



**Recruitment &
Information Pack**

Oct 2019

Dear potential applicant,

Thank you for your interest in joining the Transition Network team.

Rather than recruiting to a fixed job description, we are looking for one or two new team members who can contribute in multiple ways to the overall purpose of the organisation. In our team people take on and relinquish clearly-defined roles as circumstances change, finding ways to put their skills, experience, knowledge and passion in service to whatever is most needed at any given time.

This pack contains a simple, generic [Transition Network Team Member](#) job description plus a [person specification](#) which describes the general competences required of all members of our team as well as particular skills and experience that we are seeking right now. A central element of our work is learning how to collaborate well across difference and we are willing to invest time and energy welcoming a greater diversity of perspectives and lived experience into what is still a disproportionately (although not exclusively) white, middle class team.

The pack also contains information about our movement, our organisation and our ways of working. We definitely don't expect you to commit all this information to memory or even to fully understand everything that is set out here - much of it will only be made real through experience. However, we are looking for people who feel intrigued and excited by the possibilities we describe rather than put off by the lack of certainty. Your questions and ideas are very welcome throughout the process.

We encourage you to read this information pack carefully. If you decide you would like to be considered for a post with Transition Network, please submit this [application form](#) together with your CV **before 12.00 midday GMT/UTC on Monday 11 November 2019** . If, after reading the pack, you have questions or issues you would like to explore before completing the application form, please contact sarahmcadam@transitionnetwork.org.

We look forward to receiving your application.

Best wishes

Sarah McAdam
Heart Circle lead link

Amber Ponton
Team Wellbeing

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The Transition Movement

Transition is a movement that has been growing since 2005. It is about communities stepping up to address the big challenges they face by starting local. By coming together, they are able to crowdsource solutions. They seek to nurture a caring culture, one focused on supporting each other, both as groups and in the context of the wider community. In practice, they are reclaiming the economy, building collaborative cultures across difference, sparking entrepreneurship, reimagining work and livelihoods, reskilling themselves and weaving webs of connection and support. It's an approach that has spread to over 50 countries, in thousands of groups: in towns, villages, cities, universities and schools.

This [video](#) provides a history of our movement in less than 3 minutes. You will find more information and stories at transitionnetwork.org.

Transition Network

Transition Network is a small UK charity which **supports the Transition movement, amplifies stories of community-led change, and nurtures collaborations across difference to challenge us all to reimagine and rebuild our world.**

Our organisation was created in 2007 and registered as a charity in March 2009. We currently have ten employees, all of them part-time, plus five trustees. We have a modest office in Totnes, where three of our staff are currently based, and the rest of us work from home in the South and South West of England and in Brussels. We work closely with freelancers and volunteers across the world, including members of the [Municipalities in Transition](#) project team and the [Transition Hubs Group](#).

Our organisational purpose

The TN team has agreed the following organisational purpose:

Transition Network supports the Transition movement, amplifies stories of community-led change, and nurtures collaborations across difference to challenge us all to reimagine and rebuild our world.

Transition Network works in service to the international movement of self-organising Transition groups and Hubs, and others who are creating community-led change for a sustainable and just future founded on wellbeing. From our place within the movement, we encourage Transition to spread and evolve. We facilitate the sharing of inspiration and learning, identify common needs and exciting possibilities, and curate and develop tools, training and resources. We cultivate peer-to-peer support and build capacity across the movement.

We are learning to embody and integrate the inner dimension of Transition in all that we do, and commit to the love, beauty, passion, playfulness and courage so needed in these times. We are nurturing healthy collaborative group cultures rooted in caring for, and connecting with, ourselves, each other and the natural world.

We aim to make Transition more visible, creating opportunities for diverse Transition stories to be shared, to show that a shift to a more equitable and healthy culture is possible. We seek to understand the impact and potential of Transition. We amplify these stories to engage those who are new to Transition, empower those already involved, encourage more participative and holistic decision-making to support community-led change, and attract resources into the movement.

