LEADER APPLICATION WORKBOOK

ALBERTA MUSEUMS
ASSOCIATION
RECOGNIZED MUSEUM

LEADER

For current Recognized Museums, the Leader Application is an optional addition to your Reapplication. Your first step is completing the Institutional Profile. Your second step is completing the Reapplication. Your third step is completing the Leader Application. If you have not already completed the Institutional Profile, please visit the **AMA's website** for more information, or contact the Program Lead at **recognized@museums.ab.ca** or 780.424.2626.

If you are not currently a Recognized Museum, you need to complete the Application. Please **click here** to learn about the Application process.

The Leader Application consists of eight pieces of Evidence (in addition to your Reapplication Evidence):

- Vision and Values **or** Code of Ethics
- Board Orientation Manual **or** Human Resources Policy **or** Annual Report **or** Example of Fundraising or Fund Development Activity
- Example of an Organizational Relationship
- Museum Visitor Experience Summary
- Conservation Policy **or** Procedural Manual for Object Care and Handling **or** Condition Report **or** Conservation Treatment Report
- Research Policy **or** Research Plan
- Programming Policy **or** Programming Plan
- Exhibit Policy **or** Exhibit Plan

You must submit these eight pieces of Evidence in addition to the ten pieces of Core Evidence submitted in the Reapplication.

All eighteen pieces of Evidence (eight pieces of Leader Evidence and ten pieces of Reapplication Evidence) must be submitted and meet the Minimum Requirements as assessed by the Review Panel in order for your institution to attain Recognized Museum Leader designation. Institutions that do not currently have all of the required Evidence are still encouraged to participate in the Program. Candidate Leaders in the RMP have up to three years and can access additional AMA resources such as the AMA Grants Program to support them in attaining the Recognized Museum Leader designation.

Learn more about the various stages of RMP participation **here**.

The following resources are available to assist you in completing your Leader Application:

- **Leader Application PDF:** This document is a PDF version of the text you will see in the online Leader Application. The PDF is a reference tool and is not the official Leader Application.

- **Leader Application Workbook:** This workbook includes all of the questions in the Leader Application, along with supporting information such as Definitions, Standards, and Minimum Requirements. It is a fillable tool that helps your institution prepare the Evidence required for submission.

- **Draft Review:** Between June 1 and September 15, you can access **this link** to submit your Application for Draft Review using the Formstack online portal. For more information on how to use Formstack, please **click here**.

- **Formstack Leader Application Form:** You can complete your institution's Leader Application online for official submission at **this link**. The Leader Application deadline is November 30. You can start filling in the online form up to 30 days prior to making your final submission. We recommend compiling all your answers and Evidence in the Workbook ahead of time for a smoother submission process.

The following resources are available to assist you in completing your Reapplication:

- **Reapplication PDF:** This document is a PDF version of the text you will see in the online Reapplication. The PDF is a reference tool and is not the official Reapplication.

- **Reapplication Workbook:** This workbook includes all of the questions in the Reapplication, along with supporting information such as Definitions, Standards, and Minimum Requirements. It is a fillable tool that helps your institution prepare the Evidence required for submission.

- **Draft Review:** Between June 1 and September 15, you can access **this link** to submit your Reapplication for Draft Review using the Formstack online portal. For more information on how to use Formstack, please **click here**.

- **Formstack Reapplication Form:** You can complete your institution's Reapplication online for official submission at **this link**. The Reapplication deadline is November 30. You can start filling in the online Reapplication up to 30 days prior to making your final submission. We recommend compiling all your answers and Evidence in the Workbook ahead of time for a smoother submission process.

Please visit the Frequently Asked Questions on the AMA's website for more information. If you have any further questions, please contact the Program Lead at recognized@museums.ab.ca or 780.424.2626.

HOW TO USE THE LEADER APPLICATION WORKBOOK

The Leader Application Workbook is a resource to help your institution prepare the Evidence required for the Leader Application. Below is a breakdown of the worksheets and how to use them to prepare your Leader Application.

HOW DOES THIS SECTION RELATE TO THE DEFINITION OF A MUSEUM?

This indicates how each section of the Leader Application connects to the AMA's member-approved Definition of a Museum:

"A museum is a non-profit making, permanent institution in the service of society and of its development, and open to the public which acquires, conserves, researches, communicates and exhibits, for purposes of study, education and enjoyment, material evidence of people and their environment."

This will tell you which aspect of the Definition you are addressing.

WHY IS THIS SECTION IMPORTANT?

This section explains why the Evidence is required and how it connects to best practice Standards.

USEFUL DEFINITIONS:

These Definitions will help you complete each section of the Leader Application. Most Definitions are found in the Glossary of the *Standard Practices Handbook for Museums, 3rd Edition (the Handbook)*. Definitions with footnotes are found elsewhere in the *Handbook*.

WHERE CAN I FIND MORE INFORMATION?

This directs you to the pages of the *Handbook* that provide additional information about the Evidence required.

WHAT EVIDENCE DO I NEED TO SUPPLY?

This is where you will find what is required for the section. The Evidence is either a list of questions you need to answer or a document you need to upload when you complete the Leader Application. For documents, this section also includes instructions on how to label the files before uploading them.

WHAT STANDARDS DOES THE EVIDENCE DEMONSTRATE?

These are the Standards from the *Handbook* demonstrated by fulfilling the Minimum Requirements for each piece of Evidence.

WHAT ARE THE MINIMUM REQUIREMENTS?

These are the criteria the Review Panel will use to determine if the Evidence submitted meets the Minimum Requirements for accreditation. The Review Panel will be provided with an Assessment Form that outlines each of these points. All Minimum Requirements must be included to fulfill the Standards for the section.

HOW WILL WE GET THIS DONE?

