide evidence that you meet the University's minimum English language requirements: IELTS of 6.5 overall with at least 6.0 in each component (reading, writing, listening and speaking).

Associate Educator, Digital Learning & Interpretation, Seattle Art Museum (SAM) – 2021 1/2

Overview

This role focuses on providing digital learning and interpretation experiences for all ages. This position is responsible for **developing SAM's online, remote, onsite and digital learning products and programs, and digital media content for a variety of audiences**, including general audiences, lifelong learners, teachers and students in K-12 and in higher education.

Essential functions

- Project, manage and develop content to engage diverse audiences and achieve learning outcomes through the integration of digital tools with existing programs and learning environments, as well as creating **new digital experiences** derived from SAM's permanent collection, temporary exhibits, and other arts-based initiatives. These include:
 - **Digital media programs** to support exhibits and permanent installations, including but not limited to app-based content, audio and video content, virtual public programs and education workshops, interactive exhibit components, and A/R and V/R engagements
 - **Distance learning initiatives** for K-12 audiences, including content and program design, technical support, teaching, training
 - **Online educational programs** and interactives; facilitate the delivery of asynchronous and synchronous online programs
- Collaborate with Public Engagement and Education, Curatorial, IT, and Communications on digital interpretation for exhibitions and programs
- Work with other Division staff to reflect on **audience engagement** through visitor surveys, participant interviews or other evaluation methods
- Create regular reports (both qualitative and quantitative), as needed; contribute to the annual budgeting process.
- **Build staff capacity in the use of digital learning and interpretation tools**
- Identify and remain current on trends in digital media in both formal and informal learning settings.

Associate Educator, Digital Learning & Interpretation, Seattle Art Museum (SAM) – 2021 2/2

Qualifications, Knowledge, Skills, and Abilities

- Bachelor's degree in education, digital technology, art education, art history; or equivalent combination of education and experience
- 2 years' experience with creating, managing, and implementing digital learning and interpretation content and experiences
- Commitment to access, equity, and inclusion in approach to content creation and audience engagement
- Understanding of how digital platforms are used for learning and audience engagement, and how content needs differ across platforms
- Ability to learn new art and humanities content quickly and to adopt digital tools to convey that content
- **Strong written and oral communication skills;** able to communicate effectively
- Familiarity with a wide variety of software platforms, media file formats, and best practices for archival, web publishing, and educational purposes. Proficiency in using Microsoft Office
- Able to work independently and in a team setting; ability to self-motivate, to give and receive feedback in positive and productive ways
- Excellent time-management, problem-solving, and problem-prevention skills; a positive, solution-oriented approach to addressing challenges.

Associate Educator, Digital Interpretation, Saint Louis Art Museum - 2021

Essential Duties and Responsibilities

- Lead the research, development, **implementation, and evaluation of digital interpretation initiatives for Museum visitors onsite and online**
- Develop content and provide support to Learning and Engagement staff to achieve visitor learning outcomes
- Review existing interpretive content on slam.org, in gallery, and archived elsewhere, and update as appropriate.
- Manage development of audio guides, interpretive videos, and other digital interpretive elements
- Support efforts to expand the production of **accessible interpretive materials**
- Regularly **evaluate** and report on digital learning initiatives
- Supervise or coordinate the work of interns, volunteers, and contract staff related to digital interpretation projects
- Train docents on delivery of digital initiatives related to group touring
- Participate on cross-functional teams, projects, and initiatives and contribute to Museum-wide projects as appropriate.

Qualifications

- Bachelor's degree in art or art history, education, digital communications, user experience design, or related field. Master's degree preferred
- A minimum of 3 years' experience in digital museum interpretation / engagement
- Demonstrated ability in the **development of digital content for a variety of audiences**
- Familiarity with current best practices in art interpretation and digital educational trends
- Experience with **user testing**, data collection and analysis, and evaluation of digital learning desired
- Proven ability to successfully handle several projects simultaneously and meet multiple deadlines
- Able to work collaboratively with colleagues, collaborators, and have a strong rapport with a range of stakeholders
- Excellent listening, speaking, and written **communication skills**
- Proficiency in Microsoft Office 365 and Content Management System (WordPress or other)
- Preferred: video and audio production experience; proficiency with Adobe Creative Cloud (Photoshop, Premiere, Audition, XD); Collections Management System (TMS preferred); Digital Asset Management System (Piction preferred); Analytics and Reporting (Google Analytics, SurveyMonkey).

Chargé.e de Projet de Médiation Numérique, Musée de l'Air et de l'Espace, Paris - 2019

Missions

- Concevoir, réaliser et mettre en place des dispositifs numériques
 - Co-concevoir les dispositifs numériques de médiation visant à mettre en valeur et à raconter les collections
 - Contribuer à l'écriture des cahiers des charges et à l'analyse des offres pour le choix des prestataires, effectuer le suivi des projets avec ces derniers
 - Eventuellement réaliser des dispositifs en interne si possible
 - Participer à la mise en place effective des dispositifs au sein du musée
 - **Adapter ces outils à différents types de publics**
- Participer à la création de synopsis de visites guidées et d'animations
 - Co-concevoir les contenus et déroulés des diverses actions pédagogiques et de médiation
 - Imaginer des outils de médiation numérique pour différents publics (publics individuels et notamment les familles, publics scolaires, publics spécifiques)
- Aller à la rencontre des publics
 - Co-animer des visites commentées et ateliers pédagogiques de formes variées et numériques
 - Assurer la médiation auprès des publics le ou les jours d'évènements
 - Assurer le suivi et l'organisation de la programmation (planning, notes dédiées, logistique...).

Compétences requises

- Grandes qualités relationnelles, goût du contact avec des interlocuteurs variés
- Sens de l'initiative, autonomie
- Créativité et force de proposition
- Rigueur, méthode et sens de l'organisation dans le travail
- Maîtrise des outils bureautiques
- Qualités rédactionnelles avérées.

Head of Interpretive Content, J. Paul Getty Trust – 2021 1/2

Job purpose

To develop and lead research into **audience needs** and use those insights to establish and deliver **best practices for interpretation**.

Major Job Responsibilities

- To lead the Interpretive Content department
- To work collaboratively with curators, educators, designers, and exhibition specialists to develop **in-gallery and digital content** -didactics, digital labels, in-gallery interactives, web pages, audio tours, videos, and more- for the Museum's collections and special exhibitions
- To be a key **strategist** in developing compelling, **inclusive cultural narratives** for the Getty's collections and exhibitions, making them **engaging**, exciting, and relevant to broad and diverse 21st-century audiences
- To make interpretation recommendations to curatorial teams based on measurable data, with the aim of **deepening connections with museum audiences** emotionally and intellectually.

Responsibilities

- Overseeing the content development of interpretive texts (text panels, labels, and other printed content) produced for collection displays, exhibitions, education, and other Museum programs
- Directing the production of digital media assets (gallery interactives, digital labels, audio and video programs, etc.)
- Managing and updating the Museum's digital guide (GettyGuide)
- Overseeing web-based initiatives for Getty.edu website, related to the Museum's collection, special exhibitions, and education and public programs
- Managing and/or supervising work done by outside consultants and vendors
- Managing the Interpretive Content department's annual operating and project budgets
- Setting **audience-focused priorities** for major projects and initiatives
- Ensuring that projects are completed on schedule and within budget
- Remaining current in museum interpretation practices and media production.

Head of Interpretive Content, J. Paul Getty Trust – 2021 2/2

Qualifications, Knowledge and Skills

- Bachelor's degree
- At least five years of supervisory and/or project process management experience.
- Master's degree in art history and/or museum studies or related field (desirable).
- At least five years' experience in museum interpretation (in-gallery and online) and **audience engagement** (Desirable)
- Proficiency in standard business software will be expected
- Ability to work with and direct teams across disciplines and to build long - term relationships
- Good general knowledge of the history of art
- Excellent writing, editing, and content development skills
- Good knowledge of digital production, audio and video development, and online platforms
- Diplomatic and adept at navigating complex organizational structures, using high EQ (emotional intelligence) combined with active listening skills
- Proven ability to **think strategically** while also attending to daily management of time-critical tasks
- Openness to others' ideas; creativity in thinking and flexibility in collaborating with colleagues
- Communicative, supportive, and inclusive leadership style
- Demonstrated ability to recruit, manage, and mentor/develop staff
- Prior experience working with multiple external stakeholders, including community leaders, vendors, and consultants
- Demonstrated ability to mobilize internal and external support for programs.

Associate Interactive Gallery Curator, National Railway Museum, York - 2021

About the role

The Science Museum Group (SMG) has a long and rich history of developing world leading interactive galleries. The next interactive gallery being developed is the Wonderlab at the National Railway Museum in York as part of an ambitious programme of capital projects which will transform the museum and its collections, ensuring our galleries and spaces meet visitor needs in relevant and dynamic ways.

Responsibilities

Content Research and Development:

- Researching gallery content and assisting in development of the selected interactive exhibits
- Contributing to the development of exhibits in response to research created by the ongoing prototyping process
- Researching, identifying and supporting the development of content appropriate to the live programme for the gallery
- Contributing written content for all physical and digital assets across the gallery.
- Researching and identifying images, AV and other assets
- Connecting with STEM industry contacts to ensure content development reflects the contemporary engineering sector.

Communication and Liaising with Internal and External contacts:

- Liaising and co-ordinating content with internal and external contacts to support the smooth delivery of the gallery (interactives, web or live interpretation) and with external developers to support the ongoing exhibit prototyping process
- Communicate content research to the Lead Interactive Gallery Curator and the wider project team. Working with the Audience Researcher to ensure prototyping research findings are fully considered in development of interactive exhibits

Requirements

- Experience of carrying out **high-quality research** using varied sources, with the ability to work at speed and keep numerous research strands active at any one time
- A proven record in **communicating science and technology to a broad audience** – ideally through audience-focused activities such as galleries or teaching, and written media such as print or online blogs
- Excellent written communications skills, especially the ability to communicate complex content in an **engaging way**
- Excellent presentation skills, especially the ability to confidently present in both virtual and in person contexts
- evidence of delivering **audience-focused** projects in museums or large-scale visitor attractions
- Experience of working with interactive exhibits, or live programming in a museum (desirable).

Learning Producer: Samsung Digital Learning Programme, British Museum - 2020

Key Responsibilities

- Deliver **engaging and interactive digital learning events** to school groups ranging from 0–18 years old students, including specific SEN (Special Educational Needs) school events
- Take operational responsibility for families digital learning events by providing supervisory support to SDDC (Samsung Digital Discovery Centre) Family Learning Facilitators
- To deliver events with visitors in person and with visitors watching live online, while nurturing brand recognition
- To support the development of digital content used within the programme of events or as standalone assets
- Ensure all SDDC visitors have an enjoyable visit and have a consistently **high-quality experience**.
- Ensure the recording of visitor numbers to all SDDC events. Support with the reviewing and reporting of event **evaluation**
- Advise and influence budget decisions

Qualifications

- Experience of working as part of a team using excellent interpersonal and **communication skills**, both written and verbal
- **Highly computer literate** with an ability to quickly learn new digital skills
- Awareness of current practice in museums/learning/digital
- Experience working with schools, families or young people
- Experience working with digital learning
- Ability to organise own work effectively, to establish priorities and meet deadlines
- Friendly and motivated with a positive attitude to communicating with visitors
- Experience delivering live events through video conferencing technology (Desirable)
- Experience of producing digital content (Desirable)
- Awareness of copyright issues and data protection responsibilities (Desirable)
- Understanding of the principles of customer-focused design (Desirable)
- Experience working in a museum, gallery, library, archive or other heritage setting (Desirable)
- Understanding of the principles of equality and diversity as they relate to audiences, and the ability to apply and promote these in practice at work (Desirable).

Digital Learning Manager- *Picturing History*, National Portrait Gallery, London – 2021

Picturing History aims to be the go-to educational resource for teachers and schools teaching history and art through portraiture. Newly commissioned digital content framing the Collection with distinct content layers including historic narrative and contemporary stories will provide a unique resource for learners.

Key Accountabilities

- Working with colleagues to scope and agree the final concept and design of *Picturing History*
- Commission **digital learning content** that is imaginative, relevant and draws heavily on the Collection **reflecting multiple voices and perspectives** on key portraits
- Develop learning resources for schools associated with the interpretive themes and the re-display of the Collection
- Develop ways of supporting the curriculum through the use of the Activity Plan co-curation projects
- Ensure that the design and content is relevant and appropriate for audiences through a managed **user testing** process
- Manage the programme of content commissioning working closely with the overall project team
- Work with the Digital team to implement the technical requirements of the interface of *Picturing History* with the NPG website
- Manage the process ensuring that the online resource is **accessible**, navigable and meets best practice standards
- Establish an agreed process for images rights and clearances
- Ensure that *Picturing History* is **evaluated** according to the project evaluation framework.

Qualifications, Knowledge, Experience and Skills

- Significant experience of developing online delivery infrastructure and digital content preferably in a cultural setting
- Knowledge and understanding of digital and online pedagogy
- Experience of developing digital learning focused content and resources to support learning and skills development
- Experience of commissioning film, writers and other contributors for online platforms and learning
- Clear understanding of the needs of teachers and schools in relation to the national curriculum KS1-4
- Experience of working with content management systems and developing public facing engaging content
- Experience of successful delivery of online content projects. Good logical, **analytical** and problem solving skills
- **Excellent communication skills** both written and verbal, including presentations
- Competent use of data management systems and ability to programme.

Digital Learning Programme Coordinator, Museum of London – 2017

Job purpose

To support the development and delivery of digital learning sessions, online resources and online events for school and family audiences at the Museum of London and Museum of London Docklands.

Key result areas

- Support colleagues with the development of sessions that incorporate digital technologies
- Provide **training** to colleagues, freelancers and volunteers in the use of digital technologies in sessions
- Manage the department's digital learning equipment, eg ensuring that it is well documented, appropriately and securely stored, maintained, charged, up-to-date and has the required software
- Work closely with the Digital Learning Programme Manager to develop and deliver a programme of **live streamed events** for schools
- Work with schools and family Programme Managers to ensure that activities are effectively **evaluated** to gauge **impact on users' learning**
- Work with schools and family Programme Managers to develop **online learning resources** for schools and families
- Provide statistical information about digital learning activities
- Contribute to cross-museum digital and other projects as time allows, including the New Museum project.

Qualifications

- Successful experience of developing activities and/or resources for families or schools in a museum, heritage or arts setting
- Awareness of, and enthusiasm for, the potential of digital technologies to support the learning in a museum setting
- Excellent organisation and administrative skills, and a keen eye for detail. Ability to work to deadlines
- Strong interpersonal skills and the ability to communicate professionally with colleagues and members of the public
- Ability to write well for a range of purposes, eg online resources and reports
- A creative, positive approach to problem-solving
- Proven ability to work constructively and creatively as part of teams developing learning activities and/or resources
- Demonstrable experience of developing online content for schools and/or families (Desirable)
- Experience of evaluating learning activities and/or resources (Desirable).

Digital Learning and Interpretation Specialist , Toledo Museum of Art

Job Description

The Digital Learning and Interpretation Specialist is a creative leader in the Learning and Interpretation department, focused on **providing digital learning and interpretation experiences for all ages**. This position is responsible for developing TMA's online, remote, and onsite and digital learning products and programs, and digital media content for a variety of audiences, including general audiences, lifelong learners, teachers and students in the K-12 and higher education.

Key Accountabilities

- Develops online educational programs and interactives that align with national standards
- Facilitates the delivery of asynchronous and synchronous online educational programs
- Utilizes a variety of technologies to develop and deliver learning and interpretation experiences
- Reviews content of projects to ensure quality, accuracy, and appropriate usage
- **Builds staff capacity** in the use of digital learning and interpretation tools
- Identifies and remains current on trends in digital media in both formal and informal learning settings
- Develops **strategies to engage diverse audiences** and achieve learning outcomes through the integration of digital tools with existing programs and learning environments, as well as new outreach experiences
- Serves as videographer and content editor for learning and interpretation videos.

Qualifications

- Bachelor's degree in education, digital and media technology, art education, art history or related field
- 3 years' experience with creating, managing, and implementing digital learning and interpretation experiences
- Deep knowledge of technology and media applications for educational purposes
- Fluency in national education standards and current technology
- Proficiency in using Microsoft Office. Basic skills and experience with videography and photography
- Strong written, verbal, and interpersonal **communication skills**
- Ability to work in a team-oriented environment with people of diverse ages, abilities, and backgrounds
- Ability to handle complex projects and a varied workload, to multi-task, be detail-oriented with outstanding organizational skills.

Distance Learning Specialist, The National WWII Museum, New Orleans, US

Job purpose

To design and present a variety of **highly interactive, engaging, and meaningful virtual programs** through the Museum's custom-built distance learning studio in the WWII Media and Education Center. These programs are national in scope to reach school and lifelong learning audiences.

Responsibilities

- Create a variety of online programs in the WWII Media and Education Center utilizing different technologies, like videoconferencing and webinar software, learning management systems, and other digital tools
- Schedule, facilitate, and present online programs to a live virtual audience including K-12 students, teachers, Museum members, WWII enthusiasts, senior centers, and library patrons
- Regular communication with teachers, IT administrators, and activity coordinators to ensure smooth connections and understanding of the experiences the Museum provides
- Actively **evaluate** and adjust virtual programs based on feedback from colleagues and constituents.

Qualifications

- A bachelor's degree (required) or master's (preferred) with an emphasis on educational technology, formal or informal education, museum studies, instructional design, history, or a related field
- Ease in using, learning, and testing the latest educational technologies is a must. Ease in being on camera is required. Proficiency with distance-learning tools is a plus
- Ability to design **interactive and engaging programming** and match to appropriate audience level, delivery mode, and technology
- 3 years of direct instruction in a formal or informal setting is required. A teaching certification (preferred)
- Knowledgeable understanding of World War II history (preferred)
- Strong organizational skills, including managing complex scheduling and project timelines
- The ability to work collaboratively with a diverse set of stakeholders and partners.

Curator of Game Technologies, Science Museum Group: National Science and Media Museum, Bradford, UK – 2021 1/2

Responsibilities

Curatorial:

- Acting as the **intellectual lead for gaming** at SIM and NSMM, you will work with teams and internal stakeholders across the Group, as well as supporting and developing relationships with key industry partners to support current projects and SMG programme of gaming
- Building on SMG's existing games/gaming collections and current activities, propose options for future cultural and commercial opportunities
- Work with the exhibitions teams to develop object lists, seek loans, make acquisitions and develop key messages and **narratives for gaming exhibitions** at Science and Industry Museum and National Science and Media Museum and in advisory capacity for the existing team at the Science Museum
- Support the festivals and events teams, including the Yorkshire Games Festival team to build industry relationships and provide programme consultation
- Work with the digital team and collections services to explore how we utilize interactives to help our audiences engage with the histories and use of gaming technologies.

Collections Management:

- In collaboration with curatorial colleagues and the senior management team across the group, **develop a collecting strategy for games and gaming culture** for SMG
- Establish and develop where appropriate acquisitions around gaming technologies and gaming culture
- Work with the digital team and collections services to explore how we could develop born digital gaming collecting
- **Improve and update the catalogue for the existing gaming collections** on Mimsy for collections online
- Developing knowledge and understanding of some of the gaming related SMG collections such as the computing, sound technologies, film, television and broadcast, and communications technologies
- Developing links with related collections, promoting increased loan-outs of, and visibility for, the collections
- Assist the curatorial team at the National Science and Media Museum in the supervision and management of research visitors to the Insight collections centre.

General:

- Applying research and collections development knowledge of the gaming collections to the broader strategic aims of the National Science and Media Museum and Science Museum Group
- Working to embed the value of Open for All into all activities both visitor-facing and internal
- Working to ensure outputs are sustainable and to actively reduce SMG's carbon footprint.

Requirements

- Have broad knowledge of gaming and gaming history/culture
- An understanding of being able to bridge **digital gaming**
- Have strong **research skills**; you'll be able to find interesting stories related to our collection
- Have experience of communicating history and STEM subjects to non-specialist audiences; specifically in exhibitions, articles, blogs, outreach or teaching
- Have strong interpersonal skills with a collaborative and credible approach
- Be able to work effectively and build relationships with internal and external peers, subject specialists and external organisations
- Have excellent oral and written **communications skills**
- Be able to multi-task and prioritise effectively, and work to tight deadlines
- Be proactive and organised in your approach to work, with close and unfailing attention to detail
- Be self-motivated with the ability to work independently
- Have experience working with collections management software, such as Mimsy (desirable)
- Have experience of working with museum collections (desirable).

Digital Skills Manager, Culture 24 – 2021

Main responsibilities

- Successfully deliver high quality programmes of work to support museums and other arts and heritage organisations in building their digital skills, literacies, capacity and confidence
- Work with colleagues and external stakeholders to develop, manage and deliver relevant, effective products and services
- Project manage and deliver **collaborative action research** and development projects with and for cultural sector partners around a range of digital challenges and issues
- Write, edit, produce and project manage Culture24's **online resources for museum professionals and volunteers**
- Ensure and evidence that all projects, programmes and resources meet partner, participant and stakeholder needs
- Manage, nurture and shape communication with our network of partners through published articles, email and online community platforms.

Requirements

- high levels of digital literacy and understanding
- aware of the strategic and practical ways that arts and heritage organisations are tackling the challenges and opportunities digital technologies bring
- commitment to social purpose and inclusivity
- an open and enquiring mind
- able to retain a sense of humour and clear judgement under pressure, and be confident in working with a high degree of autonomy.

Senior Digital Manager, Curatorial, English Heritage – 2021 1/2

The Senior Digital Manager leads **English Heritage's Curatorial Digital Team**. The team is responsible for **digitally interpreting 400 English Heritage's sites, collections, research** and the work of our experts. Content is produced primarily for English Heritage's online estate, including website, apps, and multimedia channels; also advises and, where appropriate, collaborates on elements of on-site digital interpretation. **Develops and delivers the Curatorial Digital Content Strategy**, identifying **user needs**, business priorities and key opportunities to ensure that content is designed in a user-centric manner that showcases the best that English Heritage has to offer and **enhances the experience of our online and on site visitors**.

Responsibilities

- Oversee the delivery of high quality interpretive content on English Heritage's online estate, including website, apps, and multimedia channels to support users in understanding and enjoying English Heritage sites, collections and research
- Manage the Curatorial Digital workplan and budget, balancing the priorities of multiple projects and campaigns, ensuring all work is delivered on time and to rigorously high standards
- Line manage a team of digital content editors, maximising their skills and supporting their professional development
- Deliver the digital content strategy for the Curatorial department
- Participate in and contribute to the Learning and Interpretation Department strategies, plans and programmes
- Ensure that all new re-presentation projects at English Heritage properties deliver **high quality content** to users online
- Ensure that the content delivered by the Curatorial Digital Team is representative, **accessible and inclusive**
- Oversee the delivery of Curatorial's inclusive history podcast *Speaking with Shadows*
- Work with the Head Collections Curator to develop the Charity's strategy for collections online
- Maintain an excellent understanding of the wider digital landscape, emerging trends and proven digital technologies. Seek out new and **innovative means of presenting curatorial digital content both on site and online**
- Advise and, where appropriate, lead on the implementation of new and emerging technologies on site
- Optimise **information architecture** and user journeys across curatorial web content
- Be an advocate for our online audiences and manage an effective **evaluation strategy** for digital projects
- Ensure that the work of the Curatorial Digital Team is **user-centric**, rooted in analytics, audience insights. Regularly report on these metrics and insights to key stakeholders and wider colleagues
- Meticulous record-keeping, filing and management of contracts, risk assessments, etc, including ensuring data protection rules (GDPR, etc.) following best practice.

Requirements

- Demonstrable and extensive experience of delivering digital resources to time, budget and agreed quality standards
- Ability to demonstrate a genuine interest and understanding of England's heritage
- Experience of developing and delivering online/digital Extensive experience of using content management systems.
- Experience line-managing a team. Ability to manage and develop people
- Ability to demonstrate creative flair and to put imaginative ideas into practice in terms of digital products
- Understanding of the technical issues involved in website and digital content design and implementation, with experience of working with web developers
- Experience of contributing to, but preferably taking the lead in developing, an effective **online content strategy**
- Experience of **identifying different audiences**, assessing their needs and responding to how they interact with online products
- Familiarity with **data analysis**, web analytics and visualisation tools such as Google analytics
- Excellent demonstrable understanding of the wider digital landscape and the heritage sector in particular
- Excellent written English, with extensive experience of editing **engaging copy for different audiences**
- Understanding of best practice in **web accessibility**
- Meticulous in recording, tracking and storing information
- Ability to manage and organise potentially conflicting priorities and deadlines
- Ability to gain understanding of complex issues; to advise, guide, balance and co-ordinate different views and priorities
- Ability to work collaboratively with a multi-disciplinary team, contributing to the overall success of the team and project
- Excellent communicator and influencer with proven ability to build and sustain positive relationships across teams and disciplines, both in and outside EH.
- Experience working in the Museums, Heritage, Galleries, Arts and Culture sectors, or in communicating the work of experts to the general public (desirable)
- Experiencing of managing teams delivering online/digital interpretation – e.g. long-form articles, digital exhibitions, podcasts, etc. (desirable).

Associate Director, Digital Content, Hammer Museum, UCLA (University of California) - 2021

Job Purpose

Oversee and expand the Museum's online presence and extend its **reach to diverse audiences** in compelling and strategic ways.

Responsibilities

- Set policy for, develops, oversees, and manages public-facing, educational, and content-driven technologies, as well as creative multimedia initiatives and content across multiple platforms, which include but are not limited to the Museum's website, social media, and mobile experiences
- Lead the development and production of content in these areas, including image, audio, and video content
- Develop and implements **digital content strategy**, including for social media, email, video, and web-based initiatives
- Serve as webmaster for the Hammer website and Hammer Channel
- Collaborate with Curatorial and Programming staff on adapting exhibition content for digital platforms
- Work closely with technology staff to ensure that technologies and multimedia are optimally deployed.

Qualifications (excerpt)

- Minimum of 5 years' experience managing digital media, including but not limited to websites, social media, mobile experiences, digital public interaction/signage, digital asset management (DAM) systems
- Minimum of 3 years' experience working within a museum or other nonprofit arts organization
- BA or MA in communications, journalism, information technology, education, art, multimedia, museum studies
- Proven ability to develop and manage long-term plans and strategies
- Excellent project management and organizational skills. Solid budget management experience
- High degree of technical proficiency, including working knowledge of a variety of applications, ability to quickly master new software, and ability to troubleshoot hardware and software issues
- Skill and experience with digital audio/video production, including knowledge of tools such as Final Cut and iMovie
- Skill and experience with website and online technologies and tools, including content management systems, HTML, social media channels, and search engine optimization through metadata
- Demonstrated success leading and motivating creative and technical teams in a fast-paced environment.

Chargé.e de Projets et de Contenus Numériques, Musée du Quai Branly, Paris - 2021

Missions

- Mettre en œuvre la **stratégie de communication digitale et production de contenus** pour le site internet et les réseaux sociaux du musée (Facebook, Twitter, YouTube, Instagram, LinkedIn, TikTok)
- Assurer la participation et le suivi de projets sur le site web du musée et notamment du projet de refonte.

Sur le site web

- Participer à la mise à jour et l' intégration de contenus du site internet du musée
- Participer à la préparation du comité éditorial (et différentes instances) et au suivi des décisions
- Contribuer au **projet de refonte** ou au suivi des évolutions fonctionnelles et techniques.

Sur les réseaux sociaux

- Contribuer à la mise en œuvre de la **stratégie éditoriale** social media
- Mettre à jour et assurer le suivi du planning éditorial des publications ; interface avec les services contributeurs
- Participer au comité éditorial et accompagner les contributeurs (via des formations et un appui au quotidien)
- Assurer la modération des commentaires, animer la communauté et gère l'e-reputation
- Assurer l'interface avec les prestataires extérieurs et développer des partenariats stratégiques avec des influenceurs ou des relais prescripteurs (en lien avec le pôle presse)
- **Analyser les KPIs** sur l'ensemble des réseaux sociaux, afin d'être porteur de solutions et d'idées.

Profil recherché

- Formation supérieure de niveau Bac+3 en communication digitale
- Très bonne connaissance des réseaux sociaux et bonne culture web
- Bonne connaissance des institutions culturelles et notamment muséales
- Organisation, rigueur et méthode; autonomie, créativité et esprit d'initiative; esprit d'équipe et qualités relationnelles
- Qualités d'expression écrite et orale; orthographe irréprochable.

Head of Digital Content Delivery, National Gallery Of Art, Washington – 2021

Duties

- Provide leadership and direction to content specialists managing day-to-day content operations for our websites, mobile applications and other digital products
- Create and publish **compelling, engaging and accurate digital content** with content creators and subject matter experts (curators, conservators, interpreters, editors, educators etc) across the National Gallery
- Grow, **engage and retain a digital audience** for the National Gallery across our digital platforms, with a commitment to reflecting the diversity of the United States in our approach to digital content
- Support the museum in the implementation of its **new content strategy**, including running/participating in workshops, and turning strategic recommendations into practical delivery
- Lead adoption and delivery of best practices around **UX writing and user-centered content design**
- Develop and implement new website content initiatives, make strategic recommendations, and develop appropriate plans, specifications, and metrics for success
- Serve as team manager/project director for digital content projects, working with and scheduling other content creators, designers, external contractors, writers, copywriters, and production teams. Track project status and manage team deliverables, overseeing digital content production efforts from conception through completion.

Requirements

- At least one year of specialized experience, equivalent in responsibility to the NF-14 level in the Federal service, **planning, creating and evaluating public-facing digital content for a major organization or institution that helps grow, engage and retain target audiences, both onsite and online**
- Mastery knowledge of and demonstrated experience in digital project management and digital content creation for media organizations, for nonprofits, within the visual arts, museums, or cultural organizations
- Mastery knowledge of and demonstrated experience in website content development, content management systems (e.g., Adobe Experience Manager, Drupal), knowledge of HTML/CSS
- Extensive **UX writing and communication experience**, including leading and participation on cross-functional teams dedicated to improving UX through writing, **information architecture** and design
- Leadership skills and experience, with an ability to recruit, inspire and develop a team of specialists.

Digital Media Director, Crystal Bridges Museum of American Art, Arkansas, US - 2021

Principal Responsibilities

- Oversee the development of the museum's **digital media strategy**
- Manage a team that includes web development, UX/UI design, project management.
- Oversee the Crystal Bridges and the Momentary websites, and integrate management of the sites into ongoing processes:
 - Ensuring **ease of use** for visitors with planning visits, membership, calendar/events, and ticketing functions
 - Overseeing content development with SEO best practices in mind
 - Managing UX/UI design best practices to ensure **accessibility**
 - Establishing **analytics** and tracking, including tracking revenue as an outcome of marketing efforts
- Oversee development of all digital elements including: Digital signage and wayfinding; Digital information screens; **In gallery engagement screens**
- Work closely with the museum's communications teams to develop strategic plans/budgets to help various departments in the museum achieve goals through **digital media integration**
- Manage the budget for Digital Media.

Qualifications, Education, Experience and Skills

- Degree from an accredited institution of higher education
- Knowledge of Semantic, standards compliant HTML5, CSS3, SASS, and JavaScript / ES6.
- Well versed in version control systems (Git, or CVS)
- Four years work experience in a Web/Digital Design field. Experience with content management systems
- Experience with cross-browser compatibility and **accessibility**. Well versed in SEO and Accessibility best practices
- A keen eye for design and UX/UI expertise
- Ability to manage a highly productive and engaged team. Ability to provide constructive critique and feedback
- A demonstrated ability to communicate clearly and professionally. Effective interpersonal skills
- Demonstrated organizational planning, problem-solving and collaboration skills.

Digital Content Manager, National Museum Australia (Canberra) - 2016

The Digital Content team creates content for the Museum's website, social channels and **onsite exhibitions**.

The Digital Content Manager is responsible for delivering digital experiences that engage Museum users both onsite and online.

Tasks

- Lead an innovative and productive web, social media and digital projects team
- Plan content across multiple channels creating deep user engagement and building the Museum's community through audience analysis and user experience research
- Manage budgets and resources to complete projects
- Collaborate with stakeholders in Exhibitions and Curatorial to **create rich media experiences onsite and online**
- Liaise with stakeholders throughout the Museum regarding content projects
- Ensure the website and multimedia outputs meet high standards in writing, design, and discoverability and comply with legal requirements in the areas such as accessibility, copyright and privacy.

Selection criteria

- Demonstrated experience in managing a website and social media team as a strategic corporate communications tool including content strategy, user experience
- Demonstrated experience establishing creative, multi-disciplinary teams, including staff, and suppliers, to **deliver user-focused digital products and solutions**
- Demonstrated effectiveness in managing projects with a range of internal and external stakeholders
- Experience in managing and reporting on budgets, contracts, project plans
- Demonstrated ability to engage stakeholders to produce quality content and build digital skills appropriate to the organisation's goals
- A thorough practical knowledge of current website, social media and multimedia technologies and trends.

Digital Content Manager, National Museum of Women in the Arts, Washington - 2020

The Digital Content Manager plays a key role in maintaining and expanding NMWA's online presence and **deepening visitor engagement with the museum's digital properties.**

Responsibilities

- Develops social media strategies and guidelines, identifying target audiences and developing tactics for reaching and engaging them
- Works closely with the Digital Content Coordinator to plan social media content, set goals, track metrics
- Collaborates with other departments to **develop strategy and tactics for creating deeper engagement online**
- Contributes to daily content on NMWA's main social media platforms (Instagram, Facebook, Twitter)
- Reviews and publishes content to the NMWA website, approves routine updates done by departmental web people
- Develops content for the NMWA website, conducts content audits, creates special content like online exhibitions
- Creates social graphics, short videos, and other features for use in digital communications
- Manages all digital or social media-related events such as Instameets
- Assists Director of Digital Engagement with managing special digital projects
- Schedules and leads **monthly cross-departmental Digital Content Group meetings**
- **Contributes to creating a digital-first internal culture**
- Stays up-to-date on trends in online advocacy and social media, brings new ideas to NMWA's feeds and websites.

Qualifications

- Ability to work as part of a team and independently, think creatively, and take initiative
- Creative, optimistic, energetic, organized and self-motivated
- Strong project management skills
- Knowledge of social media channels (especially Facebook, Instagram, Twitter, YouTube) and related best practices
- Passion for the visual arts and advocacy for women
- Experience with Adobe Creative Suite, especially Photoshop. Familiarity with web content management systems (WordPress or Drupal).

Digital Content Manager, The Whitney Museum of American Art

Reporting to the Head of Digital Media, the Digital Content Manager will help **develop and maintain content** for whitney.org, third-party websites, and other digital media initiatives including the Museum's online magazine, Whitney Stories, in order to **deepen connections with current Whitney audiences and to increase visitors online and onsite** by building institutional visibility.

Responsibilities

- General management of all website content and production via the Museum's content management system
- **General project management for all online initiatives** using web-based project management system
- Manage timely, accurate content updates on the website in collaboration with various departments, including the Museum's online calendar and exhibition-specific pages and initiatives
- Help ensure messaging on whitney.org of the institution's larger marketing/press efforts, including online advertising, promotions, partnerships, social networks (Twitter, Facebook, Flickr, etc), and related web-based efforts.

Requirements

- Minimum of three years professional web production/ digital content management experience
- Familiarity with a variety of commercial and proprietary content management platforms desired
- Must have a **strong background in planning and execution of digital media initiatives**, an interest and/or participation in online publishing initiatives (blogging, social media platforms, etc.) is desired;
- **Excellent organization and communication skills**, and ability to 'troubleshoot' and work under strict deadlines
- **Website and computer Skills:** basic knowledge of HTML/CSS, video production, database structures desired; familiarity with a variety of third-party websites and tools, including Google Analytics, Clicky, Flickr, Blip.tv, Basecamp, and major social media platforms (Facebook, Twitter) desired; experience with Raiser's Edge and The Museum System (TMS) a plus.

Digital Media Content Manager, National Museums Scotland – 2019 1/2

Purpose of post

- To lead an ongoing programme of informative, engaging and **user-focused content for multiple audiences** across National Museums Scotland's digital media channels
- To source, commission and create **story-led online content** from across the organisation to increase **audience engagement**.

Key responsibilities

- Plan, co-ordinate and lead the development of online content for the National Museums Scotland website and other digital media channels to **ensure increased engagement** with museums, events, collections and campaigns
- Source, commission and **create engaging online content telling stories from the collections** in a range of formats across multiple platforms
- Coordinate and manage the organisation's social media presence establishing a programme of effective content
- Take responsibility for ensuring all website content remains accurate, up to date, and meets clear **accessibility** guidelines
- Produce and deliver an **annual content plan** in conjunction with key internal stakeholders to ensure a joined-up approach with effective use of resources against organisational priorities
- Seek opportunities to establish content partnerships with a range of external stakeholders (from education institutions to social media influencers) to co-create digital content and reach new audiences
- Implement and develop the editorial and **content guidelines** for the website and other digital media channels
- Set, monitor and report on key performance indicators across online platforms using a range of **analytics** tools
- Create and support a network of content contributors across the organisation to ensure a diversity and breadth of content providing targeted **training** where required in key digital skills
- Be proactive in remaining abreast of new **modes of storytelling** and online content in the cultural and marketing sectors in order to ensure excellence and innovation at National Museums Scotland.

Knowledge, experience and skills

- Relevant degree, or equivalent relevant work experience
- Good understanding of trends in digital content and online user behaviour, particularly around social media
- Good understanding of **online accessibility standards**, current data protection issues and IPR/copyright principles
- Good understanding of setting KPIs, **measuring audience engagement** and assessing learning outcomes
- Ability to plan and manage multiple priorities within defined resources to deliver projects on time
- Extensive experience of planning, managing and/or editing content for large, public-facing website supported by a range of internal and/or external contributors
- Experience of **writing original, story-led features** for a public audience and of editing copy originated by others
- Experience of managing and growing social media platforms for large, public-facing organisations
- Experience of managing others, leading a team and working across a large/complex organisation
- Experience of **analysing online user behaviour** through tools such as Google Analytics and producing regular reports
- Experience of designing and **running skills-based training** or teaching in an educational setting (formal or informal)
- Experience of undertaking qualitative and quantitative website **user research**
- Very strong verbal and written communications skills
- Proven ability to problem-solve, think creatively and test ideas through a data-driven approach
- Ability to structure information effectively online to maximise meaning and usability for different audiences
- Competent user of online planning tools and image-editing software.

Digital Media Associate, The Metropolitan Museum of Art

Job Description

Assist with the **development, presentation and implementation of public-facing digital technologies and educational multimedia to support the Museum's collection, exhibitions and related activities**. This position will assist in all aspects of the project lifecycle.

Primary Responsibilities and Duties

- Coordinate the planning, development, preparation, installation, and documentation of media projects.
- Develop, manage, and report on production schedules and expenses
- Assist workgroup in creating and communicating schedules, milestones, and deliverables for each project
- Follow-up with content providers (curators, editors, production staff, digital media producers) to ensure that content deliverables including text, audio files, videos, are on track as well as consistent across all media
- Load digital assets and media content into CMS
- Provide quality assurance (QA) testing to verify content is properly displayed on multiple channels and devices
- Archive past content with metadata to ensure media is properly filed and easily accessible
- Document media production process and best practices.

Experience and Skills

- BA or BS required
- Energy, enthusiasm, and initiative are key qualities for this position
- At least one year of experience in digital media, digital communications, publishing, museums, cultural organizations,
- Strong computer skills, including media production applications such as Photoshop
- Experience working with **content management systems** (CMS) preferred
- **Excellent written and verbal communication skills** and an ability to interact effectively and diplomatically with a variety of people within and outside the Museum
- Excellent organizational skills and the ability to handle multiple tasks under the pressure of deadlines.

Digital Media Manager, Planet Word Museum, Washington - 2021

Essential functions

- **Engage and grow the online audience** with compelling, fun, and unexpected content on the museum's social media platforms
- Gather social media **data to inform strategy** for each platform. Regularly report on social media performance
- Steward our online community, responding to user comments and messages kindly and promptly
- Use social advertising and paid promotion to advance institutional goals and specific initiatives
- Use digital media channels to promote museum events. Create and schedule all newsletter communications
- Maintain accurate information on the museum's Google Business, Yelp, and Trip Advisor accounts
- Ensure that content is up-to-date and meets SEO standards as well as **accessibility** and legal/privacy standards
- Coordinate website maintenance with an external team of website developers
- Write new web content, including blog posts, landing pages, and announcements
- Assist with basic graphic design and video editing
- Maintain an archive of videos and photos for promotional use across departments.

Qualifications and Skills

- Work or educational/vocational experience in English, Linguistics, or related field
- A passion for words, language, and reading and a desire to inspire the same in others
- 3+ years experience in social media **content creation** and **strategy**
- Excellent writing and **communication skills**; a careful eye for proofreading
- Ability to track social media trends and keep up with platform updates and changing content standards
- Experience **analyzing** social media data to inform strategy
- Experience with social media management programs (e.g. Hootsuite)
- Experience with basic design programs (e.g. Canva)
- Working understanding of Wordpress or similar Content Management System
- Ability to organize multiple projects and tasks and consistently meet deadlines. Experience managing digital crisis.

Digital Media Specialist, Monterey Bay Aquarium - 2021

Core activities

- Create digital and social media advertising and promotion campaigns in support of product, promotional or brand, ensuring that campaign ideas, strategies and objectives have tangible tasks and measurable outcomes
- Execute on multiple partner program's digital and social media advertising and promotions campaigns (daily performance analysis, budget review, etc.)
- Develop **audience targeting strategies** and campaign setups based on Marketing goals and objectives
- Provide feedback on creative performance, brainstorm new creative ideas, and advise on next creative adaptations
- Develop and implement a **creative multi-variant testing and optimization program**
- Provide recommendations on emerging trends and best practices
- Stay current on digital marketing strategies, new features/betas, and competitive landscape.

Knowledge, Skills & Abilities

- Bachelor's degree in marketing, or similar subject; or equivalent combination of education and experience
- Minimum 3 years' experience as a Digital Advertising Buyer, Specialist or similar; working across channels developing strategy, implementing and optimizing Paid Social, programmatic display and search (Google Ads) advertising campaigns
- Demonstrated end-to-end expertise in media strategy and execution within digital buying platforms (Facebook Business Manager & Google Ads), showing the ability to manage multiple campaigns at once
- **Advanced analytics**, budgeting, and reporting skills with experience with data tools (Google Analytics & Data Studio)
- **Excellent** written and oral **communication skills**, with an ability to distill complex ideas into easily understandable stories
- Highly organized and detail-oriented, with ability to juggle competing priorities within tight timeframes
- Exhibits intense curiosity, proactively digging beneath the superficial to identify relevant, information-based facts
- Ability to work independently as well as part of a team - possessing a willingness and flexibility to "pitch in" with various ad-hoc projects to help support the larger Marketing team
- Availability to respond to requests and attend the real-time needs of campaigns outside normal business hours
- Experience with marketing automation tools (Salesforce Marketing Cloud, Hubspot, etc.) (preferred)
- Strong knowledge of SEO/SEM trends and best practices (preferred)
- Bilingual in Spanish would be an added bonus.

Digital Media Producer, Corporation of the Fine Arts Museums of San Francisco (COFAM) – 2021 1/2

Duties and Responsibilities

- Supervise the conception, development and launch of **digital content and experiences** to support the Fine Arts Museums' collections, exhibitions, educational programs, and related marketing and communications initiatives
- Produce digital content, helping to shape and define the experience of the museum visitor online and on-site, ensuring quality and brand consistency across all channels
- Write creative briefs, create and execute project proposals, specifications, and budgets, as required
- Generate internal operations requests. Coordinate with Facilities, Operations, Engineering, Registrar, Conservation, Security and others to organize film shoots at the Legion of Honor and the de Young
- Manages multiple projects and initiatives concurrently
- In collaboration with other web and digital team members set quality standards that elevate our brand and **maximize content reach and digital audiences engagement**
- Standardize branded video productions, creating title cards and templates for different video series in partnership with Graphic Design department
- Provide guidelines and recommendations for other departments to contribute to digital projects
- Perform digital post-production tasks, including media optimization, enhancement, retouching, and proofing, audio and video editing. Edit videos shot in-house for social media, education, school and family programs and others
- Manage FAMSF audio and video platforms, including YouTube, Soundcloud, Anchor. Upload content and manage publication schedules on these platforms, making sure that the content is up-to-date and optimized for the platform
- Communicate appropriately and give technical guidance to staff and vendors as needed
- Prepare and effectively communicate regular **analytics reports** (YouTube, Soundcloud and Anchor) highlighting key project and platform metrics and making recommendations for improving performance
- Maintain the quality control and **accessibility** of digital media files for the museums publications, exhibitions, collection management systems, asset management systems, content management system, interactive programs, presentations, etc., in partnership with the Digital Asset management team
- Monitor digital content and digital experience trends across virtual communication tools, podcast and video hosting platforms, learning management systems, and more.

Digital Media Producer, Corporation of the Fine Arts Museums of San Francisco (COFAM) – 2021 2/2

Requirements

- Bachelor's degree from an accredited college or university preferred or equivalent combination of education, training and experience. Film or digital media studies are ideal
- At least 3 years of experience in a digital media production environment. Creative agency background preferred.
- Proven project management and budget management abilities
- Experience editing video and audio
- Proven ability to work simultaneously on multiple projects in a complex, highly demanding, and fast paced work environment. Extremely organized and detail-oriented
- Experience managing external creative agencies and film production crews
- Demonstrated skills in media production workflow and digital asset management experience
- Ability to respond to changing circumstances and priorities in a focused and timely manner
- Creative problem solver with excellent written and verbal communication skills
- Experience and proven ability to be a teamplayer, build consensus and work effectively within a collaborative, cross-departmental team
- Experience with SEO and Google Analytics; passionate about the importance of web metrics to meet goals.
- Experience with digital design platforms; Adobe CS experience preferred
- Adobe Premiere (CC and 6), and Final Cut Pro experience preferred
- Experience with effectively using project management and content management software such as Asana, Trello, GatherContent.

Lead Content Designer, The National Archives, Kew, UK 1/2

Role and Responsibilities

Content Strategy

- Define a long term **content vision** for The National Archives' digital services and a roadmap to achieve it
- Lead the design, implementation and continuous improvement of the department's content strategy and play a key role in defining, developing and implementing our organisation-wide content strategy
- Ensure our content strategies **prioritise user needs** while meeting business requirements.

Leadership and Management

- Line-manage a small content design team, providing guidance, training, and mentoring, and you will support and mentor content designers and website editors across The National Archives ensuring that user needs, **strategic objectives** and business goals are met
- Responsible for building a strong, productive and supportive content design team with a focus on clear prioritization, quality output, continuous improvement and an effective approach to content design
- Lead on allocating content design resource and be responsible for content related budget for Digital Services.

Developing Content Design Capability and Practice

- Help others understand what content design is. Promote the content design discipline
- Facilitate and direct the collaboration and communication with devolved website editors and stakeholders, including subject matter experts, to oversee existing content and ensure its quality and fitness for purpose, consistency and transparency; and **regularly audit existing content**, maintaining a prioritised backlog to address issues.

Content Design Delivery

- Ensure the design of **accessible**, inclusive, data-informed, **user-friendly content** for end-to-end journeys of our digital services, making sure the right content is delivered to our users at the right time, in the right way and the best format
- Work within a multidisciplinary team to **monitor performance** of content, user feedback and behaviour and apply it to the continuous improvement of our content design
- Ensure the iteration of content in an Agile environment, defining the ways of working and processes of iteration
- Take responsibility for the maintenance and communication of clear content creation and publishing **guidelines**
- Oversee the use of the technical infrastructure for web content, including the content management system (CMS).

Lead Content Designer, The National Archives, Kew, UK 2/2

Qualifications

- Strong written **communication skills** and significant experience of creating and iterating **user-centred content, across multiple channels** and complex user journeys, taking accountability for those content decisions
- Experience of **content lifecycle management** ensuring content is regularly reviewed and evaluated by teams
- Demonstrable ability to lead, manage and develop a team, prioritising workloads and resources, guiding and leading the department's content design capability through coaching, planning and development
- Experience of leading the design and implementation of **content strategy** to ensure business requirements are being met and are aligned with user needs
- Significant experience of **working collaboratively** in Agile, multidisciplinary teams with the confidence to question, take initiative and make decisions while being innovative, curious and creative
- Experience of using a variety of **prototyping methods** to share and test design proposals, the ability to determine and justify which method is most appropriate
- Significant experience of establishing and maintaining positive, long-term relationships with stakeholders at all levels
- Excellent **analytical**, problem-solving and organisational skills with the ability to be adaptable, deliver under pressure, manage changing priorities while demonstrating a proactive and solutions focused approach to problems.
- Experience coaching or leading teams in collaborative Agile and Lean practices, determining the right approach for the team to take and evaluating this through the life of a project (Desirable)
- Experience of working in or with relevant sector(s) -government, archives, information services, culture and heritage- (Desirable).

Digital Content Specialist, The Smithsonian's National Air and Space Museum - 2020

Duties

- The Digital Content Specialist is responsible for ongoing **content production and storytelling on the Museum's digital platforms**
- The specialist strives to create a **delightful visitor experience by ensuring content is audience-focused, engaging, relevant, inclusive, and accessible**
- The specialist works on a variety of content areas, in particular exhibitions, collections, behind the scenes activities, and educational and public programs
- The content specialist is also responsible for maintaining the content production process, ensuring content across digital platforms is up to date and aligns with visitor experience goals and online content strategy as part of the Museum's ongoing transformation.

Digital-Senior Producer & Editor, The Metropolitan Museum of Art, NY – 2021

The Senior Producer and Editor creates public-facing content that **engages audiences**, both onsite at The Met's NYC venues and globally via online channels and platforms.

Primary responsibilities & duties

- Serve as the digital content producer for all Capital projects at The Met
- Develop, scope, edit, and produce **original content for The Met's digital channels**, including editorial content, video and audio production, and online features. Ensure quality, consistency, and brand integrity across platforms
- Oversee digital content production efforts from conception through completion, working in collaboration with internal and external partners, including diverse perspectives and multiple voices
- Develop and implement digital content project schedules, track project status and manage team deliverables
- Create and implement digital content project proposals, specifications, and budgets
- Serve as team manager for digital content projects, working with and scheduling other content creators, designers, external contractors, writers, copywriters, and production teams
- Work collaboratively with staff across the Museum on digital outreach and distribution efforts.

Requirements & qualifications

- Five or more years of experience creating content for public-facing digital technologies, cultural journalism, media and video production, digital communications. Experience with interactive media and experiences considered a plus
- **Strong creative and editorial skills**; skilled at writing, editing, and proofreading
- Demonstrated abilities in project management, including the ability to effectively balance and prioritize multiple complicated tasks, manage budgets and deadlines
- Ability to supervise and work closely with production teams, video crews, audio engineers, and editors
- General skills using Microsoft Office Suite
- Additional knowledge not required but considered a plus: Knowledge of - or interest in learning - project management platforms, such as MS Project, Asana, or Basecamp; technical skill with media editing tools and software, such as Adobe Creative Suite, Premier, or Final Cut Pro; advanced degree or training, with a concentration in media production, digital communications, journalism, visual arts, or moving image arts.

Digital Editor, Getty Museum - 2019

Job Summary

The J. Paul Getty Trust seeks an experienced and versatile editor to oversee the development of a new platform for news and stories for the Getty's website and digital channels. The editor will develop innovative editorial strategies and will also serve as a central point of **oversight for editorial content for the Getty's high-traffic digital channels** including website, news, blog, social media, and multimedia.

Major Job Responsibilities

- Serve as **editorial lead for the Digital Content Strategy team**, developing editorial standards and strategies
- Identify, research, write, and edit news stories and feature articles about the Getty's behind-the-scenes activities, translating the Getty's story in dynamic, **engaging ways inclusive of broad non-specialist audiences**
- Work with subject matter experts to edit and adapt tone and style of text and images for **a variety of digital mediums**,
- Ensure **consistency** of all content with Getty brand, content strategy, and design standards
- Lead project to update the Getty's digital editorial style guide
- Source and obtain rights and permissions for images and multimedia assets
- Work with content strategist and producers to conceptualize on storytelling methods and formats across digital platforms.
- Ensure that all text, including alt text and metadata, meets best practices for **accessibility** (WCAG 2.1).

Knowledge, Skills and Abilities

- **Outstanding proficiency with writing and editing**
- Ability to adapt **stories for a wide variety of digital formats**
- Tact in working with subject matter experts. Ability to manage multiple tasks simultaneously in a fast-paced environment
- Knowledge of Adobe Creative Suite, particularly Photoshop, and basic photo and video manipulation. Knowledge of Adobe Premiere desired. Photography skills preferred
- Knowledge of copyright, fair use, and IP
- Knowledge of **SEO** and web analytics and how to apply them to improve content performance
- Knowledge of best practices for **accessible digital content** (WCAG 2.1)
- Interest in **UX processes** and in iteration and improvement through the gathering and analysis of qualitative and quantitative data.

Digital Marketing Content Producer, National Museums Scotand – 2020

Key Responsibilities

- Plan, co-ordinate and create original digital marketing content for the website and social media channels
- Manage updates from multiple sources to ensure that website information is accurate and up to date
- Respond to audience comments and enquiries on our social media platforms
- Co-ordinate sourcing of information and production of content with a network of content contributors across and outwith the organisation to ensure the **originality and accuracy of content across all online channels**
- Ensure content complies with National Museums Scotland's brand, design, tone of voice and editorial guidelines
- **Evaluate content and collate/analyse web statistics to ensure user accessibility and effectiveness**
- Identify and respond to target audience needs to ensure **audience-focused online content**
- Source and commission multimedia assets (text, image, film) and ensure all assets are copyright cleared for online usage.

Expected Outcomes

- **Accessible, engaging and inclusive creative outputs**, which meets user needs and delivers project objectives
- An engaging and expanding social media presence for National Museums Scotland reaching target online audiences
- The production of engaging and meaningful online content providing value for target audiences
- A co-ordinated approach to content and online audience development across National Museums Scotland.

Skills

- Proven written and verbal communications skills within a team, across multiple departments and with external partners
- Competent user of Microsoft 365 tools and image editing programmes (Photoshop or equivalent)
- Ability to create and edit online content using content management system/s
- Ability to create engaging social media and marketing content and evaluate impact with target audiences.

Experience

- Proven track record in development of online marketing and social media content targeting young people
- Experience of managing multiple social media accounts for a public-facing organisation
- Experience of writing original copy, editing copy originated by others and creating online media for public audiences.

Content Producer, SFMOMA (San Francisco Museum of Modern Art) – 2020

SFMOMA's Interpretive Media team is a dynamic **cross-functional group of digital storytellers** responsible for museum offerings such as artist video interviews, audio tours, interpretive galleries, the podcast Raw Material and the PlaySFMOMA games.

Under the direction of the Director of Interpretive Media, this position:

- manages the production and deployment of **interpretive materials**
- is lead producer and **content strategist** on assigned audio/video content streams, managing content development and post-production processes to ensure that publication deadlines are met and employing evaluative measures to optimize content for audience engagement
- collaborates with Digital Experience and Design Studio to determine **UX** design, branding and content strategy for select digital channels
- commissions and produces - Informed by data-driven decision points, institutional strategy and a deeply collaborative spirit-, best-of-breed **audio, video and participatory experiences** from makers who excel in their medium
- collaborates to evaluate SFMOMA's interpretive resources and their **impact on audience engagement** and participates in reporting and analysis of **engagement metrics**
- supervises support staff and interns in production and post-production support, such as research, media management and rights acquisition.

Desired Skills & Abilities

- Proficiency in **creating innovative and effective interpretive or multimedia content**, preferably in the arts sector
- Excellent organizational, project management and budget management skills. Self-directed, able to take initiative
- ability to collaborate effectively with colleagues, external contractors and community partners
- Excellent **written and verbal communication skills**, with a history of publishing writing and/or multimedia about art for a broad and diverse audience
- Familiarity with audio/video production equipment and post-production tools.

Web Managing Editor, Fine Arts Museums of San Francisco - 2021

Job Scope

Define the tone of voice of the website (digital magazine, practical information, and storytelling around our collections and exhibitions), assist with the definition of our editorial **content strategy**, leading its implementation and supervise all web content production.

Duties and Responsibilities

- Under the direction of the Director of Digital Strategy, the Web Managing Editor defines the web editorial strategy, determining goals and tone of voice and establishing content production workflows
- In conjunction with the web redesign project team, reviews legacy website content and leads editorial and rewriting efforts, so that the selected content conforms to the new website's templates and is in line with the digital content strategy
- Oversees web content production calendar, ensuring that content is up-to-date across the website
- Creates and manages updates of the **Web Style Guide**
- Implements the web editorial strategy working closely with curators, educators and external contributors to assign stories in a variety of formats (text, audio, video, illustration, comics etc.)
- Organizes and leads editorial working groups regarding complex web content initiatives
- Writes and edits copy for web, as well as video and podcast productions as needed.

Qualifications

- Bachelor's degree from an accredited college or university
- Minimum of five years of editorial experience in digital publishing
- Demonstrated experience managing **complex editorial projects in a digital environment**
- Strong editing skills with demonstrated ability to write accurate, concise and engaging copy drawing from different sources, and to adapt content according to the target audiences and content types.
- Experience producing SEO-driven content
- Excellent organizational and managerial skills and great diplomacy
- Understanding of **user experience** and web user journey, information architecture, user research, and accessibility
- Ability to work with image and video files (psd, eps, jpg, png, gif, mp4, mov)
- Experience using Google Analytics to develop and track website KPI a bonus
- Familiarity with licensing procedures, open access culture and how to implement it.

Web Content Manager, Museum of Contemporary Art Chicago – 2021

Responsibilities

- Oversee content management system for digital products; on a daily basis enter content, publish and maintain webpages and manage all digital products; oversee the organization of the **museum's digital projects** to support a long-term vision of **usability and accessibility**
- Act as the project manager for the production of digital publications and webpages such as event pages, exhibition pages, microsites, audio tours, and virtual programs
- Work closely with collaborators to implement content updates, making recommendations and working with marketing and social media teams to create **a cohesive digital strategy**
- Author and implement iterations of the website, making recommendations on information architecture, with **user experience** at the forefront; develop user experience proposals for digital programming
- Manage relationships with contractors and collaborate with them on digital project requests
- Manage the development, and publication of content for mcachicago.org, digital signage, MailChimp marketing emails
- Utilize Google Analytics to create **dashboards** and observe trends to inform design and development decisions.

Qualifications

- Bachelor's degree in Web Design, UX Design, Content Strategy, Digital Systems, or a related field, or equivalent experience; understanding of web content management systems
- Minimum 3-5 years professional experience managing digital products or digital project management experience
- Experience building webpages, managing websites, and content production for digital platforms
- Familiarity with interaction design, user experience, and information architecture
- Understanding of website best practices and WCAG 2.0 AA guidelines
- Analytical mind with a business acumen; as well as agile project management skills
- Proven ability to manage, communicate, and collaborate with designers, developers, and product stakeholders
- Experience with Google Analytics and creating data dashboards
- Working knowledge of HTML and fundamentals of programming. Knowledge of the Adobe suite preferred.

Editor, Web and Publications, Baltimore Museum of Art - 2021

Overview

Help the digital team maintain, update and create **new content for audiences in the digital space**. We are looking for a creative thinker who enjoys writing and editing copy and assembling pages with **user-friendly information hierarchies**. Testing new site features and brainstorming visuals with the creative services team are also part of the regular day-to-day duties. This editor will also routinely serve as the content editor and/or proofreader for BMA-produced publications.

