



IDEA Action Plan

(April 1, 2019)

People

- 1) **Cultivating inclusive and equitably diverse workforce at all levels of Museum staffing (includes contractual hires).**
 - a) **Recruitment and Hiring**
 - i) **Review the recruitment process for staff at all levels, volunteers, and interns (posting sites, resume reviews, interviews) to facilitate access to candidates from all backgrounds, identities, orientations, and abilities (*short and medium-term goals*).**
 - (1) INDICATORS:
 - Create a Hiring Best Practices Guide tailored for each department and/or position.
 - Consider expanding the interview process to panels or multiple interviewers so that all hires meet at least two staff members.
 - Within one year, establish baselines based on information lawfully able to be acquired.
 - Within two years of establishing baselines, work towards measurable increases in all departments and across all job titles in those considered for open Museum jobs from each underrepresented group as defined by CreateNYC.
 - (2) ACCOUNTABILITY:
 - Human Resources (HR) will review and report on adherence to processes.
 - Hiring managers and department heads will meet with HR to review and confirm process for each hire.
 - HR reviews progress annually with the IDEA Committee.
 - After one year, stated practices implemented.
 - ii) **Continue to develop standardized position descriptions with clear responsibilities and qualifications with recommendations for corresponding salary ranges (*medium term goal*).**
 - (1) INDICATORS:
 - Continue to ensure there is a standardized position description for every position on file with HR.
 - HR considers roles and responsibilities of each position and, with reference to best practice in the museum field, makes recommendations for appropriate salary ranges.

(2) ACCOUNTABILITY:

- After one year, complete standard position descriptions.
- Within three years, HR presents salary range research to the Executive Team.

iii) Investigate application and tracking tools that remove specific identifiers that can lead to biased decisions (*medium term goal*).

(1) INDICATORS: HR researches best practices for application and tracking tools and shares with the IDEA Committee.

(2) ACCOUNTABILITY: Within three years, HR, with feedback from the IDEA Committee, will make recommendations for appropriate tools.

b) Onboarding and Education

i) Expose staff to Museum policies regarding working with and being sensitive to all people, and schedule annual education related to these values (*short term goal*).

(1) INDICATORS: Within one year of a new hire's start date, and within one year of the Plan's approval, and thereafter annually, all staff will complete educational training centered on IDEA principles.

(2) ACCOUNTABILITY: With feedback and with support from the IDEA Committee, HR will suggest, and where appropriate secure, education providers (funding dependent).

ii) Enhance and standardize welcoming practices, with the creation of departmental "onboarding captains" (*medium term goal*).

(1) INDICATORS:

- Within one year, establish and standardize both across and within departments the onboarding and training of new hires.
- Identify an "onboarding captain" for each new hire or department.
- Within three years, all new hires are onboarded using the standardized practices.

(2) ACCOUNTABILITY:

- HR will set and standardize the onboarding process with input from the IDEA Committee and in consultation with department directors.
- HR will work closely with department directors and "onboarding captains" to ensure that all new hires are exposed to the same onboarding experience.
- All stakeholders will adhere to the onboarding process and contribute to its review.

iii) Create cross-departmental, institutional mentorship program to ensure internal communication and clarity (*long-term goal*).

(1) INDICATORS:

- Within six years, establish the mentorship program, including a method for introducing both new and existing employees to the program.
- Standardize the goals, measures, and ways of monitoring progress of how the program impacts overall Museum culture and staff productivity.

(2) ACCOUNTABILITY:

- HR, in consultation with the IDEA Committee, will set the structure of the program and measurement standards.
- IDEA Committee will provide suggestions for ongoing stewardship.
- All department directors will facilitate participation in the program.

c) Retention, Promotion, and Succession

i) Build the sense of community, understanding, and transparency across departments and throughout the Museum.

(1) Formalize channels to listen and learn from the workforce (surveys, suggestion box, etc.), which will be reviewed on a consistent basis (*short-term goal*).

(a) INDICATORS: Within one year, the Museum will have consistent channels in place for communication about institutional community, continuing the work begun by the Museum's IDEA Committee during the derivation of this plan.

(b) ACCOUNTABILITY: The Executive Team will work on this outreach and review the channels for communication, and report back to the IDEA community.

(2) Create additional employee resource groups (such as existing Wellness and IDEA Committees) within the Museum workforce (*medium term goal*).

(a) INDICATORS:

- Explore the possibility of expanding employee resource groups (ERGs) and reach out to potential participants.
- Gain a greater understanding of the successes and challenges of existing groups.