We look for ways to collaborate across and beyond the Transition movement, and to support others to connect and collaborate. We support and co-design emerging approaches that reimagine and rebuild a compassionate culture within resource limits, beyond the norms of the industrial growth system. We experiment with and cross-fertilise ideas to help Transition become more diverse and to respond to changing contexts. We recognise that power and privilege shape our behaviour, as

much as they shape the behaviour of the wider world. We actively commit to addressing this, and particularly to welcoming, listening, and responding to marginalised voices within and beyond the movement. In the way that we work, as much as in what we do, we aim to bring people together, to help us to connect with our longing for a better future and our sense of interdependence. We speak from the heart to highlight alternatives to unsustainable systems and challenge assumptions.

Transition Network is a support organisation to the international Transition Hubs Group and is exploring with that network how to develop new models of leadership, share power and resources, and collaborate across distance. In England and Wales, we are working with Transitioners to develop grassroots-led Hubs with the capacity to catalyse and support Transition in this territory and connect to the wider international network.

This purpose guides the work and decisions of the TN staff team (staff, trustees and volunteers) and is designed to evolve over time as the context in which we work changes and we gain additional insights about what is needed.

Our purpose can be amended by a decision by consent taken by TN's Primary Circle, made up of staff and trustees.

Our current areas of focus

The needs and opportunities that arise as we pursue our organisational purpose feel exciting, important and sometimes overwhelming. We are learning to get better at prioritising our work and, to support us with this, we collectively agree areas of focus each January. This year, we are focusing on:

1. Energising collaborative explorations of, and responses to, the changing global context.

This is a new area of focus inspired by:

- the increasing visibility within public debate of the realities of species extinction, climate emergency and social and economic injustice;
- indications that growing numbers of people in different contexts are feeling either a new urge to respond to these issues or the need to increase the ambition or pace of their response, but are struggling to do so in a meaningful and sustainable way; and,
- the feedback that we've received that people across and beyond the international Transition movement feel a need for safe, inviting spaces (virtual and otherwise) where they can share stories and experiences and

participate in deeper, collective reflections about how the movement is evolving and where there might be opportunities to have greater impact.

2. Exploring how to support bold, imaginative and meaningful shifts at the municipal scale.

We are excited about the possibilities that arise when communities and municipalities engage in a collaborative transition towards a regenerative future. We have secured funding for a further phase of the [Municipalities in Transition](#) project and are looking for ways to support and amplify the work of the Municipalities in Transition core team.

Responding to the increasing levels of need and opportunity we are currently seeing at the municipal level of scale, Transition Network has brought together a group of partners and secured funding for a new, short-term project running from July 2019 to March 2020. This project is a collaborative exploration of the intersection between the climate crisis and the crisis of democracy internationally.

3. Working with, and in support of, Hubsters and others to build capacity and develop collaborative social infrastructure.

Transition Network has encouraged the development of self-organising and self-defining hubs which catalyse and support Transition in particular territories across the world. We're working with people in those groups and with the international network of Transition trainers to find better ways to collaborate, make decisions, share resources and power and process conflict across our distributed network. Find out more about the Hubs Group [here](#).

Transition Network also has a 'legacy' role in England & Wales where no hub has so far developed. Partnering with Transition Scotland, we are exploring how Transition Groups could become better connected and provide each other with peer support regionally and/or nationally. This includes an exploration of how Transition groups can work more effectively with diversity, allying with and benefiting communities and groups marginalised by mainstream society.

4. In the way we approach and deliver on these Areas of Focus, we'll develop, through listening and sharing, our understanding of how we do things and why.

This is a new focus on our "practice of change", drawing on experience from our organisation and across and beyond our movement. Transition Network wants to get more explicit, and challenge our assumptions, about how what we do supports systemic change to happen at all levels of scale from the personal to the global. We are seeking to document our learning and approach in ways that will be useful to

others and will help us design better responses and measure our impact in the future. This year, we've identified a few core principles of change and are exploring and talking about how these apply to our current projects. We're also actively telling the story of our shift to shared governance and our ongoing learning in this area, seeking out others who are involved in similar experiments.

