

Human Resources Management

Best Practices in the Cultural Sector

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Introduction

Over the past decade a considerable amount of discussion, research and analysis has been focused on the current state of human resources management in the cultural sector. On the whole, most of the reports have painted an unhealthy picture of HR practices in the sector. They show a serious need to improve human resources management, especially as it relates to the cultural management “crisis” about which much has been written. Sponsors of these past studies have included CHRC, CCA, CCCO and the Arts Leadership Network.

The lack of effective management of human resources may be less of an issue in large cultural organizations that have dedicated HR specialists on staff. But most small/medium¹ sized cultural organizations do not have this luxury. Their managers have had little or no training in human resources management and are coping with enormous workloads and pressures.

So they have questions:

- ▶ What *exactly* needs improvement? What should we be doing better? How do we do it, given our financial constraints and all the different demands on us?
- ▶ Are there small cultural organizations that are managing their people well? What are *they* doing?

In early 2003, five partner organizations - Ontario Museum Association (OMA), Cultural Careers Council of Ontario (CCCO), Professional Association of Canadian Theatres (PACT), Directors' Guild of Canada (DGC), and the Cultural Human Resources Council (CHRC) - launched a project to explore best practices in human resources management in the cultural sector.

The overall purpose of this project was to identify small cultural organizations that have succeeded, at least to some degree, in implementing exemplary human resource management practices, and to disseminate these practices to the broader cultural community for them to replicate wherever possible.

¹ For purposes of this study, “small/medium” means approximately 5-20 full-time staff. For ease of communication in this report, we will use the term “small” to describe them.

The four objectives of the project were to:

1. *Identify cultural organizations whose human resources management practices are perceived as exemplary.*

We talked to 45 cultural managers and independent arts consultants in a cross-section of cultural sub-sectors across Canada, individually and in groups. Our goal was to gather referrals to exemplary organizations from objective *sources outside the organizations*. In addition to our target audience of small cultural organizations, we talked to larger ones to learn from their experiences in HR management.

To help these individuals focus on the right factors when making recommendations, we distributed suggested criteria to consider in deciding if organizations truly were examples of good human resources practices (see sample criteria in Appendix I). It was important to us to isolate these factors, rather than being referred to organizations who were admired because of other factors i.e. administrative excellence, fund-raising successes or artistic achievements (see Note on page 7).

2. *Conduct in-depth interviews – in person or by phone – with the CEO/Executive Director (and/or other appropriate senior manager) to explore their human resources management practices.*

Our goal was to establish exactly what the organizations were doing - in terms of processes, procedures, priorities, management philosophies - in managing their human resources. HR issues explored included:

- Major current HR concerns and priorities
- Retaining and rewarding staff
- HR policy manuals
- Training and development
- Managing staff performance
- Recruitment
- Terminations
- Job descriptions
- Promoting from within
- Communication and motivation - getting the most out of people
- Succession planning

- Conflict resolution
- Mentoring and coaching
- Sources of HR management advice outside the operational team
- HR tools/resources they would like to see available.

Appendix II shows the questionnaire that was used as a starting point for the interviews. Not all the questions were used in every interview, and digressions from the interview structure often proved very valuable.

3. *Where relevant, present best practices that are commonly-accepted in other sectors and relevant to the cultural sector.*

The basic principles of effective human resources management apply to any organization, regardless of sector. However, it was important that the applicability to the cultural sector of best practices from the corporate sector be made clear in the project results.

4. *Make the best practices and project findings available to practitioners in the cultural sector.*

This accessible resource will help cultural managers learn from the successes and mistakes of others and work at implementing human resources best practices in their own organizations.

Note

The effectiveness of managers in cultural organizations - and the organizations themselves - depends on success in many functional areas of which human resources management is only one. Other critical areas include administrative and organizational skill, financial management, fund-raising, audience development, marketing, production management, artistic creativity and connections in the cultural and business communities.

For this reason, in this report, when referring to managers and organizations who are examples of commonly-accepted HR best practices, we will not refer to them as “successful” or “effective” as their overall success and effectiveness depends on many factors which were not explored in this study. Because we focused only on their HR practices, we will refer to them as “HR-oriented”.

Organization of This Report

The report includes:

- ▶ an overall summary and analysis of our findings
- ▶ comments on the significant HR areas we explored in our research.