(b) ACCOUNTABILITY: IDEA Committee will gather feedback and serve as a facilitator for communicating staff feedback to the Executive Team and, where appropriate, seeking approval to establish any ERGs requiring Museum resources.

(3) Improve existing and create new means of communication, i.e. Intranet, staff newsletter, lunch and learns, all-staff meetings (*long-term goal*).

(a) INDICATORS:

- Expand communication strategies.
- Create consistent opportunities for communication and community building
- Develop benchmarks through surveys and outreach.

(b) ACCOUNTABILITY: HR and Executive Team will work with existing and potential new ERGs to promote this work, with support from IDEA Committee.

ii) Performance Evaluation Process

(1) Review the Annual Performance Evaluation process; Expand it to include institutional/cultural feedback (*short-term goal*).

(a) INDICATORS:

- Within one year, HR will research best practices, review findings with IDEA Committee, and present to the Executive Team.
- Supervisors and employees will together review the employee's job description annually.

(b) ACCOUNTABILITY:

- Within two years, HR will confirm and enhance a standardized performance review process and educate staff on the process.
- HR will solicit staff feedback on this new process annually.

(2) Consider other forms of structured feedback such as regular check-in meetings outside formal review (*medium term goal*).

(a) INDICATORS:

- Following the first year of the revised review process, HR will solicit feedback from staff on the new review and new structured feedback opportunities.
- Within six months of requesting staff feedback, the findings will be reviewed with the IDEA Committee and Executive Team.

(b) ACCOUNTABILITY: Within the following year, HR will establish structured opportunities and educate staff on these opportunities.

iii) Accommodate work accessibility needs as feasible (*short-term goal*).

(1) INDICATORS:

- Support a range of accessibility needs as individually appropriate and feasible.

(2) ACCOUNTABILITY:

- HR will set and monitor accommodations with Director's approval.

- All stakeholders will adhere to a standardized documentation process.

iv) Implement additional forums for professional and staff development (i.e. annual unconscious bias, benefit education, etc.) (*Medium term goal*).

(1) INDICATORS: Ensure that education and development opportunities are scheduled for staff, as budget allows, available at various times to ensure access.

(2) ACCOUNTABILITY:

- In consultation with and with support from the IDEA Committee, HR will suggest, and where appropriate, secure educators.
- HR will create structures for feedback on staff needs in these areas, reporting back to the IDEA committee.

v) Develop intentional succession planning processes and professional advancement opportunities that look at inclusion as a critical element (*long-term goal*).

(1) INDICATORS:

(a) *Professional Advancement:*

- HR will work with the Executive Team to increase transparency during the hiring process and staff reviews regarding position titles, structures, opportunities for advancement, salary increases, and institutional support for professional development.
- Within two years, establish a standardized exit interview process.

(b) *Succession Planning:*

- Within six years, the Executive Team will formalize succession planning in staff leadership roles.
- Within five years the Museum will work towards at least a 25% increase in underrepresented communities holding staff leadership roles (director level and above).

(2) ACCOUNTABILITY: HR, with the support of the Executive Team, will monitor progress in these areas and share with the IDEA Committee.

2) Cultivate an Inclusive and Diverse Board of Trustees

a) Create Board-focused IDEA-related education opportunities (*short term goal*).

- INDICATORS: Identify and make available to Board members educational and training opportunities that focus on IDEA values.
- ACCOUNTABILITY: Within two years, the Museum's Director and the Manager of Board Relations will ensure that all Board members have access to IDEA-focused training.

b) Include diverse voices on the Nominating Committee in order to meet Board goals as detailed in the adopted Strategic Plan (*medium term goal*).

- i) INDICATORS: In addition to expanding Board nominations to be more inclusive of underrepresented populations while supporting the Museum's financial goals, the Museum's adopted Strategic Plan specifically seeks representation of:
- Individuals from key local industries
 - New York City residents or non-residents with strong community ties
 - People connected to the city's artistic and intellectual life
 - Wider inclusion of cross-generational voices.

Greater transparency into the Board population will be achieved through increased communication to Museum staff, possibly using the Museum's intranet.

- ii) ACCOUNTABILITY:
- The Director and Nominating Committee will monitor inclusive practices to ensure that by July 2022 there has been at least a 25% increase in diverse Board representation over the past five years, with the goal to more closely align with the demographics of New York City and the Museum's community.
 - Information on new Board members will be reported at all-staff meetings and through other available communication tools.

3) Integration of all IDEA Plan and Processes into Everyday Operations of the Museum.

a) Address current Museum policy and procedures in conjunction with established workplace IDEA values, with specific attention to safe and responsible channels for claim (*short term goal*).

