



**Expression of interest in the assignment of the position of Director of MAO - Museum of Oriental Art**

Fondazione Torino Musei was established in 2002 by the City of Turin to manage and promote its civic museums: Palazzo Madama – Civic Museum of Ancient Art, GAM – Civic Gallery of Modern and Contemporary Art and MAO – Museum of Oriental Art.

Fondazione Torino Musei provides a public cultural service of strategic importance, ensuring the protection, conservation, promotion and enjoyment of the civic museums in keeping with the statutory aims of the organisation and the guidelines of the City.

In this context, the Foundation is called upon to pursue goals of general interest, ensuring the smooth running of administrative activities, the efficient management of public resources and compliance with the principles of effectiveness, efficiency, economy, transparency and responsibility.

The Foundation is organised according to a “matrix” model under the operational direction of the Secretary General, featuring five cultural lines (three museums, the Artissima Fair and Luci d’Artista) and six functional departments (Communications and Cultural Marketing, Internationalisation, Inclusion, AFC, Human Resources, IT and digitisation).

Fondazione Torino Musei intends to launch a non-binding selection procedure for the appointment of the Director of the MAO – Museo d’Arte Orientale di Torino (Turin Museum of Oriental Art).

This announcement is intended to solicit and collect expressions of interest from qualified individuals who meet the requirements.

**Premises**

**Goals and Duties**

**Nature of the post**

**Requirements**

**Submitting the application**

**Assessment commission and selection procedure**

**Processing of personal data and confidentiality**

## **PREMISES- The Museum and its collections**

The Museum, located in Palazzo Mazzonis, Via San Domenico 9, is one of the most important in Italy and among the largest in Europe for the study of Oriental art and civilisations, with over 2,200 works dating from the 4<sup>th</sup> millennium BC to the 20<sup>th</sup> century AD.

The Museum offers a broad overview of the art of the ancient cultures of Asia. The five galleries display works from South and Southeast Asia, the most important collection of Chinese funerary art in Italy, Japanese religious and secular art, art from the Himalayan region and a significant collection of Islamic art.

On the ground floor, in addition to the beautiful Japanese gardens, there is a space dedicated to temporary exhibitions.

The MAO – Museum of Oriental Art pursues its institutional goals within the broader overall strategic plan of Fondazione Torino Musei, to which it contributes with the development of its own Vertical Strategic Plan for the Museum, in compliance with the general guidelines of the organisation.

The Vertical Strategic Plan defines the Museum's cultural, scientific, operational and organisational development guidelines, which are consistent with its identity, the characteristics of its collections and the MAO's role within the civic, national and international museum system.

This plan provides reference for both the annual and multi-year planning of the Museum's activities and for the assessment of results, contributing to the integration of the MAO into the Foundation's overall strategy and the pursuit of broader goals of economic, financial, social and environmental sustainability and the quality of service offered to the public.

In pursuing its goals, the Museum refers to the Code of Deontology of ICOM, the International Council of Museums, which introduced and disseminated the concept of minimum standards, corresponding to the set of essential requirements necessary to ensure the existence and efficient operation of a museum, and the *Guidelines on technical and scientific criteria and standards for the operation and development of museums* referred to in the Ministerial Decree of 10 May 2001.

## GOALS AND DUTIES

The person assigned the role of Director is responsible for the overall management of the Museum, the conservation, management and promotion of its heritage, the quality of its services and its efficient organisational operation, ensuring coordination between scientific, curatorial, organisational and operational responsibilities.

The person assigned the role of Director must draw up the museum's development strategy, coordinating its planning and activities, in consideration of the distinguishing features of its history and collections. The planning tool that they will be called upon to implement is the MAO's Vertical Strategic Plan.

The person assigned the role of Director operates within a matrix organisational model, articulated into vertical cultural lines and centralised general services, which requires coordination skills, process integration and cross-sector collaboration.

The person assigned the role of Director carries out their duties in accordance with the instructions of the Board of Directors of Fondazione Torino Musei, in compliance with the strategic planning of the organisation and in keeping with the civic nature of the Museum and its public mission.

Fondazione Torino Musei defines the general operational guidelines for the smooth running of the Museums (opening days and hours, admission fees, etc.).

The person assigned the role of Director fulfils the following specific duties:

- implementation of the Museum's vertical plan within the framework of the Foundation's strategic plan;
- curation of the permanent exhibition, ensuring the optimal presentation of the museum itinerary;
- supervision of the conservation, organisation, exhibition and study of the collections, coordinating the work of the staff responsible for these tasks and ensuring that inventories and catalogues are maintained and updated;
- planning, development, implementation and monitoring of the outcomes of cultural and scientific projects and temporary indoor and outdoor exhibition programmes;
- coordination of educational and training activities and the development of the Museum's accessibility and inclusiveness;

