



That Great Organization Plan IT Action Plan

June 1, 2015

Prepared by 501 Commons

Plan IT Consultants

Star Consultant

Top Consultant

Organization Leads

TLT Lead

TLT Member

Executive Summary



That Great Organization promotes artistic mastery and community participation in the arts.

That Great Organization (TGO), working in partnership with consultants from the 501 Commons Plan IT program, recently assessed its current information technology (IT) environment and crafted this action plan. In support of TGO's mission, highlighted above, the plan focuses on the following key initiatives:

- Developing and executing a technology security plan to safeguard TGO's data, software, and infrastructure
- Conducting a business intelligence (BI) pilot project to facilitate data analysis and informed decision making
- Automating and streamlining human resources (HR) and volunteer management, utilizing a phased roll-out approach

Section 1—Organizational Background

TGO began as <>, initially founded by <>. Since that time, TGO has <>. TGO currently operates as a small non-profit organization supported by three full-time employees, five part-time employees, approximately 40 contractors and 11 work-study employees, two interns and approximately 100 high-turnover volunteers.

Section 2— Assessment Results and Key Issues

SUMMARY OF ASSESSMENT RESULTS

The Plan IT assessment process elicited information from That Great Organization's staff, including its Executive Director, Education Project Manager, Development and Marketing Manager, and Finance Director.

The following presents a synopsis of the technology-related issues identified by TGO stakeholders. Please note that these statements are not listed in priority order.

- Insufficient and ad hoc approach to IT support
- No budget or refresh cycle for technology
- No IT training for staff or volunteers
- Inadequate security
- Lack of IT policies and procedures
- No data recovery plan
- No business intelligence or data analytics
- Problematic phone system
- No human resources (HR) or volunteer management system
- Cumbersome donation processing
- Ad hoc document/content management

KEY ISSUES IDENTIFIED

Stakeholders defined key criteria for evaluating and prioritizing each of these issues, including: *risk reduction, efficiency and effectiveness, support for growth, cost savings, revenue generation, and sustainability*. Based on a dialogue between TGO and the consultants, TGO stakeholders selected three of the issues outlined above as focus areas for the Plan IT Action Plan.

The following presents the key issues selected for further attention at this time – listed in order of importance to TGO.

1. **Inadequate Security:** Counter to best practices, minimal security measures exist – placing TGO at significant risk. Passwords are stored in a plain text file on a server that anyone can access. All data is accessible on the server to any user on the network. Public Wi-Fi has no restrictions on how it can be used, with no acceptable use policy for the public or staff.
2. **No business intelligence or data analytics:** TGO has no enterprise-wide tools to summarize, trend, and analyze operational data used in various systems across the organization. Empirical data for many key decisions is lacking. TGO also can't be sure how well it is effectively executing against the Board's strategic priorities because it lacks the requisite information to "tell the story" (e.g., market penetration into the millennial demographic over time).

3. **No human resources (HR) or volunteer management system:** TGO currently has no automated system for human resources information management and tracking (e.g., timesheets, event reminders, anniversaries, performance evaluation). All time is tracked manually and entered into multiple systems by various people. This results in redundant data entry, related data integrity concerns, inefficient business processes, and inadequate reporting capabilities. All HR-related data currently is stored on a local server and/or a staff member’s personal computer.

Section 3—Goals

The following presents goal statements related to each of these key issues.

Goal 1: *TGO develops and executes a sustainable technology security plan that protects data and systems as the organization grows.*

Goal 2: *TGO employs analytical tools to summarize and surface trends in operational data that facilitate informed decision-making, improve the management of ongoing operations, and enhance stakeholder communication.*

Goal 3: *TGO improves staff efficiency, transparency, and accountability by automating and streamlining HR and volunteer management systems.*

Section 4—Action Plans

This section outlines a specific set of objectives, action steps, responsible parties, and target dates aimed at addressing the key issues and achieving the goals defined above.

