

## **Director of Experience and Engagement**

### **Summary:**

The Director of Experience and Engagement is responsible for developing and facilitating a people-centered culture for museum visitors, staff, and volunteers, leading the overall visitor experience as well as Human Resources for the museum. A member of the senior management team reporting to the Executive Director, the position is responsible for consistently delivering an efficient and exceptional visitor experience. The position also leads the Human Resources function and organizational culture to drive strong engagement for museum staff and volunteers. Employee engagement is a core strategy in achieving excellent visitor experiences. The Director of Experience and Engagement designs and implements strategies to foster an organizational culture of continuous learning, creativity and team success rooted in the museum's values.

### **Visitor Experience Responsibilities:**

- Develop and implement the museum's visitor service strategy and manage the overall performance of visitor-facing staff, processes and experiences to consistently achieve the highest level of visitor satisfaction and to maximize visitor engagement with educational exhibits and programs. Utilize Visitor Experience Survey data for decision-making and continuous improvement of the visitor experience.
- Supervise the Visitor Experience Managers who operate the museum on a day-to-day basis and hire and manage visitor-facing staff. Collaboratively develop criteria for the team along with procedural and programmatic training guidelines and tools. Monitor team performance and provide feedback and coaching to Supervisor to support team improvement. Ensure staff is trained to manage occupancy and capacity on high-visitation days while maintaining an outstanding visitor experience.
- Develop and implement business plans for on-site revenue-generating services. This includes managing third-party vendors for food service, facility rental, catering, etc. to deliver an overall positive customer experience.

### **Human Resources and Organizational Culture Responsibilities:**

- Manage all functional areas of Human Resources including:
  - candidate recruitment, hiring and on-boarding to ensure a robust applicant pool for all openings and consistency in hiring processes across departments.
  - research and implementation of salary ranges that meet CDM's compensation philosophy and are competitive with peer organizations.
  - administration of employee benefit programs (medical, dental, vision, retirement) as well as annual evaluations for competitiveness, balancing quality coverage with expense for the museum and its employees.
  - understanding, interpreting and sharing relevant laws related to personnel management and ensuring compliance with these laws; updating employee handbook as needed.
  - administration of professional development and performance management, including implementing an annual performance management system, coaching and supporting managers and supervisors in promotion, discipline, termination and other HR issues, and developing staff training plans for all levels of staff.
  - maintenance of confidential employee records, communication systems, and HR documentation.

- Cultivate an organizational culture that embraces CDM's core values and attracts, retains and supports a diverse workforce through a respectful, engaged, and equitable workplace. Initiate employee morale initiatives and actively support a healthy and fun place to work.
- Advise museum leadership on current trends, best practices, and methodologies in culture building, staff retention and recruitment, diversity, equity, access and inclusion, employment laws and HR policies.

#### **Other Responsibilities:**

- Collaborate with colleagues on the Senior Management Team to reach annual goals:
  - with Exhibits and Facilities, to ensure exhibits are in excellent condition, the facility is clean and appealing, and the grounds are well-maintained and secure; to coordinate on emergency management plans and procedures;
  - with Education and Programs, to plan and offer compelling public programming and cultural festivals;
  - with Marketing and Communications, to drive promotion and sales of tickets, programs and special events and to ensure that communications reach all visitor-facing staff in a timely manner; to influence the development of new visitor communications or ways to engage new audiences;
  - with Finance and Administration, to understand the features and functionality of the Customer Relationship Management and point-of-sale systems and ensure the secure handling of cash, payments and customer information in accordance with procedures and financial controls established by CDM; and
  - with the Executive Director, to assess and re-conceptualize existing operating models as needed to improve operational efficiency and /or visitor satisfaction; to plan budgets for areas of responsibility and manage resources.
- Support the museum's diversity, inclusion and equity goals to ensure that all visitors feel respected, warmly welcomed, and comfortable in the museum environment.
- Supervise Visitor Services staff.
- Prepare annual department budget.

#### **Qualifications:**

- Bachelor's degree in a related field such as Human Resources, Hospitality or Organizational Development
- 7-10 years' experience managing direct-to-consumer business, preferably in the museum, attraction, or hospitality industries.
- Supervisory experience, particularly managing staff at various levels and part-time workers.
- Demonstrated organizational leadership and decision-making capability at a senior management level in a collaborative manner.

#### **Qualities/Skills:**

The position requires sound judgment and diplomacy in all interactions with staff and visitors who represent a diversity of ethnic, cultural, social and economic backgrounds in accordance with the Museum's Welcoming Statement. Additional skills are:

- Ability to achieve goals and align interests through cooperation and collaboration with other staff and cross-functional teams, even where no direct reporting relationship exists.
- Strong conflict resolution skills, ability to perform multiple tasks simultaneously, and represent the Museum to visitors in a positive and professional manner.
- Ability to motivate staff and foster a positive work environment.

- Excellent verbal and written communication skills and ability to present information to a wide variety of internal and external stakeholders.
- Ability to move ideas and recommendations from vision to full-scale implementation.
- Must be able to work weekends, holidays and some evenings, if needed.