

## Appendix 2: Fair Work Policy and Action Plan

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### 1. Effective Voice

Our work culture is rooted in the principles of the commons, emphasising the importance of listening and fostering meaningful dialogue. We understand that effective communication is the cornerstone of a harmonious work environment. We are committed to growing an environment where the voices of our team members and volunteers are not just heard but actively engaged in decision-making processes and managing change at all levels of Timespan.

- We facilitate open and inclusive monthly employee meetings that bring together every member of our diverse team, including front-of-house, cafe team, managers, curators, and our director. These gatherings serve as crucial forums to discuss pivotal issues concerning Timespan.
- Each member of our employees has the opportunity to participate in one-on-one meetings with their respective Line Manager. These meetings provide a dedicated space for discussing any concerns, suggestions, or ideas.

- Annually, we organise team members and board days, creating opportunities for everyone to come together, share insights, and contribute to the collective vision.
- We have developed policies and procedures (Team Handbook, Safer Place Policy) that cover all aspects of the employee experience, ensuring clarity and consistency in our approach.
- We actively seek input from team members and volunteers, valuing their ideas and proposals as essential building blocks of our organisation's growth.
- We respect the Scottish Artists Union's voice and use their guidelines on artists rates of pay (see 'Job Security', below).
- We seek feedback from artists and audiences across our programme and we review this information on a regular basis. We collect feedback through surveys that are sent out to audiences after each event and annual surveys that allow participating artists to comment on the experience of working with us. We also invite artists to participate in evaluation work with third party organisations which provides an opportunity to provide more in depth feedback.

#### What we would like to do:

- Introduce Anonymous Surveys: To encourage candid feedback from our team members, we plan to implement anonymous surveys that provide a safe space for sharing thoughts and concerns.
- Rotating Leadership: In the management of team meetings, we aspire to rotate leadership roles, ensuring fresh perspectives and a more inclusive decision-making process

## **2. Opportunity**

We are conscious of the workforce profile of our organisation, and our sector, and we are keen to identify barriers to opportunity.

- We are dedicated to promoting diversity and inclusion across our team members and Board of Trustees.
- To ensure transparency and accountability, we regularly analyse our team members and trustee demographics through an anonymous online monitoring form, allowing us to better understand the composition of our leadership and team members.
- We have established an EDI Policy designed to uphold principles of equity and fairness for all in our employment practices.

- In our commitment to fostering opportunities, we have partnered with UHI (University of the Highlands and Islands) for a placement program, offering learning experiences.
- A budget is allocated for continuous professional development (CPD) to all members of our workforce. Our training and professional development initiatives aim to:
  - Enhance the skills, knowledge, and capabilities of our team to excel in their roles.
  - Support career progression and personal growth within Timespan
  - Foster a culture of continuous learning, innovation, and adaptability.
  - Reinforcing our commitment to enhancing skills and career growth.

### What we would like to do:

- We intend to develop Personal Development Plans (PDPs) that allow employees to identify areas for skill enhancement and knowledge acquisition, aligning with annual objectives.
- We aim to expand the budget allocated for training to include freelance practitioners engaged with Timespan for specific projects, ensuring their eligibility to participate in our training and professional development initiatives.

### **3. Job Security**

We aim to support widespread awareness and understanding of employment rights across the organisation. We acknowledge the need for stable employment and job security (despite the precarity of the sector, our region and the economic context) and aim to provide transparency and agency where possible. We also acknowledge the difficulty of working in a precarious sector and the difficulty in planning ahead. To support this we encourage the team to contribute to major funding applications and provide clarity and transparency around terms of employment.

- All team members receive a contract of employment from the beginning of their tenure. This contract clearly outlines their weekly hours and annual salary, providing transparency.
- We explicitly specify whether a contract is fixed-term, with a well-defined termination date, or a permanent, open-ended arrangement.

