

**Policies & Procedures for Selecting Directors and Producers
and Other Production Staff**

**Ratified by the Sudbury Savoyards Board of Trustees
July 18, 2006**

As listed in the Bylaws, Section V.3: Duties of the Board of Trustees
"the board is responsible for the selection of a Producer and
Directors."

Background and Rationale:

To date, there is no official policy or procedure as to how this is
accomplished. Potential candidates for Directors have, by tradition,
been invited to interview with the Board of Trustees. The selection of
Producer, however, has been rather undefined, often being the first -
and only - person to express interest, whether qualified or not.

Meanwhile, the other Senior Management positions, as well as other
jobs, get filled either automatically by the previous person, or by
members expressing an interest, and then assuming the job is theirs,
sometimes unbeknownst to the rest of the management staff who is out
there recruiting. There also tends to be an unfortunate assumption on
the part of the membership that someone who does a specific job for as
little a few consecutive seasons "owns" the job, perhaps dissuading
others from expressing an interest in taking on that job.

Members interested in learning a job, especially if they have no
direct prior experience in the area, should be encouraged to sign on
as assistant or an apprentice. This will serve to encourage the
membership to try new things, gain experience in various positions,
and more importantly, provide new management candidates with
experience for the future.

This policy is intended to codify the process of soliciting and
engaging directors, producers, and other senior staff, and to clarify
the goals of staffing subordinate positions in a fair, open, and
disciplined way.

The operating structure of most Savoyards' productions is a
hierarchical management chain outlined in the Task Lists. The Producer
has direct reports that include the Technical Director, Publicity
Chief, Cast Manager, House Manager, etc. The Technical Director
oversees Costume, Set, Makeup, Props, and Lighting Designers, plus the
Sound Chief and Stage Manager. Each Designer has a staff of
implementors, construction crews, and the like. Similarly, the House
Manager oversees crews of ushers, the box office, and concessionaires.

A policy to react to these concerns follows.

Policy Summary:

Selection of the Director(s):

- A database of names and addresses is generated and maintained by the Secretary.
- A letter of invitation to interview for the Director position(s) is mailed out or otherwise distributed to the list on behalf of the Board of Trustees.
- Interviews are scheduled with the Board of Trustees.
- Selection is by vote of the Board of Trustees (Main Show by May/June and Summer Show by December/January).

Selection of the Producer:

- The Board shall post a Request for Candidates well in advance of the relevant production by announcement in the newsletter and on the website.
- Task lists shall be posted on the website or otherwise made available for review by all interested candidates.
- Candidates for Producer shall be interviewed by the Board of Trustees and selected by vote.
- Producer should be selected as soon as the Directors are chosen, or even as soon as the next production is chosen.
- The Producer is then responsible for recruiting and engaging the Senior Management positions (the producer's direct reports, as defined in the task lists). A Co-Producer or Assistant to the Producer is recommended (not only to delegate tasks but to train a future Producer).

Selection of delegated positions:

It is sometimes necessary to recruit or accept volunteers for subordinate positions before their superior positions can be filled. For example, having a Set Designer before a Technical Director has been appointed may occur when early design work to match a Director's vision is needed. Likewise, a skilled, dedicated Publicity Chief may wish (and demonstrate the ability) to stay in the role from year to year as Producers come and go.

It must be accepted that a department head can't unilaterally displace volunteers already retained for a subordinate position, but it must also be accepted that positions within a department that has a leader should not be filled without the concurrence of the leader, and leaders should not be assigned assistants or apprentices without their concurrence.

The model should be that every manager at whatever level is responsible for recruiting his or her staff, but that the resources of the company are available to assist in that recruiting should the

manager request help. For example, a Lighting Designer may need a Light Board Operator, and may request help from the TD in finding such a person (and other crew), but the TD should inform the LD of available candidates (whether recruited or volunteers), and the gain the concurrence of the Designer before committing to filling the position. This helps ensure that the manager builds a staff he or she can work with, and avoids the possibility of double-staffing a position through parallel recruiting, leading to the need to decommit a volunteer.

The Board and the Producer (and other senior staff) should be particularly careful about confirming appointments under unfilled management positions with too-aggressive recruiting.

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