

Operations

The background is a solid blue color with a pattern of white line-art icons. These icons represent a wide variety of subjects: film (clapperboard, film strip, camera), science (telescope, planet Saturn, microscope), history and geography (Eiffel Tower, map of Africa, map of Australia, Great Pyramids, Sphinx, Statue of Liberty, map of Europe), and general concepts (lightbulb, film strip, microscope, microscope, microscope). The word "Operations" is centered in a large, white, sans-serif font.

Purpose of Operations

The office of the COO is a center of organizational effectiveness that executes on the strategy and vision of the organization based on market awareness, data proof points and operational excellence.



Opportunities we will work through

Reducing
duplication

Fostering a
positive, respectful
ethical work
environment

Disrupting silo
practices

Eliminating
waste





Improving our
“Say:Do” ratio

Advancing our
remote culture



Our focus as your partners

Four key bodies of work

- | | | |
|---------------------------------------|--|--------------------------------------|
| 1. Organization efficacy & excellence |  | How efficiently the Foundation works |
| 2. Operational rigor |  | The way we get work done |
| 3. Leadership practices |  | Method/process/procedure |
| 4. Resource Stewardship |  | Impact of our investments |



Organizational Efficacy



Objective:

Implement organizational best practices to improve the effectiveness of how the Foundation achieves its targeted outcomes

Two Organizational Efficacy efforts were initiated this quarter, sustainability and staff rewards.

Historically sustainability was a primarily staff-led effort with no formal home/accountability structure. These grassroots efforts were critical in raising the profile and importance of this work, which is now led by Operations in partnership with staff.

Rewards were a critical missed opportunity to celebrate the great work our staff does. We are committed to exploring options to improve.

Key Results

Deliver three sustainability milestones: policy statement, framework, KPIs
Baseline: 0 milestones

Deliver three staff rewards system milestones: process mapping, pilot, implementation
Baseline: 0 milestones

Y1-Goal

3 milestones

Q1-Status

Milestones in progress

2 milestones

Milestones in progress



Organizational Efficacy



Efforts underway

Sustainability

- Release of blog post, assessment and participation in Digital Climate Strike
- Onboarding of consultant to aid in milestone delivery, focus groups, exploration of CO2 reduction target



Staff Rewards System

- Exploration of options for manager-to-report as well as peer-to-peer
- Performance focus: delivery and values



Efforts in the hopper

Remote Toolkit

Independent project structure

Drill Down: Organizational Efficacy Sustainability



The situation

In 2017, there was a Board approved resolution in which the Foundation committed to start including an environmental impact statement in our annual plans 2018 onward. This impact statement is not reflected in our current annual plan.

The impact

This gives the appearance that the Foundation is not committed to making sustainability a priority for our organization or taking action to reduce our CO2 emissions.

The recommendation

Leverage Foundation underrun to fund sustainability policy statement/framework/KPIs

Assess funding needs to implement Foundation/Community activities

Amend the annual plan to include an environmental impact statement

In FY20/21 fully implement Sustainability into Ops budget

Operational Rigor



Objective:

Establish practices to deliver discipline and consistency to Foundation processes and operations

Our Operational Rigor is rooted in ensuring that staff are empowered to carry out the work they are responsible for delivering, in the right manner every time.

In July we kicked off efforts to overhaul our quarterly Foundation assessment processes, resulting in the delivery of the Tuning Session.

In October we initiated efforts to further develop our annual planning processes, inputs/outputs.

Key Results

Deliver four quarterly metric review milestones: cross-departmental framework design, Key Deliverable metric clean up workshops, Tuning Session training and implementation
Baseline: 0 milestones

Y1-Goal

4 milestones

Q1-Status

4 milestones



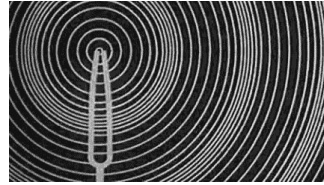
Operational Rigor



Efforts Underway

Tuning Session

- Delivery of a strategic, non-subjective, time efficient, templated process in which the Foundation's activities can be assessed
- First time “in the wild”, feedback survey forthcoming



Efforts in the hopper

Culture committee

Annual planning improvements

- Provide clarity, improve ease of use, and increase collaboration
- Create shared definition for Core work



Leadership Practices



Objective:

Analyze, implement and improve Foundation practices which advance staff capabilities to lead, inspire, empower and innovate

This quarter's leadership practice work has been primarily focused on supporting monthly staff meetings, driving our System of Performance implementation, and initiating preparations for All Hands.

Our long term goal is to be a portal to drive a culture of excellence where our leaders are committed to problem solving, collaboration, positive and creative thinking, endurance, resiliency...all designed around process driven practices.

Key Results

Increase attendance at monthly staff meetings with varied content and presenters
Baseline: 20% monthly staff participation

Oversee delivery of four System of Performance milestones in partnership with T&C: system procurement, process consultancy, OKR training, implementation
Baseline: 0 baselines

Y1-Goal

80%

4 milestones

Q1-Status

62%

4 milestones



Leadership Practices



Efforts Underway

Staff Meeting

- Ensuring staff are kept abreast of important leadership and Foundation updates
- Transitioning ownership to T&C



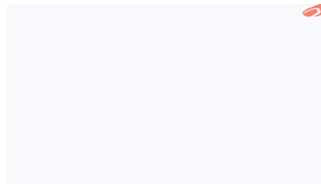
Efforts in the hopper

Enterprise bubble assignments

Summer intern diversity pipeline

All Hands

- Efforts underway with T&C/F&A/Chief of Staff
- Consultant identified along with staff volunteers



Resource Stewardship



Objective:

Ensure resource expenditures are aligned to Foundation priorities and are prudently utilized through maximized performance output

Our Resource Stewardship efforts have been focused on providing clarity and structure to the Opportunity Fund. Katherine helped hone in on the fund's focus: new projects/work that advances our program goals and MTP.

In partnership with Finance, we have created a template for submissions and established a COO/CFO joint-led committee to review requests and ultimately present to C-Team for approval.

Future efforts may include a cost-out initiative, e.g. vendor/tool consolidation, exploring design-to-cost opportunities.

Key Results

Oversee delivery of three Opportunity Fund improvement milestones in partnership with Finance: process mapping, template development, training
Baseline: 0 milestones

Y1-Goal

3 milestones

Q1-Status

3 milestones



Tuning Session Design & Template

Recognition



James Baldwin
Finance Manager



Dana McCurdy
Manager, Learning & Evaluation Team



Kate Zimmerman
Sr Engineering Manager, Head of Product Analytics



Margeigh Novotny
Senior Director of Design Strategy



Kristen Lans
Director of Learning and Development



Blanca Flores
Junior Designer

Sustainability



Deb Tankersley
Program Manager (Engineering)



Erika Bjune
Vice President, Technology



Joel Aufrecht
Program Manager (Technology)



Volker Eckl
Senior User Experience Engineer

