

# MEMORANDUM

**State of Alaska**  
**Department of Administration**  
**Division of Personnel**

**To:** Mila Cosgrove  
Director

**Date:** November 22, 2005

**Thru:** Sarah Brinkley  
Classification Studies Manager

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**Subject:** Museum Study

## **Preamble:**

At the request of the Department of Education and Early Development, a classification study of the Museum Specialist I-III, Museum Registrar, Conservator, and Chief Curator classes has been conducted. The classes cover the professional positions in the Alaska State Museum and Sheldon Jackson Museum.

## **History of Classes:**

The information on the original establishment of the museum classes is not available. Prior to May of 1970, the classes included Museum Assistant (P3644-10), Museum Curator I (P3645-13), Museum Curator II (P3643-15), Exhibit Specialist (P3647-15), and Museum Director (P3646-20). The Museum Curator I performed skilled work in preparation and care of museum specimens and exhibits. The Museum Curator II directed all museum activities including curatorial work, records, budgets, lecturing, and publishing. The Museum Director was responsible for the museum education program, securing funding, developing the museum as a cultural center and promoting the establishment and use of museums throughout the state. The duties characteristic of the Museum Assistant and Exhibit Specialist classes are not available.

On May 1, 1970, the museum classes were revised. The changes included creating an Exhibit Specialist I (P3648-13) and retitling the existing job class to Exhibit Specialist II; changing the salary range of the Museum Curator II from 15 to 16; and creating a Chief Curator (P3650-20). No record of when the Museum Director was abolished is available but there is no indication the class was utilized after the creation of the Chief Curator.

On February 1, 1975, the Exhibit Specialist I (P3648-13), Exhibit Specialist II (P3647-15), Museum Curator I (P3645-13) and Museum Curator II (P3643-16) were abolished. The classes were replaced by a three level series: Museum Trainee (P3640-13), Museum Curator I (P3641-15), and Museum Curator II (P3642-17). The salary ranges of the Museum Assistant (P3644) and Chief Curator (P3650) were changed to 11 and 21, respectively.

On May 1, 1977, the classification section made changes to the Class Outline to improve the accuracy of the grouping of classes into job families and occupational groups. The changes resulted in the museum classes being assigned the following new codes: Museum Assistant (P3516), Museum Trainee (P3515), Museum Curator I (P3517), Museum Curator II (P3518), and Chief Curator (P3519).

On February 1, 1980, the Chief Curator class was revised, retitled, and the range changed. The class became Deputy Director, Alaska State Museums (P3519-23).

In 1983 a study was conducted at the request of the department. The study resulted in the creation of the Conservator, Alaska State Museum (P3521-17) job class on November 1, 1983. On February 6, 1984, the study replaced the existing Museum Trainee, Museum Curator I, and Museum Curator II with a three level series spanning the paraprofessional and professional duties. Museum Specialist I (P3522-13) covered positions performing routine technical or paraprofessional support duties. Museum Specialist II (P3523-15) covered positions working with greater independence and higher levels of creativity and innovation. Museum Specialist III (P3524-17) covered positions performing advanced professional duties and managing a functional unit of the museum. The Museum Assistant (P3516-11) was abolished.

In 1987, following substantial staffing changes, the agency requested the Museum Specialist series be revised and a new class be created. The specifications were updated, with no change to the minimum qualifications or salary ranges, and effective January 11, 1988, the Museum Registrar (P3520-15) class was established. The new class covered the position responsible for maintaining the legal records and documentation required by the museum, overseeing object storage, and coordinating the transfer and receipt of objects and traveling exhibits.

On November 21, 1988, the Deputy Director, Alaska State Museums (P3519-23) was abolished since there were no positions in the class.

On July 1, 1989, at the request of the department, the Museum Administrator (P3525-22) class was established. The class was placed in the Partially-Exempt Service by the Personnel Board. The new class replaced the Division Director which was no longer appropriate as the museums no longer held division status. On August 9, 1991, the Museum Administrator was abolished since there were no positions allocated to the class.

On August 16, 1991, the Chief Curator (P3526-21) was reestablished. The class covered a single position responsible for the management of museum program planning, development, and activities and supervising professional staff.

**Scope of Study:**

This study covers five positions in the Museum Specialist I-III series and the positions in three single-position job classes: Chief Curator; Museum Registrar; and Conservator, Alaska State Museum.