Most small cultural organizations do not need comprehensive procedures for *all* activities that are commonly categorized as part of “human resources management”. The number of staff they have and complexity of staff structure - and hence the amount of use they would get out of some procedures - simply doesn’t justify the time involved in setting them up. The organization will function just as well without them. This applies to all sectors, not just culture.

However, we included most mainstream HR activities in our study to find out *which* areas small organizations were, in fact, focusing on in their HR activities. For this reason, each of the HR areas described in this report may include:

- ▶ *Best Practices* found in small cultural organizations, and where relevant, comments on best practices in other sectors. This may be followed by *Other Findings*, a commentary on other useful information that came to light during our research.

OR

- ▶ General comments on HR areas where no significant best practices were found in small cultural organizations, or where that area has minimal relevance to small organizations.

Summary of Findings

It's not news that the constant struggle for funding is the most common area of concern for cultural organizations. It affects salary levels which are considered abysmal by most other sector standards and makes it a major challenge to attract and retain high-quality staff. It also affects cultural managers' ability to invest in developing and rewarding their staff in non-financial ways.

A critical quality of HR-oriented managers in cultural organizations is that they are not defeated by this reality.

They of course do everything possible to secure increased funding. But they recognize that they have to find *creative ways* to motivate, reward and develop their staff within the reality of severely limited financial resources. They also believe that *it can be done* and they demonstrate that by their attention to staff.

The over-arching qualities of HR-oriented managers in the cultural sector - qualities that positively influence everything they do in their HR activities - are that they:

- ▶ truly value and respect the contributions and skills of their staff
- ▶ demonstrate that value and respect by acknowledging their good work, encouraging their efforts and involving them in organizational decision-making
- ▶ communicate constantly with their staff
- ▶ recognize that people do not join cultural organizations for the money and need other reasons to stay.

HR-oriented managers believe it is very important for employees to know and believe in the missions and goals of the organization. Management needs to talk about organizational missions/goals regularly, and be seen to be making decisions based on them.

These managers are not elitist. They show equal respect for and interest in all members of the organization including artists, administrative staff, volunteers, cleaners, production staff, seasonal workers and other managers.

HR-oriented managers recognize the valuable reservoir of ideas and innovation they have in their staff, and are pro-active in bringing that resource into play. They hold topic-focused meetings that have two vital objectives:

- ▶ to provide a structure and opportunity to tap into employee talent and experience
- ▶ to break down silos between departments and disciplines, and where appropriate, to create cross-disciplinary teams to work towards the overall success of the organization.

Some cultural managers believe that cultural organizations are unique in that many human resources practices normally accepted in other sectors (e.g. corporate) cannot be readily applied to them. They believe that people working in the cultural sector have career goals, creative interests and personality types that suggest that they be treated differently from employees in the corporate world.

HR-oriented managers do not share these viewpoints. They know that, regardless of where they work, human beings respond the same way to the way they are treated. They are de-motivated and leave organizations for the same reasons, and they work hard and are happy in organizations for the same reasons.

Enormous resources – money and time – have been dedicated over recent decades to determining how to get the best out of people, how to recruit, reward and keep top performers, and how to improve employee performance. Mistakes have been made, theories developed, then proven successful or de-bunked. The outcome – and it is on-going – is that there is a wealth of collective human resources management wisdom that is applicable to any organization that employs people, regardless of sector.

Human Resources Practice Areas

RETAINING AND REWARDING STAFF

BEST PRACTICES

The major reasons that people leave cultural organizations - or the sector as a whole - are either:

- inadequate compensation
- overwork, sometimes leading to burnout
- long hours, lack of work/personal life balance
- lack of feeling part of and identifying with the organization

When HR-oriented managers recognize that they can often do little to significantly improve compensation levels, they do everything they can to impact the other factors.

They are proactive in any or all of the following:

- constantly communicating with staff, acknowledging their work and effort, and involving them in decision-making
- providing training and development opportunities
- being flexible and receptive to peoples' different ways of getting things done
- giving time off when workload is slower, to compensate for periods when evening/weekend work is required
- introducing flex-time
- changing job content (or creating new positions) to accommodate the strengths, weaknesses and ambitions of valued employees
- being sensitive to when people need support, and giving it if it is appropriate
- initiating staff social gatherings

Another common quality of HR-oriented managers in cultural organizations is that they empower their staff – they give them responsibility and avoid micro-managing them. Senior managers keep an eye on the management activities of

more junior supervisors and managers who report to them, to ensure that they too are giving their staff room to develop their own style of getting things done.

