TA18.4

Management System Assessment
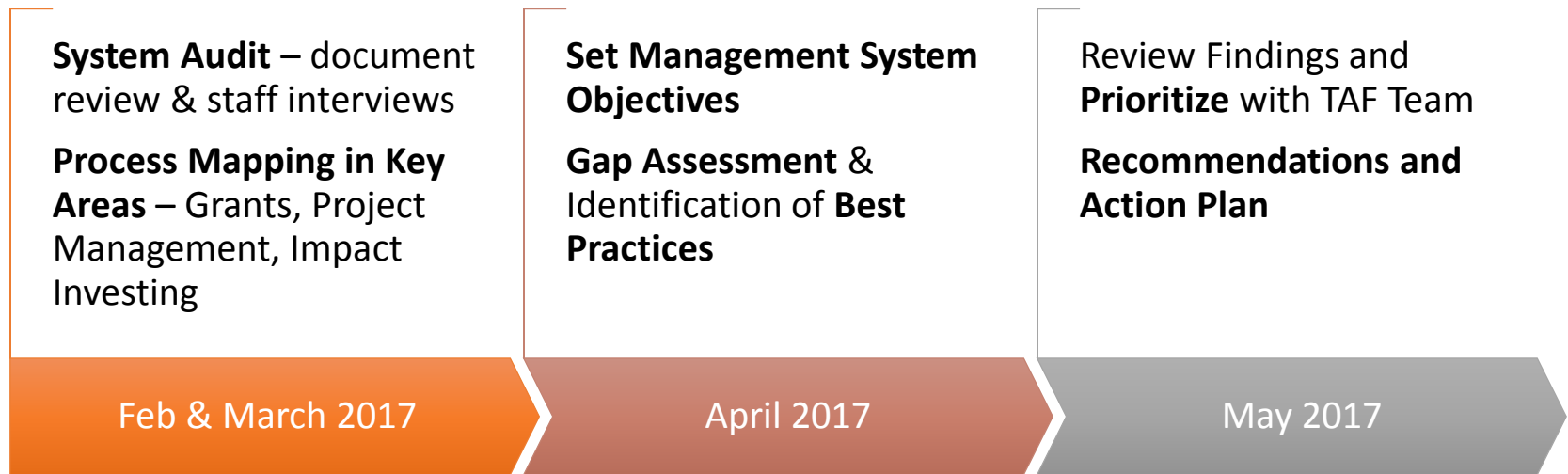# and
Recommendations for Improvement

December 19, 2017

McNally Brown Group

- Management consulting and advisory firm that focuses on improving organization performance (Operations, Strategy and Finance)

- Engineering and construction industry expertise, extensive knowledge in project management

- Management System and Key Performance Indicator development, implementation and improvement with both hands-on operational and consulting roles

Project Overview

System Audit – document review & staff interviews

Process Mapping in Key Areas – Grants, Project Management, Impact Investing

Set Management System Objectives

Gap Assessment & Identification of **Best Practices**

Review Findings and **Prioritize** with TAF Team

Recommendations and Action Plan

Feb & March 2017	April 2017	May 2017

Focus Areas: Project Management, Information Management, Financial Reporting, Human Resources, Metrics

Assessment Observations

- Existing management systems covering most areas of operations

- Grantmaking processes well-developed

- Direct Investment processes well-developed for ESPAs and Marketable Securities, needs parallel for other Direct Investments

- Overall management system framework lacking

- Project management processes not standardized

- HR processes need consolidation and support

Management System Objectives

1 **Improve Efficiency & Integration**

Streamline processes, improve information flow and free up staff time to focus on activities that deliver on TAF's mandate

2 **Institutionalize Knowledge**

Minimize risk to the organization from loss of key employees and reduce training time for new hires

3 **Demonstrate Transparency**

Ensure clear lines of accountability and appropriate processes are in placed to support decisions and management of funds

Recommendations

1 **Implement Management System Framework:**

- Standard document structure and templates, eg: Policy Document, Procedure Document
- Document controls
- Clear responsibilities (process owners)
- Management review
- Continuous improvement

Example Document Template

Document Numbering and Ownership

POLICY

POLICY NUMBER		EFFECTIVE DATE	
POLICY TITLE		REVISION NO.	0
ISSUED BY		REVISION DATE	

Document Controls

1. **PURPOSE**
1.1 xxxxxxxxx

2. **SCOPE**
2.1 This policy applies to…….