- organisation and monitoring of services to the public (including additional services such as the bookshop and café), based on the general guidelines established by the Foundation and the City;
- sharing of the Foundation's policies on information, promotion and communication to the public, as defined by the Foundation's Marketing and Communication department;
- supervision of the scientific management of all museum and exhibition activities, the definition and development of research projects, and the coordination of the Museum's publishing and scientific dissemination activities;
- active involvement in fundraising, which is one of the goals of the mandate, with the support of and in coordination with the Foundation's specialised department;
- authorisation of the loan and deposit of works and supervision of the associated procedures, also in agreement with the owners of the works, without prejudice to the prerogatives of the Superintendency pursuant to article 48 of the Code of Cultural Heritage;
- strengthening of the Museum's relationship with both the local area and its institutions, primarily with the City of Turin, and especially with local residents and communities, reinforcing the Museum's social role and civic function, with a view to providing a public service;
- liaising with other local, national and international institutions in order to develop and implement shared development projects with the aim of placing the Museum and the Civic Hub represented by the Museums managed by the Foundation within museum networks of national and international importance, contributing to the development of the Museum's international relations;
- guaranteeing their presence for the management of the structure and ensuring the daily running of the Museum and the organisation of its staff's working activities, guaranteeing the smooth operation of administrative activities, compliance with processes and supervision of management, in collaboration with the Foundation's General Services Departments;
- within the scope of the museum's Vertical Plan, responsibility for drawing up the budget for cultural programmes and meeting the sustainability goals set out in the organisation's overall budget;
- increasing collaboration and sharing of common strategic guidelines with other museums managed by the Foundation and with the cultural guidelines that relate to it;
- ensuring support and collaboration with the Foundation's Technical Service for the purposes of routine and extraordinary maintenance activities, in consideration of the building's characteristics.

## NATURE OF THE POST

- Employment contract, with executive level
- Confservizi National Collective Labour Agreement
- full time
- duration of 4 (four) years

The person assigned the role of Director will receive remuneration and benefits commensurate with their professional experience.

The remuneration will consist of a fixed part and a variable part, with quantitative and qualitative targets set and geared towards fulfilling the goals defined in the Museum's Vertical Plan and in the strategic plan of Fondazione Torino Musei.

In carrying out their duties, the person undertakes to comply fully and precisely with all the Foundation's policies, particularly those relating to travel, missions, reimbursement of expenses and management of attendance.

Due to the need to be present for the successful management of the Museum, the person must undertake to reside in the Turin area for the duration of the assignment.

## REQUIREMENTS

The selection process aims to identify high-profile professionals with scientific, administrative and managerial skills suited to working within complex and structured organisations characterised by the management of public cultural heritage and the use of public resources.

The Museums managed by Fondazione Torino Musei are civic institutions, called upon to perform a service of general interest in keeping with the statutory aims of the organisation and the guidance provided by the City. In this context, the person assigned the role of management operates within the framework of a public cultural heritage management model, taking into account the principles of integration and coordination typical of a complex and unified museum facility. They are required to implement the directives of the Board of Directors, operating in accordance with the Foundation's strategic planning and contributing to its practical implementation through the definition and implementation of the Museum's cultural, scientific and management planning.

A key requirement is the ability to ensure the implementation of the Museum's Vertical Strategic Plan, contributing to its integration into the Foundation's overall strategic planning, with the definition of annual and multi-year quantitative and qualitative targets, monitoring of results, adaptation of cultural programming and development of projects shared with the Foundation's other Museums and Departments.

Participation in the selection process is subject to possession of the following requisites:

### ***General requisites***

The following general requisites are necessary:

- enjoyment of civil and political rights in the country of origin;
- absence of reasons preventing assignment of the post and incompatibility in compliance with Legislative Decree no. 39/2013;
- absence of criminal convictions for offences against the public administration or convictions for offences that have resulted in even temporary disqualification from public office or the inability to hold management positions; in other cases of criminal convictions, the Foundation will independently assess the severity of the criminal acts committed by the person concerned; if criminal convictions have been recorded, the details of the conviction must be reported;
- absence of criminal proceedings pending for offences against the public administration;
- absence of disqualification or measures that legally exclude access to employment with public bodies or organisations.

### ***Specific requirements***

Participation in the selection process is subject to possession of the following requisites:

- possession of a bachelor's degree, if belonging to the old system, or a specialisation degree, if belonging to the new system, or an equivalent qualification obtained from a foreign university;
- specific and proven long-standing experience in senior management roles in the organisation and management of museums or similar important public and/or private cultural institutions of national or international significance;
- proven managerial experience, with particular regard to the management of human resources and organisational and economic-financial management;
- proven experience gained within complex structures, characterised by articulate organisational structures, matrix governance models, centralised and cross-functional general services and vertical technical-scientific departments spanning a range of cultural areas;
- knowledge of and proven experience in the management of public assets, with particular reference to the public regulatory framework, the principles of good governance, transparency and administrative responsibility, as well as the management of public resources and grants;
- possession of high-level scientific expertise in the history of art, with particular reference to the arts and geographic areas covered by the Museum's collections, proven by experience in curating temporary exhibitions and/or prestigious scientific positions in the sector;
- experience in public-private partnerships, including the design and management of partnerships, agreements and joint initiatives, in keeping with the organisation's institutional goals;
- knowledge of the processes involved in digitising museum assets and activities, with reference to the institution's promotion and positioning strategies;
- consolidated international relationships that are functional to the development of shared projects and the positioning of the Museum in museum contexts of national and international importance;
- knowledge of communication and marketing;
- experience in fundraising, including the ability and willingness to work actively to contribute to the development of additional resources through sponsorships, partnerships, patronage and other forms of support, in coordination with the Foundation's pertinent departments.