OTHER FINDINGS

There appears to be, increasingly, a *generational* difference in the way cultural workers relate to their jobs. It applies to junior employees through to senior managers.

Note: The following comments are not intended as a firm generalization but only to illustrate an apparent trend that came to light during our research.

Older workers (age about 40-65) who have made their careers in the cultural sector have to a great extent accepted the multi-tasking, long work hours, and low salaries as being part and parcel of working in the cultural world. They might not like it but they accept it.

They share this acceptance of multi-tasking and long hours at work with workers of a similar age in other sectors, although workers in other sectors typically earn significantly more.

They are usually motivated by a serious dedication to culture (either in general or a specific field) and/or a feeling that they are “making a difference”.

Younger workers (age about 20-45) on the other hand, seem to be less willing to multi-task and to work long, irregular hours, especially for such low financial rewards. They are less likely to accept the stresses that go with multi-tasking and loosely defined jobs. They are more interested in work-life balance and less willing to compromise their lifestyle. They want time to spend on personal pursuits and with family and friends. And in this age of access to so much information, they are fully aware of how much more they can earn elsewhere – not only in the private sector but in other not-for-profit sectors such as education and health care.

This has serious implications for current human resources management in the cultural sector, and for planning for the future.

The onus is on current cultural leaders and organizations to find ways to create satisfying and rewarding careers in culture, to attract and keep highly-talented young people in the sector. This is not easy, given the reality that compensation levels in the cultural sector are unlikely to increase dramatically in the near future. But it is essential that this issue is recognized and addressed if we are to

avoid a serious deterioration in the quality of cultural management and leadership in the near future.

Some managers – particularly in larger better-known organizations – feel that employees regard it as a privilege to work in a prestigious cultural organization such as theirs and, as a result, people-management and motivation do not need a lot of attention. This is a dangerous, short-term approach to management for the following reasons:

- it can “wear thin” as a reason for staying at an organization if other motivational factors are lacking
- it ignores the many options that employees have elsewhere, particularly given compensation levels in culture
- it can result in managers treating employees in a cavalier manner, not showing respect for them and not proactively working to create a satisfying work environment for them.

HR POLICY MANUALS

BEST PRACTICES

Most small cultural organizations have some form of employee policy manuals which describe basic policies on some or all of the many aspects of employment conditions including:

- working hours
- vacations
- maternity leave
- absences
- harassment
- diversity
- human rights
- terminations

These are intended to be read and referred to by all employees.

OTHER FINDINGS

Although they have employee manuals, the vast majority of small organizations did not have policies and detailed procedures for *managers*, on how to implement policies that require skill in managing human resources.

Most cultural workers who move into management receive little or no training in fulfilling their new people-management responsibilities. Unless they are among the few “natural managers”, they probably don’t know how to *effectively* evaluate staff performance, give feedback, set goals, conduct job interviews, run meetings, coach and mentor, resolve conflicts or terminate employees.

Regardless of its size, any cultural organization with managers and reporting staff should have resources available to managers to guide them in their people-management activities. Providing these resources need not be expensive or time-consuming. They may be in the form of one or more of the following:

1. A Human Resources *Management* Manual with detailed guidelines on how to implement the organization’s HR policies (e.g. how to conduct a performance evaluation meeting, the procedure to follow in terminating an employee, setting goals, etc.)

Although this is the best option, it is time-consuming to originate and is probably not justified or necessary for small organizations.

However, cultural organizations are usually very generous in sharing their resources within the cultural community. An option is to find out which larger cultural organizations have good HR management manuals/procedures, are willing to share them, and then adapt the contents to suit the smaller organization. This is far less time-consuming and an excellent option for small organizations that want to be more professional in their human resources management activities.

2. Acquiring generic, comprehensive human resources management manuals, such as *Human Resources Management in Canada* (Editor: Jeff Hill, published by Thomson Carswell), or *The Human Resources Advisor* (Author: Derwyn Hancocks, published by First Reference Inc. It has 3 editions: Ontario, Western and Atlantic).
3. Acquiring generic books and publications on various HR management topics.
4. Referring to the wealth of free, HR-focused websites on the internet.

TRAINING AND DEVELOPMENT

BEST PRACTICES

HR-oriented managers include training and development as an expense line in their annual budget. Small cultural organizations are of course always cash-strapped and their training and development budget may be very small. But they include it and make sure it gets used every year on job-relevant and motivating training and development activities for their staff.