**Study Method:**

Updated Position Descriptions were submitted for each of the positions in the study. A planning meeting with the Director of the Division of Libraries, Archives, and Museums and the Chief Curator was held on August 26, 2005. The work of museums and museum professionals was researched, the Position Descriptions analyzed, and each incumbent interviewed. Possible class structures and management options were discussed with the museum and Division management. Class specifications were drafted and provided to the agency for review and comment and a test allocation session was held with classification analysts. The agency's and analysts' comments were evaluated and the class specifications revised.

Following a final review of the class specifications, draft allocations to the new classes were made and the results provided to the agency for review. After the agency had provided comments the allocations were finalized. The revised classes were analyzed for internal alignment and the draft results provided to the agency. The comments were received, the final decisions made and documented, and the study implemented.

**Class Analysis:**

A museum is a permanent institution, typically non-profit and open to the public, which acquires, conserves, researches, communicates, and exhibits the evidence of people and their environment for purposes of study, education, and enjoyment. A museum's collections and research normally focus on a natural, scientific, historic, or artistic area, a culture, or a geographic location. The scope of the state museums, established by statute, is "the human and natural history of Alaska." The state museums' primary facility is located in the state capital. The Sheldon Jackson Museum in Sitka was acquired by the state in 1985 and is administered as a branch museum. No other branch museums have been established.

Along with the operation of the museum facilities, the agency is responsible for collecting information on museum activities throughout the state; maintaining materials pertinent to museum collections, techniques, and administration; providing assistance and advice in the development and improvement of local museums; and administering grant-in-aid programs to supplement and improve local museums' services.

Museum work generally can be separated into two major categories, either focused on collections or focused on visitors. The state museums' positions responsible primarily for visitor services were not included in this classification study. Museum work focused on collections includes the processes of hunting for items to add to the collections; acquiring items; cataloguing and marking items; preserving items; researching and interpreting items; creating exhibits and exhibitions to educate and entertain; and developing educational materials and programs for scholars and the general public.

In the state museums' current organizational structure the majority of staff included in this study focus their work on a specific part of the collections process, although there are overlaps in duties and extensive collaboration and coordination with other employees. There are two exceptions to this separation of work, the position responsible for overall management of the state program and the position responsible for the Sheldon Jackson Museum. Both these positions have responsibilities covering the entire collections process.

There are two planned changes to the museums whose potential impact was examined in this study. One is the establishment of a new professional position to oversee the development of education programs for the museum. The proposed position was considered in the examination of position grouping for job classes and development of class specifications. The other change is the expansion of the Alaska State Museum facilities. This long term project has not had significant impact on current positions yet. The potential effect was evaluated for impact on classification and the personnel administration functions affected by classification decisions. The potential effect of the expansion was found to be insufficient to affect the study decisions.

The state's classification plan provides for the grouping of positions into job classes when they are sufficiently similar with respect to duties and responsibilities, degree of supervision exercised and received, and entrance requirements so that: the same title can be used to clearly identify each position; the same minimum qualifications for initial appointment can be established for all positions; the same rate of basic pay can be fairly applied to all positions; and employees in a particular class are considered an appropriate group for purposes of layoff and recall. Job classes should be constructed as broadly as is feasible as long as the tests of similarity are met.

When the museum positions were studied in 1983 and 1987, the analysts noted concerns over the variety of work included in the job classes. Some of the concerns were alleviated by the creation of separate classes for the Conservator in 1983 and the Registrar in 1988; however, the notes indicate analysts still thought the classes might be too broad to provide minimum qualifications adequate for all positions or appropriate groups for layoff or recall. Due to the concerns noted by previous analysts, and the loss of positions outside the study classes previously included in the museum organization, such as a Graphic Artist and Education Specialist, particular care was given the examination of criteria for grouping positions.

Researching the general occupational information revealed that museum work had undergone significant development as a distinct profession over the last twenty years. Part of this development was the increasing separation of the conservation and registration functions into their own professions. The purpose and operation of museums themselves has become the focus of the museum profession rather than museums being primarily locations for a professional in history, archaeology, or art to work, and training programs have developed to support the new focus. The scope of work covered by the museum profession and the changes in typical preparation for work in the field was considered when grouping positions into job classes.

