THE CHICAGO COMMUNITY TRUST

AND AFFILIATES

PROCESS IMPROVEMENT WITHIN THE CHICAGO COMMUNITY TRUST

CAPSTONE

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Executive Summary

The overall purpose of this project between the Chicago Community Trust (The Trust) and The University of Pennsylvania's Fel's Lab (UPenn) was to create and foster a more robust, streamlined and inclusive organization at the Trust. The Trust's goal was to foster an organization where each employee has agency in his or her products, tasks and goals; while allowing for growth and improvement in both the employee and the Trust. The Trust collaborated with the Michael Smith, UPenn EMPA Candidate 2021, on this project; which used seminars, drafts documentation and numerous trainings to create Innovation & Technology Branch Standard Operating Procedures.

The goals of this project where four fold:

- Create documentation that supports the Trust's strategic planning.
- Standardize processes to allow for training, manage user expectations and allow for process improvement.
- Create a sense of agency for the IT Department.
- Improve IT staff satisfaction with their jobs, and there-in their morale.

Each goal was treated as a building block to success of the overall project. My research showed that giving the Trust's Subject Matter Experts (SMEs) the agency to work through this project would not only create the documentation they were looking for, but at the same time improve communication and provide agency by including them in decision making processes. This would in turn give them increased agency, improve moral and lead to increased job satisfaction.

Giving each employee a voice in the process also ensured that these employees would be more prepared to have ownership of these documents as they will be responsible for their maintenance, process improvement and training. The hope of this project is that this will improve employee buy-in, create agency for the employee and improve moral. The Trust will then duplicate this process will then implement this program across their organization.

The Scope of the project changed over time, with the transformation of several SOPs for the Trust becoming one umbrella document. This was decision made by the Trust's new Vice President for Innovation and Technology. She felt that taking our time with training and going through the process, while allowing the SMEs to have a voice in the process and the products, was more important as a team building exercise, than was the actual outcome product.

Within the paper I will outline how the project began, changed, was researched, the processes used, and the outcomes from the project. Within the paper I have also included six appendices so that you can reference in real time the information we had available and the actual information that was provided to the Trust, including the Final ZenDesk SOP.

Chicago Community Trust Background

According to Jean Westrick, Director of Strategic Initiatives, and the Chicago Community Trust website, The Chicago Community Trust (the Trust or CCT) is a community foundation established in 1915 that serves the greater Chicago Metro Area. (2017) "It's the third largest community foundation in the country as of 2019, with assets of more than $3.3 billion. The Trust awards more than $360 million annually in grants and has awarded more than $2 billion in grants since its founding. The Chicago Community Trust mobilizes people, ideas, organizations and resources to advance equity, opportunity and prosperity for all. In 2019, the Trust launched a ten-year strategic plan focused on addressing the region's racial and ethnic wealth gap. The three-part strategy to close this gap centers around growing household wealth, catalyzing neighborhood investment and building collective power." ({ HYPERLINK "http://www.cct.org" } 2021)

The Trust began this project with a focus on improving the organization by developing and instituting Standard Operating Procedures (SOPs) within its Innovation & Technology (IT) Department to align along its strategic planning for their ZenDesk Platform. ZenDesk is the software-based process they use to monitor and manage the Trust's information technology. This system is the major system used for everything from new user requests for new hires, to pass word resets, running reports, etc. The initial Fel's Lab request was to work specifically on standardizing operating procedures across the Trusts functional areas. This standardization should help to save time and money by ensuring that all products, procedures and workflows are operating in similar fashion, thereby ensuring that all functional areas are operating within leadership's expected framework and at the highest levels of performance.

According to Ms. Westrick the Trust's IT Department's previous Chief Information Officer (CIO) had been with the organization for approximately ten years, but in that time had done very little to standardize or documentation for process and procedures.(2021) In discussing possible solutions to these issues, Ms. Westrick and I came up with several possible solutions. The most encompassing solution was to leverage the Subject Matter Experts (SMEs) knowledge to create documentation in the form of SOPs for various functions. In doing so, the hope is that we can leverage the SMEs knowledge skills and experience, while having them create the needed documentation and at the same time build agency for these employees. While doing so we will also look for ways to improve the processes and look for current potential.

However, with the hiring of a new Vice President of Innovation and Technology the scope of the project changed from a deliverables based model, to a much more team-building focused project. The end goal of the project would still be to begin standardizing processes, but instead of each individual working on a lone SOP, the decision was made to have the individuals trained together and work on one SOP to begin the project, while gaining the knowledge together. They would then sbe expected to continue in their program areas and create more SOPs. They would also serve as the SMEs for other branches within the Trust to begin the same trainings and processes.

The Trust's Strategy

"For more than a century The Chicago Community Trust has convened, supported, funded and accelerated the work of community members and change-makers committed to strengthening the Chicago region. Today, our region's biggest challenges stem from racial and ethnic wealth inequality—and it will not be able to realize its potential until this systemic issue is addressed. As a result, we have decided to focus our discretionary funds to address the region's fundamental challenge: racial and ethnic wealth inequity."

–Chicago Community Trust Strategy, 2021 (www.cct.org)

Currently the Trust lacks documentation on any common tasks. The Strategic Plan covers goals at a very high level, but does not fully expand on how the Trust plans to achieve its goals and overall mission at the operational level. One goal of this project is to begin document procedures, and then to leverage that documentation to expand planning accomplishing individual goals at the operational level within the overall strategic vision. The trust would like to begin standardization and documentation so that it can better implement its Strategy. Their belief is that the more they can improve their process the faster there organization will become and the better they will be able to serve the community. A secondary issue is they would like to bring down their overhead costs so that they can focus as much money as possible on their actual mission, which is to address wealth inequality within the Greater Chicago Area.

Purpose

The purpose of these SOPs will be to fill several roles. First by standardizing operations, the Trust will be able to ensure that employees are aware of the appropriate actions required to achieve any goal. As the supporting functions support supporting functions and those functions support essential functions, each goal has a roadmap for completion and success. Each SOP will give employees information on the goal it supports, the tasks necessary, the stakeholders involved, who is responsible for any step and any other pertinent information for that task. We will use this process to breakdown individual processes to be able to build a more robust of documentation to support the overall strategic planning effort.

Innovation and Technology

The purpose of the SOPs within the IT Branch has several factors. As I previously mentioned the former leadership had not done any documentation on how things where being done, or how they should be done. This left many employees to either figure it out on their own or go to a colleague for assistance. Both of these situations where less than ideal. It also meant that when they had employee turnover they may lose the corporate knowledge for how to do individual IT tasks.

Also many employees who did similar tasks, or served as situational back up for each other, where doing them in completely different ways. This led to confusion and sometimes issues being incorrectly resolved. The IT branch also wanted to allow for process improvement. Without first having a process, it is impossible to begin process improvement. The IT branch wanted to take the reins in beginning the Trusts overall goal of documenting how it was doing thing, thereby also supporting the existing strategic plan.

Process Improvement

The Trust wanted to begin to incorporate process improvement within its operations and the organization identified the IT branch as one of the places most in need of a deep dive into how they were completing tasks. Because so many of the IT branches tasks are repeated on a daily, weekly and monthly rate the new VP of IT wanted to be able to both look at the processes for areas of improvement, but also for best practices that may lead to improvements throughout the Trust. Secondly, with SOPs in place, training would become easier and there would not be a threat to corporate knowledge if someone were to leave the organization.

Team Building

The purpose behind using the SOPs to foster team building had several different facets. With the onboarding of a new VP of IT the belief was going through the traning together would allow the team to have a recurring meeting, which during COVID they had very little interaction with each other. During these meetings, the new team members, including the new VP of IT, would be able to get to know each other and work together on a common task. The new VP of IT also wanted to have the IT team members involved as much as possible to help with the team's morale. Jean Westrick, the Director of Strategic Initiatives, had discussed this with me at length. Under the previous leadership many of the team members believed that their knowledge and ideas where not respected. Often team members felt their expertise was belittled or ignored during the decision making process.

Research

During this project, we looked at information concerning several different processes. Much of this research overlaps, but we will be pulling primarily in certain areas from certain sources. This process will begin by using research from Jagadeesh et al. (2014) and Bateh, Castaneda & Farah (2013) to discuss the overall process for the project. This will include research on how to gain employee, manager and executive buy-in to the process, how to deal with employee pushback and how to reassure managers and executives that the process is worth the time investment. We will then use processes developed by Amundson (2014); the Trust's Director of Strategic Initiatives and the Chief Information Officer's input; and my own expertise to create and refine a draft SOP template and final documentation. We will then use research by Bravo & Crow (2017) and ASQ (2020) to look at potential gaps and areas for improvement. By using this combined approach, we hope to ensure that all staff involved in the process form a sense of agency and buy-in to their SOPs.