This is a space for you to plan how you will prepare the Evidence for submission, including who is responsible for preparing the Evidence, when it is due, and any notes to assist in that work. This is a planning tool for Applicants and is not required by the Review Panel.

TIPS AND TRICKS

These are additional resources and helpful hints to assist you in completing each section of the Leader Application.

CONTENTS

ALBERTA MUSEUMS ASSOCIATION
RECOGNIZED MUSEUM
LEADER

SECTION 1.1 Strategic Framework Documents

*Please select **one** of the following two foundational documents from your institution to submit as Evidence:*

☐ 1.1A Vision and Values Statements   ☐ 1.1B Code of Ethics

1.1A VISION AND VALUES

How does this section relate to the Definition of a Museum?

Museums are non-profit making.

Why is this section important?

Does your institution have a clear sense of its responsibilities to the public? This section of the Leader Application demonstrates that your institution is forward-looking and has adopted written Vision and Values Statements that support its Mission Statement.

Useful Definitions:

Values: The values statement for an organization is a declaration of what it stands for: what it believes in. A values statement provides the governing authority, staff, and volunteers, as well as visitors, funders, and other stakeholders, with a clear understanding of what to expect from the museum and the people involved with the organization.[1]

Vision: A vision statement sets the future direction of the museum: what it is working toward. A vision statement is also reflective, and mindful, of the objects of the organization, of why the museum exists. Its role, though, is to be a guiding statement that provides direction for the organization. The museum's governing authority should develop the statement in consultation with museum staff and volunteers and the museum's stakeholders.[2]

Where can I find more information?

Please refer to Section 2.3 – Purpose (pages 68 – 70) in the *Handbook*.

What Evidence do I need to supply?

You will be asked to upload a copy of the following document from your institution:

☐ Vision and Values Statements
Please label the file using the format *InstitutionName_Section1.1A_YEAR*.

What Standards does the Evidence demonstrate?

Standard 2.3.1   The museum has written values, vision, and mission statements.

What are the Minimum Requirements?

The Vision and Values Statements must:

☐ be long-term and aspirational

☐ define your institution's relationship to its community / society

☐ support the Mission Statement

How will we get this done?

Staff person to complete task: _____

Due date: _____

Notes:

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Remember....
The Values Statement declares what your institution stands for, while the Vision Statement sets the direction for your institution's future.

1 Crystal Willie, ed., *Standard Practices Handbook for Museums,* 3rd ed. (Edmonton: Alberta Museums Association, 2014), 69.
2 Ibid., 69.

1 FOUNDATIONAL DOCUMENTS

1.1B CODE OF ETHICS

How does this section relate to the Definition of a Museum?

Museums are non-profit making.

Why is this section important?

Does your institution have a clear sense of its responsibilities to the public? This section of the Leader Application demonstrates that your institution has developed or adopted a Code of Ethics that supports its Mission Statement.

Useful Definitions:

Ethical Conduct: : Behaviour that conforms to a code of morals or accepted standards of practice adopted by a particular group or profession. Rules of ethical conduct are often compiled in a code of ethics or ethical guidelines.

Where can I find more information?

Please refer to Section 1.7 – Museum Standards and Ethics (pages 44 – 47) in the *Handbook.*

What Evidence do I need to supply?

You will be asked to upload a copy of the following document from your institution:

☐ Code of Ethics

Please label the file using the format *InstitutionName_Section1.1B_YEAR.*

What Standards does the Evidence demonstrate?

Standard 1.7.1   The museum has adopted or developed a code of ethics that defines institutional ethical standards and personal professional conduct.

What are the Minimum Requirements?

The Code of Ethics must:

☐ be institutional in scope

☐ provide a framework to resolve ethical issues

☐ address ethical considerations for governance and financial management

☐ address ethical considerations for collections management, including acquisitions, collections care, and deaccessioning and disposal of collections

☐ address ethical considerations for programming and exhibits

How will we get this done?

Staff person to complete task:

_____

Due date: _____

Notes:

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Keep in mind...
A Code of Ethics should address the ethical standards for your institution as well as professional ethics for staff / volunteers.
These are informed by existing ethical guidelines for the museum sector.

2

RECOGNIZED MUSEUM PROGRAM
LEADER APPLICATION WORKBOOK
PERMANENT INSTITUTION

ALBERTA MUSEUMS
ASSOCIATION
**RECOGNIZED
MUSEUM**
LEADER

SECTION 2.4 Sustainability

*Please select **one** of the following four items to submit as Evidence:*

☐ 2.4A Board Orientation Manual   ☐ 2.4B Human Resources Policy

☐ 2.4C Annual Report   ☐ 2.4D Example of Fundraising or Fund Development Activity

2.4A BOARD ORIENTATION MANUAL

How does this section relate to the Definition of a Museum?

Museums are permanent.

Why is this section important?

Is your board of directors ready to work? This section of the Leader Application demonstrates that your board provides direction and continuity for its members, helping to ensure your institution's permanence.

Useful Definitions:

Board: A group of elected or appointed volunteers responsible for overseeing the museum's operations and accountable for all its programs.

Where can I find more information?

Please refer to Section 2.2 – Governance: Role of the Board (pages 60 – 67) in the *Handbook*.

What Evidence do I need to supply?

You will be asked to upload a copy of the following document from your institution:

☐ Board Orientation Manual

Please label the file using the format *InstitutionName_Section2.4A_YEAR*.

What Standards does the Evidence demonstrate?

Standard 2.2.3   The governing authority is responsible for establishing and maintaining itself as an effective, well-informed working body.

What are the Minimum Requirements?