Knowledge of Italian and English (minimum level required according to CEFR classification - B2) is essential for the fulfilment of the duties.

Applicants must declare that they meet the requirements by filling in the annexed Form 1.

## SUBMITTING THE APPLICATION

Applications, formalised by filling in the annexed form (Annex 1), must be sent, together with the project and the required documentation, to the following email address set up specifically for this procedure: [bandodirezioneMAO@fondazionetorinomusei.it](mailto:bandodirezioneMAO@fondazionetorinomusei.it) by the final deadline of **12.00** CET on 30 March **2026**

The subject of the email must state: “*Candidatura Direzione MAO*”.

The application (Annex 1) must be accompanied by:

- **educational and professional CV**, in European format, dated and signed, with authorisation to process data in compliance with EU Regulation 2016/679, containing all the information necessary to assess your education and professional activities. In particular, the following must be specified clearly and unambiguously:
  - for educational qualifications: the exact name of the qualifications held, the date and place of attainment, the subject of the university degree and thesis, and the final mark; the exact details of any additional professional training courses, specialisations, doctorates or other qualifications;
  - for previous experience: the exact indication of the positions held and the corresponding duties, the organisations, locations and periods of time (indicating the start and end dates) in which the activities were carried out;
  - scientific publications; curation of temporary exhibitions; participation in national and/or international scientific committees;
  - level of knowledge of Italian and English;
- copy of a valid **identity document**;
- a letter of intent (maximum 5,000 characters) offering a brief presentation of the candidate's professional profile and an indication of their strategic vision for the Museum.

Applications will be considered valid based on the date and time of receipt at the dedicated email address. Applications received after the above deadline or sent by other means will not be considered.

Any requests for clarification and correspondence will be handled via the same dedicated email address.

## SELECTION PROCEDURE AND ASSESSMENT COMMISSION

The Foundation will use the services of a specialised consulting firm for the initial phase of the pre-selection process.

Following the pre-selection process, the candidates selected will be asked to submit a project of no more than 15 pages, written in Italian and English, outlining a plan for the promotion and strategic development of the Museum, based on the guidelines provided by the Foundation. The project must highlight the ability to operate within a public cultural heritage management model, taking into account the principles of integration and coordination typical of a complex and unified museum facility. It must focus, in particular, on the scientific and cultural enhancement of the collections, exhibition programming, It must focus particularly on the scientific and cultural promotion of the collections, exhibition programming, the strengthening of the Museum's positioning at local, national and international level, and the Museum's contribution to the pursuit of the Foundation's overall institutional and strategic goals, paying particular attention to economic, financial and organisational sustainability and fundraising strategies to support the Museum's activities.

The applications selected and the projects submitted will be assessed by Fondazione Torino Musei, with the assistance of an Assessment Commission (also referred to as the "Commission").

The Commission, made up of three members selected from among experts in the field of cultural heritage and institutional management policies, will be appointed by the Foundation's Board of Directors after the deadline for submitting applications.

The Commission may organise its work in the manner it deems most appropriate, request clarification or additional information, and interview candidates, with the aim of producing a shortlist of up to three names, in no particular order of preference, and an assessment of the applications submitted, in order to simplify the understanding of the different profiles and respective projects, to be submitted to the Foundation.

After receiving the short list of a of three candidates from the Commission, the Foundation will assess the applications and call applicants for a final interview.

The appointment will be made by resolution of the Foundation's Governing Board, based on a proposal by the Chairman (article 8.1, letter h, of the current Articles of Association).

The outcome of the selection process will be published on the website: <https://www.fondazionetorinomusei.it/it/>

## **PROCESSING OF PERSONAL DATA AND CONFIDENTIALITY**

In order to ensure maximum confidentiality throughout the entire process, the management of the dedicated email address for receiving applications and subsequent correspondence with the Assessment Commission will be handled exclusively by a single person appointed specifically for this purpose.

A procedure will also be put in place to manage the process and all the information transmitted and received in order to maintain the strictest confidentiality with regard to third parties.

The data controller is Fondazione Torino Musei.

The procedure will take place in accordance with the principles of impartiality, transparency and fair treatment, without prejudice to the non-binding nature of the selection and the full decision-making autonomy of the Foundation's bodies.

The Foundation will distribute this announcement extensively, publishing it on its institutional website, in the press and on the social media channels of Fondazione Torino Musei.

The Sole Manager of the procedure is Massimo Broccio, Chairman of Fondazione Torino Musei.

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Turin, 20 January 2026