Responsibilities

Digital

- Maintain and update content on artbma.org, with attention to tone and clarity
- Collaborate with creative services team on needs for visuals and interactives for the website
- Review performance and **use data** in Google Analytics (GA4); creating regular reports for colleagues
- Work with the **content strategy team** to create new digital features, including **story ideas** for the BMA Stories channel.

Print

- Assist or lead in copyediting duties for *BMA Today*, the Museum's triannual member magazine
- Lead copyediting full-length exhibition publications
- Support content editing and provide project management of a variety of printed collateral.

Requirements

- Minimum 4 years of professional experience
- BA in journalism, marketing & communications, or comparable professional experience
- Excellent writing and verbal communication skills. Strong collaboration skills
- Demonstrated experience with WordPress or comparable CMS
- Awareness of **accessibility** standards for digital content
- Superior editing skills and an ability to ensure copy adheres to institutional style guides
- An eye for design and typographic hierarchies. Excellent attention to detail
- Fluency with videoconferencing (Zoom).

Webredacteur, Van Gogh Museum - 2021

Tasks and responsibilities

- Manage the award-winning website of the Van Gogh Museum, together with the Web Manager
- Edit text and images and work in the content management system to publish various content, such as the activity calendar and news items
- Create landing pages for events, campaigns, etc. in consultation with colleagues from other departments, such as Marketing, Education or Development.

Qualifications

- Experience with content management systems, Photoshop and Microsoft Office 365
- Very good command of Dutch and English
- Enterprising and proactive, able to quickly work independently
- Ability to work with different colleagues and strive for joint results
- Effective communicator to help the internal 'customers'.

Online Redakteur, State Collections of Painting, Bayern (Germany) - 2018



Die Bayerischen Staatsgemäldesammlungen suchen eine/n

Online-Redakteur/in (w/div/m) (Digital Optimisation Lead)

IHRE AUFGABEN:

- Konzeption von **digitalen Strategien**
- Internetredaktion **Text, Bild, Film und Social Media**
- Die Sammlungen, Ausstellungen, Veranstaltungen und die Arbeit der Bayerischen Staatsgemäldesammlungen zielgruppenorientiert und prägnant schnell in Wort und Bild in den Onlinekanälen darstellen, Entwicklung von **Storytelling** und Social Media Events
- Fotografieren von Pressekonferenzen, Veranstaltungen und Ausstellungen für die Sozialen Netzwerke
- Konzeption Planung und Umsetzung von Social Media Aktivitäten Betreuung und Fortentwicklung der vorhandenen Online Projekte
- **Analyse** von Besucherverhalten und **SEO** Erfahrung
- Ausbau des virtuellen Museums
- Zusammenarbeit mit externen Anbietern
- Budgets planen und verwalten

IHRE VORAUSSETZUNGEN:

- Abgeschlossenes einschlägiges geisteswissenschaftliches Hochschulstudium, vorzugsweise im Bereich Kommunikationswissenschaften
- Mindestens 3 Jahre Berufserfahrung in einem oder mehreren der Bereiche Online-Redaktion, Öffentlichkeitsarbeit, Kultureinrichtungen, Medien, Kunstvermittlung, Redaktion oder Kulturmanagement
- Sehr gute Kenntnisse der Funktionen der verschiedenen Social-Media-Kanäle und Erfahrung im Social Media Marketing
- Kenntnisse im Urheber- und Presse-recht
- Ausgeprägte Kommunikationsstärke verbunden mit einem sehr guten Sprachgefühl und guten Schreibkenntnissen
- Nachgewiesene Kenntnisse und Erfahrung in gängigen CMS Systemen Drupal, Typo3 und word press sowie MS-

WÜNSCHENSWERT SIND:

- Erfahrung mit Budgetverwaltung, wirtschaftliches Denken, organisatorische Fähigkeiten
- Weitere Fremdsprachen
- Verständnis für die technische Seite der IT
- Erfahrung im Umgang mit Sammlungsdatenbanken

WIR BIETEN IHNEN:

- Eine vielseitig und verantwortungsvolle Tätigkeit sowie eine tarifliche Entlohnung und Anstellung im öffentlichen Dienst Eingruppierung und Bezahlung erfolgen nach Qualifikation, persönlichen Voraussetzungen und übertragbarer Tätigkeit derzeit max. in Entgeltgruppe E 11 TV-L
- sehr gute Anbindung an die öffentlichen Verkehrsmittel (Bus 100, Tram 27/28, U2)
- vergünstigtes Jobticket
- kostenlose Mitarbeiterparkplätze

Multimedia Design Manager – The Phillips Collection - 2022

Objective

Assist with the **design, production, and coordination of engaging and cohesive communications**, including **print, digital, and video assets** and collateral. The Multimedia D/M **participates in strategic planning and evaluation** for institutional communications and works with other departments in the museum as needed.

Duties

- Work with Marketing and Communications team to develop a robust strategy for general Phillips communications
- Work with Head of Editorial and Design to create print and digital graphics and video collateral for exhibitions, events, in-gallery activities, publications, and more
- Work with Marketing Manager to create assets for a robust social media presence and cohesive voice across all Phillips platforms (Twitter, Facebook, Instagram, YouTube)
- Coordinate and manage team of freelancers, including vendors, contractors, photographers, videographers, and editors
- Prepare, schedule, and create dynamic video for marketing, promotions, and institutional engagement
- Work with Head of Digital Experience, audio/visual team, and other departments to create multimedia assets
- Document the museum's exhibitions, events, and happenings through photography and video.

Required qualifications

- Excellent organizational, interpersonal, communication, and computer skills
- Bachelor's degree or equivalent experience
- 2-3 years of experience working in design or marketing/communications
- Proficiency in Adobe Creative Suite, particularly in InDesign, Photoshop, Premiere Pro, and After Effects
- Proficiency in use of major social media platforms
- Accuracy, patience, and careful attention to detail
- Ability to multitask and work within tight schedules and a fast-paced environment
- Experience with HTML is a plus.

Video producer, The National Gallery, London - 2021

Job Context

To produce video and audio content for the Gallery's digital channels to support the **content strategy**, which includes:

- Providing interpretation for our exhibitions and the collection
- Engaging online audiences on the website and social media
- Producing exclusive content for Members and Gallery supporters
- Reaching new and hard-to-reach audiences identified by the learning team

Scope of Job

- Plan, shoot and edit film and audio content for publication on digital channels
- Work closely with the Senior Content Planner to develop and deliver a programme of video and audio content that **engages our digital audiences** with the Gallery in inspiring and surprising ways
- Work closely with our AV team on the creation of live and streamed video content
- Create content that is optimised for social media platforms and targeted at specific audiences
- Make effective use of our video and audio archive
- Create video and audio branding elements and ensure their consistent use across Gallery content
- Develop and deliver an effective archiving process management to limit storage creep
- Create derivatives of longer form content that are optimised for different channels, platforms and formats.

Qualifications

- High level experience of Adobe Creative Suite, particularly Premier and After Effects, or an equivalent software package
- Good knowledge and experience of managing all aspects of a film or audio production including idea generation, storyboarding, filming, editing, sign-off, publication and archiving
- Good knowledge of legal requirements related to video production e.g. copyright clearance, risk assessments
- Organisation skills to carry out filming in complex environments. Planning skills. Strong time management skills
- Experience of filming people including scripting and script editing and conducting interviews
- Ability to multi-task, effectively prioritise multiple demands, make good decisions and action promptly
- Strong communication and people skills. Capacity to identify great **stories** and turn them into compelling video content.

Head of Collection Information & Digital Assets, National Galleries of Scotland - 2020

Job Summary

- Establish a new department within the Collection Care Division that supports the galleries intention to broaden the impact of the world class work that we do through **top class management of collection information, data and digital assets**
- Bringing together, over time, the currently dispersed functions of photography, copyright, and systems development
- Develop and deliver the NGS programmes of collection digitisation for artworks and archive materials
- Develop and manage the department's work, processes and systems to ensure a capability that makes data and images more open in the future as this becomes a business requirement.

Responsibilities

- Apply best practice around collections information/data management and the NGS methodology for digitisation
- Review and develop the delivery of the collection digitisation programme with the goal of making procedures more efficient and dramatically increasing the volume, speed and range of the NGS digitisation activities
- Delivery of future capability to **provide greater access to the collection data and assets**
- Development of the NGS collection information systems Mimsy XG and digital asset management system (DAMS).

Knowledge, Skills and Experience

- Knowledge of Collection information data standards
- Principles of collection audit and due diligence required for best practice in Collections Management
- Principles of fine art photography. Experience of working with Fine Art material (Desirable)
- Digital asset management standards. Principles of digital asset management for web delivery
- Presentation skills and report writing skills. Excellent written and verbal **communications skills**
- Experience with managing projects delivered by multi-disciplinary teams
- Project management using risk management, programme setting, monitoring and evaluation, budget management
- Experience in workflow planning and management and production of reports and statistics
- Ability to use reports, data and other evidence to quantify, plan and improve work streams and workflows
- Hands on experience of using **multi relational databases**
- Knowledge of legal principles associated with copyright (Desirable)
- Knowledge of principles of Open Access to Collections (Desirable)
- Knowledge of principles of procurement, contract management and tendering (Desirable).

Head, Collection Information & Digital Assets, Los Angeles County Museum of Art (LACMA)

Job role

The position leads a specialist team responsible for providing staff and visitors with the **best possible access to collection information** and digital assets and is responsible for leading the development and delivery of all collection information and digital asset content, **strategies**, and forward plans from migration into digital formats to ongoing maintenance and preservation. and is accountable for generating use, access, and innovation, to **increase engagement with diverse audiences** and stakeholder groups, and promote **pluralistic knowledge** and understanding of LACMA's collections.

Responsibilities

- Supervise, establish priorities, and train the staff that administers the databases, supports users with creating and accessing information that facilitate museum activities, assists with cataloging the collection, and delivers collection data including still images and video to downstream applications like websites and apps
- Maintain the **training program** for museum staff to access, edit, and utilize collection data and digital assets
- Oversee the creation and editing of an internal website that provides staff with instruction and documentation for TMS, ODIN (including the use of this tool for digital preservation purposes), MORA, and Conservation DAMS
- Work across departments and consult multiple sources with a critical understanding of dominant and marginalized narratives in order to maintain and establish cataloging standards appropriate to museum standards and user needs
- Create, supervise, and oversee department budget. Manage relationships with vendors and contractors
- Continually seek opportunities to **incorporate diverse ways of knowing and understanding** LACMA's permanent collection and communities served through collections data, digital assets, and digital platforms.

Qualifications

- Degree in Library Science, Art History, Museum Studies, or a related field
- Minimum 2 years of experience with a collections management system and DAM system in an administrative capacity
- Minimum 2 years of supervisory experience
- Advanced knowledge of SQL and reporting software. Extensive knowledge of museum cataloging data standards
- Experience with business needs analysis, user support, training, and documentation
- Highly developed communication and networking skills.

Digital Asset Manager, Illinois State Museum Society - 2021

The Digital Assets Manager is tasked with joining the Illinois State Museum Society) team in the **ongoing implementation and transfer of collections data to a new digital assets management system (DAMS)**. This system will serve the diverse needs of collection management staff as well as support digital assets from the Illinois Legacy Collection of 13.5 million objects.

Key Responsibilities

- Play a **key role in the future of online ISM curated digital experiences and collections data served online**
- Implement digitization of approximately 8,000 objects in the ethnographic collection
- Produce research on ethnographic collections and assist research in Anthropology
- Photograph objects, scan, or otherwise digitize supplemental information associated with the ethnographic collection
- Serve as the lead staff member overseeing the process of data conversion to the new DAMS
- Work with the DAMS company's digital conversion expert(s) and ISM information technology curator in consultation with and support of the various Museum collections curators and registrars
- Responsible for monitoring databases and helping to oversee future upgrades
- Provide future **training** for new system users
- Assist with this process of migrating created and documented metadata, digital object images, workflows of cataloging and all data from the various collections that will be migrated to the new DAMS
- Create work that is visible to the people of Illinois and nurture a team work ethic across ISM locations.

Basic / Required Qualifications

- Master's degree in Anthropology or similar associated subject; an emphasis on ethnographic studies is preferred
- Bachelor's degree in Computer Science/Information Technology or 3-5 years of prior digital management software experience in a museum or similar cultural collections settings such as libraries, historical societies, zoos, aquariums
- **Strong research skills** and substantial research experience and knowledge in the fields of anthropology and ethnography
- Strong problem solving and analytical skills
- Must possess excellent communication, organization skills, and be detail-oriented.

Digital Asset Manager, The Jewish Museum, NY – 2021

The Digital Asset Manager is the key knowledge owner and **strategist** for the Jewish Museum's Digital Asset Management (DAM) system (NetX), centralizes visual assets and supports NetX interactions with related systems. The Manager organizes and oversees the collection, import, and distribution of the museum's diverse digital assets.

Responsibilities

- Defines, implements, and manages asset categorization, labels, taxonomies, and **metadata standards** that are robust, scalable, and **user-friendly**
- Works with key staff to locate and transfer important physical and digital assets from Museum's various repositories
- Leads Museum-wide DAM software administration and configuration. Defines user roles and responsibilities. **Trains and educates Museum staff on DAM system usage** and best practices
- Maintains the integration between NetX and internal CMS (TMS) and **external display of content on the Museum website**
- Collaborates to develop and implement workflows in NetX as well as ongoing content usage and licensing rights needed
- Expands the **accessibility** of images from Museum collections and exhibitions to the website and other digital platforms
- Stays current with emerging standards and practices in the field.

Requirements

- 5+ years of archives and/or digital asset management experience, preferably at a museum, library or academic institution
- Master's degree of coursework in library and/or information science preferred
- Experience with Adobe Bridge, Photoshop, and SQL server; experience with NetX and TMS a plus
- Excellent project management skills. Self-motivated, organized, and proactive with meticulous attention to detail
- Understanding of **legal issues** around digital asset use; familiarity with copyright issues preferred
- Collaborative approach to working with staff across the institution and the ability to communicate in an accessible way
- Enthusiasm for increasing institutional, educational, and **public access to digital cultural content**.

Senior Collection Information Analyst, The Metropolitan Museum of Art, NY – 2021

General statement of responsibilities & duties

The Senior Collection Information Analyst supports the Museum's **collections management system** (TMS), is responsible for assessing documentation across departments to ensure compliance with cataloging standards, coordinates the implementation of museum-wide cataloging standards, creates and maintains custom reports, provides user support and training, and oversees data entry and data cleanup projects.

Primary responsibilities & duties

- Audit collections database records to ensure accuracy and consistency with Museum cataloguing standards.
- Create and maintain advanced reports and supporting documentation for Museum departments.
- Implement **data standards** and organize data cleanup activities with curatorial representatives; apply high attention to detail and an understanding of curatorial needs and concerns.
- Assist with TMS **training** for new museum staff, interns, and volunteers as part of the museum onboarding process.
- Create new TMS user accounts and assign user security settings as is appropriate for the staff member.
- Work directly with curatorial cataloguing staff, understanding needs and helping to develop internal workflows for efficient and effective cataloguing practice.
- Assist in providing first level support to museum staff regarding use of TMS and with department data entry projects
- Assess documentation across collections-related databases and determine where information is incomplete.

Requirements & qualifications

- Minimum 3 years working with museum cataloguing or collections management systems, with a strong preference for experience with The Museum System (TMS).
- Experience with end-user support and training; strong verbal and written communication skills.
- Proven knowledge and understanding of **relational database systems** (Access and SQL Server preferred).
- Excellent organizational, proofreading, and analytical skills, with meticulous attention to detail
- Ability to work independently. Positive attitude; enjoys exchanging ideas and working in a team environment.
- Proficient use of the English language, both in written and oral form
- Excellent knowledge of Crystal Reports. Experience with SQL Server Reporting Services. Proficiency in Microsoft Excel.

Data Specialist for Visual Arts and Women's History, The Smithsonian American Art Museum (SAAM) and American Women's History Initiative (AWHI) – 2020

Position

To provide coordination and support for the use of digitized art and art-related collections data with the goal of advancing women's history research at the Smithsonian and around the world. Will **coordinate, develop, and manage the sharing of digital collections data and metadata about women** in the arts Smithsonian museums.

Duties

Communication and Data Coordination

- Coordinates and provides support for collections data-sharing among Smithsonian entities, reflecting the range of collections data found within the various Smithsonian visual arts-collecting museums and research units
- Collects information from Smithsonian staff and stakeholders on priorities and potential platforms for data dissemination
- Coordinates evaluation of audiences and platforms and makes recommendations to modify or create data workflows.

Distribution and Re-publication of Smithsonian Collections Data

- Works with AWHI Wikipedian-in-Residence for Gender Equity and Smithsonian Wikimedian at large to **distribute Smithsonian collections data as linked data on third party platforms such as Wikidata and other open knowledge projects**
- Coordinates and develops data distribution by identifying or adapting existing data from a variety of sources (such as databases, APIs, and other publications and Smithsonian work products), or by creating or soliciting new data sets
- Manages data review, modification, cross-walking, and approval processes for online data as needed.

Qualifications

- Knowledge of website data management principles and methods, including **linked data and the semantic web, and of open data platforms such as Wikimedia**
- Knowledge of the principles and practices of GLAM's collections data standards and metadata management, including the use of collections databases and software, to enable research, education, and community engagement
- Ability to manage, organize and present for public consumption complex information from many different sources
- Knowledge of communications and project coordination for **managing collaborative digital projects**.

Digital Preservation Manager, Science Museum Group, UK - 2020

The Science Museum Group (SMG) is all about inspiring futures. Due to our ambitious growth and development plans, we have **launched a major digitisation programme and new initiatives to engage wider audiences with the stories in our collection**. We are now recruiting for a permanent Digital Preservation Manager to establish SMG as a leading practitioner of digital preservation in the museum sector.

Role description

- Be the lead for digital preservation for the Group's digital assets, including both Collections and Corporate records.
- Develop a **digital preservation strategy**
- Work closely with colleagues across the Group to advocate for digital preservation
- Develop and implement standards and procedures for the preservation of born digital and digitised content.
- Work with ICT colleagues to procure a Digital Preservation Management System
- Establish a **digital asset register** for the Group
- Be the principle SMG representative with the Digital Preservation Coalition.

Requirements

- Expertise in digital preservation, standards and best practice including content management, access, migration and preservation
- Knowledge of relevant **metadata standards** and data structure standards
- Experience of using or managing a Digital Preservation Management System
- A passion for preserving the digital heritage of museums for future generations
- **Excellent communication and advocacy skills, able to be an influential advocate for digital preservation across the organisation** and to be an intermediary between technical and non-technical colleagues.

Assistant Registrar, the Johnson Museum, Cornell University, Ithaca, New York - 2021

Responsibilities

- Maintain and improve the **museum's collection management database**
- Ensure that all objects and digital assets are best represented with accurate electronic data, are **accessible** and easily retrievable. Related activities include cataloging of art objects, updating catalog records, location tracking, uploading of **clean metadata and images**
- Process and maintain all digital image files that are used to populate museum databases and online resources
- Train and supervise student employees in the processing of digital image files
- Act as database liaison to Gallery Systems and **provide training** on the museum's collections management database to staff users and troubleshoot as necessary
- Work with colleagues across departments to develop data and media standards
- Develop and maintain system for managing other Museum digital assets, such as installation, program, and event images.

Qualifications

- Bachelor's degree in Art History, Museum Studies, Library Science, Information Science, or related field with at least two years of experience or equivalent combination of education and experience
- Collaborative team player; diplomatic, a multi-tasker; and able to operate successfully in a busy work environment with multiple ongoing deadlines. Capable of working with co-workers under pressure to meet strict deadlines and goals
- Creativity, resourcefulness, and problem-solving to manage and accomplish duties and projects, required
- Accuracy and attention to detail are critical. Experience working with databases.

Preferred Qualifications

- Object handling experience. Previous museum, gallery, or library experience, or other experience managing digital assets
- Knowledge of standards and innovations in field of collections management.

Collections Technician, Southland Museum and Art Gallery, New Zealand - 2021

Tasks

Maintenance of collection database

- Ensure all data is entered into the appropriate fields on the Vernon CMS database
- Assist with maintenance and upgrades to the database as required.
- Provide accurate information for labels, articles, publications and electronic media as requested
- Respond to public enquiries and internal requests for information about the collection, in a professional manner.

Collection handling, loans and storage

- Assist with upgrades to museum storage to ensure that all items are securely packed and protected
- Collection and loan items are transferred and transported without any damage being sustained to the object or personnel involved. Assist with regular environmental and security checks.

Education and Qualifications, Knowledge, Skills and Experience

- Tertiary qualification in Museum Studies or related discipline, or equivalent in experience
- Good overall understanding of collection management practices and principles
- Manual dexterity to ensure the careful handling of museum objects
- Excellent attention to detail and organisational skills. Exceptional written communication skills
- Knowledge and experience of computer databases. Proven experience in the recording and tracking of items
- Sound understanding of bicultural and multicultural aspects of our community.

Desirable

- Experience in a similar position. Experience using Vernon Collection Management Software
- An understanding of digital media
- Ability to demonstrate a good understanding of the public role of the Museum and that all work is ultimately focused on **benefitting our communities.**

Digitisation Officer, National Archives of Australia, Canberra - 2021

Primary role

To digitise archival records held in the national archival collection in support of requests received from the public and government agencies as well as proactive digitisation projects such as the World War II Digitisation Project.

Key duties

- Digitise records and process images in an accurate and timely manner including:
 - Resolving minor equipment-related issues as required
 - Performing minor preservation tasks as required
 - Undertaking the physical handling, retrieval and return of archival records
 - Creating digital archival and access copies of archival records
 - Accurately entering and retrieving data from electronic records systems within established procedures and practices
- Undertake basic administrative tasks including preparing basic documentation, recording statistics and correspondence
 - Work closely and productively with team members and colleagues and actively develop relationships across the organisation
 - Participate in section meetings and contribute to the development of processes, guidelines, section plans and activities
 - Undertake training in new systems, applications and equipment.

Eligibility

Applicants must be Australian citizens and be able to obtain and maintain a security clearance to baseline.

Digitisation Officer, The National Portrait Gallery, London – 2021

Key Accountabilities

- Scanning and some photography of fragile works on paper from the Gallery's collections and occasionally loaned works
- Digitising key works from the Madame Yevonde archive to an agreed schedule in collaboration with curators
- Scanning of glass plate and film negatives and transparencies
- Processing photography and scanned images to the Gallery's specifications
- Batch processing and updating the collection's management system with images
- Following naming and storage conventions to ensure sustainability of the Gallery's digital assets
- Day-to-day administration and maintenance of the team's shared inbox, calendar & requests

Knowledge, Experience and Skills

- A strong interest in and experience of digital imaging of works of art
- Working knowledge and experience of flatbed scanning, of both reflective and transparent material in colour and b/w
- Demonstrable experience and understanding of using Adobe Photoshop and colour matching
- Good working knowledge of Silverfast scanning software
- Previous experience of working in a museum, gallery or library environment in a digitisation role (Desirable)
- Understanding of Adobe Bridge, Camera RAW, Hasselblad Phocus or Capture one (Desirable)
- Recent experience of handling works of art or objects with care and respect (Desirable)
- An eye for spotting colour and lighting inaccuracies and file naming inconsistencies
- Ability to work with large volumes of image files meticulously and consistently
- Able to convey information clearly, verbally and in writing, to colleagues from a wide variety of non-technical backgrounds
- Able to demonstrate good interpersonal skills, with the ability to operate as a flexible team member
- Able to work in an accurate, organised and methodical manner
- Excellent organisational skills and the ability to cope with a demanding workload and consistently meet deadlines
- Motivated by producing high quality image output and increasing access for the public to collection images.

Digital Librarian, the Australian Museum, Sydney - 2021

Responsibilities

- Plan, coordinate and deliver Library, Rare Books and Archives Collection **digitisation projects**
- Embed **and exploit digital tools and approaches to allow researchers and the public to access and use** the library and archives special collections (artworks, manuscripts, photographic collections, and rare and historic published works) in the digital environment
- Promote our collections to wide, new audiences using existing and new digital technologies and channels
- Preserve and manage these unique collections far into the future
- Work with First Nations staff to embed cultural connection in everything we do.

Requirements

- A minimum of three years' relevant experience in a similar role, with digitization, digital workflow, and digital asset management experience
- Experienced heritage/special collections librarian with recent planning and coordination experience in a large-scale project involving the digitisation of heritage and/or scientific collections including books, journals, manuscripts and audiovisual and photography collections
- Recent in-depth experience of library and collection management standards and workflows, including the creation, editing and management of collection, technical and **contextual metadata** and digital asset management requirements
- Solutions focused, and able to see and exploit future opportunities for workflow and system efficiencies, internal and external collaboration, and digital access initiatives as they arise
- Experience with library management systems (FIRST preferred) and understanding of museum collection management systems (Emu preferred) and DAMS (Fotoware preferred)
- Able to communicate and contribute across all levels of the museum. Team-builder, a coach for less experienced staff, and team leader
- Understanding of Aboriginal and Torres Strait Islander cultural protocols (ICIP) as they apply to digitisation workflows, accessibility and museum practice.

Imaging Manager, MoMA – 2021

Responsibilities

- Oversee imaging technologies, capabilities, and quality standards
- Manage workflow, set productivity goals and priorities, and train staff involved in MoMA image production
- Manage a team of Photographers, a Preparator, and a Production Coordinator
- Maintain a deep understanding of image attributes that best communicate the essential aspects of objects in MoMA's permanent collection and exhibitions
- Stay thoroughly informed of current and emerging technologies in the cultural heritage imaging community, **training** staff as technologies and methods evolve
- Collaborate with the Digital Assets Manager to ensure assets meet long-term archiving, retrieval, and distribution needs.
- Set department imaging priorities and meet regularly with the production team to ensure projects and deadlines are met
- Set **quality standards** and measures for imaging production: lighting, point of view, aesthetic concerns, **metadata**
- Develop and lead pilot projects to build specialized technical and computational imaging capabilities
- Maintain documentation of imaging procedures and best practices.

Requirements

- Bachelor's degree and a minimum 5 years experience photographing works of art, with at least one year as a manager
- Thorough working knowledge of best practices in professional digital imaging of works of art, including lighting techniques, cameras, studio configuration, rapid imaging workflow, and international cultural heritage imaging guidelines
- Strong knowledge of modern and contemporary art history
- Effective management skills and the ability to work efficiently under competing deadlines
- Thorough knowledge of all camera, optical, lighting, computer hardware and software components of high-end digital-imaging studio workflow
- Experience with **evaluative procedures** for photographic and computer equipment and devices. Expert knowledge in all varieties of tethered capture and editing software
- Experience with advanced imaging, including computational imaging. Proficiency in standard business software
- Basic scripting experience a plus.

The National Librarian's Research Fellowship in Digital Scholarship 2020-21, National Library of Scotland

Opportunity for a three-month period of research into any aspect of the Library's data collections, available on the Data Foundry (<https://data.nls.uk/>), using data science or other digital research methods or techniques.

Requirements

- Extensive understanding of digital scholarship and/or **data science**
- Record of relevant research in the subject area
- Ability or potential to submit work to the standard required for publication
- **Excellent written and verbal communication skills**
- **Experience of engaging successfully with general public**
- Ability to act as an ambassador for the National Library of Scotland and the Digital Scholarship Service, demonstrating new uses of Data Foundry collections
- Previous publications in the subject area (Desirable).

Director of Digital Programming, The National WWII Museum, New Orleans - 2020

The digital programming team within the WWII Media and Education Center focuses on **developing original online content, distance learning programs, and content strategies.**

Responsibilities

- Growing the Museum's repertoire of digital products and programs, leading a team to develop and produce long-form and short-form documentary-style video and other digital media content for a variety of audiences
- The Director leads the digital programming and distance learning teams in managing day to day editorial and audience development and engagement activities for web series' and channels on YouTube, Facebook, podcasts, webinars and virtual field trips, and other platforms
- Success is measured by the product outcomes and **engagement impact** with the Museum's national and global audiences
- The Director is also responsible for seeking out partnership and business development opportunities for the Museum's digital programming. This position will also seek out partnerships that increase content production and distribution, which may include other museums and institutions, streaming services, universities, educational content providers.

Qualifications

- 7-10 years experience working with a digital team (content creation, online publishing, or social media), ideally for museums, cultural institutions, universities, or educational publishers and networks
- Demonstrated experience leading collaborative work teams across departments
- Demonstrated command of digital media, licensing, and distribution, with a thorough understanding of copyright law.
- Experience producing digital video and **building audiences** around educational or fact-based content
- **Strong written, verbal, and interpersonal communication skills**
- Strong organizational skills
- Proficiency with project management software, digital asset management systems, and CRM systems
- Demonstrated ability to calculate program ROI, and the willingness and ability to implement recommendations from internal and external stakeholders as necessary.

Chargé.e des projets numériques, Centre Pompidou - 2021

Description du poste

- Développer des **projets numériques innovants dans le cadre de la stratégie numérique de l'établissement**
- Mettre en place des **analyses stratégiques** d'évolution des pratiques et outils numériques dans le secteur culturel
- Participer et conseiller sur les projets numériques portés dans le service ou d'autres directions et proposez des projets innovants pour accompagner les temps forts de la programmation du Centre Pompidou
- Construire les études de faisabilité et les plans de financement (planning, budgets) des projets validés
- Nouer les partenariats éventuels nécessaires et piloter les projets en lien avec les directions concernées (Direction des publics, Département culture et création, Musée, Direction des Système d'Information et Télécommunication) afin d'en garantir leur réalisation et le **positionnement numérique innovant** de l'établissement
- Assurer une veille constante et partagée sur l'innovation numérique, particulièrement dans le domaine culturel.

Profil recherché

- Titulaire d'un diplôme de deuxième ou troisième cycle de l'enseignement supérieur ou de niveau équivalent
- Expérience significative sur des fonctions similaires
- Maîtrise des outils **tracking et d'analyse de la data** ainsi que les innovations numériques et technologiques exploitables dans le cadre culturel
- Bonne connaissance de l'art moderne et contemporain, des disciplines artistiques et des réseaux d'institutions culturelles
- Capable de piloter des projets complexes avec une composante technologique forte et de construire des notes stratégiques d'analyse des tendances innovation
- Maîtrise des outils bureautiques standards (suite Microsoft Office) et bonne compréhension des technologies Web et réseaux sociaux
- Grande aisance relationnelle et savoir travailler en équipe, avec rigueur et méthode, dans les délais imposés
- Maîtrise de la langue française ainsi qu'une seconde langue étrangère (anglais ou espagnol professionnel).

Digital Coordinator, Horniman Museum and Gardens, London - 2020

Main responsibilities

Projects, content creation and communications (40%)

- Coordinate **cohesive digital content** for specific campaigns and curatorial projects
- Write, edit and proof well-structured stories for publication on horniman.ac.uk, as well as information and imagery.
- Uphold the Horniman style guide across online communications, including a thorough approach to accessibility and SEO.
- Create and source appropriate imagery for our own site, collections or creative commons
- Create social media posts around and engage with followers around social posts
- Monitor and evaluate specific campaigns and projects and use this to create more effective content and campaigns.

Programming, audience development and income (30%)

- Work with colleagues to fully **integrate an engaging digital programme into our public offer** (including online, onsite digital experiences and interactive in-gallery opportunities) aimed at reaching new audiences and/or generating income
- Close liaison with commercial, fundraising and ticketing colleagues to embed enterprise and ensure effective digital and technological delivery to support income generation.

Digital transformation advocacy and literacy support (30%)

- Close liaison with documentation and curatorial colleagues to increase engagement with our collections and projects
- Provide **training** and support to Horniman staff as appropriate in the production of content and the use of the CMS
- Investigate opportunities in new digital developments and see how they can align with current work and future plans.

Experience and skills

- Experience delivering digital communications activity, preferably in a visitor attraction, cultural institution or heritage site
- Excellent IT and digital content technology skills and excellent **visual media skills**, with experience of creating video and still photography
- Excellent written, verbal and web-based communication skills
- Demonstrable **understanding of audience centred digital content** and site content planning and development
- Skilled in **analysing** site usage data and in providing accurate reports of performance against key performance indicators.

Digital Manager, Royal BC Museum, Canada – 2021

Responsibilities

- Manages and develops digital museum and archives projects including creating work teams, managing contractors and the procurement process, creating digital content and implementing **evaluation** methods
- Works with Head of New Archives & Digital Preservation to provide **strategic direction** for web, social media and mobile development and to create and implement **digitization strategy**
- Conceptualizes new web/digital initiatives, makes strategic recommendations, and develops appropriate plans, specifications, budgets, and **metrics** for success
- Measures the results of all **digital engagement** efforts and uses the data to continuously improve effectiveness
- Manages development of a staff intranet including creating an organization-wide **training** program
- Works with established contractors to complete and troubleshoot a **collection management systems**
- Oversees development, implementation and roll out of **digital asset management** project
- Assists in the development and management of a BC-wide **learning portal** and the Atlas of BC
- Determines **digital ways to leverage the collections to provide better access**, engagement and revenue
- Manages, plans and reports on budget.

Education and Experience, Knowledge and Skills

- Degree in a related field (e.g., computer sciences, communications, web development, project management)
- 3 years' plus experience in managing complex web and/or technology projects. 2 years' plus experience managing staff
- Experience or solid understanding of digitization process and standards associated with it
- Hands on experience working with a museum collection management system or a major database system
- Experience managing and reporting on budgets. Strong understanding of how to use technology to meet business needs
- Experience using and understanding of **open source** products
- A solid understanding of web programming languages and content management systems including WordPress
- Demonstrated **knowledge of the value of the web to provide access to collections**. Understanding of web **usability**
- Proven ability to coordinate multiple projects within tight timeframes and to lead teams through a long project cycle
- Clear and concise **communication skills**. Ability to communicate ideas/concepts visually.

Digital Producer, V&A – 2021

Main Purpose of job

The post holder will support the Digital Senior Producers in both the Learning team and the V&A Academy team to produce courses, workshops and drop-in events, online and face-to-face, with a focus on digital art-making and digital skills.

Key Responsibilities

- Program Development: Support the Digital Senior Producer (Learning and Digital) in researching, planning and developing programme content designed to **unlock the V&A's collections in new ways using digital technologies**
- Program Delivery: Prepare and support the delivery of digital programmes
- **Content Production:** Produce assets for use in digital education settings, including concept, filming and editing video content, and producing graphic and written content to brief
- Budget Management: Oversee the programme budget and work with Senior Producer to ensure activities delivered on budget and generate income according to targets
- Stakeholder Management: Build relationships to enhance programme visibility and reputation internally and externally.
- Diversity and Inclusion: Promote equality and diversity in all aspects of working and **grow new audiences**
- Impact: Ensure effective implementation of V&A Learning's Impact Framework/programme **evaluation**. Monitor performance against targets and take timely action if necessary to ensure that they are met
- **Strategy:** Deliver to Learning Programmes Vision and Purpose strategy working to the team targets and SMART objectives.

Requirements

- Growth mindset; adaptive thinker, strong administrative skills and attention to detail
- Ability to plan own workload, prioritise effectively and meet tight deadlines
- **Strong interpersonal skills:** a team player, fosters constructive collegial relationships, relates positively to public audiences
- Effective written and spoken communication skills
- Digital asset production skills: web-quality video asset production
- Experience producing online events, including Zoom and Microsoft Teams Live Events
- Experience of delivering or assisting with digital workshops for adults or children
- Effective budget management skills.

Manager of Digital Product Design, The Metropolitan Museum of Art - 2021

The Manager of Digital Product Design, with an ability to **implement UI and UX design across multiple digital products**, leads a team of designers who work collaboratively with product owners, stakeholders, and application developers to define, design and deploy new products and features.

Primary responsibilities & duties

- Provide **leadership and management for the design of new digital products and features, to ensure that they are audience-centered**, accessible, on-brand, beautiful, and usable
- Work as part of a collaborative team to guide products or features from initial idea to public release
- Work closely with colleagues across the Digital dept. to develop the strategic roadmap, informed with audience insights.
- Facilitate continuous learning and improvements, through experimentation and iteration
- Supervise and mentor a team of digital UX designers
- Collaborate with stakeholders, product managers, and application developers throughout the design and development process, from concept to launch
- Foster team cohesion, collaboration, and culture across Product, Design, Content Production, Data Management and Application Development teams.

Experience and Skills

- 3 to 5 years of professional experience in digital product design
- Experience working with software developers to implement design recommendations and work through issues collaboratively
- Practice working directly with stakeholders across an organization
- Familiarity with iterative development principles, A/B testing, and KPI measurements for user experience
- **Highly developed written and verbal communication skills**, from intra-team communication to user-facing copy
- Experience with design thinking workshops, especially as a facilitator
- Practice with designing to meet web **accessibility** standards.

Digital Product Designer, MoMA – 2021

The Digital Product Designer role **designs digital experiences** for the Museum and is responsible for the user interface, **user experience**, and information architecture across all public-facing digital surfaces (e.g. moma.org, in gallery technology, digital signage) reaching millions of people who interact with the Museum both on-site and online.

Additional responsibilities include

- Partners with Product Managers, Developers, Content Producers, and Marketing Managers to oversee the **user journey** and design of a product from conception to launch
- Collaborates with curators, educators, membership to understand and support design needs for external-facing products
- Ideates, crafts, and iterates on designs adhering to the MoMA brand while considering stakeholders' needs, organizational requirements, quantitative data, and technical considerations
- Develops user flows, wireframes, prototypes, and hi-fidelity designs
- Stewards MoMA's brand across our digital properties and maintains our standards for web design
- Effectively communicates and presents designs for review to internal teams and key stakeholders
- Exercises independent judgement in developing and executing design and UX for MoMA digital products.

Requirements

- Bachelor's degree in interaction design, product design, graphic design (**with a concentration in UI/UX**), or work equivalent. Strong portfolio of diverse projects, with examples ranging in scale, design case studies, and interactive work
- Must be a multifaceted designer who is a natural collaborator capable of abstract and conceptual thinking, **user experience** and visual design expertise, and thoughtful **storytelling**
- Strong visual and interaction design sensibilities, with an eye for detail, typography, color, responsive layouts, and user journey conceptualization
- Experience with performing **user research** and A/B testing and incorporating the results to help inform design decisions
- Ability to work in existing design systems and produce designs that adhere to MoMA's digital design principles
- Understanding of web best practices, including web standards, creating responsive designs, and accessibility standards.
- Proficiency with Figma, Sketch, Adobe Creative Suite, or other design and prototyping tools. Experience with HTML, SASS/CSS, Semantic DOM, and Javascript. Familiarity with product development life cycle and Agile processes.

Projektmanager/in Digitale Kultur / Digital Culture Project Manager, Städel Museum, Frankfurt - 2021

Tätigkeiten / Activities

- Technical and organizational management of projects in the field of digital culture (process management and budget planning)
- **Conceptual co-development and production of digital offers**
- Exchange of knowledge and collaboration with all relevant internal departments in the field of digital culture, including Online communication, marketing, collection management, IT, as well as various external cooperation partners, agencies, studios and research institutions
- Regular benchmark **analysis** and further **training** in digital future scenarios (conceptual and technical).

Requirements

- Degree in a relevant subject, e.g. media informatics, media and cultural management, digital humanities or comparable subjects
- At least 3 years of professional experience in a comparable position, e.g. in a creative company, start-up, agency or digital educational institution
- Excellent project management and agile project organization skills
- Tech know-how and competence in planning **user-oriented**, digital products
- Well-developed **digital mindset**
- Very good **communication skills**, spoken and written; very good knowledge of English and other foreign languages are an advantage
- Openness, commitment and enthusiasm
- Cost awareness.

Director of Marketing, Communications and Visitor Experience, Contemporary Art Museum St. Louis – 2021 1/2

The Director of Marketing, Communications, and Visitor Experience is responsible for the **strategic development** and oversight of all communications and marketing activities for the Contemporary Art Museum St. Louis—including **digital strategies**, public relations, advertising, social media, and **audience development** efforts. Creatively promote CAM’s brand and reputation throughout the region and beyond; attract diverse audiences to the Museum’s exhibitions, programs, and events (on-site and online); ensure a **visitor experience** that is welcoming, **accessible, and engaging**; and grow CAM’s earned income.

Responsibilities

Marketing and Communications

- Develop and implement **strategic communications and marketing plans** to build awareness of the Museum and attract audiences for its exhibitions, programs, and events
- Craft CAM’s visual identity and organizational voice, ensuring style, voice, and brand consistency
- Provide creative direction to photographers, videographers, designers, web developers, printers
- Oversee the writing, design, and production of CAM’s digital and print media, including the website, newsletters, gallery guides, exhibition didactics, email marketing, fundraising campaigns, and *Mesh*, the Museum’s annual magazine
- Oversee the Museum’s media relations strategy. Identify **story opportunities**, counsel leadership on public appearances, and advise on crisis communications
- Work closely with Curatorial, Learning and Engagement, and Development to devise appropriate communications and strategies to support new programs, exhibitions, events, and campaigns. Develop and implement **web strategies**
- **Analyze metrics** to evaluate the effectiveness of the Museum’s website, social media, email marketing, advertising, and promotional initiatives
- Work with other departments on the implementation and integration of the **CRM** platform.

Visitor Experience

- Oversee management of front-of-house operations, including staffing, shop, café, bar, and the Museum’s facility rental program, with the goal of providing an excellent visitor experience in a safe, clean, and welcoming environment
- **Strategize the visitor experience**, from planning-the-visit and in-gallery learning to data capture, evaluation, and ongoing relationship management
- Develop and implement attendance **metrics**, tracking, reporting, and analysis.

Director of Marketing, Communications and Visitor Experience, Contemporary Art Museum St. Louis – 2021 2/2

.../Responsibilities ...

- Oversee management of CAM's shop; monitor merchandising strategy, sales, budget, promotions, the creation of artist-designed projects, and overall connectedness to Museum's brand and exhibitions
- Direct the facility rental program, advise on and approve event rental inquiries, pricing, contracts, vendor management
- Oversee CAM's bar, including development of bar packages for event rentals.

Leadership

- Develop and oversee the management of budgets
- Identify best practices and improve internal systems with an eye towards future needs and institutional resources
- Promote a culture of high performance and continuous improvement that values learning and a **commitment to quality**
- Represent the Museum and build partnerships in citywide promotion and tourism efforts.

Qualifications

- Minimum of 7 years relevant experience, with at least 5 years supervisory experience. Experience in marketing and communications for **visitor-centric organizations** such as cultural, arts, or tourism preferred
- Bachelor's degree in relevant field; MBA/master's degree in arts administration or similar preferred
- Creative, collaborative, and entrepreneurial leader skilled at building and supervising cross-functional teams
- **Superb writing skills** and design sensibility are essential
- **Strong emotional intelligence and interpersonal communication skills**
- Demonstrated commitment to diversity, equity, accessibility, and inclusion
- Demonstrated organizational planning, problem-solving, financial, and **analytical skills**. Ability to work independently and effectively. Drive and ambition to pursue **excellence** while maintaining composure under pressure
- Willingness to be a hands-on leader, working alongside staff to create a welcoming visitor experience
- Knowledge of website development and metrics; social media; media relations; advertising; photography and videography; email marketing; CRM systems; SEO; e-commerce; and graphic design tools (Adobe Creative Suite).

Head of Communications and Content, The Walker Art Center, Minneapolis - 2021

Responsibilities

- Provide the vision, leadership, and strategic framework for institutional communications that will **deepen the experience for visitors and engage new audiences**
- Lead the Walker's efforts to strategically communicate contemporary artistic expression to diverse individuals, communities, and cultures in our local community and globally. Advancing the Walker's mission to make its rich content and philosophies more broadly **accessible**
- Develop and implement a coordinated, informed, and integrated communications plan for the institution
- In partnership with Head of Human Resources, develop **internal communications**
- Provide direction for all aspects of publications, producing the highest quality print and digital materials
- **Develop a customer-centric organic content strategy across platforms** (i.e., Instagram, YouTube, etc.) and type (i.e. Instagram Stories, IGTV, etc.) and editorial calendar with a balanced approach of program marketing and brand/institutional storytelling
- Establish short and long-term vision for digital assets with an **understanding of the full omnichannel visitor/audience journey**
- Establish reporting standards that measure, monitor efforts to reach identified Walker's audience and visitor benchmarks and their corresponding revenue goals
- Oversee Design, Editorial, Marketing, PR and Web departments; working with dept managers to establish priorities, set goals, manage plans, and budgets for effective and efficient operations.

Qualifications

- Deep expertise around communications, brand and content strategies
- Strong commitment to equity, access and inclusion evident in employment experiences
- **Exceptional, compelling writing and verbal communication skills**
- Demonstrated experience leading, developing and implementing communication and marketing strategy across cultural, arts or educational organizations
- Proven ability to collaborate across departments and lead teams with or without direct authority
- **Sound project management skills** with regard to schedule, budgets and resources
- Strong desire to **uncover the storytelling opportunities** aligned with this dynamic arts environment.

Chargé(e) des Communications Numériques, Musée des beaux-arts de Montréal (MBAM), Canada - 2021

Le ou la chargé(e) des communications numériques gère les communications sur les réseaux sociaux et autres plateformes numériques du Musée, du développement des **stratégies** à leur application.

Missions

- Initier, développer et mettre en place des stratégies afin de **maximiser le niveau d'engagement des communautés** actuelles de même que pour acquérir de nouvelles communautés
- Établir le calendrier des activités des plateformes sociales – Facebook, Twitter, Instagram, LinkedIn, YouTube
- Réaliser les publications sur les réseaux sociaux: rédaction, choix des visuels, vérification des droits d'auteurs et mise en ligne autant planifiées qu'en direct lors d'événements
- Contribuer au développement des contenus sur les différentes plateformes numériques (site web, application mobile)
- Collaborer à la rédaction des publications destinées aux campagnes publicitaires numériques (SEM, réseaux sociaux) et coordonner la production et la mise en ligne des annonces
- Coordonner la production et la réalisation des vidéos promotionnelles et institutionnelles
- Collaborer aux activités de promotion et de publicité.

La tête de l'emploi

- Expérience d'au moins 3 années dans un poste similaire et idéalement dans le milieu culturel
- Connaissance des tendances et des stratégies de communication via les différentes plateformes numériques
- Excellente capacité d'adaptation et de pro-activité
- Très à l'aise de travailler en équipe
- Habileté rédactionnelle et maîtrise du français et de l'anglais, tant à l'oral qu'à l'écrit.

Digitalen Kommunikation / Digital Communication, Kunstmuseum Basel, Switzerland - 2021

Tasks

- Development of a sustainable and innovative **digital communication strategy** for all corporate social channels, the website and other online platforms in line with the overall marketing and communication strategy
- Development and implementation of content formats for different platforms and target groups
- Care of the website, develop it further in terms of **user experience**, technical possibilities and current design trends
- Conception and implementation of digital campaigns for the institution, the collection and the exhibitions as well as the identification, addressing and support of multipliers (influencer marketing)
- Manage the budget, create regular reports and derive the necessary adjustments to the content.

Requirements

- Degree in visual communication or similar
- At least 3 years of experience in digital communication and in the field of marketing in a cultural institution
- Very good knowledge of German and English
- Knowledge of common design programs (Photoshop, InDesign, Illustrator)
- Experience in content creation, networking in the community
- Enthusiasm for museum operations, art and current trends in online communication (including new features, planning and analyst tools)
- High sense of responsibility, accuracy, creativity, flexibility and team spirit, able to cope with a high volume of work.

Digital Marketing and Communications Co-Ordinator, The Peace Museum, UK - 2021

Duties and responsibilities

Day to day coordination of digital marketing and communications responsibilities for the museum, including:

- maintaining social media presence
- maintaining the website
- creating content, including blogs, vlogs, videos and other content for the website and online presence of the museum
- **creating digital assets**
- marketing upcoming exhibitions and events
- establishing contact with local press and submitting press releases and communication of upcoming events and updates.

Essential Requirements

- Experience of working within digital marketing and communications
- Computer literate with experience in the use of websites, Mailchimp and other online platforms
- Competent use of social media and knowledge and understanding of how it is utilised for marketing purposes
- Experience of creating digital assets and other digital content
- Excellent communication and team-working
- Excellent organisational and time management skills.

Desirable

- Sympathy with the vision, aims and operations of The Peace Museum
- Some knowledge of data protection
- Interpersonal skills and experience of liaising with the press
- Knowledge of HTML and CSS.

Digital Communications Manager, The Art Institute of Chicago - 2021

The Digital Communications Manager serves to **maintain the Gene Siskel Film Center 's digital presence** via website, social media, graphics, and ads.

Duties and responsibilities

- Keeps up to date with emerging digital communications platforms and technologies to ensure that the Gene Siskel Film Center (GSFC) is maximizing all opportunities in these areas
- Maintains the GSFC website and manages web page production, ensuring accuracy and brand standards are met
- Works with the Associate Director of Public Relations and Marketing to maintain the Film Center's social media presence
- Drafts, implements and revises the Film Center's regular weekly e-newsletter and other email marketing campaigns
- Responsible for maintaining email subscriber database and segmentation and ensuring best practices in email marketing
- Oversees creation of Marketing Cloud emails for promotional and development initiatives
- Routinely provides **analytics** for email and social media campaigns and examines effectiveness of promotional material
- Works with the Associate Director Public Relations and Marketing to arrange, design, and deliver advertisements to vendors
- Supports the development team to plan digital fundraising appeals
- Oversees maintenance of internal databases related to membership and film attendance
- Represents the Gene Siskel Film Center to the larger institution (SAIC/AIC) in issues related to digital platforms.

Qualifications

- A Bachelor's degree is preferred
- Two to four years' experience as a project manager working in digital communications or related work experience.
- Strong organizational skills
- Excellent written and oral communication skills
- Experienced with Adobe Creative Suite, including Photoshop, InDesign and Illustrator, Premiere Pro; basic HTML and CSS, web and social networking technologies and Mac OS
- Proficient in managing documents in Google Drive, Sheets, Docs, Forms, etc. as well as in Microsoft Word & Excel
- Proficient with web design. Experience with Drupal or other web content-management platform preferred
- Experience with Salesforce Marketing Cloud or other email marketing platforms preferred.

Digital Communications Manager, Ashmolean Museum, Oxford – 2021 1/2

Job description

Role responsible for the management of the Museum's social media channels, the design and delivery of regular email communications to a variety of audiences, providing training and guidance to Museum staff, and for digital promotion of our content and programme.

Responsibilities (extract)

Social Media Management

- Manage, develop and report on the Ashmolean's social media accounts
- Writing, sourcing, scheduling and delivering daily, **unique and engaging social media content** for an audience of more than 250k, with responsibility for engaging with audiences
- Act as a social media champion for the Museum, providing templates and guidance to members of the staff across the Ashmolean about appropriate channels for promotion, best practice, tone of voice, and visual identity
- Support wider Ashmolean and GLAM communications and commercial activity by incorporating information and campaigns into social media output
- Edit film (including subtitling) and photographs for use on social media and elsewhere
- Collect social media **analytics** and provide regular KPI reports and other data as required for senior management.

Digital Marketing

- Support the delivery of paid digital advertising, by writing ad copy, creating visual assets, and providing insight to the planning and monitoring of these campaigns
- Manage the online promotion of public and Member events, by writing and copyediting event descriptions, sourcing and editing images, building web pages, coordinating ticketing setup, and ensuring events are promoted in relevant email communications and on social media
- Manage Strategic Email Communications: schedule, design, mail and report on the Museum's regular email newsletters using Mailchimp, and work with other teams to create variations and additional newsletters for other audiences.
- Collect email analytics and provide regular KPI reports and other data as required.

Digital Communications Manager, Ashmolean Museum, Oxford – 2021 2/2

Audience Insight

- With the Head of Audiences and Online Engagement, and the GLAM Assessment and Evaluation Team, plan, design and deliver visitor surveys throughout the year and collate and report regularly on findings from surveys
- Manage, motivate, train and coordinate volunteers to conduct surveys, as required.

Digital Communications

- Work closely with the Digital Communications Assistant and Web Content Manager to ensure social media, email communications, and website, all work together to deliver against targets for content and campaigns
- Commission photography and filming of Museum activity, projects, exhibitions, events, visitors, as required
- Provide technical support to Museum staff around the use of filming and audio equipment, and editing software
- Attend, provide updates at and contribute expertise in regular and ad hoc Communications, Marketing, Audience and Digital meetings, and represent Digital Communications on appropriate GLAM, IT, project and University committees
- Identify and exploit opportunities to raise the Ashmolean's online profile among appropriate external communities and within the wider University and facilitate sharing of knowledge and best practice.

Essential selection criteria

- Experience in a similar position in a fast-paced environment, with experience of working within the cultural sector
- Professional experience of managing social media channels and management tools, with quantifiable evidence of success, as well as experience of leading campaigns, and an understanding of social media policies
- Creative, with the ability to develop **innovative and engaging campaign ideas**
- **Exceptional writing and editing skills** including the ability to communicate complex topics to non-specialist audiences
- Experience of collaborative working and of co-creating content with curatorial and other specialists, as well as with other project partners outside the organisation, with welldeveloped interpersonal skills
- Competence with, and experience of reporting on, digital activity and analytics, with **strong analytical skills**
- Experience of using a contact, email or other complex database, with an understanding of GDPR legislation
- Advanced IT literacy; confident with image editing in Photoshop or similar software; and experience of video editing
- Strong organisational and time management skills, with an ability to meet deadlines and maintain a professional manner, with experience of working in a pressured, deadline driven environment and handling conflicting priorities.

Digital Marketing & Insights Manager, BALTIC Centre for Contemporary Art, Gateshead, England – 2021

Key Outputs and Accountabilities

- Develop digital marketing strategies that support BALTIC's business objectives and commercial advantage for BALTIC's online shop
- Create and manage timely, creative and optimised digital campaigns
- Manage the integration and efficiency of audience insight, data capture, analytics across the Communications Team, to build a wider picture of intelligence, performance and evidence
- Manage and develop marketing database(s), data processes, Data Sharing Agreements and GDPR workflows as part of a CRM (Customer Relationship Management) framework
- Manage paid social media, Google Adwords, Google Analytics, SEO and analysis of digital marketing campaigns
- Maintain up to date statistical analysis and reporting dashboard(s) for BALTIC's e-marketing, platforms, websites / online spaces to optimise and improve future activity
- Work with colleagues across BALTIC to grow and/or **deepen digital reach and engagement with a range of audiences** and crossover with exhibition/public programme, retail, and learning
- Monitor, report and manage strategies to optimise visitor feedback published on external platforms including TripAdvisor, GoogleBusiness, Facebook, Instagram and Twitter.

Person Specification

- Excellent **communication/interpersonal skills**, both written and verbal. Good team working skills
- Experience of managing paid digital, SEO, Google Analytics and social media marketing campaigns
- Experience of managing digital campaigns that boost follower growth, engagement and website traffic
- Skills and experience of commercial marketing tools including Google Adwords, re-marketing, PPC, automation
- Experience in creating and **managing data and digital analytical dashboards** and preparing reports on performance
- Strong knowledge of innovation and new developments in digital and social media technology and trends
- Experience in managing and using CRM databases data flow processes and strong knowledge of GDPR best practice
- Experience of using website CMS systems, e-commerce platforms (eg Shopify) and liaison with technical web developers
- Ability to prioritise and work with complex workload with multiple deadlines.

Digital Marketing Manager, The New Museum of Contemporary Art, NY – 2021 1/2

The Digital Marketing Manager will be a key contributor to the New Museum's **digital marketing, communications, and content strategies**

Responsibilities

Maintain and steward newmuseum.org

- Oversee web production, including content strategy and production, analytics, and platform evaluation
- Update media on the exhibition pages as it becomes available (including installation photos, press releases, audio guides, video, social media content, etc.), including migrating past exhibitions to the New Museum Digital Archive
- Manage and track analytics across digital platforms and implement **data-driven** decisions to improve and evolve the New Museum's content, marketing, and **digital strategies**.

Manage email marketing content and strategy

- Oversee the Museum's email marketing program, ensuring consistent quality, formatting, tone, and voice, and maintaining lists and segments
- Develop and manage institutional email calendar and timelines for all email communications ensuring campaigns are created and deployed on schedule
- Supervise design of email communications by Development, Education, and Retail departments, offering guidance
- Monitor statistics and share campaign reports; make data-driven recommendations for improving email strategies and ensuring successful campaigns.

Project Management

- Design and implement new workflows for multi-departmental procedures across the museum
- Coordinate a variety of small to large special projects, facilitating communication among multiple cross-functional collaborators and establishing and enforcing timelines and deliverables
- Establish, document, and enforce production standards, and ensure that the New Museum's digital products conform to consistently high production values and provide elegant user experiences.

Digital Marketing Manager, The New Museum of Contemporary Art, NY – 2021 2/2

Additional responsibilities

- Collaborate on the creation of **engaging content** for an array of digital communications, including website, email, and social media
- Manage the institution's YouTube and Vimeo accounts
- Update digital signage in lobby on an ongoing basis.

Qualifications

- Minimum 3–5 years of experience in digital marketing or related field
- Strong knowledge of Mailchimp, familiarity with the API and 3rd party integrations. Experience with Google Analytics
- Experience working with the latest web and mobile production standards, social media tools and platforms a plus
- Fluency in Adobe Creative Suite and Microsoft Office. Fluency in HTML and CSS, with a working knowledge of PHP
- Demonstrated experience managing the development of marketing campaigns, digital products, technologies, and experiences
- Knowledge of Terminal and SSH, Git and GitHub
- Exceptional organizational skills and a keen eye for design and detail
- The ability to juggle multiple projects on deadline, work under pressure, and take initiative
- Humor, kindness, empathy, and the ability to accept and manage feedback
- Excellent writing and proofreading skills.

Preferred:

- Ability to design and implement user testing scenarios
- Knowledge of Amazon AWS, particularly CloudFront and S3. Knowledge of best practices for digital preservation
- Video production and editing experience (Final Cut Pro and Adobe Premiere).

Digital Marketing Manager , London Transport Museum - 2021

Overview of Role

The Digital Marketing Manager will deliver **the Museum's digital marketing strategy**. The post holder will be responsible for creating and commissioning content for the Museum's digital channels. The post holder will act as **brand guardian for all digital communications**.

Key Accountabilities

- Oversee LTM website, optimising performance and working with colleagues and external digital agency to continually developing **new, interactive content** and features to become a best in class in the cultural and museums sectors
- Proactively identify and commission new areas of web content through a continuous dialogue with all areas of the Museum, keeping content fresh, relevant and targeted, to drive traffic to key areas of the business
- Manage LTM's digital advertising campaigns from research through to implementation and continual optimisation, working closely with internal and external stakeholders to ensure our campaigns are optimised and **establishing SMART KPIs**
- To work closely with counterparts in the Retail and Operations teams to ensure there is **a seamless customer experience** across the various websites, helping to cross-sell services and products where applicable
- **Evaluate** on digital activity, providing feedback and making data-driven recommendations for future activity.