As we first began this project, I took some time to research organizational change and how employees deal with it. Research done by Bateh, Castaneda & Farah (2013) really helped me to prepare for any push back that I may receive and the best way to deal with the recurring issues of resistance, readiness, leadership and employee commitment where all discussed in depth. Much like the Bateh, et al. article, research by Bravo & Crow (2017) focused on the factors to consider when gaining buy in from different groups. The research looks at how best to address change, how to discuss with staff what buy-in looks like and the changes that buy-in can bring. Having read this research before going into the actual project with the IT team prepared me well for how to deal with what I already knew to be an unhappy, and possibly disengaged, team.

In first looking at how we wanted to begin the project as a whole we wanted to look at what others believed to be the best way to do so. The ASQ guide (2020) seemed to be the most referenced guide for our use during the overall process. This and other research showed that we needed to break down the project into steps. We wanted to look at first setting what each of those steps looked like. After several meetings we decided to go through the initial Business Process Analysis/Business Impact Analysis (BPA/BIA), drafting the SOP, refining the SOP and then looking at the SOP through the Process Improvement lens.

In beginning this process, we first decided to follow ASQ's (2020) guidance and perform a BPA/BIA (Appendix B). this process lays out every step in a procedure and looks at how the step is done and what occurs if that step is missed or done incorrectly. This gave up the basis for our own BIA/BPA.

We then looked at how to best document the tasks and procedures that are done by the IT team. While knowing that the Trust wanted to use SOPs, we had to come up with both an initial internal draft (Appendix C) and we wanted to see how it had been done previously. We decided that we liked Amundson's 2014 approach the best. His SOP was short, concise and very descriptive. This and other inputs from ASQ (2020) became the basis for how we would write Standard Operating Procedures (SOPs) for the organization. The overall guidance from this document is that SOPs should be straightforward and should focus on writing down each step as they are completed. The point of creating an SOP is to ensure that someone who has never done the task before has a guide that is broken out into each step.

Once we had the SOP(s) completed I wanted to ensure that we could properly look at process improvement with IT in mind. I used information developed by Jagadeesh & Roy (2014) to help guide me in guiding the actual SMEs in thinking about ways and areas for improvement. There paper looks at the need for standardized IT functions across service delivery and focusing on outcome-focused transformations. This helped us look at some ways to think about processes being delivered on a large scale, data mining and how to best leverage the systems that were in place.

Goals

This project had four goals that where intertwined between the Innovation and Technology Branch and the Trust as a whole. These goals where to create documentation that supports the Trust's strategic planning. Second, standardize processes to allow for training, manage user expectations and allow for process improvement. Next, to create a sense of agency for the IT Department. Lastly, improve

IT staff satisfaction with their jobs, and there-in their morale. Each of these goals had a specific thought process behind them and were important to each other.

The initial goal, to standardize operating procedures was due to the previous state of affairs within the Trust's for Information Technology Branch, now the Innovation and Technology Branch. It was also good to have some research and insight into how to deal with employee fears and how they were treated previously. We knew from the start that if we did not get employee buy in from the beginning it would be very hard to move forward with the project.

As each of these goals overlap, it was extremely important to ensure that we built a strong foundation by ensuring buy-in from employee, managers and executives at each step. Once we ensure we have achieved buy-in we will need to routinely check-in and support SMEs as we move through the process.

Scope

The Scope of this project will include the Director of Strategic Initiatives, the Chief Information Officer and the Innovation and Technology Staff. This staff includes five staff members who are responsible for all aspects of the Trust's information technology process, procedures and problem solving. The Vice President for Innovation and Technology leads the team. The project will affect the Trust on many different levels. Although the initial plan is to work only with the IT branch, the plan is to use this opportunity to not only create SOPs for IT, but also to train the IT staff on how to teach others to create SOPs. In this way, the IT staff can then help to affect change throughout the organization.

Process

The overall process for the project was thought of as a repeatable process in and of itself. The project would begin with a shared set of goals, with training developed and delivered, a business process analysis, a business impact analysis, drafting an SOP, reviewing the SOP, finalizing the SOP and then process improvement. By going through each step as a team, we would also be able to ensure each team member had a voice in the creation of the SOP, there by giving them agency in the process and product, and raising morale.

Timeline

Date	Tasks	Details	Status
Analysis of Current Operations			
2/05	Original Project Statement	Submission of Project Statement and Goals for CCTs Financial Office	Complete
3/12	Revised Project Proposal	Create and Submit a revised project proposal for CCT's Information Technology Office	Complete
SOP Training Development			

3/17	Draft SOP to CCT	Provide CCT with a draft SOP	Completed
3/24	Comments back from CCT	Receive comments back on CCT Draft SOP, make edits and/or improvements	Completed
3/31	Finalize SOP	Finalized Draft SOP for use in trainings with CCT IT personnel	Completed
SOP Development			
3/17	Draft Training Proposal	Provide CCT with a draft slide deck and other training materials	Completed
3/24	Finalize Training Proposal	Finalize training slides and other materials	Completed
3/26	Finalize Training Calendar	Finalize training dates, locations (Virtual, Zoom, Teams, etc.), audience and length	Completed
4/1	Meeting	Meet with IT team, explain project and expected outcomes	Completed
4/22	First Seminar	Meet with Group A to review SOPs, make improvements and host run-throughs	Completed
4/29	Second Seminar	Meet with Group A to review SOPs, make improvements and host run-throughs	Completed
5/6	Third Seminar	Meet with groups A&B on second set of SOPS	Completed
5/13	SOP Wrap-up	Final meeting to discuss SOPs, gaps, overarching issues, etc	Completed
Review and Implementation			
4/09	Final Planning Meeting	CCT reviews Training and SOPs for training scheduling and Implementation	Completed
6/21	Finalize SOPs	CCT Implements Final SOPs	Completed
Project Outcomes			
7/22	Final Project Meeting	Discuss outcomes, impacts, best practices, lessons learned and recommendations	Completed

<u>Training</u>

We conducted the initial training over Zoom with a power point presentation. (Appendix D) This training had goals for both the attendees and management. The goals for attendees where:

- Establish an SOP for Zen Desk

- Make recommendations for improvements to ZenDesk & communicate expectations to the broader Trust
- Improve current processes where necessary
- Provide customers with achievable expectations and timeframes

Management also had the goal of using this project as a team building exercise. To that end, we began the training with an ice-breaker where we built a fictional Thanksgiving Day Meal. Through this icebreaker, we also started to show them how an SOP works by asking questions about their answers. For instance, if someone said they were bringing pie, we would ask is it pre-cut or not, if no are you brining a knife, what about plates and napkins to serve it on, etc. In this way, we began to show them why it is important to be specific and spell everything out.

We then explained to them why we were going to create SOPs, there role in creating them and why their subject matter expertise was vital. We walked them through our draft SOP (Appendix C) and explained why each piece was important and how the SOP as a whole came together. We spoke about the BIA/BPA process, and how we would complete that as a team. We explained the timeline, how scheduling would work and what our expectations where of them. We finished with a discussion section where team members talked about issues they have had before and how they thought they could best begin the process.

Business Process Analysis/Business Impact Analysis

During our next meeting, we begun the BPA/BIA process. (Appendix B) We sat down as a group and started looking at the processes used within ZenDesk, and how we could standardize some points. The first process they wanted to look at was how tickets where handled. In all five separate members of the team handle tickets. However, they had no process to follow and several members did things differently. We established, through some discussion, what where the most frequent or best ways to handle each step. The group agreed on 15 separate tasks associated with how the tickets were handled. After some more discussion, the group decided it would produce one overarching SOP for ZenDesk; then each individual team member would use that as an example to create another SOP. Because no one in the group had even done an SOP the trainings and products moved at a much slower rate than for which we had initially planned.

Standard Operating Procedures

During our next meeting, we began to take the information from the BPA/BIA process and enter it into our Draft SOP (Appendix C). We used the draft SOP to also guide our discussion and look at areas we may not have thought about the first time around and how this would affect other SOPs. We produced an initial draft and explained the next steps. Over the course of the following week, each member of the IT team would take the SOP and attempt to complete a ZenDesk ticket using only those instructions. They would then add any other information and look for issues and gaps. We would then discuss everyone's input the following week.