- Timespan is committed to paying at least the Real Living Wage to all our employees, demonstrating our dedication to fair compensation practices.
- To support financial planning for retirement, all employees have access to a pension scheme with employer contributions.
- We acknowledge the importance of work-life balance and encourage employees to request hours that align with their family and other commitments from the outset of their employment.
- We encourage hybrid work, if it better aligns with personal needs and desires
- Our commitment to security extends to our recruitment practices. We use Museum Gallery Scotland Fair Work recruitment checklist when advertising job openings and strongly oppose the use of the fire and rehire practice.
- We pay all artists in line with Scottish Artists Union (SAU) rates.

## What we would like to do

- We aim to introduce an overwork monitoring system, particularly for employees not paid on an hourly basis. This system will encourage the team to maintain a timesheet to record daily hours worked, enabling them to take time back as needed through our flexi-time arrangements.
- We are devoted to increasing transparency by sharing team costs and bands in our publicly available information (annual financial statements).
- We aim to enhance our sick pay scheme, providing pay beyond the statutory minimum when employees require time off due to illness.
- Our aim is to align salaries with the Museum Association Salary Guidelines from 2017, accounting for inflation.
- We aim to offer enhanced parental and adoption leave
- We aim to further increase the holidays. In 2024, we increased holiday entitlement from 28 days to 30 days, and our goal is to achieve 35 days by 2028.
- We aim to reduce the working hours to 35 per week

## **4. Fulfilment**

Timespan is dedicated to ensuring that every member of our team finds fulfilment in their roles.

- We take a thoughtful approach to recruitment, carefully considering the skills and attributes required for success within each position. Our aim is to match the right individual with the right job, increasing the likelihood of job satisfaction.
- Once in a role, we strive to give our team members influence over how their responsibilities are carried out, enhancing their enjoyment and engagement. We also promote a culture where colleagues look out for each other's time and workload, encouraging everyone to take time off in lieu to maintain a healthy work-life balance.

## What we would like to do:

- We aim to be more realistic about our programme: what can be delivered fairly, ethically and realistically, with the appropriate support structures in place.
- Personal Development Plans (PDPs): We aspire to introduce PDPs that facilitate discussions between employees and Line Managers. These plans encourage individuals to consider the skills and knowledge they want to develop over the year, aligning with annual objectives. By actively promoting skill development, we aim to enhance job fulfilment.
- Strengths-Based Approach: We encourage line managers to understand what motivates individuals and adopt a strengths-based approach to enhance job satisfaction.
- Health and Well-being: Our commitment to employee well-being includes regular Mental Health drop-in sessions, with a particular focus on isolation and climate anxiety.
- We aim to create an environment where the mental health and wellbeing of artists is taken as seriously as their physical health.

## **5. Respect**

We aim to create a culture of respect that requires behaviours, attitudes, policies and practices that support health, safety and wellbeing, and that these are consistently understood and applied. We ensure that everyone is treated with dignity, regardless of their role or status within the organisation. Timespan is dedicated to creating a workplace where respect is paramount, fostering employee health, safety, and well-being, and ensuring a work environment free from bullying and harassment.

- We respect the team's personal commitments and encourage a work/life balance.

- We see differing views as productive and creative. We aim to ensure that interpersonal relationships and internal procedures exist to manage conflicting views in a constructive way.
- Respect is embedded in all our relationships, from health and dignity to well-being, recognizing the efforts, contributions, and the importance of work-life balance. Additionally, we actively promote employee well-being through flexible working arrangements.
- We offer flexible and family friendly working practices for all workers from day one of employment;

## What we would like to do:

- Safer Place Policy: We are developing a Safer Place Policy, which outlines guidelines for acceptable behaviour towards colleagues. This policy serves to communicate the expected workplace culture and provides clear channels for addressing any issues that may arise. It applies to everyone within the organisation, including trustees.
- At Timespan, we are committed to the principles of fair work, striving to create an inclusive, equitable, and fulfilling work environment that respects the dignity of every individual. These policies and initiatives reflect our ongoing dedication to these principles.

## **6. How we work with artists and practitioners**

We recognise and respect the Scottish Artists Union's voice and use their guidelines on artists rates of pay (see 'Security', below).

We uphold the Scottish Artists Union's standards and adhere to their guidelines concerning artists' rates of pay.