The Board Orientation Manual must:

☐ contain a Mission Statement

☐ describe the structure of the board and its operations, including an organizational chart and board member job descriptions

☐ contain your institution's current and approved bylaws / constitution

☐ contain your institution's policy documents

☐ contain a financial summary, including the most recent year's audited financial statements

☐ contain terms of reference for the board's committees

☐ provide a list of all current board members

2

RECOGNIZED MUSEUM PROGRAM
LEADER APPLICATION WORKBOOK
PERMANENT INSTITUTION

ALBERTA MUSEUMS ASSOCIATION
RECOGNIZED MUSEUM
LEADER

How will we get this done?

Staff person to complete task: _____

Due date: _____

Notes:

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Keep in mind…
A good example of a Board Orientation Manual includes easy-to-understand language, a table of contents, an index,
and page numbers.

2.4B HUMAN RESOURCES POLICY

How does this section relate to the Definition of a Museum?

Museums are permanent.

Why is this section important?

How does your institution take care of its staff and volunteers? This section of the Leader Application demonstrates that all individuals working in your institution, paid and unpaid, are valued for their contributions and are treated with respect and integrity at all times.

Useful Definitions:

Human Resources: The management area that deals with the basic tasks of defining and analyzing jobs in organizations, including both paid and volunteer positions. Its function is to help the museum achieve its objectives by employing staff and volunteers effectively.

Where can I find more information?

Please refer to Section 2.8 – Human Resources (pages 95 – 104) in the *Handbook*.

What Evidence do I need to supply?

You will be asked to upload the following planning document from your institution:

☐ Human Resources Policy

Please label the file using the format *InstitutionName_Section2.4B_YEAR*.

What Standards does the Evidence demonstrate?

Standard 2.8.1   The museum has a formal human resources policy.

Standard 2.8.3   The museum undertakes to attract, recruit, retain, and develop staff with the skills and expertise necessary to achieve the museum's mission and goals.

What are the Minimum Requirements?

The Human Resources Policy must cover:

☐ your institution's organizational structure

☐ hiring guidelines for permanent and temporary staff

☐ hours of work

☐ performance evaluation procedures

☐ training and professional development

☐ sick leave and leave of absence policies (e.g., maternity, parental, adoption, compassionate leaves)

☐ vacation policies

☐ compensation, benefits, and employee assistance

☐ discipline and grievance processes

☐ staff and volunteer recognition

☐ ethical guidelines for staff (including a code of conduct and rules concerning conflicts of interest, use of property, personal collections, and outside activities)

☐ staff termination procedures

How will we get this done?

Staff person to complete task: _____

Due date: _____

Notes:

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Keep in mind…
Your Human Resources Policy needs to be reviewed regularly to ensure it aligns with changes to provincial and federal employment standards.

2

RECOGNIZED MUSEUM PROGRAM
LEADER APPLICATION WORKBOOK
PERMANENT INSTITUTION

ALBERTA MUSEUMS ASSOCIATION
RECOGNIZED MUSEUM
LEADER

2.4C ANNUAL REPORT

How does this section relate to the Definition of a Museum?

Museums are permanent.

Why is this section important?

How does your institution reflect on its activities and report back to its community? This section of the Leader Application ensures that your institution uses an Annual Report to demonstrate its permanence to its stakeholders.

Useful Definitions:

Annual Report: A formal report prepared annually by the directors or management of an organization concerning its operations and financial position.

Where can I find more information?

Please refer to Section 2.2 – Governance: Role of the Board (pages 60 – 67) in the *Handbook*.

What Evidence do I need to supply?

You will be asked to upload a copy of the following document from your institution:

☐ Annual Report from the most recently completed fiscal year
Please label the file using the format *InstitutionName_Section2.4C_YEAR*.

What Standards does the Evidence demonstrate?

Standard 2.2.4   The governing authority is accountable to the public for the museum's operations and activities.

What are the Minimum Requirements?

The Annual Report must include:

☐ general information on your institution's budget and finances

☐ your institution's audited financial statement (professional or internal audit)

☐ a brief statement on your institution's vision, purpose, and goals that sets the direction for the organization

☐ a review of any significant changes to your institution's structure or organization during the fiscal year (if applicable)

☐ a summary of your institution's programs, including major events, significant projects, and achievements

☐ a review of collections (e.g., acquisitions, deaccessions, projects), exhibits, and research for the fiscal year

☐ an overview of fundraising activities and donor recognition

☐ a review of community services provided by your institution

☐ recognition of your institution's volunteers

How will we get this done?

Staff person to complete task: _____

Due date: _____

Notes:

[ ]

Keep in mind...
A good example of an Annual Report includes the date of publication, an introduction from your institution's leadership, and your institution's Mission Statement.

2

RECOGNIZED MUSEUM PROGRAM
LEADER APPLICATION WORKBOOK
PERMANENT INSTITUTION

ALBERTA MUSEUMS ASSOCIATION
RECOGNIZED MUSEUM
LEADER

2.4D EXAMPLE OF FUNDRAISING OR FUND DEVELOPMENT ACTIVITY

How does this section relate to the Definition of a Museum?

Museums are permanent.

Why is this section important?

Does your institution have a plan for raising money and paying for its future activities? This section of the Leader Application demonstrates that your institution actively and deliberately raises funds that contribute to its permanence.

Useful Definitions:

Fund Development: The planning and implementing of programs that are meant to increase contributed financial support for an organization.

Fundraising: The process undertaken by the museum to secure financial support for its operations in the form of donations. It comprises a range of activities including facility rentals, a museum store, special events, donor programs, casinos, membership drives, direct mail campaigns, and corporate sponsorships. All funds raised by the museum must be used to further its charitable objectives.

Where can I find more information?

For more information, please refer to Section 2.7 – Financial Management (pages 85 – 94) in the *Handbook*.

What Evidence do I need to supply?