During the next week's meeting, we went back through the SOP and took in everyone's feedback. This allowed us to not only improve the SOP as it was previously written, but go back to the initial BPA/BIA and enter in gaps in the current process and improvement recommendations. We identified 18 gaps or areas for improvement within the current operations of ZenDesk. These became the foundation for our look at improving ZenDesk through the Process Improvement process.

<u>Process Improvement</u>

Once the SOP was completed, we were able to go back to the BIA/BPA worksheet and see how we could improve the process. As we had identified 18 gaps or areas for improvement, we began to look at how to solve those issues. During analysis, I came up with six recommendations that begin to address each issue at some level. Those recommendation where included in the final report out to the Trust (Appendix F). They included:

- Create an advertising plan for ZenDesk ticketing that focuses on users entering tickets only through email or the web-based form.
- A single source assigner to both vet tickets for accuracy and ensure appropriate routing.
- An overhaul of the ticket request form to more accurately describe and utilize user information.
- Analyze the meta-data available through ZenDesk to compare with current recurring issues to streamline processes and identify recurring hardware or software issues.
- Analyze the meta-data available in ZenDesk to perform a work process analysis of current IT team members and determine if IT has the appropriate amount of team members.
- Weekly ZenDesk summarization of total number of tickets to track trends, analyze information and recurring issues.

During the final read out with the Trust's management these recommendations where widely accepted. I went back to the IT team and overwhelmingly received positive feedback for these recommendations. They plan to begin making the changes and improvements that are represented her in the very near future.

Limitations

The overall limitations to my capstone where numerous. I had attempted to collaborate with two different organizations before successfully coming up with a plan for the Chicago Community Trust. Once I began to collaborate with the Trust, we still ran into several issues. Initially the project was supposed to be documentation and SOPs for their Finance Team. Due to some scheduling conflicts and other issues, the decision was made that the Finance Team did not have the bandwidth to help support this project. After the Trust looked internally at their current organizational needs, an agreement was reached to work with the IT team.

In addition to the initial setbacks, we also ran into some issues throughout the project. Originally, each team member was supposed to produce an SOP for their functional area. However, once we began the process we quickly realized that the amount of training needed by each team member did not align with this thought. It became apparent that the better course of action would be to train them on how to do an SOP and allow the Trust to oversee the SOP production after the project ended.

The last major limitation was the change in overall goals for the project. Intially the main goal was documentation. Once we looked at documentation, the need for process improvement became evident. The main slowdown and issues came when the new VP of IT decided that they wanted this to include a team-building exercise and a way for her to get to know the team and boost morale. This multi-facetted goal was not fully disclosed to the team to allow for the team building and morale boost to happen organically.

The caveats of intertwining goals also made each individual goal harder to measure and accomplish. If we did not build the report early on and get the team members involved and inspired it was very possible that we would not have been able to produce any tangible results from the project. Thankfully, that did not turn out to be the case. Once the team members realized their knowledge and opinions where valued and included in the products, they became very engaged and inspired.

Outcomes

Throughout the project, the need to build teamwork and cohesion was seen as leadership's number one goal. The SOPs and work that went into training and process improvement became secondary but where still seen as important.

The goals were as follows:

- Create documentation that supports the Trust's strategic planning.
- Standardize processes to allow for training, manage user expectations and allow for process improvement.
- Create a sense of agency for the IT Department.
- Improve IT staff satisfaction with their jobs, and there-in their morale.

Although we had changes to the first goal, with less SOPs than originally be planned for completed, the Trust is still working on more SOPs and they have created an atmosphere where continued documentation that supports there strategic planning will be created. I also feel that they are in a place to make SOP and documentation a normal part of the operations. This goal was met.

The Trust's IT team certainly has begun to talk more and cross-reference what each member is doing. They have begun to standardize process and have a much fuller understanding of the need to standardize process and how that impacts process improvement. My hope is that as they move forward with more SOPs they will not stop at just standardizing the processes but also take the time to look at areas for improvement and gaps that exist in the current processes. This will help them improve and streamline their processes. This should lead to a leaner organization and help to appropriately resource their organization. This goal was met.

In speaking with individual members of the IT team and the VP it has become very evident that with the change of leadership, the seminars and training the team now believes there knowledge and opinions are valued and their thoughts and suggestions are implemented. Each member I spoke with conveys a renewed sense of ownership for their tasks and has a clear path forward. They also have the ability now to create products and improve on those products. The last two goals was met.

Summary

Although there were some issues with scope and changing priorities, the project was successful. Each of the goals were met and overall the Chicago Community Trust seems very happy at both the employee and leadership levels. Even though the project had many changes in the overall process, the fact that the goals stayed in line with what both the employees and management needed to accomplish made the small changes workable. Throughout this experience, I learned many new skills and will be able to leverage this experience to improve my own SOP and process improvement skills. My previous knowledge in dealing with shifting management priorities also allowed me to stay fluid when dealing with the changes to this project.

I found this project has both improved my subject matter expertise and has also given me an opportunity to improve my project management skills. I was pleased that the Trust took all of my recommendations and plans to incorporate them into their future process and operations. I was also pleased that the IT team seemed to become more involved as the project continued, and I hope that they continue to stay as engaged with their new leadership as they have been through the trainings and seminars.

Appendix A

Fels Lab and Chicago Community Trust Project Proposal

Background

The Chicago Community Trust (the Trust) is a community foundation serving Chicago, suburban Cook County, and the Illinois counties of DuPage, Kane, Lake, McHenry, and Will. Established on May 12, 1915, it is the third largest community foundation in the country as of 2019, with assets of more than $3.3 billion. The Trust awards more than $360 million annually in grants and has awarded more than $2 billion in grants since its founding. The Chicago Community Trust mobilizes people, ideas, organizations and resources to advance equity, opportunity and prosperity for all. In 2019, the Trust launched a ten-year strategic plan focused on addressing the region's racial and ethnic wealth gap. The three-part strategy to close this gap centers around growing household wealth, catalyzing neighborhood investment and building collective power.

The Fels Institute of Government is the University of Pennsylvania's graduate program in public policy and public management. Its practical approach to public management education, its Ivy League pedigree, and its relatively small size make it one of the nation's leading boutique programs in public affairs. Its 2,000 living alumni work in leadership roles across the US and around the world. The Fels Institute is housed in Samuel Fels' former residence, a brick mansion located on the west end of the University of Pennsylvania's campus..

The Trust has collaborated with UPenn to further strategic planning by developing and instituting Standard Operating Procedures along with its strategic planning. This work will specifically focus on standardizing operating procedures across the Trusts functional areas. This standardization should help to save time and money by ensuring that all products, procedures and workflows are operating in similar fashion, thereby ensuring that all functional areas are operating within leadership's expected framework and at the highest levels of performance.

Overview

This proposal will outline the opportunity for the Trust to enhance its Strategic Planning. The Fels Lab project will begin the process of enhancing strategic planning by examining the goals of the Trust to ensure its current functions align under those goals. Each function will have a Business Process Analysis and Business Impact Analysis (BPA/BIA) performed. This workflow analysis will determine what Essential Functions, Supporting Functions and Supporting Activities are required to achieve these goals. Analyzing these functions to find the best procedures for completion is the goal of this process. Documenting these procedures as the Standard Operating Procedures (SOPs) for use throughout the organization will then allow for process improvement.

Purpose

The purpose of these SOPs will be to fill several roles. First by standardizing operations, the Trust will be able to ensure that employees are aware of the appropriate actions required to achieve any goal. As the supporting functions support essential functions and those functions support essential functions, each goal has a roadmap for completion and success. Each SOP will give employees information on the goal it supports, the tasks necessary, the stakeholders involved, the budget required/available, who is responsible and any other pertinent information for that task. In this way, tasks are then streamlined and broken down into building blocks.

Plan

The project plan includes Workflow Analysis, including BIA/BPAs, identification of Mission goals, essential functions, supporting functions and supporting activities. SOPs for each of these across the major work areas. This project will address SOPs for each major goal of the Trust and will take one functional area and develop SOPs down to the smallest supporting function. The project will develop a draft template for use across the organization as well as offer at least four training sessions for executives and employees to understand how to complete, develop, use and improve SOPs over time.