- i) INDICATORS (within 6-12 months):
- (1) Departmental and institutional policies and procedures will be identified, reviewed with appropriate stakeholders including with the IDEA committee, and appropriate revisions made and disseminated to all staff.
 - (2) A plan for annual review will be implemented so that all policies and procedures remain current and appropriate staff are to be educated/trained in any updates.
 - (3) To provide greater transparency and ease of access, all policies and procedures will be consolidated so that they are readily accessible via an intranet.
 - (4) The Museum will continue to ensure that its established processes and procedures for submitting any claims of abuse, harassment, discrimination, or any whistleblowing are not only consistent with the law but are appropriate.
 - (5) Additional methods for open and anonymous communication to the administration will continue in the form of newly established suggestion boxes, anonymous

electronic suggestion boxes and surveys, and forums for open discussion with the Executive Team.

ii) ACCOUNTABILITY:

- Executive Team members will review and update policy and procedure documents pertaining to their respective areas.
- The Executive Team will be encouraged to have IDEA Committee members from their team participate in the process.
- HR and IT will ensure that all appropriate staff have received and acknowledged updates, and that all policies and procedures are in a centralized location available to staff.
- HR will ensure all policies, procedures, and formal channels for claim are appropriate and legally compliant.
- The IDEA Committee will maintain and monitor the opportunities for anonymous communication (electronic and physical suggestion boxes) and will track the schedule of forums for open discussion to ensure they take place regularly.

b) Refine statement of organizational values and norms, as part of updating the Employee Handbook (*short-term goal*).

i) INDICATORS:

- At the beginning of each fiscal year, HR will review and update the Employee Handbook.
- HR will present updates and/or revisions to the Employee Handbook to the IDEA Committee for feedback.

ii) ACCOUNTABILITY:

- HR will continue its practice of reviewing and updating the Employee Handbook annually, having the changes vetted by legal counsel, and submitting it for approval by the Board Personnel Committee, Board Executive Committee, and the full Board.

c) Continue staff IDEA Committee, ensuring representative spectrum of staff are included (*ongoing goal*).

i) INDICATORS:

- The Museum's intention in forming the IDEA Committee is that, following development of the Action Plan, it would continue as a viable, working committee with a rotation of staff who represent as wide a variety of departments and job titles as is practical.
- Opportunities for participation for staff not on the IDEA Committee will be available via anonymous surveys, direct feedback within departmental meetings, etc.

- ii) **ACCOUNTABILITY:** The IDEA Committee will continue and will provide quarterly reports on status to the Director and annual reports to the Board as detailed below.

d) Coordinate tracking of IDEA Plan of Action progress (*short term goal*).

- i) **INDICATORS:**
 - The IDEA Committee will begin each meeting documenting progress on the Plan.
 - Quarterly and Annual reports may be shared at All Staff Meetings.
- ii) **ACCOUNTABILITY:** As the staff make-up of the IDEA committee will rotate but will always consist of a member of the Executive Team, the Executive Team representative will ensure that the IDEA committee tracks the progress of the IDEA Plan and reports on progress quarterly to the Director and annually to the Board.

Places

1) Improve access to all content (digital and onsite) and public spaces and the workplace.

- a) **Take advantage of resources and programs in the city, centralize information, and offer training opportunities on improving access (*short-term goal*).**
 - i) **INDICATORS:**
 - Over the next 6-18 months, IDEA-related training opportunities will be offered specific to the needs of Curatorial, Public Programs, Education, and Volunteer staff. The Museum will continue to maintain its facilities in accordance with ADA standards in addition to exploring additional resources and programs in the city.
 - A centralized knowledge-base of resources and the Museum’s priorities and practices will be developed, to be shared and available to all staff.
 - The Museum will dedicate efforts toward ADA compliance and address other topics regarding accessibility in Museum spaces in consultation with advisors, as appropriate.
 - ii) **ACCOUNTABILITY:**
 - HR will collect resources, and coordinate with the IDEA committee to suggest trainings and educational providers; and work with IT department to create a centralized knowledge-base of resources via the staff intranet.
 - After one year, the Museum will assess attendance and the experience of groups served relative to the types of trainings that have been completed by staff, i.e. if the staff completes an ESL training, then the assessment would reflect how many or how many more groups came with an ESL request.