Using **one** example of fundraising or fund development activity from your institution during the past **two** years, please briefly answer the following questions:

A. Is this example of:

☐ Fundraising (e.g., special event, membership drive)

OR

☐ Fund Development (e.g., programs or relationships that support outside investment in your institution)

B. What was the purpose of your institution's fundraising or fund development activity? (Limit 1,000 characters)

C. What was your fundraising or fund development goal (e.g., how much money did you hope to raise, what financially beneficial relationships did you hope to develop)? (Limit 500 characters)

2

RECOGNIZED MUSEUM PROGRAM
LEADER APPLICATION WORKBOOK
PERMANENT INSTITUTION

ALBERTA MUSEUMS
ASSOCIATION
RECOGNIZED MUSEUM
LEADER

D. How did your institution determine its fundraising or fund development goal (e.g., budget for specific program needs, estimate for capital project)? (Limit 500 characters)

E. What individuals, groups, or organizations did your fundraising or fund development project aim to engage (e.g., museum members, local businesses, corporations)? (Limit 500 characters)

F. What was your fundraising or fund development strategy (i.e., how did you plan to achieve your goal)? (Limit 1,000 characters)

G. Were there other positive outcomes from the fundraising or fund development activity (e.g., increase in membership, establishment of new partnerships, increased guest counts)? (Limit 500 characters)

H. Did you meet your fundraising or fund development goal?

☐ Yes   ☐ No

I. When did this fundraising or fund development activity take place? Please include the year. (Limit 250 characters)

What Standards does the Evidence demonstrate?

Standard 2.7.1   The museum explores a range of alternatives in securing its operating funds.

What are the Minimum Requirements?

The responses to the questions must:

☐   answer the questions asked and provide relevant information

☐   establish that the activity was done by your institution, not a "Friends" group or associated foundation

☐   be from the past two years

How will we get this done?

Staff person to complete task: _____

Due date: _____

Notes:

Remember...
This question applies only to your institution, not a "Friends" group or an associated foundation.

3

RECOGNIZED MUSEUM PROGRAM
LEADER APPLICATION WORKBOOK
IN THE SERVICE OF SOCIETY

ALBERTA MUSEUMS
ASSOCIATION
**RECOGNIZED
MUSEUM**
LEADER

SECTION 3.4 Example of an Organizational Relationship

How does this section relate to the Definition of a Museum?

*Museums serve society and
its development.*

Why is this section important?

How does your institution connect
with other institutions and groups?
This section of the Leader Application
demonstrates how your institution
engages and maintains relationships
with other community organizations.

Useful Definitions:

Stakeholders: Those who are
affected by, or have influence on, the
organization. Stakeholders can include
a variety of groups, including visitors,
program participants, government
departments, agencies, professional
associations, and community groups,
as well as other organizations
dedicated to culture, heritage, tourism,
and non-profit management.[3]

Where can I find more information?

Please refer to Section 1.2 – Museums
and Communities (pages 20 – 23) and
Section 2.5 – Stakeholder Relations
(pages 76 – 78) in the *Handbook*.

What Evidence do I need to supply?

Using an example of a current relationship that your institution has with a community
partner, please answer the following questions:

A. Who is your community partner? (Limit 250 characters)

B. In what year did the relationship begin? (Limit 100 characters)

C. What is the nature of your relationship (e.g., sharing resources, co-hosting
events, cross-promotional activity)? (Limit 500 characters)

D. How does the partner organization benefit from the relationship?
(Limit 500 characters)

3 Ibid., 76.

E. How does your institution benefit from the relationship? (Limit 500 characters)

F. How does the relationship support your Mission Statement? (Limit 500 characters)

G. Is this a current and active relationship?

☐ Yes   ☐ No

H. If not, when did the relationship conclude? (Limit 250 characters)

What Standards does the Evidence demonstrate?

Standards 1.2.1 & Standards 2.5.1   The museum identifies, consults with, and maintains active relationships with its stakeholders, including, but not limited to, community groups, government departments, educational institutions, funding agencies, and other organizations and groups to support the operations of the museum.

What are the Minimum Requirements?

The example of an organizational relationship must:

☐ support your institution's Mission Statement

☐ be current

☐ not involve loaning or borrowing artifacts to or from the partner organization

☐ clearly indicate a mutually beneficial relationship

3

RECOGNIZED MUSEUM PROGRAM
LEADER APPLICATION WORKBOOK
IN THE SERVICE OF SOCIETY

ALBERTA MUSEUMS ASSOCIATION
RECOGNIZED MUSEUM
LEADER

How will we get this done?

Staff person to complete task: _____

Due date: _____

Notes:

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Helpful Hint...
A good example of an organizational relationship involves creative collaboration (i.e., the partners developed or made something together).

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ASSOCIATION
RECOGNIZED MUSEUM
LEADER

SECTION 4.2 Museum Visitor Experience Summary

How does this section relate to the Definition of a Museum?

Museums are open to the public.

Why is this section important?

How does your institution attract visitors and respond to their feedback? This section of the Leader Application demonstrates that your institution considers the needs and preferences of visitors in developing and delivering programs, exhibits, and services.

Useful Definitions:

Museum Visitor Experience: A concept that explores three fundamental questions: who goes to museums, what they do once in the museum, and what meanings they make from the experience.

Visitor Experience: Considers all of the points of contact the museum has with a visitor and the elements that impact their visit: from the time a person, or group, makes the decision to visit a museum, to the planning of the trip, stepping foot on site, participating and engaging while there, and then exiting and taking the experience away with them as they return home, as well as subsequent visits to the museum or its website.

Where can I find more information?

Please refer to Section 6.2 – Audience and Community Identification (pages 270 – 77) and Section 6.3 – Customer Service (pages 278 – 84) in the *Handbook*.

What Evidence do I need to supply?