Abbreviations for organizational positions attendant to the action steps include the following:

- Board Member (BM)
- Executive Director (ED)
- Leadership Team (LT)
- Education Director (EdD)
- Development Director (DD)
- Finance Director (FD)
- Development Manager (DM)
- Education Manager (EdM)
- Exhibitions Manager (ExM)
- IT Contactor (ITC)
- All Staff (AS)

Several tasks in the action plan cite more than one of these TGO players. The Executive Director ultimately will assign primary responsibility/ownership for each task outlined.

Goal 1:	TGO develops and executes a sustainable technology security plan that protects data and systems as the organization grows.		
Desired Outcome:	Overall, TGO is much better able to safeguard its information and assets. TGO employs different authorization levels to users accessing the server. Policies and tools are in place to manage passwords for all systems. The solution is simple and easy to use. TGO also addresses its back-up storage limitations.		
Steps to Achieve Desired Outcome		Who	Completed by
Objective 1.1	Develop funding plan.		
Action 1.1.1	Develop scope of work for assessment consultant.	EdM, DM, FD	July, 2015
Action 1.1.2	Contact other non-profits about their security practices and support options.	ED	July, 2015
Action 1.1.3	Engage multiple consulting organizations for bids.	EdM, DM	August, 2015
Action 1.1.4	Present to Board for approval.	ED	September, 2015
Action 1.1.5	Select a board member to be project sponsor.	ED	September, 2015
Objective 1.2	Conduct security assessment.		
Action 1.2.1	Identify the top security issues to address.	EdM, DM, ITC	November, 2015
Action 1.2.2	Develop cost and time estimates for issues to address.	EdM, DM, ITC	November, 2015
Action 1.2.3	Create a short-term and long-term security roadmap.	EdM, DM, ITC	December, 2015
Objective 1.3	Address security recommendations.		
Action 1.3.1	Develop scope of work for security implementation (including timeline and TGO labor requirements).	EdM, DM, FD	January, 2016
Action 1.3.2	Engage multiple consulting organizations for bids.	EdM, DM	January, 2016
Action 1.3.3	Present to Board for approval.	ED	February, 2016
Action 1.3.4	Implement the security recommendations.	AS, ITC	February, 2016
Action 1.3.5	Present outcomes to Board.	ED	April, 2016

Objective 1.4	Implement sustainable security and maintenance plan/process.		
Action 1.4.2	Establish annual security review processes.	ITC, EdM, DM	February, 2016
Action 1.4.3	Select a staff member to own the process.	EdM, DM	February, 2016
Action 1.4.4	Select vendors to use for emergencies or outside staff skill levels.	EdM, DM, LT	February, 2016

Goal 2:	TGO employs analytical tools to summarize and surface trends in operational data that facilitate informed decision-making, improve the management of ongoing operations, and enhance stakeholder communication.		
Desired Outcome:	TGO has a better understanding of its current audience and how best to grow in targeted sectors. TGO improves the ways in which it communicates with donors and the Board, supporting fact-based decision-making. TGO enhances its strategic planning efforts based on knowledge capture, and makes more effective use of staff time by focusing their efforts on highest-priority activities.		
Steps to Achieve Desired Outcome		Who	Completed by
Objective 2.1	Determine desired metrics.		
Action 2.1.1	Discuss with Board to determine what metrics to analyze.	ED, DD, EdD, FD	August, 2015
Action 2.1.2	Obtain board members' recommendations for BI solutions.	ED	August, 2015
Action 2.1.3	Present to Board for approval.	ED	November, 2015
Action 2.1.4	Select a board member to be project sponsor.	ED	November, 2015
Objective 2.2	Conduct BI assessment.		
Action 2.2.1	Identify data sources.	EdM, DM, EdD, ITC, FD	January, 2016
Action 2.2.2	Identify data gaps.	EdM, DM, EdD, ITC, FD	January, 2016
Action 2.2.3	Determine access, presentation, and architecture requirements.	BM, LT, ITC	February, 2016
Action 2.2.4	Develop cost estimates	LT, ITC	February, 2016