Five of the professional positions have duties and responsibilities that on first review appear to be in different specialties, but with closer examination are shown to be within the umbrella of the museum profession. Two of the positions oversee the collections and exhibitions functional areas of the Alaska State Museum. The positions exhibit the differences in duties commonly found when organizational efficiencies require the division of labor; however, the similarity and inter-relatedness of each area, guidelines used, actions taken and decisions made, and required knowledge, skills, and abilities indicates the positions are appropriately grouped together for purposes of personnel and pay administration. The position in Sitka is more of a generalist performing work in all of the areas of the profession. The level of responsibility and authority,

qualifications required, layoff and recall considerations, and pay administration indicates the position is properly grouped with the positions overseeing functional areas.

The position responsible for the consultation and outreach function was more difficult to place. The nature of the work and scope of decisions has greater administrative characteristics than is found in the positions overseeing other functional areas. The work could be separately assigned to a variety of classes such as Information Officer, Publications Specialist, Grants Administrator, and Librarian. Examination of the types of decisions made, and the type and level of knowledge, skills, and abilities required to perform the assigned duties, indicates the work is appropriately considered one of the functional areas of the museum profession and the position properly grouped with the other positions overseeing functional areas. The information provided on the duties of the proposed educational position indicates the same grouping would be appropriate when it is established.

The position previously allocated to the Museum Specialist II job class and using the working title of Exhibit Designer has a scope and level of work that indicates it is not appropriately assigned the same title, qualifications, or base salary as the positions overseeing functional areas. Two possible actions were considered for this position. The work includes both duties that would be considered characteristic of a lower level in a museum professional series and duties which would be considered a distinct specialist class. Following discussion with management and careful consideration of the primary duty and required qualifications of this position, a distinct specialist class was determined to be the most appropriate for titling, qualifications, layoff and recall, and pay administration purposes.

The duties and responsibilities of the position managing and administering the state museum program and supervising museum staff are distinctly different than other positions, require higher minimum qualifications, and are properly assigned a different salary range in the state's pay plan. A separate class is required for the position. Assigning the duties to more than one position would significantly alter the program management characteristics that define the class; therefore, the class is appropriately restricted to a single position.

The duties and responsibilities of the position overseeing and performing the conservation and preservation of items are distinct and require specialized knowledge not required of other positions. There is some overlap in the less complex conservation tasks, but the expertise required to oversee and perform all of the duties assigned requires more specific minimum qualifications than other positions and is appropriately placed in a separate group for purpose of layoff and recall. A separate class is required for this position. The nature of the conservation work that defines the class would not be substantially altered if more than one position were assigned the duties; therefore, restricting the class to a single position is not appropriate.

The duties and responsibilities of the position overseeing and performing the cataloguing, documenting, and storing of collections as the museum's custodian of records are distinct from other positions. The knowledge required, decisions made, and scope of authority supports different minimum qualifications, a separate group for purpose of layoff and recall, and a different salary range in the state's pay plan. A separate class is required for the position. Assigning the duties to more than one position would significantly alter the class' defining

characteristic as the custodian of records for the museum; therefore, the class is appropriately restricted to a single position.

In discussing the organization with management a need was identified for a lower level general professional class. There are no positions currently established which would be placed in the class and it would primarily be used for non-permanent positions established for specific projects. To meet this need an additional class was created. The need for a paraprofessional level was also discussed with management. It was agreed to postpone the establishment of a paraprofessional class until the visitor services positions are studied, since they are performing much of the work that would define the class.

### Class Title

A class title should be the best descriptive title for the work. It is intended to concisely and accurately convey the kind and level of work performed and should be brief, easily recognized, gender neutral, and understood by potential applicants.

The general museum professional classes are currently titled Museum Specialist I-III. The title was changed from "Curator" to "Specialist" to address the variety of work performed and the titling practices at the time. With the continued development of the profession, "Curator" has become the recognized title for positions performing work in the museum profession. To prevent the class being miss-applied to other positions whose work is described as curatorial, the museum designation is retained. The class titles are being changed to Museum Curator with the appropriate level indicator.

Museums use several titles to describe positions performing graphic design and construction of exhibits. To accurately convey the nature and scope of work of our specialist class, the title Exhibit Specialist was chosen as most descriptive and consistent with state titling practices.