Using current examples, please answer the following questions:

A. Please identify **three** ways that visitors can access information about your institution (e.g., website, social media, brochures). (Limit 1,000 characters)

B. Please identify **three** ways that your institution promotes its activities, exhibits, and events to encourage visitation. (Limit 1,000 characters)

C. Please identify **one** thing that your institution changed, added, or updated in the past two years to improve visitor engagement with exhibits. (Limit 500 characters)

D. Please identify **two** ways that your institution continually evaluates visitor experience. (Limit 1,000 characters)

E. Please identify **one** way that your institution has used information from visitor feedback to improve the overall visitor experience. (Limit 500 characters)

What Standards does the Evidence demonstrate?

Standard 6.2.1 The museum takes steps to identify, engage, and understand its direct and potential audiences.

Standard 6.3.2 The museum is committed to creating a welcoming environment.

Standard 6.3.3 Information obtained from visitors and staff is used by the museum to make continual improvements to the ways that its services are delivered.

What are the Minimum Requirements?

The responses to the questions must:

☐ answer the questions asked

☐ demonstrate consideration for individuals' experiences before, during, and after visitation

☐ demonstrate that your institution continually works to create a welcoming and accessible environment for visitors

OPEN TO THE PUBLIC

How will we get this done?

Staff person to complete task: _____

Due date: _____

Notes:

Did you know?
The AMA's Museum Visitor Experience Program self-assessment modules are available on the "Members Only" section of the website. These can be used at any time to review how visitors experience your institution.

6

SECTION 6.3 Preventive Conservation Documents

*Please select **one** of the following four conservation documents from your institution to submit as Evidence:*

☐ 6.3A Conservation Policy   ☐ 6.3B Procedural Manual for Object Care and Handling

☐ 6.3C Condition Report   ☐ 6.3D Conservation Treatment Report

6.3A CONSERVATION POLICY

How does this section relate to the Definition of a Museum?

Museums conserve the material evidence of people and their environment for the purposes of study, education, and enjoyment.

Why is this section important?

How do you take care of your institution's collections? This section of the Leader Application demonstrates that your institution has created a policy that directs and considers the care and conservation of the objects in its custody.

Useful Definitions:

Conservation: Actions taken to safeguard cultural and scientific objects and ensure their preservation for the future. The purpose of conservation is to study, document, retain, and restore the original significance of an object or specimen using techniques that involve the least possible degree of intervention.

Conservation Policy: The museum should have a policy outlining its approach to conservation. Depending on the needs and priorities of the museum, this can be included in the collections management policy or prepared as a separate document. In general, the policy should document two things. First, it should indicate the preventive measures, which the museum will undertake with respect to its collections. Second, it should outline the kinds of tasks and situations in which a trained conservator will be consulted. These could include collections surveys and reports, environmental assessments, conservation treatments, and emergencies.[4]

Where can I find more information?

Please refer to Section 3.7 – Care, Handling, Storage (pages 184 – 94) and Section 4.1 – Conservation and Public Trust (pages 209 – 11) in the *Handbook*.

What Evidence do I need to supply?

You will be asked to upload a copy of the following document from your institution:

☐ Conservation Policy

Please label the file using the format *InstitutionName_Section6.3A_YEAR*.

What Standards does the Evidence demonstrate?

Standard 4.1.1   The museum formally recognizes its responsibility to preserve objects and specimens held in the public trust through the adoption of a conservation policy.

Standard 4.1.2   The museum recognizes the importance of implementing preventative conservation procedures to ensure the long-term survival of its collections.

Standard 4.1.3   The museum seeks advice as required from a trained conservator.

What are the Minimum Requirements?

The Conservation Policy must:

☐ demonstrate a commitment to, and the reason for, collections conservation

☐ highlight the preventive measures that your institution will undertake

☐ specify situations where a trained conservator will be consulted (e.g., surveys and reports, environmental assessments, emergencies)

☐ be consistent with other policies

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4   Ibid., 210.

How will we get this done?

Staff person to complete task: _____

Due date: _____

Notes:

> *Did you know?*
> *The Canadian Conservation Institute (CCI) offers facility assessments, a program for borrowing environmental monitoring equipment, and workshops to help museum professionals build their understanding of conservation.*

6

CONSERVE

6.3B PROCEDURAL MANUAL FOR OBJECT CARE AND HANDLING

How does this section relate to the Definition of a Museum?

Museums conserve the material evidence of people and their environment for the purposes of study, education, and enjoyment.

Why is this section important?

How does your institution ensure that its collections are handled safely? This section of the Leader Application demonstrates that your institution has created standard procedures that direct and inform how people physically interact with objects.

Useful Definitions:

Care and Handling: The special attention that must be given to objects in the collections when they are touched or moved for the purposes of collections management, exhibition, research, or programming.[5]

Procedures: Established methods directing the implementation of policy with respect to the museum's daily operations.

Where can I find more information?

Please refer to Section 3.7 – Care, Handling, and Storage (pages 184 – 94) and Section 4.1 – Conservation and Public Trust (pages 209 – 11) in the *Handbook*.

What Evidence do I need to supply?

You will be asked to upload a copy of the following document from your institution:

☐ Procedural Manual for Object Care and Handling

Please label the file using the format *InstitutionName_Section6.3B_YEAR*.

What Standards does the Evidence demonstrate?

Standard 3.7.1   The museum recognizes that proper care, handling, and storage are important for the preservation of museum objects.

What are the Minimum Requirements?

The Procedural Manual for Object Care and Handling must include guidelines for:

☐ handling objects

☐ moving objects

☐ packing and shipping objects

☐ housekeeping practices (i.e., general methods used to keep collections areas clean and tidy)

☐ when and how objects should be cleaned

☐ when to call a conservator

☐ levels of care that are consistent with the categories of the collections

☐ actions that are appropriate to the collection

The Procedural Manual must be appropriate for the type of objects in the collection. If your institution has different categories of collections that require different levels of care (e.g., a permanent collection and a programming collection), this should be reflected in the Manual.