Action 2.2.5	Obtain Board approval.	ED	February, 2016
Objective 2.3	Conduct BI pilot project (e.g., educational programs).		
Action 2.3.1	Identify high-priority BI focus area.	LT, BM	February, 2016
Action 2.3.2	Design A/B tests ¹ to evaluate results of actions.	EdM, EdD	February, 2016
Action 2.3.3	Train staff to conduct the pilot project.	EdM, EdD	February, 2016
Action 2.3.4	Gather and analyze data.	EdM, EdD	June, 2016
Action 2.3.5	Communicate results.	EdD, ED	July, 2016
Objective 2.4	Assess outcomes and develop next steps.		
Action 2.4.1	Develop recommendations for TGO programming adjustments.	AS	August, 2016
Action 2.4.2	Define scope for next BI project(s).	AS, BM	August, 2016

Goal 3: TGO improves staff efficiency, transparency, and accountability by automating and streamlining HR and volunteer management systems.			
Desired Outcome:	Pay and vacation time is accessible to employees. Related reporting capabilities are enhanced significantly. HR business processes become much less paper-intensive. Volunteer management is more efficient and easier to track.		
Steps to Achieve Desired Outcome		Who	Completed by
Objective 3.1	Develop funding plan.		
Action 3.1.1	Define functional and technical requirements.	EdM, DM, FD	August, 2016
Action 3.1.2	Develop scope of work HR solution procurement.	EdM, DM, FD	August, 2016
Action 3.1.3	Contact other non-profits about their HR solutions.	DD, ED	August, 2016
Action 3.1.4	Research available solutions and products.	EdM, DM, FD	September, 2016
Action 3.1.5	Present recommendation to Board for approval.	ED	November, 2016
Objective 3.2	Implement the HR System.		
Action 3.2.1	Negotiate and finalize the HR solution contract.	ED, FD	January, 2017

¹ "A/B testing" is a term employed in marketing for a randomized experiment with two variants, A and B, which represent the control and treatment in a controlled experiment.

Action 3.2.2	Install and configure the system.	EdM, DM, FD, ITC	February, 2017
Action 3.2.3	Develop a phased roll-out plan.	EdM, DM, FD, ITC	March, 2017
Action 3.2.4	Convert/migrate existing data.	EdM, DM, FD, ITC	March, 2017
Action 3.2.5	Secure sensitive data and verify.	EdM, DM, FD, ITC	March, 2017
Action 3.2.5	Train primary staff on HR system.	ITC	March, 2017
Action 3.2.6	Go live - phase one.	EdM, DM FD	April, 2017
Action 3.2.7	Develop policies and procedures.	ITC	April, 2017
Action 3.2.8	Train all staff.	ITC, EdM, DM	April, 2017
Objective 3.3	Conduct stakeholder communication.		
Action 3.3.1	Conduct stakeholder satisfaction survey.	EdM, DM	June, 2017
Action 3.3.2	Present outcomes to Board and obtain go-ahead for phase two.	ED	July, 2017

SECTION 5—IMPLEMENTING THE PLAN AND MEASURING IMPACT

When reviewing the action plan, it may be useful to consider that an organization’s strategic “eyes” are often larger than the availability of its key personnel/resources “stomach.” TGO will need to periodically review and make adjustments to this plan based on progress made – as well as resource constraints, changing business needs and board priorities. This final section suggests key methods to ensure that the plan is implemented successfully and has a positive impact on TGO’s ability to accomplish its mission.

Position accountable for monitoring and updating the plan

The Development and Marketing Manager position will have primary responsibility for keeping the action plan up to date, making changes, and marking off action items as they are completed.

Monitoring plan implementation

In addition to updating the action plans as conditions change, the Development and Marketing Manager position will also establish internal systems to refine, monitor, and report on the indicators and suggested measures outlined in the table below.

Monitoring Report		
Indicators	How Measured	Completion Target
1. TGO-specific security metrics, as defined by the security plan.	Time-to-restore after an outage. Percentage of computers on virus protection and automatic Windows updates.	Date achieved: May, 2016
2. Achievement of defined BI pilot outcomes.	Increased revenue and enrollment from pilot project.	Date achieved: July, 2016
3. Staff satisfaction.	Staff survey results.	Date achieved: August, 2017
4. Simplified HR management workflow.	Reduction of manual steps/paper forms.	Date achieved: August, 2017