Skills, Knowledge & Experience

- **Excellent communication skills** (both written and spoken English)
- Good general IT skills including ability to use Adobe suite (Photoshop, Illustrator)
- Experience of working in a similar managerial digital marketing role.
- Proven track record of delivering successful online marketing campaigns
- Content creation, editing and management. Experience of using Content Management Systems (Drupal)
- Understanding the role of **visitor research**, social media analytical tools and testing in design and development
- Time management to ensure key deadlines are met and multiple projects are efficiently managed simultaneously
- Knowledge of Marketing, PR communications and Digital advertising production (Google Ads)
- Experience of using analytical tools (Google Analytics, HotJar)
- Knowledge of database/CRM marketing. Knowledge of GDPR, web accessibility and all other relevant legislation.

Digital Marketing Manager, National Building Museum, Washington, DC

Essential Duties and Responsibilities

- Perform day-to-day website management duties including editorial and marketing content updates, photography management, and development of web graphics and multimedia files
- Manage Museum's social media accounts and other digital platforms. With support from Director, create **social media plans** aligned with marketing and communications plans and broader institutional strategies
- In conjunction with Director, manage **Museum's web strategy**, including structure, development, and best practices.
- In conjunction with Public Programs department, manage Museum's online programs in Zoom, from setup and broadcast to post-production and upload to video channels
- Create and deploy biweekly NBM Online email and other emails as necessary
- Create and edit **original content** for online communications channels
- Track and report website and social media analytics
- Collaborate with team to **improve all areas of museum's online presence**, including exhibitions, fundraising, education, ecommerce, events, constituent relations, etc.
- Facilitate online initiatives to ensure programmatic, editorial, and development commitments are met.

Qualifications and Background

- Bachelor's degree in Communications, Marketing, Museum Studies, Technology, and/or related experience
- Demonstrated experience in digital marketing and editing content for the web
- Experience with **content management** and constituent relations platforms
- Experience with social media platforms
- Experience with HTML, Photoshop, Microsoft Office, Google Analytics, and Zoom
- Excellent written and **communication skills**
- Highly organized and professional demeanor
- Interest in architecture and design is a plus, a sense of humor is a must
- The Museum uses the Blackbaud Luminato Online platform for hosting its constituent relations (CRM), event calendar, tickets, email creation, and Museum Shop website; WordPress for the Museum website (nbm.org); and Zoom for online programs. Experience with these platforms is strongly preferred.

Digital Marketing Manager, Saint Louis Art Museum - 2021

Responsibilities include assisting in the development of **digital marketing strategies** and tactics across all digital platforms.

Essential Duties and Responsibilities

Social media strategy and content:

- Plan, research, and write high priority social media copy. Edit and approve all social media content for publication
- Supervise Social Media Coordinator's work including project planning and management, and content creation
- Measure and **analyze digital content effectiveness** to optimize campaigns; provide recommendations on expanding engagement.

Website content and SEO:

- Perform search engine optimization activities
- Manage website timelines, asset needs, deliverable dates, URLs, and hashtags
- Write copy, request and upload media assets, and build posts and webpages in Word Press, update existing content.

Inbound marketing:

- Develop email strategies to reach target audiences including visitors, members, and non-visitors
- Plan, coordinate, create, and deploy email communications for multiple institutional departments. Track effectiveness.

Qualifications

- BA/BS degree in Marketing, Communications, Journalism or related field required
- 3-5 years of experience in an integrated digital marketing environment with a focus on content marketing, web content development and management, email marketing, SEO/SEM, and social media strategy
- Proven ability to innovate and deliver highly impactful digital marketing campaigns
- Experience with measuring and analyzing digital content effectiveness using tools such as Google Analytics and social media monitoring platforms
- Significant experience with WordPress or similar content management system
- **Excellent writing, editing, and communication skills.** Basic video production skills
- Personnel management experience. Strong cross-functional experience with the ability to manage multiple projects.

Digital Marketing Specialist, The Morton Arboretum, Illinois - 2021

Essential Functions

- Optimize website(s) and digital properties to ensure searchability, **usability**, and a positive **user experience**. Ensure digital properties adhere to high quality standards as well as articulate the Arboretum's mission, vision, and voice
- Write, edit, and proofread effective content for use in digital communication channels that reflects the Arboretum's identity and goals. Ensure the website adheres to the Arboretum's style guide and brand
- Collaborate with Arboretum staff on web content updates, blog posts, and other forward-facing digital collateral that is subject to frequent changes. Assure content goes through editorial review and approval
- Monitor and analyze **digital metrics** and **user trends** including the website, app, social media, and marketing automation platform, and implement ongoing reporting to inform optimizations and future plans. Implement continuous improvements to search engine optimization (SEO), search engine marketing (SEM), and keywords
- Work with Marketing and Communications staff to establish and maintain an editorial calendar for the website, blog, and other digital platforms; and to develop marketing automation efforts, supporting a comprehensive strategy that balances multiple departments' needs and schedules
- Conduct timely maintenance and repairs to the Arboretum's website to ensure continuous quality standards and access.

Qualifications

- Bachelor's degree preferred
- 3+ years of related digital project experience required
- Programming experience required including HTML, HTML5, general CSS, and other related programs for coding work across digital platforms
- Knowledge and ability to use CMS (Wordpress or Drupal preferred)
- Strong knowledge of Google Analytics
- CRM and marketing automation experience preferred
- Excellent writing/editing/proofreading skills, and meticulous attention to detail.

Digital Marketing Specialist, Peabody Essex Museum, Massachusetts, US - 2021

Main purpose of the job

To develop striking and distinctive online media for the Merchandising Department.

Responsibilities

- Support sales and build brand for PEMs award winning Museum Shop and the ecommerce site PEMshop.com
- Design and produce media in cooperation with PEMs Social Media Team
- Design media for the ecommerce site PEMshop.com, which include: homepage banners, category banners and adds new merchandise to the site
- Leverage social media as a key communication tool, implement holistic social media campaigns
- Actively support the PEM store social media community across multiple platforms and **cultivate new audiences**
- Create **engaging content** by collaborating with internal departments
- Review social media behaviors against current customers and contribute to targeting key customer segments according to business strategy and trends
- Work with co-branding partners, designers, makers and vendors to leverage brand messages through internal and external channels to suggest cross-promotional opportunities
- Report by campaign on **social media engagement** and revenue metrics and monitor competitor activity.

Requirements

- Bachelors degree in graphic design preferred or equivalent experience: 2+ years of social media or web design experience
- Art history background desired
- Teamwork, time management, project management, organizational and customer service skills are all essential
- Able to multitask and pay exceptional attention to detail
- Strong working knowledge of Adobe Creative Suite including InDesign, Photoshop and Illustrator and Microsoft Office suite
- **Excellent communication skills**, and the ability to work with other departments with diplomacy.

Digital Fundraising Associate, Smithsonian National Museum of Natural History, Washington - 2021

Duties

- Assist in **strategy and production of online fundraising** and engagement campaigns for the Office of Advancement, including sourcing content ideas and assets, writing copy and producing email communications, surveys and web pages
- Manage the Office of Advancement email calendar, including producing **engagement** and fundraising email communications, producing the weekly eNewsletter, and coordinating with the Social Media Manager to produce social media engagement and fundraising posts
- Collaborate with colleagues to produce engaging content for email newsletters that drives attendance to educational programming and broadens awareness of NMNH research and resources
- Provide graphic design services to support fundraising and marketing efforts via email, social media and web
- Produce content for and update the Office of Advancement web pages
- Maintain tracking and **analytics** documents for email campaigns.

Qualifications

- Expert understanding of nonprofit digital fundraising and marketing best practices
- Expert proficiency with the Blackbaud Convio Luminate Online Platform, the Email, Donation, Pagebuilder, Adobe Creative Suite, Survey and Constituent360 modules
- Strong writing and graphic design skills, particularly creating content for mission-based organizations and getting constituents to take a desired action
- Experience with web markup, including HTML5 and CSS3. Proficiency with the Drupal CMS platform
- Strong understanding of current web design, **UX**, and UI standards as well as **Web Accessibility** implementation standards
- Understanding of responsive design, standards, and frameworks
- Strong understanding of web **analytics** and related platforms
- Demonstrated quality assurance skills including meticulous attention to detail. Strong project management skills.

Mitarbeiter Digitale Kommunikation, die Pinakothek der Moderne, München -2021

Aufgaben / Tasks

- Entwicklung und Fortschreibung einer sammlungsübergreifenden, gemeinsamen **digitalen Kommunikations- und Content-Strategie**
- Digitale Kommunikation, Aufbau und Pflege des digitalen Netzwerkes, insbesondere der Social Media Kanäle, Betreuung der Website und des Youtube-Channels, von Blogs und Newslettern und **SEO-Optimierung**
- Entwicklung **neuer digitaler Formate** wie beispielsweise mobile Anwendungen, Podcasts oder digitale Veranstaltungen
- Koordination und Moderation der Zusammenarbeit mit den vier Museen der Pinakothek der Moderne

Voraussetzungen / Requirements

- Abgeschlossenes Hochschulstudium im Bereich Kommunikationswissenschaften, Kulturmanagement, Kunst- und Kulturwissenschaften oder vergleichbaren Fachrichtungen
- Nachgewiesene mehrjährige Berufserfahrung bei der Entwicklung und Betreuung digitaler Projekte / digitaler Kommunikation vorzugs-weise von Ausstellungen und Projekten im musealen Bereich
- Kenntnisse in zeitgenössischer Kunst und Gegenwartskunst auf den Gebieten Malerei, Graphik, Architektur und Design
- Sichere Beherrschung der gängigen Microsoft Office-Programme, Photoshop, der gängigen Social-Media-Kanäle, CMS- und SEO-Tools und -Kommunikationsstrukturen
- Sehr gute Kenntnisse im Bereich **Bildrechte** und Datenschutzbestimmungen
- Kommunikationsfähigkeit, selbstsicheres Auftreten sowie Organisationsgeschick
- Initiatives, kreatives, selbstständiges und vorausschauende Arbeiten
- **Ausgezeichnete Deutsch- und Englischkenntnisse in Wort und Schrift.**

Wünschenswert / Desirable

- **interkulturelle Kompetenz**
- weitere Fremdsprachenkenntnisse.

Communications Catalyst, #OFBYFOR ALL, Santa Cruz Museum of Art & History, CA US – 2018

Job purpose

To be the **online host and voice of the OFBYFOR ALL movement**. Welcome, motivate, and collaborate with civic and cultural professionals around the world who want to make their organizations OF, BY, and FOR their communities.

Responsibilities

- Write, design, and distribute communications content that drives participation in the OFBYFOR ALL network
- Promote OFBYFOR ALL activities and offerings through outbound channels: social media, e-newsletter, website, press
- Provide global participants with authentic, efficient, scalable opportunities to co-produce content, spread ideas and tools, and become true partners in movement-building
- Build the OFBYFOR ALL social media presence and increase followers, email subscribers, and users of free online tools
- Build our brand by producing rich content. Add value to our partners' work online: partner stories, behind-the-scenes stories, professional development articles, videos & more. Interact with our online audience in comment threads.

Qualifications

- **Experienced digital community/movement organizer. Incredible writer, writes powerful stories** with clear calls to action
- Have led cause-driven campaigns, community organizing, or marketing efforts in past work
- Uses social media to bring people together and make change. You keep on top of the ever-changing digital organizing landscape. Seeks feedback early and often, driven to adapt and continually learn
- Measures everything, able to **define meaningful metrics**, proficient with digital analytics tools
- **Puts partners/community first**, brings voice to our partners and visitors and reflect what they value back to the community
- Thrives in a changing environment
- Have some graphic design skills. Comfortable working with Photoshop, Illustrator, and video editing tools
- Have an international background and/or speak multiple languages fluently (Desirable).

Webmestre / Community Manager - Musée d'Art Contemporain, Lyon - 2021

Activités principales

- Gestion éditoriale et animation du site web du musée
 - produire des contenus (textes, images, vidéos ...) et valider des contenus des contributeurs du site web
 - mesurer et optimiser le référencement et le trafic, **analyser l'impact**, effectuer une veille sur les **usages du web**
- Animation des réseaux sociaux et de la relation avec les internautes
 - concevoir, rédiger et diffuser des contenus éditoriaux sous des formes très variées (textes, images fixes ou animées, vidéos, podcasts...), adaptées à chaque plateforme de publication
 - animer quotidiennement des réseaux sociaux et assurer la relation avec les communautés en ligne
 - créer et organiser des événements en ligne, identifier et solliciter les réseaux d'influenceurs numériques
- Accompagnement et **formation** des contributeurs au site web et des utilisateurs de la base de données
- Réalisation des lettres d'information électroniques; gérer et mettre à jour les listes de diffusion.

Profil recherché

- Formation supérieure (diplôme de niveau 5 à 7), en animation et gestion de site web souhaitée
- Expérience de gestion de sites web et réseaux sociaux dans un contexte associatif ou professionnel, idéalement culturel
- Connaissance/Maitrise des outils de développement web et des éditeurs de page web (CMS type Drupal, Typo 3, Dreamweaver, langage web: html, CSS, Javascript)
- Outils d'analyse et de reporting (Google analytics...), de technique de référencement, d'emailing
- Maîtrise avérée de la publication sur les réseaux sociaux
- Logiciels de traitement d'images (Illustrator, Photoshop, Indesign, montage vidéo ...)
- Règles générales du droit de la communication, de la propriété intellectuelle et des libertés individuelles
- Qualités rédactionnelles adaptées au web, orthographe irréprochable
- Facilité d'adaptation. Goût du travail en équipe
- Réactivité. Curiosité et créativité.

Social Media Coordinator, Field Museum, Chicago - 2021

The Field's growing audience of over half a million naturally curious science enthusiasts and museum lovers is the most important part of our social media presence. The Social Media Coordinator oversees this incredible online community, helping to ensure it is a welcome and engaging place where we can talk and learn about the natural world together.

Duties and Responsibilities

- Monitor the museum's online community in accordance with the Field's Social Media Guidelines
- Respond to questions and **engage** with social media followers across the Field's social media platforms
- Respond to Facebook Reviews and monitor comments on paid Facebook ads
- Assist the Senior Social Media Manager in writing and scheduling weekly social media posts
- Collaborate with the Digital Content & Engagement Manager on opportunities to contribute to the Field's blog
- Create Facebook Events to reflect the Museum's events
- Moderate comments during Meet A Museum Insider every Wednesday
- Assist in monthly reporting and tracking performance of various campaigns and initiatives
- Long-term, help assess and potentially expand online presence to other platforms.

Qualifications

- Bachelor's degree required; museum, journalism, or communications degree preferred
- Exceptional communication skills, both written and verbal
- Excellent eye for detail and ear for listening
- Ability to keep track of small details without losing sight of the big picture
- Self-starter that can work autonomously but also enjoys collaboration
- Experience publishing to and navigating Facebook, Instagram, and Twitter
- Experience creating **storylines**, shooting, and/or editing videos for social
- Experience with social media scheduling and monitoring tools like TweetDeck, SproutSocial, HootSuite, etc.
- A love of storytelling, pop culture, memes, and THE INTERNET
- Familiarity with photo editing software and content style guides generally.

Social Media Coordinator, The Childrens Museum of Atlanta

Primary Role

Social Media Coordinator will work with the Digital Media Manager to plan, implement, and monitor **the Museum's social media strategy** in order to increase brand awareness, improve marketing efforts and increase sales.

Responsibilities

- Build out social content calendars and an optimal posting schedule, considering web traffic and engagement metrics
- **Research audience preferences** and discover current trends
- Create **engaging** text, image and video content for social channels. Suggest new ways to attract prospective customers
- Facilitate online conversations with customers and respond to queries. Seek out, like, comment on and reshare customer generated content. Report on social media shared reviews and feedback from customers
- Collaborate with all Museum departments to produce timely and relevant content for all social accounts
- **Measure** the success of every social media campaign and report out to the team via monthly, quarterly and yearly reports
- Use content building and scheduling tools such as Later, Canva, WordPress, Facebook Creator Studio, Instagram
- Research potential social media partners/collaborators
- Manage in-house influencer relationships/campaigns in collaboration with Assistant Director of Marketing
- Support production of in-house video content. Capture and share live story updates.
- Write and publish blog posts as assigned using WordPress

Requirements

- BA in Marketing, New Media or relevant field
- Expertise in and working knowledge of multiple social media platforms. Good understanding of **social media KPIs**
- Ability to deliver **creative content** (text, image and video); experience editing photos and video)
- Strong **communication skills** in person and in writing
- Familiarity with online marketing strategies and channels. Experience with building audience and buyer personas
- **Critical thinker** and problem-solving skills. Good time-management, multitasking skills
- Working knowledge of Later, Canva, WordPress or similar scheduling and content building tools.

Social Media Coordinator, The Institute of Contemporary Art at the University of Pennsylvania, Philadelphia

Responsibilities

- Collaborate with colleagues in the Marketing & Communications Department on developing an arc of multichannel promotional content and strategies, tailoring them to digital channels reflecting tone and voice of the institution
- Draft content for ICA's social media channels on Instagram, Facebook, and Twitter and other channels
- Leverage expertise in social media platforms and best practices. Conceive, research, copywrite, fact-check, and gather assets to support channels with content that invites **social connection** and expands awareness of ICA's program
- Collaborate with colleagues across the institution to adapt messaging into **audience-focused content**
- Responsible for scheduling and posting social media posts and stories with regular cadence; **monitor engagement** and respond as appropriate to comments and queries
- Meet with ICA teams regularly to plan the social content calendar and approve design and **strategy**
- Conduct livestreamed social media events with consult and planning across departments
- Develop and track relevant goals and internal KPIs (key performance indicators) for benchmarking and optimization
- Translate academic prose into audience-focused messaging with clear calls to action
- Uphold editorial standards and serve as primary content editor
- Support the development of long-form editorial content and other existing and emerging content channels
- Implement updates to ICA's **social media style guidelines**.

Requirements

- 2+ years work experience
- Excellent writing, proofreading, and verbal **communications skills**
- Active user and fluent in social media best practices; experience managing social media channels for a brand or nonprofit
- **Competent computer skills**; basic knowledge of Adobe Creative Cloud required
- **Analytical skills** with ability to generate metrics reports using Google Analytics
- Familiarity with social media scheduling tools such as Hootsuite and/or Sprout Social
- Creative problem-solver able to work nimbly in a deadline-oriented manner
- Highly detailed and organized. Flexible and open to feedback and revisions
- Passion for community building.
- Awareness of campaigns at other arts institutions and happenings internationally in the art world.

Digital and Social Media Specialist, Bob Dylan Center/American Song Archives, Tulsa, Oklahoma, US

Position Purpose: Digital and Social Media Specialist is responsible for the American Song Archives social media and digital marketing initiatives to support the organizational goals of the Bob Dylan Center® and Woody Guthrie Center® to engage diverse communities in the stories of Woody Guthrie and Bob Dylan, their influences and legacies.

Essential Duties

- Develop and maintain digital ad, social media and email campaigns by identifying target audiences
- Pitch, develop and produce **original, interactive, engaging content** for websites, email and social media channels
- Contribute ideas and extract digital needs as part of the marketing team as well as the broader organization
- Maintain marketing content calendar >30 days in advance: social media, website, email
- Write, collect, edit and have copy approved for all assets
- Keep up to date on trends in the industry
- Collaborate with cross functional team and multiple freelance agency on a project-to-project basis
- Develop working relationships with local business owners, artists and non-profits to support our content strategies
- **Analyze content performance** for insights, efficiencies and new opportunities: ROI, Click-thru, Google Analytics.

Requirements

- B.A. or B.S. in Graphic Design, Marketing, or a related field
- A minimum of two years of relevant work experience developing and managing social media and digital ads
- Must be detail and goal oriented, with strong organizational skills in order to manage a workflow of a high volume
- Excellent **analytical skills** and strong proficiency in computer technology
- Proven ability to provide effective customer service for internal and external client groups.

Preferred

- Critical thinker who can adjust strategies across media channels
- Copywriting. Bilingual in Spanish-English
- Nonprofit experience
- Videography, photography, photo editing, and creative digital design
- High proficiency in Google Applications and Microsoft Office. Familiar with Asana, Wordpress, Craft CMS, and Tessitura platforms (WordFly).

Community Manager, CCCB, Barcelona - 2022

Funcions

- Disseny **d'estratègies per xarxes socials i elaboració de plans de comunicació digital** per difondre les activitats i exposicions del CCCB
- Creació de textos i continguts digitals
 - Redacció de textos i elaboració de fotografies i càpsules de vídeo (vídeos, entrevistes, fils de twitter, reels, stories...)
 - Encàrrec de continguts a equips interns o externs especialitzats en disseny o producció audiovisual. Elaboració de briefings.
- Manteniment i actualització dels diferents perfils a xarxes del CCCB
- Atenció a la comunitat online del CCCB, escolta activa i resposta de les consultes que plantegen. Disseny d'estratègies de **participació i engagement** amb els seguidors dels diferents perfils
- Suport en el manteniment setmanal del calendari editorial del CCCB a xarxes socials
- Cobertura puntual en directe a les xarxes socials d'algunes activitats del CCCB (festivals, debats, rodes de premsa, etc.)
- Contacte amb els equips de programació del CCCB (programadors interns i externs) per gestionar campanyes de difusió conjuntes. Puntualment, contacte i treball col·laboratiu amb community managers d'altres projectes
- Elaboració i seguiment de plans de marketing online interns (elaborats pel propi CCCB) o encarregats a proveïdors externs
- **Monitorització** de les xarxes socials: elaboració d'informes regulars de Social Media listening i d'impacte del CCCB
- Seguiment de les tendències de storytelling, gèneres i formats de creació i difusió de continguts a Internet
- Assessorament en estratègia digital a l'equip del CCCB i en projectes puntuals
- Seguiment i participació en esdeveniments digitals de l'àmbit cultural local i internacional.

Requisits

- Titulació universitària oficial, llicenciatura o grau, que habiliti per a l'exercici de les funcions del lloc de treball
- Coneixement de llengua catalana i castellana: certificació nivell C1 de català i acreditació del coneixement de llengua castellana només pels aspirants que no tinguin la nacionalitat espanyola ni la d'un país on l'espanyol sigui llengua oficial.
- Es valorarà l'experiència com a Community Manager i la **creació i difusió de continguts** i atenció a comunitats digitals
- Es valoraran, entre d'altres, cursos, màsters i postgraus especialment de Community Management i Social Marketing, Comunicació en comunitats virtuals i xarxes socials, edició de vídeo, àudio i fotografia.
- Es valoraran coneixements de SEO i SEM, així com d'altres tàctiques i estratègies de publicitat en canals digitals
- Es valorarà coneixement de la llengua anglesa, amb certificació acreditativa de nivell igual o superior a B2.

Marketing & Experience Internship, Baltimore Museum of Art - 2021

To assist with **web content and development of various online platforms**. The Intern will gain experience working on a newly designed website, social media accounts, and be given insight into the day-to-day operations of virtual marketing and communications.

Responsibilities

- Assist the Marketing Manager in community outreach through events
- Input Visitor Services data
- Assist with archiving web content to WordPress
- Help create a BMA-branded series of conversations, captured electronically through photography, videography and written word.

Preferred Qualifications

- Strong organizational skills
- Writing/Communication skills
- Database management experience
- Customer Service experience.

Digital Marketing and Analytics Manager, MoMA - 2021

Primary responsibilities

- Oversees **analytics and insights** for the digital marketing team
- Develops, maintains, and shares a weekly dashboard tracking performance
- Identifies business opportunities and risks, works with business partners to develop strategies and tactics
- Reports and shares insights on digital promotions and marketing campaign performance
- Manages efforts within the MoMA Retail digital marketing channels, including Organic Search, Paid Search, Email, Catalog, and Social Media
- Supports the MoMA Design Store email channel, including segmentation, triggered programs, reporting, and recommending solutions to increase customer engagement and email revenue
- Works with web developers as it relates to the marketing channels
- Helps develop and support MoMA Design Store direct marketing campaigns in an effort to **drive traffic and revenue for all digital acquisition channels**
- Works on the creation and implementation of an onsite **testing plan**
- Leads reporting within Retail group and throughout the organization to ensure that learnings are as impactful as possible.

Requirements

- Bachelor's degree and a minimum three years of related experience in digital commerce
- Knowledgeable about analytics and how they are used to drive value in retail and other revenue generating environments
- Resourceful, solution-oriented, capable of thinking and working independently, well organized, attentive to detail and have excellent communications and technical skills, capable of thriving in a fast-paced environment
- Familiarity with Google Analytics tagging and implementation and intimate reporting knowledge
- Passion for generating insights out of complex data and adept in data crunching in spreadsheets as well as database tools.
- Proven record of **driving value in a data-rich environment**.

Digital Analytics Lead, National Gallery of Art, Washington - 2021

Job purpose

Establish and oversee an analytics program that monitors and assesses public-facing digital products, channels, platforms, and programs.

These include nga.gov, email marketing, social media channels, mobile apps, audio guides, podcasts, e-commerce, in-gallery interactives, and multimedia, both online and on-site.

Major Duties

- Lead analytics work in key areas that influence digital product development, content and distribution strategy, marketing, and public program performance
- Help define and report on **quantitative and qualitative Key Performance Indicators** (KPIs) and other key metrics across all public-facing digital channels (e.g., websites, social media, YouTube, mobile apps, podcasts, etc.)
- Design and build automated solutions **for business intelligence** and reporting **dashboards** using museum-approved products like Google Data Studio and Tableau
- Extract, analyze, manipulate, and synthesize data to measure and report on **user behavior**
- Collaborate with product managers to **integrate analytics into all public-facing digital platforms and channels**
- Evaluate digital marketing campaigns and assess cross-campaign interactions to optimize marketing mix
- Perform complex ad hoc queries and analyses that combine multiple tools and data sources and types
- Identify and analyze trends, patterns, and shifts in user behavior
- Evaluate and monitor **user research** for development of new platforms or optimization of existing channels
- Develop and deliver analysis and insights with actionable recommendations that drive strategic and tactical decisions related to public-facing digital platform optimization and overall strategy. Produce reports and analysis using clear and creative data presentation skills
- Develop best practices for configuring analytics technology, for analyzing user behavior on multiple platforms, and for collecting and interpreting data from multiple sources.
- Identify performance indicators for SEO
- Recommend and lead new analytics/metrics projects as needed
- Serve as a resource for the Digital Experience Division regarding analytics implementation and analysis
- Advise/provide **training** to internal stakeholders in the use of analytics tools, as needed.

Manager of Museum Evaluation and Data Analysis – The Phillips Collection - 2022

Essential Duties

- Creates and implements **museum-wide strategy for evaluation and data collection and analysis.**
- Researches best practices and utilizes new and emerging technologies to **increase and measure onsite and online visitor access, participation, and engagement.**
- Develops actionable data sets from research and evaluation to drive decision-making processes
- **Innovates** data collection and evaluative methodology for in-gallery and online museum programmatic initiatives, managing partnerships, contractors, and the production and implementation of new evaluative tools to enhance the visitor experience
- **Trains** and leads museum-wide staff to develop routine data collection and evaluation procedures to support grant funding, reporting, and programmatic excellence
- Trains the museum's educators and front-line staff on research-based strategies and principles in visitor engagement to enhance inclusion and general visitor experience
- Innovates and implements a robust evaluative tool to assess walk-in visitor engagement and experience
- Leads visitor experience survey formulation, implementation, and analysis for the museum.

Qualifications

- Master's degree in a related field, or commensurate experience
- Experience with survey creation and implementation
- Customer service experience, visitor engagement/audience engagement
- Proficiency in statistical methods and best practices relevant to the job
- Possesses a broad knowledge of museum evaluation and data collection techniques
- Exceptional **public engagement skills**
- Ability to work effectively on teams as collaborator or leader
- Demonstrated excellence in writing skills
- Demonstrated experience working with diverse populations
- Excellent organization skills and attention to detail. Capable of handling multiple deadlines and projects.

Audience Research and Evaluation Manager, National Museum Australia - 2021

Main responsibilities

- Ensure that audience research and evaluation findings and data analysis are used to ensure the Museum has the capability to target and **enhance audience experiences** through the full range of Museum programs including exhibitions, research, public programs, learning activities and other connections
- Collate visitation **statistics**, developing performance targets for the Portfolio Budget Statements and corporate plan, report against the corporate plan and Departmental key performance indicators, and ad hoc visitation and related advice.

Selection criteria

- Experience in, and knowledge of, effective audience research and evaluation methodologies and strategies
- Strong skills in data management and analysis, including the ability to analyse and interpret data, utilise programs to analyse and present data including Excel and / or PowerBI, and apply findings and insights to Museum activities
- Excellent oral and written **communication skills**
- Effective collaboration and liaison skills, including the ability to successfully influence, engage and build relationships with internal and external stakeholders
- High order project management and organisational skills including the ability to manage multiple complex and demanding projects, drive new processes and achieve results
- Excellent knowledge and understanding of government processes, accountability and performance frameworks and the ability to coordinate information on behalf of the Museum.

Digital Resources and Social Media Evaluation, Spencer Museum of Art, University of Kansas - 2021

Digital Strategy Development

- Discovery and **assessment of the Wolfsonian digital capacity and resources**, including infrastructure, digital assets, and technical literacy
- Discovery and assessment of **use of digital technology for engagement** with primary audiences, including families, K–12 students, the university academic community (students, faculty, and researchers), design professionals and enthusiasts, and life-long learners of all kinds
- Recommendations for professional development to enhance and **grow the digital literacy of staff**
- Development and adoption of vision, strategy, and action plan (detailing resource allocation and timing of projects)—informed by the discovery and assessment described above—to guide the virtual and physical manifestations of digital technology at The Wolfsonian.

The resulting digital vision, strategic goals, and action plan will be informed by the **institutional priority of increasing the visibility and accessibility** of The Wolfsonian for its primary audiences, leaning into its role as a resource for K-12 and higher education learners, while continuing to engage the broader community of life-long learners.

The action plan developed from the digital strategy will include objectives linked to the strategic goals, clearly defined outcomes, evaluative measures that define success, and capacity for iterative development and revision.

The Wolfsonian FIU's Digital Assets and Collection Data Manager, and its Curator of Digital Collections, will act as primary liaisons and project managers for the digital strategy development.

Senior Data & Insight Manager, National Gallery, London – 2021

Job purpose

To generate **business intelligence** that increases value for the Gallery, and our audiences, in support of **strategic goals**.

Responsibilities

- Own the data roadmap; direct our approach to, and investment in data architecture and technology
- Oversee the development of our data warehouse and visualisation platforms, managed by the Data Analyst
- Lead the **analysis** of visitor transaction and interaction data (eg. bookings, email engagement) to enhance our **understanding of customer behaviour** and lifetime value
- Combine data sources to create forecasts and models
- Work with product owners to understand and support their insight needs across product development and evaluation
- Oversee a range of projects run by the Audience Researcher, including **research about the Gallery experience**
- Ensure the team's output is an effective synthesis of data analysis, qualitative and quantitative research
- Coach the team, empowering them to own projects and manage stakeholder relationships
- Ensure **strategic metrics** such as visitor attendance, audience demographics, digital growth and **engagement** are tracked
- Manage the team's budget.

Qualifications

- Experienced in data analytics, analytical models and data visualisation. Understanding of data warehousing and architecture. Advanced ability to use programming languages and Excel to manipulate and analyse data
- Combines data analysis with **qualitative and quantitative research** to create actionable insight
- Ability to present and **communicate a narrative**. Uses insight to influence decision-making and strategy
- Empowers team and delegates ownership. Collaborates; listens to and incorporates others' views
- Prioritisation. Challenges the status quo and innovates.

Data Coordinator, Cumbria Museum Consortium, UK - 2021

Job description

Collect and present data from across CMC (Cumbria Museum Consortium) museums in order to:

- monitor and evaluate progress against our strategic objectives
- enable effective reporting to Arts Council and other funders
- **inform strategic planning** and operational decision-making
- demonstrate the impact of our work

key areas of responsibility

- Support **centralised collection of data** across CMC, ensuring that it is clean, complete and consistent
- Assist in the creation of a **data dashboard**, collecting, recording and presenting data to monitor progress against agreed Key Performance Indicators
- Assist with preparation and distribution of quarterly monitoring documents
- Collate, organise and present CMC data, including Audience Finder surveys and Julie's Bicycle environmental data, in order **to inform planning and decision-making**
- Assist in updating content for the CMC website as required
- Provide administrative support to the CMC Manager as required, for example in organisation of training events.

Qualifications, Experience & Skills

- Degree level or equivalent
- Experience of designing systems for performance data collection (e.g. visitors, social media, programme evaluation)
- Experience of **collecting and presenting data to demonstrate progress against strategic objectives** and targets
- Excellent knowledge of Excel, Powerpoint, Google Drive and other software packages and platforms that support data collection, analysis and presentation
- Experience of working and communicating remotely, using cloud-based storage systems, video-conferencing platforms
- Excellent organisational and administrative skills. Excellent IT and numeracy skills
- Ability to think logically and analytically and to demonstrate attention to detail
- Good interpersonal skills, to work with a wide range of staff across different organisations and museums
- Ability to work with limited supervision within a deadline-driven and time-limited system, dealing with issues pragmatically.

Manager of Digital Analytics, The Metropolitan Museum of Art, NY

Responsibilities

- Lead **user analytics across all digital products**
- Help drive digital transformation at the museum and **improve the online experience** of over 31million users each year
- Help establish data-informed decision making within the Digital department, and the museum as a whole
- Evaluate who our users are and what motivates them
- Build dashboards and scorecards to share across the organization.

Qualifications

- Minimum of 3 years work experience as a digital or web analyst with a focus on customer facing websites
- Strong experience with Google Analytics, Excel, and A/B testing tools including Optimizely. Comfortable extracting insights from these and other large data sets to **identify customer behaviors and opportunities**
- Experience with Google Tag Manager and dashboard tools
- Experience of working in an agile scrum environment
- Support and train Product Managers, UX designers, and Digital Managers to **make data-driven decisions**
- Evaluating industry, competitor, market, and technology trends as inputs into the product roadmap
- Tracking performance of user stories or A/B tests post-launch to identify areas of improvement
- Overall strong product and technology awareness/background
- **Exceptional communicator** - verbal and written
- Familiarity with analytic suites of various major social media and video platforms (Pinterest, YouTube, Brightcove etc.)
- Knowledge of digital user research methods and tools (e.g. Usability testing, card sorting, online surveys)
- **Data Visualization** Skills
- Experience in e-commerce, editorial, and/or non-profits.

Digital Analyst, V & A – 2021

Key Responsibilities

- Collect data from digital analytics and other sources, making the case for additional tracking and data collection, ensuring data is accurate and significant, to **provide analysis and actionable insight through effective storytelling**
- Lead the design, implementation, and proactive monitoring of digital analytics across the V&A's digital estate to provide insight and analysis of our **users' behaviour**
- Use digital analytics to form recommendations that directly support commercial decisions and digital product strategy across the V&A with the aim **of improving user journeys across different digital platforms and channels**
- Develop and maintain ongoing **evaluation systems**, dashboards, and performance reports
- Ensure that all web analytics, behavioural targeting, and other optimisation technologies are implemented correctly
- Create **holistic dashboards** by pulling data from different data sources and websites
- Develop evaluation frameworks for new projects as they are initiated and scoped
- Work with Product Manager and User Researcher to devise and test hypotheses **to improve user experience**
- Develop **KPIs** for a range of digital products that support various aspects of the organisation.

Requirements

- Professional experience of managing web/digital analytics – including social metrics (preferably using Google Analytics, Google Tag Manager)
- Experience of using different data tools to transform and analyse different data sets
- Ability to analyse raw data, draw conclusions, develop actionable recommendations, and imaginatively communicate complex information. Ability to **digest analytical data to inform decision making processes** across the business
- Proven experience of planning and running digital analytics projects working with cross disciplinary teams
- Experience of product development processes and current project methodologies particularly Agile
- Experience with methods of qualitative user research, including surveys, in person user testing and user research tools such as Hotjar. Experience **analysing digital customer journey** across paid media, web and ecommerce channels (incl. CRO)
- Working knowledge of Cookie Consent Technology (such as OneTrust or CookiePro)
- **Excellent communication & presentation skills**, with ability to express complicated ideas simply, to a variety of people
- Experience of working in the culture heritage sector or creative industries (desirable).

Digital Analyst for Content, The Metropolitan Museum of Art, NY _2019

The Digital department at The Metropolitan Museum of Art ("The Met") is seeking a talented Senior Digital Analyst, who is passionate about the intersection of art and technology, and ready to push the needle in the digital analytics program.

Primary Responsibilities & Duties

- Develop measurement approaches for evaluating the performance of content published on The Met's digital channels
- Formulate and facilitate in **user research** to aid in strategic planning for the content team
- Analyze multi-platform content performance to provide actionable, easily understandable recommendations
- Generate automated self-service dashboards (GDS, Tableau, Supermetrics) that provides benchmark to stakeholders
- Support the ongoing development of a data-informed content strategy using data insights and analysis
- Be instrumental in supporting the digital department's mission to advancing access the encyclopedic collection to a global audience.

Experience and Skills

- 3 years of analytic, business intelligence or data engineering experience
- Experience with Google Analytics (reporting, AB testing) and social / video /audio analytics
- Ability to **create a story with data** and communicate in an effective digestible fashion
- Data visualization skills highly desirable
- **Excellent verbal and written communication skills** in presenting findings and strategic insights to a wide range of internal stakeholders
- Excellent organizational skills, attention to detail, and ability to multitask
- Highly motivated/self-starter with a sense of ownership, willingness to learn, high degree of curiosity and desire to succeed
- Ability to construct structured tests and analyze results
- Knowledge of Tableau, Google Data Studio, or other data visualization tool.

Analista de comunicação, Pinacoteca de São Paulo, Brasil - 2021

Atividades

Administrar, elaborar e publicar conteúdos informativos e de divulgação das exposições e atividades da Pinacoteca no **site e nas redes sociais**.

Formação Acadêmica

Ensino superior completo em Comunicação Social, Marketing, Jornalismo, Relações Públicas, Publicidade ou equivalente.

Requisitos Indispensáveis

- Conhecimento em Word, PowerPoint, Excel. Domínio do Adobe Premiere e Photoshop, WordPress
- ferramentas de Redes Sociais
- Google Analytics e Ads.

Desejável: mínimo de 6 meses atuando com atividades de comunicação e marketing e gestão de redes sociais e sites.

Data Analyst, Europeana - 2021

The Data Analyst develops the practice of data collection and analysis, sets up processes and implements tools to monitor and communicate progress toward the business and strategic goals.

The role is also essential in **supporting the digital transformation** of the cultural heritage sector. The Data Analyst works with multiple teams and external partners in translating various data sources into valuable insights about the current status, needs, trends and opportunities for digital development for cultural heritage institutions.

Key Responsibilities

- Work internally to connect data across business performance areas, and work across the heritage sector to link and standardise data
- Develop and implement databases, tools, data analytics that optimise statistical efficiency and quality
- Develop and maintain Europeana management dashboard as a main tool for monitoring organisational performance
- Interpret and analyse data using statistical techniques to identify trends and new improvement opportunities
- Present recommendations to management on how to prioritise business and information needs based on evidence
- Manage the connection between Europeana and partners which relates to data driven initiatives (e.g. the *InDICES* project)

Knowledge and Experience

- 2 years+ of working experience as a Data Analyst or Business Data Analyst
- Technical expertise regarding data models, database design development, data mining and segmentation techniques
- Excellent ability to collect, organise, analyse, and visualise significant amounts of information
- Strong attention to detail and accuracy
- Extensive knowledge of and experience with reporting packages (Business Objects etc), databases (SQL etc), programming (XML, Javascript, or ETL frameworks)
- Knowledge of statistics and experience using statistical packages for analysing datasets (Excel, Google sheet, SPSS, SAS)
- Affinity for writing reports and presenting outcomes
- Excellent English language skills to native level equivalent.

Data Analyst, Natural History Museum, London - 2020

Duties

- Collate, **generate and analyse critical data to support decision-making** in the planning process and design of the new facility
- Contribute to the analysis, modelling and definition of NHM@Harwell datasets. This will include linking and manipulating **data from multiple platforms, databases** and data collection activities that describe the collections, their storage and condition, building locations, and environmental parameters
- Design and create sustainable, scalable methodologies and templates for various NHM@Harwell data collection activities.

Requirements

- Significant experience of working with large, complex datasets in a fast-paced environment
- Demonstrable expertise in data quality assurance, validation, analysis and reporting
- Excellent organisational, time management and communications skills **to deal proactively with stakeholders across multiple departments and with different degrees of technical experience.**

Data Analyst_National Gallery, London

Data Analyst – Band 6 - DIGSER/07/EB99

Full Time

Indefinite

JOB CONTEXT

The role will play a key part in transforming The National Gallery into a data driven organization and building an analytics-driven insight discipline at the Gallery.

JOB PURPOSE

The main purpose of this role is to provide up-to-date, accurate and relevant data analysis about The National Gallery's audience as well as web, mobile and other digital products with a particular emphasis on reporting, trend analysis and data management.

SCOPE OF JOB

- Collect and evaluate data from a variety of sources to assess performance and identify patterns and trends
- Visualise reports using appropriate tools, software and applications
- Develop dashboards and other reporting tools to help Gallery staff easily digest data
- Support the collection, analysis and management of data to improve data quality and the efficiency of data systems.
- Proactively develop new metrics and studies to quantify the value of different aspects of audience reach, engagement and reputation
- Support database design
- Provide actionable recommendations for the development and reporting of KPIs
- Provide actionable insights and recommendations for ad-hoc requests regarding reach, engagement and reputation across the Gallery
- Contribute to the creation and development of the data and insight function at the Gallery

3. Museum Jobs' Postings Websites

- ↳ **Museums and the Web**, *Jobs available and wanted*: <https://www.museweb.net/jobs-available-and-wanted/>
- ↳ **MuseumNext**, *Jobs*: <https://www.museumnext.com/museum-jobs/>
- ↳ **Museum Jobs**, *Database Of Museum Jobs Available*: <https://museum.jobs/>
- ↳ **Museum Studies, University of Leicester**, *Jobs Desk*: <https://www2.le.ac.uk/departments/museumstudies/JobsDesk>
- ↳ **Museums Association (MA)**, UK, *Find a job*: <https://www.museumsassociation.org/careers/find-a-job/>
- ↳ **Small Museums Association**, US, *Job Postings*: <https://www.smallmuseum.org/jobs>
- ↳ **ICOM**, *List of Job Offers*: <https://icom.museum/en/get-involved/list-of-offers/>
- ↳ **American Alliance of Museums**, US. *Jobs*: <https://aam-us-jobs.careerwebsite.com/jobs/>
- ↳ **Connecting Culture**_Digital Roles advertised in the UK Cultural Sector: <https://digitalroles.glideapp.io/>
- ↳ **LinkedIn**, *Search and Apply for Jobs*: <https://opportunity.linkedin.com/jobs>

4. Skills needed / Digital skills shortage

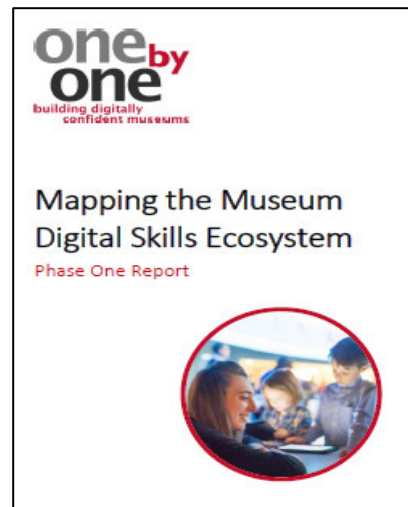
Digital Skills' Elements

'Digital skills' have three elements: '**competency**' (action), the ability to use a digital tool; '**capability**' (intention), how that ability is then applied successfully to a task; and '**literacy**' (reflection), being able to evaluate the appropriateness of those competencies and capabilities. Together, these three elements are essential to building digital confidence.

Culture 24 (2020). *The digital transformation agenda and GLAMs - Culture24 findings and outcomes*, p. 9

https://pro.europeana.eu/files/Europeana_Professional/Publications/Digital%20transformation%20reports/The%20digital%20transformation%20agenda%20and%20GLAMs%20-%20Culture24.%20findings%20and%20outcomes.pdf

Mapping the Museum Digital Skills ecosystem



Digital is increasingly seen as part of everyone's skill set.

Digital is becoming professionalised in the museum as digital roles and responsibilities become standard practice.


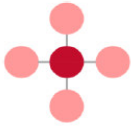

Museums are exploring, learning and demanding new digital skills.

Museums are engaging increasingly in evidence-based digital practice.

One by One (2018). *Museum Digital Skills ecosystem*, p. 6-7.

<https://one-by-one.uk/2018/03/23/phase-1-findings/>

Mapping the Museum Digital Skills Ecosystem

Centralised digital model	Hub & Spoke digital model	Distributive digital model
		
Who The museum has a team or department (such as a marketing and communications team, digital team) that takes responsibility for digital activity, planning and strategy.	A core team oversees the digital activity, strategy and planning, but it supports and encourages others to engage in digital.	The museum does not necessarily have a core digital team, but rather 'digital' people are embedded within teams and departments across the museum with the aim to distribute digital across the workforce.
How There are clearly defined practices for doing digital and those undertaking the work have clearly defined roles.	Digital provision is overseen and undertaken by a few, but others will be supported and encouraged to do digital.	Digital provision is overseen by a few across the organisation, but the responsibility for digital is shared. The digital 'vision' is shared. Digital strategies are developed collaboratively, with all invested.
Where Larger, structured organisations, perhaps hierarchical, where staff have clearly defined roles and responsibilities. Digital strategies are developed by management to guide digital activity.	Smaller museums or those operating as a number of sites where staff have a number of roles and responsibilities.	Holacratic organisations, project-based team-working where decision-making is distributed and roles are less well defined.
What Digital activity is planned and managed.	Digital activity and engagement is both planned and responsive.	Digital activity and engagement is responsive, with a sense of proactive engagement.
Skills Skills are centralised; it is difficult to build digital literacies and to instil confidence in others.	Skills are located in the hub and across spokes; skills are shared and there is potential to build on individual digital literacies and to instil confidence.	Skills are shared; individual digital literacies are built upon, instilling confidence in others.
Benefits Digital activity is co-ordinated and consistent.	Digital skills can be developed easily as a sense of shared digital learning, test and learn ethos accepted.	When fully distributed, there is a strong learning culture, easily able to develop digital literacy amongst workforce.
Challenges There is a lack of innovation and creativity, a slowness to adopt digital, and digital is not integral to thinking.	There is a need to have digitally confident people in place, and a need to allow people to test and learn.	There is a need to have a shared understanding across organisation, clear strategy, where not fully distributed then at risk of learning/ideas not shared.

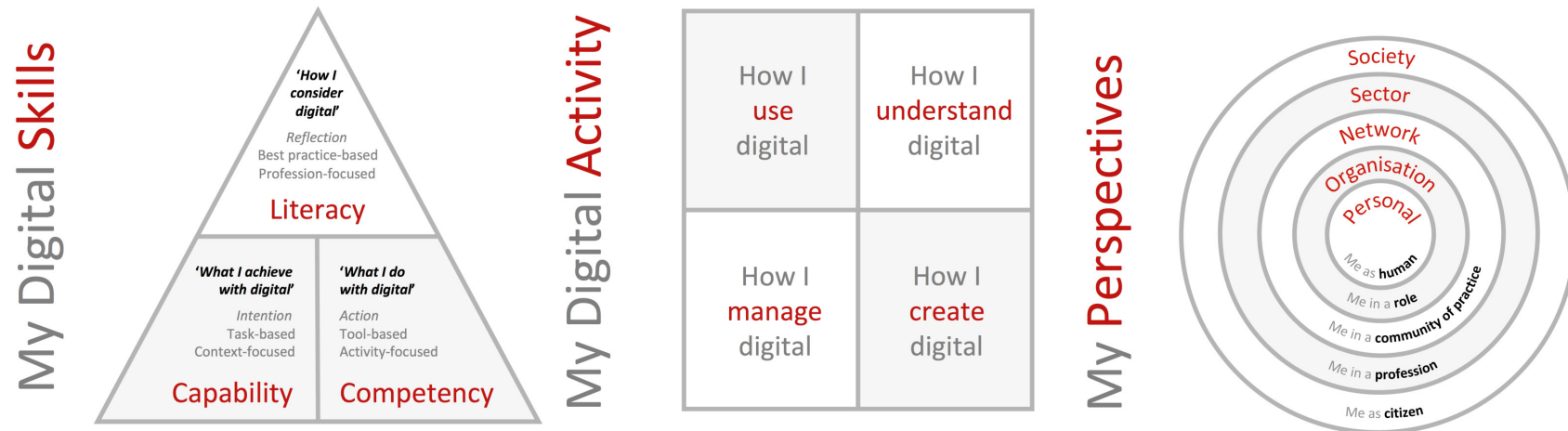
One by One (2018). *Mapping the Museum Digital Skills ecosystem*, p.14.
<https://one-by-one.uk/2018/03/23/phase-1-findings/>

Digital in Generic Roles and Skillsets

- **Domain-dependent skills** – specialist skills (select, collect, organise, interpret, conserve, present, re-present) and knowledge specific to museology or the role within the museum;
- **Generic skills** – communication, management, information processing, team working, research, planning, interpersonal, presentation, creativity, design;
- **Technical skills** – email, word processing, spreadsheets, presentation software, basic html, file transfer protocol (FTP), JavaScript (and other programming languages), web design, web publishing, running websites, app development, database management, photography, 3D scanning, 3D modelling software, photo editing software, open source software, file sharing software, time lapse camera use, work with analytical equipment such as X-ray fluorescence;
- **Digital skills** – management and manipulation of digital and moving images, ability to understand web analytics and social media data, writing online content, assessing and managing online information, online communication, photogrammetry, live streaming, use of different operating systems;
- **Specific digital skills** – blogging, CMS Mimsy XG, Adlib, Facebook, Instagram, Tumblr, Twitter, MailChimp, 3D image sharing websites (Sketchpad, Sketchup), design programmes (InDesign), Periscope, Raspberry Pi, Spotify, Photoshop, Audience Finder, Inkscape, Adobe Creative Suite, Dropbox, Event Brite, WordPress, Snapchat, Curo 3D, CAD/CAM, Google+, Hootsuite, Buffer, TweetDeck.

One by One (2018). *Mapping the Museum Digital Skills ecosystem*.
<https://one-by-one.uk/2018/03/23/phase-1-findings/>

Digital Skills' models - Skills, Activity and Perspectives



One by One (2019). *Understanding the digital skills & literacies of UK museum people*. Phase Two Report, pp. 26-30.
<https://one-by-one.uk/2019/05/21/phase-2-findings/> DOI: <https://doi.org/10.29311/2018.02>

"In the third iteration of 'One by One' research, we are exploring ways in which we might solve for **the gap between identifying skills and developing / measuring performance of the right skills** used by the right person / role at the right time" (Lauren Vargas).

'One by One' has been running a series of workshops in 2021 to identify the business, emotional, and digital skills needed to build digitally literate cultural organizations. An outcome will be the *Periodic Table of Digital Skills (PToS)* for museum practitioners. "The PToS may be used by individuals, teams, and organizations to assist in **embedding digital literacy into all job roles and functions**; the development of right-size job descriptions and professional development and performance plans", (Lauren Vargas, <https://vargasl.medium.com/confronting-the-lack-of-emotional-skills-and-values-alignment-in-the-creation-of-a-periodic-table-ddc31c1152c9>). The Periodic Table is being tested January-July 2022. You'll find more information about the outputs and outcomes of this research at <https://one-by-one.uk/>.

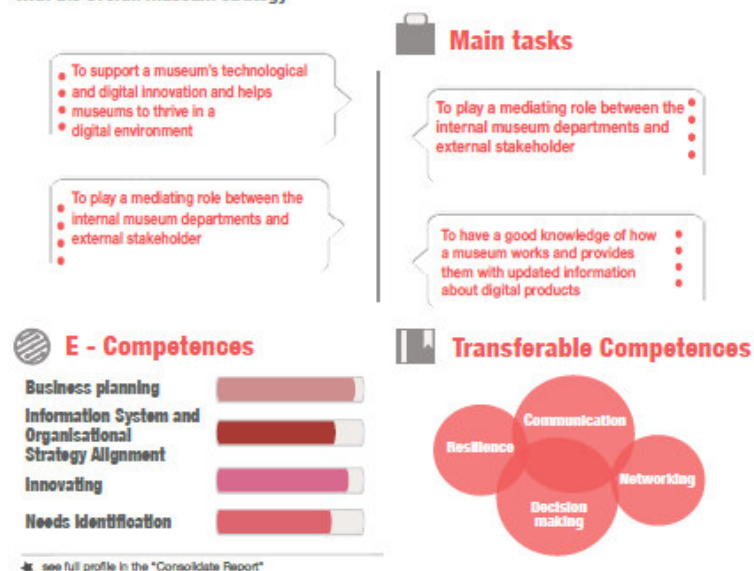
Mu.SA_ MUSEUM PROFESSIONALS IN THE DIGITAL ERA. Agents of change and innovation

4 emerging role profiles:

Digital Strategy Manager / Digital Collection Curator / Digital Interactive Experience Developer / Online Community Manager

DIGITAL STRATEGY MANAGER ★

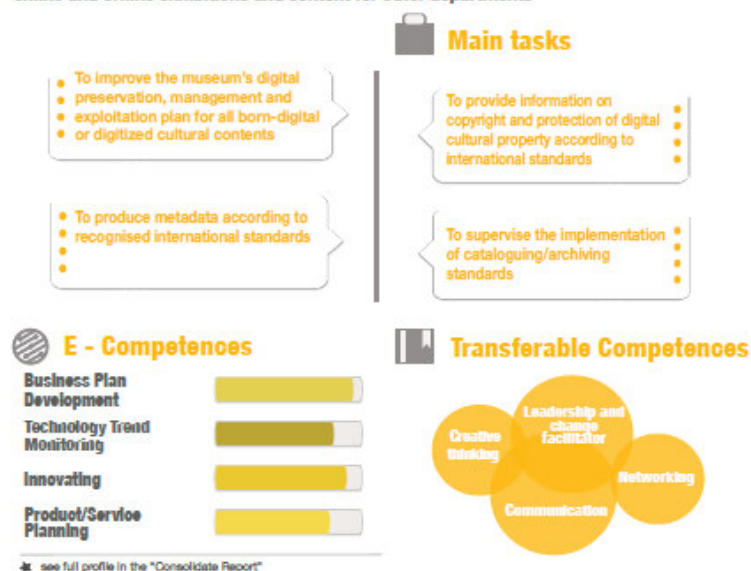
A strategic role for all the museums that aim at thriving in a digital environment in line with the overall museum strategy



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DIGITAL COLLECTIONS CURATOR ★

This role is specialised in preserving and managing digital materials. S/he develops online and offline exhibitions and content for other departments



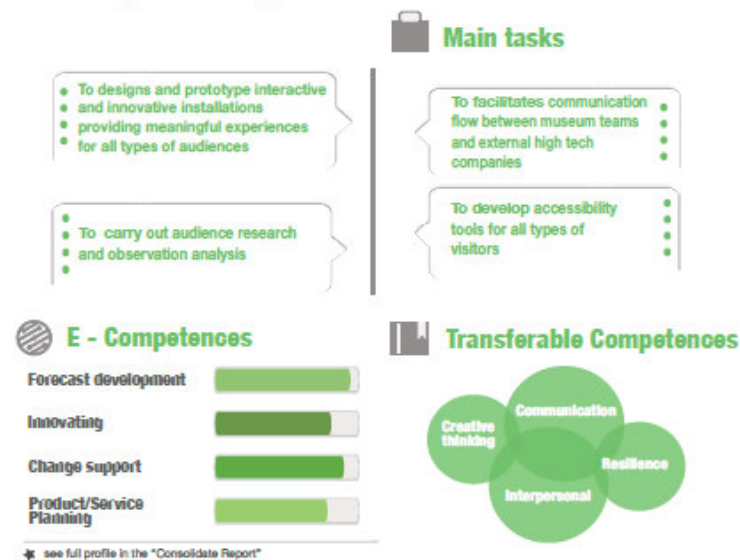
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Mu.SA (2017). Short version: <http://www.project-musa.eu/wp-content/uploads/2017/03/MuSA-Museum-professionals-in-the-digital-era-short-version.pdf>

Full version: <http://www.project-musa.eu/wp-content/uploads/2017/03/MuSA-Museum-professionals-in-the-digital-era-full-version.pdf>

DIGITAL INTERACTIVE EXPERIENCE DEVELOPER★

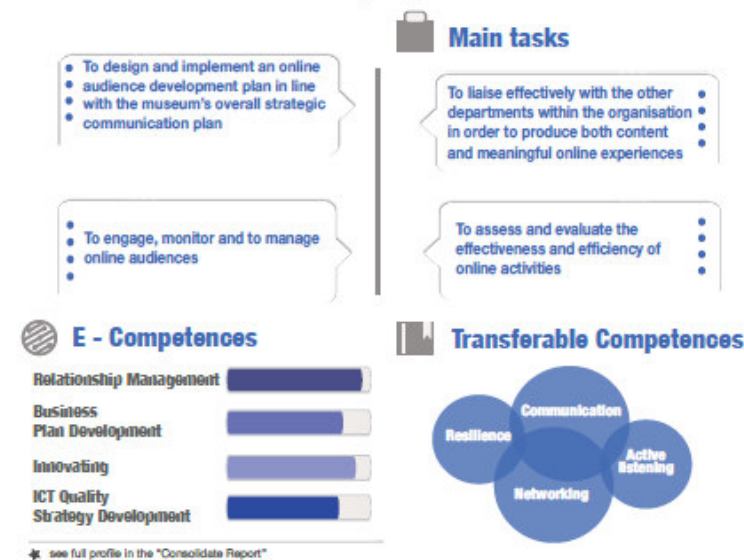
This role is specialised in designing, developing and implementing innovative and interactive experiences for all types of visitors



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ONLINE COMMUNITY MANAGER★

This role profile is vital for all museums aiming to invest in developing and engaging diverse audiences online and should be fully integrated into the institutional structure



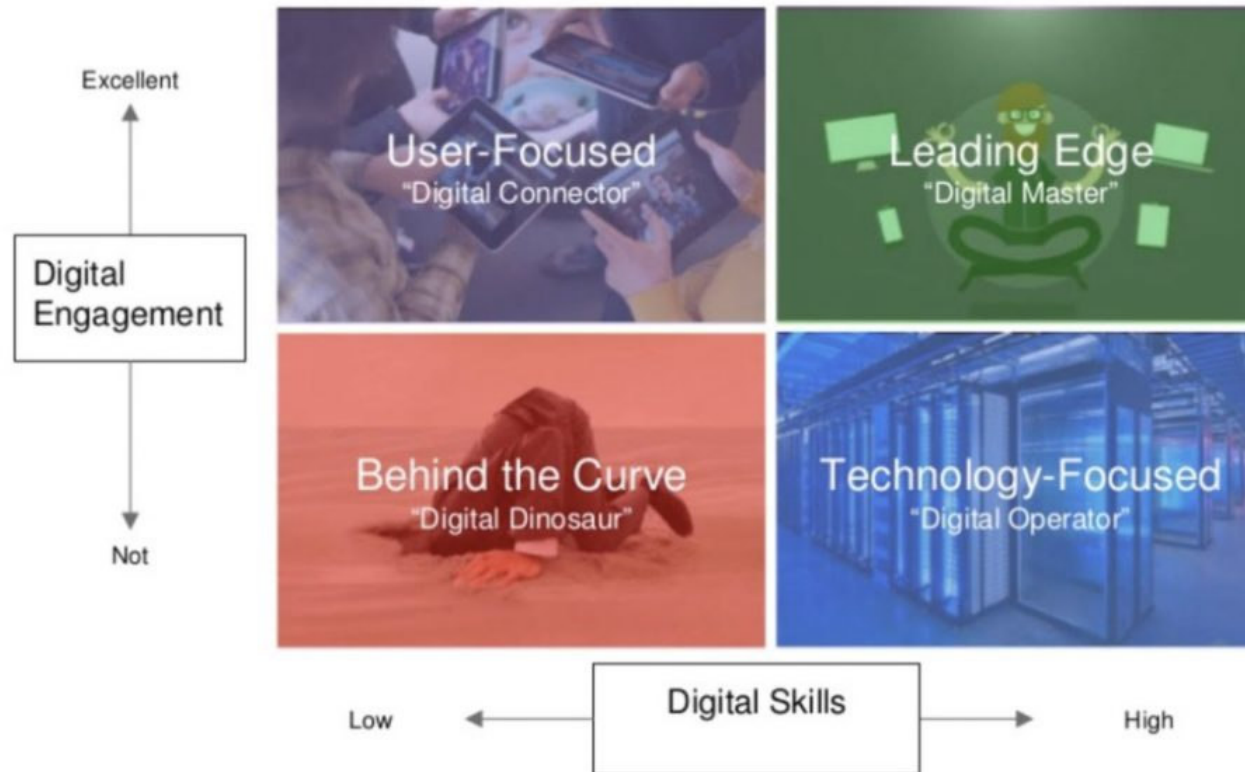
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Mu.SA (2017)

Short version: <http://www.project-musa.eu/wp-content/uploads/2017/03/MuSA-Museum-professionals-in-the-digital-era-short-version.pdf>

Full version: <http://www.project-musa.eu/wp-content/uploads/2017/03/MuSA-Museum-professionals-in-the-digital-era-full-version.pdf>

Museums' Digital Readiness

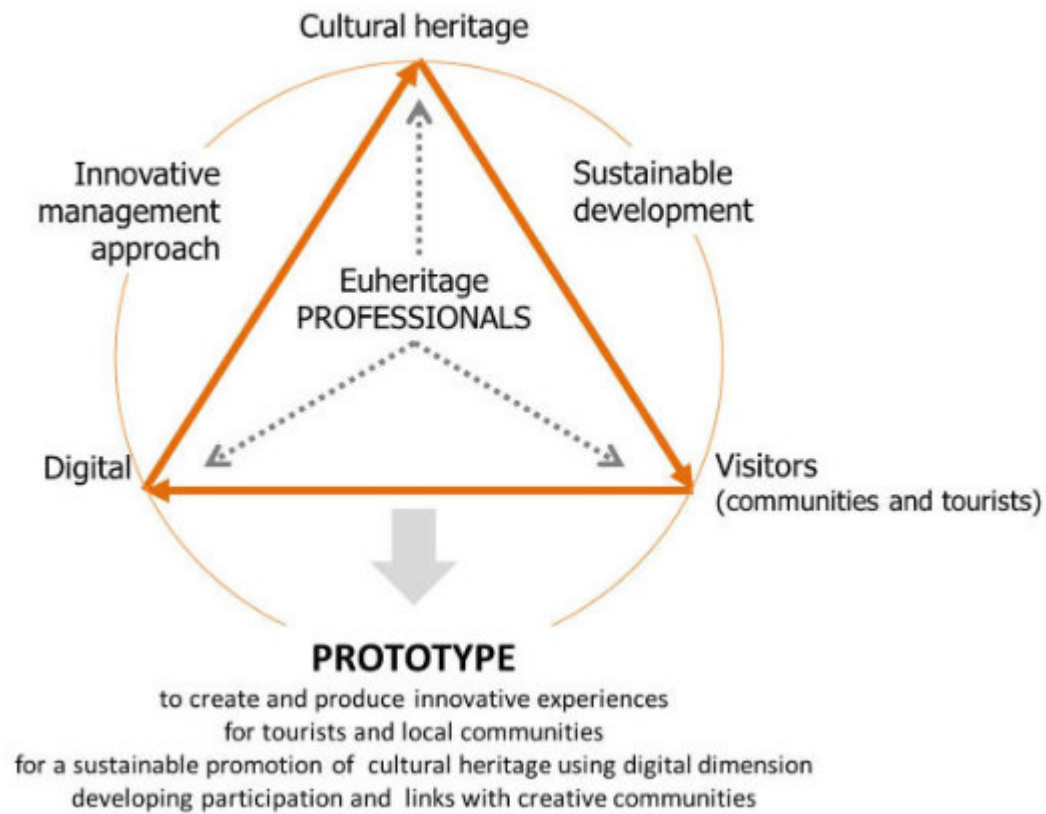


Museums & Digital in the Time of COVID-19, April 2021, © Douglas Hegley

Hegley, Douglas (2021). Webinar "The New Era of Digital Culture".