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5 Ibid., 185.

6

RECOGNIZED MUSEUM PROGRAM
LEADER APPLICATION WORKBOOK
CONSERVE

ALBERTA MUSEUMS
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**RECOGNIZED
MUSEUM**
LEADER

How will we get this done?

Staff person to complete task: _____

Due date: _____

Notes:

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Helpful Hint...
If your institution's Procedural Manual for Object Care and Handling is written in easy-to-understand language and clearly organized, staff will be more likely to use it.

6

RECOGNIZED MUSEUM PROGRAM
LEADER APPLICATION WORKBOOK
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MUSEUM**
LEADER

6.3C CONDITION REPORT

How does this section relate to the Definition of a Museum?

Museums conserve the material evidence of people and their environment for the purposes of study, education, and enjoyment.

Why is this section important?

How does your institution keep track of the state of its artifacts and specimens? This section of the Leader Application demonstrates that your institution uses a standard form to assess and record the physical condition of collection objects.

Useful Definitions:

Condition Report: A document that records an object's physical status at a particular time.

Where can I find more information?

For more information, please refer to Section 4.4 – Conservation Documentation (pages 223 – 26) in the *Handbook*.

What Evidence do I need to supply?

You will be asked to upload a copy of the following document from your institution

☐ Condition Report

Please label the file using the format *InstitutionName_Section6.3C_YEAR*.

What Standards does the Evidence demonstrate?

Standard 4.4.1 Specific records are created to document and describe the physical condition of collection objects.

What are the Minimum Requirements?

The Condition Report must:

☐ include the object's accession number

☐ include the date the report was completed

☐ indicate the name of the person completing the report

☐ provide a brief description of the object (including materials and construction methods)

☐ include a detailed description of the object's condition

☐ include a drawing or photograph of the object

☐ be a completed form and dated from the past year

How will we get this done?

Staff person to complete task: _____

Due date: _____

Notes:

Remember…
A Condition Report should be completed for every object in the collection. Ideally, it should be written when the object is initially accepted by the museum and updated as required to reflect changes in the condition of the object.

6

RECOGNIZED MUSEUM PROGRAM
LEADER APPLICATION WORKBOOK
CONSERVE

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RECOGNIZED MUSEUM
LEADER

6.3D CONSERVATION TREATMENT REPORT

How does this section relate to the Definition of a Museum?

Museums conserve the material evidence of people and their environment for the purposes of study, education, and enjoyment.

Why is this section important?

How does your institution track conservation treatments for its objects? This section of the Leader Application demonstrates that your institution maintains specific records to document all treatments used in the conservation of collection objects and that these treatments are done by qualified experts.

Useful Definitions:

Conservation Treatment Report:
A report should be completed for every object that undergoes conservation treatment, no matter how routine or minor it may seem. The report is completed by the trained conservator who completes the treatment and should provide a concise description of the treatment and the products or materials used in the procedure. It should cover four areas, corresponding to four stages in the treatment of an object: the examination, treatment proposal, treatment procedures, and recommendations for future care.[6]

Where can I find more information?

For more information, please refer to Section 4.4 – Conservation Documentation (pages 223 – 26) in the *Handbook*.

What Evidence do I need to supply?

You will be asked to upload a copy of the following document from your institution:

☐ Conservation Treatment Report

Please label the file using the format *InstitutionName_Section6.3D_YEAR*.

What Standards does the Evidence demonstrate?

Standard 4.4.2 Specific records are created to document and describe any treatment conservation of collection objects.

Standard 4.4.3 The records created as a result of conservation treatment are treated as historical records pertaining to the collections.

What are the Minimum Requirements?

The Conservation Treatment Record must:

☐ include the object's accession number

☐ include the date completed

☐ includes the name of the qualified conservator who completed the report

☐ contain an object assessment and object treatment recommendations

☐ record all treatments including the date and the methods and materials used

☐ contain suggested methods of care for continued object preservation, usually concentrating on preventive measures

☐ be from the past two years

☐ be fully filled out

6 Ibid., 225.

How will we get this done?

Staff person to complete task: _____

Due date: _____

Notes:

Keep in mind...
Only professional conservators should perform conservation treatments on objects. Their specialized training ensures appropriate object care and a thorough accompanying report.

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ASSOCIATION
RECOGNIZED MUSEUM
LEADER

SECTION 7.3 Research Documents

*Please select **one** of the following two research documents from your institution to submit as Evidence:*

☐ 7.3A Research Policy   ☐ 7.3B Research Plan

7.3A RESEARCH POLICY

How does this section relate to the Definition of a Museum?

Museums research the material evidence of people and their environment for the purposes of study, education, and enjoyment.

Why is this section important?

How does your institution continue to learn? This section of the Leader Application demonstrates that your institution has a clear and strategic approach to research, which supports your public responsibility to acquire, share, and disseminate knowledge.

Useful Definitions:

Research: A structured investigation that results in the discovery and collation of facts relating to a particular subject. It involves four basic stages: formulating problems, gathering and criticizing evidence, making observations, and developing conclusion based on those observations. Museums customarily undertake three types of research: discipline-based research, collections-based research, and research relating to museum functions and activities.

Where can I find more information?

Please refer to Section 5.1 – Research and the Public Trust (pages 231 – 34) in the *Handbook*.

What Evidence do I need to supply?

You will be asked to upload a copy of the following document from your institution:

☐ Research Policy

Please label the file using the format *InstitutionName_Section7.3A_YEAR*.

What Standards does the Evidence demonstrate?

Standard 5.1.2   Research activities are undertaken as part of a planned research program.

Standard 5.3.3   The museum recognizes research as one of its core functions and integrates it into all areas of museum practice.

What are the Minimum Requirements?