Team gatherings

Our current agreement is that our team (staff and trustees) meets in person at least twice a year - in January and July. In January, we reflect together on the previous year, pay attention to feedback we've received from across the movement and beyond, reconnect with our organisational purpose, look forward to the coming year and make any necessary adjustments to our governance model and areas of focus.

Our next team gathering will take place at [EarthSpirit Centre](#), near Glastonbury, Somerset from Sunday 12 Jan (arrival from 6pm) to Weds 15 Jan (depart by 4pm). This will be an excellent opportunity for any new member(s) of the team to meet their colleagues, start to familiarise themselves with our work and contribute to plans for the coming year. We encourage applicants to save these dates if at all possible.

Shared Governance

Over the past four years, the Transition Network team has been engaged in an action learning process experimenting with ways of working drawn from [sociocracy](#) and [holacracy](#), supported by a great team from [Université du Nous](#).

During 2018, we made the shift away from what was basically a hierarchical structure to a new shared governance model. Here are some of the reasons we've done this:

- To support and enable dynamic, creative collaborations within which individuals are empowered to act. This is the essence of Transition and we want to cultivate, and experiment with, the same qualities inside our organisation.
- To explore ways of working that help us operate more effectively and efficiently in a complex and fast-changing world, responding to what emerges while staying connected to our organisational purpose.
- To nurture, experiment with, and model, group culture, processes and structures in which power is visible and distributed.
- So our work is energised and informed by collective intelligence and a diversity of perspectives drawn from across and beyond our team.

- To achieve more clarity about boundaries, roles and decision-making processes for the benefit of our team and those with whom we connect and collaborate.
- To create a more resilient and agile structure rather than being over-reliant on one individual or role.
- To help us work more efficiently on fewer, more collaborative projects.

This video (produced by Université du Nous) gives a sense of the philosophy that underpins our new governance model - [Video: our relationship with power](#).

Key Characteristics

Our shift to a shared governance model is an experiment and we hope and expect that our team culture, structures and processes will continue to evolve in service of the organisation's purpose. Here are some key characteristics of our current ways of working:

- We identify roles that need to be undertaken within TN and for each role we agree a purpose (a capacity, potential or aspirational goal that the role will pursue or express on behalf of the organisation) and accountabilities (ongoing activities of the organisation that the role will enact);
- We work through self-organising circles in which all roles in the circle exercise equivalent power guided by the purpose of their individual role, their circle and the organisation;
- Roles and circles have sovereignty to choose the best way to fulfil their purpose, gathering information, seeking advice and feedback and making decisions as feels most appropriate to them;
- All members of the organisation are expected to be transparent about their activities and find timely ways to inform and obtain advice from anyone likely to be impacted by their decisions;
- We use dynamic steering rather than predict and control, identifying small, incremental steps, taking pragmatic decisions, maintaining momentum and being alert to evidence that something needs to change.
- Circles hold 'sorting' meetings at which tensions between roles are identified and processed, and organise governance meetings as required to adjust, delete or create roles.
- We use participatory forms of decision making such as consent decision-making and election-by-consent when appropriate.
- We have Relational Agreements (see below) that support us to cultivate healthy collaborative group culture. At the moment, we're focusing on developing our skills around giving and receiving feedback and designing processes to build conflict resilience.

- Our trustees participate in our governance model on equivalent terms with members of staff while retaining responsibility for ensuring that the charity is complying with the law, managing its finances well and acting in accordance with its charitable objects. Trustees meet three times a year to review and approve key decisions and satisfy themselves that the governance model is operating appropriately.

Current structure

We have created a primary circle which is responsible for connecting to TN's evolving organisational purpose, agreeing our strategic focus and keeping our overall governance model under review. Most of our trustees and staff members have chosen to join this circle which we expect will meet at most 4 or 5 times a year (often online).