Image extracted from <https://jinculturecommerce.com/the-new-era-of-digital-culture-webinar-takeaways/>

EU Heritage Professionals



EUHeritage (2020). "EU Heritage training programme to build on three pillars: cultural heritage, experience tourism and digital dimension".
<https://www.euheritage.eu/news/eu-heritage-training-programme-to-build-on-three-pillars-cultural-heritage-experience-tourism-and-digital-dimension/>

New Requirements of Museum Staff and Museum Professionals

Museums and Digital Transformation Chances and Challenges

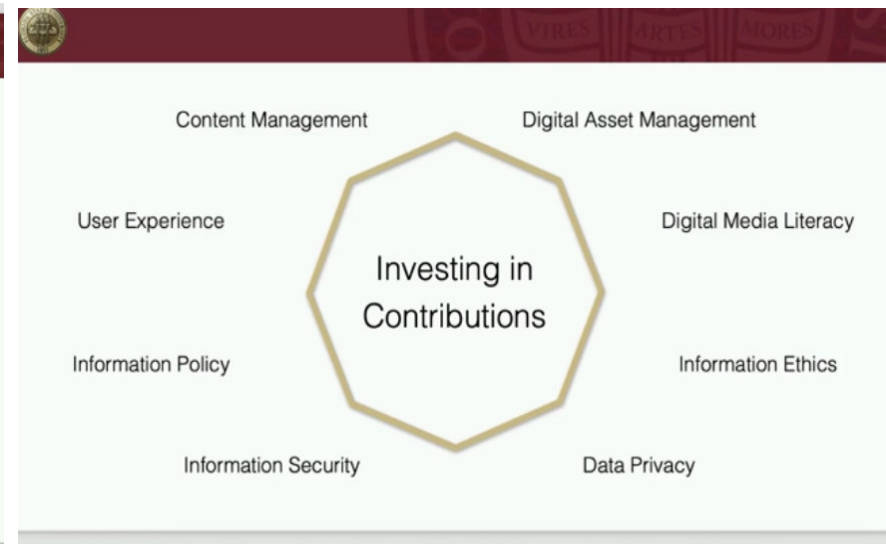
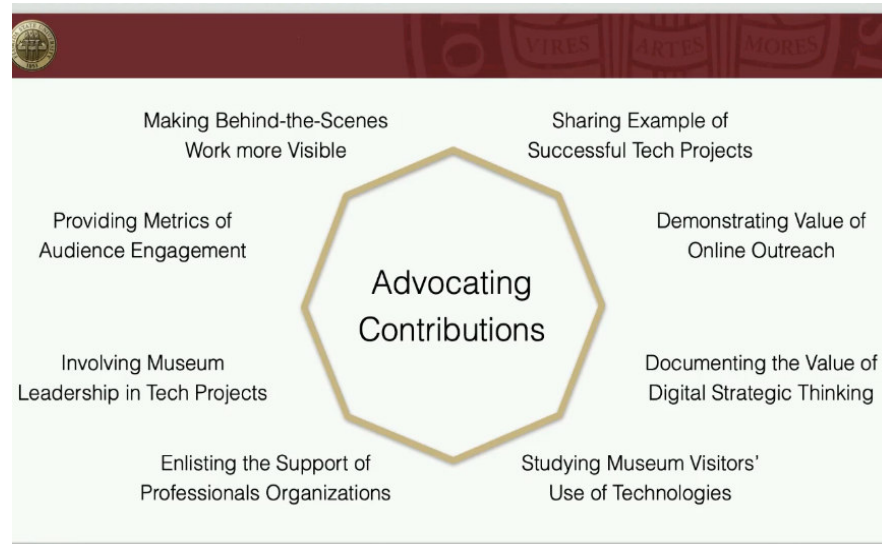
11 December 2020 | 9

New Requirements of Museum Staff and Museum Professionals

- Museums staff are having to adapt/become re-educated to new (enhanced) ways of working, but also to take on hybrid jobs/roles that had not been conceived even five to ten years ago for instance the digital curator of a museum:
- New requirements on museum staff:
 - Changing expectation and new demands;
 - New skills and responsibilities are needed;
 - Changes in attitude and shifting job requirements;
 - Meeting user needs as information professionals.
- This strongly suggests the need for specialised training, and also points to the advantage of supportive networks, craft collectives and partnerships between makers and entrepreneurs, which can strengthen the position of the makers in the creative economy.



Essential contributions by museums' digital professionals to museums' success / survival / relevance



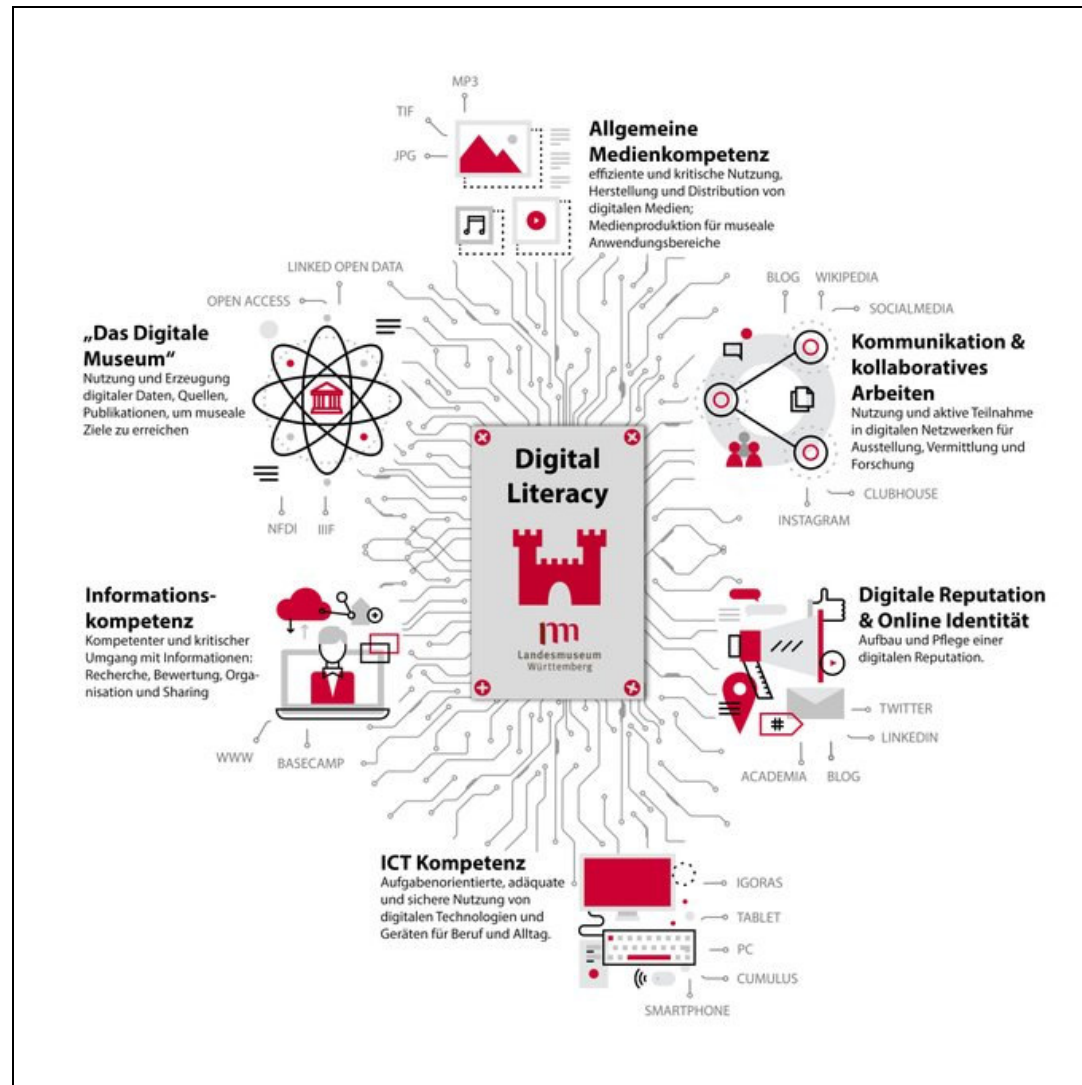
Marty, Paul (2021). "Contributions of technology museum professionals in times of crisis", keynote at CIMED 2021 conference.
<https://www.youtube.com/watch?v=EJsmIQpBohI> min 11:56

Digital skills ecosystem



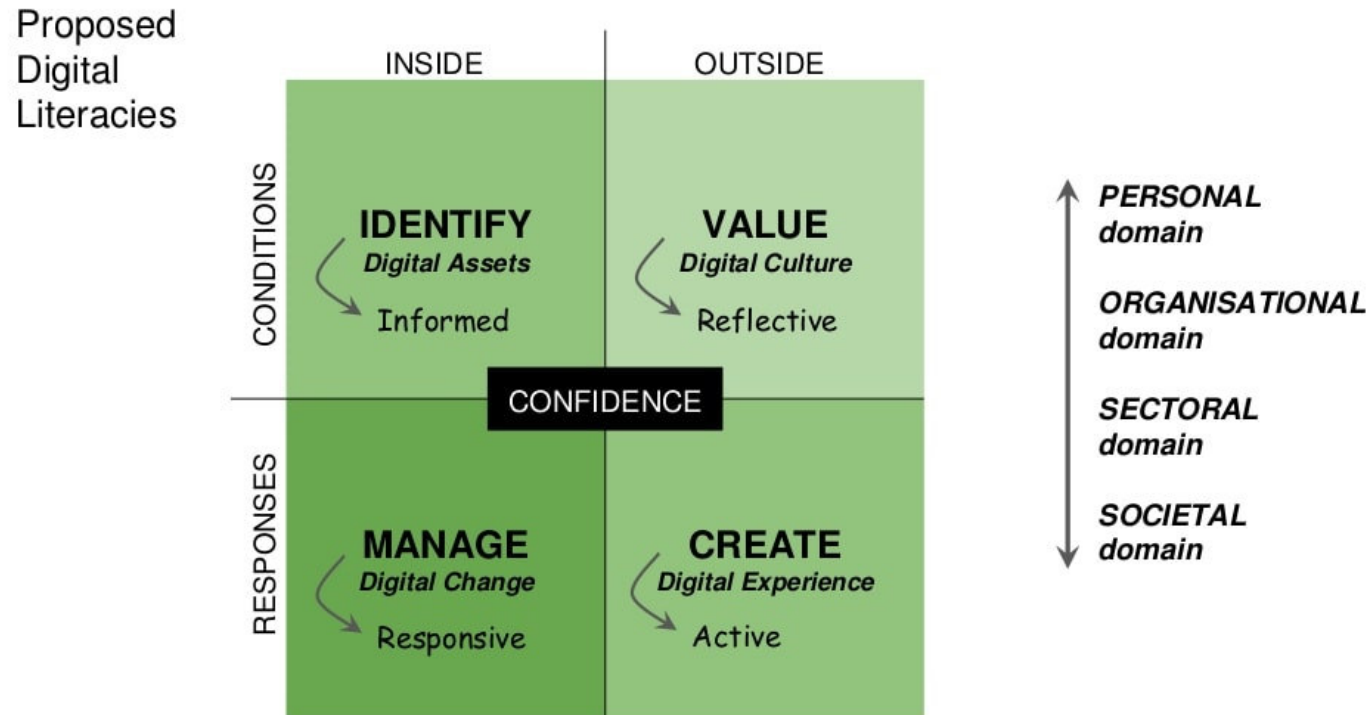
Sperwer, Olaf (2020). "Museum of the future_Digital Transformation & Immersive Technologies", NEMO webinar, <https://www.youtube.com/watch?v=svD2FfHyZSs>, min.24:44

Museums Digital Literacy



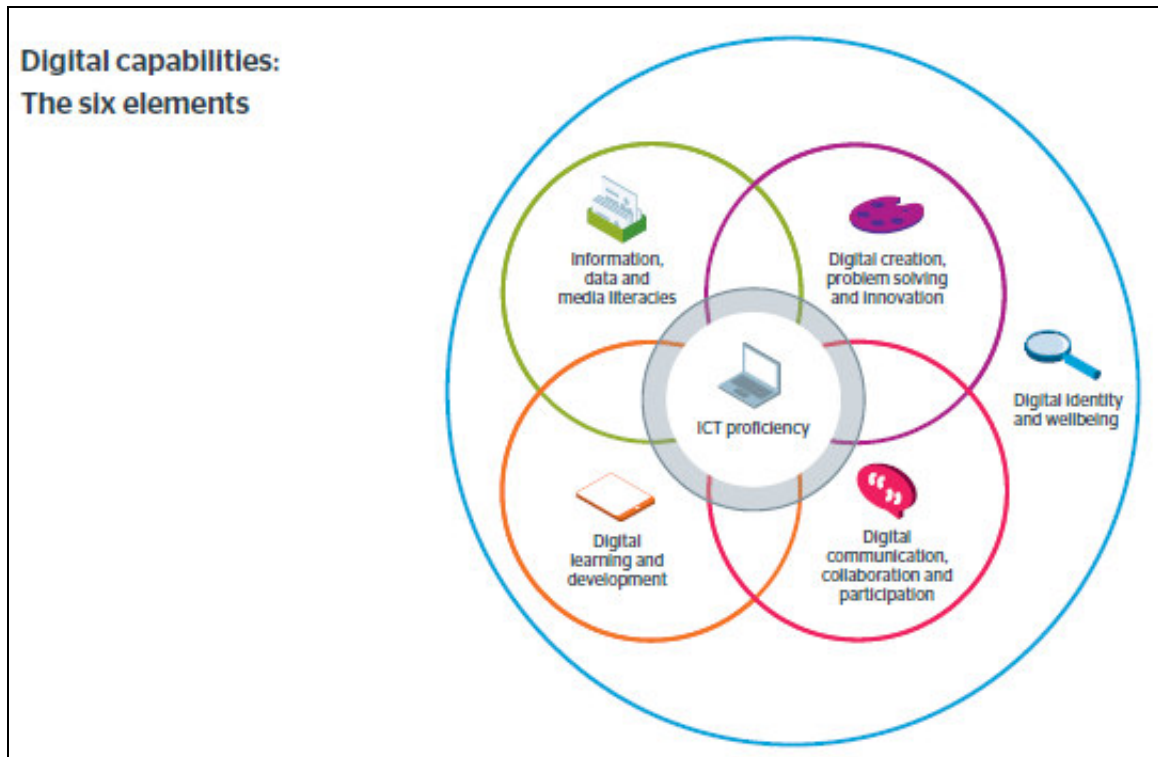
Landesmuseum Württemberg. *Digital literacy*.
 "Daten- und Medienkompetenz als
 Schlüsselqualifikationen im 21. Jahrhundert - auch
 Museum", via Christian Gries
<https://twitter.com/cogries/status/1406926036865007617?s=20>

Museums Digital Literacy



Parry, Ross and others (2016). "It's All in the Confidence: Co-designing the future of museum digital literacy" (Museums and the Web 2016).
<https://www.slideshare.net/DafyddJames2/codesigning-the-future-of-museum-digital-literacy/12>.

Digital Capability Framework



Jisc (2018) "Digital Capability Framework" in *Building Digital Capabilities. The six elements defined.*

http://repository.jisc.ac.uk/6611/1/JFL0066F_DIGIGAP_MOD_IND_FRAME.PDF. (Each element is well detailed on the pdf).

Framework discovered via Wim van (Petegem (2021), "Role of academics in Innovative Education" in EETN (European EdTech Network) Global Webinar, min 8:22. https://youtu.be/noH23iM_BCM

MUSEUMS, LIBRARIES, AND 21st Century Skills

- Critical Thinking and Problem Solving
- Creativity and Innovation
- Communication and Collaboration
- Visual Literacy
- Cross-Disciplinary Thinking
- Information Literacy
- Media Literacy
 - Understand both how and why media messages are constructed and for what purposes
 - Examine **how individuals interpret messages differently**, how values and points of view are included or excluded and how media can influence beliefs and behaviors
 - Understand and utilize the most appropriate media creation tools, characteristics, and conventions
 - Understand and effectively utilize the most appropriate expressions and interpretations in diverse, multi-cultural environments
- ICT (Information, Communications and Technology) Literacy
 - Use technology as a tool to research, organize, evaluate and communicate information
 - **Use digital technologies, communication/networking tools and social networks appropriately to access, manage, integrate, evaluate and create information to successfully function in a knowledge economy**
 - Apply a fundamental understanding of the ethical/legal issues of the access and use of information technologies

Institute of Museum and Library Services (sd). *Museums , Libraries, and 21st Century Skills*.

<https://www.ims.gov/issues/national-initiatives/museums-libraries-and-21st-century-skills/definitions>

2009 Report downloadable at <https://www.ims.gov/issues/national-initiatives/museums-libraries-and-21st-century-skills/getting-started>.

United Nations_ 8 Key Areas for Digital Cooperation Action



1. Achieving universal connectivity by 2030
2. Promoting **digital public goods** to create a more equitable world
We must undertake a concerted global effort to encourage and invest in the creation of digital public goods: open source software, **open data**, open AI models, open standards and open content.
3. Ensuring **digital inclusion** for all, including the most vulnerable
Digital divides reflect and amplify existing social, cultural and economic inequalities. We must close these gaps through better metrics, data collection, and coordination of initiatives.
4. **Strengthening digital capacity-building**
Digital capacity building must be more needs-driven and tailored to individual and national circumstances, and better coordinated globally.
5. Ensuring the protection of human rights in the digital era
Data protection, digital ID, the use of surveillance technologies, online harassment and content governance are of particular concern.
6. Supporting global cooperation on artificial intelligence
Enhanced multi-stakeholder efforts on global AI cooperation are needed to help **build global capacity for the development and use of AI** in a manner that is trustworthy, human rights-based, safe and sustainable, and promotes peace.
7. Promoting trust and security in the digital environment
shape a shared vision for digital cooperation based on global values.
8. Building a more effective architecture for **digital cooperation**
There are significant gaps in global digital cooperation, and digital technology issues are too often low on political agendas. Even where there has been cooperation, it is frequently fragmented and lacks tangible outcomes or sound follow-up processes. As a starting point, the Internet Governance Forum must be strengthened, in order to make it more responsive and relevant to current digital issues.

Roadmap for Digital Cooperation. Report of the UN Secretary General (2020). <https://www.un.org/en/content/digital-cooperation-roadmap/>

European Commission Strategy



Digital Skills & Jobs

The spread of digital is having a massive impact on the labour market and the type of skills needed in the economy and society.

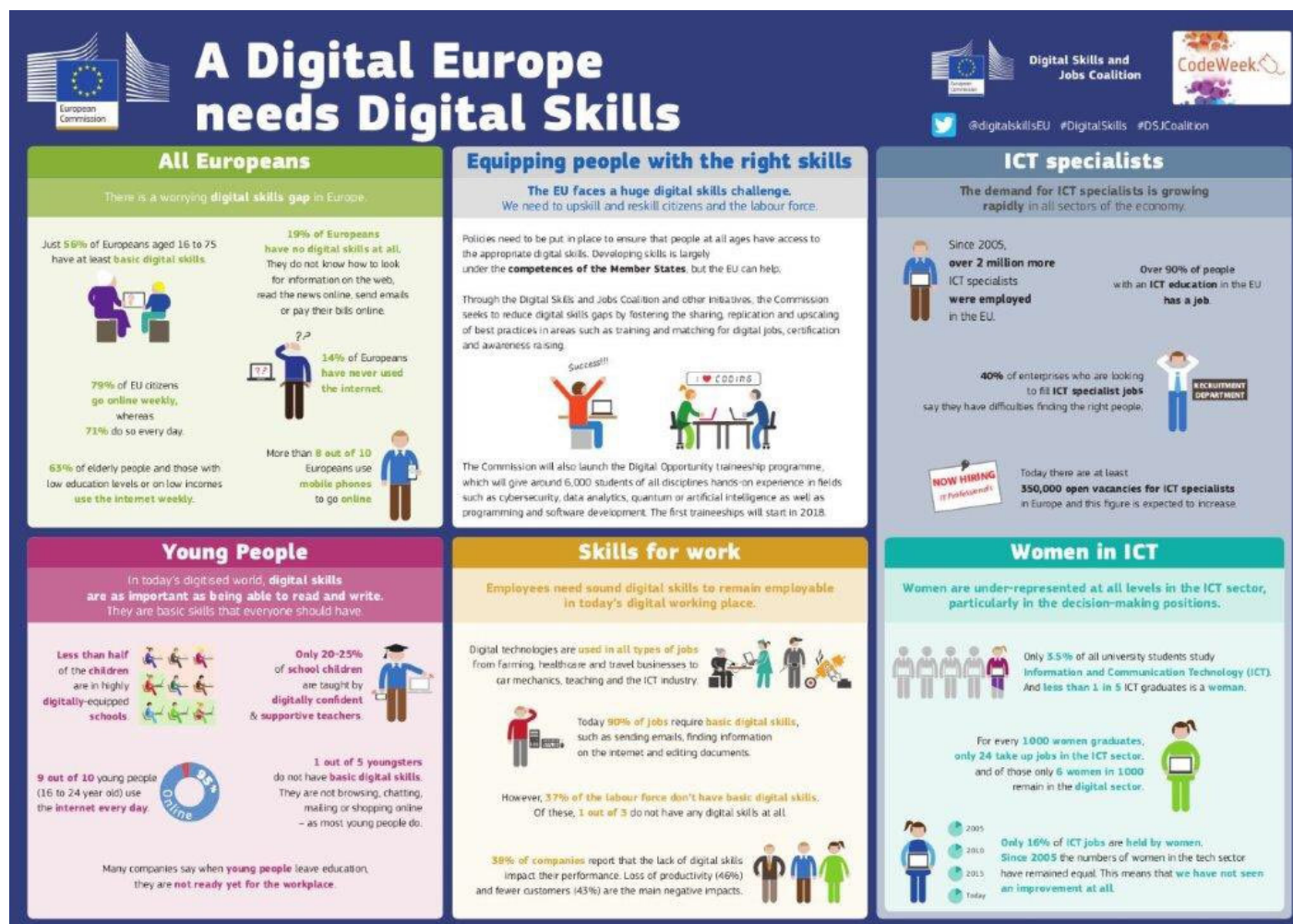
- It is changing the structure of employment, leading to the automation of "routine" tasks and to the creation of new and different types of jobs.
- It is leading to the **need for more skilled ICT professionals in all sectors** of the economy. There are already hundreds of thousands of unfilled vacancies for ICT professionals in Europe.
- It is leading to the need for digital skills for nearly all jobs where ICT complements existing tasks. Careers such as engineering, accountancy, nursing, medicine, art, architecture, and many more - require increasing levels of digital skills.
- It changes the way we learn by fostering online communities, by enabling personalised learning experiences, by supporting the development of soft skills such as problem solving, collaboration and creativity, and by making learning fun.
- It is leading to the need for every citizen to have at least basic digital skills in order to live, work, learn and participate in the modern society.

European Commission (2020). "Shaping Europe's digital future " <https://ec.europa.eu/digital-single-market/en/policies/digital-skills>

"The digital targets for 2030 are based on four cardinal points: **digital skills**, digital infrastructures, digitalisation of businesses and of public services (p.3)(...) "reinforce Member States' collective resilience and bridge the digital divide notably by **promoting basic and specialised digital skills for all** and **fostering the development of high-performing digital education and training systems**" (article 2, general objectives b, p.18).

European Commission (2021). *Proposal for a Decision establishing a policy programme: the path to the digital decade*
<https://ec.europa.eu/newsroom/dae/redirection/document/79300>

"We work to constantly increase training & learning of all EU citizens in [#DigitalSkills](#) & competences + make better use of DigitalTech to modernise education systems. **90% of jobs will require digital skills** & 44% citizens lack basic skills", Mariya Gabriel (EU Commissioner).

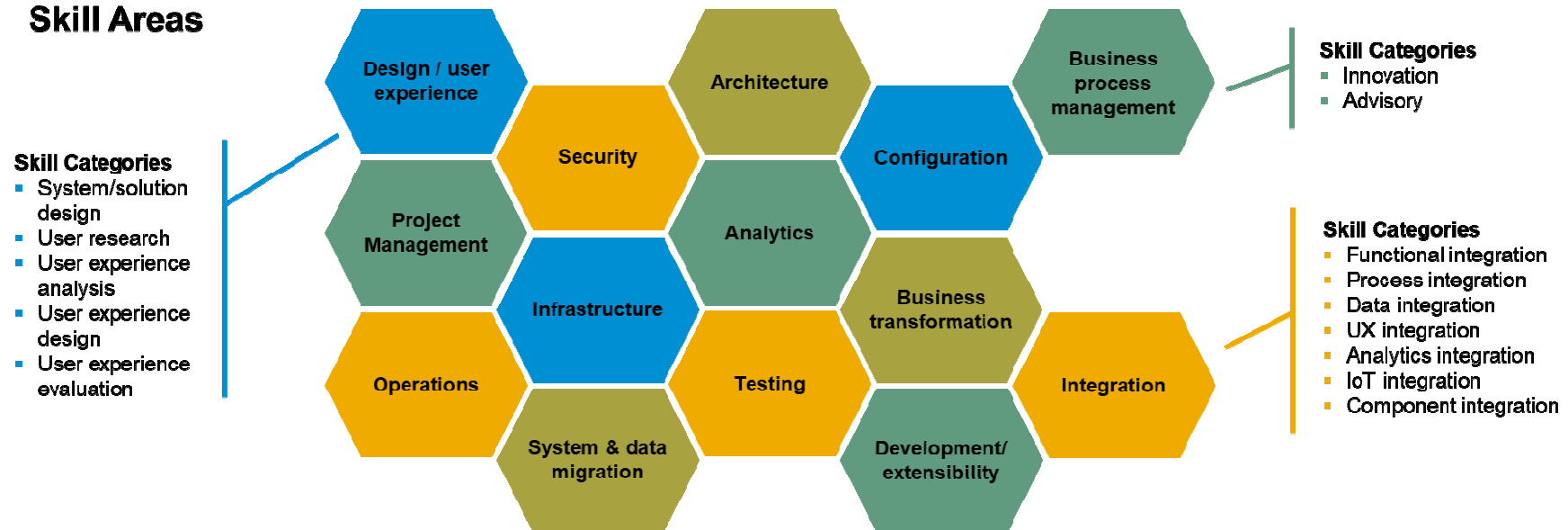


European Commission, 2018. <https://ec.europa.eu/digital-single-market/en/news/digital-europe-needs-digital-skills>

Skills Framework

"In the digital age we live in today, role definitions, have become more fluid and they change dynamically. Rather than static roles, **skills increasingly become the primary planning entity**, the currency of strategic workforce planning".

Skill Areas



Skills in software development

Haenisch, Stephan (2021). "4 lessons in workforce skilling and lifelong learning". <https://www.weforum.org/agenda/2021/05/back-to-school-4-lessons-in-workforce-skilling>

Skills Taxonomy



Clotet, Joan (2021), Mapa de ideas de *Skills Taxonomy* <https://joanclotet.com/conferencias/>
basado en el podcast de Josh Bersin "What is a Skills Taxonomy anyway?" <https://joshbersin.com/2021/04/understanding-skillstech/>

The mapping of the competence areas of DigComp and an ESCO example

DigComp	ESCO transversal ICT skills
Information and data literacy	Digital data-processing
Communication and collaboration	Digital communication
Digital content creation	Content-creation with ICT software
Safety	ICT Safety
Problem solving	Problem-solving with ICT tools and hardware

European Commission (2016). DIGCOMP: European Digital Competence Project.

ESCO: European Skills/Competences qualifications Occupation

DigComp 2.0: The Digital Competence Framework for Citizens.

<https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/digcomp-20-digital-competence-framework-citizens-update-phase-1-conceptual-reference-model>.

European Commission (2017). *DigComp 2.1. The Digital Competence Framework for Citizens.* <http://europe.eu/!Yg77Dh>

Competence area 1: Information and data literacy

- 1.1 Browsing, searching, filtering data, information and digital content
- 1.2 Evaluating data, information and digital content
- 1.3 Managing data, information and digital content

Competence area 2: Communication and collaboration

- 2.1 Interacting through digital technologies
- 2.2 Sharing through digital technologies
- 2.3 Engaging in citizenship through digital technologies
- 2.4 Collaborating through digital technologies
- 2.5 Netiquette
- 2.6 Managing digital identity

Competence area 3: Digital content creation

- 3.1 Developing digital content
- 3.2 Integrating and re-elaborating digital content
- 3.3 Copyright and licences
- 3.4 Programming

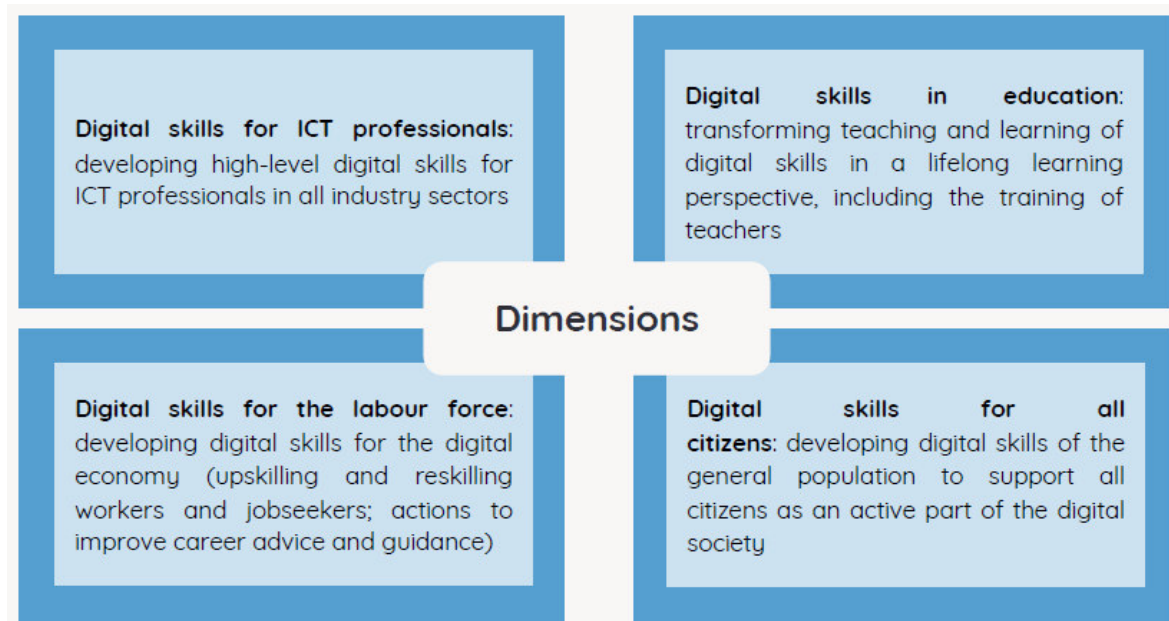
Competence area 4: Safety

- 4.1 Protecting devices
- 4.2 Protecting personal data and privacy
- 4.3 Protecting health and well-being
- 4.4 Protecting the environment

Competence area 5: Problem solving

- 5.1 Solving technical problems
- 5.2 Identifying needs and technological responses
- 5.3 Creatively using digital technologies
- 5.4 Identifying digital competence gaps

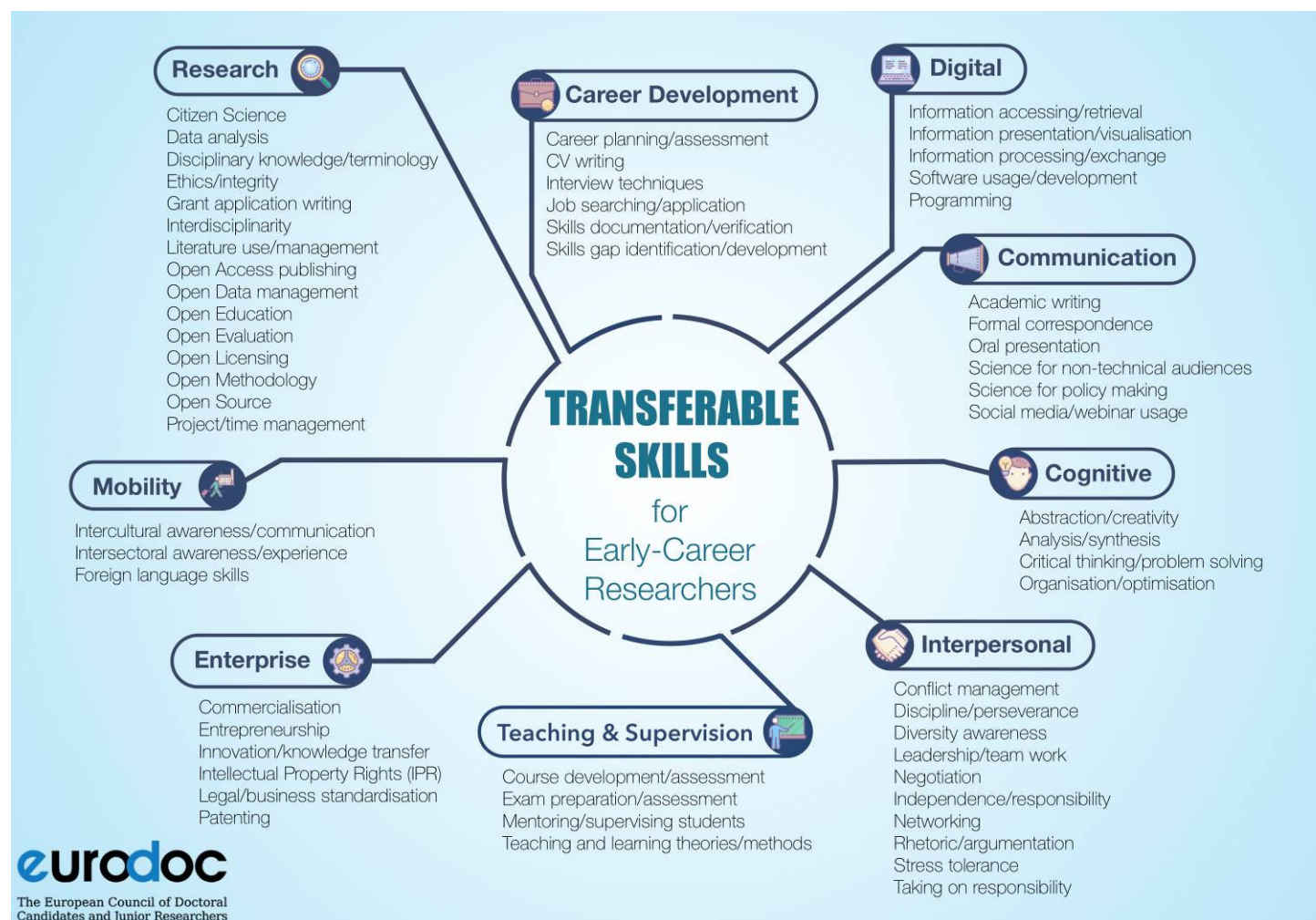
Objectives of National Digital Skills Coalitions



p.4

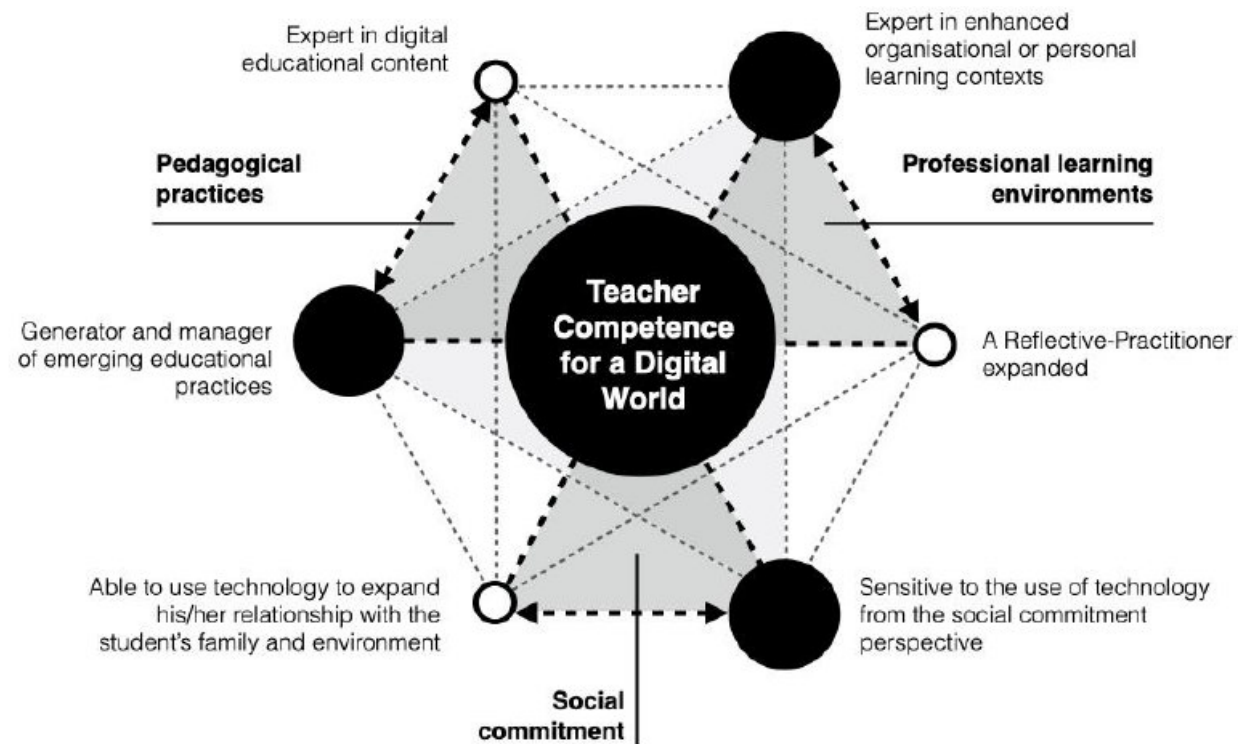
European Commission (2020). *eSkills: Guidelines for National Digital Skills Coalitions*. <https://www.euneighbours.eu/en/east/stay-informed/publications/eskills-guidelines-national-digital-skills-coalitions>

Eurodoc Report on 'Transferable Skills and Competences'



Eurodoc, 2018. www.eurodoc.net/news/2018/press-release-eurodoc-report-on-transferable-skills-and-competences

Teacher Competence for a Digital Era_ the Digital Teacher Framework reviewed



Castañeda, Linda; Esteve-Mon, Francesc Marc; Adell, Jordi & Prestridge, Sarah (2021).
"International insights about a holistic model of teaching competence for a digital era: the digital teacher framework reviewed",
European Journal of Teacher Education, DOI: [10.1080/02619768.2021.1991304](https://doi.org/10.1080/02619768.2021.1991304) , p.15

Marco de Competencia para Aprender y Educar en la Era Digital / Teaching and Learning in the Digital Era

DESCRIPCIÓN DE LA COMPETENCIA PARA **APRENDER** EN LA ERA DIGITAL



p.13

MARCO GLOBAL DE LA COMPETENCIA **EDUCADORA** EN LA ERA DIGITAL



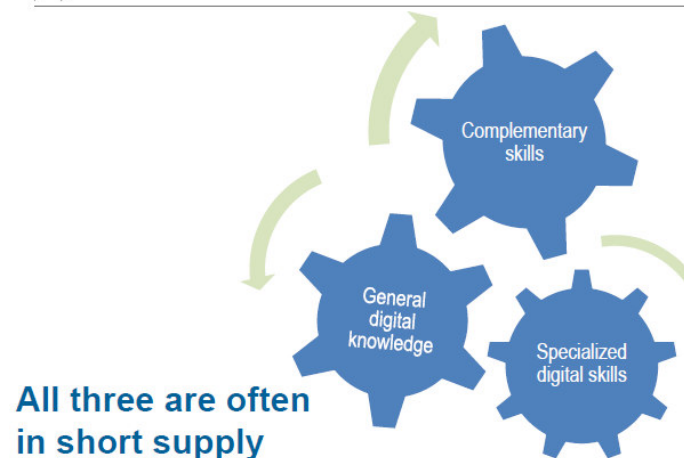
p.39

Trujillo Sáez, F. & more (2020). *Aprender y educar en la era digital: marcos de referencia*. ProFuturo. <https://profuturo.education/wp-content/uploads/2020/11/profuturo-marco-competencial-es.pdf>, 200 pp.

English: <https://profuturo.education/wp-content/uploads/2020/09/profuturo-reference-framework-en.pdf>

Digital skills needs

>> What do we mean by digital skill needs?



>> What needs to be done?



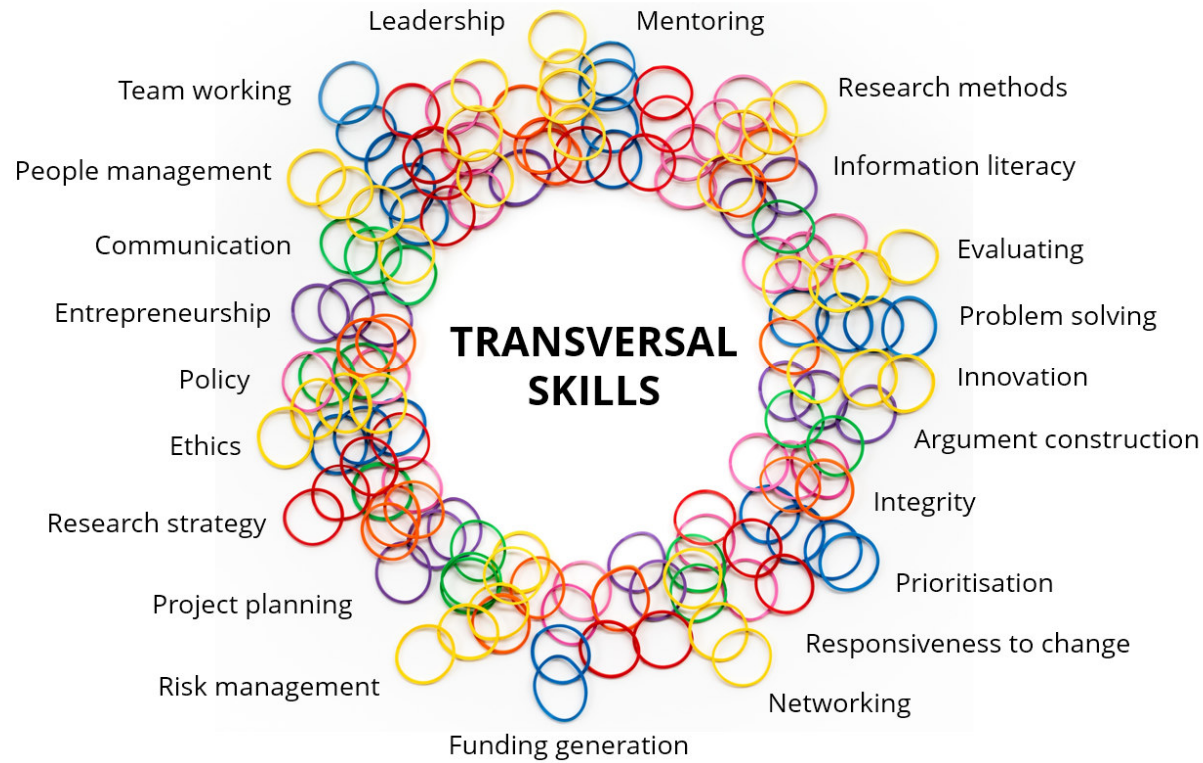
Scarpetta, Stefano (2021). "Reflections on Post-Pandemic Skills Needs". *All Digital Week*, March 2021. p.5 & 13. <https://all-digital.org/wp-content/uploads/2021/02/SCARPETTA-2021-03-22-ALL-DIGITAL-week-campaign-on-Digital-Skills.pdf>

Important gaps before the pandemic

- **Policy**
 - Digital priorities were not properly reflected in the youth & educational policies
 - A great focus was put on infrastructure and broad-band connectivity
- **Opportunities to develop digital skills (or lack of)**
 - While ICT skills were developed in schools, most advanced programmes dedicated to programming or robotics were greatly organised by private stakeholders (NGOs, private companies, especially those that connect young people with the labour market - often for a high cost)
 - Other digital skills (media & information, cybersecurity) were just marginally addressed, if at all
 - Most of the trainings organised took place in face to face formats (online learning was still under-developed) -> school teachers had limited to no experience
 - Educational online platforms were mostly used as repository of resources not for offering training opportunities
 - Young people from marginalised backgrounds (disabilities, rural/small urban) were often excluded from these opportunities (very few dedicated online platforms, many of them not accessible)

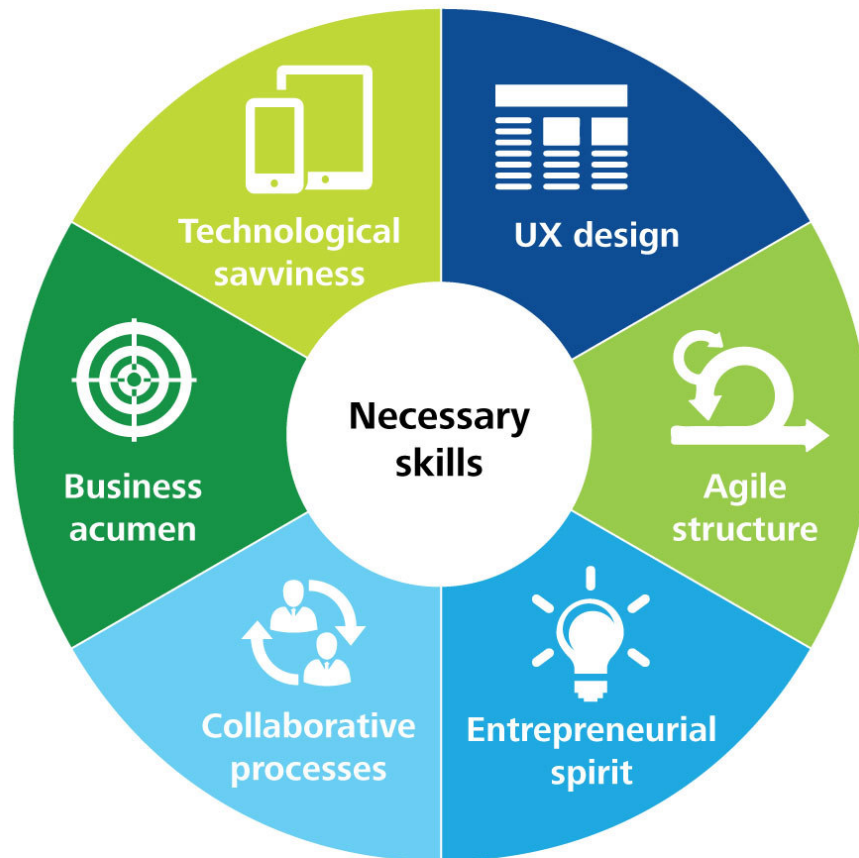
Stefan, Veronica (2021). "Digital Skills for Young Europeans" in *Digital Skills and Jobs Platform Webinar*, <https://www.youtube.com/watch?v=GQb0rl9EOLU>, min 20:35 - 22:52

Transversal skills



Euraxess Catalonia. <https://agaur.gencat.cat/ca/internacional/suport-a-linvestigador/Euraxess-Jobs/desarrollo-profesional/index.html>

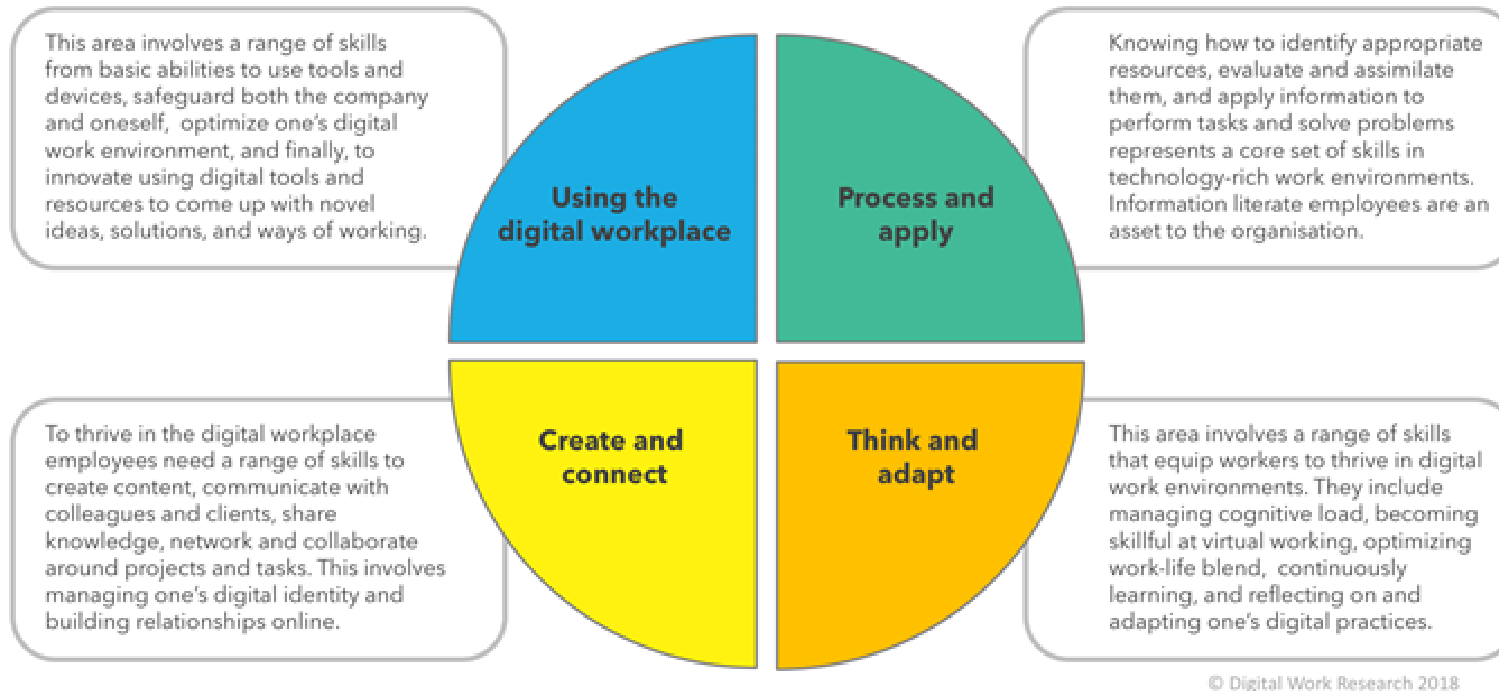
Figure 12. Skills necessary for digital transformation



Graphic: Deloitte University Press | DUPress.com

Deloitte University Press. <https://www2.deloitte.com/us/en/insights/topics/digital-transformation/digital-transformation-in-government.html>

Framework for Digital Skills in the Workplace



"Poor Digital Skills, a Multi-Generational Issue (...) Efforts to Address the Digital Skills Gap Are Falling Short"

Marsh, Elizabeth (2018). "Poor Digital Skills Hinder Digital Workplace Progress".
<https://www.cmswire.com/digital-workplace/poor-digital-skills-hinder-digital-workplace-progress/>

Why digital leadership is crucial

Digital tools, technologies and behaviours began changing the way we work, learn and play long before COVID-19 appeared. The pandemic turbulence is speeding up those changes, bringing huge challenges and opportunities to the heritage sector.

Without digitally confident leadership, heritage organisations will struggle to keep up and ultimately will struggle to survive. We need leaders that understand the societal changes digital brings and how this impacts on heritage.

"Digitally literate leadership doesn't mean all leaders need to be technical whizzes, but they do need to understand why digital matters."



Common Challenges

- Develop the personal digital understanding and skills.
- Understand and build staff and volunteers' digital confidence and skills.
- Use digital tools and processes to be more efficient, productive and creative.
- Understand and use data more effectively.
- Better understand their current and potential audiences.
- Harness digital tools and channels to build meaningful and more diverse teams, communities and engagement.
- Understand what digital innovation means for their organisation and how to do it effectively.
- Understand the role of digital in revenue generation.
- Ensure decisions around digital are led by people's needs and organisational purpose, not by the technology.

Kennedy, Anra (2020). "Developing digital leadership in heritage", <https://www.heritagefund.org.uk/blogs/developing-digital-leadership-heritage>

Need of digitally savvy executive teams

How Digitally Savvy Top Teams Drive Performance

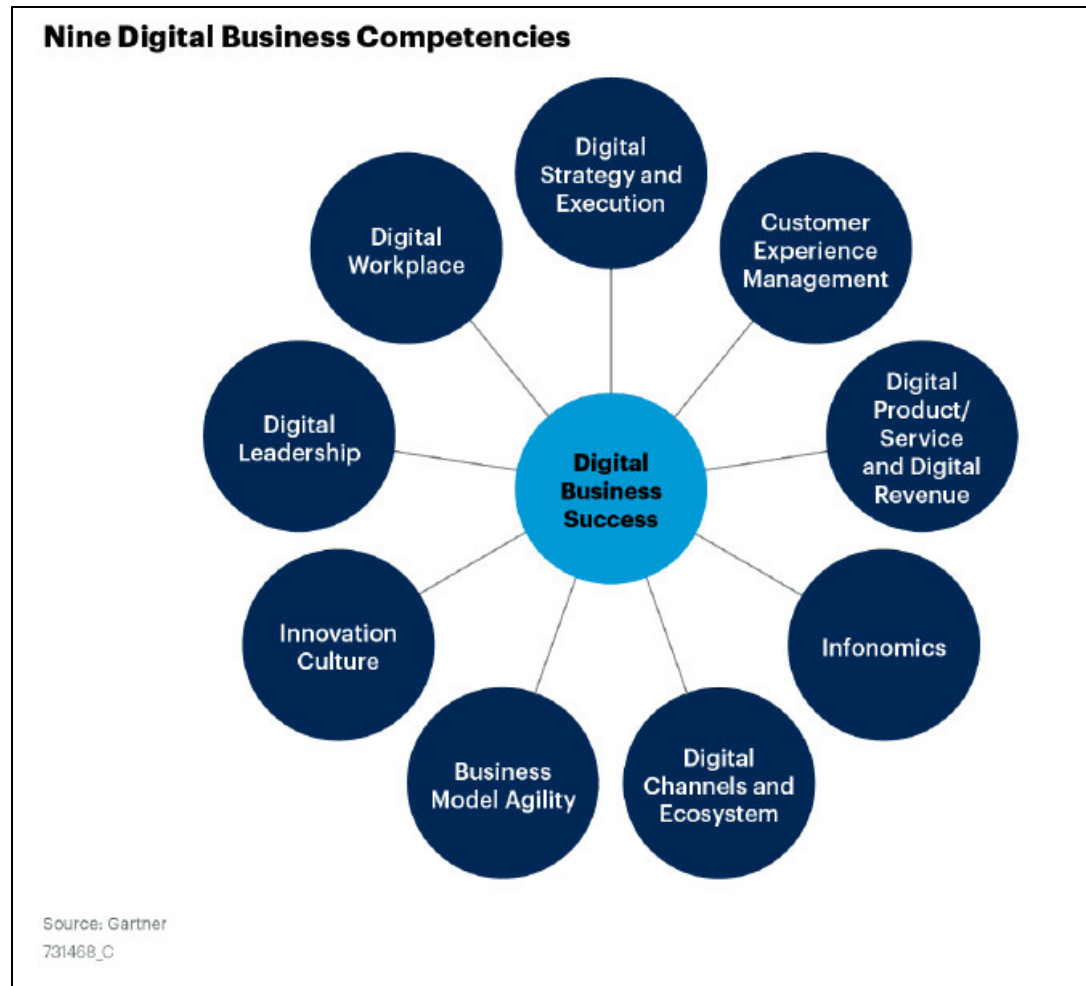
The most digitally savvy top teams are far more likely to produce results through innovation and empowered workforces than the least savvy teams.