The Research Policy must:

☐ define the nature and scope of research undertaken by your institution

☐ be consistent with the Mission Statement

☐ identify the responsibilities and ethics that guide the research activities

☐ outline the types of research conducted by your institution (e.g., collections-based, discipline-based, function-based, activity-based)

☐ outline how research results are made available to the public (e.g., social media, exhibits, programming)

☐ identify resources available to support research activities

☐ identify how visitor research requests are handled, which might include allowing public access to collections not on display

How will we get this done?

Staff person to complete task: _____

Due date: _____

Notes:

Keep in mind...
A Research Policy should focus on big questions: What kind of research will your institution conduct? Who will carry out the research? How will the research be shared or made accessible to the public?

7

RECOGNIZED MUSEUM PROGRAM
LEADER APPLICATION WORKBOOK
RESEARCH

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ASSOCIATION
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MUSEUM**
LEADER

7.3B RESEARCH PLAN

How does this section relate to the Definition of a Museum?

Museums research the material evidence of people and their environment for the purposes of study, education, and enjoyment.

Why is this section important?

How does your institution develop new knowledge and continue to learn? This section of the Leader Application demonstrates that your institution has an organized and methodical approach to research, which supports your public responsibility to acquire, share, and disseminate knowledge.

Useful Definitions:

Research: A structured investigation that results in the discovery and collation of facts relating to a particular subject. It involves four basic stages: formulating problems, gathering and criticizing evidence, making observations, and developing conclusion based on those observations. Museums customarily undertake three types of research: discipline-based research, collections-based research, and research relating to museum functions and activities.

Where can I find more information?

Please refer to Section 5.1 – Research and the Public Trust (pages 231 – 34) in the *Handbook.*

What Evidence do I need to supply?

You will be asked to upload a copy of the following document from your institution:

☐ Research Plan

Please label the file using the format *InstitutionName_Section7.3B_YEAR.*

What Standards does the Evidence demonstrate?

Standard 5.1.2 Research activities are undertaken as part of a planned research program.

Standard 5.3.3 The museum recognizes research as one of its core functions and integrates it into all areas of museum practice.

What are the Minimum Requirements?

The Research Plan must:

☐ identify the research topic

☐ state project goals and objectives

☐ define the research question or working hypothesis

☐ outline the research method

☐ identify the research tools required for the project (e.g., questionnaires, a data collection plan)

☐ identify the products of the research process (e.g., field notes, objects for the collection, audio or video files, research report)

☐ identify research outcomes (e.g., exhibit, program, publication)

☐ identify any ethical questions that will need to be addressed

☐ list the research sources to be used (e.g., a museum collection, archive, private collections, individuals, secondary sources)

☐ itemize research expenses including materials, fees, equipment, and travel

☐ outline a schedule for completing the research project

How will we get this done?

Staff person to complete task: _____

Due date: _____

Notes:

> *Remember...*
> *A research project is most effective when it begins with a strong research question. Make sure to include the research question in the Plan as a starting point for the research project.*

8

RECOGNIZED MUSEUM PROGRAM
LEADER APPLICATION WORKBOOK
COMMUNICATE

ALBERTA MUSEUMS
ASSOCIATION
**RECOGNIZED
MUSEUM**
LEADER

SECTION 8.2 Programming Documents

*Please select **one** of the following two programming documents from your institution to submit as Evidence:*

☐ 8.2A Programming Policy   ☐ 8.2B Programming Plan

8.2A PROGRAMMING POLICY

How does this section relate to the Definition of a Museum?

Museums communicate the material evidence of people and their environment for the purpose of study, education, and enjoyment.

Why is this section important?

How does your institution ensure that you provide programming that fits your Mission Statement and meets the needs of your community? This section of the Leader Application demonstrates that your institution sets clear priorities and expectations for its programming.

Useful Definitions:

Programming Policy: A programming policy outlines the museum's commitment to provide enjoyable learning opportunities for visitors through programs that extend and enrich the impact of the museum's collections and research, and the themes of its exhibits.[7]

Where can I find more information?

Please refer to Section 6.1 – Programming and Public Trust (pages 265 – 69) in the *Handbook*.

What Evidence do I need to supply?

You will be asked to upload a copy of the following document from your institution:

☐ Programming Policy

Please label the file using the format *InstitutionName_Section8.2A_YEAR.*

What Standards does the Evidence demonstrate?

Standard 6.1.2   Public programming supports the museum's mission statement and objectives and response to changing social needs.

Standard 6.1.3   Programs are developed by the museum as part of an overall programming plan.

What are the Minimum Requirements?

The Programming Policy must:

☐ be consistent with the Mission Statement and other policies

☐ indicate a commitment to interpretation / programming

☐ outline themes and priorities for interpretation / programming (including ethical considerations)

☐ outline staff training, roles, and responsibilities in program development and delivery

☐ outline the type of programs and delivery methods

☐ outline an ongoing evaluation process for before, during, and after the interpretation / programming

☐ identify target audiences and community partners in program development, delivery, and evaluation

☐ indicate an ongoing funding commitment to program development, delivery, and evaluation

7 Ibid., 268.

How will we get this done?

Staff person to complete task: _____

Due date: _____

Notes:

Keep in mind...
A Programming Policy outlines the relationship between your institution's responsibilities to preserve, study, and communicate. It connects to both your institution's collections and the interests and needs of your community.

8

RECOGNIZED MUSEUM PROGRAM
LEADER APPLICATION WORKBOOK
COMMUNICATE

ALBERTA MUSEUMS
ASSOCIATION
**RECOGNIZED
MUSEUM**
LEADER

8.2B PROGRAMMING PLAN

How does this section relate to the Definition of a Museum?

Museums communicate the material evidence of people and their environment for the purpose of study, education, and enjoyment.

Why is this section important?

How does your institution plan its programming? This section of the Leader Application demonstrates that your institution responds to changing circumstances and takes a strategic approach to program design and delivery.