Responsibility for delivering the organisation's current organisational strategy rests with the Heart Circle. The primary circle elect one of their members (currently Sarah McAdam) to act as lead link for the heart circle and she is responsible for appointing other people to the circle and supporting them to deliver what's needed. As mentioned above, the structure is designed to evolve organically in response to tensions and needs within the organisation and people accept and relinquish roles as circumstances change.

Here is a diagram of our [current structure](#), or if you're interested, [this version](#) gives you the option to click on roles or circles to find out more about their purpose and accountabilities.

Relational Agreements

The Transition Network team worked together last year to develop a set of relational agreements which give a bit of structure to the collaborative culture that we are seeking to develop. It feels important to emphasise the introductory sentence. We are doing our best to align ourselves with these ways of being and we understand that we won't do this perfectly or all the time! We're looking for people who are keen to be part of an ongoing exploration of how we can all get better at this stuff.

Transition Network's relational agreements

When working for Transition Network we agree to do our best to align ourselves with the following ways of being and relating to help us create healthy collaborative culture:

Accountability: We do what we say we are going to do and communicate clearly and promptly when we are no longer able to.

Appreciation: We find ways to cultivate appreciation and gratitude and express this regularly.

Awareness: We find ways to increase our self-awareness in relationship to our: needs; impact on others; relationships with power; and, our conditioned ways of being and relating.

Sovereignty: We act on our increasing self awareness and compassion around power, privilege, rank and the Drama Triangle to more and more:

- Exercise agency alongside empathy and compassion;
- Say 'no' when we need to;
- Voice 'reasonable' objections as and when they arise;
- Offer and receive feedback even when it feels uncomfortable and as early as we're able to;
- Name conflict when we feel/see it, whether directly involved or not;
- Honour the diversity of our experience by expressing our appreciation, gratitude, joy, celebrations, achievements, hopes, longings and positivity as well as our fears, frustrations, anger, sadness, vulnerability, despair and grief.

Communication: We find ways to communicate with respect, care and compassion for ourselves and each other, including: listening at least as much as we speak; speaking one at a time without interrupting; supporting all voices to be heard; owning our judgements; seeking agreement around and holding confidentiality as appropriate; and, speaking from our needs and hearts.

Feedback: We take action to learn how to offer and receive feedback in healthy ways, even and especially when it feels uncomfortable, and to respect any agreed processes around this.

Conflict Resilience: We make the effort to find ways of becoming more conflict resilient, and to respect any agreed processes around this.

Resourced and Available: We do what we can to become adequately resourced and available within our collaborations - both physically and emotionally, by: cultivating balance in our lives and learning how to avoid burnout; finding ways of balancing our own needs with that of the group; and saying 'no' when we need to.

What this means for someone joining our team

In this recruitment exercise we are not seeking to appoint someone to a specific post with a detailed job description. Instead we are seeking to appoint one or more new member(s) of the team who can bring in relevant and useful skills, experience, capacity and competences.

You will have a generic job description (see below) and will then be assigned roles within our structure according to organisational need and your particular skills, experience and

interests. You will have considerable autonomy to develop your role(s) as you see fit, orientating always towards what best serves our organisational purpose and the areas of focus that we agree as a team.

The organisational structure will continue to evolve in response to tensions and needs that emerge over time. There is an expectation that all members of the team will take on and relinquish roles as circumstances change. Crucially, you will be part of a collective process which identifies when change is needed and then designs and implements that change.

What do we need?

Generic job description

- To contribute to the delivery of Transition Network's evolving [organisational purpose](#) and current [areas of focus](#), working within the context of TN's shared governance model.
- To explore as an individual and with other members of the team, how to make best use of your experience, skills, qualities and interests in service to Transition Network's organisational purpose.
- To welcome opportunities to learn and develop skills and practices which enhance your contribution to the team and support other members of the team to do the same.
- To engage constructively and carefully with [Transition Network's relational agreements](#) and support other members of the team to do the same.