		TOP 25% OF SAVVY TOP MANAGEMENT TEAMS	BOTTOM 25% OF SAVVY TOP MANAGEMENT TEAMS
Results	Innovation (% of revenues from new offerings in the past three years)	59%	18%
	% of revenues from cross-selling	53%	15%
	% complete on transformation	69%	30%
Practices	Rapid learning (for example, test and learn, minimum viable products, sharing lessons, evidence-based decisions)	80%	25%
	Modular , open and agile	80%	33%
	Automated decision-making	80%	35%
Leadership	Moving from command-and-control to a coach-and-communicate orientation	83%	28%
	Creating a digital culture	85%	30%
	Holding people accountable	85%	41%
	Encouraging innovation	85%	30%

“Executive teams that understand **how to wield the power of digital technologies** are rare, but they deliver huge premiums in corporate growth and valuation”.

Weil Peter & others (2021). “Does Your C-Suite Have Enough Digital Smarts?” *MIT Sloan Management Review*.
<https://sloanreview.mit.edu/article/does-your-c-suite-have-enough-digital-smarts>

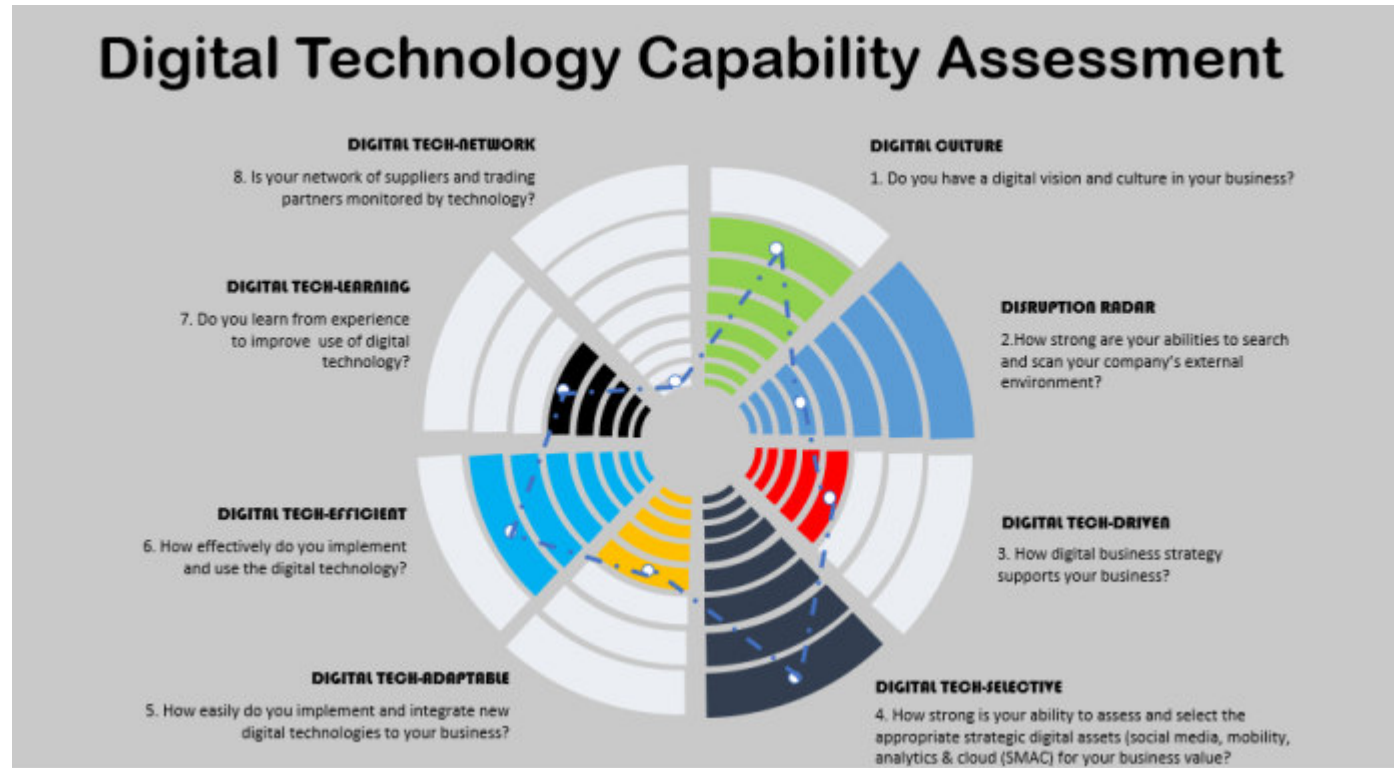
Digital Business Competencies



"Over 70% of senior leaders recognize digital technology as integral to revenue achievement, product development, customer engagement and advancing strategic operational processes. Yet many organizations are not well-prepared".

Gartner (2020). "The CIO's Role in Preparing for Digital Business Acceleration."
<https://www.gartner.com/en/doc/731468-the-cios-role-in-preparing-for-digital-business->

Digital Business Skills Audit



Mubako, Albert T (sd). The Institute for Digital Business Strategy_IDBS. <https://institute-dbs.com/your-digital-skills-audit-time-to-connect/>

The Most In-Demand Hard and Soft Skills of 2020, LinkedIn



<https://business.linkedin.com/talent-solutions/blog/trends-and-research/2020/most-in-demand-hard-and-soft-skills>

Digital Media Specialists_ soft and other skills needed



Figure 32 Soft and other skills for digital media specialists

“**Teamwork** (36%) and **communication** (27%) are both **the most frequently required soft skills in digital media specialist vacancies**. Besides these also analytical skills and creativity (15%) are mentioned often. Being able to work independently and problem-solving skills (12%) are also considered important. Again, English is the most demanded language (32%)” (p.63).

European Software Skills Alliance (2021). *Europe’s Most Needed Software Roles and Skills. Needs Analysis report*. 126 pp.
<https://www.softwareskills.eu/library/needs-analysis-report-2021/>

Transformació digital / Digital Transformation: soft and hard skills

La transformació digital és un camí i val la pena que al llarg del procés hi hagi **formació i integració de perfils diversos amb soft skills i hard skills adequades**. Aquí n'anomenem algunes:

- Treball en equip
- Resolució de problemes
- Curiositat i creativitat
- Comunicació fluida
- Lideratge i compromís
- Exigència i empatia
- Mentalitat transformadora
- Cultura de la innovació
- Coneixements tècnics

- Domini tecnològic i de software
- Facilitat d'aprenentatge
- Coneixements i/o formació específica en:
 - **Transformació digital**
 - Marketing digital
 - **Creació de contingut**
 - **Escolta i estudi de públics**
 - Gestió d'equips remots
 - **Anàlisi de dades**
 - **Contingut híbrid**

ADHOC CULTURA (2022). *Gir Digital* <https://view.genial.ly/6194ea325a625e0dd08916c8>

10 Top Required Soft and Transversal Skills

1. Adapt to change
2. Use microsoft office
3. Show responsibility
4. Create solutions to problems
5. Work in teams
6. Delegate activities
7. Adjust priorities
8. Prioritise tasks
9. Manage time
10. Think creatively

Observatori del Talent de Catalunya, 2021.
<https://talent.agu.cat/visual/public/open#/skill>

7 soft skills que más va a demandar el mercado

1. Colaboración remota
2. Comunicación digital
3. Agilidad y adaptabilidad
4. Creatividad y sentido de la innovación
5. Espíritu emprendedor
6. Organización del trabajo eficiente
7. Aprender a aprender

Olivares, David (2020). "Estas son las siete soft skills que más va a demandar el mercado en los próximos meses".
<https://www.muypymes.com/2020/03/22/estas-son-las-siete-soft-skills-que-mas-va-a-demandar-el-mercado-en-los-proximos-meses>

The Top 10 Digital Skills Tech Companies are Looking for Today and in the Coming Years

1. Programming, Web and App Development
2. Digital Business Analysis
3. Digital Design and Data Visualization
4. Digital Project Management
5. Digital Product Management
6. Digital Marketing
7. Social Media
8. Data Science and Data Analytics
9. Decision Making for Leaders
10. Something They Haven't Seen Before

Digital Skills Global (2020).
<https://digitalskillsglobal.com/blog/the-top-10-digital-skills-tech-companies-are-looking-for-today>

7 Digital Skills Everyone Should Have

1. Versioning and co-editing.
2. Digital emotional intelligence.
3. How to share safely.
4. How to structure for reading online
5. How to search and verify content
6. Data analytics
7. Citizen development

Marshall, Sam (2019). "7 Digital Skills Everyone Should Have".
<https://www.cmswire.com/digital-workplace/7-digital-skills-everyone-should-have/>

The twelve 21st Century skills are:

1. Critical thinking
2. Creativity
3. Collaboration
4. Communication
5. Information literacy
6. Media literacy
7. Technology literacy
8. Flexibility
9. Leadership
10. Initiative
11. Productivity
12. Social skills

21st Century Skills

How today's students can stay competitive
in a changing job market

Learning Skills



critical thinking



creativity



collaboration



communication

Literacy Skills



information



media



technology

Life Skills



flexibility



leadership



initiative



productivity



social skills

Top 15 skills for 2025

1	Analytical thinking and innovation	9	Resilience, stress tolerance and flexibility
2	Active learning and learning strategies	10	Reasoning, problem-solving and ideation
3	Complex problem-solving	11	Emotional intelligence
4	Critical thinking and analysis	12	Troubleshooting and user experience
5	Creativity, originality and initiative	13	Service orientation
6	Leadership and social influence	14	Systems analysis and evaluation
7	Technology use, monitoring and control	15	Persuasion and negotiation
8	Technology design and programming		

World Economic Forum. *The Future of Jobs Report 2020*. http://www3.weforum.org/docs/WEF_Future_of_Jobs_2020.pdf, p. 36

“Certain skills could become more important. By 2030, jobs in Europe and the United States could require up to 55% more time using technical skills and 24 % more hours using social and emotional skills”.

McKinsey (2019). “The future of #women at work: Transitions in the age of automation”.
<https://www.mckinsey.com/featured-insights/gender-equality/the-future-of-women-at-work-transitions-in-the-age-of-automation>

Specialist skills _Creative People and Places

CPI

CPPs reported a challenge related to their own staff's level of confidence and skills in using technology. This related to the technical aspects of digital tools and the assurance of the quality of artistic digital output. CPPs ask themselves how they can be confident investing in hardware, or commissioning an artist when technology moves so quickly. Some felt that to be confident about this they would need to be immersed in technology on a more day to day basis through attendance at conferences and visiting digital art festivals.

Programmes affected by the low levels of confidence and a feeling of not having the time or resources to immerse in the digital space, would like to see a database of tried and trusted digital artists for programmes to work with.

An alternative way of tackling the challenge of feeling confident of the digital programming output was to partner with other organisations or researchers, such as universities or artists.

Marketing & Communications

- Effective social media marketing including paid advertising
- Tone-of-voice & community management
- Reputation management
- Analytics and insights
- CRM and data collection about customers/ audiences/participants/stakeholders. etc

Revenue Generation

- Crowdfunding
 - matching platforms to different kinds of fundraising 'ask'
 - ways of running campaigns on them
- Online ticketing
- Fundraising and donations – online tools for payment and tracking of donors

Artistic Practice

- Commissioning digital artists
- Collaborative ways of working (and tools that support them)
- Tools to support audience and community participation

Infrastructure

- Requirements for CRM systems
- Suitable hardware, software and networking (including Wifi)

The Audience Agency (2019). *Creative People and Places. Digital Engagement & Opportunities*, p. 39 & 65.
<https://www.theaudienceagency.org/resources/creative-people-and-places-digital-engagement-opportunities>

Basic and advanced digital skills

Basic and advanced digital skills	<p>Major digital transformations such as artificial intelligence, machine learning or big data are changing labour market's skills requirements and, in turn, affecting skills development for the digital economy.</p> <p>All individuals should understand how digital technologies can support communication, creativity and innovation, and be aware of their opportunities, limitations, effects and risks. Basic digital skills allow a basic ability to use of digital devices and online applications (for instance to access, filter and manage information, create and share content, communicate and collaborate), and are widely considered a critical component of a new set of literacy skills in the digital era, with reading, writing, and numeracy skills⁴⁶⁹.</p> <p>At the advanced end of the spectrum of digital skills are the higher-level abilities that allow individuals to make use of digital technologies in empowering and transformative ways, such as professions in ICT⁴⁷⁰. Advanced digital skills are specialized skills, i.e. skills in designing, developing, managing and deploying technologies such as high performance computing, artificial intelligence and cybersecurity at ISCED level 4 and above⁴⁷¹.</p>
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⁴⁶⁹ Council Recommendation of 22 May 2018 on key competences for lifelong learning. 2018/C 189/01.

⁴⁷⁰ UNESCO (2018). Digital skills critical for jobs and social inclusion.

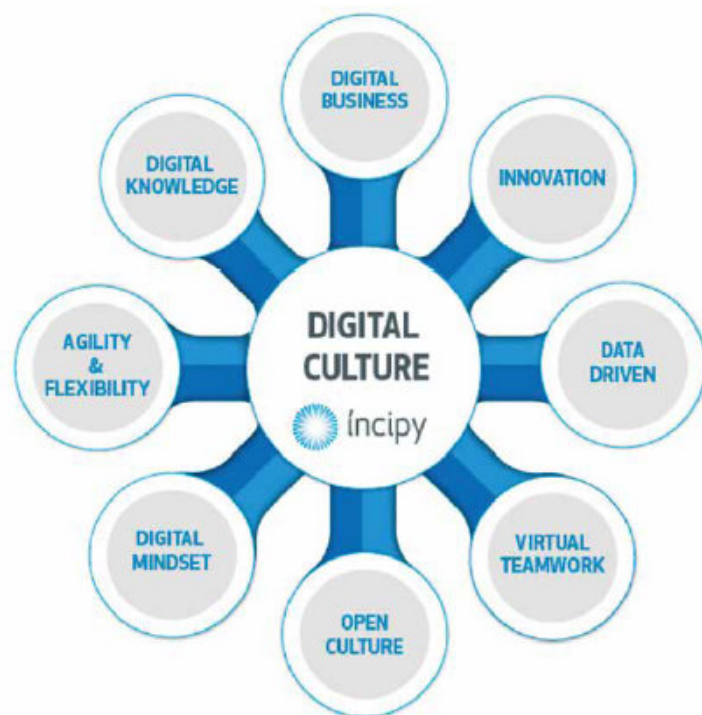
⁴⁷¹ Proposal for a Regulation of the European Parliament and of the Council establishing the Digital Europe programme for the period 2021-2027. COM/2018/434 final - 2018/0227.

European Commission (2020). *Digital Education action Plan 2021-2027. Commission staff working document*, p. 94.
https://ec.europa.eu/education/sites/default/files/document-library-docs/deap-communication-sept2020_en.pdf

Basic Digital Skills

DIMENSIONES DE LA CULTURA DIGITAL

Competencias básicas digitales



p.83

Incipy (2020). *Top 25 Profesiones Digitales 2020*. Descargable en <https://www.inesdi.com/estudios-inesdi/top-25-profesiones-digitales-2020/>

"There is a great need for better training and refinement of digital skills so that museums can successfully address the challenges and digital transformation in today's context. Digital must be approached comprehensively and strategically within organizations. **Any role must be prepared to deal with digital adequately**, so lifelong learning will be a constant" (p.1).

"Podríamos distinguir entre **tres grandes bloques de habilidades necesarias**: uno de habilidades digitales generales, que debería tener prácticamente todo el personal del museo, otro de habilidades digitales específicas, en función del puesto de trabajo, y uno de habilidades transversales o "soft" skills, tales como saber planificar proyectos, resolver problemas, trabajar en equipo, liderar, comunicar, ser flexibles al cambio, tener empatía y muchas más" (p.7).

Rodà, Conxa (2021). "Capacitación digital de los profesionales de museos en plena transformación digital". Congreso CIMED21. Publicado por UPV (Universitat Politècnica de València), 2022. Descargable en <http://ocs.editorial.upv.es/index.php/CIMED/CIMED21/paper/view/14001>

5

DIAGNÓSTICO HABILIDADES DIGITALES



HABILIDADES DIGITALES

Comportamientos que transforman la forma de trabajar de cualquier profesional en cualquier área.

- **Cultura Digital**
Capacidad para entender las oportunidades que la economía digital provee a los profesionales y a las organizaciones.
- **Gestión de la Información**
Capacidad para buscar, obtener, evaluar, organizar y compartir información en contextos digitales.
- **Comunicación Digital**
Capacidad para comunicarse, relacionarse y colaborar de forma eficiente con herramientas y en entornos digitales.
- **Identidad Digital**
Capacidad para gestionar la identidad profesional y la identidad corporativa de forma eficiente con herramientas y en entornos digitales.

- **Trabajo en Red**
Capacidad para trabajar, colaborar y cooperar en entornos digitales.
- **Aprendizaje Continuo**
Capacidad para gestionar el aprendizaje de manera autónoma, conocer y utilizar recursos digitales y participar de comunidades de aprendizaje.
- **Visión Estratégica**
Capacidad para comprender el fenómeno digital e incorporarlo en la orientación estratégica de los proyectos de su organización.
- **Hábitos Digital**
Conjunto de comportamientos para aprovechar la tecnología en la vida privada y profesional, así como elementos relacionados con la seguridad.

Foxize, Diagnóstico Madurez digital. *Habilidades Digitales*

<https://empresa.foxize.com/publicaciones/por-que-todas-empresas-deberian-tener-su-indice-de-madurez-digital/>

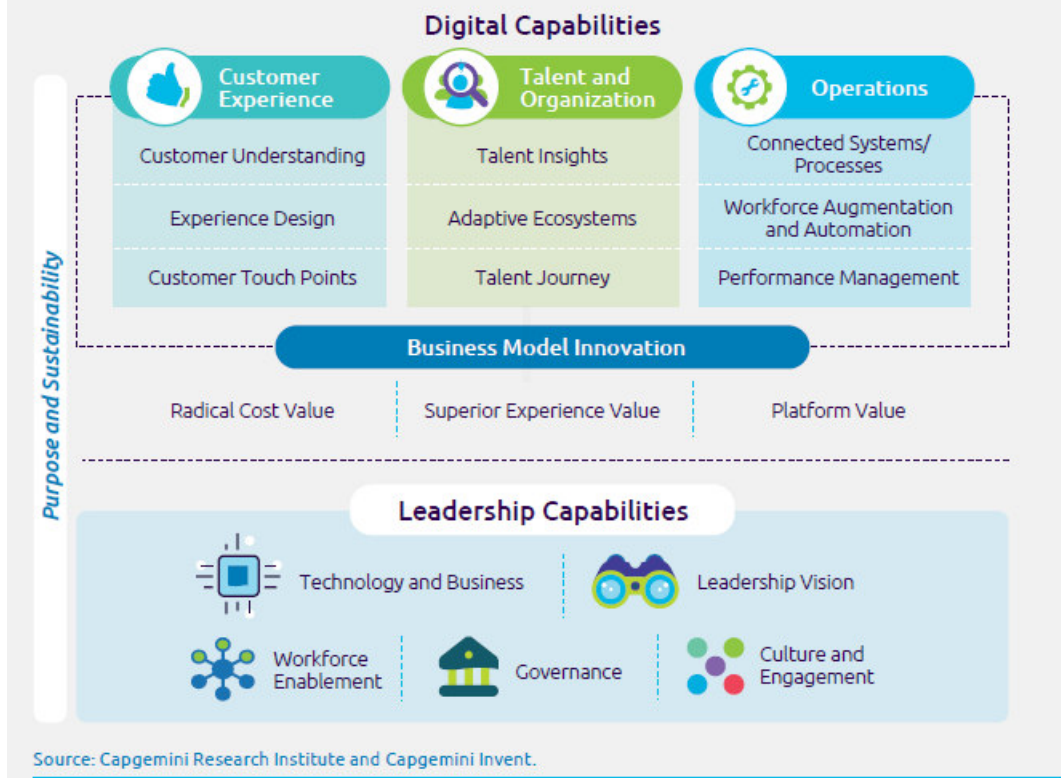
21 competencias digitales



Gallardo, Virginio (2020) <https://twitter.com/virginiog/status/1303254258540785664?s=20>

Digital Capabilities

Figure 1. The building blocks of digital transformation

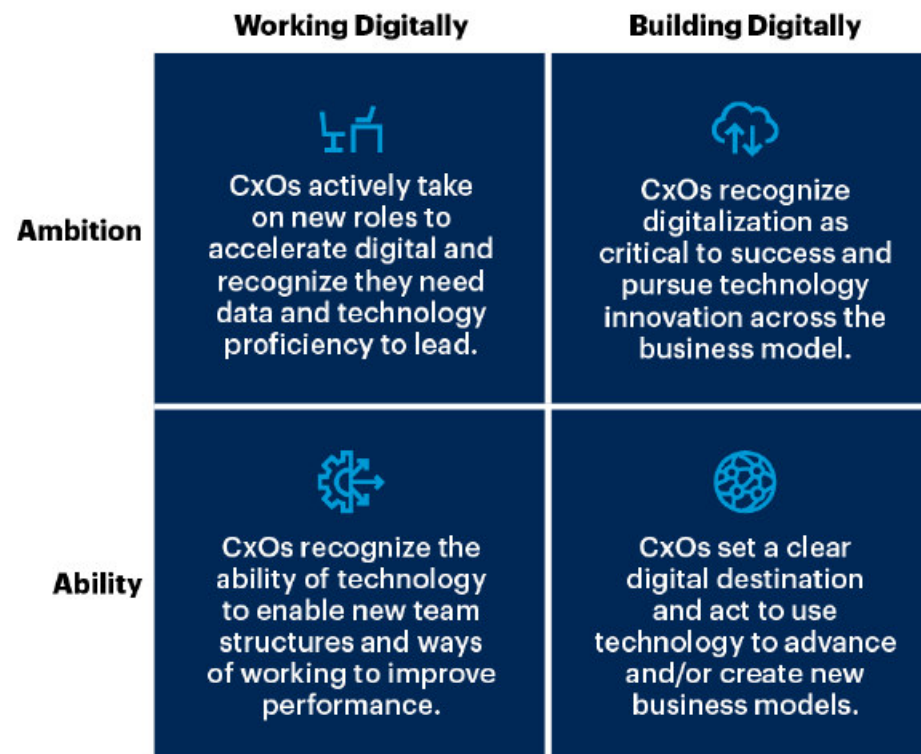


“We surveyed 1,000 executives around the world to understand how digital transformation and capability building have changed since 2018. We found that **organizations are faring far better**. On average, 60% say they have the necessary digital capabilities – up 24% from 2018. Progress has been especially pronounced on the talent and culture front; today, 67% of organizations believe they are actively promoting the exploration of new ideas and experimentation – versus only 35% two years ago. **Despite this progress however, the gap between Digital Masters and everybody else is widening**”.

Capgemini Research Institute (2020). *Digital Mastery 2020: How organizations have progressed in their digital transformations over the past two years*. <https://www.capgemini.com/research/digital-mastery/> Downloadable report, p.4

Digital Dexterity

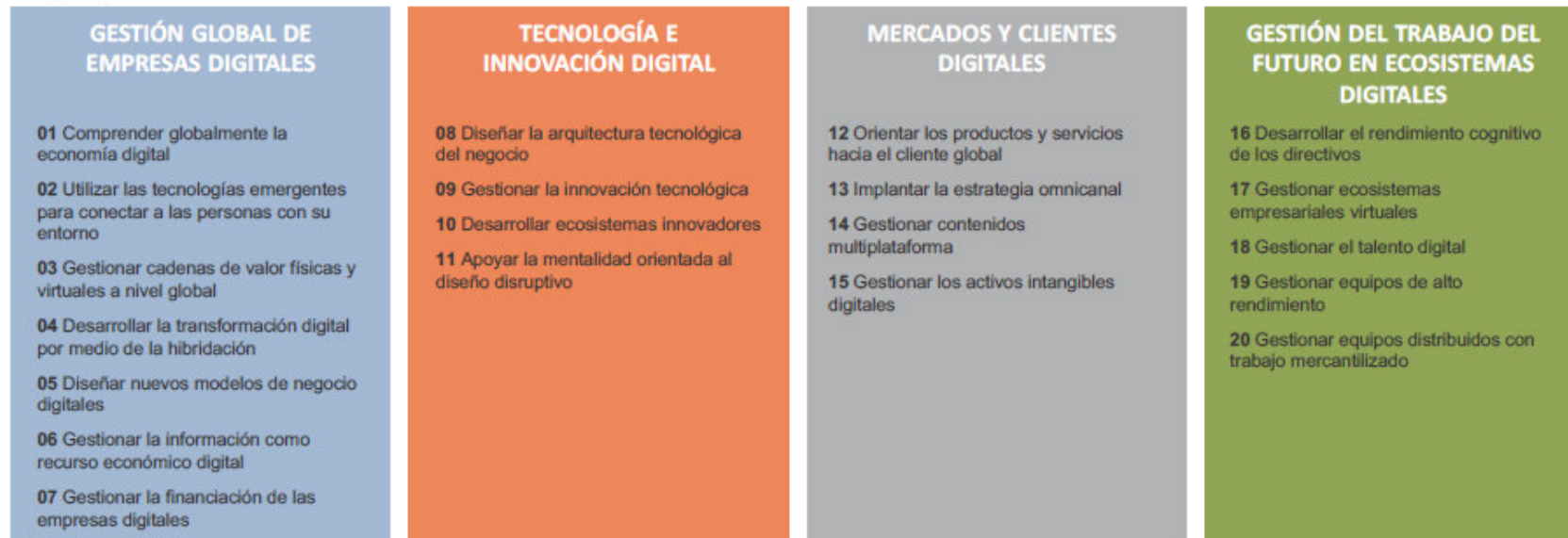
Four Elements of Digital Dexterity



Source: 2018 Gartner Digital Dexterity Survey

Gartner (2018). In "The CIO's Role in Preparing for Business Acceleration". <https://www.gartner.com/en/doc/731468-the-cios-role-in-preparing-for-digital-business-acceleration>, p. 7.

20 competencias TED (Trabajar en la Era Digital)



Trabajar en la Era Digital - 20 Competencias TED



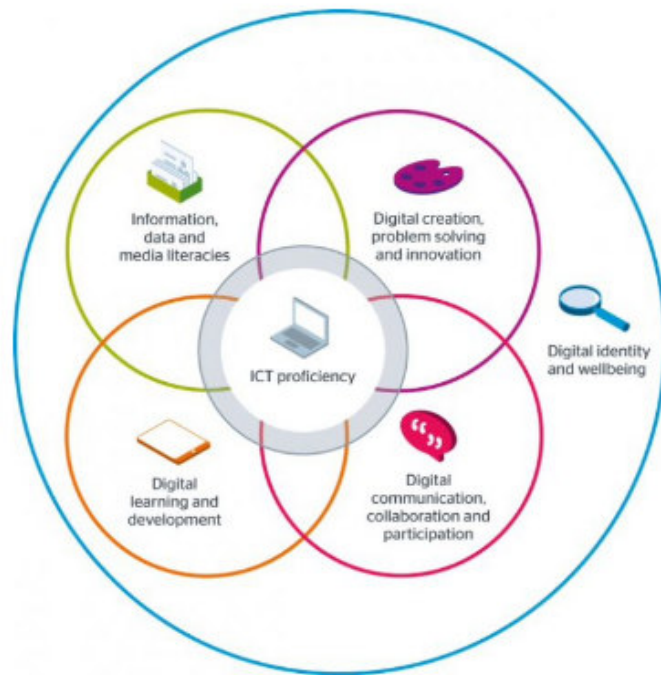
ITED, Instituto de Talento y Empresa Digital (2017). "20 competencias TED - Trabajar en la Era Digital". <https://www.slideshare.net/LuisLombardero/20-competencias-ted>, slide 7.

Checklist of core digital skills

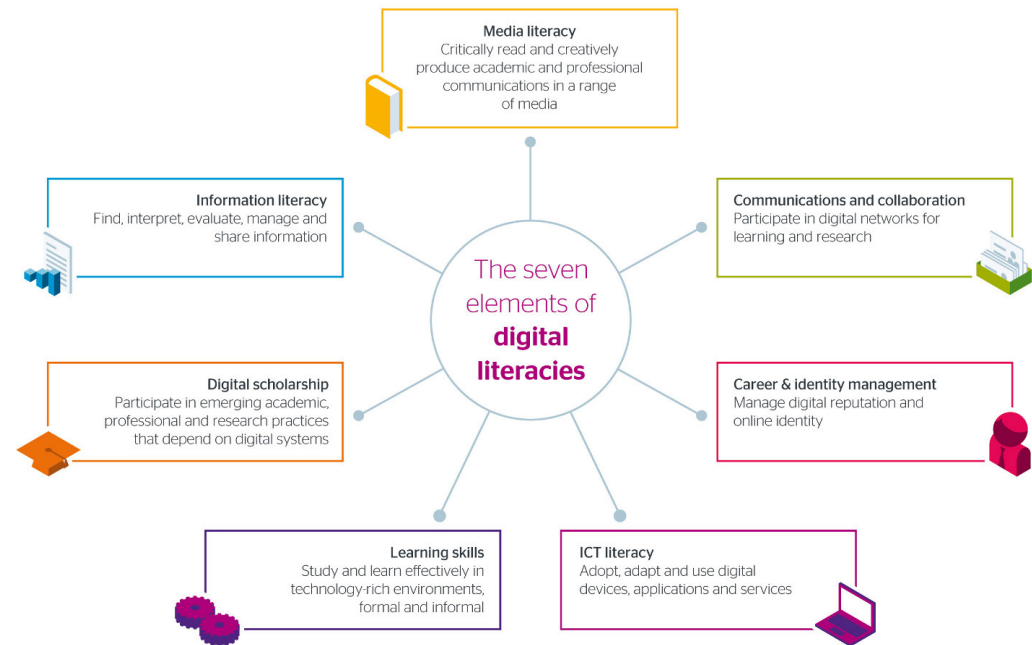


ILTATCNWL- ILT team, College of North West London (2016). "Checklist of core digital skills".
<https://iltcnwl.wordpress.com/2016/04/27/checklist-of-core-digital-skills/>

Digital Capabilities Framework



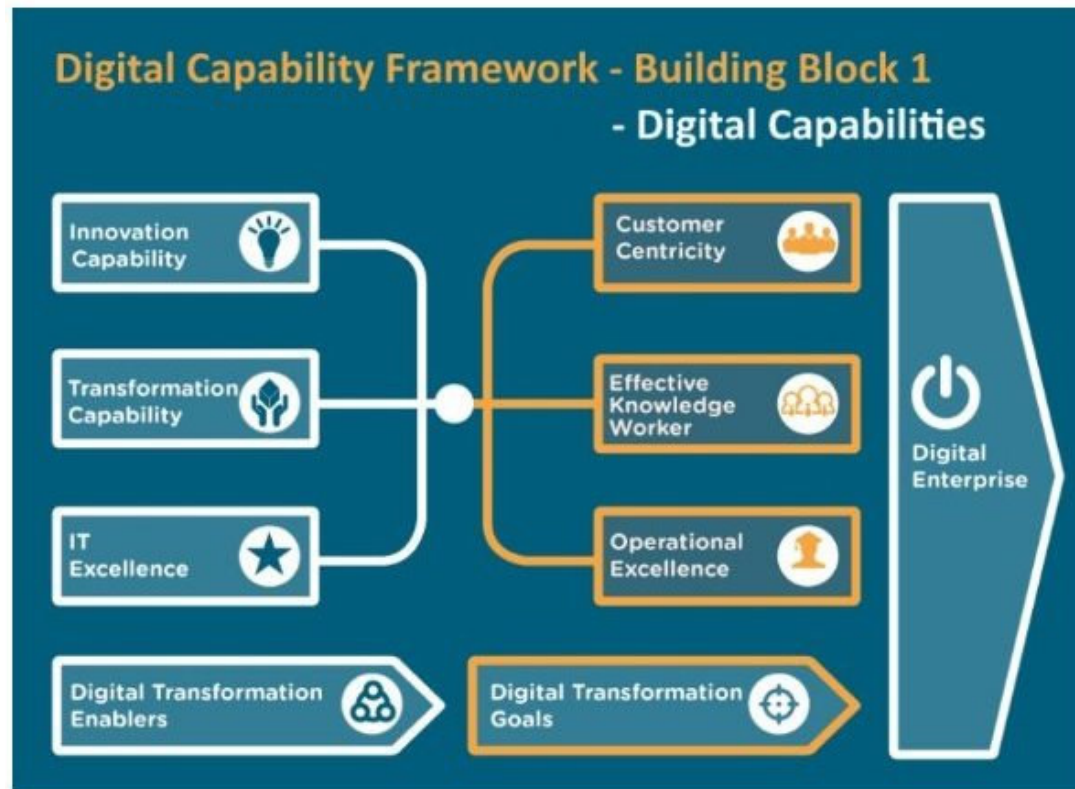
Jisc Digital capabilities framework: the six elements



Beetham, Helen (2017). "Digital capabilities framework: an update".
<https://digitalcapability.jiscinvolve.org/wp/2017/03/09/digital-capabilities-framework-an-update/>.
 Detailed description of each capability at
http://repository.jisc.ac.uk/6611/1/JFL0066F_DIGIGAP_MOD_IND_FRAME.PDF

<https://www.jisc.ac.uk/sites/default/files/7-elements.png>

Digital Capability Framework



"The Digital Enterprise Transformation book" (2014).

<https://www.linkedin.com/pulse/20141109151025-3192694-digital-enterprise-transformation-book-review>

8 competencias digitales, Roca Salvatella

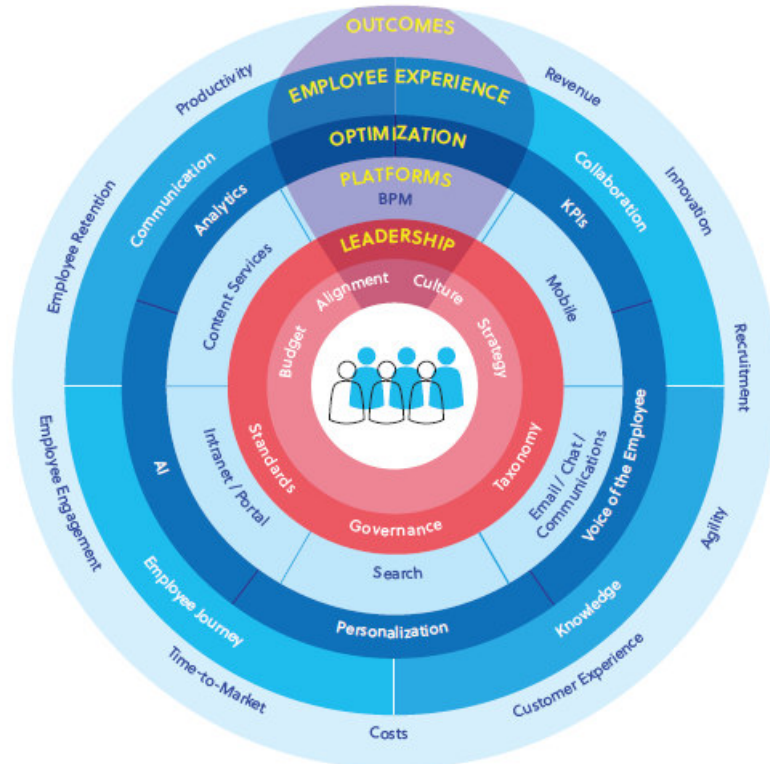
Conocimiento digital / Gestión de la información / Comunicación digital / Trabajo en red / Aprendizaje continuo / Liderazgo en red / Visión estratégica / Orientación a cliente



Roca Salvatella (2014). *Las 8 competencias digitales para el éxito profesional*.
https://rocasalvatella.com/app/uploads/2018/11/maqueta_competencias_espanol.pdf

Defining the Digital Workplace

Ever-evolving, the digital workplace combines leadership, culture, technology and practices to yield critical outcomes that positively impact both operational effectiveness and employee experience.



10 A digital culture is key to driving a better digital workplace

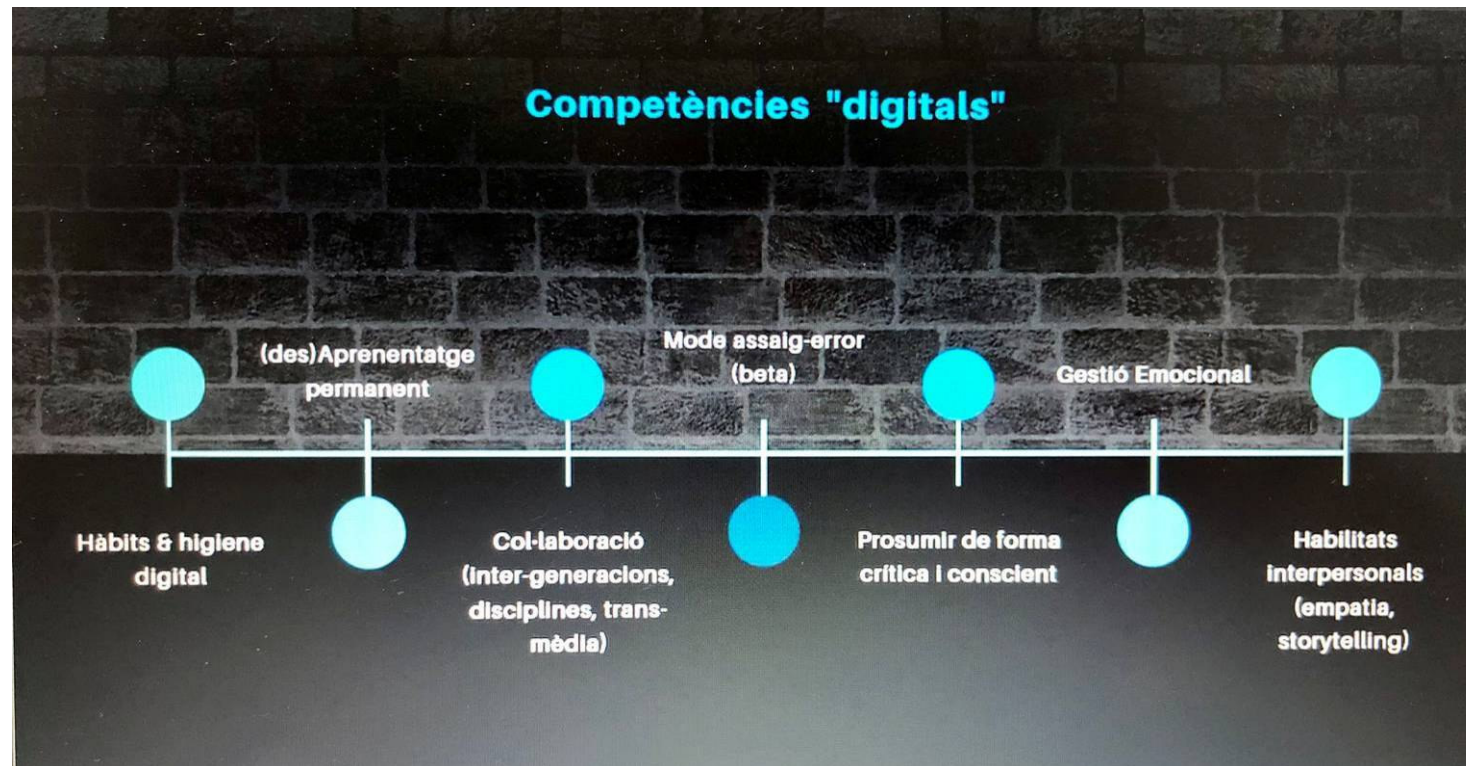
The correlation between digital workplace strategy, maturity and management practices suggests that in the most successful organizations a digital culture is emerging and is one of the factors that sets them apart.

(p.3)

(p. 5)

The State of the Digital Workplace (2020). 49 pp. Downloadable at <https://www2.reworked.co/cw-cp-state-of-dw-2020.html>

Competències digitals



Judit Reixach @jreixachf · 24 de març

...

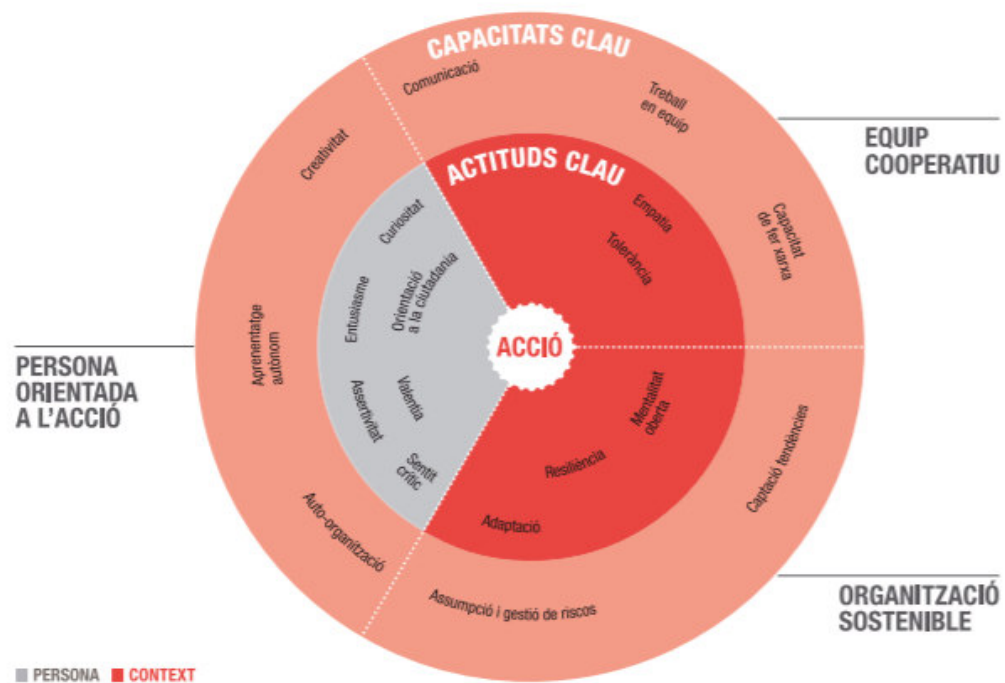
Les competències digitals són més coses que tenir accés i utilitzar les eines digitals: aprendre i desaprendre, hàbits i higiene digitals, col·laborar interdisciplinari i intergeneracional, mode assaig-error, gestió emocional, ser crític i conscient... #CCDigital2021

<https://twitter.com/jreixachf/status/1374655786325016576?s=20>

II Congrés de Competències Digitals, març de 2021
Generalitat de Catalunya, ACTIC (acreditació de competències en tecnologies de la informació i la comunicació)
<https://actic.gencat.cat/ca/congres/>

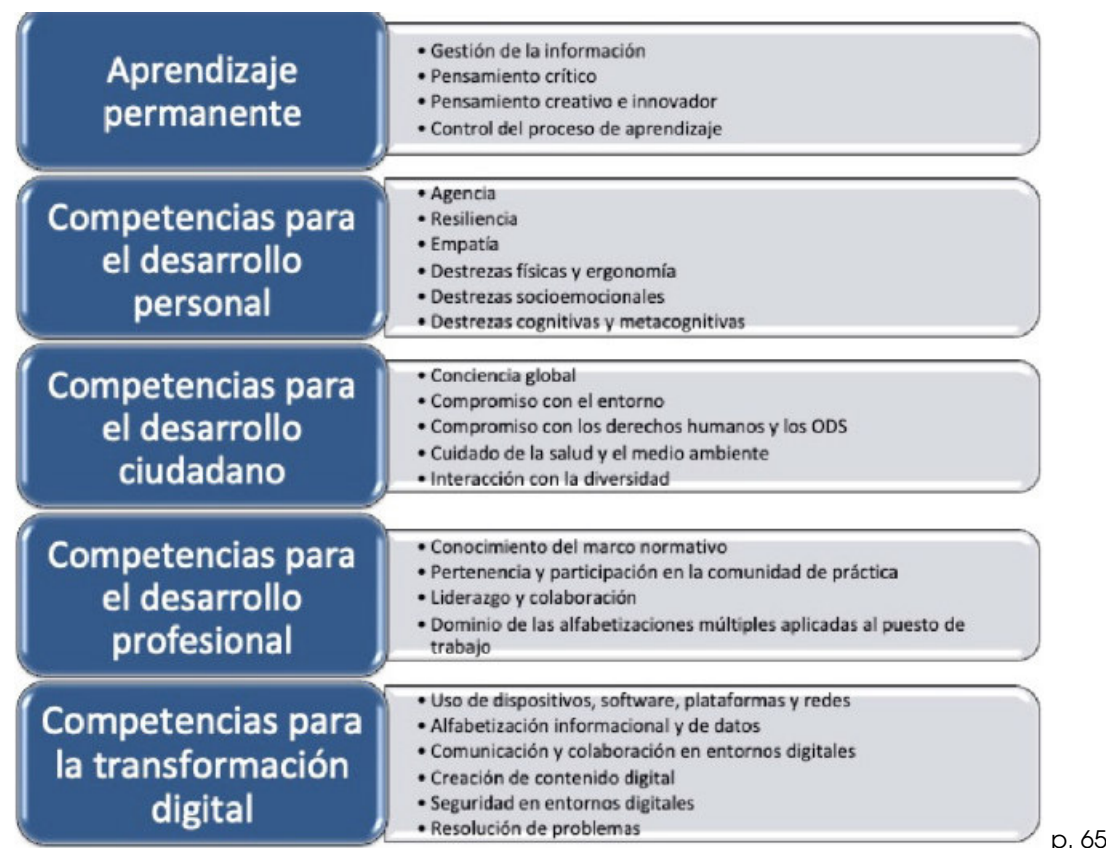
Competències bàsiques de les persones innovadores a les administracions públiques /

Basic skills of innovative people in public administration



AOC (2020). <https://www.aoc.cat/2020/1000273314/quines-han-de-ser-les-competencies-de-les-persones-innovadores-a-les-administracions-publicues>

Competencias y funciones del empleado público en una Administración Digital



p. 65

Trujillo, Fernando & Álvarez, David (2021). "Transformación digital de la administración pública: ¿Qué competencias necesitan los empleados públicos?", Revista *Gestión y Análisis de Políticas Públicas (GAPP)*, núm. 27, p. 49-67 <https://revistasonline.inap.es/index.php/GAPP/article/view/10923/12088>

8 dimensions de l'empleat públic digital del futur

Conegueu les vuit dimensions de l'empleat públic digital

Flexibilitat	Innovació	Tecnoapoderament	Compromís i competència social
Ciberresilència	Col·laboració	Capacitació i formació	Orientació a la dada

1. **Flexibilitat.** Capacitat d'adaptació al llarg del temps a les transformacions de l'organització i de l'entorn.
2. **Innovació.** Capacitat per generar noves idees i conceptes, associacions i/o combinacions, que donin resposta a reptes plantejats en el context de l'Administració, la prestació dels serveis públics i l'atenció a la ciutadania.
3. **Tecno-apoderament.** Té en compte no només la **destresa per fer servir eines tecnològiques** sinó per **adaptar-se als canvis constants de l'era digital**.
4. **Compromís i competència social.** Com s'interrelaciona la persona empleada pública amb la resta de les persones i com aquesta projecta com a "ambaixadora" els seus valors cap a l'exterior.
5. **Ciberresilència.** Capacitat per prevenir, identificar i contenir les amenaces derivades d'operar a l'era digital contra les dades i la informació de l'organització.
6. **Col·laboració.** Capacitat per treballar en equip i de manera col·laborativa generant sinergies entre persones i aprofitant les opcions que ofereixen les tecnologies.
7. **Capacitació i formació.** Manera **d'aprendre i autoaprendre i com s'adquireixen nous coneixements i habilitats**, aprofitant tot el ventall de recursos digitals.
8. **Orientació a la dada.** Ús de les eines per a la gestió de la informació i el coneixement, generació de continguts, reutilització de la informació, etc. Com ens comprometem amb la gestió de la informació i amb la qualitat de les dades, especialment dels processos i les tasques que els afecten.

Departament de Polítiques Digitals i Administració Pública, Generalitat de Catalunya. "La transformació digital i les seves dimensions".
http://politiquesdigitals.gencat.cat/ca/pgov_ambits_d_actuacio/administracioidigital/guies/manual-empleatdigital/transformacio/

Tecnologies que transformaran el treball de l'Administració a l'era digital

Tecnologies que transformaran el treball a l'Administració a l'era digital

Anàlisi augmentada

Paradigma de dades i analítiques de pròxima generació que utilitza l'aprenentatge automàtic per automatitzar la preparació de dades, el descobriment d'informació i l'intercanvi d'informació.

Intel·ligència artificial

El desenvolupament de la intel·ligència artificial (IA) donarà lloc a la creació i el disseny de sistemes capaços de resoldre problemes quotidians per si mateixos, utilitzant com a paradigma la intel·ligència humana.

Experiències immersives

La realitat virtual i la realitat augmentada aconseguiran un nou nivell de desenvolupament amb noves aplicacions en la nostra vida quotidiana.

Materials avançats

Apareixeran nous materials amb qualitats de reacció, propietats magnètiques, potència, ductilitat i/o resistència al trencament, etc., que revolucionaran la indústria i el sector públic.

Espais intel·ligents

Els oferiran un món físic ricament entreteixit i invisible amb sensors, actuadors, visualitzadors i elements computacionals, i connectats a través d'una xarxa contínua.

5G

Si no et vas assabentar del 4G, has de saber que la cinquena generació de tecnologies de telefonia mòbil està a punt d'arribar.

Computació quàntica

Paradigma de computació basat en l'ús de cúbits en lloc de bits. Donarà lloc a noves portes lògiques que fan possibles nous algorismes.

Fabricació additiva

La impressió 3D és una de les aplicacions més conegudes de la fabricació additiva. El seu desenvolupament en el futur revolucionarà el temps de construcció, la grandària i la complexitat dels models i formes a produir.

Accés digital a la ciutadania

L'Administració pública haurà de repensar de manera contínua el seu model de relació amb la ciutadania, amb una comunicació més natural a través de les xarxes socials, les aplicacions, etc.

Automatització i robotització

L'aparició dels sistemes ciberfísics, la robòtica, la impressió 3D, etc., són exemples de l'aplicació de la tecnologia a l'automatització dels processos productius. S'acceleraran aquesta automatització gràcies a la suma de la tecnologia tradicional i la intel·ligència artificial.



 Generalitat de Catalunya
Departament de Polítiques Digitals
i Administració Pública

Departament de Polítiques
Digitals i Administració
Pública, Generalitat de
Catalunya
[http://politiquesdigitals.gencat.cat/ca/pgov_ambits_d_actuacio/administraciodigital/guies/manual-
empleatdigital](http://politiquesdigitals.gencat.cat/ca/pgov_ambits_d_actuacio/administraciodigital/guies/manual-empleatdigital)

232

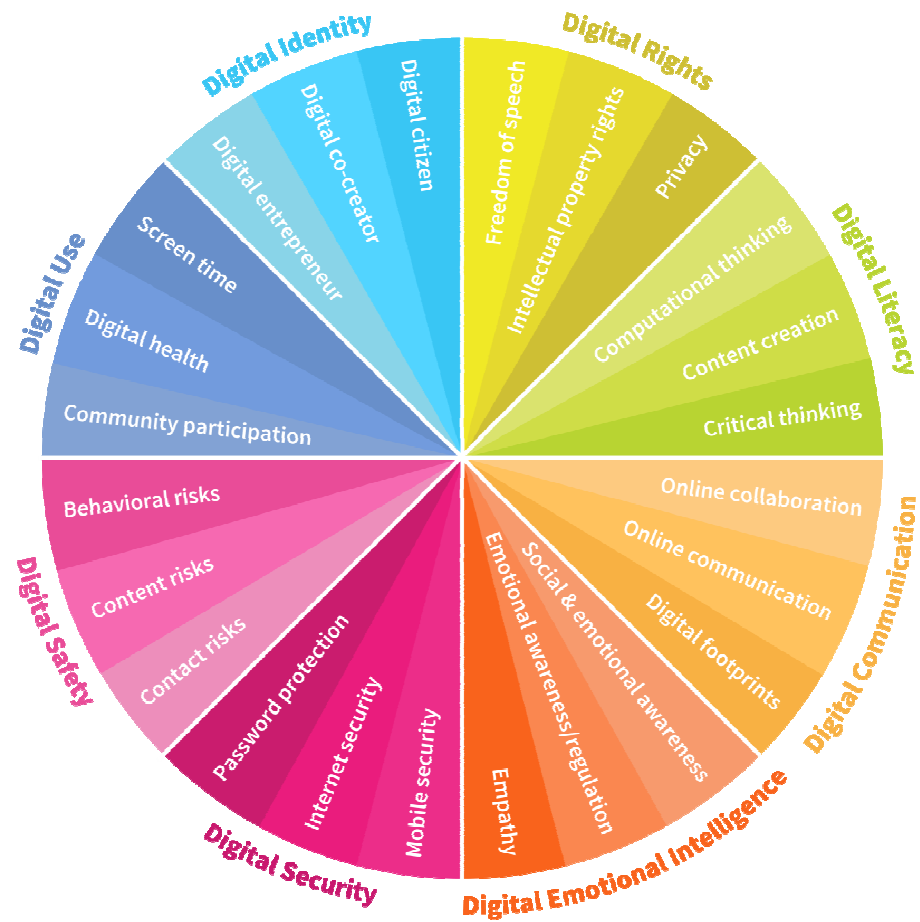
Areas that the High-Level Panel outlined for [#DigitalCooperation](#)

Key Functions of Digital Cooperation

- **Leadership** – generating political will among leaders from government, business, and society, and providing an authoritative response to digital policy challenges.
- **Deliberation** – providing a platform for regular, comprehensive and impactful deliberations on digital issues with the active and effective participation of all affected stakeholders.
- **Ensuring inclusivity** – ensuring active and meaningful participation of all stakeholders, for example by linking with existing and future bottom-up networks and initiatives.²⁹
- **Evidence and data** – monitoring developments and identifying trends to inform decisions, including by analysing existing data sources.
- **Norms and policy making** – building consensus among diverse stakeholders, respecting the roles of states and international organisations in enacting and enforcing laws.
- **Implementation** – following up on policy discussions and agreements.
- **Coordination** – creating shared understanding and purpose across bodies in different policy areas and at different levels (local, national, regional, global), ensuring synchronisation of efforts, interoperability and policy coherence, and the possibility of voluntary coordination between interested stakeholder groups.
- **Partnerships** – catalysing partnerships around specific issues by providing opportunities to network and collaborate.
- **Support and capacity development** – strengthening capacity development, monitoring digital developments, identifying trends, informing policy actors and the public of emerging risks and opportunities, and providing data for evidence-based decision making – allowing traditionally marginalised persons or other less-resourced stakeholders to actively participate in the system.
- **Conflict resolution and crisis management** – developing the skills, knowledge and tools to prevent and resolve disputes and connect stakeholders with assistance in a crisis.

Source: @Nnenna, Nnenna Nwakanma, Interim Policy Director, [Web Foundation](#)

Digital intelligence (DQ)



World Economic Forum (2016). "8 digital skills we must teach our children" <https://www.weforum.org/agenda/2016/06/8-digital-skills-we-must-teach-our-children>. Follow-up at <https://www.weforum.org/agenda/2016/09/8-digital-life-skills-all-children-need-and-a-plan-for-teaching-them>

Skills of the sociodigital worker

	DIGITAL	EMOCIONALES
I N D I V I D U O	Gestión Digital <ul style="list-style-type: none"> ✓ Gestión e interpretación de datos ✓ Pensamiento computacional y alfabetización tecnológica ✓ Comunicación conectiva en red 	Gestión Intrapersonal <ul style="list-style-type: none"> ✓ Resiliencia ✓ Gestión de la autoconciencia emocional ✓ Equilibrio emocional/ Wellbeing
E N T O R N O	Gestión de la complejidad <ul style="list-style-type: none"> ✓ Intraemprendeduría ✓ Empreendedoría ✓ Impacto digital negocio (D. Dexterity) ✓ Knowmads Transdisciplinar 	Gestión relaciones personales <ul style="list-style-type: none"> ✓ Empatía e influencia en red ✓ Colaboración en red ✓ Estrategia de autodesarrollo/ Long Life Learning

GRUPO HUMANOVA
Construimos organizaciones de futuro

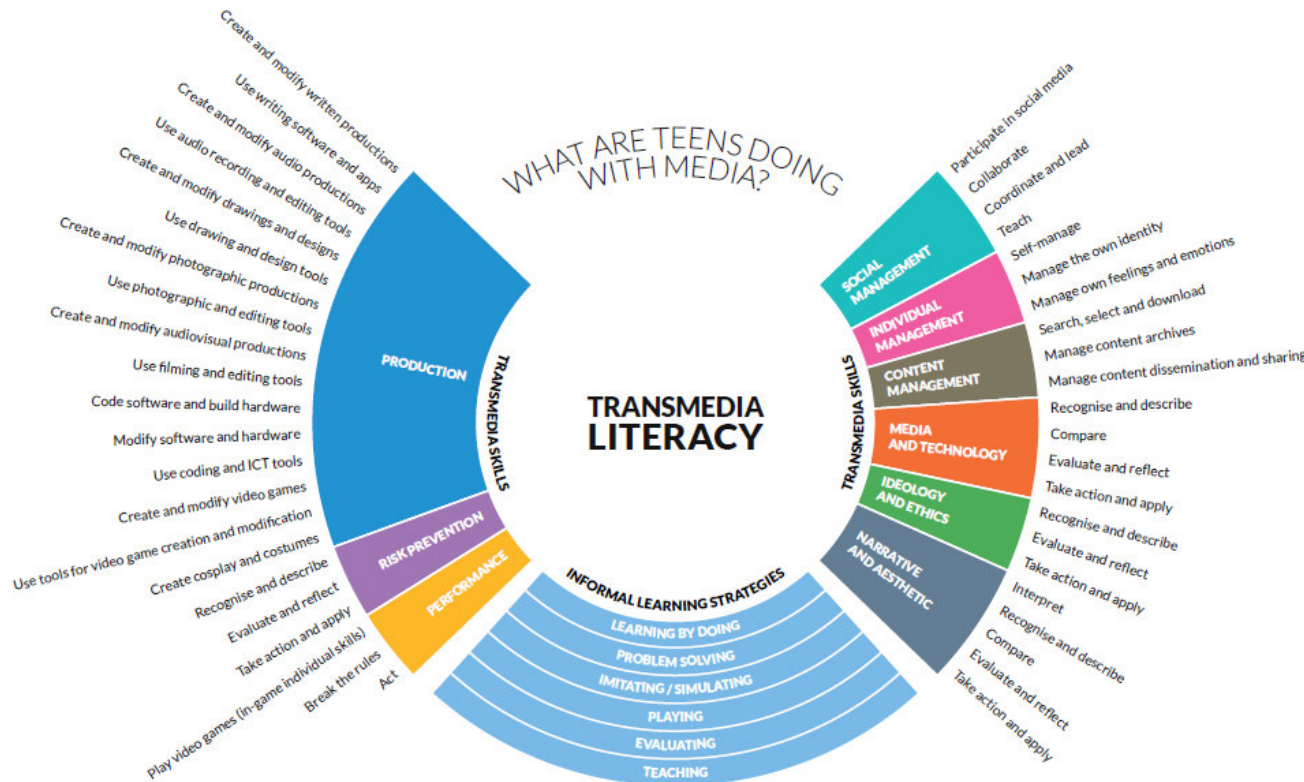
Humannova (2020). "La necesidad del reskilling en la 4ª revolución industrial".
<https://www.humannova.com/reskilling-revolucion-industrial/>



Gallardo, Virginio (2021). "Las 10 características del Directivo Digital – Socialnetworker".
https://twitter.com/CloudTalent_Hn/status/1399418001506582529?s=20

Transmedia skills

“The transmedia skills identified during the research were organised into **9 dimensions** (production, risk prevention, performance, social/individual/content management, media and technology, ideology and ethics, narrative and aesthetics), each of which included **44 main skills, and on a second level, 190 specific skills**”.