The managerial and administrative class is currently titled Chief Curator. This title accurately portrays the level of curatorial responsibility, is understood in the profession, and its history supports its continuing use for the head of the state museums program. The Chief Curator title is retained for the revised job class.

The class responsible for the documentation and storage of collections is currently titled Museum Registrar. This title accurately portrays the nature of the work and the scope of authority and is consistent with titling practices in the profession. The Museum Registrar title is retained for the revised job class.

The class responsible for preservation of collections is currently titled Conservator, Alaska State Museum. The use of Conservator is consistent with titling practices in the profession. To prevent a need to retitle the class if organizational titles change, the class title is being changed to Museum Conservator.

### Minimum Qualifications

The minimum qualifications established for a job class must relate to the knowledge, skills, and abilities needed to perform the work and must not create an artificial barrier to employment of

individuals in protected classes. Required training should be limited to the basic formal training that customarily prepares individuals for work in the field. Experience requirements are intended to ensure new employees can successfully perform the work after a period of orientation or familiarization. Required experience should be directly related to the actual duties of positions in the class and should not be equivalent to the work to be performed.

In the past, the primary path into the museum profession was not academic; individuals with disciplinary expertise would be hired by museums and allowed to “work their way up through the organization,” learning the profession as they progressed in their careers. As part of the development of the museum profession, museum studies programs were established that greatly reduced the time needed to learn the basics – typically eight to ten years of on the job learning – down to approximately two years in an academic program. Since classroom work cannot replace real-world experience, academic programs typically require museum internships for their students.

Museum studies programs may include applied history, arts management, conservation, decorative arts, historical administration, historic preservation, nonprofit management, public administration, public affairs, public history, and public horticulture. Most programs offer master of arts or master of science degrees, although there are a limited number of institutions that offer programs at the baccalaureate level. There are also certificate programs which are generally one or two years in length and are usually taken in conjunction with, or following, another graduate degree.

The minimum qualifications established for the study job classes reflect the academic standards which have become the typical entry into the fields. At the higher levels a requirement for practical experience has been added to ensure candidates are able to successfully perform with the required level of independent authority after an orientation period.

#### Class Code

A Class Code is assigned based on the placement of the job class in the classification schematic of Occupational Groups and Job Families. Occupational Groups are made up of related Job Families and encompass relatively broad occupations, professions, or activities. Job Families are groups of job classes and class series that are related as to the nature of the work performed and typically have similar initial preparation for employment and career progression.

The classes included in this study have been in the Library, Museums and Archives job family (P35XX) in the Education, Information, Libraries, and Museums Group. This family includes classes of positions that administer, supervise, or perform work related to the collection and custody of books, publications, artifacts, and historical records.

The Chief Curator, Museum Curator I-II, Museum Conservator, and Museum Registrar continue to meet the definition for the Library, Museums and Archives job family. The Exhibit Specialist, due to the focus on graphic design and artistic aesthetics, is appropriately placed in the Arts, Photography, and Information job family (P36XX), which includes classes of positions performing work related to the communication of ideas through verbal, written, or pictorial means.

### Fair Labor Standards Act

The positions in this study are covered by the minimum wage and overtime provisions of the Fair Labor Standards Act of 1938, as Amended (FLSA). While exemption from the provisions of the Act are determined on the specific circumstances of an individual employee on a work-week basis, there are general aspects of the classes and their influence on the exemptions for employees in bona fide executive, professional, or administrative positions that can be addressed in general.

The Chief Curator is responsible for managing the state museums program; supervises multiple subordinates; and has substantive authority for making or recommending changes in the status of other employees. Based on the primary duty, and the base pay authorized for a position in the class, a salaried employee in this job class would meet the executive criteria for exemption from the overtime requirements of the FLSA.

The Chief Curator, Museum Curator I-II, Museum Conservator, and Museum Registrar perform work requiring advanced knowledge. The advanced knowledge is in fields of science or learning and is customarily acquired through a prolonged course of specialized intellectual instruction. Based on the primary duty, and the base pay authorized for a position in these classes, a salaried employee in these classes would meet the professional criteria for exemption from the overtime requirements of the FLSA.