Timeline

Date	Tasks	Details
Project Planning		
1/28	Concept Brief	Agree on project scope and goals with CCT.
2/04	Project Plan	Present Project Plan to CCT
Analysis of Current Operations and SOP Development		
2/28	Strategic Documentation Review	Review current planning an workflow analysis, begin draft of SOP and meet with Leadership
3/5	Draft SOP Template	Present Draft SOP Template to CCT for comment and review
3/19	Finalize SOP Template	Prepare interview questions for stakeholder input gathering.
SOP Training Development		
3/26	Draft Training Proposal	Provide CCT with a draft slide deck and other training materials
4/2	Finalize Training Proposal	Finalize training slides and other materials
4/2	Finalize Training Calendar	Finalize training dates, locations (Virtual, Zoom, Teams, etc.), audience and length
4/16	Executive Overview	CCT Leadership reviews SOP template, trainings and calendar for any input
Training and SOP		
4/30-5/28	Training	Host trainings, develop SOPs and implementation
5/15	Final Capstone Deliverable	Presentation and paper submission.

Expected Outcomes

The expectation of this project is to draft, revise and finalize SOPs for all three levels of tasks associated with the Organizations workflow. We will then host a minimum of four trainings (1 executive, 1 management and 2 employee level) so that the majority of staff will have an opportunity to receive training on workflow analysis and SOP use and improvement. We will also address each major functional area with an SOP, as well as creating SOPs at all three levels for one functional area. These SOPs will serve as examples for other employees to use in the future, in conjunction with the training materials, to complete SOPS for their functional areas.

Appendix B

BPA/BIA Worksheet

Step	Expected Action	Current Process	Best Practice	Performance Gaps	Areas for Improvement
Request for IT assistance	IT recieves a request for assitance through phone, email, form or other	IT recieves a request and the system initiates a ticket	Have all tickets come through IT in a specific model	tickets come in too many ways, all tickets should be submitted via established requirements	Remind user to initate a ticket through the system, Advertising Strategy, FAQs, revise intake process, IT tab on homepage
IT Notification	SMEs are notified that a request for assitance has come in	SME changes status from new to open			Acceptance of ticket does not trigger email, comment does
Ticket Created	Ticket is created based on type and severity			Lack of understanding of severity	Make clear priority usage
User Notification	User is notified via email that SME has ticket, ticket is being addressed and a general timeframe based on past tickets		Users should be notified during the process of ongoing work on the ticket	User recieves an email stating ticket has been opened	
Evaluation	Request is evaluated for type and severity			How are tickets assigned	Single assigner, support type, sub types, etc.
Ticket Assigned	Ticket is assigned based on current SME	Ticket assigned in ZenDesk System to a IT specialist		How are tickets being assigned	System should auto assign some tickets based on roles and have an automated backup based on normal ticket times
Ticket Accepted	Ticket accepted by SME		User notification of ticket creation and who (SME) is working the ticket with an expected timeframe for resolution		User should be notified of ticket accpetance, time estimate and POC
IT Response	Once ticket is accepted by IT support and an email is sent from the system to the IT USER			Email is not automatically sent, a comment must be entered by the IT support assigned the ticket	
Evaluation by SME	SME evaluates the ticket for root issue and begins addressing the isue(s), Type, Support Type (sub-type) and priority. IT support tags ticket as appropriate. Ticket should be assigned a timeframe(Due Date)		Tickets should be tagged under a standardized process	Did the ticket go to the right person, is the ticket being appropriatly typing, subtyping and prioritizing the ticket. Due date field is rarely used	Explanation for IT staff so that all tickets are tagged conistantly
Ticket Prioritization	Ticket is prioritized and scheduled by IT support				Prioritization should be linked with IT support calendar
IT issue resolved	SME resolves IT issue				
Ticket Closed	SME closes ticket in ZenDesk	Ticket closed out in ZenDesk Sytem			Ticket should be logged/tracked for metadata and overall analysis
User Notified	User is notified that their ticket has been resolved			User making a comment on ticket reopens the ticket	
Optional User Survey	Requester has the option to filllout a post event survey				Area for user to thank IT service team without triggering the system to reopen the ticket

Appendix C

Draft SOP

(CCT LOGO ?)

Chicago Community Trust
Work Unit (?)

(Process)

Standard Operation Procedure for (?)

Date

Standard Operating Procedure

Purpose: The purpose of this Standard Operating Procedure (SOP) will be to (explain nature of the SOP, roles, and functions within organization.

Background: Any collaborating or guidance documentation.

Policy: Explain any policies needed, can include internal policies, law or statute.

Business Process: What impacts to the business process are there, why is this task important, give the completer some info on the process, timeline and projected outcome.

Point of Contact:

Subject Matter Expert:
Role
Phone
Email
(Help Desk Info if applicable)

Procedures: The following is the standard procedure for resolving a user IT issue.

1. Initial Step
   a. What info or knowledge is needed

2. Subsequent Steps
   a. What info or knowledge is needed
   b. Who do I reach out to for help
   c. Screen Shot

3. Repeat for each step

4. Final Step
   a. What does success look like

Appendix D

Training Slides

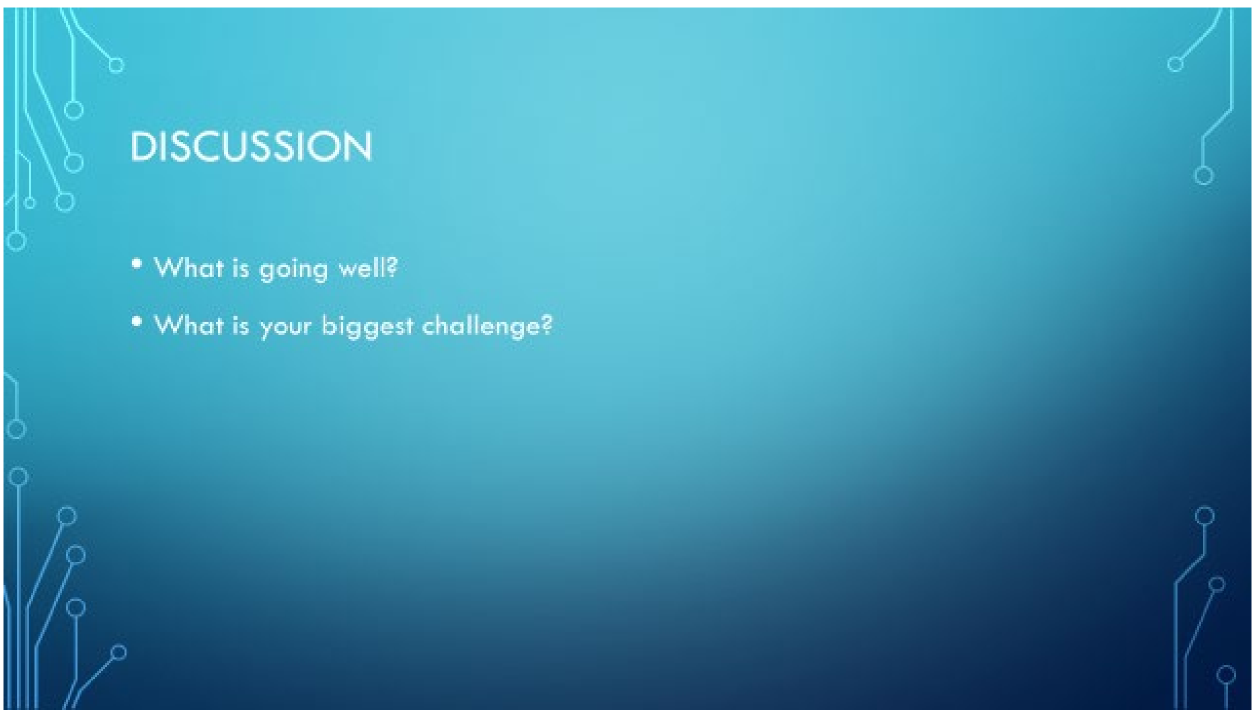
TEAM INTROS /ICE BREAKER

- Building a Thanksgiving tradition together

WHY ARE WE HERE…PROJECT OVERVIEW:

