ORGANIZING

Mobilizes, activates and engages members and leaders to support internal and external relationships and Association capacity to: recruit, retain and identify diverse groups of members and leaders; and advance strategic priorities at the national, state and local levels.[9]

Competency Theme	Level 1: Foundational	Level 2: Mobilizing and Power Building	Level 3: Agenda Driving
Utilizes best practices, technologies, and methods that through experience and research have led to successful organizing outcomes	Understands the theory and best practices associated with organizing using a racial and social justice lens **Training Considerations** Explores organizing best practices and how to utilize them, including the intentional identification of leaders, a foundational understanding of institutional racism and implicit bias (i.e. strategic readings, case studies from within NEA recent experience)	Develops a successful campaign using organizing skills to engage diverse groups of members on key issues and builds local union capacity **Training Considerations** Exposes participants to the best practices in joining the local membership or organizing committee to plan and help execute an organizing activity and/or field experience, including development of growth and strength goals within a campaign context. Builds on knowledge for addressing institutional racism and implicit bias within organizing strategies	Evaluates campaign strategies to continually improve the impact of future campaigns and organizing approaches through a race equity lens **Training Considerations** Explores the best practices in leading all or part of an organizing activity for a work site or local affiliate including the impacts on student outcomes; advancing racial and social justice by shifting the narrative about race and addressing implicit bias; and the intersectionality of multiple cultural identities
Builds and maintains meaningful community partnerships	Engages diverse groups of audiences in the community to identify common issues **Training Considerations** Explores how and why to build meaningful community partnerships, how to identify appropriate partners, and how to get started in this work. Examines community partnerships and various successful partnership models within the NEA. Apply strengths, weaknesses, opportunities and threats analysis (SWOT) among and between community partners with whom differences exist to ensure a more meaningful partnership or to know when to amicably exit a partnership	Collaborates with all community audiences, to act on shared priorities **Training Considerations** Exposes participants to advanced strategies on building community partnerships that are diverse and cognizant of impact of implicit bias and the principles of racial and social justice. Examines deeply models of successful partnership around common issues, including case studies and review of challenges (and solutions) for sustainable partnership organizing issues using a racial and social justice lens	Transforms the relationship within and among a diverse community to harness the power of collective action **Training Considerations** Provides strategies for effective partnership and coalition organizing around public education issues using a racial and social justice lens. Use successful models, including case studies, of advancing the mission of great public schools by building powerful coalition campaigns
Makes strategic plans that rely on data and analysis to set and achieve key organizing objectives	Analyzes and effectively compiles reliable research data to formulate organizing strategies through the use of appropriate tools **Training Considerations** Engages various data sources to import and export records for analysis related to growth and strength, and to the role of strategic research in organizing	Utilizes reliable data to formulate a foundation for long term plans including objectives, strategies and goals **Training Considerations** Explores advanced data analytics training and advanced use of strategic research and learns how periodic review of data can provide continuous improvement to planning events. Explores exporting data reports for mapping and strategic targeting; targets engagement of member populations (especially new educators and diverse members within leadership roles)	Implements strategic plans that grow a diverse membership and support key Association objectives **Training Considerations** Learns how to actively participate with local or state member organizing committees to set up targets for membership recruitment. Uses strategic research and data mining techniques in organizing and bargaining campaigns. Builds upon mapping and targeting audiences using a race equity lens

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9   **A race equity lens** is a transformative approach used to inform and improve planning, decision-making, analysis, actions and resource allocation that leads to more racially equitable and socially just policies, programs and practices.
    Each/All – The intentional inclusion and recognition of every individual and the many cultural identities they navigate (e.g., race, ethnicity, gender sexual orientation, religion, ability and employment job category).
    Diverse – Representative of the experiences and cultural identities of individuals and community (e.g., race, ethnicity, gender sexual orientation, religion, ability and employment job category).

Competency Theme	Level 1: Foundational	Level 2: Mobilizing and Power Building	Level 3: Agenda Driving
Engages in collective action to identify and address pivotal issues	Identifies and engages in high impact and actionable organizing opportunities that drive growth of a diverse membership and advances the mission of great public schools **Training Considerations** Explores case studies and examples of engagement activities in local or state affiliate. Employs methods of identifying appropriate issues for action and identifies the importance of message discipline	Engages others to take advantage of key organizing opportunities, using members' passions and interests, leveraging the power of partnerships, and providing pathways for engagement that impact policy or practice in public education, either locally or at a state level **Training Considerations** Seeks out state affiliate or community organizing and engagement opportunities. Learns what strategies and tactics are and leaves with a menu of campaign options and models. Explores and plans for how racial and social injustice can impact engagement throughout the organizing process	Makes organizing around key issues more systematic and process driven, to improve their impact **Training Considerations** Explores successful collective action campaign models, including case studies, and engages in advanced strategic discussions of structures to foster sustained collective engagement the routine use of collective voice and action to advance racial and social justice and public education
Creates conditions for continuous Association growth and strength	Understands processes and strategies for member recruitment, engagement and retention **Training Considerations** Participates in a worksite or affiliate back-to-school recruitment campaign or listening tour. Learns and practices the Story of Self along with campaign scripts that support successful one-to-one conversations. Understands why capacity building is continuous work in our affiliates	Develops imaginative recruitment and retention strategies that continues to grow the Association's diverse membership and influence others to become more actively involved in the recruitment and engagement process **Training Considerations** Writes a recruitment campaign and engagement plan, based on sharing of models/case studies and including specific goals. Includes Story of Self and a one-to-one conversation script and understands the importance of creating worksite structures (i.e., Building/Department Reps) for capacity building	Influences all members to own the agenda of the Association through their active participation and attitude towards collective action **Training Considerations** Examines local growth and strength plans and learns assessment techniques to inform goal-setting for future plans. Studies successful models of routine, sustainable engagement and retention; implements change that reflect a culture of growth and strength. Develops organizing plans to recruit diverse student members, faculty and staff via ongoing articulation with predominately non-white institutions
Fosters the development of leaders at all levels of the organization[10]	Recognizes leadership in all of its forms and provides opportunities for diverse leadership to flourish **Training Considerations** Practices work site mapping skills within the building to identify colleagues who exhibit special relationships or skills. Practices and conducts one-to-one conversations with colleagues about assuming a leadership role within the Association	Mentors emerging leaders and encourages them to put plans in place to accelerate their level of participation **Training Considerations** Identifies and mentors new leaders about their practice and use of Association leadership and/or professional issues leadership within their worksites. Studies distributive and natural leaders' models and participates in a field experience to identify and recruit leaders, and/or develop a local plan for leadership recruitment and development. Focuses on the recruitment of leaders that have a following, leads in their practice and professions, advances racial and social justice and exhibits an understanding of implicit bias	Advocates for distributive and natural leadership structures and actively supports leadership succession planning **Training Considerations** Engages in intentional leadership development and supports work to ensure sustainability of racially diverse leadership structures within worksites and locals

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