



The Plan Forward

November 25, 2019





The Plan Forward

1. Staff input is wanted, needed, & welcome
2. Divided into six categories based on Brighter Strategies work and other staff input
3. Divided into:
 1. Immediate Term (Three Months)
 2. Following Six Months
 3. Later in 2020
4. Plan will be updated after DEI process



Components of the Plan Forward

1. Investing in Staff
2. Fostering an Equitable & Inclusive Workplace
3. Institutionalizing Workplace Policies and Practices
4. Hiring Staff
5. Work Planning/Visioning/Prioritization
6. Community Accountability and Input



The NCTE We Are Building . . .

- Where we have a shared organizational identity with guiding values that are equitable and inclusive
- Where everyone feels we are living up to our racial, economic, and social justice values
- Where we all work together effectively in a true collaborative hierarchy
- Where we all have clear goals and understand how our individual work fits into overall goals and work
- Where we have clear decision-making roles and processes, with timely approvals
- Where we all contribute to each other's motivation and positive morale



1. Investing in Staff

- **Immediate Term (Three Months)**
 - Identify additional The Management Center training for various staff/supervisors, beyond initial training for new employees
 - Management coaching for directors/supervisors begins (Executive and Deputy Exex. Directors already ongoing)
 - Other professional development opportunities identified for directors
 - Develop explicit expectations for supervisors
 - Have My HR Partner (contractor) available for human resource support (already established)



1. Investing in Staff (cont.)

- **Following Six Months**
 - Strengthen middle and senior management (with Brighter Strategies and The Management Center support)
 - Repurpose weekly check-ins with directors to discuss supervision of department teams
 - Clarify decision-making throughout NCTE
 - E.g. levels of sign-off, who is in chain, info needed for decision
- **Later in 2020**
 - Research/decide whether we need an HR person on staff
 - Brighter Strategies will work with us to develop:
 - Additional training, performance management, and recognition mechanisms
 - Develop advancement opportunities for all staff



2. Fostering an Equitable & Inclusive Workplace

- **Immediate Term (Three Months)**
 - Begin work with the DEI consultant
 - Continue racial equity coach for Executive Director and one Deputy Exec. Director
 - Racial equity coaches and POC support coaches made available for others



2. Fostering an Equitable & Inclusive Workplace (cont.)

- **Following Six Months**
 - Finish the formal DEI process and begin implementing recommendations
 - New staff will continue to have racial justice training (established 2017)
 - DEI process will identify additional training needs
 - Team building sessions and creation of a Team Charter
- **Later in 2020**
 - Continue to implement DEI recommendations
 - Finalize NCTE organizational values and norms (internal facing)
 - Finalize shared organizational identity (external facing)



3. Institutionalize Workplace Policies and Practices

- **Immediate Term (Three Months)**
 - Develop new draft Employee Handbook with staff input, My HR Partner's input, DEI consultant's input (if ready)
 - Develop norms on accountability as well as supervisors providing timely, constructive and consistent feedback



3. Institutionalize Workplace Policies and Practices (cont.)

- **Following Six Months**
 - Finalize employee handbook with DEI final input, Brighter Strategies input
 - Develop better staff communication systems/channels (meetings, staff input and feedback) with consultants
- **Later in 2020**
 - Support wellness events or resources for staff
 - Explore an Employee Assistance Program (EAP)
 - Re-evaluate employment handbook policies with staff input on an ongoing basis



4. Hire Staff

- **Immediate Term (Three Months)**
 - Prioritize a few positions/roles to be temporarily filled by consultants or contractors
 - Publicly list some permanent positions and start those hiring processes
 - Plan the sequence for hiring other replacements and new positions
- **Following Six Months**
 - Finish hiring processes on some positions
 - Brighter Strategies helps develop comprehensive Hiring and HR Practices Plan focused on:
 - a) Talent acquisition, b) Selection process (interviews), c) Onboarding, d) Transitions (separations)



5. Work Planning/Visioning/Prioritization

- **Immediate Term (Three Months)**
 - Write reasonable individual work plans for 2020 and Quarter 1 (SMARTIE goals)
 - De-prioritization is as important, or perhaps more important, than prioritization
 - For the rest of 2019, internal functioning, visioning, planning prioritized over other work as needed
 - Establish Strategic Initiatives for 2020
 - Budget approval for 2020
- **Following Six Months and Later in 2020**
 - Institute strategy screens throughout the organization for alignment
 - Undertake a more formal strategic planning process, taking the results of the November 2020 election into account (will last into 2021)



6. Community Accountability and Input

- **Immediate Term (Three Months)**
 - Establish a National Advisory Committee consisting of trans leaders of color to provide input on NCTE's internal and external work
 - Investigate/explore additional ways to ensure trans leaders of color are involved in the US Trans Survey
- **Following Six Months and Later in 2020**
 - Continue regular meetings of the National Advisory Committee
 - Ensure that people of color on staff have multiple ways of sharing their thoughts and new ideas consistently within decision making structures



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