The Exhibit Specialist performs work requiring imagination and talent in a recognized field of artistic and creative endeavor. Based on the primary duty, and the base pay authorized for a position in this class, a salaried employee in this class would meet the creative professional criteria for exemption from the overtime requirements of the FLSA.

In response to a request for an opinion on the exemption eligibility of an Aviation Museum Curator, the U. S. Department of Labor published Opinion Letter FLSA2005-43 on October 24, 2005. The USDOL found the duties described, which were the duties typical of the curator profession, to meet the requirements for the administrative exemption. Based on the published opinion of the USDOL, a salaried employee in the Museum Curator classes would meet the criteria for the administrative exemption from the overtime requirements of the FLSA.

### **Internal Alignment:**

The salary range of a job class is determined based on internal consistency within the state's pay plans, in accordance with merit principles, with the goal of providing fair and reasonable compensation for services rendered and maintaining the principle of "like pay for like work." In evaluating internal consistency the difficulty, responsibility, knowledge, skills, and other characteristics of a job are compared with job classes of a similar nature, kind, and level in the same job group and family or related job families.

To determine the appropriate salary ranges for the Museum Curator classes the professional characteristics were compared to other classes in the Library, Museums and Archives family; the educational consultation and services were compared to classes in the Education, Academic family; and the scientific responsibilities were compared to classes in the Parks family.

The professional duties and responsibilities of the Museum Curator I and II are substantially similar to the Archaeologist I and II (Rg 16 & 18), Historian I and II (Rg 16 & 18), Librarian I and II (Rg 16 & 18), and Archivist I (Rg 17). The classes do not exhibit the level of program management, supervisory authority, or permitting responsibilities that distinguishes the Archaeologist III (Rg 19), Historian III (Rg 19), or Archivist II (Rg 19). The educational services and professional consultation exhibit some similarity to the Education Associate III (Rg 17) and Education Specialist I (Rg 19), but are not fully comparable to the curricula consultation that distinguishes the Education classes.

Based on the preponderance of similarities, and to maintain internal consistency with other professional classes, the Museum Curator I and II are appropriately assigned salary ranges 16 and 18.

To determine the appropriate salary range for the Museum Registrar class the professional characteristics were compared to other classes in the Library, Museums and Archives family. The Legal family, Document Examination family, Business Regulation and Compliance family, and General Administrative family were examined for classes with comparable records management responsibilities, but no classes were identified with sufficient similarities to support alignment decisions.

The professional duties and responsibilities of the Museum Registrar are substantially similar to the Librarian I (Rg 16) and Museum Curator I. The class exhibits some similarities in decision making to the Archivist I (Rg 17) and Records Analyst I (Rg 17), but does not have responsibility for a comparable scope and depth of research.

Based on the preponderance of similarities, and to maintain internal consistency with other professional classes, the Museum Registrar is appropriately assigned salary range 16.

To determine the appropriate salary range for the Exhibit Specialist class the creative responsibilities were compared to other classes in the Arts, Photography, and Information family and the collections duties were compared to classes in the Library, Museums and Archives family.

The creative duties and responsibilities of the Exhibit Specialist have some similarities to the Graphic Artist II (Rg 15) and Visual Information Specialist (Rg 17), but lack their narrow media focus. The subject interpretation duties exhibit greater similarity to the Visual Information Specialist than the Graphic Artist II. The interpretation and presentation of information duties are similar to the characteristics of the Publications Specialist II (Rg 16) and Information Officer II (Rg 17). The artistic coordination responsibilities are greater than what characterizes the Fine Arts Administrator I (Rg 16), but do not have the level of complexity or authority that characterizes the Fine Arts Administrator II (Rg 18). The exhibit development duties are similar to the exhibit duties of the Museum Curator I and the graphic design oversight responsibilities are not fully comparable to the functional area oversight that characterizes the Museum Curator II.

As the creative aspect is the class defining characteristic of the Exhibit Specialist it is appropriately predominant in aligning the salary range. Based on the scope and level of creative responsibilities, and to maintain internal consistency with the museum classes, the Exhibit Specialist is appropriately assigned salary range 17.

To determine the appropriate salary range for the Museum Conservator class the professional characteristics were compared to other classes in the Library, Museums and Archives family; the consultation duties were compared to classes in the Education, Academic family; and the scientific testing and treatment responsibilities were compared to classes in the Biological Sciences group and the Laboratory and Technicians family.