- b) Expand use of audio tours in multiple languages, large print text guides, and partner with organizations that program exhibition spaces for diverse, intergenerational audiences of all ages and abilities (*long term goal*).**
- i) INDICATORS: Over the next four to six years, the Museum will expand the capacity of its exhibitions and related exhibition materials to accommodate visitors from all backgrounds and abilities.
 - ii) ACCOUNTABILITY:
 - Marketing & Communications department will conduct audience research, as feasible, to establish baselines of visitor experiences in museum spaces to measure and monitor progress.
 - Exhibitions department will set goals for improvement and establish new or enhance existing policies and measurements on increasing accessibility in exhibition design. This may be by expanding current collaborations with interdepartmental groups, through representatives in the IDEA committee, and/or other advisors as appropriate.

c) Explore funding options to support improved tools to increase accessibility and resources to support these efforts (*long-term goal*).

- i) INDICATORS:
 - Over the next four to six years, explore the provision of training opportunities for staff.
 - Over the next four to six years, Collections department will explore practical solutions to increase the accessibility of Collections on the online Collections Portal through multi-lingual options as well as accessibility options for people with hearing impairments and people with vision impairments.
- ii) ACCOUNTABILITY:
 - The Development department will investigate funding opportunities
 - The Collections department will set goals for improvement and for enhancing existing policies and measurements with support from the IT department.

2) Cultivate Diverse Audience Onsite, Remotely, and Digitally.

a) Expand outreach plan for Marketing & Communications department (*short-term goal*).

- i) INDICATORS: Review press lists and marketing plans and establish goals for new (to the Museum) communities to reach or specific community outreach to expand upon within each fiscal year, in connection to and beyond the topics being covered by Exhibitions, and Education & Engagement.
- ii) ACCOUNTABILITY: Goals managed by Marketing & Communications department in conjunction with planning from Education & Engagement and Exhibitions departments, reported annually to the relevant department.

- b) Continue to dedicate resources for partnerships and diversity-focused marketing consultants (*medium term goal*).**
 - i) INDICATORS: When launching exhibitions, new programming, or marketing materials, consider the potential for translation of materials and targeting of specific communities through working with diversity marketing firm, incorporating diversity marketing into budgeting considerations.
 - ii) ACCOUNTABILITY: Marketing & Communications establish baseline engagement and press mentions measures with diversity marketing firm to compare year after year, sharing annually with other Museum stakeholders.

- c) Explore opportunities for pop-up installations across five boroughs (*long term goal*).**
 - i) INDICATORS: Identify organizations across the five boroughs that could be programming and marketing partners around specific exhibitions or themes.
 - ii) ACCOUNTABILITY:
 - Within next five to six years, Marketing & Communications, Education & Engagement, and Exhibition departments establish goals for reach and frequency of five-borough representation.
 - Marketing & Communications and Education & Engagement will report annually to the Director and Board of Trustees on boroughs and communities reached.

Programs

1) Diversity and Inclusion in Content and Collection

- a) Identify subject matters that speak to New York's diversity (*short-term goal*).**
 - i) INDICATORS:
 - When considering collecting plans, exhibition schedule, and public and educational programming, continue to identify gaps and specific ways to be more representative of the city, considering the overall allocation of resources (physical, financial, personnel) that support programming striving for balances and equity in the distribution of those resources. Within two years, create a system for tracking progress.
 - ii) ACCOUNTABILITY:
 - Establish baselines that measure population demographics and develop milestones for each programmatic area.
 - Staff will report annually on progress to the Collections Committee and Program Committee, with updates to the IDEA Committee.

- b) Explore new and expand upon existing avenues for engaging with communities through committees, advisors, outreach, affinity groups, etc. (*medium term goal*).**
- i) INDICATORS: Within 18 months, create community engagement advisory committees so that programing reflects a wide range of voices, and fosters ownership by those most aligned with the subject matter.
 - ii) ACCOUNTABILITY: After one year, Executive Team will evaluate the process to assess the need for change.
- c) Investigate possibilities for being more nimble when collecting around contemporary issues with time sensitive parameters (*medium term goal*).**
- i) INDICATORS: Within 18 months, curatorial and collections staff will assess ways other museums and cultural institutions are addressing this through collecting practices, and will draft proposed policies and procedures to present to the Collections Committee. Seek approval for these procedures within three years.
 - ii) ACCOUNTABILITY: When acquisitions fall outside Collections Management Policy, present to Collections Committee for feedback and approval.
- d) Build career pathways through paid internships, partnerships, and academic credit opportunities to prepare young learners for museum professions (*long term goal*).**
- i) INDICATORS:
 - Establish baselines with measures such as feedback on current environment and processes.
 - Set goals for improvement, measure and monitor for progress, patterns, and trends (short term).
 - Establish new or enhance existing policies and measurements accordingly.
 - Continue to seek funding opportunities or partnerships with the aim to have the capacity, within five years, to provide some form of compensation for internships.
 - ii) ACCOUNTABILITY: HR will work with department directors, on best practices and present to IDEA Committee for feedback.