

ASHMOLEAN MUSEUM  
OXFORD

# **“Training Tuesdays”**

**towards a better informed, better engaged & more innovative  
Visitor Experience team**

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# Ashmolean





# WHO WE ARE

Open since 1683, we are the University of Oxford's world-class museum of art and archaeology. Situated in the heart of the city we are an iconic cultural destination open to everyone every day.

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## Visitor Experience Team

Head of VE (1 FT)  
Deputy Head of VE & Volunteer  
Manager (1 FT)  
Supervisors (3 FT)

Visitor Experience Assistants  
(28.3 FT equivalent)

30-36 permanent / fixed term  
42 Variable – zero - hours



## VE Review

Prompted by the resignation of  
Head of Team

Involved the whole VE Team

Conducted by external  
consultant

A foundation for the new Head  
of Team

# Ashmolean Museum VE Report

Lois Honeywill November 2023



# Inclusive Recruitment

Innovative for the Ashmolean

Pre-application invitation

Group interview

Individual chats

Better suited candidates





# Training Tuesdays rationale

## Address

- Training inconsistencies
- Lack of time for 121

## Establish

- Well-defined training programme
- Consistent opportunities

## Empower the team

- Redefine the VE
- Develop strategic offerings

Invest in the team for the long term

Increase retention





## TT getting started

Change the rota

- Leadership approval
- Staff consultation (HR)

Plan

- Logistics
- Content

(unexpected changes)





## TT content

### Whole team training

- H&S
- Fire
- Safeguarding
- EDI
- Sustainability
- Autism ... etc

### Independent research

- Deeper knowledge of the galleries
- Opportunities for 'champions'
- Projects across the Museum





## Story So Far



- Staff morale & performance
- Visibly upskilled
- Shortlisted for the VC awards



- Stressful for VE Management
- Limited time & space to reflect

### Dilemmas:

- Homogeneity vs individualism
- Issues around fairness & equity





# Innovate, iterate & learn

- Culture change, we
  - VE team
  - Museum
- Appetite for risk
  - leadership journey
- Pace
  - bring everyone along
  - capacity & availability
- Competing priorities
  - operational gaps

*"I now feel invested in and valued."*





## Next Steps

Ongoing review different activities

- Self-initiated research
- Projects review
- Role of champion

Holistic evaluation of the pilot

Options for the future





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QUESTIONS?

