

Organizational Change Process Timeline

WITH PARTICULAR EMPHASIS ON RACIAL EQUITY WORK

Date	Action
Fall 2017 – Winter 2018	We engage external consultants in a strategic positioning process to help us assess our strengths and weaknesses, highlighting the need for concentrated work on diversity and inclusion at the National Partnership. This process includes our first annual organizational assessment of all staff to collect feedback on the organization’s strategy, internal operations and culture.
Spring 2018	We begin working with DEI consultants to start our racial equity change process.
June 2018	We form an Internal Change Team (ICT) to help guide our racial equity work and keep the organization accountable. The ICT is comprised of staff across title and tenure who volunteered for the role.
Summer 2018	The National Partnership leadership team and ICT have several initial meetings with the DEI consultants to set goals, build skills, and plan for the work ahead.
September 2018	We start a bi-weekly reading and learning group for all staff to devote regular time to educating ourselves on racial equity.
October 2018	Our DEI consultants lead us in a 2 day All Staff training designed to develop a common language around racial equity work and begin to discuss ways to incorporate our learning into our daily work.
October 2018	Efforts begin to revamp our hiring and recruitment, performance evaluation and onboarding processes.
October 2018	We create Women of Color (WOC) and White/Accountability caucuses with the idea that caucuses can provide spaces for growth, learning and discussion about how race, power and privilege manifest at the National Partnership.
Fall/Winter 2018	We develop a modest Professional Development Fund for each staff member and raised junior and mid-level staff salaries.

Fall/Winter 2018	The National Partnership leadership team and ICT engage in follow-up trainings and coaching with our DEI consultants.
December 2018	All staff participate in management training with a racial equity lens to help work toward management practices that are strong and equitable.
February 2019	We launch the National Partnerships' Agenda for Progress , a policy agenda for Congress that is informed by our racial equity work.
February 2019	We form a racial equity book club to further our learning. Our first book is <i>So you want to talk about race</i> by Ijeoma Oluo.
March 2019	We launch a new performance evaluation process that has been collaboratively designed to not reinforce characteristics of white supremacy culture and to include an evaluation of staff on racial equity competency.
Spring 2019	Both the WOC and White/Accountability caucus hold meetings with outside facilitators to help identify and refine goals and purposes of the groups.
Spring 2019	We start an all staff process of building an organization-wide public statement on why we are engaging in racial equity work.
April 2019	We release our 2019 Racial Equity plan (written by ICT, with feedback from all staff) that lays out the work we hope to accomplish in the year ahead.
April 2019	We update our paid leave policy to cover 100% of an employee's salary while on leave and release a new telework policy to ensure staff have access to flexible work arrangements.
May 2019	We administer our second annual organizational assessment to collect feedback on the organization's strategy, internal operations and culture.
Summer 2019	Recognizing that unpaid internships perpetuate inequities, we welcome our first class of paid interns.
Summer 2019	We release our compensation philosophy and pay bands internally and begin work to engage external compensation consultants to ensure our pay practices are equitable.
June 2019	We create an external-facing webpage about our racial equity work to help hold ourselves accountable and share our learnings with other organizations on the same journey.

June 2019	We adopt a new hiring and recruiting practice across the organization that is designed to mitigate bias in the hiring process and help us build stronger and more diverse applicant pools.
Summer and Fall 2019	We hold a four-part, all-staff learning series, History of Race and Racism in the United States, led by two professors from the African American History department at the University of Maryland.
Fall 2019	We are beginning work with a new DEI consultant to guide the next phase of our racial equity work.
Ongoing	We are continually evolving our work. We have regular meetings between the ICT and our leadership team and All Staff. We are developing regular communication mechanisms between the Women of Color caucus and our leadership team and the ICT. Our president meets twice a year with every member of our staff in small groups to hear input on our organizational strategy. With the input and feedback from our whole team and the guidance of external experts, we are constantly assessing the work we are doing and striving to make it more inclusive, effective and transformative.