Transmedia skills are a series of competences related to digital interactive media production, sharing and consumption. These skills range from problem-solving processes in videogames to content production and sharing in web platforms and social media; the creation, production, sharing and critical consumption of narrative content (fanfiction, fanvids, etc.) by teens is also part of this universe.

Scolari, Carlos (2018). *Transmedia literacy in the New media Ecology*, White paper, p.9. <http://transmedialiteracy.upf.edu/es>. Descargable también en español, “Alfabetismo transmedia”.

Digital Skills of Tourism Professionals for PostCOVID-19



Fuente: Innova Institute - La Salle-URL (2020)

Marketing Hard skills

- SEO
- Advertising
- Social Networks
- Direct Marketing (via email or WhatsApp)
- Use of a content manager

Hard skills for decision-making on business

- Data analysis: minimal knowledge of data interpretation
- Business models: how to adapt different components of the business model when the market changes

Using hard skills to be more efficient

- Collaborative tools
- Using tools for virtual meetings: webinars
- Use of customer management programs (CRM)
- Use of ERP (Enterprise Resource Planning)/ PMS (Property Management system).

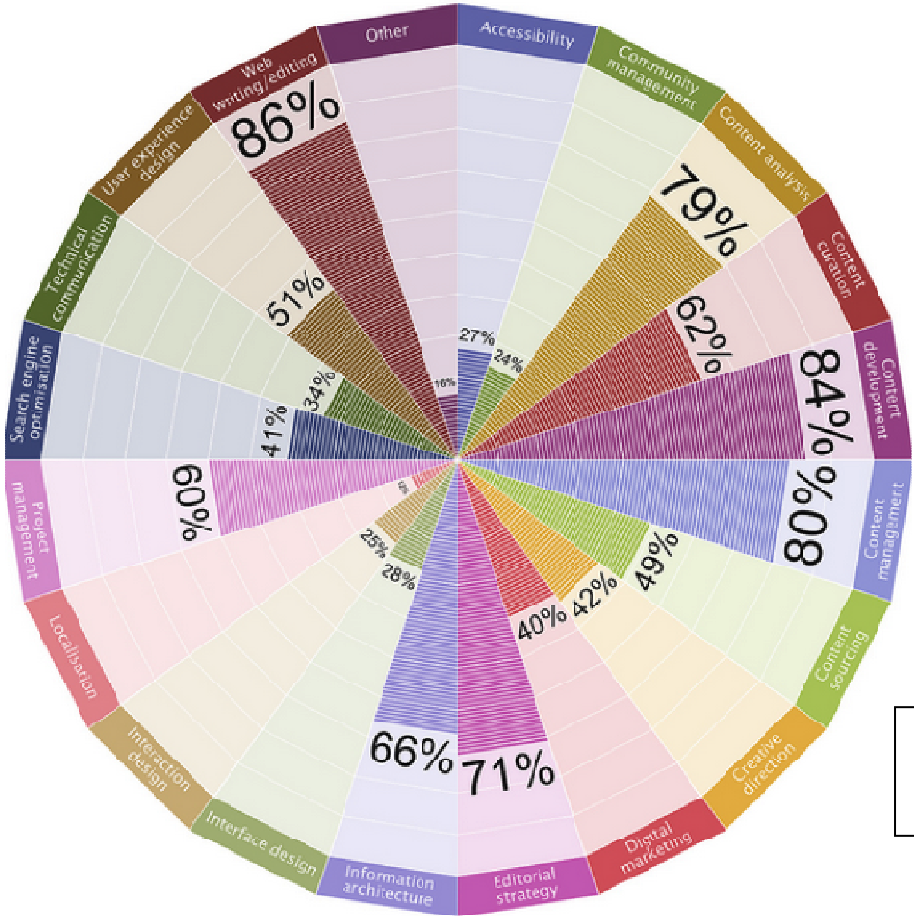
La Salle-URL – Innova institute (2020). "Key hard skills of tourism professionals for PostCOVID-19". <https://blogs.salleurl.edu/en/key-hard-skills-tourism-professionals-postcovid-19>.

Ver también Montse Peñarroya / (2020). "Hard Skills que necesitan los profesionales del Turismo". <https://www.montsepenarroya.com/hard-skills-que-necesitan-los-profesionales-del-turismo/>

Content strategist skills

Where do the world's content strategists' skills lie?

265 surveyed content strategists were asked to indicate their abilities, knowledge, and skills by choosing from a pre-determined list.



Source: Richard Ingram, cited in the book *Content Strategy: Connecting the Dots Between Business, Brand, and Benefits* by Rahel Anne Bailie, Noz Urbina, p. 256

Content skill set

Content strategy focus and activities

©

Meghan Casey, Brain Traffic

Analytical skills

To gather strategic business and user insights:

- Document review
- Stakeholder interviews
- Content audits and inventories
- Content review and analysis
- Competitive analysis

Strategic planning and design

To support long-term vision for content:

- Content vision and recommendations
- Content concepts, examples, and samples
- Content governance and process design
- Taxonomy
- Information architecture
- Quality checklists
- Writing style guides

Project management

To keep the project on track and budget:

- Project plan
- Content brief
- Content matrix
- Content strategy roadmap

Training and presenting skills

To educate and inform:

- Workshop development and delivery
- Stakeholder presentations
- Content training programs
- Editing and mentoring

Content skill set

Content strategy focus and activities

©

Meghan Casey, Brain Traffic

Technical integration

To ensure that technology and content work together:

- Content management system assessment
- Content migration planning and management
- Content matrix
- Business analysis
- Content workflows
- Content modeling

User experience skills

a content strategist can provide important content insights to help shape:

- User research and success metrics
- Personas
- User journeys
- Wireframe development
- Information architecture
- Wireframes
- Content workflows

Content marketing skills

a content strategist can provide important insights to help shape:

- Branding through content
- Search engine optimization
- Social media strategy
- Content mix
- Editorial and content maintenance calendar
- Targeted messaging
- Web analytics setup and reporting

Source: Melissa Breker, Content Strategy Inc. www.contentstrategyinc.com

Casey, Meghan (2015). *The Content Strategy Toolkit: Methods, Guidelines, and Templates for Getting Content Right*. New Riders. 288 pp

Community manager

Funciones

- crear contenidos en múltiples formatos (texto, audio, video)
- crear y gestionar comunidad: dinamizar, interactuar
- evangelizar y formar dentro de la propia institución
- monitorizar, evaluar, aprender
- informar
- **gestionar reputación digital del museo**

Conocimientos y habilidades

- conocimiento del sector (de museos/patrimonio y de la temática específica del museo)
- excelente capacidad de comunicación oral y escrita
- experiencia de comunicación online y dominio de redes sociales
- habilidades de *storytelling*
- conocimiento RR.PP. marketing, publicidad, prensa
- conocimiento avanzado de idiomas
- dominio de herramientas de producción y edición de imagen, video y audio
- capacidad analítica y dominio de las herramientas de medición
- actitud investigadora y de mejora continua
- estrategia SEO
- creatividad e imaginación
- combinación de autonomía y de trabajo en equipo
- rapidez, agilidad
- capacidad de iniciativa /saber cuándo-qué ha de consultar
- alta capacidad organizativa y de trabajar bajo presión

Conxa Rodà, 2018.

Digital designer Skills

(excerpt)

- **Words:** The best designers spend enough time to choose the right word because the right words drive the right actions.
- **Code:** Without good code there can be no Web and the best code is lean.
- **Visual:** Organizing content in a way that is pleasant, comfortable and supportive.
- **Information architecture:** you cannot build anything useful that will be easy to find and easy to use without excelling at information architecture.
- **Findability:** A great digital designer is always thinking of how each element of the design will be found. They think of people as active, participative, autonomous, intelligent—driven by a need, wanting to complete a task.
- **Time:** Ethical digital designers always want people to take the least possible time with their designs.
- **Social:** The best digital designers design with people not for them.
- **Maintainers:** Great digital designers think holistically, think into the future (...) They design for maintenance and evolution. And to continuously improve the design because if there's one thing about digital, it's that it's never done.

McGovern, Gerry (2020). "Skills of a great digital designer". <https://gerrymcgovern.com/skills-of-a-great-digital-designer/>



Ribas, Marta (2020). "Decàleg dissenyador/a tecnopedagògic/a".

<https://view.genial.ly/5f75f8cbf8bf4d102a2670c4/interactive-content-decaleg-dissenyadora-tecnopedagogica>

Digital Marketing skills

The State of Skills: Digital Marketing 2018

10,000 professionals around the world took our Digital Marketing Level 1 (DM1) assessment. Here's what we learned.

Who Took DM1?

- Nonmarketers from outside the marketing field
- Corporate marketers who work at long-standing companies
- Digital-native marketers who work at young companies born in the digital era

How Did They Do?

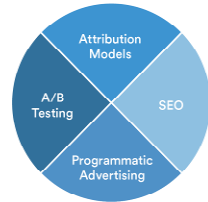
Average DM1 scores by job category revealed significant skills gaps between our test-takers.



Surprising Takeaways

Twitter is the social network that marketers least understand.

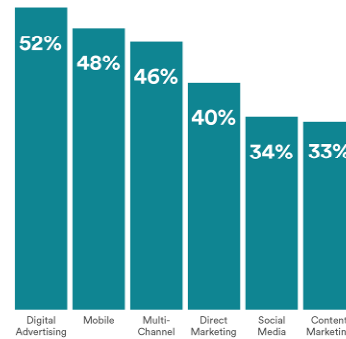
Recruiters cannot use experience as a proxy for skill levels.



Technical Challenges

Test-takers struggled with technical topics across channels.

Average Score by Marketing Channel

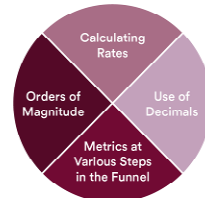


Missing Data Skills

33%
Average Score for Calculation Questions

Low scores on calculation problems lie at the heart of the skills gap.

Participants struggled with combining math skills and marketing funnels.



Download our full report, *The State of Skills: Digital Marketing 2018*, at ga.co/state-of-dm.

GENERAL ASSEMBLY

Luke, Kieran (2018). *Digital Marketing Trends 2018*. <https://generalassemb.ly/marketing/digital-marketing/digital-marketing-trends-2018>

Marketing strenghts, development, skills and needs



<https://www.marketingcharts.com/business-of-marketing-67859/attachment/spencerstuart-marketing->



<https://www.marketingcharts.com/business-of-marketing-67859/attachment/spencerstuart-important-marketing-team-skills-may2016#marketingcharts.com>

Data literacy_ *Top surging business intelligence skills 2021*

Top 5 surging business intelligence skills, 2021

Excel analytics

195%

Tableau Desktop Specialist Certification

(foundational Tableau skills)

148%

Tableau Desktop Certified Associate Certification

(comprehensive Tableau expertise)

78%

Business analytics

76%

Statistics

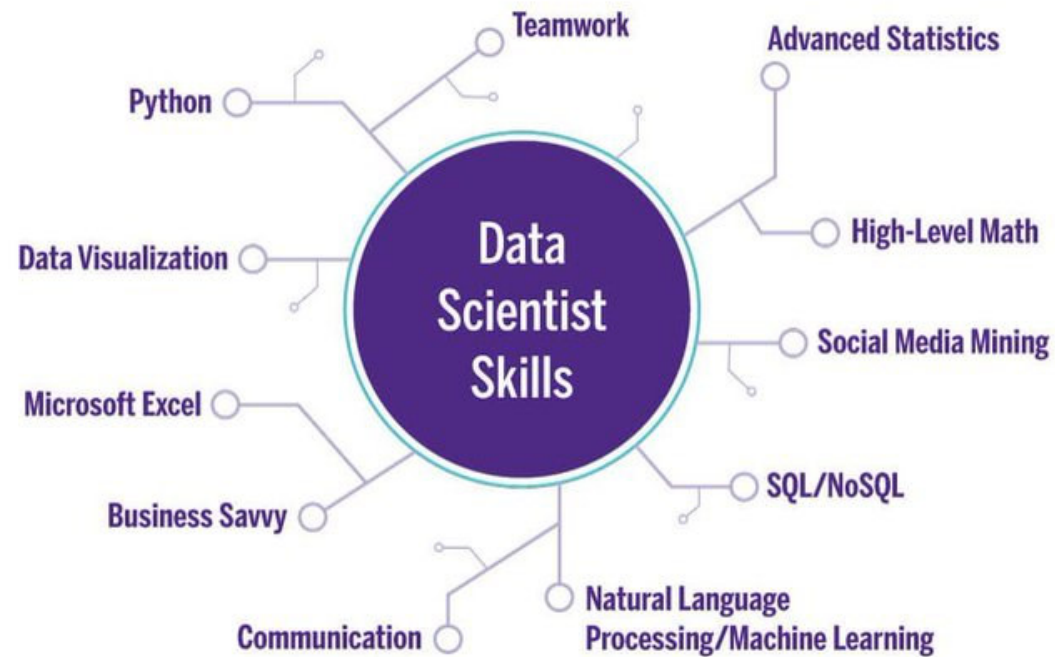
73%

Percentage consumption growth compared from 2020 to 2021

"Data literacy has become the current language of business. But understanding data and its applications is an area where many companies are currently falling short", p.16.

Udemy Business (2021). *2022 Workplace Learning Trends Report*
<https://business.udemy.com/2022-workplace-learning-trends-report/>

Data Scientist Skills



Source: Giuliano Liguori. <https://twitter.com/ingliguori/status/1403613050310205441?s=20>

MODERN DATA SCIENTIST

Data Scientist, the sexiest job of the 21st century, requires a mixture of multidisciplinary skills ranging from an intersection of mathematics, statistics, computer science, communication and business. Finding a data scientist is hard. Finding people who understand who a data scientist is, is equally hard. So here is a little cheat sheet on who the modern data scientist really is.

MATH & STATISTICS

- ☆ Machine learning
- ☆ Statistical modeling
- ☆ Experiment design
- ☆ Bayesian inference
- ☆ Supervised learning: decision trees, random forests, logistic regression
- ☆ Unsupervised learning: clustering, dimensionality reduction
- ☆ Optimization: gradient descent and variants

DOMAIN KNOWLEDGE & SOFT SKILLS

- ☆ Passionate about the business
- ☆ Curious about data
- ☆ Influence without authority
- ☆ Hacker mindset
- ☆ Problem solver
- ☆ Strategic, proactive, creative, innovative and collaborative



PROGRAMMING & DATABASE

- ☆ Computer science fundamentals
- ☆ Scripting language e.g. Python
- ☆ Statistical computing packages, e.g., R
- ☆ Databases: SQL and NoSQL
- ☆ Relational algebra
- ☆ Parallel databases and parallel query processing
- ☆ MapReduce concepts
- ☆ Hadoop and Hive/Pig
- ☆ Custom reducers
- ☆ Experience with xaaS like AWS

COMMUNICATION & VISUALIZATION

- ☆ Able to engage with senior management
- ☆ Story telling skills
- ☆ Translate data-driven insights into decisions and actions
- ☆ Visual art design
- ☆ R packages like ggplot or lattice
- ☆ Knowledge of any of visualization tools e.g. Flare, D3.js, Tableau

MarketingDistillery.com is a group of practitioners in the area of e-commerce marketing. Our fields of expertise include: marketing strategy and optimization; customer tracking and on-site analytics; predictive analytics and econometrics; data warehousing and big data systems; marketing channel insights in Paid Search, SEO, Social, CRM and brand.

Marketing
DISTILLERY
(c) Krzysztof Zawadzki

Source:

<https://twitter.com/Veracitiz/status/1404348144847032322?s=20>

Data Scientists' skills

The data scientist's work revolves around the **combination of technology, creativity and data** (...) The data scientist should be fully at ease with the following four disciplines:

- Statistics / Mathematics
- Technology

- Business Analytics
- Communications

Plus Skills above and beyond the technical ones:

- Creativity
- Intuition
- Flexibility

- Curiosity
- Empathy
- Pragmatism

Good Rebels (s/d). *Data Scientists: Who are they? What do they do? How do they work?* p. 41-45.

<https://www.goodrebels.com/rebelthinking/whitepapers/data-scientist/>

Analítica Digital_ Habilidades y competencias



Jiménez, Sergio (sd).

"Analistas digitales públicos ¿Quién puede analizar las webs Públicas?".

<https://analiticapublica.es/analistas-digitales-publicos-quien-puede-analizar-las-webs-publicas/>

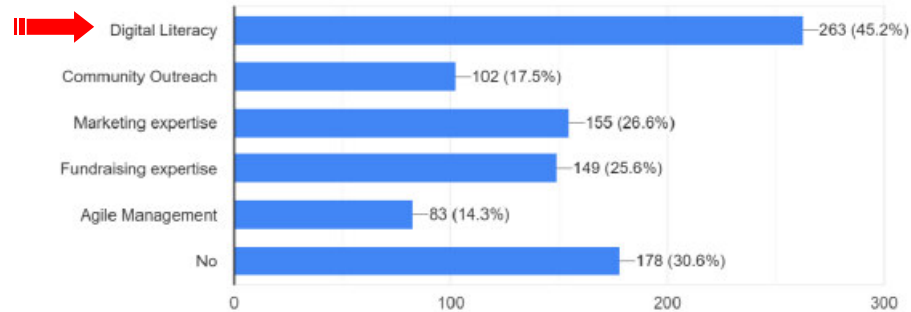
Skills lacking in Museums

Skills lacking in response to COVID-19:

While 30% of museums expressed confidence in their capacity to manage the challenges of COVID-19 transitions, 45.2% expressed the need to up-skill digital literacy. The next most pressing concerns were listed as marketing expertise (26.6%) and funding expertise (25.6%).

Is your museum experiencing a lack of certain skills and knowledge to accommodate operations in the current pandemic?

582 responses



“Concerning skills necessary to accommodate operations in the pandemic, **almost 50% of the (museum) respondents claim they are lacking skills in digital literacy**”.

NEMO - Network of European Museum Organisations (2021). Follow-up survey on the impact of the COVID-19 pandemic on museums in Europe . Final Report, p. 6 & 23. https://www.nemo.org/fileadmin/Dateien/public/NEMO_documents/NEMO_COVID19_FollowUpReport_11.1.2021.pdf

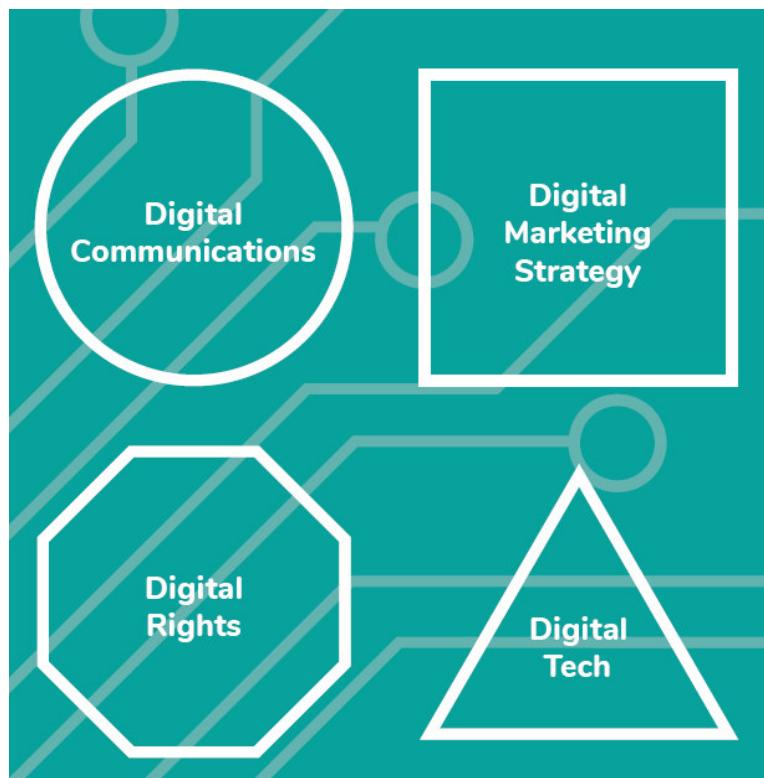
“**Digital literacy matter more than digital skills.** We need more digitally literate leaders who understand the **need to invest in digital skills**”.

Price, Katti (2021). “The problem with digital skills”, Digital Works # 11. <https://www.youtube.com/watch?v=-1qTIBhuneU>. Video 14:47 min.

“44% of firms are held back (on digital transformation) **by skills shortages**”. (Veeam 2020 Data protection trends report).

Adheads, Anthony (2020). “Digital transformation held back by lack of skilled people”. <https://www.computerweekly.com/news/252483982/Digital-transformation-held-back-by-lack-of-skilled-people>

Four digital areas of improvement for the heritage sector



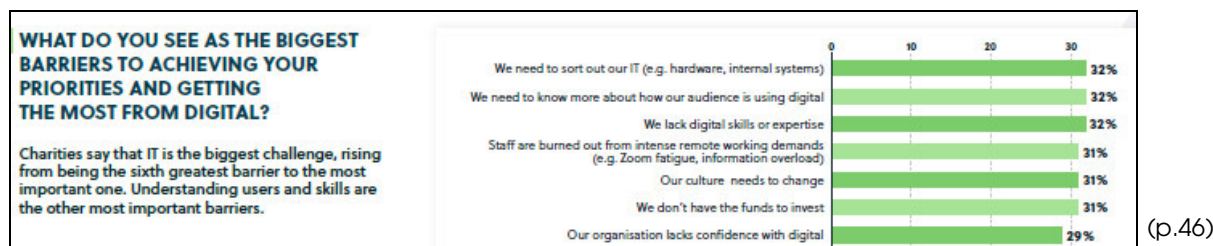
Heritage Digital (2020). *How Digital Skills Can Transform the Cultural Sector*
<https://charitydigital.org.uk/articles/how-digital-skills-can-transform-the-heritage-sector>

“As the sector emerges from the pandemic, when for many museums, digital technologies, processes and services were centre stage as never before, now is the time for leaders to reframe and to take action. Each organisation is at a different stage in its digital development, their contexts and priorities differ, but the fundamentals of **effective digital leadership** apply to all museums.

A **thriving, successful museum needs digitally literate leaders and teams** who recognise these opportunities and challenges and understand the ways in which digital technologies, content and culture can best serve their mission”.

Museums Galleries Scotland (2021). “The Digital Literacy for Leadership programme”.
<https://www.museumsgalleriescotland.org.uk/workfor-ce-development/the-digital-literacy-for-leadership-programme/>

Lack of digital skills as the third main barrier to advance for UK Charities



Skills Platform and Amar, Zoe (2021). *Charity Digital Skills Report 2021*. <https://report.skillsplatform.org/charity-digital-report-2021>

Capacity building in the museum sector

Major **findings** on the current state of capacity building in the museum sector:

- Capacity strengthening must **link directly to audience responsiveness** or it can hinder a museum's impact.
- Capacity building is driven by those with power
- Successful capacity building requires a **holistic change management** approach and commitment from leadership and staff
- Museums experience different barriers to participating in capacity building
- A perception of museum uniqueness may be a barrier to the application of capacity building best practices
- The current capacity building infrastructure within the museum sector is insufficient to build museums' adaptive and relational capacities and address diversity, equity, accessibility, and inclusion (DEAI) issues.

Recommendations

For Funders/ 1: Redistribute power in capacity building.

For Funders/ 2: **Invest in the most pressing and unmet capacity needs of the museum sector.**

For Associations: Normalize **organization-wide capacity building** within your membership that builds on best practices.

For Museums: Embrace that your museum will never be the same again – in fact, it shouldn't be.

The Institute of Museum and Library Services (2021). *Market Analysis and Opportunity Assessment of Museum Capacity Building Programs*. p.5 & 31-39
<https://www.ims.gov/publications/market-analysis-and-opportunity-assessment-museum-capacity-building-programs>

Capacity-building activities in a Museum's Digital Transformation process

According to the project objectives, the training approach involves the collaboration of all the Museum staff. Based on the professional profile and competencies the training activities have been differentiated for two teams.

The team with technical and IT competencies will deal with data and information security, cloud infrastructure management and problem-solving in response to system alerts.

The second team composed of most of the Museum staff with a basic and medium knowledge of IT system will deal with data editing and consulting of the System SiME, task managing and multimedia data archiving and cataloging procedure.

More specifically, capacity-building activities for both teams will include two courses of three meetings each to be repeated for the first two years.

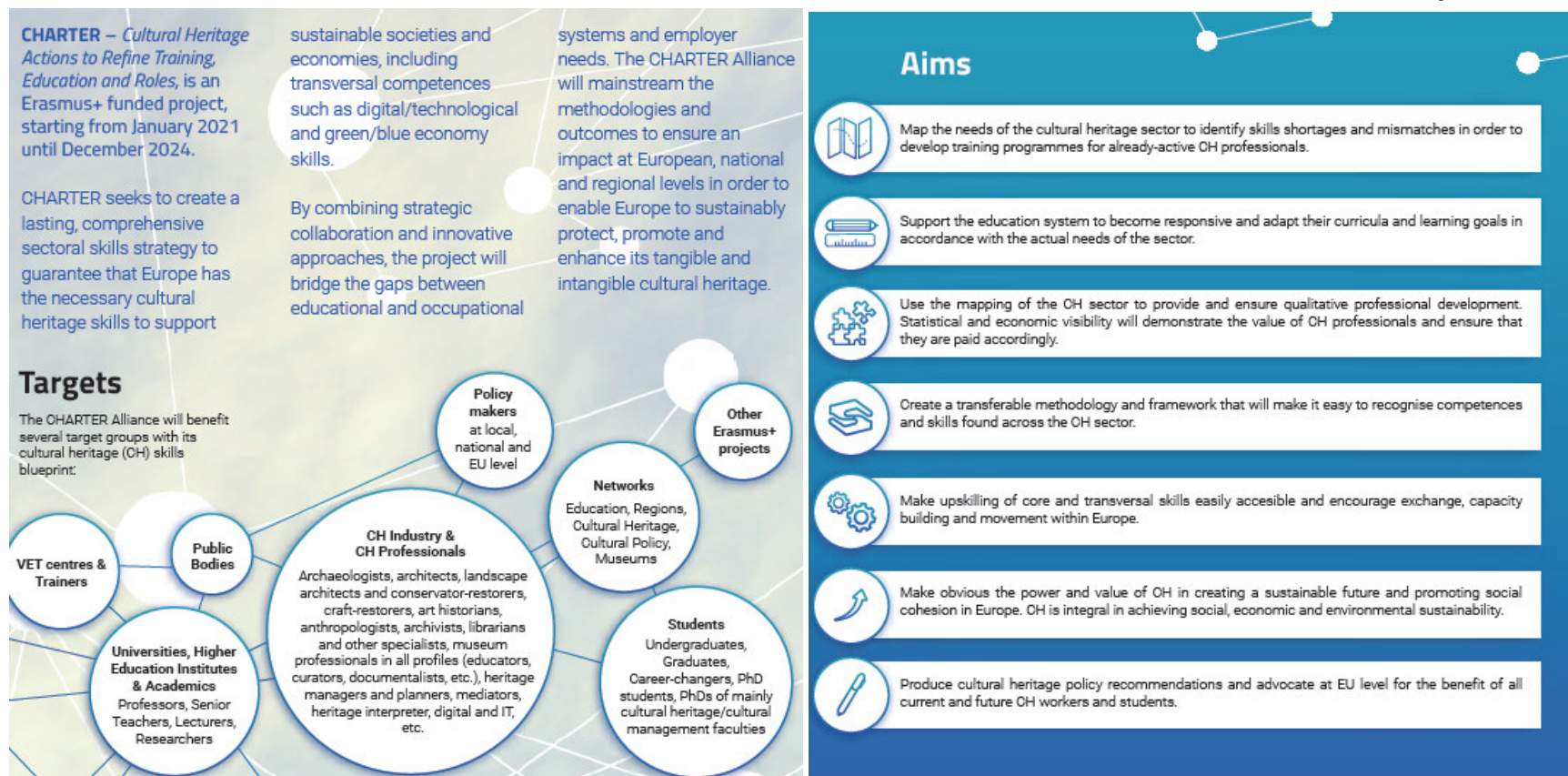
Mezzino, Davide and Lori, Francesca (2020).
"The Digital Transformation of the Museo Egizio", p. 6
Universitat Politècnica de València
https://www.researchgate.net/publication/351176262_THE_DIGITAL_TRANSFORMATION_OF_THE_MUSEO_EGIZIO

Digital skills in business

- "Managers surveyed believe the **most in demand digital skills** for their organisation are data analytics (53%), digital marketing (43%) and digital business analysis (40%). Other digital skills identified as being in demand for organisations include cybersecurity (39%), social media (36%) and digital design and visualisation (32%).
- Seven in ten managers believe that **to help accelerate digital skills in the workforce the government needs to provide more support for small business** and regional businesses to embrace digital technology and reskill/transition their workforce (72%) and provide subsidies for courses in digital skills (68%). • Other actions managers believe government should take to help accelerate digital skills in the workforce include to create more campaigns to **encourage business leaders/senior management to upskill their digital knowledge and skills** (52%), provide more tax incentives for organisations (49%) and increase placements in higher education (33%).
- Nine in ten (90%) managers surveyed believe there are barriers for their organisation acquiring additional digital skills. Most commonly the key impediment was identified as a lack of resources to invest in digital transition (19%), having **a culture resistant to change** (16%) and a lack of suitable candidates/people with the right digital skills (13%)".

Salesforce (2021). *Digital Skills Singapore*, p. 11, 13-14.
<https://www.salesforce.com/ap/resources/research-reports/digital-skills-singapore-2021/>

Cultural Heritage Actions to Refine Training, Education and roles



CHARTER, the European Cultural Heritage Skills Alliance (2021). Charter Brochure, p. 2-3. <https://charter-alliance.eu/resources>

"In a survey (among 800 global directors), **94% of directors said they needed more training** on new technology and governance best practices, but just 58% got that training. Ultimately, **successful digitalization is impossible without digital competency**. (...There) is a lack of digital savvy and training around the impact of emerging digital tools, technologies, and business models (...) Now more than ever, **companies need board directors who are digitally competent** and understand the new technologies that are impacting business decisions (...) Michael Gourlay, board director and Chairman of the Asia division of insurance giant QBE. "Continuous board training is essential to equip our directors with new skills and up-to-date expertise in key areas such as stakeholder engagement, compliance, audits, diversity, sustainability, cybersecurity, and risk management."

Wu, Diana and Farzan, Sunshine (2021). "Boards Are Undergoing Their Own Digital Transformation ", *Harvard Business Review*.
<https://hbr.org/2021/07/boards-are-undergoing-their-own-digital-transformation>

"As the sector emerges from the pandemic, when for many museums, digital technologies, processes and services were centre stage as never before, now is the time for leaders to reframe and to take action. Each organisation is at a different stage in its digital development, their contexts and priorities differ, but the fundamentals of **effective digital leadership** apply to all museums.

A **thriving, successful museum needs digitally literate leaders and teams** who recognise these opportunities and challenges and understand the ways in which digital technologies, content and culture can best serve their mission".

Museums Galleries Scotland (2021). "The Digital Literacy for Leadership programme".
<https://www.museumsgalleriesscotland.org.uk/workforce-development/the-digital-literacy-for-leadership-programme/>

"So much of our digital activity is reactive. Rather, the foundation of this (CEOs) mentorship is centered on **strategic digital technology**, so organisations can secure a sustainable, innovative, digitally-enabled and thriving sector for the future. I've seen a lot of **attempts over the past two decades to bring a digital literacy to the arts and cultural sector** in Australia and around the world. And yet here we are struggling to take collective advantage of digital (...) **Digital fluency**, to me, is a lot about having the ability to dream and see possibilities in new ways – and then to be able to bring people along with you to realise those dreams".

Seb Chan, interviewed by Gina Fairley (2021). "Stop being reactive; digital mentorship is about strategic investment".
<https://www.artshub.com.au/2021/07/19/stop-being-reactive-digital-mentorship-is-about-strategic-investment/>

"It is around the **understanding of digital where we have found significant gaps, particularly in leadership positions** (...) Our (museums and heritage) sector needs leaders that can be informed, reflective, responsive and active in their digital understanding, so that as organisations we can **build a more digitally fluent workforce and create digitally mature relationships with our audiences**".

Finnis, Jane (2020). "Why digitally literate leadership is so important right now".
<https://medium.com/@janefinnis/why-digitally-literate-leadership-is-so-important-right-now-3c2d9b214dde>

"Digital skills are valuable and sought after for all kinds of jobs:

- 82% of all job vacancies require digital skills
- Roles requiring digital skills pay 29% more than those that don't
- In recent years, the number of digital jobs grew almost three times as quickly as other occupations".

The Skills Toolkit. <https://theskillstoolkit.campaign.gov.uk/>

"El paradigma digital afecta el conjunt de l'equipament i penetra en l'acompliment de pràcticament totes les seves funcions. (...) Cal assolir una **cultura digital global de l'organització**. Cada membre ha de tenir el domini d'eines i programaris comuns i específics, l'ús dels recursos de comunicació i d'anàlisi digitals, el seguiment proactiu de l'evolució de les tecnologies i de les possibilitats d'incorporar-les a la seva pràctica professional (...)sembla pertinent que es plantegi una **estratègia 'd'alfabetització digital' de país**. Aquesta estratègia hauria d'identificar els dèficits més crítics a resoldre i dur a terme un pla que inclogués la formació dels equips, la incorporació de competències digitals en les ofertes de treball i la implantació progressiva de tasques digitals innovadores".

Generalitat de Catalunya, Departament de Cultura (2021). *Els equips de gestió dels equipaments museístics. Museus 2030.* p. 10, 53 .
https://cultura.gencat.cat/web/.content/dgpc/museus/08.recursos/publicacions/quaderns/06_equipos_gestio_def.pdf

"You can call it "digitalization" if you want, but at the end of the day it is about capabilities, skills, and ways of working, which means rethinking organizational structures and leadership. (...)The key to the change is to have smart, multi-talented, happy people in an organization that values diversity, creativity, and has a clear mission".

Sarvas, Risto (2020), interviewed by Kajsa Hartig <https://www.idek.se/meetup-3-risto-sarvas-professor-of-practice-aalto-university>

“Employers are confronting sizable skills gaps in all parts of their operations, at all levels, and they can’t seem to fill them by simply hiring new people. In today’s tight labor market, there are about 7 million open jobs for which companies are struggling to find qualified candidates because **applicants routinely lack the digital and soft skills required to succeed**”.

Horn, Michael B.(2020). “Education, Disrupted”. <https://sloanreview.mit.edu/article/education-disrupted/>

“The initial conversations with team leaders and managers (at National Museums Scotland) revealed that they are often not aware of the **digital skills development needs** of their staff (...) The Developing Digital Potential process was seen as a valuable way to address these issues and to consider individual development needs”.

Cawston, Rob (2020). “Sustainable processes for building digital skills”, <https://digipathways.co.uk/sustainable-processes-building-digital-skills/>. See also Karin de Wild Development Pack Process, “Developing staff digital skills: approach & process downloadable at <https://digipathways.co.uk/developing-staff-digital-skills-approach-process/>

“**Digital skills are becoming near-universal requirements** for employment. The move up the career ladder from low- to high-skill jobs comes with increased demand for specific digital skills (...) Digital skills are not only required for high-skill jobs. They are now called for across the full span of the labour market ranging from entry-level call centre workers to sophisticated information technology roles with increased demand for specific digital skills”.

Specific Digital Skill Clusters

Software & Programming	Customer Relationship Management
Computer & Networking Support	Software
Data Analysis	Digital Design
Digital Marketing	Machining & Manufacturing Technology

UK Government / Burning Glass (2019). *No longer Optional: Employer Demands for Digital Skills*.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/807830/No_Longer_Optional_Employer_Demand_for_Digital_Skills.pdf

“The (Government’s digitalisation) strategy emphasises the importance of promoting the matching of expertise and the central importance of meeting the growing needs of the private and public sectors for a **digitally competent workforce** (...). Industry is facing significant new needs for skills related to the **digital transition** (...)The Swedish National Digitalisation Council points to how vital it is for stakeholders from the labour market, private sector and education to work together to increase matching between supply and demand for **digital expertise**.”

Government of Sweden (2019). Government decision: *Assignment to collaborate on ensuring access to cutting-edge digital expertise*.
<https://digitalspetskompetens.se/wp-content/uploads/2020/04/Government-of-Sweden-assignment-Cutting-edge-digital-expertise-2019-06-27.pdf>

“**L'alfabetització digital és una competència transversal clau en el mercat laboral**. Va més enllà de l'accés a les TIC i el seu ús, i és vinculada a les habilitats i les actituds que tenen les persones envers les tecnologies”.

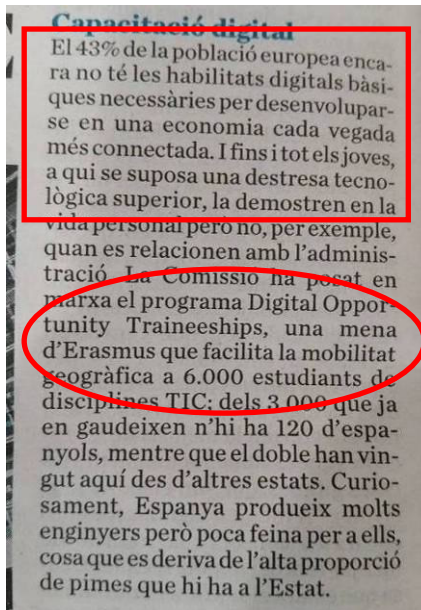
Elena Osés (2019), citada a “Més de 40.000 alumnes europeus participen en un projecte per a l'avaluació i l'acreditació de la competència digital”,
<https://www.uoc.edu/portal/ca/news/actualitat/2019/156-projecte-criss.html>

“Education and **training on digital competences** should be designed on the basis of real, actual needs of the individuals, organisations, job market, society (...)Supporting citizens to enhance their digital competences should be done with the purpose to include them in modern societies that undergo digital transformation. **No citizen should feel excluded** (for any reason such as age, race, gender, financial condition, social group etc.) from accessing formal and non-formal education and training on media or digital literacy”.

All Digital (2019). *Manifesto for Enhancing Digital Competences Across Europe*. <https://all-digital.org/digital-competences-manifesto-text/>
Texto del Manifiesto en español: <https://all-digital.org/wp-content/uploads/2020/04/Manifesto-ES-for-A4-printing.pdf>

“**9 out of 10 jobs in the future will require digital skills**”.

<https://www.digitalskillup.eu/>



Albert Cuesta, diari ARA, 29 /05/ 2019

Las **capacidades digitales** van a ser pronto un **commodity básico** en muchas empresas, como puede ser el leer.

LLYC (2021). "Informe Tendencias Talento 2021".
<https://actualidad.llorenteycuenca.com/temas/noticias/informe-tendencias-talento-2021-las-empresas-obligadas-a-reinventar-la-relacion-con-el-talento>

"Die **Digitale Bildung** is so wichtig wie lesen und schreiben".

Anja Karliczek (2021, "Digitale Kompetenzen aller Altersgruppen stärken", *die Initiative Digitale Bildung*.
<https://www.bundesregierung.de/breg-de/aktuelles/initiative-digitale-bildung-1860856>

"Member States should be accompanied in the development of the most appropriate **measures in favor of the museum sector**, particularly in terms of **capacity development**, the consideration of the social role of museums **and digital development**, targeting all regions of the world, and especially those where the museum network is still fragile".

UNESCO (2021). *Museums around the world in the face of COVID-19*. https://unesdoc.unesco.org/ark:/48223/pf0000376729_eng, p. 39.

"In Autumn 2021 we launch a new core module 'Digital Culture, Digital Literacies' which will provide first year students with the opportunity to **critically engage with digital technologies**, and develop the skills needed to collaborate digitally with colleagues around the world. This module examines platforms, and information hierarchies from a theoretical perspective, and provides students with the skills and knowledge to not only use these technologies, but also to examine the intended and unintended consequences of creating culture online."

Murphy, Oonagh (2021). "Rethinking Arts Management in a Pandemic". <https://sites.gold.ac.uk/iccecommunication/2021/03/25/rethinking-arts-management-in-a-pandemic/>

“Top down digital capacity building: Through developing expertise, tools, policies, and encouraging partnerships that foster innovation, our aim is to transform the sector and contribute to an open, **knowledgeable, digitally savvy and creative society**. We always look for ways to accelerate digital transformation within the sector. Our approach is twofold: we offer bottom up support through **helping professionals gain digital literacy and fluency**, and top down support by encouraging organisations to shift their focus towards digital. For this, an organisational mindset and leadership skills geared towards digital transformation become essential”.

Europeana (2021). “Digital transformation requires strong leadership - introducing the DEN Academy Leadership programme pilot”. <https://pro.europeana.eu/post/digital-transformation-requires-strong-leadership-introducing-the-den-academy-leadership-programme-pilot>

The *Digital Skills & Jobs Platform* “marks a major step forward in closing the digital skills gap in Europe (...)42% of Europeans don’t have even basic digital skills (...) **Millions of Europeans need digital upskilling**. Millions of companies are looking for digital experts.

Benini, Fabrizia (2021). “Welcome to the European home of digital skills”, *Digital Skills Jobs & Platform* <https://digital-skills-jobs.europa.eu/en/latest/opinions/welcome-european-home-digital-skills>

“Critical issue (...) Development of **a workforce that understands the potential and importance of digital** for access to collections and research and has the necessary tools to participate in a digital landscape”.

Royal BC Museum (2016). *Digital strategy 2015-2020*. <https://royalbcmuseum.bc.ca/documents/105659/digital-strategy>, p.5

“Digital literacy is now essential for successfully living, learning and working in today’s increasingly digitalized society and knowledge economy. This fact is the new reality of life in the 21st Century and is reflected in growing concerns by governments that **many citizens lack basic digital skills**. (...)efforts to foster digital mindsets and promote critical conceptions of digital literacies need to strike a balance between a focus on the development of important skills for today anchored in the language of opportunity and deeper levels of critique framed in the **longer-term mission of promoting access, equity and education for all**”.

Brown, Mark (2017). “The Challenge of Digital Literacy: Beyond Narrow Skills to Critical Mindsets”. <https://www.linkedin.com/pulse/challenge-digital-literacy-beyond-narrow-skills-critical-mark-brown/?trackingId=sUBGPABeQqyfrxoW4TVr1A%3D%3D> (Contains a thorough review of digital literacy frameworks and reports and a comprehensive bibliography on digital literacy).

Combatre la **brexa de talent digital**. Línies d'actuació 2020-2022

- Fomentar les vocacions tecnològiques entre joves i adults
- Fomentar el reciclatge del talent no tecnològic
- Promoure el talent digital femení
- Atraure talent d'altres ciutats
- Promoure el talent en professions digitals d'alt valor afegit
- Formar segons les necessitats del mercat.

Los fondos europeos suponen una oportunidad para acelerar el talento digital (...) una oportunidad única para abordar transformaciones sistémicas de la **adopción de habilidades digitales en toda la sociedad**, desde incrementar el interés en estudios digitales en la infancia a programas de recapacitación o reorientación de personas de más de 50 años, así como **mejorar la brecha de género**.

Barcelona Digital Talent (2020). *Digital Talent Overview 2020*.

Barcelona Digital Talent (2021). *Digital Talent Overview 2021*.

<https://barcelonadigitaltalent.com/ca/report/digital-talent-overview-2020/>

<https://barcelonadigitaltalent.com/report/digital-talent-overview-2021/>

“Pel que fa concretament a perfils professionals, la **Indústria 4.0** comportarà un canvi en la demanda: el nombre de personal no qualificat i semiqualficat anirà en descens i es crearan **nous llocs de treball d'alta qualificació, sobretot vinculats a les tecnologies de la informació i a les habilitats digitals**. Analistes de dades, dissenyadors d'aplicacions i de robòtica, entre altres, són perfils que les empreses, tecnològiques i no tecnològiques, estan demandant cada vegada més. A més de noves professions, apareixen nous perfils directius, com ara CIO (Chief Information Officer), CDO (Chief Data Officer)”, (p.153).

Generalitat de Catalunya (2018). *L'impacte laboral de la Indústria 4.0 a Catalunya*. 216 pp. Descarregable a

https://www.accio.gencat.cat/ca/serveis/banc-coneixement/cercador/BancConeixement/papers_observatori_industria40_03

“Las **competencias esenciales para el trabajador o Maker 4.0** son:

- | | |
|------------------------------------------|---------------------------------------|
| ▪ Pensamiento adaptativo y computacional | ▪ Colaboración, sobre todo virtual |
| ▪ Competencias técnicas | ▪ Aprendizaje permanente |
| ▪ Transdisciplinariedad | ▪ Gestión de la carga cognitiva (...) |

Es indudable el **cambio que todo ello significa para los actuales sistemas de formación**”.

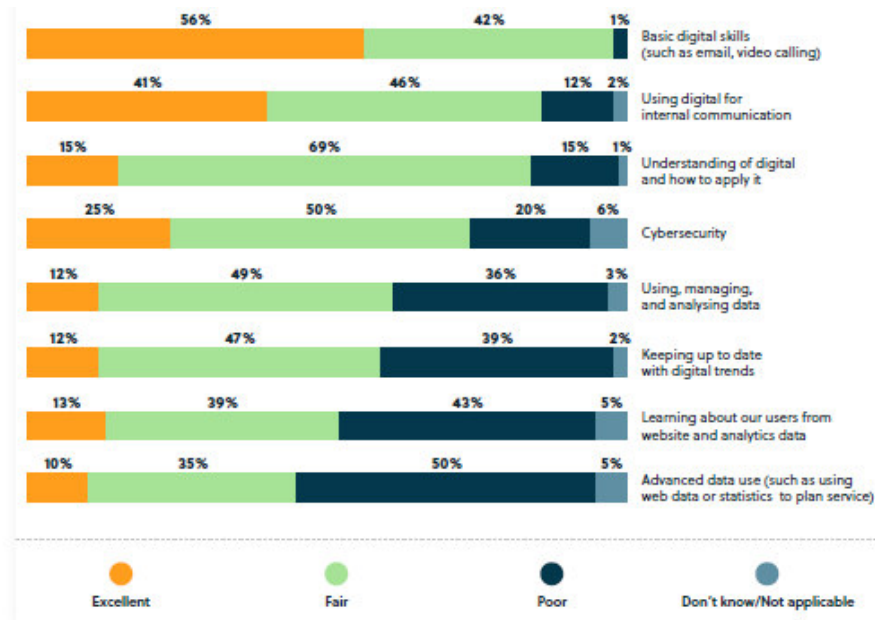
Reig, Dolors (2018). “Cómo deben formarse los futuros trabajadores de la industria 4.0”. <https://www.dreig.eu/caparazon/industria-4-0-competencias/>

UK Charities' digital skills

Q 2 How would you rate your charity's skills in the following areas?

HOW WOULD YOU RATE YOUR ORGANISATION'S SKILLS IN THE FOLLOWING AREAS INTERNALLY?

The amount of charities rating themselves as having excellent basic digital skills has almost doubled, with 56% putting themselves in this category compared to 29% last year. However, there is still room for significant improvement in most areas, such as using and managing data and cybersecurity, demonstrating that the sector still needs support with skills development.



SKILLS

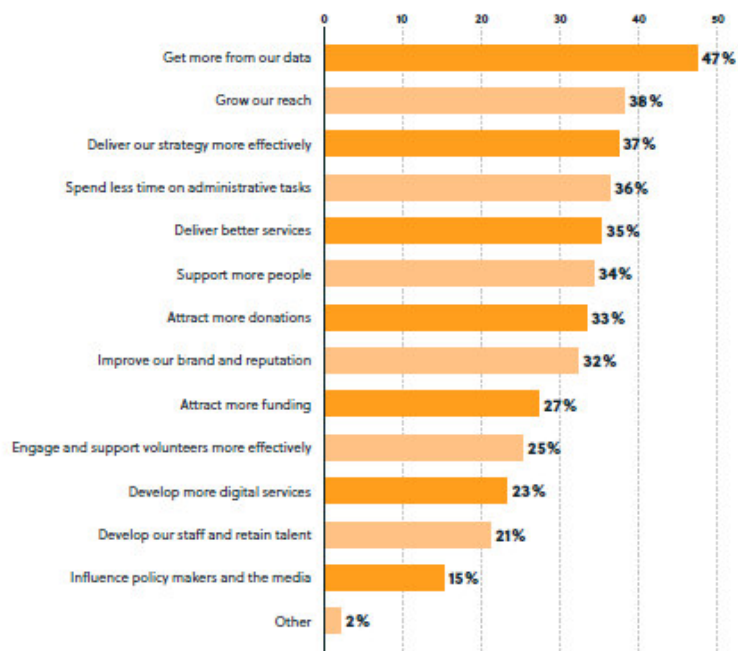
- The amount of charities rating themselves as having excellent basic digital skills has almost doubled, with 56% putting themselves in this category compared to 29% last year.
- The lowest five skills overall are digital fundraising, user research to inform new services, advanced data use (such as using web data or statistics to plan services), SEO (Search Engine Optimisation) and use of digital in service delivery.

(p.16)

Benefits of improving the digital skills across the organisation

WHAT ARE THE KEY THINGS YOUR ORGANISATION COULD DO IF IT INCREASED ITS DIGITAL SKILLS?

Charities think that getting more from their data is the number one thing they could achieve if they grew their digital skills.



Digital Leadership: room for improvement

IN ORDER TO PROGRESS WITH DIGITAL, WHAT SKILLS, KNOWLEDGE OR BEHAVIOUR WOULD YOU MOST LIKE TO IMPROVE AT CEO OR BOARD LEVEL?

Charities want to see better digital leadership from their CEO and board. Despite the digital disruption caused by the pandemic, charity leaders still need to offer a clear vision, understanding of trends and strategic thinking about digital.



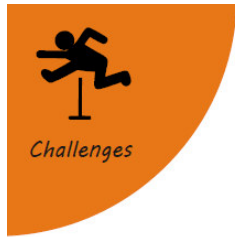
Charities also commented:

"Basic understanding of essential digital services. Too often they delegate rather than taking the time to learn and understand."

"Adoption of tools like machine learning to better utilise our data. Would be great to better personalise service delivery too."

"Allowing digital to be a strategic function not a service delivery team for other teams."

Charity Digital Skills Report 2020. p.29
https://www.skillsplatform.org/uploads/charity_digital_skills_report_2020.pdf



In what areas do you most lack skills



Graphic design



Video



Web design



Audio



Photography



Data base

Luís Sebastian (2018). "The Lamego Museum: How does it work? ", slide 55
https://docs.wixstatic.com/ugd/a0a3c1_6c7930475ba44f6dba3670887a1f5cba.pdf

Transformación cultural y nuevas formas de trabajo / Cultural Transformation and New Ways of Working



Humannova (2020). "Modelo InnoRed". <https://humannova.com/estudio-nuevas-formas-de-trabajo/>

Five Initiatives to Prepare the Enterprise for Digital Business Acceleration



Source: Gartner

Gartner (2020). "The CIO's Role in Preparing for Business Acceleration". <https://www.gartner.com/en/doc/731468-the-cios-role-in-preparing-for-digital-business-acceleration>, p. 3

“It’s not just important to invest in the digital literacy of your (digital) staff but also to **embed digital leadership across the whole organisation**”.

Shajha Al Thani, Qatar Museums (2021), cited by Museum Booster in *Museum Innovation Barometer 2021*, p. 50
<https://museumbooster.com/wp-content/uploads/2021/08/Museum-Innovation-Barometer-2021.pdf>

“Understanding technology — really, **digital literacy — is now an essential part of running any organization**. You don’t need to be an expert, but for the sake of your organization’s business and mission, digital literacy is an essential business function. Consider **digital literacy and access two foundational elements of today’s museums**. Without both, you run the risk of falling behind and not reaching critical audiences”.

Devine, Catherine (2021). “Digital Literacy And Access Are Musts For Today’s Museums”.
<https://jingculturecommerce.com/catherine-devine-digital-literacy-access/>

“**Tech-enabled leadership**: Outperforming through digital requires a high level of tech savvy, not just from technology leaders within the organization but from the entire leadership team. Responsibility cannot fall solely on chief information officers (CIOs) and chief data officers (CDOs). Business-unit leaders and COOs are increasingly being asked to make tough trade-offs between technology and other types of investments. Executive boards, for their part, now need **a broader technology fluency across all board-level decisions**, rather than simply a single, siloed “tech expert” board member (...) **Across the leadership team, the call to become more tech savvy is urgent**—even for roles that have typically engaged very little with technology”.

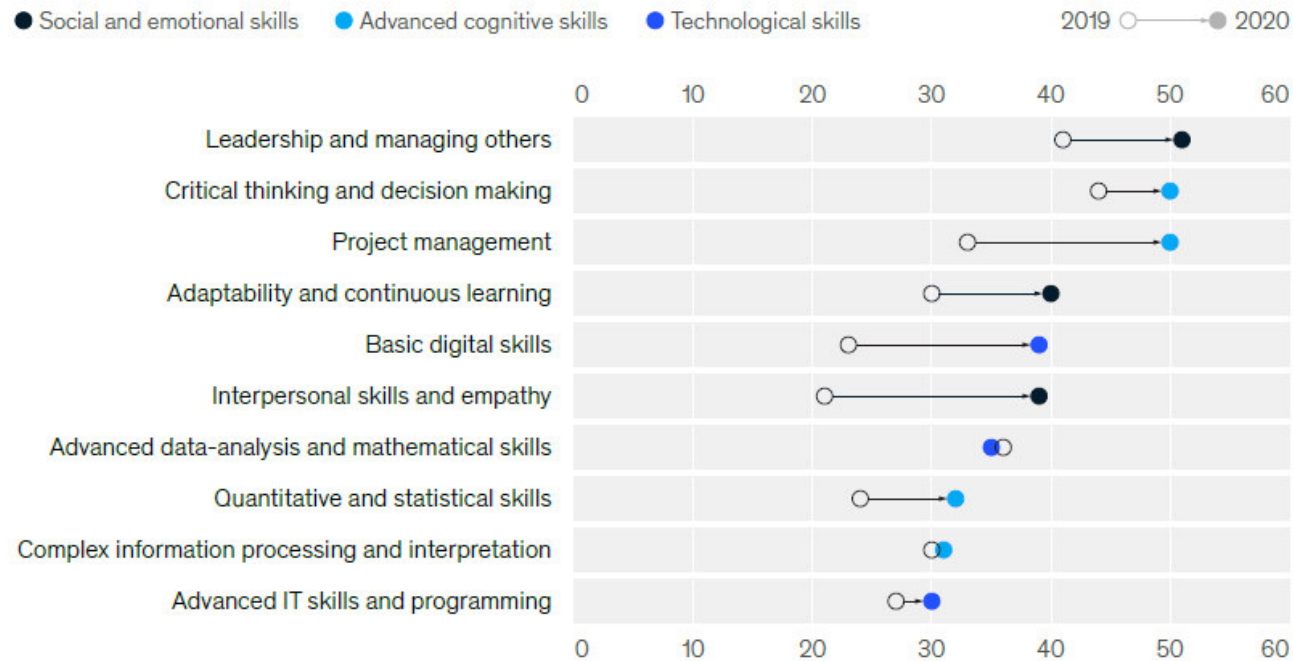
McKinsey (2021). “Strategy for a digital world”, *McKinsey Quarterly* Oct 2021 Number 4.
<https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/strategy-for-a-digital-world>

“**Digital literacy in the workplace** is the awareness, mind-set and ability of individuals to confidently use digital workplace tools responsibly and effectively in order to solve problems, be productive, support well-being and thrive at work by processing and applying information and data, **creating content, connecting and collaborating with other people**, and reflecting on and adapting one’s digital practices over time”.

Marsh, Elizabeth (2018). “What do we mean when we talk about workplace digital literacy?”. <https://www.linkedin.com/pulse/what-do-we-mean-when-talk-workplace-digital-literacy-elizabeth-marsh/>

5. Upskilling, training, learning

Skills that companies have prioritized to address through reskilling,¹% of respondents



“Skill building is more prevalent than it was prior to the pandemic, with 69 percent of (surveyed) organizations doing more skill building now than they did before the COVID-19 crisis”.

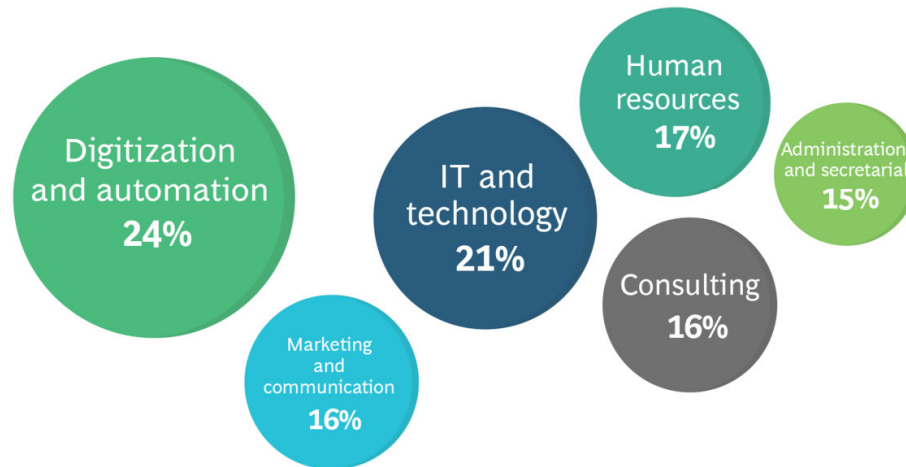
McKinsey (2021). “Building workforce skills at scale to thrive during—and after—the COVID-19 crisis”.

<https://www.mckinsey.com/business-functions/organization/our-insights/building-workforce-skills-at-scale-to-thrive-during-and-after-the-covid-19-crisis>

Most-Often-Mentioned Next Careers

% of respondents willing to retrain to get into each field

“When people think about **reskilling**, Digital and IT jobs are at the top of the list”.



