

Plan IT Key Issues Report

This document summarizes a process conducted with the Plan IT consultants and the That Great Organization Technology Leadership Team (TLT). It outlines issues that surfaced, identifies key technology issues to be addressed in a subsequent action plan, and defines outcome-oriented goals for each of the key issues.

SECTION 1

Organization: **That Great Organization (TGO)**

Technology Leadership Team:

1. Name, Title
2. Name, Title

Consultants:

1. Star Consultant
2. Star Consultant

SECTION 2: Technology Assessment Issue Identification

The following presents major issues identified during the assessment process by the TLT:

1. **Insufficient and ad hoc approach to IT support:** Members of the TLT manage their own computers and assist others with setup and troubleshooting – although they are not trained technology professionals. This can be quite time consuming. It also interferes with staff members' primary job responsibilities.
2. **No budget or refresh cycle for technology:** The TGO doesn't budget for technology or employ a planned schedule for equipment replacement. It currently relies on grants for equipment, but these tend to be one-time in nature and do not include requisite funding for ongoing maintenance.
3. **No IT training for staff or volunteers:** Several staff members are relatively new to the TGO. In addition, the TGO experiences high levels of volunteer turnover each year. No defined staff technology training plans or related protocols exist. As a result, personnel are not well-oriented to make optimal use of the technology tools currently in place.
4. **Inadequate security:** There are little to no access restrictions on sensitive information (e.g., donor information, passwords). Anyone connecting to the wired network can connect to the data on the server. Passwords change infrequently. When employees or volunteers terminate, the TGO lacks defined processes to safeguard unauthorized access to our accounts. The absence of related protocols places the TGO at risk of security breaches.
5. **Lack of IT policies and procedures:** Little to no documented technology-related policies exist (e.g., related to personal use, security). This may adversely impact the TGO's legal liability and also impede operational efficiency.
6. **No data recovery plan:** Limited data is backed up to cloud storage. The TGO's back-up recovery plan is not well defined. In addition, the current back-up service utilized may

not be supported in the near future. Current storage is at near-capacity (i.e., above 90%).

7. **No business intelligence or data analytics:** It is difficult and time-consuming to make informed, data-driven decisions. The TGO is unable to clearly identify trends (e.g., the demography of event attendance over a defined time period). The TGO also falls short of some board members' expectations, who have become accustomed to receiving analyses of salient "big data" and related visualizations to support strategic planning efforts.
8. **Problematic phone system:** The phone/voice mail system is difficult to use. It interferes with the TGO's ability to effectively and efficiently interact with the public. This may also adversely impact revenue, (e.g., if customers lose patience with current telephony capabilities they may be more prone to disengage).
9. **No human resources (HR) or volunteer management system:** The TGO lacks automated systems to manage employees (full and part time), contractors, work study, interns and volunteers. Related information (e.g., hours, leave time, benefits, etc.) is tracked manually and re-entered multiple times into different programs.
10. **Cumbersome donation processing:** The TGO currently processes donations through PayPal on its website. Stakeholders find it difficult to use. The TGO also employs disparate payment processing systems, utilizing different fees. All of these activities must be manually tracked and reconciled. This creates additional work and complicates donation analysis.
11. **Ad hoc document/content management:** The TGO lacks a defined, consistent approach to managing content (e.g., documents, photos, videos). Duplicate files and outdated information clutter the system. This may result in access to incorrect information – and may also diminish awareness and use of valuable content (e.g., high-quality pictures for promotional purposes).

SECTION 3: Three Key Issues

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

The following presents a brief description, intended outcomes, potential success measures, challenges, and resource requirements for the following key issues defined – listed in order of importance to the TGO.

Issue 1. Inadequate security

Issue description: Counter to best practices, minimal security measures exist – placing the 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.

Description of intended outcome: Overall, the TGO is much better able to safeguard its information and assets. The 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. The TGO addresses its back-up storage limitations.

Possible measure(s) of success: Data is safe from unauthorized access. The TGO has a secure and repeatable process followed by all staff members. Proactive security reports and/or audits support and inform the process. For example, specific measures may incorporate considerations such as: *“in <X> tests to gain unauthorized access to data, no data breaches occurred.”*

Challenges: Finding a solution that is economical, easy to maintain, and simple to use may be problematic given the lack of professional IT support and funding. Some personnel also may view additional security protocols as an impediment to productivity.

Resources needed: Buy-in from both staff and leadership at the TGO must be in place. This must include review and formal acceptance of the proposed security plan by executive staff. Additional software and labor will be needed to setup and maintain a secure system, supported by a funding plan. Change management and training may also be needed to ensure that staff and volunteer personnel adhere to new security protocols in a consistent manner.

Issue 2. No business intelligence or data analytics

Issue description: The 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. The 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).

Description of intended outcome: The TGO has a better understanding of its current audience and how best to grow in targeted sectors. The TGO improves the ways in which it communicates with donors and the Board, supporting fact-based decision-making. The 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.

Possible measure(s) of success: Business intelligence facilitates the ability to track and manage success measures over time (e.g., our recent ad word campaign resulted in an 18% increase of web-related engagement). It also enhances conversations with donors surrounding the impact of their contributions to the TGO. In addition, enhanced analytics may help the TGO win grants by providing enhanced empirical data to substantiate claims made.

Challenges: Obtaining buy-in from TGO leadership and staff may take some work. Project champions must clearly articulate the anticipated value and obtain commitment to capturing and tracking key information. In the absence of professional IT support and defined funding, finding a solution that is easy to maintain and simple to use may be problematic.

Resources needed: The TGO needs support from the Board and Executive Director, as well as an attendant funding plan and dedicated staff time to set up and manage the system. In addition, TGO leadership must determine which key questions must be addressed to ensure that limited resources are focused on capturing germane data. If some desired data are not already resident in existing operational systems, the TGO may also need to develop a data acquisition plan to augment available information.

Issue 3. No human resources or volunteer management system

Issue description: The TGO currently has no automated system for human resources information management and tracking (e.g., timesheets, event reminders, anniversaries). All time is tracked manually and entered into multiple systems by various people. All HR-related data is stored on the server (and/or a staff member's personal computer), to manage three full-time employees, five part-time employees, approximately 40 contactors, approximately 11 work-study employees, two interns and approximately 100 high-turnover volunteers.

Description of intended outcome: Pay and vacation time is accessible to employees. Related reporting capabilities are enhanced significantly.

Possible measure(s) of success: Duplicate/redundant HR-related data entry is greatly reduced or eliminated. The TGO experiences enhanced employee satisfaction.

Challenges: Available funding for this system, as well as leadership buy-in, may present some obstacles.

Resources needed: The TGO needs time and funding to first clarify requirements and subsequently select, install, configure, test, train and roll out the new system. To help expedite this process, it may be useful to explore what solutions/approaches other peer organizations have deployed to address similar needs. Executive leadership must also actively participate in key governance touch-points surrounding system procurement and implementation (e.g., system selection, contract negotiation, systems acceptance).

SECTION 4: Scope for the Plan IT Action Plan: Goal Statements

The following presents goal statements related to each of the key issues to be addressed in the Plan IT Action Plan.

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

Goal 2: *The 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: *The TGO improves staff efficiency, transparency, and accountability by automating and streamlining HR and volunteer management systems.*

SECTION 5: Scope agreement

Do all the members of the Technology Leadership Team agree on this scope of goals for the Plan IT Plan outlined here? Yes

Agreed to by Technology Leadership Team members:

- 1.
- 2.

Agreed to by the Executive Director (if not a member of the TLT):

- 1.