OTHER FINDINGS

Most managers and staff have had no job-related training prior to joining a cultural organization.

When it occurs, attendance at most training events is usually initiated by employees themselves, rather than a senior manager who sees a particular skill/knowledge gap and recommends a particular external course.

Cultural managers often regard attendance at conferences and similar events as “training”. The reality is that conferences are usually not planned as skill/knowledge-building training sessions, designed to meet specific needs and have specified job-related impact back at the workplace. While hugely useful in terms of disseminating information, hearing from experts, sharing ideas and experiences, and networking, they should not be confused with – or seen as equivalent to – more focused skill-building training sessions with specified objectives and outcomes.

Quebec law requires that organizations with payrolls exceeding \$250,000 must spend at least 1% of their payroll on training and development, or they forfeit that 1% to the provincial government. This is an excellent way of ensuring that at least some attention is paid to training and development, but it does not ensure that there is any more planning and structure associated with it. The activities are often still chosen by employees themselves and can take many forms.

MANAGING STAFF PERFORMANCE

BEST PRACTICES

The most HR-oriented managers see performance management as a critical aspect of their job and believe in having a system in place to make it happen.

A common theme among these managers is the wish to make the system as simple and unbureaucratic as possible. They believe that complex management systems are not as acceptable in small cultural organizations as they may be in larger ones.

These managers enjoy the performance review process and discussion, aiming to keep it as non-judgemental as possible. They want to create an atmosphere where manager and employee are on an “even footing” and employees are free to say anything.

There appears to be an increasing openness to linking pay to performance in cultural organizations. However there is still great debate in the sector about the benefits/drawbacks of this practice.

The benefits are that:

- high-performing individuals are rewarded financially for their contribution and feel their efforts are appreciated
- they will continue doing the good work that has been rewarded
- they are motivated to stay and grow in the organization
- the limited financial resources of cultural organizations are directed to the right people.

The drawbacks are that:

- the performance-related differentiation in compensation can interfere with the strong team spirit in some cultural organizations
- the performance “ratings” that are part of many performance evaluation systems are considered too judgemental for some cultural organizations
- there needs to be a structured, robust performance evaluation system in place to ensure that decisions on performance/compensation are as objective as possible
- cultural managers (more often than not) are not trained in making and communicating performance evaluations effectively.

In the corporate sector, linking compensation to performance (in some way) tends to be the norm and is considered to have more benefits than drawbacks. Cultural managers who are concerned about retaining and developing their high-performing employees should give serious consideration to implementing this as a “best practice”.

OTHER FINDINGS

Although most cultural organizations have some form of performance evaluation process, often fairly unstructured, there is little real guidance for managers in how to evaluate staff performance and how to conduct effective feedback sessions. More procedural guidelines are needed for managers.

It's important to note that giving feedback to employees about how they are performing is an *integral* part of *every* manager's job - not just an add-on management task. Managers also have a responsibility to their superiors and board to maximize each person's contribution to the goals of the organization.

Of those organizations that did not have any performance management system (there were very few), all recognized its value and intended to do it. But in most cases, it was not at the top of their list of priorities.

RECRUITMENT

BEST PRACTICES

As much as looking for functional skills, HR-oriented managers look for new hires who are:

- interested in culture and have demonstrated that interest in some way through their work or personal activities
- have personalities that will fit in with the existing organization and its values.

They also recognize the importance of doing everything they can to recruit "quality" staff, thereby ensuring the best possible contribution from staff and reducing or eliminating staff turnover (voluntary or involuntary) that can result from bad hires. They:

- are very clear in their own minds about the ideal skill set, personality and background experience needed, and differentiate them from the "nice-to-have" qualities
- carefully consider how best to reach qualified, interested candidates (e.g. relevant cultural websites and publications, general internet job-posting sites, local newspapers, networking in the cultural community, professional associations, educational institutions with arts programs)

- (where relevant) prepare attractive advertisements that will attract the calibre of person they want
- plan interview questions carefully to identify the best candidates and bring out all relevant information
- ensure that job descriptions are accurate and are given to serious candidates
- give candidates a very clear picture of the position, work environment, relationships and expectations, to ensure that serious candidates have a solid and accurate basis for deciding if they are the right person for this position and if it fits with their career aspirations
- recognize that track record is probably the most important indicator of future success. They take reference-checking seriously and plan carefully what questions they want to ask of references that are given by candidates. They do not delegate this critical activity to junior staff but do it themselves. Where the candidate is well-known in the cultural community or the position is a senior one, the HR-oriented manager will extend the reference checks to include their own network of contacts.