Standard Format

3. **POLICY**

4. **RELATED PROCEDURES**
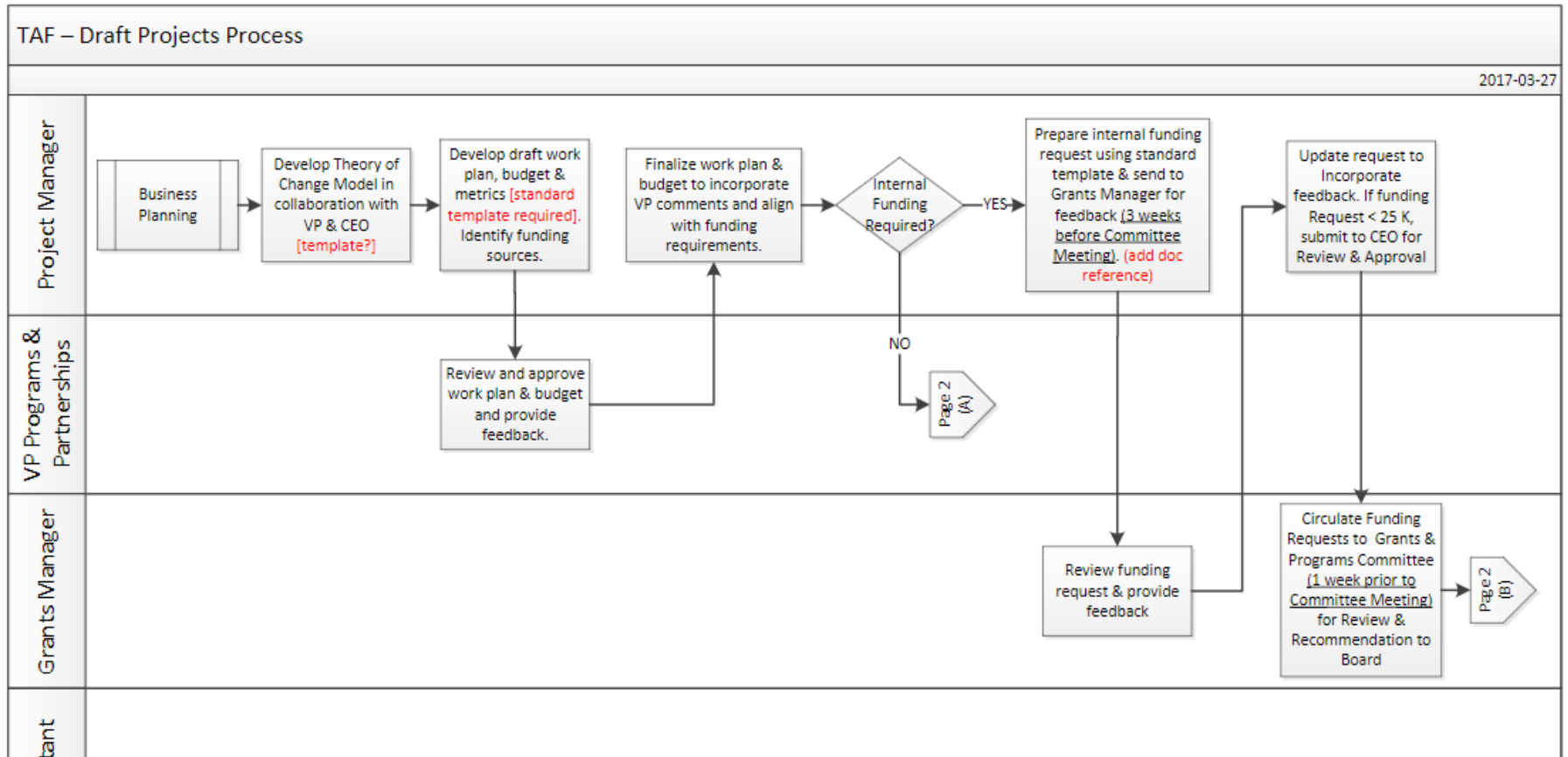
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TAF

Recommendations

2 | **Management System Improvements** :

Process mapping, process improvement and standardized documents, focus areas:

a. Project Accounting (Project Cost Management, including staff time allocations & Reporting)

b. Project Management

c. Impact Investing

d. Grants

Example Process Map

TAF – Draft Projects Process

2017-03-27

Project Manager

Business Planning → Develop Theory of Change Model in collaboration with VP & CEO [template?] → Develop draft work plan, budget & metrics [standard template required]. Identify funding sources. → Finalize work plan & budget to incorporate VP comments and align with funding requirements. → Internal Funding Required? → YES → Prepare internal funding request using standard template & send to Grants Manager for feedback (3 weeks before Committee Meeting). (add doc reference) → Update request to Incorporate feedback. If funding Request < 25 K, submit to CEO for Review & Approval

VP Programs & Partnerships

Review and approve work plan & budget and provide feedback.

NO → Page 2 (A)

Grants Manager

Review funding request & provide feedback → Circulate Funding Requests to Grants & Programs Committee (1 week prior to Committee Meeting) for Review & Recommendation to Board → Page 2 (B)

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Recommendations

3 **Human Resources**

a. Clarify roles and responsibilities for human resources function

b. Develop and implement a compensation policy for contract employees

4 **Information Management**

Develop policies and procedures for employee computer use, data backup, firewalls and security

5 **Key Performance Indicators**

Develop a broad range of KPIs that align with organization mission and strategy

Implementation Process

- Action Plans developed for all recommendations

- Leader and participants identified for each Action Plan

- Resource requirements identified, both financial and capacity

Implementation Status

1 **Management System Framework**

- 90% complete
- Starting with Policy and Procedure documents

2 **Project Management & Accounting Systems**

- To be completed in 2018
- Using Tower-wise as a test case
- Software challenges

Implementation Status

3 **Human Resources**

- Updated employment contract terms / policy
- Selecting HR Consultant now

4 **Information Management**

- Improved data backup systems and security
- Working on policies and procedures

5 **Key Performance Indicators**

- Integrated with update of TAF's Theory of Change
- Internal working group supported by expert advisor

Questions

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