The professional duties and responsibilities of the Museum Conservator exhibit similarities to the characteristics of the Museum Curator II, conservation being for all intents and purposes a functional area of the museum program, but has a greater requirement for technical expertise than is required of the Museum Curator II. The laboratory examinations conducted do not exhibit sufficient similarities to the characteristics of the laboratory classes or the biological sciences classes to support alignment decisions. The consultation duties exhibit some similarities to the Education Associate III (Rg 17) and Education Specialist I (Rg 19), but are not fully comparable to the curricula consultation that distinguishes the Education classes.

The predominant similarities with the Museum Curator II indicates the class is appropriately used as a benchmark in setting the salary range for the Museum Conservator. The Museum Conservator's requirement for greater technical expertise, with subsequently narrower minimum qualifications and resulting restriction of the candidate pool, supports assigning a higher base pay. The class is not part of the Museum Curator series and does not have a direct supervisory relationship with Museum Curator positions; therefore, the two range increment typically applied in those circumstances is not supported. Assigning the Museum Conservator to salary range 19 recognizes the required expertise of the class and maintains the integrity of the internal alignment of the pay plan.

To determine the appropriate salary range for the Chief Curator class the professional and managerial characteristics were compared to other classes in the Library, Museums and Archives family; and the nature and scope of program management responsibilities were compared to other program managers.

The professional and managerial duties and responsibilities of the Chief Curator exhibit similarities to the Librarian IV (Rg 22) and State Archivist (Rg 21). The organizational scope of control and authority is not as broad as what characterizes the Deputy Director, Alaska State Libraries (Rg 23). Evaluation of the chief classes revealed previous internal alignment decisions using a variety of factors including scope of program, number of subordinates, level of work performed by subordinates, minimum qualifications required in subordinate classes, statutory authorities exercised, level of administrative responsibility within the program's division, the program's impact on general state operations, the program's impact on the general public, and the qualifications required for the managerial level. The museum program's statewide scope of consultation and assistance is similar to classes at ranges 21 and 22. The program lacks the regulatory function or direct public service function typically found in classes at ranges 22 and

23. The limited scope and level of impact on general state operations or the general public is similar to classes at ranges 20, 21, and 22. The number of subordinates, professional level of work performed by subordinates, and the minimum qualifications required by subordinate classes is similar to classes at ranges 22 and 23. The limited statutory authority exercised is similar to classes at salary ranges 21 and 22. The level of divisional administrative responsibilities are similar to classes assigned salary range 22. The minimum qualifications of the management level are similar to the classes at ranges 22 and 23.

Based on the comparisons within the job family and comparisons of the scope and nature of program managed, the nature and level of work supervised, and the qualifications required with other program management classes, assigning the Chief Curator to salary range 22 will maintain the integrity of the internal alignment and recognize the level of program management, administration, and professional work required of the class.

**Conclusions:**

Based on the analysis of positions in this study, the following changes to job classes are implemented effective December 1, 2005:

The Museum Specialist I (P3522) is abolished due to the lack of positions performing the work of the class.

The Museum Specialist II and III (P3523 and P3524) are revised to reflect the scope and level of work being performed and the current standards for class specifications. The class titles are changed to Museum Curator I and II. The salary ranges are changed from 15 and 17 to 16 and 18, respectively.

The Museum Registrar (P3520) is revised to reflect the scope and level of work being performed and the current standards for class specifications. The salary range is changed from 15 to 16.

The Conservator, Alaska State Museum (P3521) is revised to reflect the scope and level of work being performed and the current standards for class specifications. The class title is changed to Museum Conservator. The salary range is changed from 17 to 19.

The Chief Curator (P3526) is revised to reflect the scope and level of work being performed and the current standards for class specifications. The salary range is changed from 21 to 22.

The Exhibit Specialist job class is established. The class is placed in the Arts, Photography, and Information job family and assigned class code P3641. The class is assigned salary range 17.

Attachments:

Final class specifications

cc: Karen Rehfeld, Deputy Commissioner  
Department of Education and Early Development

Kay Shelton, Director

Division of Libraries, Archives, and Museums  
Department of Education and Early Development

Bruce Kato, Chief Curator  
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Management Services – General Group

Technical Services – General Group