TERMINATIONS

BEST PRACTICES

HR-oriented managers take employee terminations very seriously and have procedures in place to handle them. They recognize the financial and legal repercussions from handling terminations badly, not to mention the potential damage to their reputation with remaining staff, the individual being terminated, and the cultural community as a whole.

They also recognize that, in many cases, the organization should accept some responsibility for having originally hired the individual. The organization may not have conducted focused and penetrating job interviews, or not have made the responsibilities and expectations of the position crystal clear. They may also have ignored warning signs at the interview stage that this person was a less-than-ideal fit.

They treat employees whom they are terminating with respect and do everything possible to preserve their dignity. They do this not only out of concern for the individual, but also out of an awareness that remaining staff will be watching and judging how the manager handles the situation.

JOB DESCRIPTIONS

BEST PRACTICES

Almost all the organizations in our study had job descriptions for staff. In some cases they were out-of-date but most of those managers said they had plans had plans to review and up-date them.

PROMOTING FROM WITHIN

Although the preference was definitely for promoting from within, most small cultural organizations do not have a large enough staff to draw on to fill vacancies internally. Middle/senior-level positions – the usual destination for promoted individuals – usually require a skill set that can only be found outside the organization.

However, HR-oriented managers are very sensitive to spotting and encouraging high-potential people in their organization. They will invest in developing them for more senior (or functionally different) roles. This can only benefit the organization in terms of retaining talent, preserving continuity and organizational “memory”, and increasing employee loyalty.

COMMUNICATION AND MOTIVATION - GETTING THE MOST OUT OF PEOPLE

HR-oriented managers’ strong focus on communication involves both day-to-day contact with individual staff and regular staff meetings. Although the quality of one-on-one communication is critical, they consider staff meetings to be extremely important. They see them as critical in disseminating information, in helping staff to value their role in the context of the broader organization, in helping them to feel part of what’s going on, and to share their concerns and ideas. Many cultural organizations are so fast-paced that unless staff are kept constantly informed, they feel “out of the loop”. This can be a major de-motivator and can result in staff “just doing their job” rather than being truly committed and giving their absolute best.

HR-oriented managers are careful not to let staff meetings turn into just a forum for expressing frustrations or for showing “who’s busiest”. The meetings are structured, with agendas. They create an atmosphere where employees feel safe to ask questions and express their concerns and ideas without being judged.

Whenever appropriate they mix artistic with administrative staff in these meetings, to ensure that everyone understands different points of view and priorities.

OTHER HR TOPICS

- ▶ Succession planning
- ▶ Conflict resolution
- ▶ Mentoring and coaching (building knowledge and capacity within the organization)

We did not find significant best practices or procedures in any of these areas in the small cultural organizations we consulted. This is understandable and not a reflection on their attention to HR issues. Regardless of the sector, these activities are normally only addressed in a systematic way in larger organizations.

SOURCES OF HR MANAGEMENT ADVICE OUTSIDE THE OPERATIONAL TEAM

BEST PRACTICES

HR-oriented cultural managers make full use of the management expertise available from their Board members. They make sure that the Board considers required skill sets when recruiting new members, among which are human resources management and legal skills.

They also build up a network of associates in the cultural community who will share their experiences in handling particular issues, and HR and legal professionals who will give pro bono advice to cultural organizations that they support.

These are both excellent ways to get free HR advice. But HR-oriented managers will not hesitate to pay for professional external advice when the situation warrants it (e.g. consulting a labour lawyer for a particularly sensitive termination, a human resources specialist to design a management training program, or a search consultant to fill a senior position).

HR TOOLS/RESOURCES THEY WOULD LIKE TO SEE AVAILABLE

As stated earlier, commonly-accepted HR “best practices” are relevant across all sectors. There is a wealth of generic HR management material available that would hugely benefit cultural managers in their HR management activities, if they used it.

However, many cultural managers avoid these resources because they use corporate examples and terminology. This seems to reinforce feelings that the concepts in these materials are not very relevant to the cultural sector, which is not true.