Person Specification

We are looking to recruit team members with the skills, experience and commitment to contribute in multiple ways to Transition Network's work:

- **Supporting a grass-roots movement to spread, deepen and evolve;**
- **Amplifying stories of positive change; and**
- **Nurturing collaborations across difference within and beyond our movement.**

We are seeking evidence of the following general competencies:

- Alignment to the values and [principles](#) of the Transition movement;
- Ability to act decisively, exercise autonomy and maintain momentum on a project while also seeking and remaining open to feedback and opportunities for broader collaboration;
- Ability to collaborate with people across different levels of scale, from local through to international, and across multiple cultures and countries in an inclusive and empowering way;

- Personal resilience - a commitment to self-care and the ability to remain grounded in the midst of uncertainty and potentially overwhelming demands;
- Willingness to engage in an ongoing exploration of shared governance and healthy collaborative culture, including the skills, attitudes and practices which support us to work effectively across difference.

In this recruitment round, we are particularly seeking individuals who have:

- Organisational development skills and experience;
- Understanding of HR principles and practice and an ability to develop innovative policies and systems appropriate to a shared governance model; and,
- Mentoring/coaching skills and experience.

We are also actively seeking to recruit individuals whose background or lived experiences will bring extra depth and/or a diversity of perspectives into the TN team. The range of diversity we hope for might include: people of black or minority ethnic heritage, from working class backgrounds, people living with disabilities, a range of ages or sexualities, and/or those who have experienced disadvantage in society or their lives.

The following skills are desirable extras rather than essential criteria:

- Experience of fundraising, including crowd-funding
- Story-telling/public speaking
- Graphic design
- Facilitation and group process design

Some practicalities

As a small team, operating within an experimental shared governance model, we seek to find a good balance between organisational needs and the needs and working preferences of individual staff members, while always focusing on what best serves our organisational purpose. We describe below some current working practices as well as our intentions for the future to give a flavour of what this means in practice. We are open to exploring new possibilities.

Three members of the current team are based in the Totnes office and the rest of the staff work from home. A modest allowance is available to cover the additional costs associated with home working or some use of local work hubs.

We seek to minimise unnecessary travel so a very high proportion of our meetings and other collaborative activities take place online. We experiment with ways to bring creativity and heart to our virtual meetings. All members of the team need to be able to access a high

quality broadband connection throughout their working day plus a willingness to experiment with sometimes unfamiliar tools and technical platforms. Our current expectation is that the whole team (staff and trustees) will meet in person at least two times each year.

Whilst our team is mainly UK-based at the moment, we support an international movement and are actively seeking opportunities to distribute power, influence, resources and opportunities for paid work as widely as possible. We are very happy to explore the practicalities and costs (carbon and financial) of employing individuals based in mainland Europe or beyond. We encourage you to apply for the role if you feel you meet the person specification.

Salary and working hours

The current salary level is £33,192 (GBP) per year on a full-time equivalent (FTE) basis. We are in the process of reviewing our salary structure and rates of pay and will be able to provide details of any proposed changes during the interviews.

We are looking to negotiate precise working hours once we have identified the preferred candidate/s, but expect these to be within the range of 16 - 30 hours a week.

Recruitment timetable

The application form must be submitted by **12.00 midday GMT on Mon 11 Nov 2019**.

Shortlisted candidates will be invited to an online interview **w/c 02 or 09 Dec 2019**.

Follow up discussions will take place **w/c 16 Dec** and our aim is to confirm the outcome of the process by 20 December.

A reminder that the Transition Network team (staff & trustees) has a 3 day gathering at [EarthSpirit Centre](#), Somerset, **Mon 13 to Wed 15 January 2020 (arrival from 6pm on Sunday 12th Jan)**. Our hope is that the successful candidate/s will be able to participate in this event.