We actively solicit feedback from both artists and audiences throughout our programming, routinely evaluating this input. Utilising surveys distributed after each event, as well as annual surveys for participating artists to share their perspectives on working with us, we gather valuable insights. Additionally, we offer opportunities for artists to engage in evaluation initiatives conducted by third-party organisations, facilitating more comprehensive feedback.

Currently, we are developing an artist welcome pack to enhance our support framework. Furthermore, we prioritise transparent contracts that ensure artists receive payment in advance. We commit to compensating artists for their work, even in cases where exhibition opportunities are disrupted by unforeseen circumstances, such as the COVID-19 pandemic.

We recognise the importance of addressing access needs for all individuals involved in our projects. We cover access costs for those who may encounter additional expenses (e.g. Deaf, disabled, neurodivergent) related to their own access requirements in order to effectively carry out the project.

These costs might include: Engaging a British Sign Language (BSL) interpreter, procuring specialised equipment or software, covering additional travel expenses, providing a Personal Assistant for individuals with disabilities.

## **7. Fair Recruitment and EDI**

*We aim to*

- Make the role requirements clear, specific, behaviour based, instead of expressing character trait requirements
- Reduce the number of requirements as much as possible
- Remove biased language (for example words such as ambitious, decisive) and stereotypically feminine language (compassionate, cooperative, empathetic)
- Avoid a requirement for 'cultural fit' or 'person–organisation fit'
- Offer flexible working when possible
- Make salaries non-negotiable
- Advertise the specific benefits and policies
- Advertise the job description through diverse channels
- Provide candidates with clear expectations, timeline and communications
- Ask applicants if they need reasonable adjustments or if they have any needs in terms of accessibility
- Share and collect feedback from all candidates

## **8. Timespan adheres to the Fair Museum Jobs Manifesto**

## 8.1 Job Adverts and Recruitment

- University degrees, whether undergraduate or postgraduate, are not listed as criteria in personal specifications unless they are a technical requirement for the position.
- Salaries for positions are explicitly indicated in job advertisements. For part-time positions, both the actual salary and the full-time equivalent salary are provided.
- Salaries continue to be in alignment with the Real Living Wage.
- For more skilled roles, salaries are commensurate with the required expertise, experience, and reflect the local cost of living. We recognise the importance of keeping salaries competitive and will consider adjustments to reflect inflation, especially for positions where the Museums Association's 2017 Salary Guidelines are applicable.
- The contract type and length are clearly stated in job advertisements.
- If a contract is fixed-term, job adverts do not promise future extensions based on prospective funding without a clear and up-front discussion of the funding context.
- We do not ask for information regarding previous or current salaries during the application process.

## 8.2 Internships

The term 'internship' can be ambiguous and hold different meanings for different individuals. While Fair Museum Jobs does not endorse the use of this term, if used, it must meet the following criteria:

- Internships must be paid at the Real Living Wage.
- Internships should have a clearly defined fixed length.
- Internships must have clearly defined learning and development outcomes, which should be transparently stated in the role advertisement.
- Interns must receive adequate training and support, including guidance from a named manager or supervisor.
- Internships should not replace roles that were previously paid positions.
- For clarity, internships should be advertised with the word 'paid' in the role title.

## 8.3 Voluntary Roles, Placements, and Unpaid Labour



- Voluntary roles must be explicitly stated as such in advertisements, with the word 'volunteer' included in the role title.
- Volunteers have the freedom to determine their time commitment within reasonable bounds.
- Voluntary positions do not demand minimum qualifications or prior experience of specialised technical knowledge, unless needed for a skills requirement of our Board of Trustees.
- Voluntary positions do not replace roles that were previously paid or entail duties and responsibilities typically associated with paid positions.
- Adequate training and, if necessary, Personal Protective Equipment (PPE) is provided based on the role's nature.
- Each volunteer has a designated supervisor, manager, or mentor.
- Appropriate volunteer agreements are established to clarify expectations.
- We do not claim ownership of intellectual property produced by volunteers.
- Placements are fixed-term periods of unpaid work within an educational program. These periods have clearly defined learning outcomes and receive adequate training and support.