- Over the course of the next few months, we'll work together to develop SOPs, set SLAs and identify areas of improvement.
  - Discovery – Zen Desk (Monday, May 17 @ 3:00pm) – Tom P, Jean, Michael Smith
    - Goal: Learn about and document how CCT uses Zen Desk; identify areas of improvement
  - Workshop 1 -- All IT Staff
    - Goal: Provide an overview of SOP template, and begin to outline the SOP for Zen Desk Tickets
  - Workshop 2
    - Goal: Develop first draft SOP, use feedback to make improvements establish criticality and service levels.
  - Workshop 3
    - Goal: Finalize SOPs, gather feedback for improvement, identify common roadblocks and next steps
  - TENTATIVELY SCHEDULED: Final Report - All IT Staff + Select Operations Team
    - Goal: (1) Share progress made; (2) report on recommendations; (3) framework, templates & tools; (4) and roadmap for completing final SOPs; and (5) ongoing maintenance/process improvement overtime


WHAT WE HOPE TO ACHIEVE:
• Established SOP for Zen Desk Tickets
• Make recommendations for improvements to Zendesk & communicate expectations to the broader Trust
• Improve current processes where necessary
• Provide customers with achievable expectations and timeframes

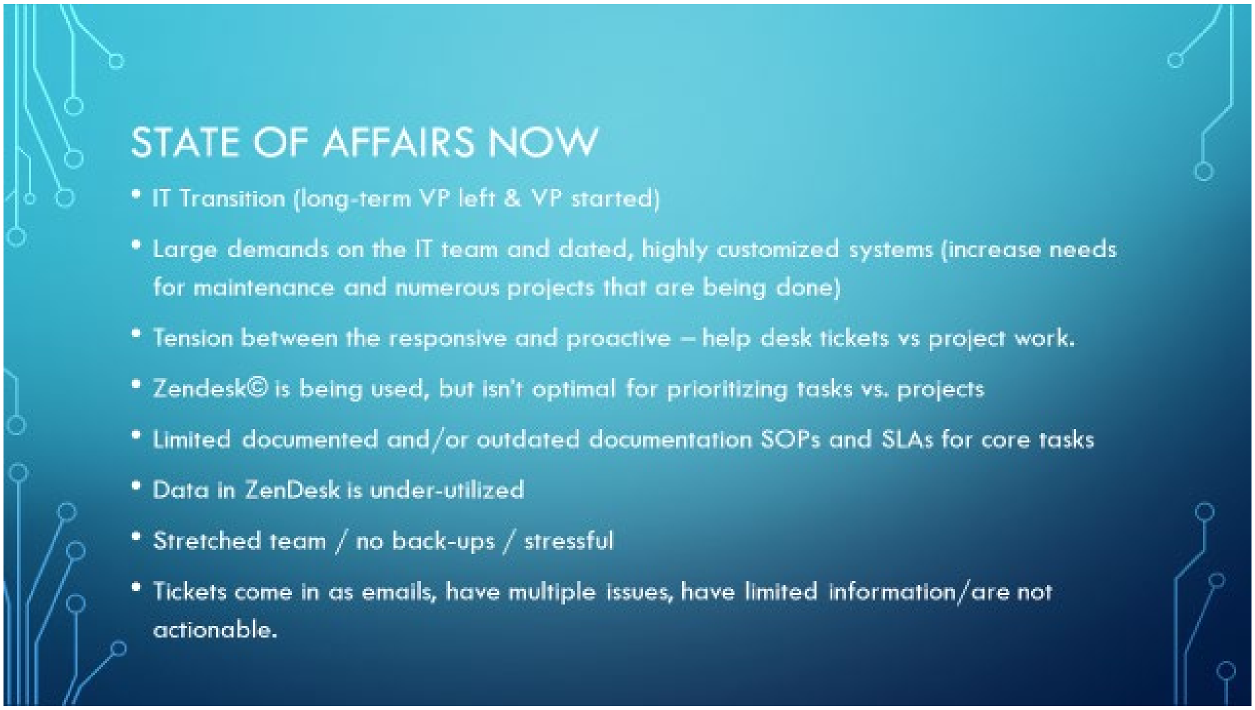

DISCUSSION
• What is going well?
• What is your biggest challenge?

WHAT ARE STANDARD OPERATING PROCEDURES?

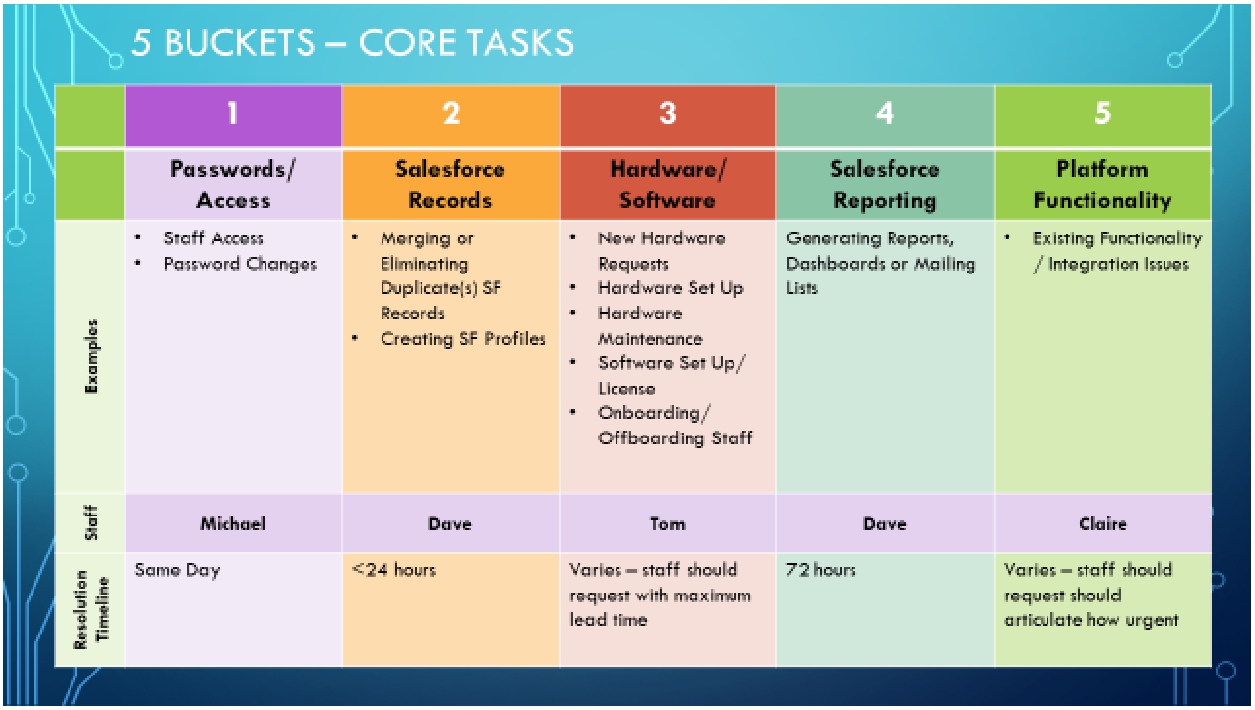
- Standard Operating Procedures (SOPs) have been used for decades by everyone from small businesses, FORTUNE 500 Companies and Governments at all levels.
- SOPs allow tasks at all levels to be broken down, simplified, quantified and repeated.
- This breakdown allows for easy cross-training and for overall process improvement, greater efficiency and prioritization.

WE NEED YOUR HELP.

- You are the Subject Matter Experts (SMEs) – we need your input to create and improve the current standard operating procedures and establish service levels for SOPs that:
  - Leverage best practices, experiences and lessons learned
  - Lead to better prioritization & management of time and resources
  - Reduce risk and improve business continuity
  - Continuously inform and improve customer service over time
  - Can be communicated to the broader Trust community
  - How do we escalate to consultants (BDO, RightPoint, Foundation Partners) & track their completion?
  - How do we track NTCGP tickets?

