



**Operations and Management Consultant
Request for Proposals
July 23, 2020**

Working Films seeks to fill an temporary operations and management consultant position for a 6 month engagement (with the option to extend) beginning late Summer 2020.

We will begin reviewing proposals on August 21, 2020. We will accept proposals beyond that date until the position is filled.

About Working Films

Working Films is a twenty-year old nonprofit that harnesses the power of documentary film to advance social justice and environment protection. Recognizing the power of stories to inform and inspire, Working Films builds partnerships between documentary filmmakers and advocates to advance change. We train and partner with grassroots groups and NGOs to use documentaries to enhance their programs, extend their reach, and move their missions forward. We have remained on the forefront of public engagement with media for two decades by responding to the needs of the grassroots groups, organizations, and filmmakers we serve. Read more about our work at workingfilms.org.

About this position

Working Films is seeking an operations and management contractor to work with executive leadership to improve and implement protocols for operational systems and processes in the context of rapid and significant organizational growth and an increase in staff size. We seek someone to work with us to operationalize our 2020 strategic plan, evaluate the organization's current structures and processes, and clarify roles and responsibilities in anticipation of future hires. We envision this work as more than a typical consultancy. We are looking for an individual or potentially a small team to come on board to both advise and work alongside us for a period of time. This is a remote position.

Specifically we are looking for someone who will deliver the following:

- Review current distribution of decision making power in the organization and recommend steps to make it as democratic as possible, while maintaining efficiency and forward movement. We currently have a co-leadership model and are interested in exploring alternative organizational decision making in which power is more widely distributed, while ensuring decision making authority is clear. As part of this effort we expect the contractor to deliver the following:
 - Craft a plan that outlines alternative organizational structures and decision making models to be shared with co-directors and board.
 - Update job descriptions for all current staff with clarity about decision making power and responsibilities (including management responsibilities if applicable).

- Create job descriptions and announcements for future positions including proposed timeline for hiring and salary ranges. These descriptions should include clarity about the decision making power held in these new positions, their relationship to current staff, and how they fit into the overall organizational model as outlined in the first bullet above.
- Design clear protocols and processes aimed at our goal of dismantling white supremacy. As we work to dismantle racism, we want to ensure our internal operations, hiring, and management practices embody the change we want to see in the world and move us toward becoming a fully anti-racist organization. This lens should inform all other work outlined in this position description.
- Update co-director and staff evaluation protocols and implement one round of evaluations alongside co-directors.
- Review our strategic plan and further refine a timeline with co-directors for implementation of plan elements (*Note: There is an existing plan and timeframe for implementation that has been created. The work will be to review and create a more detailed schedule for operationalizing each of the plan strategies*).
- Review program planning and management practices and put protocols in place for future program planning and implementation. Create an updated workplan for the 2020-2021 fiscal year in consultation with the co-directors.
- Conduct a complete review and make needed updates to all HR, Finance, and other organizational policies and procedures.
- Review and shape policies and practices around use of a database (Salesforce) for project and fundraising purposes.
- Provide weekly coaching sessions with co-directors.

Qualifications:

- At least three years experience as a Chief Operating Officer, Executive Director, or other similar role in a smaller nonprofit (staff of 5-20).
- Experience working in and/or with multiracial arts, social justice, and advocacy organizations.
- Vision and ability to think strategically, anticipate future consequences and trends, and incorporate them into the organizational plan.
- Familiarity with non-hierarchical organizational structures and other models of leadership outside of traditional corporate models.
- Demonstrated experience in creating operational policies and procedures.
- Deep commitment to and experience in anti-racist work and in assuring that organizational policies and practices are in line with anti-racist values.
- Demonstrated ability to lead small teams using managerial practices that foster team cohesion, clear delineation of responsibilities, and positive work environment; team builder who has experience in scaling up organizations while ensuring they stay true to their values and vision; ability to connect staff both on an individual level and in large groups; capacity to set up systems of accountability and learn the strengths and weaknesses of the team so as to cultivate powerful leadership within every organizational position.
- Thorough understanding of and experience in finance, systems, and HR; broad experience with the full range of business functions and systems, including strategic development and planning, budgeting, business analysis, finance, information systems, human resources, and marketing. Expertise in nonprofit accounting is strongly preferred.

Additional Details:

- We are open to identifying one individual or a team working within a firm to fulfill these needs. We encourage BIPOC individuals and firms to submit proposals.
- This position will begin by late September 2020 and extend for 6 months, with estimated time commitments of 10-15 hours per week. There may be a possibility for extension of the engagement.
- We are seeking proposals in the budget range of \$45,000 to \$55,000 for this initial six month engagement. Any extension would require an update to our agreement.
- This is a remote position given the realities of the pandemic. If circumstances change to allow for some in-person work that can be completed safely during the period of the engagement then we welcome that possibility (e.g. site visit to meet with the team). However, this is not a requirement.

Submitting a Proposal

If interested please submit a proposal for services - including fees - to Anna Lee at apply@workingfilms.org. We will begin reviewing proposals on August 21. We will accept proposals beyond that date until the position is filled.

Proposals should include:

- Resume and bio listing relevant experience
- Outline of your approach to meeting the needs / achieving the deliverables identified in this position description. This should include a draft of your workflow. Please include how you would approach getting to know our team and our current organizational culture.
- Information describing your previous experience working with multiracial arts, social justice, and advocacy organizations and your work for racial equity as it relates to nonprofit internal management and operations.
- Sample past document or tool produced for a similar engagement
- Names of at least two references from organizations for whom you have performed similar work.
- Rates and fees