## **8.4 Clarity, Accessibility, Transparency, and Communication**

- Job adverts need to be clear, concise, and free of unnecessary jargon, ensuring accessibility to a diverse audience.
- Job adverts must clearly distinguish between the role profile and personal specification elements. Candidates should understand that their suitability will be assessed against the personal specification criteria alone.
- Criteria for assessment must be transparent, equitable, and non-discriminatory under the Equality Act 2010. Personality-based criteria should be avoided.
- Application methods, such as forms or portals, must allow candidates to fully evidence how they meet the required criteria.
- Job adverts should be available in PDF and large-print formats.
- Sources for further information about the post should be provided in the job advert, and queries should be promptly addressed.
- Job adverts must include a clearly stated closing date.
- Vacancies should not close early due to the volume of applications. Any extensions to the closing date must be communicated clearly to existing applicants.

- We do not request sickness absence reports or information about previous parental leave periods during the application process.

## 8.5 Interview Practice

- Recruiting organisations must inform all candidates in advance about the interview panel's constitution and interview format.
- We pay reasonable travel expenses to candidates attending interviews. Alternative interview methods, such as video calls, are encouraged to align with our environmental aims.
- Reasonable adjustment requests for interviews should be promptly addressed.
- Interviewers should ask short, direct, and positively framed questions.
- If possible, share interview questions with all candidates in advance.
- Interview formats align with the role's responsibility level. Follow-up interviews should be used sparingly and their purpose clearly explained in advance.

## 8.6 Feedback

We are committed to providing feedback as part of our fair work practices:

- Candidates invited to interview should receive timely notifications of interview outcomes.
- We are committed to send meaningful feedback to unsuccessful candidates regarding their interview performance.
- Job applicants not progressing to the interview stage are informed of shortlisting outcomes promptly.
- Applicants not progressing to the interview stage should be offered feedback on their applications.
- To allow unsuccessful candidates time to absorb outcomes, we recommend providing feedback separately from the recruitment outcome. Feedback should be constructive, actionable, and honest.

## 9. Action Plan

Area	Action/Outcome	Measure of Success	Timescale	Who
Effective Voice	Work Representative	Elect a team representative	Short term - 2024	Team
Effective Voice	Anonymous Surveys	Implementation of anonymous surveys for candid feedback	Short term - 2024	Director with EDI working group
Effective Voice	Rotating Leadership	Leadership roles rotated in staff meetings for inclusivity	Short term - 2024	Director with EDI working group
Effective Voice	Trade Union Recognition	Recognition Agreement with a Trade Union	Medium term - 2025	Director with EDI working group
Opportunity	Develop Personal Development Plans (PDPs)	PDPs facilitating skill enhancement and knowledge acquisition	Long term - 2024/2028	Director and Board

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Opportunity	Increase Budget for Training	Budget allocation reflects commitment to training	Long term - 2024/2028	Director and Board
Job Security	Introduce Overwork Monitoring System	Implementation of system for staff not paid hourly	Long term - 2024/2028	Director with HR support
Job Security	Salaries	Salaries aligned with museum Association guidelines	Long term - 2024/2028	Director with HR support
Job Security	Sick Pay	Introduce a Company Sick Pay Scheme	Long term - 2024/2028	Director with HR support
Job security	Maternity Pay	Introduce a company maternity pay scheme	Long term - 2024/2028	Director with HR support
Job Security	Shared Parental Leave; Adoption and Fostering Leave Policy	Introduce a company pay scheme	Long term - 2024/2028	Director with HR support

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Job Security	Annual Leave	Increase annual leave entitlement	Long term - 2024/2028	Director with HR support
Job Security	Pension	Increase employer contribution to pension	Long term - 2024/2028	Director with HR support
Fulfilment	Implement Realistic Programme Planning	Programme planning reflects ethical delivery and support structures	Long term - 2024/2028	Director and Program Managers
Fulfilment	Introduce PDPs	PDPs facilitating skill development aligned with objectives	Long term - 2024/2028	Director and Line Managers
Respect	Develop Safer Place Policy	Implementation of policy fostering respectful workplace culture	Short term - 2024	Director with HR support
Respect	Embed Flexibility in Working Practices	Flexible working arrangement	Short term - 2024	Director with HR support

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Fair Recruitment	See above			
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