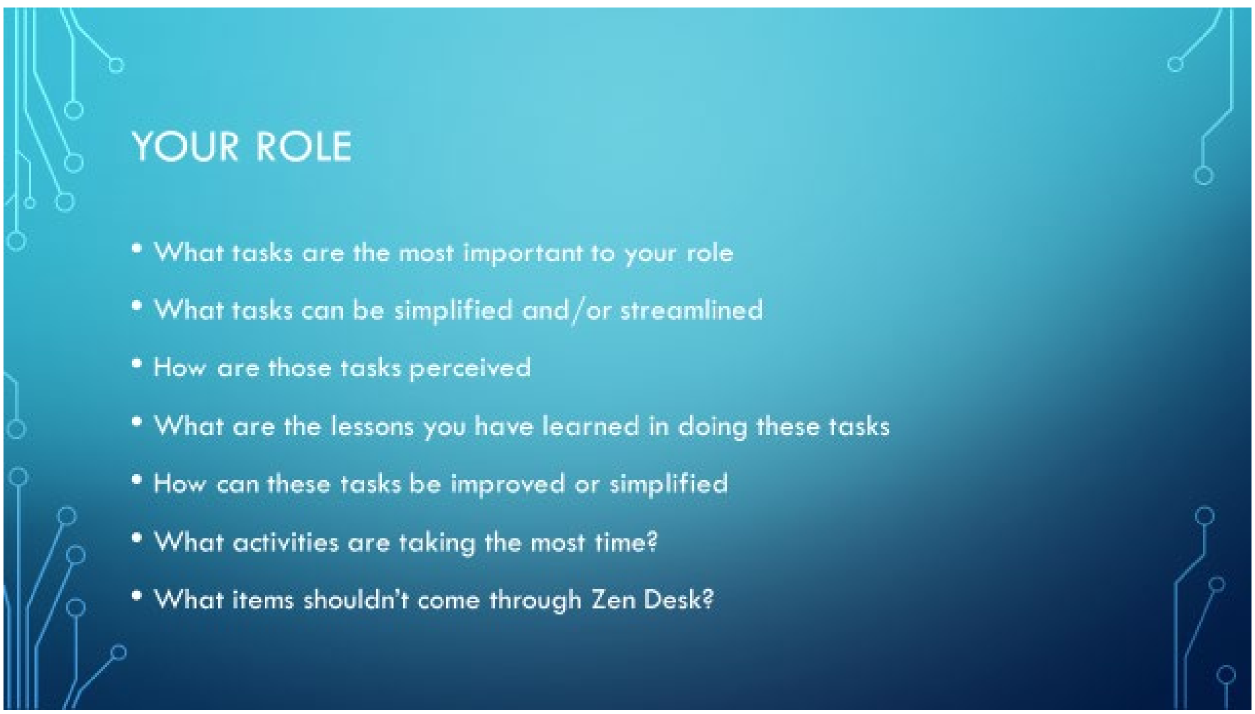

STATE OF AFFAIRS NOW
IT Transition (long-term VP left & VP started)
Large demands on the IT team and dated, highly customized systems (increase needs for maintenance and numerous projects that are being done)
Tension between the responsive and proactive – help desk tickets vs project work.
Zendesk© is being used, but isn't optimal for prioritizing tasks vs. projects
Limited documented and/or outdated documentation SOPs and SLAs for core tasks
Data in ZenDesk is under-utilized
Stretched team / no back-ups / stressful
Tickets come in as emails, have multiple issues, have limited information/are not actionable.

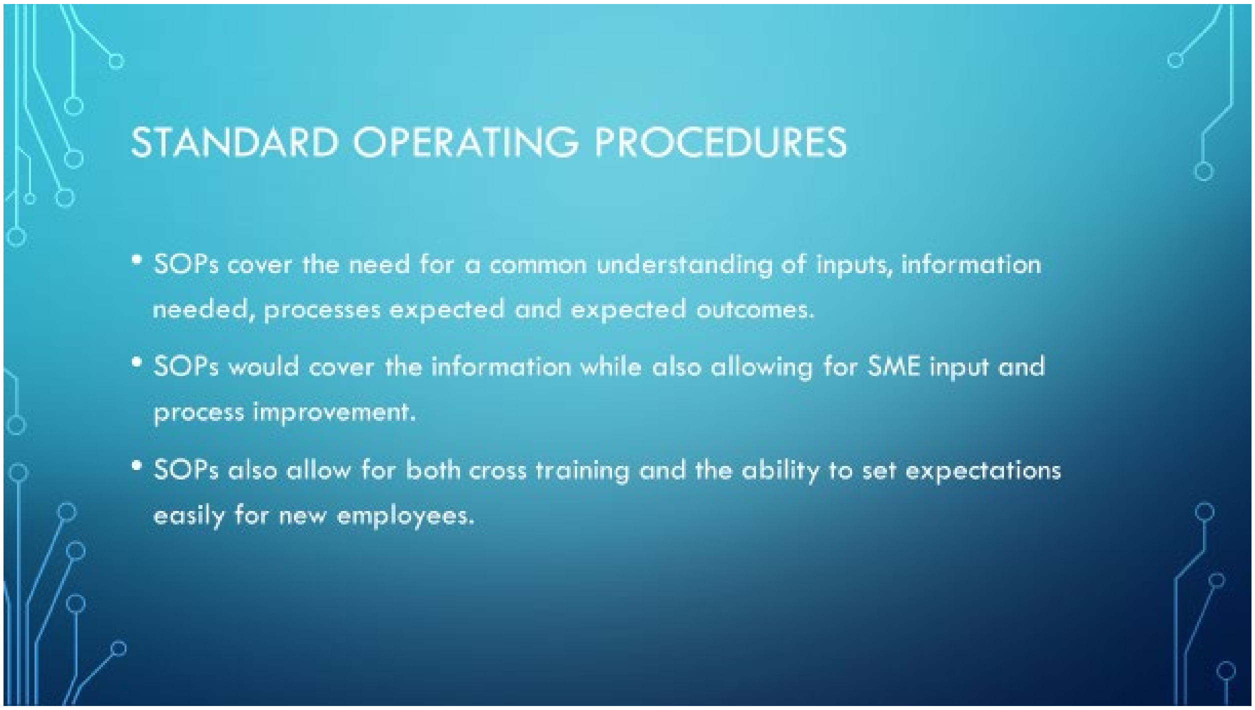

WHAT ELSE SHOULD I KNOW?