Useful Definitions:

Program Planning: A program plan outlines the steps involved in developing public programs: assessing the program concept, identifying the target audience, defining program goals and objectives, conducting research, and setting a budget. It also reviews essential details relating to scheduling considerations, program logistics, program materials, and marketing.[8]

Where can I find more information?

Please refer to Section 6.1 – Programming and Public Trust (pages 265 – 69) in the *Handbook*.

What Evidence do I need to supply?

You will be asked to upload a copy of the following document from your institution:

☐ Programming Plan

Please label the file using the format *InstitutionName_Section8.2B_YEAR*.

What Standards does the Evidence demonstrate?

Standard 6.1.2 Public programming supports the museum's mission statement and objectives and responds to changing social needs.

Standard 6.1.3 Programs are developed by the museum as part of an overall programming plan.

What are the Minimum Requirements?

The Research Plan must:

☐ be consistent with the Mission Statement

☐ define a statement of purpose or program concept

☐ identify the internal and external program goals, objectives, and outcomes

☐ identify target audiences

☐ establish a program budget

☐ include a schedule / timeline

☐ consider the program's research requirements

☐ review programming logistics such as duration, location, and staffing

☐ include a marketing plan

8 Ibid., 286.

Staff person to complete task: _____

Due date: _____

Notes:

Remember...
A good Programming Plan outlines the key elements needed to create and implement a museum program.

SECTION 9.2 Exhibit Documents

*Please select **one** of the following two exhibit documents from your institution to submit as Evidence:*

☐ 9.2A Exhibit Policy   ☐ 9.2B Exhibit Plan

9.2A EXHIBIT POLICY

How does this relate to the Definition of a Museum?

Museums exhibit the material evidence of people and their environment for the purpose of study, education, and enjoyment.

Why is this section important?

How does your institution ensure that it creates exhibits that fit its Mission Statement and meet the needs of its community? This section of the Leader Application demonstrates that your institution sets clear priorities and expectations for exhibit programming.

Useful Definitions:

Exhibit Policy: An exhibit policy is a written statement that outlines the underlying principles on which an exhibit is based. These principles need to align with the museum's mission statement and other policies, and link the exhibit program to core programs and strategies. It also defines the standards required by the museum for exhibit development.[9]

Where can I find more information?

Please refer to Section 7.1 – Exhibits and Public Trust (pages 331 – 35) in the *Handbook*.

What Evidence do I need to supply?

You will be asked to upload a copy of the following document from your institution:

☐ Exhibit Policy

Please label the file using the format *InstitutionNameSection9.2A_YEAR*.

What Standards does the Evidence demonstrate?

Standard 7.2.3   All exhibits are supported by a planning process.

What are the Minimum Requirements?

The Exhibit Policy must:

☐ have a scope that matches the size of your institution and exhibit program

☐ be consistent with the Mission Statement and link appropriately to other institutional policies governing collections management, conservation, and programming

☐ outline the exhibit program's focus and goals with respect to public education, entertainment, engagement, and experience

☐ describe the themes or concepts that guide your institution's permanent galleries and exhibits

☐ provide criteria for the development of travelling exhibits (if applicable)

☐ identify the measures used to evaluate exhibits and assess visitor feedback

☐ stipulate any ethical guidelines governing your institution's exhibit program (e.g., safety and integrity of objects on display, honest and accurate presentation of information, alignment with legal and ethical guidelines when displaying sensitive material)

☐ outline your institution's commitment to community and stakeholder involvement in exhibit planning and development

☐ include statements about target audiences

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9 Ibid., 333.

9

RECOGNIZED MUSEUM PROGRAM
LEADER APPLICATION WORKBOOK
EXHIBIT

ALBERTA MUSEUMS ASSOCIATION
RECOGNIZED MUSEUM
LEADER

How will we get this done?

Staff person to complete task: _____

Due date: _____

Notes:

Helpful Hint...
A good Exhibit Policy considers visitors' needs and experiences (including accessibility) in the development of new exhibits or in the revision of existing exhibits.

9

RECOGNIZED MUSEUM PROGRAM
LEADER APPLICATION WORKBOOK
EXHIBIT

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MUSEUM**
LEADER

9.2B EXHIBIT PLAN

How does this section relate to the Definition of a Museum?

Museums exhibit the material evidence of people and their environment for the purpose of study, education, and enjoyment.

Why is this section important?

How does your institution plan and create its exhibits? This section of the Leader Application demonstrates that your institution is committed to developing and delivering new exhibits that are relevant to the community.

Useful Definitions:

Exhibit Plan: The quantity, or frequency, of exhibit installations is determined in the exhibit plan. This document is a proposed schedule of exhibits to be developed or hosted by the museum over a specified time period. It establishes priorities for permanent, temporary, and travelling exhibits.[10]

Where can I find more information?

Please refer to Section 7.1 – Exhibits and Public Trust (pages 331 – 35) in the *Handbook*.

What Evidence do I need to supply?

You will be asked to upload a copy of the following document from your institution:

☐ Exhibit Plan

  Please label the file using the format *InstitutionName_Section9.2B_YEAR*.

What Standards does the Evidence demonstrate?

Standard 7.2.3   All exhibits are supported by a planning process.

What are the Minimum Requirements?

The Exhibit Plan must:

☐ cover a period of up to five years and be reviewed annually

☐ include the development or renovation of permanent exhibits

☐ include the development of temporary exhibits

☐ include criteria to select suitable travelling exhibits (if applicable)

How will we get this done?

Staff person to complete task:

_____

Due date: _____

Notes:

Remember...
Your Exhibit Plan should set priorities for your institution's exhibit program. This can include planning updates to your current permanent gallery, as well as planning temporary or travelling exhibits to draw in repeat and new visitors.

10 Ibid., 334.