



## **Theatre Network Australia**

# **Staff and Board Recruitment, Retention & Succession Planning Policy**

<b>Version</b>	<b>1.0</b>
<b>Approved</b>	<b>August 2023</b>
<b>Review</b>	<b>Annually</b>
<b>Responsible Person</b>	<b>General Manager</b>

TNA has developed this policy to guide the succession planning and recruitment processes for Board members and staff. As a part of our Equity Action Plan, this policy includes strategies to remove potential barriers for and actively reach out to people from diverse communities.

### **Organisational Reach & Engagement**

- TNA maintains an up-to-date database of sector professionals, including how people identify (where provided). This allows us to identify and reach out to potential applicants.
- TNA maintains relationships with other peak bodies, organisations, and individuals that support and engage our target communities, allowing us to expand our reach to potential applicants past our own network. This includes a partnership with Arts Access Victoria as a part of our Equity Action Plan.
- TNA has implemented targets for engaging people from our target communities across all our work, including staff, contractors, event delegates, etc., which also builds rapport and connection with future potential Board members and staff.
- TNA consciously chooses to offer formal and informal mentoring to people from our target communities.
- TNA maintains an active presence at key industry events, and ensures we are visible within various art forms and communities within the sector, expanding awareness of the organisation and its work.

### **Recruitment**

- TNA has an Employment Policy that articulates our commitment to supporting our employees, including providing flexibility for parenting and artistic practice, and encouraging applications for our target communities.
- TNA reports on and promotes the diversity within our current Board and staff as one way of demonstrating the cultural safety of the organisation.
- When advertising available positions TNA advertises widely across diverse platforms, ensuring we use channels that target and are accessed by our target communities.



- Where possible, TNA provides long time frames and transparent processes for recruitment.
- TNA is working to improve its communications and social media strategy to reach new and diverse people outside of our membership.
- TNA actively seeks out, shoulder-taps, and encourages applications from individuals from our target communities.
- TNA considers applicants from interstate and regional locations, where the role permits. In these instances, TNA reaches out to other organisations with connections in these areas.
- First Nations applicants are always prioritised for interview.
- TNA provides flexible and accessible application processes (such as accepting video statements) that are stated explicitly in the application. Application documents are provided in multiple formats for accessibility (Word, PDF), and we provide more than one means of communication (email, phone, text).
- TNA's interview panels include staff/Board members from our target communities, and we aim to always include someone who is from the same target community as the applicant.
- TNA asks all applicants about their accessibility requirements, and if there is anything that would make the process more comfortable for them.
- All positions at TNA take an active part in meeting our justice and equity objectives, and this is stated explicitly in every position description.

### **Staff Retention**

- TNA has a carefully considered induction and onboarding process that provides new employees with all the knowledge and tools they need to do their best work. Employees are made aware of all policies and procedures that are in place to support them. As a part of TNA's Equity Action Plan, we are developing a cultural safety rider for new employees from diverse backgrounds.
- TNA staff are prompted and supported to undertake ongoing, individualised professional development and career progression opportunities. TNA allocates budget to support external opportunities as well as providing internal opportunities, e.g. all TNA staff are invited to attend board meetings.
- TNA staff are supported to understand high-level management and governance procedures and policies.
- TNA provides role flexibility for staff, and room to grow into new roles.
- Where appropriate, TNA provides mentoring, support, and pathways for staff with potential to move into roles they may currently lack the skills for.
- TNA staff are included in organisational strategic planning processes.
- TNA provides competitive salaries that are reviewed annually, and automatically increased 3% each year for core staff.
- TNA provides excellent and flexible working conditions for staff.



### **Succession Planning – Executive Staff**

- When appropriate, TNA will give the sector advanced notice regarding succession of executive leadership, allowing time for people to prepare for and see themselves in the roles, leading to larger and more diverse applicant numbers.
- The TNA Board will consider employing interim CEOs to allow time for a thorough recruitment process.
- The TNA Board will support executive staff with stretch opportunities and other support to plan for leaving TNA.

### **Succession Planning – Board**

- TNA uses a Board matrix that considers skillset, art form, geographic location, and demographics when appointing new members.
- Training and professional development opportunities are budgeted for and offered to all Board members.
- We contribute to the cultural safety of the Board by ensuring there is more than one person from each of our target communities.
- Board members are supported to consider the succession planning for their own role.
- TNA conducts a Board review process annually.