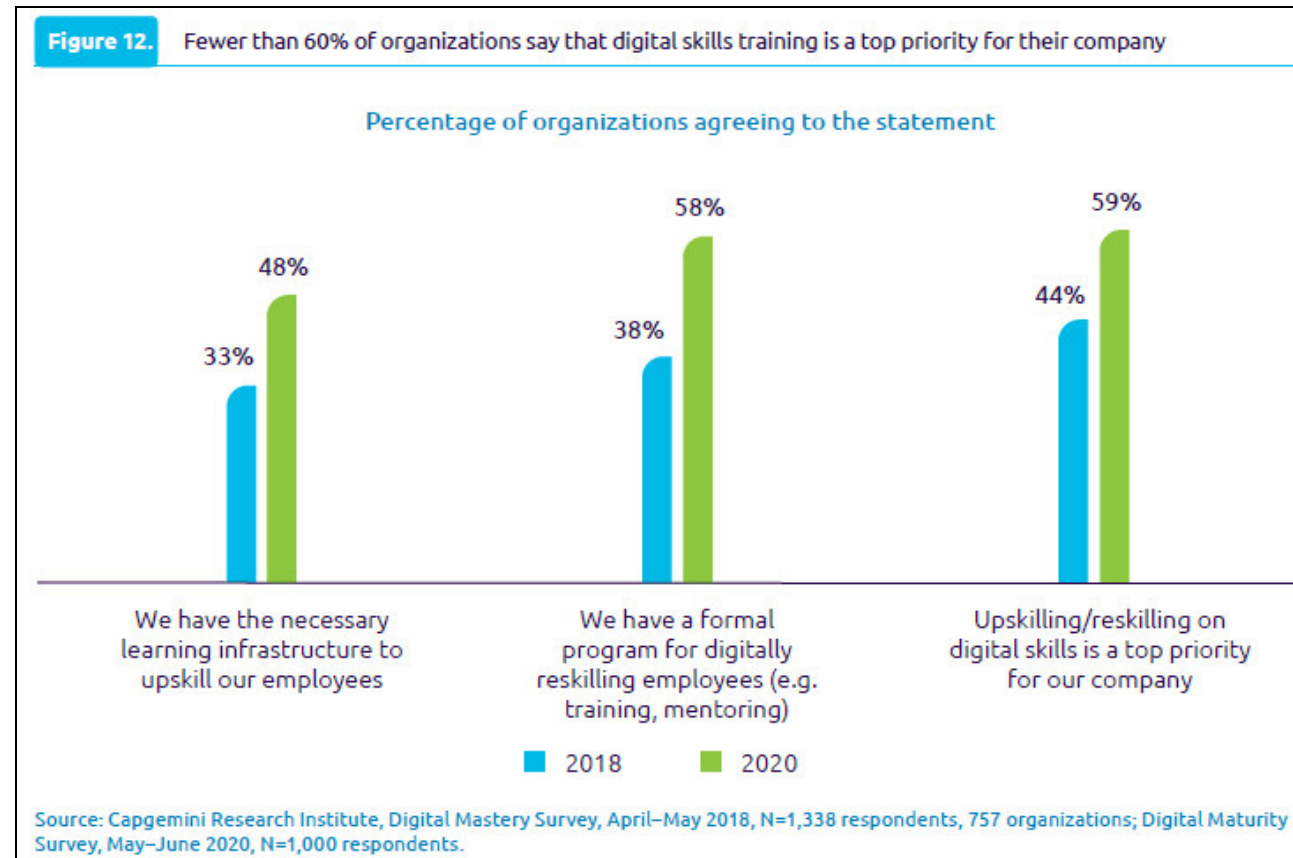
“Upskill at scale. Despite the current uncertainty, there are already a few skill areas—for example, digital skills and agile working—for which the development need is almost universal (...)

Invest in building a learning organization (...) making learning a key part of your employer value proposition, investing in modern learning IT solutions (...)

Emphasize self-driven, on-the-job learning methods (...) integrate learning into daily workflows, including through microlearning apps that incorporate virtual coaching, nudges, and gamification”.

Boston Consulting Group (2021). “Decoding Global Reskilling and Career Paths”
<https://www.bcg.com/publications/2021/decoding-global-trends-reskilling-career-paths>

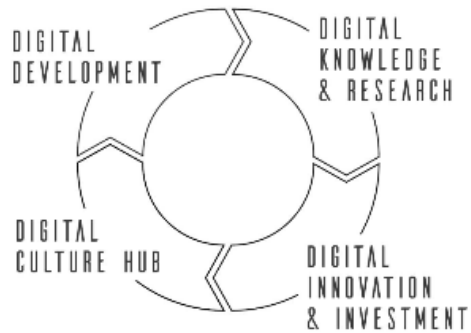
Digital skills as a top priority for almost 60% of the companies, thus not so for the other 40%
(improving trend compared to 2018, though)



Capgemini Research Institute (2020). *Digital Mastery 2020: How organizations have progressed in their digital transformations over the past two years*, <https://www.capgemini.com/research/digital-mastery/>. Downloadable report, p.18.

Australian Digital Culture Program: 1 out of 4 priorities → Digital literacy and skills development

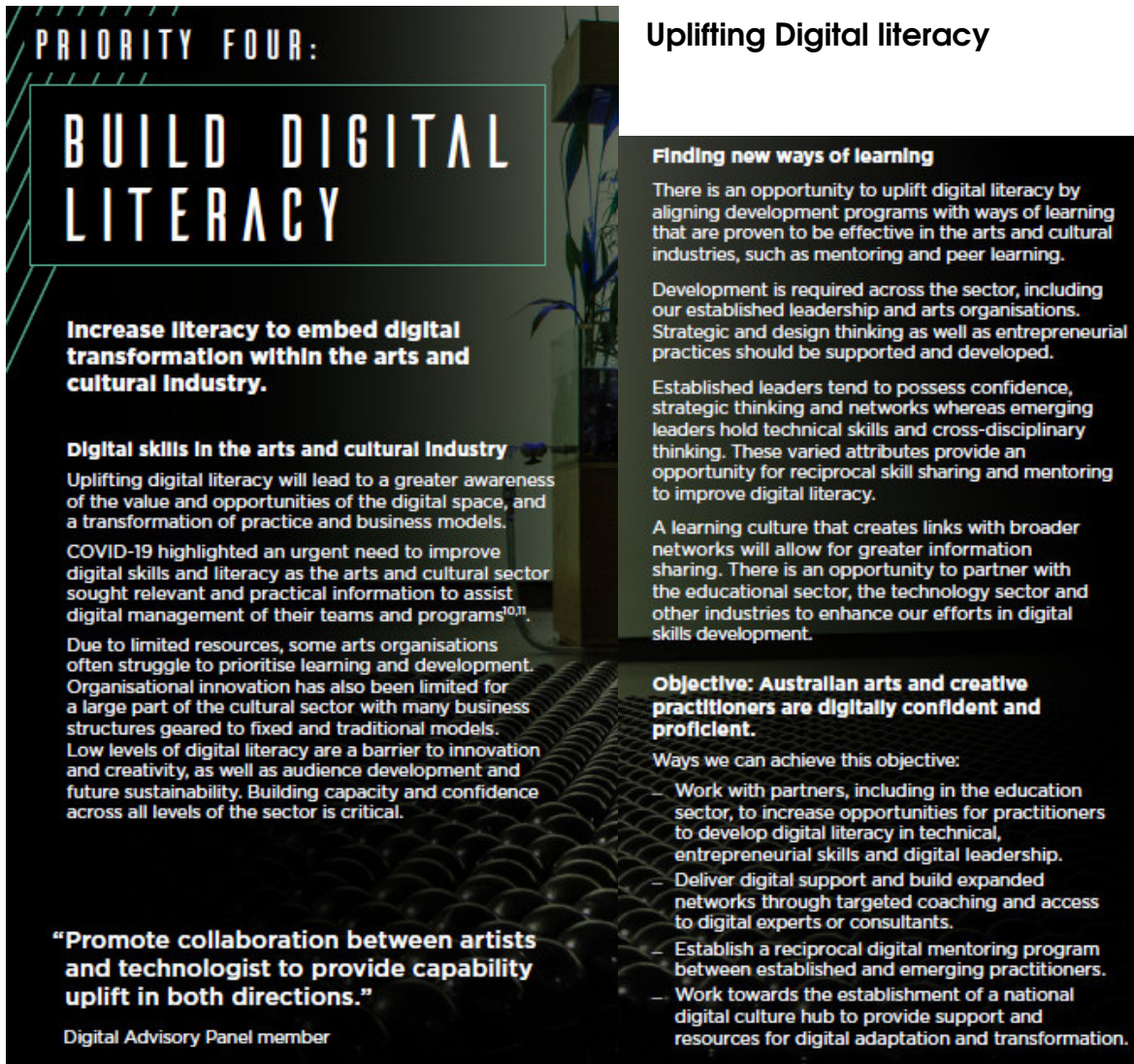
Digital Culture Program



The Digital Culture Program aims to digitally enable artists and cultural organisations. The program will develop practice, share knowledge and invest in innovation. This four-year program includes:

- A dedicated First Nations digital program.
- Focused digital literacy and skills development initiatives.
- Research, resources and knowledge sharing.
- A framework for accelerating innovation and investment in digital projects.

Australia Council for the Arts (2021). <https://www.australiacouncil.gov.au/about/digital-culture-strategy/>



PRIORITY FOUR:

BUILD DIGITAL LITERACY

Increase literacy to embed digital transformation within the arts and cultural industry.

Digital skills in the arts and cultural industry

Uplifting digital literacy will lead to a greater awareness of the value and opportunities of the digital space, and a transformation of practice and business models.

COVID-19 highlighted an urgent need to improve digital skills and literacy as the arts and cultural sector sought relevant and practical information to assist digital management of their teams and programs^{10,11}.

Due to limited resources, some arts organisations often struggle to prioritise learning and development. Organisational innovation has also been limited for a large part of the cultural sector with many business structures geared to fixed and traditional models. Low levels of digital literacy are a barrier to innovation and creativity, as well as audience development and future sustainability. Building capacity and confidence across all levels of the sector is critical.

“Promote collaboration between artists and technologist to provide capability uplift in both directions.”

Digital Advisory Panel member

Uplifting Digital literacy

Finding new ways of learning

There is an opportunity to uplift digital literacy by aligning development programs with ways of learning that are proven to be effective in the arts and cultural industries, such as mentoring and peer learning.

Development is required across the sector, including our established leadership and arts organisations. Strategic and design thinking as well as entrepreneurial practices should be supported and developed.

Established leaders tend to possess confidence, strategic thinking and networks whereas emerging leaders hold technical skills and cross-disciplinary thinking. These varied attributes provide an opportunity for reciprocal skill sharing and mentoring to improve digital literacy.

A learning culture that creates links with broader networks will allow for greater information sharing. There is an opportunity to partner with the educational sector, the technology sector and other industries to enhance our efforts in digital skills development.

Objective: Australian arts and creative practitioners are digitally confident and proficient.

Ways we can achieve this objective:

- Work with partners, including in the education sector, to increase opportunities for practitioners to develop digital literacy in technical, entrepreneurial skills and digital leadership.
- Deliver digital support and build expanded networks through targeted coaching and access to digital experts or consultants.
- Establish a reciprocal digital mentoring program between established and emerging practitioners.
- Work towards the establishment of a national digital culture hub to provide support and resources for digital adaptation and transformation.

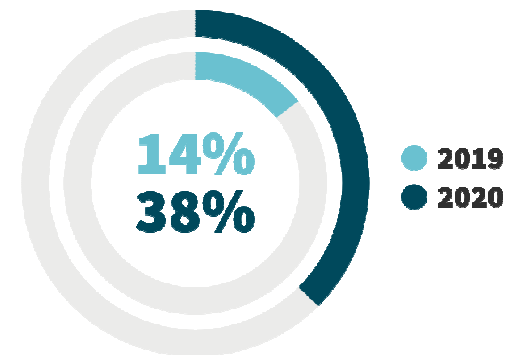
Australia Council for the Arts.
Digital Cultural Strategy 2021/24, p. 20-21.
<https://www.australiacouncil.gov.au/about/digital-culture-strategy/>

Learning & Development reskilling



Udemy for Business (2019). *2020 Workplace Learning Trends Report*, p. 19
<https://business.udemy.com/resources/5-workplace-learning-trends-2020/>

Estimated % of workforce upskilled in 2019 vs. 2020



“Before the pandemic, upskilling was a priority for many organizations, but it's clear that it has now become **a business imperative** (...) There's a significant uptick in the percentage of the workforce being upskilled or reskilled compared to the previous year. This, according to the data, is driven mostly by **a growing number of organizations recognizing the skills gap and their responsibility to fill it**”.

Udemy for Business *The 2021 Workplace Learning Trends Report*. <https://business.udemy.com/resources/2021-workplace-learning-trends-report/>

Digital Education Priority: *Enhancing digital skills and competences for the digital transformation*

“The crisis requires us to rethink how education and training, in all disciplines, are designed and provided to meet the demands of a rapidly changing and increasingly digital world. Quality and inclusive education today should be informed by the needs of our current and future society. For this, it is important to **consider how all phases and stages of education and training can purposefully and strategically embed digital technologies into educational practices.**”

European Commission (2020). *Digital Education action Plan 2021-2027. Communication*, p. 3

https://ec.europa.eu/education/sites/default/files/document-library-docs/deap-communication-sept2020_en.pdf

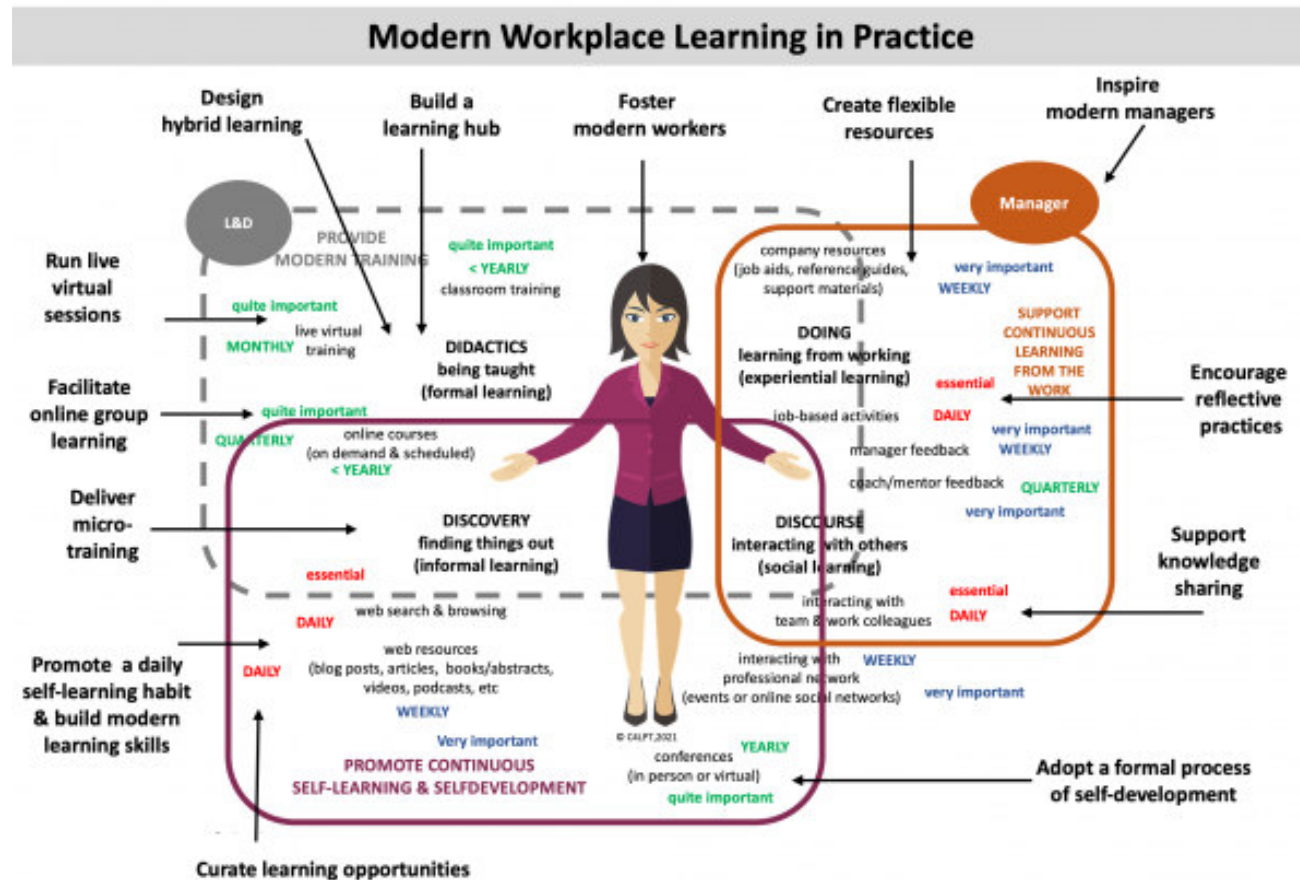
Priority Area	Short description	Objectives	Actions
Enhancing digital skills and competences for the digital transformation	Today, the lack of digital competences is a societal challenge for adults and young people alike. The COVID-19 crisis has reinforced the need to promote a sound understanding of the digital world and support the development of digital competence of citizens and learners of all ages. Actions under this priority look at both basic and advanced digital skills with the aim of fostering digital citizenship and inclusion.	<ul style="list-style-type: none"> ○ Fostering the development of digital competence ○ Promoting digital literacy for informed choices as citizens ○ Boosting the development of advanced digital skills 	<ul style="list-style-type: none"> ○ Tackling disinformation and promoting digital literacy through education and training ○ Digital Competence Framework update ○ European Digital Skills Certificate ○ Improving the provision of digital skills in education and training ○ Digital competence benchmark ○ Digital Opportunity Traineeship ○ Women's participation in STEM;

European Commission (2020). *Digital Education action Plan 2021-2027. Commission staff working document*, p. 24-25.

https://ec.europa.eu/education/sites/default/files/document-library-docs/deap-communication-sept2020_en.pdf

Other documents related at https://ec.europa.eu/education/education-in-the-eu/digital-education-action-plan_en

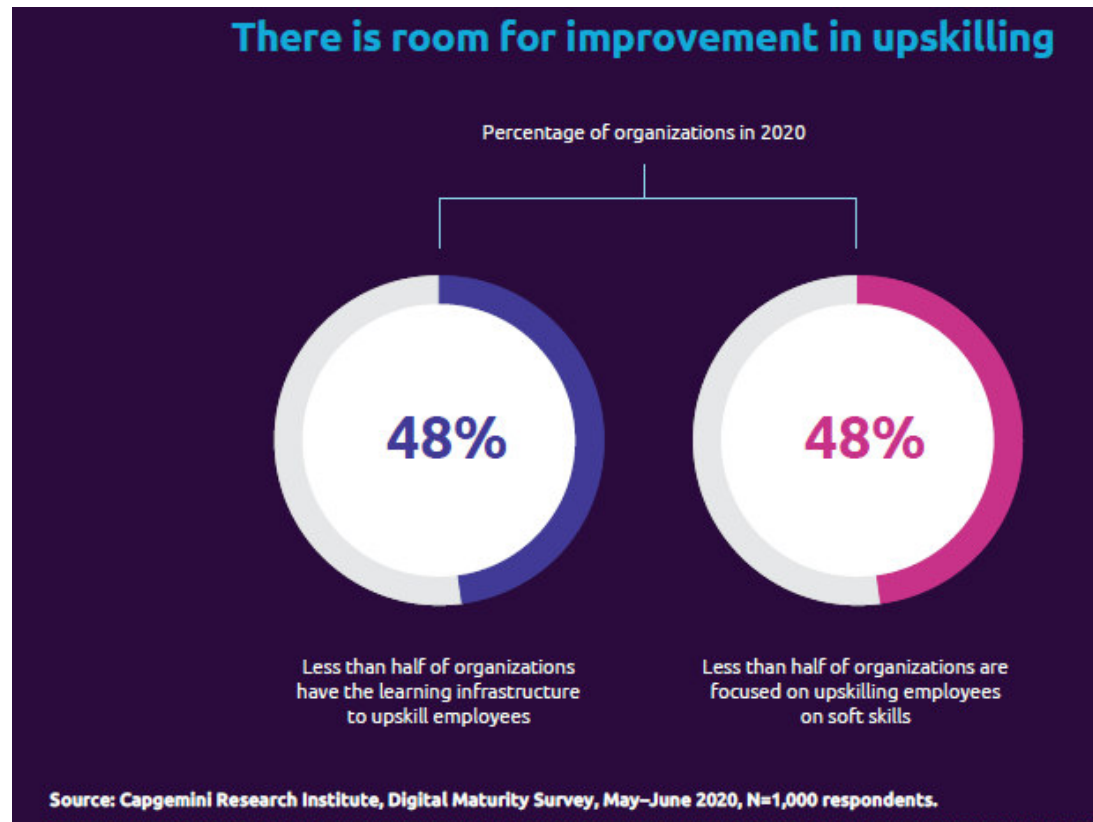
Learning hub



“open up all your learning opportunities to your people (...) open up access to a full range of learning opportunities – internal/external, formal/informal, individual/social, etc. Aggregate them on a learning hub”.

MWL (2021). “New roles and responsibilities” <https://www.modernworkplacelearning.com/cild/mwl/mwl-2021-new-roles-and-responsibilities/>

Upskilling: still room for improvement



Capgemini (2020). *Digital Mastery* Infographic. <https://www.capgemini.com/research/digital-mastery/>

Upskilling – Key findings



PWC (2020). *Talent trends 2020. Upskilling: Building confidence in an uncertain world*. p.4.
<https://www.pwc.com/gx/en/ceo-agenda/ceosurvey/2020/trends/talent.html>

"Learning itself is a skill. Unlocking the mindsets and skills to develop it can boost personal and professional lives and deliver a competitive edge (...)

Two mindsets serve as especially powerful fuel for intentional learners: a growth mindset and a curiosity mindset.

- a **growth mindset** suggests that you can grow, expand, evolve, and change. Intelligence and capability are not fixed points but instead traits you cultivate
- **curiosity** is awareness, an openness to ideas, and an ability to make connections between disparate concepts".

Christensen, Lisa & others (2020). "The most fundamental skill: Intentional learning and the career advantage". *McKinsey Quarterly*.
<https://www.mckinsey.com/featured-insights/future-of-work/the-most-fundamental-skill-intentional-learning-and-the-career-advantage>

Barriers to upskilling for digitization

FIVE BARRIERS TO UPSKILLING THE WORKFORCE FOR DIGITALISATION



Culture of learning
People think that learning is for the young

Traditionally, most learning has taken place in the early part of a person's life. With the changing demands of continuous technological development, however, individuals now need to take time to update their skills throughout their lives.¹⁹ In many societies, this will require a shift in the culture of work and learning.



Motivation
People don't see a need for digital skills

Many people, from store managers to delivery drivers, do not see a need to learn new skills, despite the opportunities they afford. According to OECD analysis, this lack of awareness about the need for training is particularly acute among workers in occupations that are very likely to experience large changes as a result of digitalisation.²⁰

To become motivated to invest in upskilling, individuals and businesses need to recognise the benefits of learning the skills to adapt for digitalisation, and understand the risks of holding back.



Leadership
Organisations' leaders need to drive digital transformation

In order to prioritise the learning and use of digital skills, organisations often need to reform many of their processes. These changes require strong leadership and clear direction from those at the top.²¹



Resources
Learning puts pressure on the resources of businesses and individuals

Firms are organised to prioritise the delivery of goods and services in response to demand, and can struggle to divert resources to upskill their staff.²²

If they are not supported by their employers or others, individuals are likely to lack the time and money to take part in training outside of work.



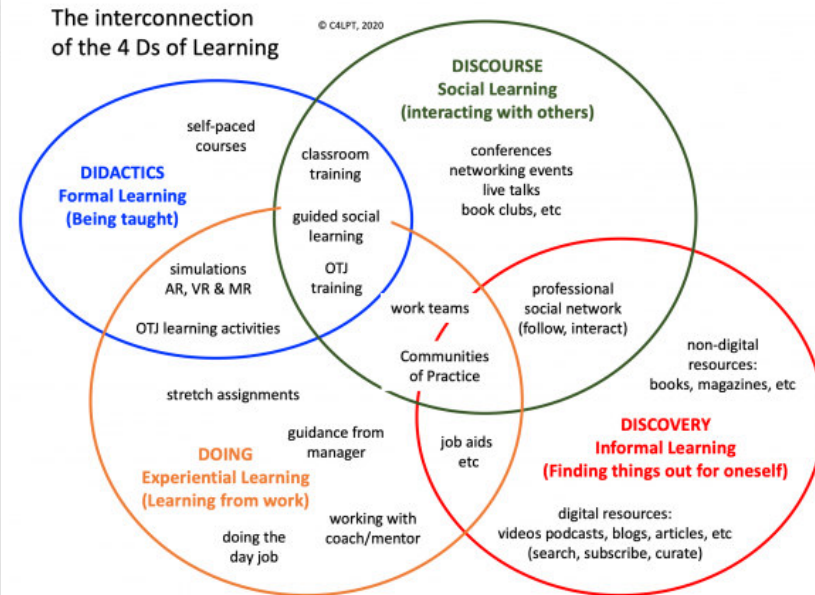
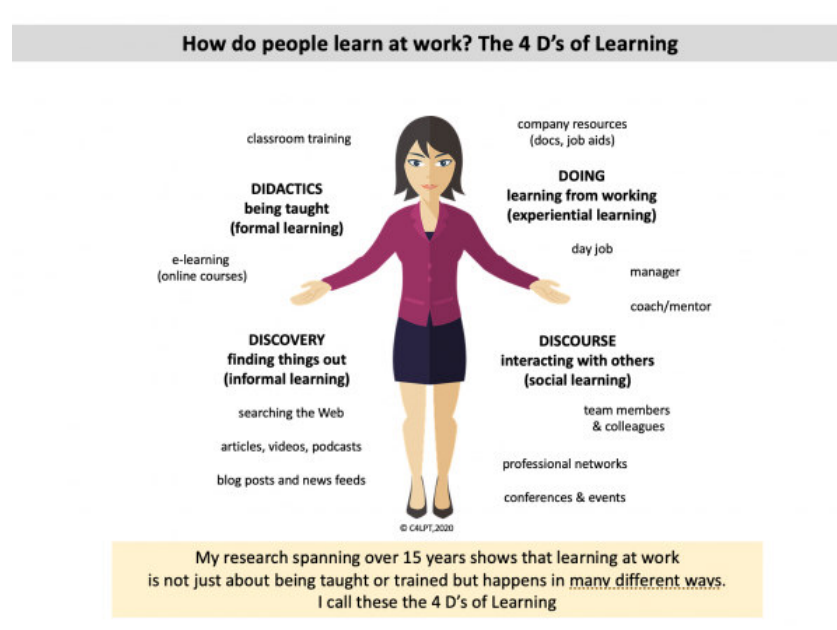
Access to training
People can't find training that is relevant to their needs

Individuals and employers often need support to identify the courses which are relevant to them.

To meet the demand for training, effective courses must be available that teach appropriate skills and are easy to access.

Digital and non-digital Learning_ the 4 Ds of Learning: Didactics / Discourse / Doing / Discovery

How do people learn at work?



Hart, Jane (2020). *The 4 D's of Learning*. <https://www.modernworkplacelearning.com/cild/mwl/5-features-of-ow-modern-professionals-learn/>

Plan Nacional de Competencias Digitales

EJE	LÍNEA DE ACTUACIÓN	MEDIDAS
I. Competencias digitales transversales 	Capacitación digital de la ciudadanía 1	<ol style="list-style-type: none"> 1. Red nacional de centros de capacitación digital, a través de la utilización de los centros integrados y de referencia nacional de formación profesional. 2. Oferta online gratuita de acceso masivo (MOOC). 3. Acciones específicas de inclusión digital.
	Lucha contra la brecha digital de género 2	<ol style="list-style-type: none"> 4. Programa de fomento de vocaciones científico-tecnológicas en el sistema educativo. 5. Programa de fomento de la capacitación digital de las mujeres y de participación en itinerarios formativos tecnológicos.
II. Transformación Digital de la Educación 	Digitalización de la Educación y desarrollo de las competencias digitales para el aprendizaje en la educación. 3	<ol style="list-style-type: none"> 6. Plan de Digitalización y Competencias Digitales del Sistema Educativo. 7. Incorporación en los currículos de las etapas obligatorias de competencias digitales y de programación. 8. Creación de Recursos Educativos Abiertos para la enseñanza con medios digitales. 9. Plan de Formación Profesional digital (FPDigital). 10. Plan Uni Digital de modernización del Sistema universitario español.
III. Competencias digitales para el empleo 	Formación en competencias digitales a lo largo de la vida laboral 4	<ol style="list-style-type: none"> 11. Programas de Formación Profesional de capacitación digital modular y flexible orientado a la recualificación y refuerzo de competencias de las personas trabajadoras (<i>reskilling</i> y <i>upskilling</i>). 12. Integrar en el Catálogo Nacional de Cualificaciones Profesionales la acreditación de competencias digitales a diferentes niveles.
	Formación en competencias digitales de las personas al servicio de las Administraciones Públicas. 5	<ol style="list-style-type: none"> 13. Programa de capacitación digital de las Administraciones Públicas.
IV. Profesionales digitales 	Desarrollo de competencias digitales para las PYMES. Administraciones Públicas. 6	<ol style="list-style-type: none"> 14. Programas para la transformación digital de las PYMES
	Fomento de especialistas TIC 7	<ol style="list-style-type: none"> 15. Adaptación de la oferta formativa de formación profesional y universitaria existente. 16. Programa de atracción y retención de talento en el ámbito digital.

Plan Nacional de Competencias Digitales (2020), España Digital 2025, Gobierno de España, p. 46

<https://www.lamoncloa.gob.es/presidente/actividades/Documents/2021/270121-PlanCompetenciasDigitales.pdf>

Formación en habilidades digitales en las empresas españolas

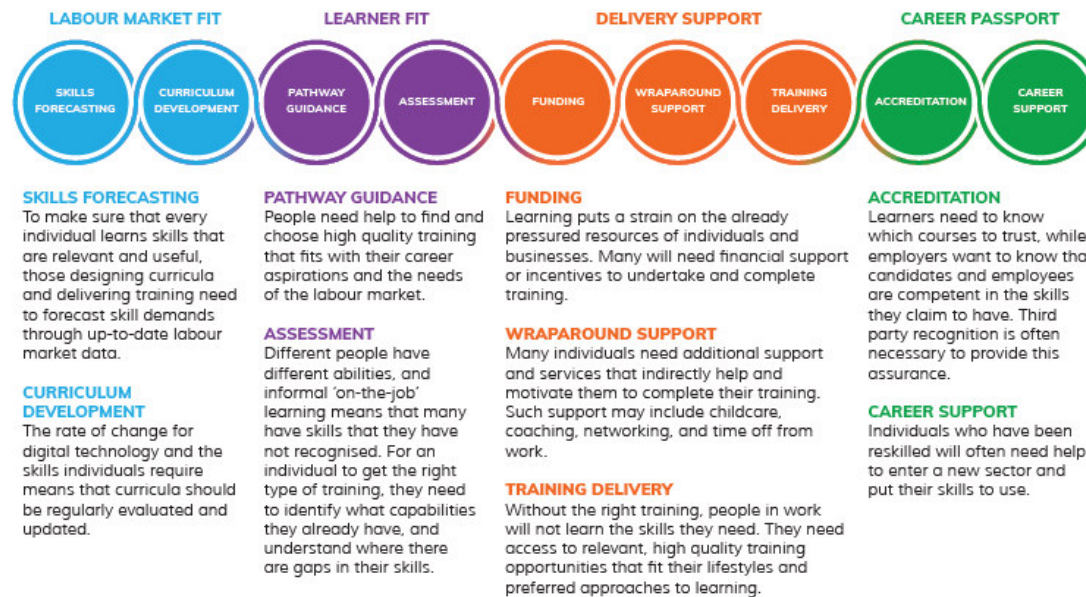


Incipy (2021). 6º estudio Transformación Digital en RR.HH. <https://www.incipy.com/descarga-5o-estudio-transformacion-digital-en-rrhh/>

Steps to an inclusive and responsive **learning ecosystem**

NINE STEPS TO AN INCLUSIVE AND RESPONSIVE LEARNING ECOSYSTEM

Teams wishing to foster the development of a digitally skilled workforce can use this framework as a checklist to plan policy for skills provision. The framework may also be used as a tool to discover gaps in the current learning system, and to identify other teams and organisations with whom it may be effective to collaborate.



15

NESTA and Readie (2018). *Delivering digital skills. A guide to preparing the workforce for an inclusive digital economy.*

<https://www.nesta.org.uk/report/delivering-digital-skills/>

(The guide contains multiple examples of initiatives for digital competences on these 9 steps run by different public services and companies).

Senior Reskilling



Rosillo, Laura (2020). "Edad y transformación profesional #reskilling".
<https://lrosilloc.blogspot.com/2020/08/edad-y-transformacion-profesional.html>

"Para dar respuesta a las necesidades formativas de toda la plantilla, y particularmente de los **séniors**, las acciones de **reskilling** -capacitación de un profesional para otra posición dentro de la empresa- y **upskilling** -mejora de la capacitación en el propio puesto- cobran una importancia estratégica (...)

En el caso de los séniors, es en la adquisición de **competencias digitales** donde se observa un mayor desajuste. Las acciones formativas han de dirigirse, por tanto, a paliar este desequilibrio, acercando a los trabajadores de más edad el uso correcto, eficiente, crítico y seguro de las nuevas tecnologías, tanto a nivel general, como atendiendo a las particularidades de los programas o herramientas digitales de cada empresa o sector".

Fundación Adecco / Fundación SERES (2021).
Libro Blanco del Talento Senior. p. 69, 71.
https://fundacionadecco.org/talento_senior

The Future of Jobs and Training in the Digital Era

Five major themes about the future of jobs training in the tech age

HOPEFUL THEMES

Theme 1 The training ecosystem will evolve, with a mix of innovation in all education formats

- More learning systems will migrate online. Some will be self-directed and some offered or required by employers; others will be hybrid online/real-world classes. Workers will be expected to learn continuously
- Online courses will get a big boost from advances in augmented reality (AR), virtual reality (VR) and artificial intelligence (AI)
- Universities still have special roles to play in preparing people for life, but some are likely to diversify and differentiate

Theme 2 Learners must cultivate 21st-century skills, capabilities and attributes

- Tough-to-teach intangibles such as emotional intelligence, curiosity, creativity, adaptability, resilience and critical thinking will be most highly valued
- Practical, experiential learning via apprenticeships and mentoring will advance

Theme 3 New credentialing systems will arise as self-directed learning expands

- While the traditional college degree will still hold sway in 2026, more employers may accept alternate credentialing systems as self-directed learning options and their measures evolve
- The proof of competency may be in the real-world work portfolios

CONCERNS

Theme 4 Training and learning systems will not meet 21st-century needs by 2026

- Within the next decade, education systems will not be up to the task of adapting to train or retrain people for the skills that will be most prized in the future
- Show me the money: Many doubts hinge upon a lack of political will and necessary funding
- Some people are incapable of or uninterested in self-directed learning

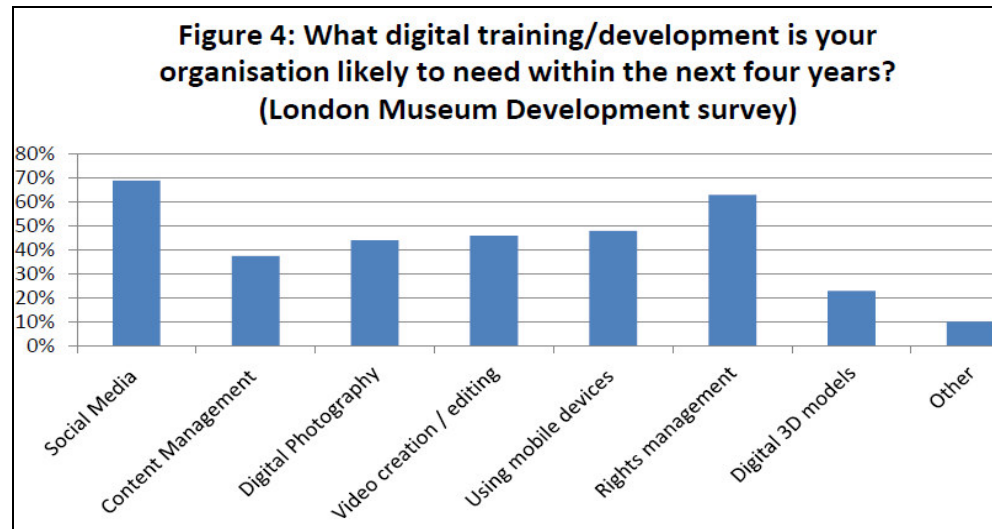
Theme 5 Jobs? What jobs? Technological forces will fundamentally change work and the economic landscape

- There will be many millions more people and millions fewer jobs in the future
- Capitalism itself is in real trouble

PEW RESEARCH CENTER, ELON UNIVERSITY'S IMAGINING THE INTERNET CENTER

Pew Research Center (2017). *The Future of Jobs and Training*. <https://www.pewresearch.org/internet/2017/05/03/the-future-of-jobs-and-jobs-training/>

Digital training needs



London Museum Development (2017). *Training Needs Analysis*, p. 10.

<https://www.museumoflondon.org.uk/application/files/6615/2404/5325/training-needs-analysis.pdf>

Data Visualization _ Upskilling

Applications across departments:

- Delivering data more efficiently
- Assisting decision-making
- Showing trends over time
- Communicating information in a universal way
- Surfacing market opportunities

Benefits of upskilling in data visualization:

- Better insights derived more quickly
- Data pattern and trend identification
- Better use of data to inform business strategy

“Improving capabilities across an organisation means **upskilling everyone** regardless of department or function”.

PWC ProEdge (2021). *Key Skills for Corporate Growth. Developing digital know-how.* <https://proedge.pwc.com>

Recommendations to *advance digital literacy accross higher education*

Recommendations for Improving Digital Literacy

Engage in Strategic Implementations



Upon evaluating digital literacy pilots in one setting, institutions must think more broadly about wider implementation and include their campus libraries in the planning and creation of standards.

Focus on Students as Makers



Digital literacy policies and initiatives must empower students as content and media producers rather than purely knowledge consumers. Makerspaces, both physical and virtual, can provide opportunities for innovation.

Build Industry-Education Partnerships



Technology companies and institutions should partner to better understand ever-changing workforce demands for digital literacy, with ample and continuous conversations that are inclusive of all stakeholders.

Develop Smart Collaborations

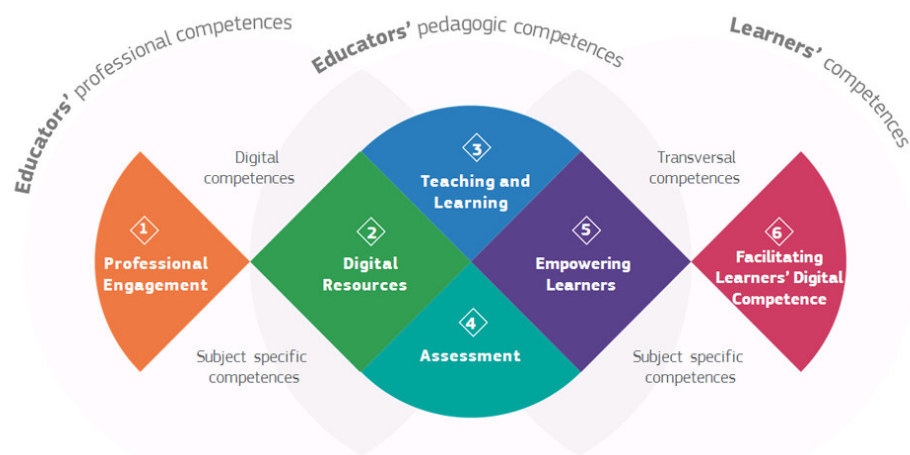


Governments, public and academic libraries, museums, and cultural heritage organizations must work together on developing information-sharing initiatives, online communities of practice, and digital literacy projects.

New Media Consortium (2016). *Strategic brief on Digital Literacy*, p. 16 of the downloadable pdf.

<https://library.educause.edu/resources/2017/8/digital-literacy-in-higher-education-part-ii-an-nmc-horizon-project-strategic-brief>

Digital Competence Framework for Educators (DigCompEdu)



The six DigCompEdu areas focus on different aspects of educators' professional activities:

Area 1: Professional Engagement

Using digital technologies for communication, collaboration and professional development.

Area 2: Digital Resources

Sourcing, creating and sharing digital resources.

Area 3: Teaching and Learning

Managing and orchestrating the use of digital technologies in teaching and learning.

Area 4: Assessment

Using digital technologies and strategies to enhance assessment.

Area 5: Empowering Learners

Using digital technologies to enhance inclusion, personalisation and learners' active engagement.

Area 6: Facilitating Learners' Digital Competence

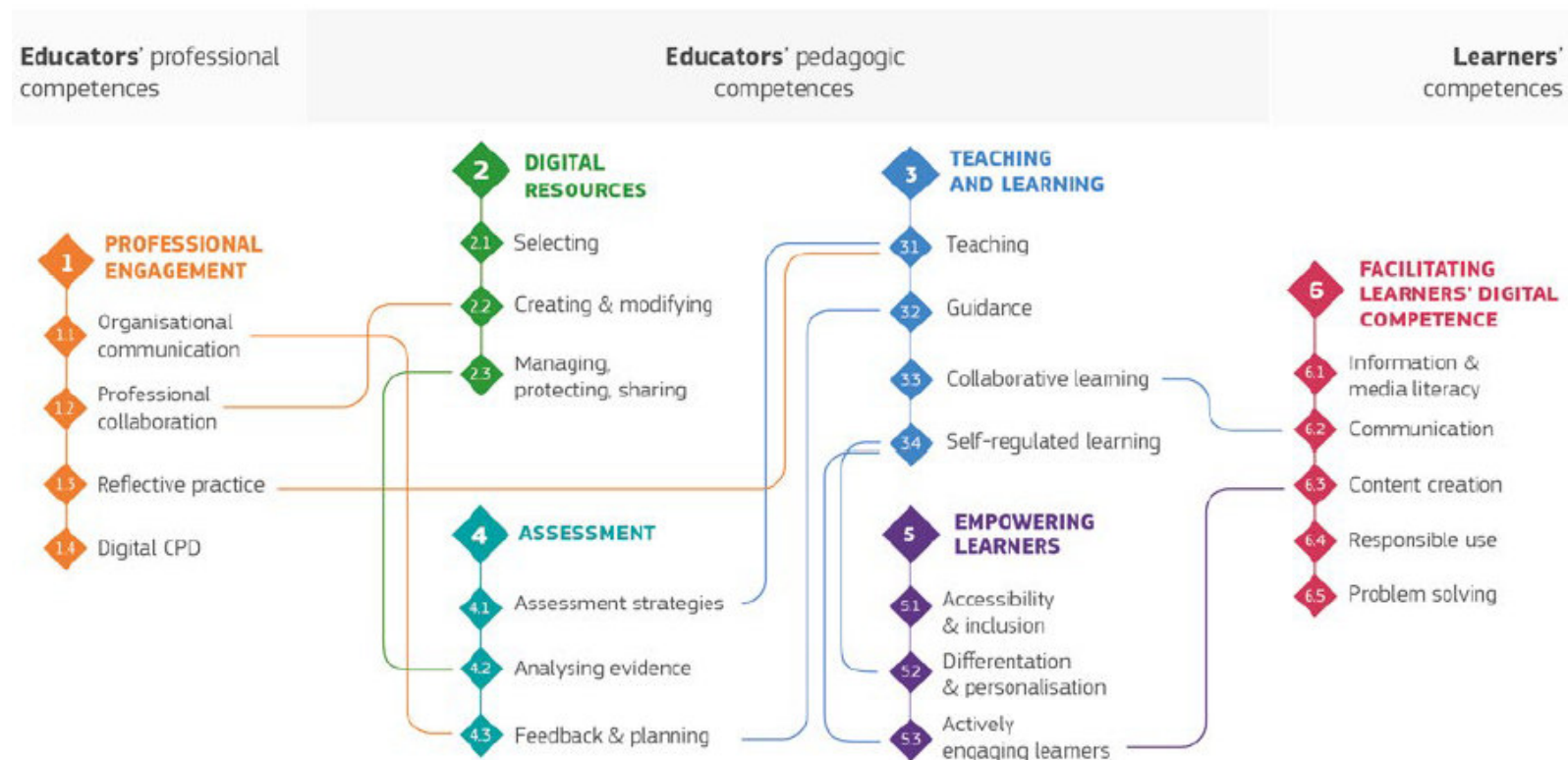
Enabling learners to creatively and responsibly use digital technologies for information, communication, content creation, wellbeing and problem-solving.

European Commission. (2017). *Digital Competence Framework for Educators (DigCompEdu)*. <https://ec.europa.eu/jrc/en/digcompedu>
<https://publications.jrc.ec.europa.eu/repository/handle/JRC107466>, p.15-16.

“Cal **reforçar la competència digital docent** posant l'accent en els usos pedagògics de les TIC i en l'aprofitament de les possibilitats que ofereixen per personalitzar l'aprenentatge, especialment pel que fa al seguiment, l'acompanyament i el suport cognitiu i emocional a l'alumnat”.

Fundació Bofill (2021). *L'estat de l'educació a Catalunya. Balanç i propostes per impulsar les oportunitats educatives. Anuari 2020*, p.96.
 Informe breu, 105 pp. <https://fundaciobofill.cat/publicacions/anuari2020>

DigCompEdu: competences and connections



European Commission. (2017). *Digital Competence Framework for Educators (DigCompEdu)*.
<https://publications.jrc.ec.europa.eu/repository/handle/JRC107466>, p.16.

- Rapid pace of technological development and a shift towards sustainability will make it **essential to reskill the workforce**.
- The Fourth Industrial Revolution requires a new mindset of continual development and lifelong learning.
- Employers and education providers need to work much more closely together to equip people to meet these challenges.

World Economic Forum (2021). "Reskilling the workforce, one person at a lifetime"
<https://www.weforum.org/agenda/2021/06/reskilling-the-workforce-lifelong-learning/>

"Virtually every job has some digital component, so the need for **digital upskilling affects all positions**, roles, and functions throughout an organization".

IDC Analyst Connection (2021). *The Business Value of Workforce Upskilling*.
<https://proedge.pwc.com/resources/analyst-report-the-business-value-of-workforce-upskilling>

"The world is facing **a reskilling emergency** (...) As jobs are transformed by the technologies of the Fourth Industrial Revolution, we need to reskill more than 1 billion people by 2030 (...) More than 1 billion jobs, almost one-third of all jobs worldwide, are likely to be transformed by technology in the next decade, according to OECD (Organisation for Economic Co-operation and Development) estimates (...) There's a common misconception that we'll all need to develop highly technological or scientific skills to succeed. Yet while it will be necessary for people to work with technology, we're also seeing a growing need for people to develop specialized skills for how they interact with each other. These include creativity, collaboration and interpersonal dynamics, as well as skills related to specialized sales, human resources, care and education roles".

Zahidi, Saadia (2020). "We need a global reskilling revolution – here's why". World Economic Forum. <https://www.weforum.org/agenda/2020/01/reskilling-revolution-jobs-future-skills>

"Cualquier persona puede hacer mejor su trabajo, más productivamente y más eficaz con tecnología. Tenemos que plantearnos cómo **dar nueva formación a las personas**. El *reskilling* –darle nuevas capacidades- y el *upskilling* –darle capacidades superiores" (min 22:37-22:52).
 "Hay un futuro muy interesante de cambio en el trabajo. Mi recomendación es seguir aprendiendo, seguir desaprendiendo (...) **El tiempo que tenemos que dedicar a aprender es mayor del que ahora le dedicamos** (...) Viene un mundo complejo y el antídoto para poder prosperar en ese mundo es desarrollar nuestro talento especial" (min 49:14-50:15).

Cornella, Alfons (2020). "El Futuro del Trabajo". https://www.youtube.com/watch?v=6_oihYUlg1I&t=3007s, video 50:15.

“Skills gaps continue to be high as in-demand skills across jobs change in the next five years. The top skills and skill groups which employers see as rising in prominence in the lead up to 2025 include groups such as **critical thinking** and analysis as well as **problem-solving**, and skills in self-management such as **active learning**, resilience, stress tolerance and flexibility. On average, companies estimate that **around 40% of workers will require reskilling** of six months or less and 94% of business leaders report that they expect employees to pick up new skills on the job, a sharp uptake from 65% in 2018.”

World Economic Forum (2020). “Executive Summary”, *The Future of Jobs Report 2020*. <https://www.weforum.org/reports/the-future-of-jobs-report-2020/in-full/executive-summary#executive-summary>. Full report at http://www3.weforum.org/docs/WEF_Future_of_Jobs_2020.pdf

5.1 Policy Area One: **Invest and Innovate in Skills and Training**

Technological innovation will require workers to have strong foundational skills as well as specialized training (...) New technologies, including online instruction, AI-based guided learning systems, and virtual reality tools, offer innovative ways to make training more accessible, affordable, and engaging for students, workers, and job seekers at all stages of the lifecycle.

Recommendations (excerpt):

- Significantly **increase funding** for training programs
- Require and fully fund **rigorous evaluations** of training programs to gauge efficacy in achieving employment and earnings outcomes.
- Invest in demonstration programs that **test innovative ideas for retraining** and reemploying dislocated adult workers Invest in developing and field-testing innovative methods and tools for delivering training. The evidence so far is that online training works best when paired with in-person offerings. Support instructional models that include hands-on learning, potentially using augmented and virtual reality. (p. 77-78)

MIT (2020). *The Work of the Future: Building Better Jobs in an Age of Intelligent Machines*. 100 pp. Pdf downloadable at: <https://workofthefuture.mit.edu/research-post/the-work-of-the-future-building-better-jobs-in-an-age-of-intelligent-machines/>

“In order to achieve long-term success, museums and other cultural institutions would need internal digital expertise to manage those projects and conceive of future endeavors. **Without digitally savvy staff, institutions risk missing emerging opportunities to engage audiences and build community**”.

Knight Foundation (2020). “Lessons learned from adding technology staff to museums”. <https://knightfoundation.org/articles/lessons-learned-from-adding-technology-staff-to-museums/>

“Sometimes new skills are needed quickly —as we saw during the mobile period— but in making a strategic shift to outsourcing for short term needs, **there should be a concurrent upskilling of internal staff** to effectively operationalize the new skills”.

Chan, Seb (2020). “Looking backwards to go forward — words from talks in late 2020”.
<https://sebchan.medium.com/looking-backwards-to-go-forward-words-from-talks-in-late-2020-b20f90ce6375>

“**Upskill to address the digital skills chasm.** The pandemic has dramatically shifted customers’ preferences and demands. It has also put pressure on organizations to automate. As a result, companies will need to focus even more intensively on upskilling to enable their people to work with (and innovate) digital tools and offerings. Some digital skills will likely be in high demand over the coming months, so for most organizations, relying purely on recruitment is impractical. Building such capabilities requires more than a few virtual training sessions. That means the time to start upskilling employees is now”.

Boston Consulting Group (2020). “Transforming Beyond the Crisis with Head, Heart, and Hands”.
<https://www.bcg.com/publications/2020/people-centric-transformation-going-beyond-the-crisis>

“(...) digital skills not seen as a priority until recently. It’s a pretty dismal picture, but one that has been changing fast as the pandemic has brought the importance of digital ways of working and living very much to the fore (...)Employers and Employees **Invest in Digital Skills** During the Pandemic: Employers have been investing like never before in improving the digital dexterity of the workforce (...)Employees have been seeing the value of investing in their own digital skills to help stay connected and boost employability”.

Marsh, Elizabeth (2020). “Raise Your Organization’s Digital IQ: The Timing Has Never Been Better”.
<https://www.cmswire.com/learning-development/raise-your-organizations-digital-iq-the-timing-has-never-been-better/>

“As time for training is limited, **upskilling people will be challenging.** This requires short and **modular training programmes** that should be updated regularly and follow the newest technologies and trends. Micro-lessons and microcredentials will gain importance” (p.16).

European Software Skills Alliance (2021). *Europe’s Most Needed Software Roles and Skills. Needs Analysis report.* 126 pp.
<https://www.softwareskills.eu/library/needs-analysis-report-2021/>

“Recommendations (...) **“training programmes** aimed at digital humanities researchers and practitioners to provide **data science skills**” (p.4).

“A number of ‘continuing education’ programmes aim to fill the educational gap between the traditional offerings of museum studies, library and information studies and Humanities departments and the **demands for computational and quantitative skills**” (p.10).

“As technological approaches develop, it is **crucial that the digital humanities community keep up to date with new skills**, both to engage fully with their affordances, but also to experiment with how they can be applied to the humanities” (p. 20).

“The challenge is to find a way to train and upskill humanities researchers in **quantitative and computational methods**” (p.21).

The Alan Turing Institute (2020). *The challenges and prospects of the intersection of humanities and data science*. White paper. 30 pp. Downloadable at <https://www.turing.ac.uk/news/what-can-humanities-do-data-science>

En los próximos años el gran reto de los profesionales es **combinar la inteligencia artificial con la inteligencia natural** de las personas. Y es en esa nueva relación entre personas y máquinas dónde debemos decantar la ecuación hacia el talento de las personas. Las máquinas inteligentes no tienen talento, tienen algoritmos.

Marcet, Xavier (2019). “30 notas sobre el talento”. <https://www.sintetia.com/30-notas-sobre-el-talento/>

- **42% of companies stepped up their upskilling/reskilling efforts after the coronavirus outbreak.**
- 42% of employees have pursued training on their own after the coronavirus outbreak.
- **65% of companies invest in reskilling/upskilling training to train employees on new technologies.**
- Companies believe that employees are lacking communication/collaboration, leadership, and proactive thinking skills.
- 91% of companies and 81% of employees say upskilling/reskilling training has boosted productivity at work.
- 62% of employees hoped that reskilling and upskilling training would positively affect their job level and/or salary. However, only 33% and 35%, respectively say there’s been a significant change in compensation and growth within the company.
- 66% of employees ranked the joy of learning new things and developing new skills as the top upskilling motivator.

Talentlms (2020). *Employee upskilling & reskilling statistics: Casting light on the trend*. <https://www.talentlms.com/blog/reskilling-upskilling-training-statistics/>

“Digital strongly impacts museum organisations vertically and horizontally. **We definitely need more digital literacy, but not just.** We also need to identify challenges that prevent change, such as existing work practices, organizational structures and lack of consensus around what digital really means for the sector. The passive exhibitions that are the product of silo departments require teams trained and equipped with new skills which go beyond digital. But then, we really need to understand how this can be achieved. How can we shift the way we work and work as an ecosystem? How do you measure success? How do you overcome using digital as a marketing tool or a communication tool?” (Kajsa Hartig).

(...) What about the museum of tomorrow then, particularly through the lens of digital? Kajsa thinks that these should be more team-driven, collaborative, digital skilled, with storyteller and editorial skills, as well as being democratic, agile, activist, immersive, participative, responsive, inclusive, personalized and immersive”.

(...) “Digital should percolate across all levels of the organisation but this would require clear strategies to implement (...)The need to work with what is available is the starting point to consider but we also need to narrate our work in order to **empower digital literacy exchanges within the organisations**” (Lauren Vargas). “For museums to achieve digital maturity, they would need to consider other things that are beyond digital. Those things include business and emotional intelligence skills. Digital skills alone will not help us address the challenges ahead, stated Lauren”.

Debono, Sandro (2021). “Beyond Digital - Defining the Misunderstood | Meetup Summary”. <https://community.weare museums.com/posts/beyond-digital-defining-the-misunderstood-meetup-summary>

“Promoure el reskilling / upskilling tecnològic entre la societat:

El sector TIC ha de ser el motor i el promotor de la renovació de coneixements tecnològics entre les persones treballadores de qualsevol sector d’activitat, atès que **la tecnologia està cada vegada més present en totes les àrees i, per tant, tots els equips de treball han d’estar adaptats i preparats per a l’era digital**. Un any més es detecta que la majoria de les empreses catalanes, el 52’3%, tenen un nivell de digitalització moderat i que només un 29’3% el tenen avançat”.

CTecno. Baròmetre Sector Tecnològic a Catalunya 2019. www.ctecno.cat

The Future of Museum Professionals in the Digital Era

“The pandemic demonstrated the importance of digital engagement and the increase of the digital literacy of museum professionals, underlining the necessity for developing digital competences (...)

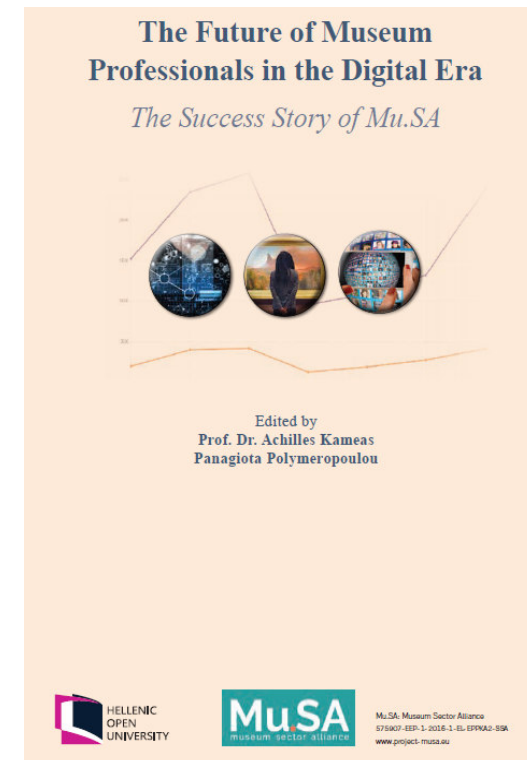
The possibilities of digital transformation encompass all areas of museum activities (management, communication, education, exhibition, collections management, and visitor engagement), from back-office to front-of-house, and in this context **the challenges are multidimensional and interconnected**. (...)

recognise the rise of digital technologies as one of the challenges currently facing contemporary museums (...)

To some extent, **a subset of museum professionals has been up-skilling their digital competences** through non-formal and *ad hoc* learning, each according to their individual interests and needs.

There is, however, an absence of in-house planned training in such areas (...)

Whether through formal training, such as a university degree, or non-formal training through lifelong learning, professional development will need to address **new competences related to digital technologies** as part of the changing dynamics and expectations of contemporary society.



Mu.SA_Museum Sector Alliance (2020). *The Future of Museum Professionals in the Digital Era*. Hellenic Open University Press. <https://bit.ly/3b1IRw>

Estamos usando inteligencia artificial cada vez más para combinar los intereses de aprendizaje (de los empleados) con las opciones que tenemos. También, desarrollamos una plataforma de **aprendizaje digital en la nube** que se expande semana tras semana. Así, todo el mundo en la compañía hace un plan de aprendizaje y desarrollo y se ofrece una vía de formación más personalizada.

Roberto di Bernardini (2020), entrevistado por Jose Manuel Blanco. *MIT Technology Review*.