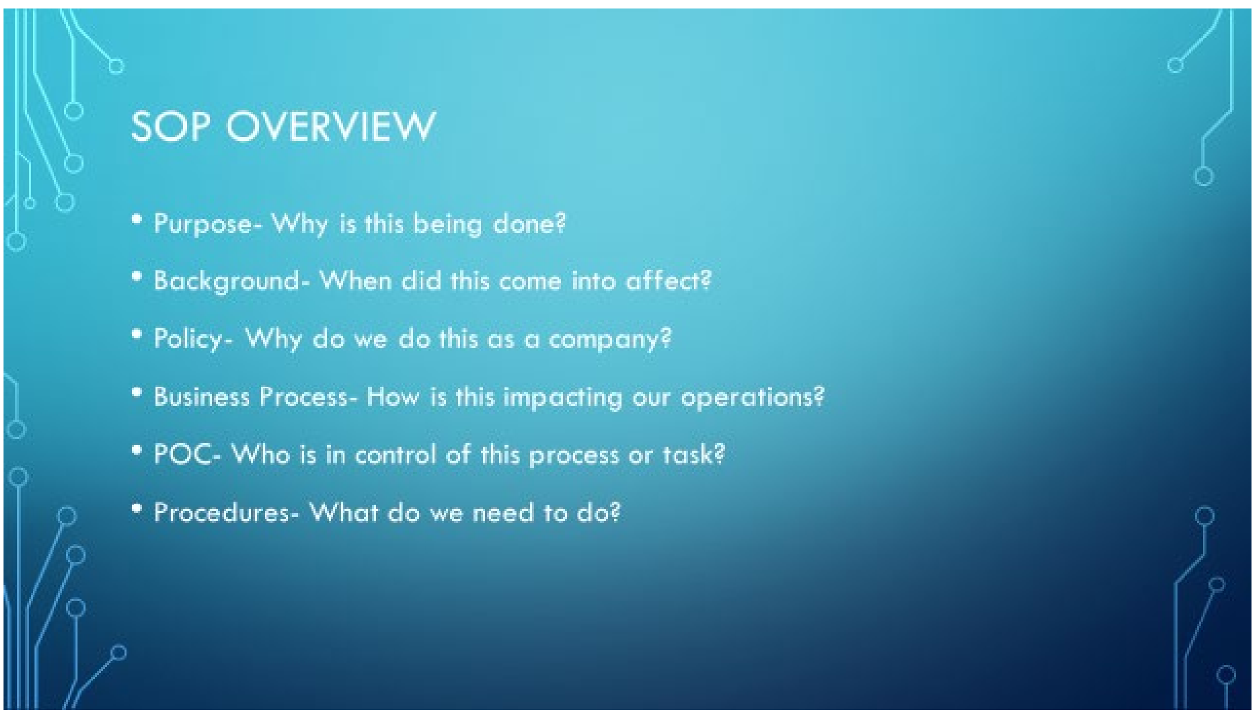


5 BUCKETS – CORE TASKS

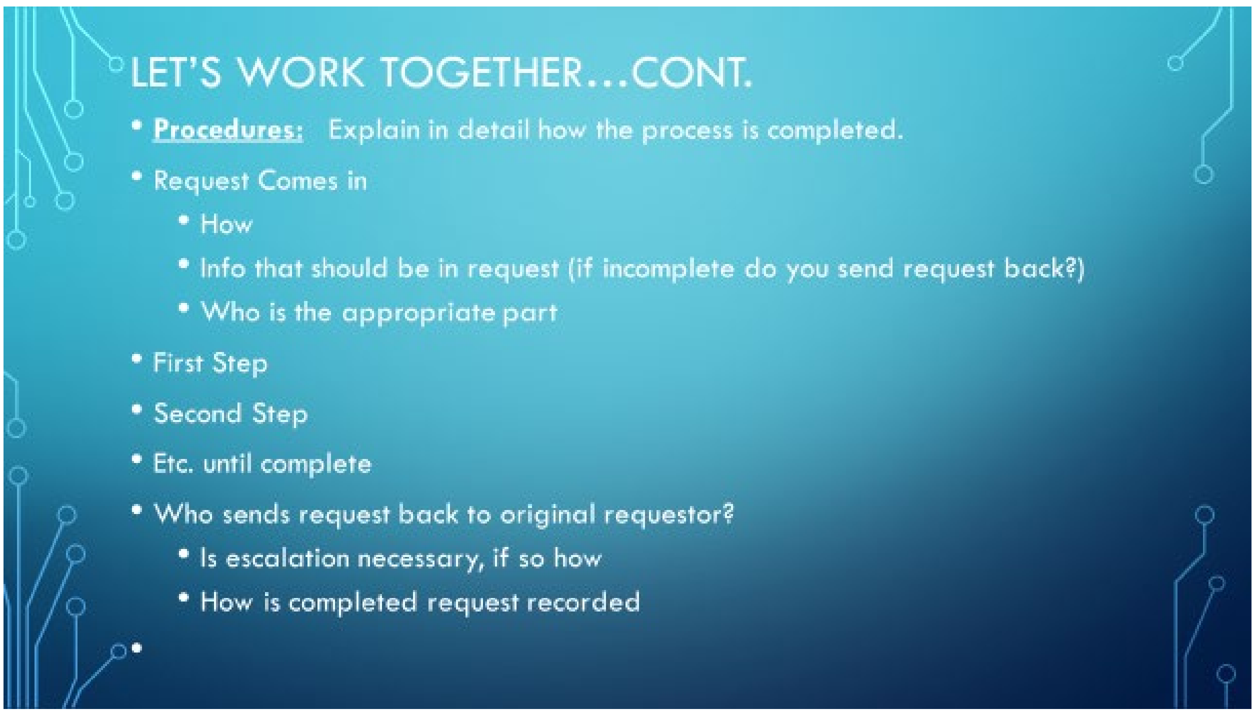
	1	2	3	4	5
	Passwords/ Access	Salesforce Records	Hardware/ Software	Salesforce Reporting	Platform Functionality
Examples	• Staff Access • Password Changes	• Merging or Eliminating Duplicate(s) SF Records • Creating SF Profiles	• New Hardware Requests • Hardware Set Up • Hardware Maintenance • Software Set Up/ License • Onboarding/ Offboarding Staff	Generating Reports, Dashboards or Mailing Lists	• Existing Functionality / Integration Issues
Staff	Michael	Dave	Tom	Dave	Claire
Resolution Timeline	Same Day	<24 hours	Varies – staff should request with maximum lead time	72 hours	Varies – staff should request should articulate how urgent

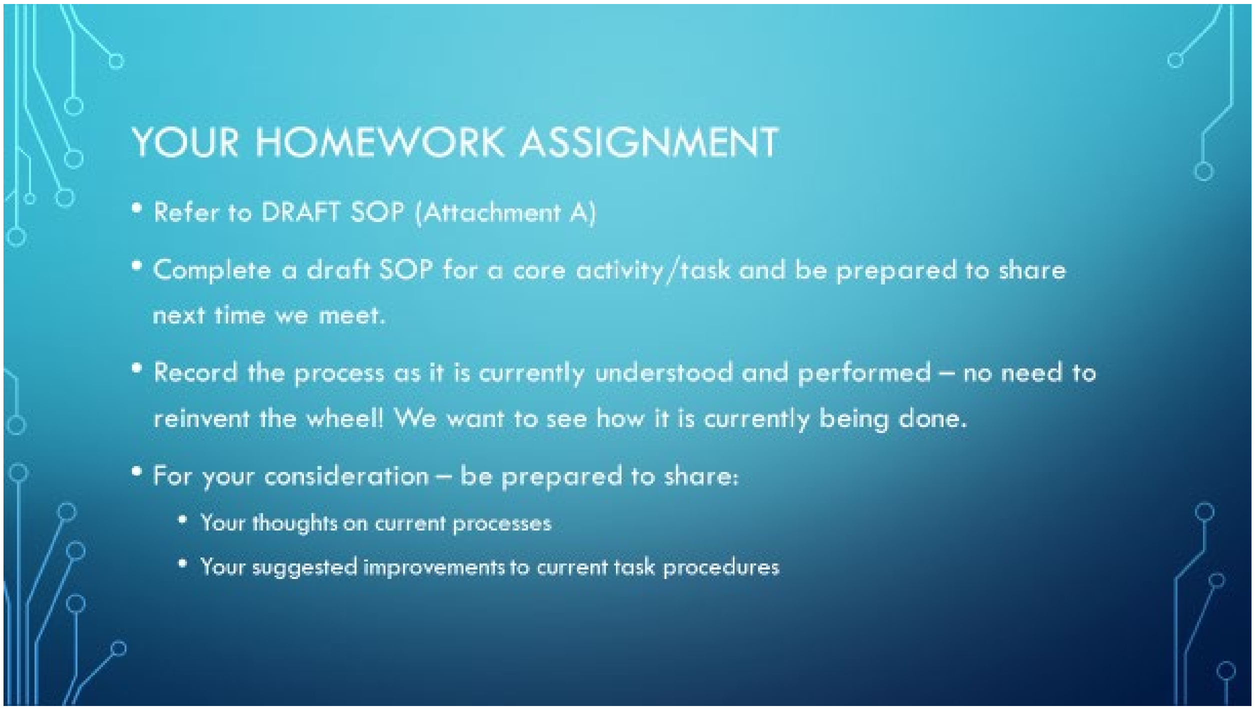



STANDARD OPERATING PROCEDURES
• SOPs cover the need for a common understanding of inputs, information needed, processes expected and expected outcomes.
• SOPs would cover the information while also allowing for SME input and process improvement.
• SOPs also allow for both cross training and the ability to set expectations easily for new employees.