Following are HR topics for which cultural managers said they would like to see *culture-specific* materials available:

- Team building
- Team leadership
- Basic supervisory skills
- Legal aspects of staff dismissals
- Effective writing
- Time management
- Conflict resolution (non-union)
- Conducting performance appraisal meetings
- Running effective meetings
- How to delegate and support staff
- Conducting job interviews
- Health and safety
- Handling termination meetings
- Managing stress
- Coaching and developing staff.

Some of these topics are covered by culture-specific HR tools that became available after the interviews with managers were carried out.

Conclusion

HR-oriented managers in the cultural community recognize that effective people-management is a key requirement of the job of every manager who has staff responsibilities. It is not an add-on to their “real” job of personally carrying out functional activities. In the absence of a dedicated HR professional in the organization to lead the way, they know it is their responsibility to learn how to manage people effectively and put best practices into action.

These managers become known in the cultural community as great people to work for, increase the profile of their organizations as being employers-of-choice for high-performing cultural workers, and become “benchmarks” in the cultural world.

HRIP Best Practices

Following are criteria that were distributed as thought-starters for identifying cultural organizations that were examples of best practices in human resources management:

The organizations should be considered an example of “best practices” in human resources management in the cultural community because of:

- A. the overall quality and professionalism of their human resources activities, and/or reputation they have as an “employer-of-choice” in the cultural community

OR

- B. one or more specific human resource initiatives taken that illustrate exemplary human resource practice. Examples may be:

- identifying a succession candidate for a critical position, and mentoring/developing that person to take on the new role, well before it becomes vacant
- regularly promoting from within, as a matter of policy, and considering this to be a major factor in recruiting new staff
- producing job descriptions and detailed selection criteria before starting to recruit new staff, and conducting interviews around those criteria
- preparing for and handling a difficult termination in a planned and organized manner, having identified and considered the implications of their course of action
- training and developing staff, either by designing and running internal courses or by sending staff (more than once) on external skill-development courses (not general conferences)
- implementing an in-house mentoring/staff development program that ensures that key skills and knowledge are shared within the organization
- genuinely involve employees in regular initiatives beyond their specific jobs (e.g. seeking their input and taking their advice on organizational activities), in an organized way
- successfully resolving a major staff/management/board relations issue (“success” meaning that all key players could work productively and cooperatively with the outcome)

- implementing a structured performance management system that is well-regarded by staff and management
- putting in place an effective set of procedures for resolving internal disputes and grievances.

For organizations that meet one or more of the above criteria, other questions to consider are:

- Are the best practices robust and sustainable?
- Do the best practices have broad application to other cultural organizations?

HRIP Best Practices

1. What are the main staff/HR issues that are most front-of-mind for you at the moment?
2. Do you have a human resources policy or employee manual? What does it contain?
3. Do you have written, in-house guidelines (specifically for managers) on how to carry out various human resources management activities? If so, in which HR skill areas?
4. Do you have a performance management system? If not, do you plan/want to develop one?
5. How would you describe the extent of staff turnover in your organization? Do employees tend to be long-term or do they move on after a short stay?
 - If they move on, what are their reasons?
 - Do they stay in the cultural sector, go to other not-for-profit organizations, or move into the corporate sector? Why?
6. Are there any things that you particularly focus on in managing your people, things you think are particularly important?
7. Where do you go for HR advice and support, knowledge-sharing (e.g. other arts organizations, for-profit guidelines, internet, etc.)?
8. Do you do any planning ahead for replacing key employees when required?
9. Do you have any plans for further developing your HR activities in the future?
 - If so, what? If not, why and what are the constraints?
 - If money is the major constraint, what would you do if you had the money?
10. Do you have job descriptions?
11. Do you tend to promote from within or bring people in from outside? Why?

12. Is there any on-going training and development for your staff, either internally or externally?
13. How do you go about recruiting new employees? What resources do you use? Who handles the recruitment?
14. Are there any common qualities that you tend to look for when hiring staff for your organization?
15. Have you had to dismiss employees? How did you handle it? Do you have a set process/paperwork?
16. Do you have a program for mentoring and coaching employees (i.e. to ensure that key skills and knowledge are shared within the organization)?
17. How do you tend to resolve internal conflicts or disputes?
18. Do you ever call on people outside the organization (e.g. HR specialists, lawyers, etc.) for help on HR issues?
 - Is it useful? In what way?
19. What HR management resources would you like to see available for cultural organizations? What would you really use?
20. Do you have any overall philosophy about managing staff, in terms of getting the most out of them?