<https://www.technologyreview.es/s/12292/en-el-futuro-habra-que-aprender-continuamente-para-aportar-aptitudes-al-mercado>

“A capacitação dos profissionais de Museus, Palácios e Monumentos em termos de literacia e de confiança digital é um aspeto basilar a considerar na preparação do futuro. O conhecimento sobre a diversidade de novas tecnologias disponíveis e a sua aplicabilidade assegurará que os profissionais se tornem mais familiarizados com os avanços tecnológicos e mais capacitados para tomar decisões informadas, criteriosas e críticas. A transformação digital dos MPM requer ainda um maior envolvimento das lideranças. Espera-se que estas estejam atentas à relevância do recurso às tecnologias para identificar as necessidades de formação das equipas e para incorporar estes desafios na missão, nos objetivos e na estratégia destas instituições (...)

Recomendações (...) **Assegurar o recrutamento de profissionais com competências digitais especializadas e criar planos de formação regulares** para atualização e capacitação das lideranças e dos profissionais dos Museus, Palácios e Monumentos, em termos de literacia e confiança digital, em articulação com o Plano de Ação para a Transição Digital”.

Direção-Geral do Património Cultural, Grupo de Projeto Museus no Futuro, Portugal (2020). *Relatório Final Museus no Futuro*. p. 61 & 63

<http://www.patrimoniocultural.gov.pt/static/data/docs/2020/11/16/RelatorioMuseusnoFuturo04112020a.pdf>

Curators should work to become digitally literate and be up to date on advances in data collection and sharing initiatives in the arts. **Digital literacy is an important part of curatorial training and should be seen as an institutional priority.** This will help entire teams in working collaboratively on digital strategies. Organizations are encouraged to have a digital plan institution-wide, as they do with other policies.

By collaborating with colleagues in digital and technological areas of their organization, curators can help determine how best to address and manage the organization’s digital needs and demands and, as curatorial content experts, raise concerns in conjunction with legal and other teams regarding interpretation, use, rights, and other issues.

Association of Art Museum Curators Foundation (sd). *Professional Practices for Art Curators in Nonprofits*. p. 77. <https://www.artcurators.org/page/ProfPractices>

En una sociedad en la que la digitalización de todas las actividades cotidianas crece de forma imparable, **la falta de capacitación digital puede llegar a convertirse en un factor de exclusión social**, al nivel de la propia formación académica. Esta situación se agrava si la empleabilidad de las personas depende cada vez más de su nivel de capacitación digital.

Fundación Telefónica (2019). *Informe Sociedad Digital en España*. <https://www.fundaciontelefonica.com/noticias/informe-sociedad-digital-espana-2019/>

“77% de las grandes empresas no proporciona actividades formativas en competencias digitales a sus empleados”.

Observatorio Empresarial contra la Pobreza (2019). *Tecnología con Propósito. El impacto social de la empresa en la era digital*. https://www.crecimientoinclusivo.org/publicaciones_landing/tecnologiaconproposito/

“Build up digital skills. With the appropriate retraining or upskilling, nonexperts can achieve higher-level and even expert-level skills—and, in the process, they can become more attractive job candidates. **People who can combine expert-level digital skills with industry-specific knowledge are especially attractive as job candidates** because of the breadth of their talents (...) **Realize that keeping skills current is a career-long endeavor** (...) People with superior digital skills are in demand all over the world”.

Strack, Rainer et al (2019). “Decoding Digital Talent”. [https://www.bcg.com/publications/2019/decoding-digital-talent.aspx ?](https://www.bcg.com/publications/2019/decoding-digital-talent.aspx?)

“En general, existen pocos enfoques claros y estratégicos que consideren la implementación de habilidades y alfabetización digitales una prioridad, lo que inhabilita la disposición de recursos (tiempo y presupuestos), no solo para el desarrollo, sino también para la aplicación compatible de las habilidades recién adquiridas. Es necesaria la **creación de capacidad digital sostenible en la fuerza laboral del sector de museos**”.

Eve Museografía (2019). “Despliegue de Habilidades Digitales en los Museos”. <https://evemuseografia.com/2019/12/09/despliegue-de-habilidades-digitales-en-los-museos/>

Why corporate training in digital is failing. Unfortunately, the level of training most staff receives in digital is wholly inadequate and the result is concerning skill gaps (...) Corporate training needs to work hard to make people feel comfortable with the **digital mindset** and technology.

Boag, Paul (2017). “Corporate Training: How to ensure employees embrace digital”. <https://boagworld.com/digital-strategy/corporate-training/>

“Formación en forma de T (*T-shape*)
que combina el conocimiento profundo
con **competencias transversales**
que les permitan interaccionar
en entornos sociales y profesionales
con alto rendimiento”.

Xavier Marcet, 2017. www.sintetia.com/reflexiones-tras-unos-dias-en-el-mit-en-la-universidad-el-talento-no-se-improvisa/

“Ensure that digital technology has a voice among senior managers by augmenting the role of the chief marketing officer or chief technology officer to include **digital responsibilities** or by inviting lower-level digital experts to contribute to relevant senior management decisions (...) **Build internal digital capabilities among all staff** and add digital responsibilities to job descriptions wherever appropriate”.

Nash, Laurie et al. (2016). “The emergence of the chief digital officer in cultural institutions”.
<https://www.russellreynolds.com/insights/thought-leadership/the-emergence-of-the-chief-digital-officer-in-cultural-institutions>

It's not about degrees, it's about SKILLS.

New Collar jobs are roles in some of the technology industry's faster growing fields - from cybersecurity and cloud computing to cognitive business and digital design - that do not always require a traditional degree.
What they do require is **the right mix of in-demand skill sets**.

IBM. <https://www.ibm.com/training/newcollar>

6. Training resources for Museums and Heritage

Digital isn't different _ Collections Trust:
<https://collectionstrust.org.uk/digital-isnt-different/>

Digital Pathways_Culture 24: <https://digipathways.co.uk/resources/>

Digital resources for heritage organisations _Heritage Fund:
<https://www.heritagefund.org.uk/good-practice-guidance/skills-and-training-guidance>

Digital Skills & Jobs Platform _EU:
<https://digital-skills-jobs.europa.eu/en/opportunities/training>

Digital SkillUp courses_EU: <https://www.digitalskillup.eu/digital-skillup-courses/>

Digital Skills for the Workplace _Future Learn:
<https://www.futurelearn.com/courses/collections/digital-skills-workplace>

Digital Skills Development Programme for Small & Medium Sized Heritage Organisations in the UK _Digital Heritage Lab, (AMA):
<https://www.a-m-a.co.uk/digital-heritage-lab/>

Developing a digital culture_ Arts Council England:
<https://www.artscouncil.org.uk/developing-creativity-and-culture/developing-digital-culture>

Digital Education with Cultural Heritage_ Europeana MOOC:
https://www.europeanschoolnetacademy.eu/courses/course-v1:Europeana+Culture_EN+2021/about

DigiTraining (for small museums). <https://digitraining-heritage.eu/>

ÉcolePro _Centre Pompidou <https://www.centrepompidou.fr/fr/lecole-du-centre-pompidou/lecole-pro>

eTraining_ Cuseum, Webinars <https://cuseum.com/webinars>

Estrategias digitales para la Museología Social- Red Museística Provincial de Lugo. <https://comunidadermpl.es/estrategia-digital/>

EU Heritage training programme:
<https://www.euheritage.eu/news/eu-heritage-training-programme-to-build-on-three-pillars-cultural-heritage-experience-tourism-and-digital-dimension/>

Fundación TyPA: <https://www.typa.org.ar/es/museos.php>

Ibermuseos_Formación y Capacitación:
<http://www.ibermuseos.org/acciones/formacion-y-capacitacion/>

Mu.SA_ Museum Sector Alliance: <https://mooc.cti.gr/musa.html>

Museum Learning Hub_ Training Resources: <https://museum-hub.org/>

Museum of London_ Digital Training:
<https://www.museumoflondon.org.uk/supporting-london-museums/training-and-skills/digital-futures>

MuseumNext: <https://www.museumnext.com/online-learning/>

Museums and the Web: <https://www.museweb.net/bibliography/>

NEMO_Training: <https://www.ne-mo.org/training.html>

Open Museum_ INDES: <https://indesvirtual.iadb.org/course/view.php?id=1887>

Professional Development Programs_ American Alliance of Museums: <https://www.aam-us.org/programs/manage-your-career/professional-development-programs/>

REMED _ Red de Museos y Estrategias Digitales
<https://remed.webs.upv.es/>

We Are Museums_ online community <https://wearemuseums.com/>

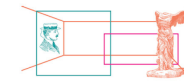
7. “How I got there”_Testimonials

- Nina Simon (2010) *How I got Here*: <http://museumtwo.blogspot.com.es/2010/11/how-i-got-here.html>
- Colleen Dillenschneider (2018) *How I Got Here: My Path In The Visitor-Serving Sector* <https://www.colleendilen.com/2018/05/23/got-path-visitor-serving-sector/>
- Ana Alvarez (2018) *From Web Manager to Digital Curator* : https://docs.wixstatic.com/ugd/a0a3c1_1106a10c4f6a448b8c287c39bd1c528f.pdf

FROM WEB MANAGER TO DIGITAL CURATOR

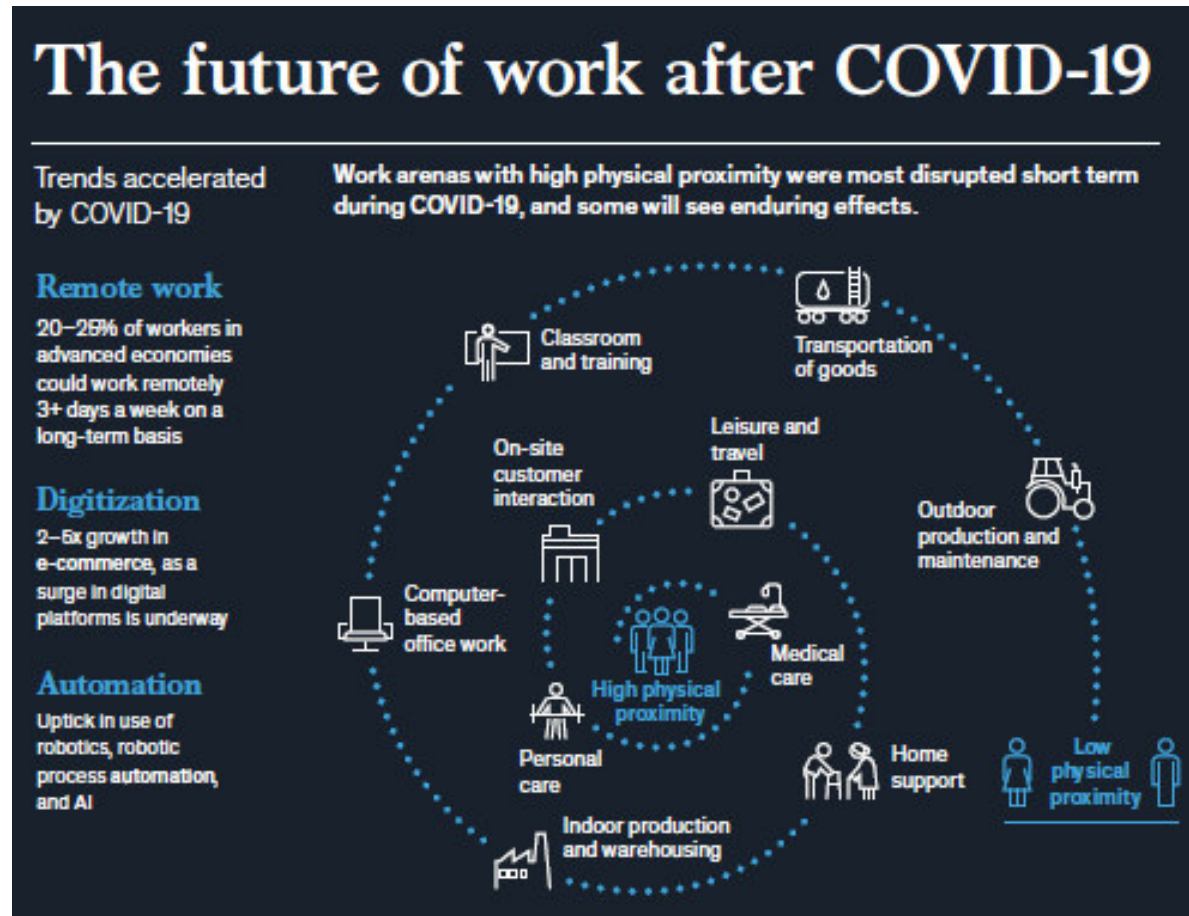
+Digital Future: Competences for the Cultural Sector
Oporto, 18th April 2018

Ana Alvarez, Museo Thyssen-Bornemisza (Madrid)



- Carolyn Royston (2020), Chief Experience Officer (CXO) of Cooper Hewitt, Smithsonian Design Museum, *Digital is key*: <https://blooloop.com/features/carolyn-royston-cooper-hewitt/>
- Dominic Neergheen (2020), Exhibitions Graduate, Wellcome Trust. *Early Careers in Museums – Ambitions and Realities, Museum ideas 2020*. <https://museum-id.com/early-careers-in-museums-ambitions-and-realities-museum-ideas-2020/>
- Paula Gangopadhyay (2021): “When talking about her professional path, Paula mentioned the importance of the transferrable skills she learned early on in her career. Her work in city education reform, which included chairing a digital subcommittee tasked with forward-thinking goals, helped her understand the power of digital before most schools, museums, or libraries were thinking about it at all. Several of the priorities she learned while doing that work—such as the importance of infrastructure, teacher training, focusing on skillsets, and developing partnerships—are all still highly relevant today. This ability to take lessons from one project and apply them more broadly reminded me of what we talk about when we talk about digital transformation: it’s not about specific tech tools and products, it’s about mindset.”
Catherine Devine (2021), “In conversation with Paula Gangopadhyay, Deputy Director for Museum Services with the Institute of Museum and Library Services (IMLS)”, <https://www.linkedin.com/pulse/libraries-museums-conversation-paula-gangopadhyay-deputy-devine/>

8. Working Panorama Post COVID-19



3 trends:

Remote work, Digitation, Automation

“The scale of workforce transitions set off by COVID-19’s influence on labor trends increases the urgency for businesses and policymakers to take steps to support additional training and education programs for workers (...) Businesses can start with a granular analysis of what work can be done remotely by focusing on the tasks involved rather than whole jobs. They can also play a larger role in **retraining workers**, (...) Others have facilitated occupational shifts by **focusing on the skills they need, rather than on academic degrees**”.

McKinsey (2021). *The future of work After COVID-19*. <https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19>

COVID impact on Digital Skills

The impact of the COVID-19 pandemic and beyond

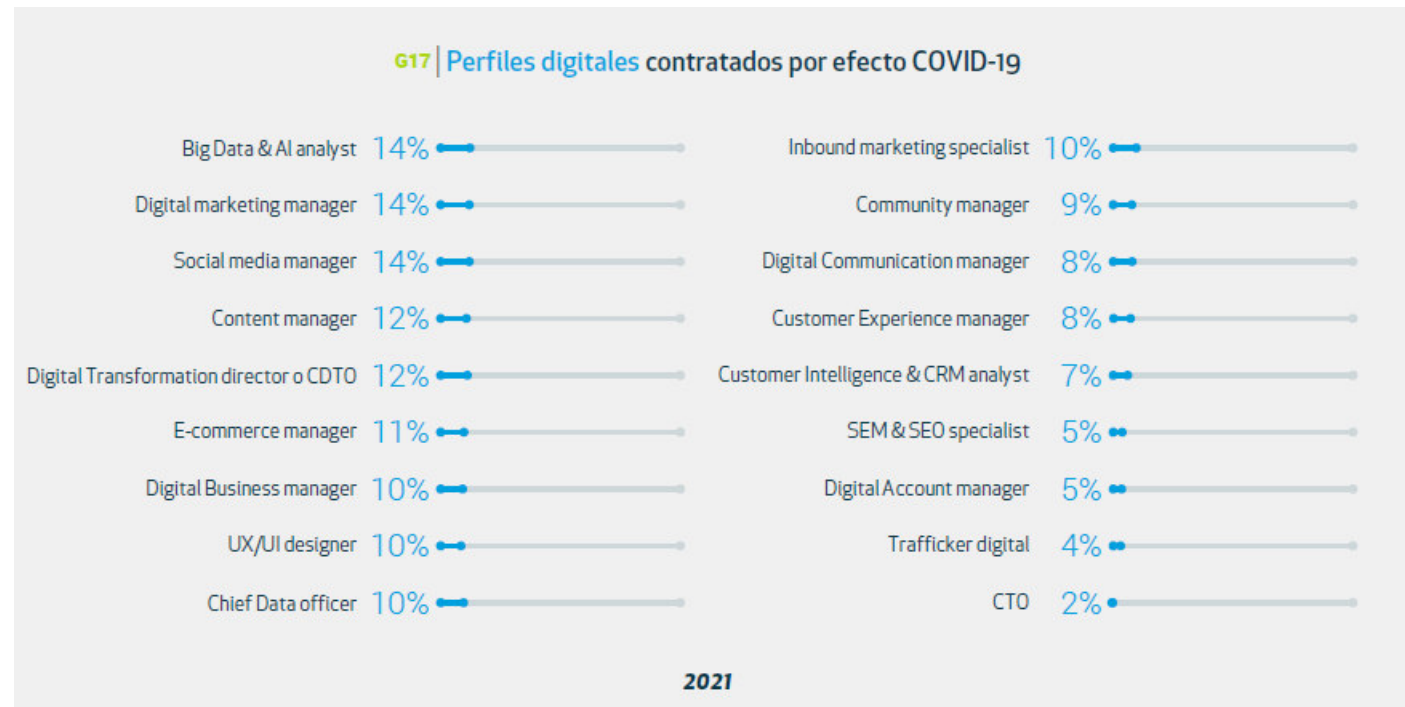
- Digital became the norm?
 - Digital became the key word - repeated by everyone (too much, too little connected with its meaning)
- Education turned digital?
 - Maybe - but digital skills stayed the same
 - Crisis response and a lot of improvising (distance learning based on existing resources & skills) vs. planned digital learning (specific pedagogical methodology, different approaches & needs)
 - Focus on equipping & using screens (phones/tablets)
 - Teachers & educators were (greatly) overwhelmed
- Digital & everyday well-being
 - Have emerged as the new challenges (both for young people and educators)

Preparing for the future

- Learning from the pandemic
 - Assessing what it worked and what didn't
 - Partially deleting it from our minds - everything digital is not the new normal; educating by speaking in front of the screen is not the "digital way"
 - Keep the insights & fruitful practices - digital transition is not just the effect of the pandemic
- Building on the existing tools
 - Digital Skills vs. Digital competence
 - EU Digital Competence Framework for Citizens + for Educators (DigComp)
 - Assess & harmonise national practices (DigComp is still under-used when it could be the norm for both formal & non-formal contexts)
- Invest in the ecosystem
 - Highly prioritise training of teachers/educators/youth workers & other specialists working with young people
 - Create tailored platforms (user-centrisc, created & tested with young people/youth specialists)
- Digital Citizens; Digital competences - a life-long practice - not something we learn in one class, one week, one year - it's part of a continous plan: learning -> assesing -> redesigning our ways of educating/learning

Stefan, Veronica (2021). Digital Skills and Jobs Platform Webinar "Digital skills for Young Europeans", <https://www.youtube.com/watch?v=GQb0rI9EOLU>, min 22:55 – 28:17

Digital profiles hired due to COVID-19 effect



ÍNDICE DE MADUREZ DIGITAL DE LAS EMPRESAS | © INCIPY 2021

Incipy (2021). *Índice de Madurez Digital de las Empresas 2021-2022. 5º Estudio en España*, p.42
<https://www.incipy.com/estudio-indice-madurez-digital>

New skills needed: Digital, Cognitive, Interpersonal, Self-Leadership`

Cognitive		Interpersonal	
Critical thinking <ul style="list-style-type: none"> ● Structured problem solving ● Logical reasoning ● Understanding biases ● Seeking relevant information 	Planning and ways of working <ul style="list-style-type: none"> ● Work-plan development ● Time management and prioritization ● Agile thinking 	Mobilizing systems <ul style="list-style-type: none"> ● Role modeling ● Win-win negotiations ● Crafting an inspiring vision ● Organizational awareness 	Developing relationships <ul style="list-style-type: none"> ● Empathy ● Inspiring trust ● Humility ● Sociability
Communication <ul style="list-style-type: none"> ● Storytelling and public speaking ● Asking the right questions ● Synthesizing messages ● Active listening 	Mental flexibility <ul style="list-style-type: none"> ● Creativity and imagination ● Translating knowledge to different contexts ● Adopting a different perspective ● Adaptability ● Ability to learn 	Teamwork effectiveness <ul style="list-style-type: none"> ● Fostering inclusiveness ● Motivating different personalities ● Resolving conflicts ● Collaboration ● Coaching ● Empowering 	
Self-leadership		Digital	
Self-awareness and self-management <ul style="list-style-type: none"> ● Understanding own emotions and triggers ● Self-control and regulation ● Understanding own strengths ● Integrity ● Self-motivation and wellness ● Self-confidence 		Digital fluency and citizenship <ul style="list-style-type: none"> ● Digital literacy ● Digital learning ● Digital collaboration ● Digital ethics 	
Entrepreneurship <ul style="list-style-type: none"> ● Courage and risk-taking ● Driving change and innovation ● Energy, passion, and optimism ● Breaking orthodoxies 		Software use and development <ul style="list-style-type: none"> ● Programming literacy ● Data analysis and statistics ● Computational and algorithmic thinking 	
Goals achievement <ul style="list-style-type: none"> ● Ownership and decisiveness ● Achievement orientation ● Grit and persistence ● Coping with uncertainty ● Self-development 		Understanding digital systems <ul style="list-style-type: none"> ● Data literacy ● Smart systems ● Cybersecurity literacy ● Tech translation and enablement 	

Our research identified 56 foundational skills that will help citizens thrive in the future of work.

56 DELTAS¹ across 13 skill groups and four categories

¹Distinct elements of talent.

McKinsey (2021). *Defining the skills citizens will need in the future world of work.*

<https://www.mckinsey.com/industries/public-and-social-sector/our-insights/defining-the-skills-citizens-will-need-in-the-future-world-of-work>

Escenario COVID: adaptarse

COVID-19 | Impacto económico – CB&D

Cambios estructurales a los que adaptarse

Concepto	Consolidación del canal online (y marketplaces)	Nuevas exigencias de compra	Modelos de compra / producción de menor riesgo	Aceleración del cambio en el marketing mix
	 <ul style="list-style-type: none"> • Refuerzo del canal online, y sus niveles de servicio (redefinición de logística, incremento almacenes urbanos, operativa en tienda) • Direct to consumer (para marcas), nuevos canales (RRSS, plataformas de contenido, elearning) • Innovación en los servicios de recogida y entrega sin contacto • Reducción del número de tiendas físicas (concepto flagship + ecom) y maximización del valor (nuevos usos) 	 <ul style="list-style-type: none"> • Seamless experience: digitalización de la tienda con mostradores robotizados, shop&go, medios de pago, etc. que limiten el contacto humano • Nuevos servicios a domicilio (cocina? Recetas? Belleza) • Cierta retroceso en temas sostenibles (mercancía a granel, por ejemplo) • Revisión de política de precios, tendencia hacia la paridad de precios vs competidores directos 	 <ul style="list-style-type: none"> • Cadenas de producción más cortas (caso de la moda) y tal vez menos globalizadas (En función del escenario) • Aumento de los modelos de compra con menos riesgo de mercancía (y menos margen) e Incorporación de nuevas condiciones • Analítica avanzada para modelizar demanda con mayor precisión 	 <ul style="list-style-type: none"> • Redefinición de canales de comunicación (más RRSS, online, influencers, community groups, plataformas de contenidos, etc) • Reducción de catálogos, folletos • SEO / SEM en plataformas online (Marketplace) • Creación de comunidades de usuarios alrededor de marcas

“De repente, las organizaciones de cualquier sector o tamaño han tenido que desplegar de manera urgente el teletrabajo, la colaboración, la gestión, el liderazgo... en **plataformas digitales y digital workplaces**, así como impulsar velozmente una nueva cultura más ágil e innovadora capaz de incorporar la tecnología para mejorar la experiencia digital de clientes conectada a la de los empleados (...). **La sociedad va a seguir necesitando profesionales digitales más que nunca**”.

Sánchez, Joana (2020). “Empleabilidad en tiempos de coronavirus”. <https://www.inesdi.com/blog/empleabilidad-en-tiempos-de-coronavirus/>

Nuevo escenario para el sector cultural

Un nuevo escenario para el sector

14. Digitalización de la oferta cultural

El 88% apuesta por la digitalización de la oferta, pero solo para el 3% en exclusiva. Para el 45% convivirán contenidos digitales y presenciales, y para el 40% los digitales serán solamente un complemento a la experiencia presencial.

A medio plazo, nuestra oferta cultural será exclusivamente digital
2,6%

Aumentarán los contenidos digitales, conviviendo con las actividades presenciales
45,1%

Desarrollaremos más actividades digitales, pero solo como complemento a la experiencia presencial
40,4%

No es viable en nuestro caso la digitalización de la oferta
11,9%

15. Limitaciones a la transformación digital

La facilidad para que el público acepte el cambio a un formato digital y esté dispuesto a pagar por ello reciben la puntuación más baja (4,45 y 3,34 sobre 10). Tampoco las organizaciones culturales están listas para la transformación digital (5,47) ni disponen de plataformas para distribuir sus contenidos (5,30).

Nuestro público va a aceptar con facilidad el cambio de nuestra oferta a un formato digital
4,45

Nuestro público asumirá sin dificultad el pago por nuestros contenidos en formato digital
3,34

Mi organización está totalmente preparada para una rápida transformación digital de su actividad
5,47

La distribución de nuestros contenidos digitales requerirá plataformas compartidas de comercialización
5,30

Fundación Contemporánea, *Observatorio de la Cultura 2020* <https://fundacioncontemporanea.com/observatorio-de-la-cultura>

Top Digital Workplace Trends

Hype Cycle for the Digital Workplace, 2020



[gartner.com/SmarterWithGartner](https://www.gartner.com/SmarterWithGartner)

Source: Gartner
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Gartner

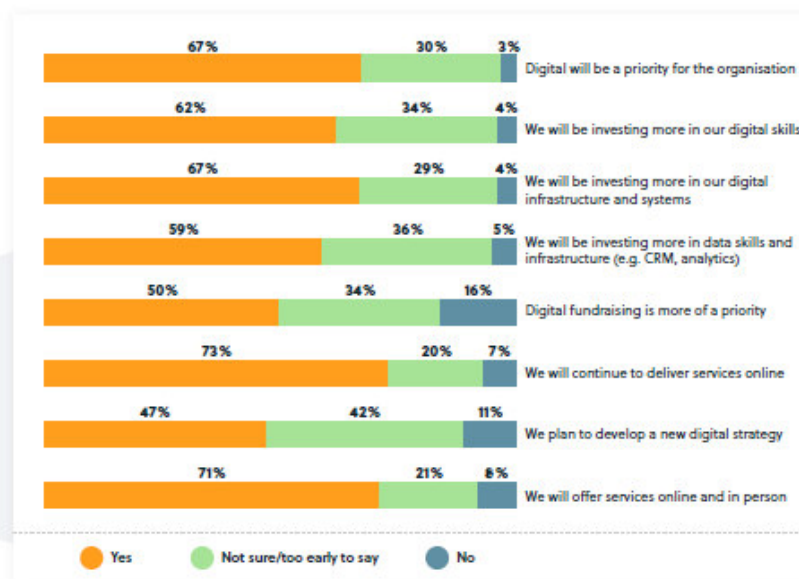
"The need to improve the **digital resiliency** of the workforce during and after the COVID-19 pandemic has drastically **accelerated** trends in digital workplace technology (...) The pandemic rapidly elevated many digital workplace technologies from nice-to-have to must-have status".

Rimol, Meghan (2020). "6 Trends on the Gartner Hype Cycle for the Digital Workplace, 2020".
<https://www.gartner.com/smarterwithgartner/6-trends-on-the-gartner-hype-cycle-for-the-digital-workplace-2020/>

Charities post COVID: Digital will be a priority

AS WE EMERGE FROM THE PANDEMIC, DO YOU ANTICIPATE ANY OF THE FOLLOWING?

Charities have a renewed sense of what's important, citing digital as a priority and planning to invest more in online skills, infrastructure and systems.



Post-pandemic digital world

“The next ten years will bring fundamental changes to our working world, and to adapt, employees in almost **every role and industry will need to acquire new skills**. The COVID-19 crisis has only accelerated these shifts”.

McKinsey (2021). “The future of capability building”, *Next Normal*. <https://www.mckinsey.com/featured-insights/the-next-normal/capability-building>

“With the need for digital transformation only accelerating during the coronavirus pandemic, it’s more important than ever that companies put **customer centricity** at the heart of their business (...) **To deliver meaningful outcomes through digital transformation, organisations need to invest in people and skills**.

“People-centred, data-driven change in a digital world”, *Digital transformation Special Report* by Raconteur.net. Printed in *The Times*, June 2020. <https://digileaders.com/digital-transformation-supplement-in-the-times-2/>

“...what we learnt on the pandemic effect (...)

There are **big digital skills gaps and a lack of digital infrastructure everywhere and people need help urgently**”.

(...) “For many leaders, the challenge will be **moving from thinking it is all about digital competency** (their ability to simply use digital tools) **to digital literacy** (their ability to reflect on using tools and understand how to review their digital practice in an informed way within the contexts of their own institution, networks, sector and society).

Culture 24 (2020). *The digital transformation agenda and GLAMs - Culture24 findings and outcomes*, p. 14, 18.

https://pro.europeana.eu/files/Europeana_Professional/Publications/Digital%20transformation%20reports/The%20digital%20transformation%20agenda%20and%20GLAMs%20-%20Culture24,%20findings%20and%20outcomes.pdf

“A first step in the recovery phase is **defining the immediate strategic, digital, cost, and operational agendas** for the entire company and its functional areas—customers and channels, manufacturing and production, the supply chain, and so on. At the same time, companies need to secure future advantage. This means evaluating, optimizing, fortifying, and **digitizing their offerings**, operations, future opportunities, portfolio, and the tech function. It means **taking advantage of the big leap in digitization that the COVID-19 crisis has fueled to further advance digital transformation**”.

Boston Consulting Group (2020). “Transforming Beyond the Crisis with Head, Heart, and Hands”.

<https://www.bcg.com/publications/2020/people-centric-transformation-going-beyond-the-crisis>

“Continue Pre-COVID Transformation Trends : Digital transformation backed via technology also made businesses realize that **certain skills have greater value than degree** or job-specific skills. Employers now value premium skills like how to run Facebook and Google Ads or how to edit and render videos”.

Talha Waseem quoted by Roe, David (2020) at “How COVID-19 Has Changed Digital Transformation Strategies”.
<https://www.reworked.co/digital-workplace/how-covid-19-has-changed-digital-transformation-strategies>

“The COVID-19 pandemic highlighted the importance of digitisation for European society (...)The digital compass sets out objectives to achieve the EU’s vision for the digital future. It uses the four points of the compass to identify the main goals to reach over the next decade:

- **a digitally skilled population and highly skilled digital professionals**
- secure and substantial digital infrastructures
- digital transformation of businesses
- digitisation of public sectors

Key policy areas to ensure these goals are met include cloud computing, artificial intelligence, digital identities, data, and connectivity”.

European Commission (2021). *The Digital Compass*. <https://digital-strategy.ec.europa.eu/en/policies/digital-compass>.

The full document “2030 Digital Compass: the European way for the Digital Decade” downloadable at https://ec.europa.eu/info/files/communication-2030-digital-compass-european-way-digital-decade_en

“A más de un año de la pandemia, ‘ya sabemos que **la recuperación no será en U ni en V, sino en K**’, apunta el experto (Jordi Arrufí). La pata ascendente de la K son los sectores estimulados, digitales, y la pata descendente, los que se quedan obsoletos. Conclusión: **el primer grupo necesita formación digital especializada para alimentarse, y el segundo necesita formación digital especializada para reciclarse** o trasvasar su empleo sobrante hacia el primero”.

Zurdo, Juan Pablo (2021). “La formación digital requiere medios y actitud”. <https://elpais.com/economia/horizonte-4-0/2021-04-20/la-formacion-digital-requiere-medios-y-actitud.html>

“En este entorno post-pandémico **una de las prioridades debe ser la mejora de las competencias digitales de los profesionales de museos**. Absolutamente imprescindible si, además, tenemos en cuenta que la contratación de nuevos perfiles profesionales en estos tiempos de estrechez presupuestaria va a ser muy difícil, sobre todo para los museos pequeños y medianos (...) **Se encuentra a faltar una oferta formativa digital integral en el ámbito de patrimonio** desde los organismos públicos en nuestro país (...) Un sólido programa público de capacitación digital que cubriera las habilidades digitales generales de cualquier profesional hoy y las necesidades específicas en función del trabajo a realizar en digital en el museo y que abarcara diferentes niveles formativos sería un objetivo deseable –¿exigible? Y urgente.” (...)

Solo con una buena capacitación digital podrán los museos hacer la transición digital en el contexto post-pandémico y despuntar en nuevas vías de conectar con los visitantes y usuarios, conseguir el preciado digital engagement, ofrecerles una óptima mediación digital y, en definitiva, prestarles un mejor servicio dónde, cuándo y cómo lo prefieran. A la vez que convertir los museos en organizaciones ágiles donde las herramientas digitales refuercen el trabajo colaborativo” (p.10).

Rodà, Conxa (2021). “Capacitación digital de los profesionales de museos en plena transformación digital”. Congreso CIMED21. Publicado por UPV (Universitat Politècnica de València), 2022. Descargable en <http://ocs.editorial.upv.es/index.php/CIMED/CIMED21/paper/view/14001>

“Driven by the onset of COVID-19, **digital technology initiatives will serve as the top strategic business priority** for BoDs (Board of Directors) over the next two years, **followed by customer engagement** and managing the remote workforce. 86% of respondents deem technology as having a transformational role in addressing strategic business priorities, which is why **most organizations are expected to create a new “Chief Digital Officer” role** to respond to COVID-19 in the long term”.

Gartner (2020). “Gartner Says 69% of Boards of Directors Accelerated Their Digital Business Initiatives Following COVID-19 Disruption”. <https://www.gartner.com/en/newsroom/press-releases/2020-09-30-gartner-says-sixty-nine-percent-of-boards-of-directors-accelerated-their-digital-business-initiatives-folloing-covid-19-disruptions>

“COVID-19 changed how we work and changed what we work with (...) **Digital transformation** is no longer what it was. The days of long-term development of transformation strategies and their slow, careful implementation are a thing of the past”.

Roe, David (2020) at “How COVID-19 Has Changed Digital Transformation Strategies”. <https://www.reworked.co/digital-workplace/how-covid-19-has-changed-digital-transformation-strategies>

“Digital transformation can go a long way to mitigate the risks of unemployment (in a post-Covid world). Its first lever is the ability to support and **deliver reskilling programs** to a large section of the workforce. In parallel, the unprecedented possibilities of digital can be put to use in order to **redesign underperforming business processes and focus the workforce on value adding tasks** that may become location agnostic. **Going digital can help efforts post-COVID to redesign the physical workplace** and create in parallel the sustainable virtual workplace. Finally, this transformation can elevate practices around information flows, knowledge transfer, and collaboration in a way to create more inclusive communities”.

Karim Michel Sabbagh (2020), interviewed by the Portulans Institute

<https://portulansinstitute.org/from-strategic-initiative-to-strategic-imperative-digital-transformation-according-to-karim-michel-sabbagh/>

“With lots of businesses adopting digital technologies for the first time, it is clear that **digital skills in the workplace** will become even more important in the future”.

David, Julian (2020). “Digital skills for the future, today” <https://www.computerweekly.com/opinion/Digital-skills-for-the-future-today>

“**Accelerate in digital. HR must step up its capabilities in digital**, IT, and analytics to future-proof the organization’s workplace, improve employee experiences, and play a more strategic role (...)To improve, companies need to get the IT basics right, focus on digital priorities that make a difference to employees, and increase people analytics maturity (...)Set new **paradigms for skills and employees**. As the evolution of HR continues, organizations need to have the right people with the right skill sets—both within and beyond HR (...) This entails adequate workforce planning, **sophisticated upskilling and reskilling opportunities**, and a holistic talent management approach”.

Boston Consulting Group (2021). “Creating People Advantage 2021. The Future of People Management Priorities”.

<https://www.bcg.com/publications/collections/creating-people-advantage-reports>

“La economía PostCOVID-19 se caracterizará por la **transición hacia al trabajador digital** que acompañada de una enorme crisis laboral convertirá en urgencia reducir esta brecha de talento. Y se convertirá en una **emergencia social** sin precedentes”.

Humannova (2020). *Construir el talento del futuro- Las 7 fases del Reskilling*. <https://virginiogallardo.com/2020/05/24/construir-el-talento-del-futuro-las-7-fases-del-reskilling/>

“Our research on reskilling shows that chief HR officers need to think about the effects of **large workforce transitions being accelerated by the COVID-19 crisis** and how reskilling plays a key role in helping close talent gaps while keeping employees connected to jobs. The agenda for postpandemic learning and development extends beyond reskilling, however, to three categories of cost-effective training:

- *Broad-based **digital training** in essential skills.* Many organizations are expanding remote training to address challenges, such as effective leadership of remote teams and building personal resilience in difficult circumstances.
- *Focused upskilling rooted in changing work.* Such forms of upskilling are function and work-group specific and tied to different ways of working.
- *Leadership development.* In response to the current crisis, the slow pace of corporate bureaucracy has been replaced by clear goals, focused teams, and rapid decision making”.

McKinsey (2020). “HR says talent is crucial for performance—and the pandemic proves it”. <https://www.mckinsey.com/business-functions/organization/our-insights/HR-says-talent-is-crucial-for-performance-and-the-pandemic-proves-it>

“The COVID-19 crisis has put a spotlight on pre-existing challenges and opportunities within the cultural sector (...) To be successful we will **need to develop a new concept of “digital capacity”** that includes both technical production capabilities and a full spectrum of soft skills needed to work with diverse teams and audiences, build and lead coalitions, and collaborate with a wide variety of stakeholders — sometimes in risky and uncertain environments”.

Europeana (2020). *Digital transformation in the time of COVID-19*. 59 pp. <https://pro.europeana.eu/post/digital-transformation-in-the-time-of-covid-19-sense-making-workshops-findings-and-outcomes>

“Aquest país ha de **millorar la qualificació digital** dels seus ciutadans (...) cal un **pla nacional de formació digital**, on les institucions públiques i privades urgeixen aquest tipus de formació (...) Si, fins a l’inici de la crisi, poc més del 90% dels treballadors no havia recorregut al *home working*, ara això canviarà. Per a això, serà necessari potenciar la formació amb aplicacions obertes i dirigides a desenvolupar tota mena de competències”.

Rubió, Tomàs (2020). “Maduresa digital i ocupació?”, *Desxifrant la COVID-19, BSM-UPF*, descarregable a https://www.bsm.upf.edu/sites/default/files/desxifrant_la_covid-19-cat.pdf
Libro en castellano: https://www.bsm.upf.edu/sites/default/files/descifrando_el_covid-19-es_1.pdf

Impactos COVID en el futuro del trabajo (extracto)

Nuevas skills para entornos digitales complejos

- Las skills del *digital blended worker*: conocimientos que necesita un trabajador en entornos altamente tecnológicos.
- La revalorización de las *softs kills*: inteligencia emocional, más empatía, creatividad y pensamiento crítico.
- Habilidades del *socialnetworker*: espíritu de colaboración, autoresponsabilidad y otras competencias de trabajo en redes tanto interna y externas

Foco RRHH: revalorizar y ayudar a evolucionar el talento

- *Reskilling* para enfrentar el cambio radical: mapear *skills*, evaluar, analizar *gaps* y diseñar entornos de aprendizaje.
- Gana la capacitación virtual: *elearning*, realidad aumentada, microaprendizaje, comunidades de práctica.
- Aprender a aprender, la clave del *Long Life learning*: soporte en autoaprendizaje y en las nuevas formas de aprendizaje en el flujo de trabajo

Gallardo, Virginio (2020). "21 impactos del COVID en el el #Futurodeltrabajo". (<https://virginiogallardo.com/2020/05/03/21-impactos-del-covid-en-el-el-futurodeltrabajo-reinventando-rrhh/>)

"Se former aux outils numériques ne veut pas forcément dire devenir un professionnel du numérique. Les compétences numériques ne sont plus seulement recherchées pour les postes en communication ou marketing! Les **chargés de médiation doivent désormais avoir des connaissances en médiation numérique**. Pour les chargés de développement des publics, c'est la maîtrise des outils d'analyse d'audience qui devient nécessaire. Les chefs de projet eux, ont tout à envier aux méthodes Agile et Scrum utilisées dans le domaine de l'informatique. Tandis que les chargés d'événementiel doivent être incollables sur l'organisation d'un événement en ligne".

Liénard, Chloé (2021). https://www.linkedin.com/posts/chloe-lienard_emploi-recrutement-culture-activity-6782626335991844864-UP3K

"Three-quarters of CEOs said they were concerned about whether they would have the talent they needed. Their worry was around how that would constrain growth. Today that same lack of people with the right skills and adaptability could hamper companies' **ability to thrive in a post-pandemic** economy (...) The **transferable skills** that organisations need today — creativity, problem solving, an understanding of how digital technology can be used -- are those that help their people think, act and **thrive in a digital world** that is much less predictable than we once thought".

PCW (2020). *Talent trends 2020. Upskilling*: <https://www.pwc.com/talenttrends>

It's becoming increasingly clear that one of the most critical responsibilities of CFOs in coming months will be supporting efforts to **build new capabilities**—the mindsets and behavior an organization needs to reach and sustain its full potential—and raising the bar on talent development. A focus on capability building is especially relevant now as businesses attempt to rebound from the health and economic effects of COVID-19. Think about it: the pandemic has accelerated the use of automation, artificial intelligence, and other digital technologies to enhance or streamline processes. It has affected the management of supply chains and business partnerships. It has changed the priorities and demands of customers (...) CFOs are uniquely positioned not only to ensure that business units get the resources they need to invest in the infrastructure, technology, talent, and organizational changes required to thrive in the next normal but also to model critical cross-functional behavior and skill sets (...) As organizations shift from responding to the COVID-19 pandemic to recovering from it, many are discovering that the capabilities of the workforce no longer match the needs of the marketplace (...) **Capability building must be front and center in any company's plans to prepare for the next normal**".

Abdelal, Rawi & others. (2021). "The CFO's role in capability building". <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the-cfos-role-in-capability-building>

"Las **competencias transversales** siguen siendo primordiales, pero en unas circunstancias difíciles, marcadas por la pandemia y la incertidumbre, las **competencias digitales que implica el teletrabajo, junto con la versatilidad y la capacidad de adaptación**, cobran mayor importancia".

Mihaela Enache (2020), citada en "Más de la mitad de los empleados necesitará actualizar sus habilidades antes del año 2022". <https://www.equiposytalento.com/talentstreet/noticias/2020/06/25/mas-de-la-mitad-de-los-empleados-necesitara-actualizar-sus-habilidades-antes-del-anyo-2022/4123/>

"**Every business is now a technology business**, and what matters most is a **deep understanding of the customer**, which is enabled by technology. (...) Creating **digitally enabled ecosystems** is therefore critical because these catalyze growth and enable rapid adaptation (...) Through the COVID-19 recovery, digital will play a defining role".

McKinsey (2020). *From surviving to thriving: Reimagining the post-COVID-19 return*. <https://www.mckinsey.com/featured-insights/future-of-work/from-surviving-to-thriving-reimagining-the-post-covid-19-return>

"The coronavirus (COVID-19) pandemic has made the need for organisations to understand and make use of digital more pressing than ever before. (...) Making use of digital means that staff, volunteers and communities can continue to stay **connected**. It also means many heritage organisations are having to **upskill more quickly than ever before**".

Fraser, Josie (2020). "Digital Skills for Heritage – meeting the coronavirus (COVID-19) challenge". <https://www.heritagefund.org.uk/blogs/digital-skills-heritage-meeting-coronavirus-covid19-challenge>

As the COVID-19 response accelerates the speed and scale of digital transformation, a lack of digital skills could jeopardize companies with misaligned talent plans. (...) COVID-19 has **escalated digital initiatives into digital imperatives**, creating urgent pressure to rethink skills needs as business models change at light speed. (...) Technology skills are no longer highly centered in IT; **they need to be "marbled" across organizational functions** and businesses and coupled with soft skills to achieve transformation success. (...) Everyone's going to have to adapt new ways of creating and delivering value. This applies to customer relationships, sales and services, marketing and commerce, collaborating and reskilling workers, and more. It's important to note **how radically and broadly digital capabilities will be needed**.

Engler, Scott (2020). "Lack of Skills Threatens Digital Transformation". <https://www.gartner.com/smarterwithgartner/lack-of-skills-threatens-digital-transformation/>

"(...) focus **on future-ready skills** and investing in a technology-savvy workforce"

Devine, Catherine (2020). "Museums, Libraries, and COVID-19. Webinar 2 Recap". <https://www.linkedin.com/pulse/webinar-2-recap-museums-libraries-covid-19-catherine-devine>

"Most galleries and museums are unaware of what is possible with technology, which restricts their use of innovative solutions and consequently their reach and engagement. In general, **the industry lacks the digital skills, experience and in some cases the ambition** to take advantage of what is available them".

Bernardine Bocker Wieder (2020). "Bridging the knowledge gap" in *Digital renaissance. How Covid-19 has rebooted technology's role in the arts*. Fieldfisher. Downloadable pdf: <https://t.co/ZUcKNOS6Yx?amp=1>

“...digital skills not seen as a priority until recently (...) **Employers and Employees Invest in Digital Skills During the Pandemic** (...) As the newly and suddenly remote workforce transitions to a longer term set up of **virtual or hybrid working**, **there’s a great opportunity to harness this collective understanding of why digital skills matter and demand to learn how to use digital tools more effectively**. With the busy working life that most of us face, it can be hard to prioritize learning new tools, yet almost everyone I speak to has taken on new tools or used them in new ways during the lockdown”.

Marsh, Elizabeth (2020). “Raise Your Organization’s Digital IQ: The Timing Has Never Been Better”. <https://www.reworked.co/learning-development/raise-your-organizations-digital-iq-the-timing-has-never-been-better>

10 tendencias que marcarán el talento en 2021

1. Empleado **activista digital**
2. Empleado eterno (seremos aún más longevos en el futuro)
3. Continuos aprendices (**reskilling, upskilling**)
4. Los nuevos managers (teletrabajo, empatía)
5. Del *employee experience* al *life experience* (derecho a la desconexión, flexibilidad)
6. Del *Where* al *When* (**aceleración** de procesos, simplificación)
7. Del trabajo remoto al **trabajo híbrido** (revolución espacios de trabajo)
8. Salud mental en la empresa
9. Innovación colectiva (involucrar a toda la plantilla para crear una cultura propicia a la innovación)
10. Talento Senior para la resiliencia (“los profesionales de más de 50 años serán esenciales para la recuperación económica post-covid. Su experiencia en resolver crisis generadas por el cambio del entorno y la transformación los hará especialmente relevantes en esta era”).)

LLYC (2021). “Informe Tendencias Talento 2021”. <https://actualidad.llorenteycuenca.com/temas/noticias/informe-tendencias-talento-2021-las-empresas-obligadas-a-reinventar-la-relacion-con-el-talento>

Habilidades para trabajar en un mundo post-coronavirus

1. Liderazgo
2. Inteligencia emocional
3. **Habilidades tecnológicas**
4. Capacidad de codificación y **digitalización**
5. Adaptabilidad
6. Creatividad e innovación
7. **Alfabetización de datos (data literacy)**
8. **Pensamiento crítico**

Jiménez, Eva (2020). "Habilidades imprescindibles para trabajar en un mundo post-coronavirus".

<https://www.educaweb.com/noticia/2020/09/03/habilidades-imprescindibles-trabajar-mundo-post-coronavirus-19293/>

"La recent situació en relació a la pandèmia de la COVID-19 i els impactes que pugui tenir en el mercat de treball, no han fet més que donar una major **centralitat a la importància de les competències digitals** i a la seva relació com a factor de contractació en un context d'incertesa econòmica. Un dels reptes des d'una perspectiva sociològica és explorar si aquests canvis tindran un efecte desigual entre els diferents membres de la societat o si, efectivament, el nivell de competències digitals pot esdevenir un factor determinant per accedir al mercat de treball (...)

Existeix un percentatge molt important de la població té un nivell de competències digitals intermedi i avançat, més d'un 75%. En contra, es posa de manifest que **gairebé un 24% té competències bàsiques** o no té competències digitals (11%) (...)

Les ocupacions de directors i gerents, professionals científics i intel·lectuals i tècnics i professionals de nivell mitjà són les ocupacions amb una major presència de persones amb nivell avançat de competències digitals" (p. 58.59).

Observatori de competències digitals i ocupabilitat (2021). *Informe: Indicadors de Competències Digitals i Ocupabilitat*. 70 pp. Descarregable a

<https://imancorpfoundation.org/i-observatorio-sobre-digitalizacion-y-empleo/>

"Skills matter. For in order to be digitally purposeful (to see our digital resources and capabilities within a societal context, and to see our socially engaged practice in the context of a digital society and digital organisation) we need to understand what this means for our abilities – as people who work in arts and heritage organisations. In other words, our job now is to figure out **the social purposefulness of our digital skills** (how skills in our sector have this deeper social drive to them), and to understand the digital skills we need to be socially purposeful (what being digitally competent, capable and literate can mean for our socially purposeful aims)".

Parry, Ross (2019). "Socially purposeful digital skills". <https://one-by-one.uk/2019/03/11/socially-purposeful-digital-skills/>

"As we look forward, and begin to imagine and articulate **the digitally purposeful organisation**, a new skill set, therefore, starts to seem necessary and obvious to us. This is a digital skill set that assumes a social role and the wider social context of the institution. These are skills that - crucially – at their heart have a **literacy around 'why' use digital, and not just a competency that knows 'how' to use digital**. What this means, in practice, is being able to use the digital technologies used in society; knowing what our different audiences and users are using (or not using) in different parts of their lives. And it means understanding the values and consequences of these technologies within that society – how digital can exclude and divide, as much as it can include and connect. It means recognising the agency and effect digital technology can have within society – how digital provides unprecedented ways not only of sharing, conversing and collaborating, but also for acting collectively and effecting real societal change. And it also means designing digital technology in ways that are universally accessible to everyone in society – recognising that a choice of technology or a decision on design can disable as much as it can enable".

Parry, Ross (2019). "Socially purposeful digital skills", in *Let's Get Real 6*. Culture 24, p. 35. Downloadable pdf at <https://weareculture24.org.uk/lets-get-real-6/>

Social media Marketing in a Post-Pandemic world

Predictions

- **Social media jobs and creativity skills** will be valued more than ever.
- **Video content** will continue to rise in production and demand.
- The more authentic the content, the better.
- Honesty, empathy, and social consciousness will win on social.
- Social listening and community engagement will be at the forefront of marketing strategies.
- We'll be **constantly adapting to new technology and changing consumer needs**.

Wiltshire, Emma (2020). "Social Media Marketing Post-COVID: Marketers Predict the Future". <https://www.socialmediatoday.com/news/social-media-marketing-post-covid-marketers-predict-the-future/581779/>

Challenges

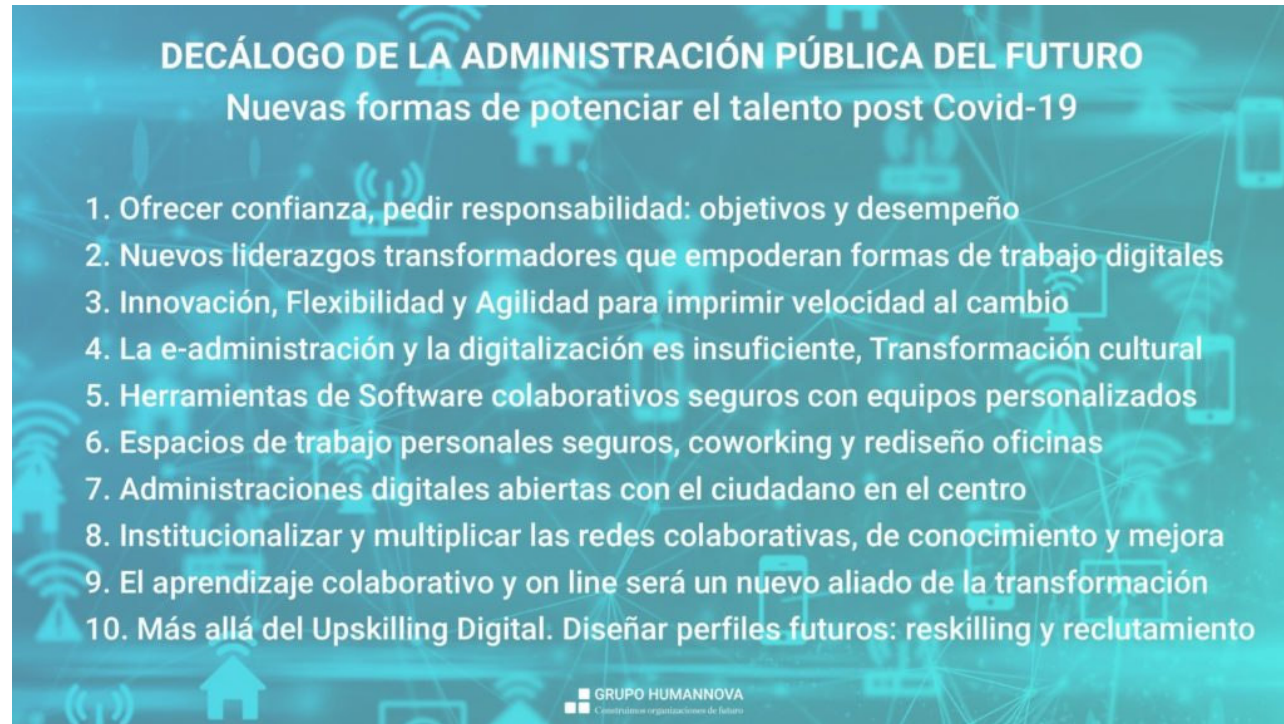
- Adjusting to Working remote
- Reevaluation of Social Strategies & Budgets
- Reinventing Social Media Content

Trends

- Virtual Events
- Video Everything
- Social Media Groups
- Social Advocacy
- User Generated Content

Social Media Today (2020). *Guide to Social Media Marketing in 2020: Challenges, Opportunities and Lessons from the Pandemic and Beyond*.
Downloadable: <https://www.socialmediatoday.com/news/social-media-marketing-post-covid-marketers-predict-the-future/581779/>

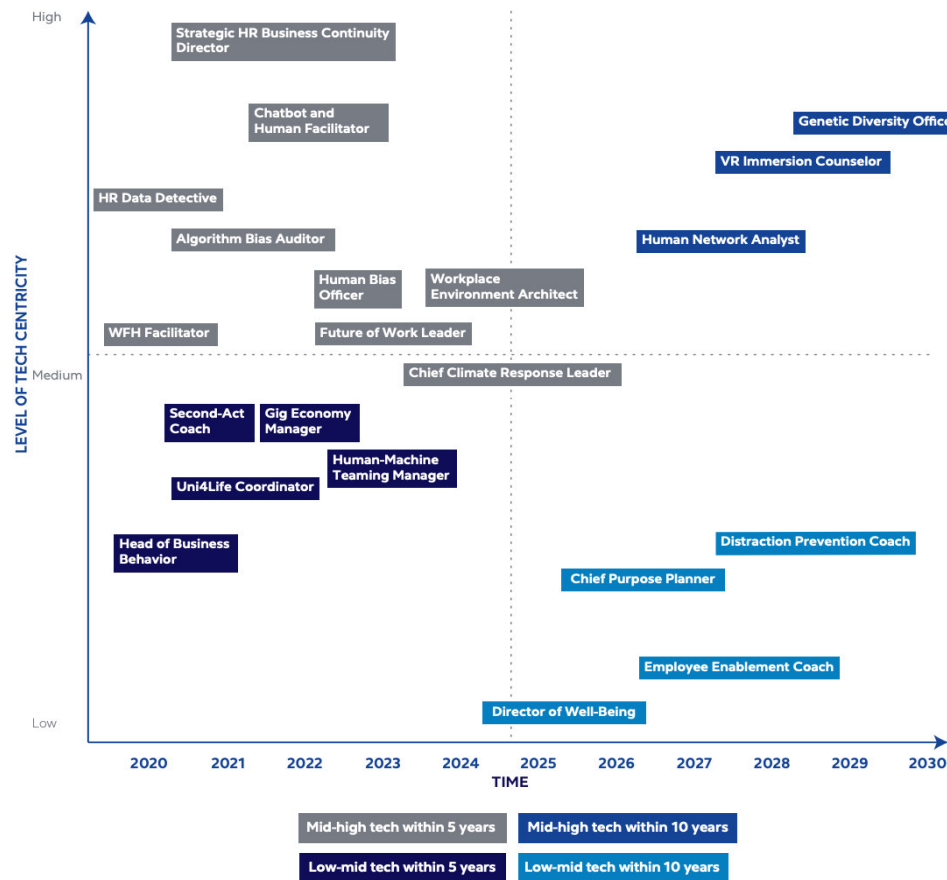
Nuevas formas de potenciar el Talento en la Era Post-COVID19



Humanova (2020). Extracto de dos sesiones de [#DesayunosVirtualesHumannova](https://www.humannova.com/decalogo-de-la-administracion-publica-del-futuro/).
<https://www.humannova.com/decalogo-de-la-administracion-publica-del-futuro/>

21 HR Jobs of the Future

The 10-year journey



1. HR Data Detective
2. WFH Facilitator
3. Head of Business Behaviour
4. Strategic HR Business Continuity Director
5. Algorithm Bias Auditor
6. Second-Act Coach
7. Uni4Life Coordinator
8. Chatbot & Human Facilitator
9. Gig Economy Manager
10. Human Bias Officer
11. Future of Work Leader
12. Human-Machine Teaming Manager
13. Workplace Environmental Architect
14. Chief Climate Response Leader
15. Director of Well-Being
16. Chief Purpose Planner
17. Human Network Analyst
18. Employee Enablement Coach
19. VR Immersion Counselor
20. Distraction Prevention Coach
21. Genetic Diversity Officer

Cognizant Center for the Future of Work (2020).
 21 HR Jobs of the Future.
<https://www.peoplesmatterglobal.com/article/strategic-hr/21-hr-jobs-of-the-future-26273>

9. Closing remarks (for museums and the cultural sector in general)

- There is a tremendous need of better training and upskilling in digital capabilities for museums to be able to tackle successfully the digital challenges and transformation in the current context.
- Any role across the Museum must be prepared to deal Digital with proficiency, thus long life learning will be a constant.
- Museums in general lag behind regarding digital transformation. The second best moment to approach it is now.
- Museums need to incorporate highly skilled digital profiles into their teams... urgently.
- Roles dealing with Digital Strategy, Digital Experience and Digital Engagement are on the rise; new profiles continue to emerge, such as “Curator of Game Technologies” (p. 81).
- Digital must be addressed holistically and strategically accross the organisation.

My deepest gratitude to all experts and sources for their insights to help build a panorama on the digital skills and profiles future for museums and other organisations.

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<https://blog.museunacional.cat/en/author/conxa-roda/>