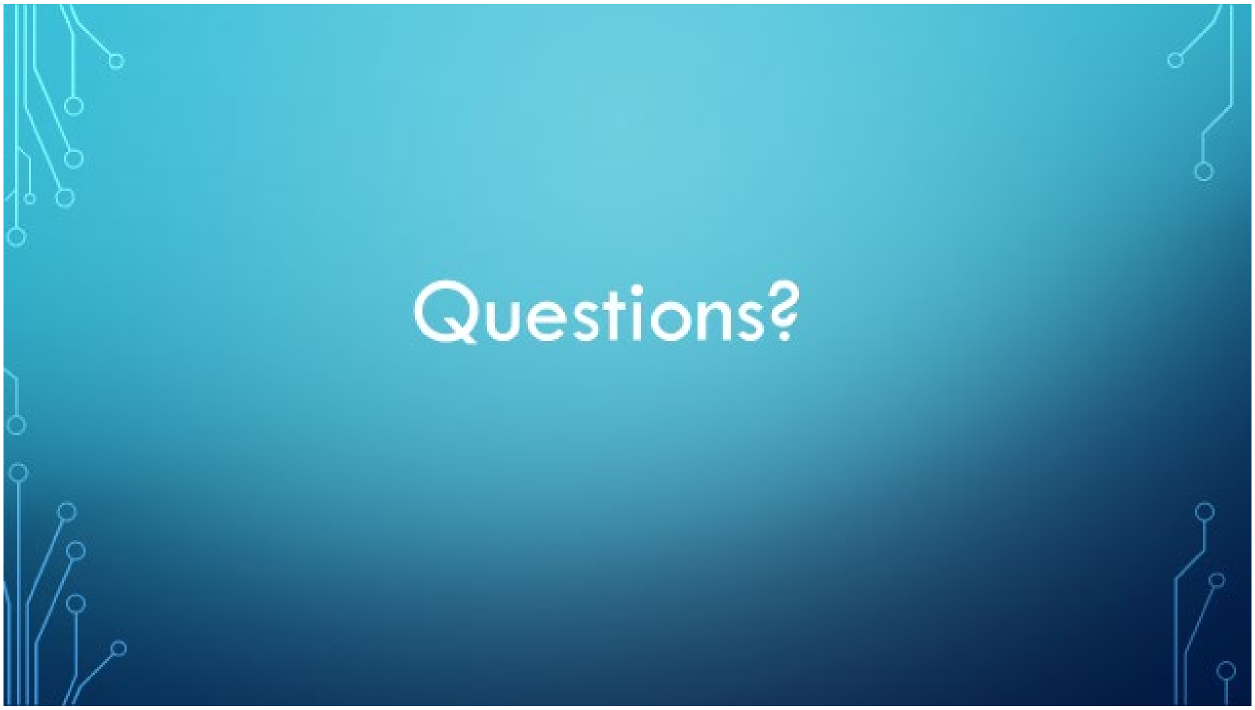

SOP OVERVIEW
• Purpose- Why is this being done?
• Background- When did this come into affect?
• Policy- Why do we do this as a company?
• Business Process- How is this impacting our operations?
• POC- Who is in control of this process or task?
• Procedures- What do we need to do?


LET'S WORK TOGETHER…
Purpose: The purpose of this Standard Operating Procedure (SOP) will be to define the procedures of (explain scope of task)
Background: Include any background necessary for the active party, what does this task incorporate, does it require steps from other functional areas, etc.
Policy: What policies are need or control this task, can include internal policies, law or statute.
Business Process: What impacts on business are there if this is not complete, why is this task important, give the doer some info on the process, timeline and projected outcome.
Point of Contact:
Subject Matter Expert:
Role/Title:
Phone:
Email:
Help Desk if applicable:


LET'S WORK TOGETHER…CONT.
Procedures: Explain in detail how the process is completed.
Request Comes in
How
Info that should be in request (if incomplete do you send request back?)
Who is the appropriate part
First Step
Second Step
Etc. until complete
Who sends request back to original requestor?
Is escalation necessary, if so how
How is completed request recorded


YOUR HOMEWORK ASSIGNMENT
• Refer to DRAFT SOP (Attachment A)
• Complete a draft SOP for a core activity/task and be prepared to share next time we meet.
• Record the process as it is currently understood and performed – no need to reinvent the wheel! We want to see how it is currently being done.
• For your consideration – be prepared to share:
• Your thoughts on current processes
• Your suggested improvements to current task procedures


OUR SCHEDULE:
• • Workshop 2 (Wednesday, June 16th @ 11:00am-12:00pm CST)
• • Workshop 3 (June 24th @ 8:00-9:00 CST) – All IT Staff
• • Final Report Out (July 1 @ 11:30am-12:30pm) – All IT Staff + Select Operations Team


Questions?

Appendix E

Final SOP

The Chicago Community Trust
Innovation & Technology Department

ZENDESK TICKET

Standard Operation Procedure for ZenDesk Tickets

Last Revised: June 2021

AUTHOR: Jean Westrick	**APPROVED BY:** Lisa Jericho

RELATED POLICIES:
See Technology Policy for additional information

PURPOSE:
The purpose of this Standard Operating Procedure (SOP) is to define the procedures related to staff requests from initial submission to resolution for technology-related issues submitted through Zendesk, a cloud-based help desk management platform.

BACKGROUND:
The Trust's IT team uses Zendesk to manage service requests from staff experiencing technology-related issues from password changes, routine donor statement uploads, data-related requests, integration issues, software installation, network connectivity issues, and equipment requests.

<u>Business Process:</u>
Resolution of service request vary; however, individuals who do not follow Zendesk submission processes may lead to delays in resolving service requests, lack of productivity and unnecessary burdens on IT team resources, and in accurate, unusable or missing data regarding service requests.

POINT OF CONTACT:	Subject Matter Expert: Tom Flueger Role: IT Manager Email: TFlueger@cct.org

PROCEDURES:
The following is the standard procedure for resolving a user IT issue.

5. STEP 1: Requestor Submission
   a. The IT team receives a request for assistance from a requestor through:
      i. Email @Support
      ii. Form (OKTA homepage)
6. STEP 2: Initial IT Notification
   a. All IT Staff are notified via email that a request for assistance has been created with a link to Zendesk Ticket.
7. STEP 3: Ticket Creation As New
   a. Once the ticket has been created in the ZenDesk system, a member of the IT Staff would code the ticket with:
      i. Type: What is the cause of the issue, or service request
      ii. Priority: How important is the ticket (Low, Normal, High, Urgent)
8. STEP 4: Initial Requestor Notification
   a. Requestor is notified via email their ticket has been received, is under review and will be receive response within 8 business hours.
9. STEP 5: Ticket Assignment and Acceptance
   a. IT Staff ticket is assigned as appropriate to the SME for that ticket type and changes Subject As from New to Open (Pending / Solved) (CHANGE TO STATUS)

10. STEP 6: Evaluation by IT Subject Matter Expert for Type
    a. Assigned IT Staff evaluates and updates tags for ticket type, sub-type and priority
       as appropriate (PRIORITY SHOULD BE REQUIRED FIELD)
    b. Ticket should be assigned a due date (timeframe isn't REQUIRED ADD AS RECOMMENDATION)
11. STEP 7: Follow-Up Requestor Notification
    a. ZenDesk sends an email to the user who reported the issue from the IT Staff assigned to the Ticket
12. STEP 10: Ticket Prioritization
    a. Ticket is prioritized given SMEs current workload and other tickets
13. STEP 11: Issue Resolution
    a. SME determines root issue and begins addressing the issue(s) by type, sub-type and priority.
    b. SME resolves ticket
14. STEP 12: Ticket Closure
    a. SME changes the status to Solved within ZenDesk
    b. ZenDesk creates a resolution email which is sent to the user
15. STEP 13: Final Requestor Notification
    a. User receives the ZenDesk notification
16. STEP 14: Requestor Survey (Optional)
    a. Initial requestor has the option to complete a post event survey

Appendix F

Final Report/Recommendations

Chicago Community Trust

Innovation and Technology Branch – Final Report

Project Overview

The overall purpose of the project between the Chicago Community Trust and The University of Pennsylvania's Fel's Lab was to create and foster a more robust, streamlined and inclusive organization. The Trust's goal was to create an organization where each employee has agency in his or her products, tasks and goals. The Trust collaborated with the Fel's Lab on this project; which used seminars, draft documentation and numerous trainings to create Innovation & Technology Branch Standard Operating Procedures. There were four goals within the project.

- Create documentation that supports the Trust's strategic planning.
- Standardize processes to allow for training, manage user expectations and allow for process improvement.
- Create a sense of agency for the IT Department.
- Improve IT staff satisfaction with their jobs, and there-in their morale.

Outcomes

The seminars and trainings have created an umbrella SOP for the ZenDesk Tickets, but also started to create the environment where subject matter experts are leaned upon for their knowledge and innovation. The Trust will continue to use the tools and processes created during this project to build similar SOPs within the IT branch and other functional areas of the organization.

Recommendations

The following recommendation have been noted during the project:

- Create an advertising plan for ZenDesk ticketing that focuses on users entering tickets only through email or the web based form.
- A single source assigner to both vet tickets for accuracy and ensure they are appropriately routed.
- An overhaul of the ticket request form to more accurately describe and utilize user information.
- Analyze the meta-data available through ZenDesk to compare with current recurring issues to streamline processes and identify recuring hardware or software issues.
- Analyze the meta-data available in ZenDesk to perform a work process analysis of current IT team members and determine if IT has the appropriate amount of team members.

- Weekly ZenDesk summarization of total number of tickets to track trends, analyze information and recurring issues.

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