

Considering a New Grants Management System? Navigating the Potential Pitfalls



Martin Schneiderman
Information Age Associates
47 Murray Place
Princeton, NJ 08540 USA
mbs@iaa.com
www.iaa.com
Office 609-924-6936
Mobile 609-203-1137

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Some Session Ground Rules

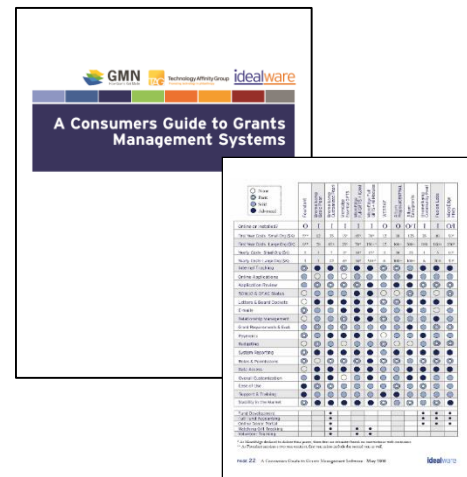


- Please use the handheld mics so that everyone can clearly hear you
- Pose questions of general interest to our broad audience of grantmakers
- Some questions will be taken after each of our 3 speakers
- More questions will also be taken at the end
- No public discussion about individual service provider systems



The Basis of IAA's Perspective

- 200+ grantmaking clients worldwide
- We've evaluated 50+ different grant systems
- Our clients have used 15 different major grants management systems
- Diverse professional background as a grantseeker, grantee, consulting program officer, foundation senior executive, senior management consultant, and Chief Information Officer
- Consultant for Idealware's bi-annual grantmaking guide



25 Major North American Integrated Foundation Information System Grants Management Service Providers



Names of acquired companies are underneath the larger logos

Grantmaker Feedback

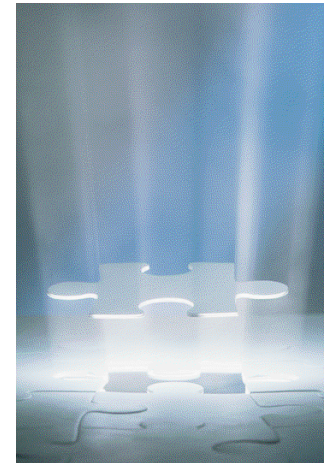


- *Seamlessly integrated* grantmaking systems
- *A better user interface for everyone*
- *Powerful and easy*
- *Great support service*
- More needed features
- Better backend efficiency
- Reliable systems
- High level of security
- Better searching
- Improved reporting
- Mobile accessibility
- Better 501(c)(3) validation
- Grant outcome tracking and reporting
- Global reach for your staff and nonprofits worldwide
- Multi-lingual & multi-currency
- Links to external services and our accounts payable
- Responsiveness/timing of disaster relief sites
- Shorter lapse time to donate funds

Our Grantmaking Clients

Key System Functionalities

- A built-in knowledgebase of grant files with contents that are auto-indexed and fully searchable
- Dynamic links to multiple external systems and databases
- Integration with accounting, e-payment, and e-signature systems
- Multilingual and multi-currency
- Integration with incoming and outgoing email and public websites
- Social networking and broadcast email



Some Major Reported Challenges with Grantmaking Systems

- Not meeting all of our expressed needs
- Problems with services and inexperienced provider staff
- Insufficient configurations, and personalizations
- The UI is too complicated
- Poor web browser compatibility
- Integration with other systems
- Searching and reporting our data
- Need for outcome tracking
- We're seeking lower costs



More than Migrating Data *



- In addition to migrating all data and attached files, who will also migrate, configure, or reconfigure all:
 - User access rights
 - Hierarchical code tables
 - Write-up templates
 - Correspondence templates
 - Online application forms
 - Online review forms
 - Online grantee reports
 - Saved searches and favorites
 - Workflows
 - System and ad hoc reports and favorites
 - Budgets
 - Graphical dashboards for each team and/or user
 - Links to all external systems

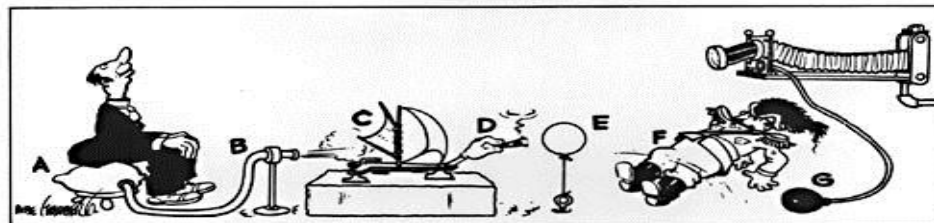


Key Factors in Vendors Managing Acquisitions and Partnerships

- Underestimating their challenges merging very different organizations
- Managing different business models and leadership styles
- Scaling up to hire, train, and manage more staff plus effectively support more clients
- Figuring how to realistically link and integrate entirely different technologies



What are some of the **greatest problems** you encounter selecting and running your core systems locally and from the cloud?



Picture-Snapping Machine RUBE GOLDBERG (tm) RGI 074

Case Study

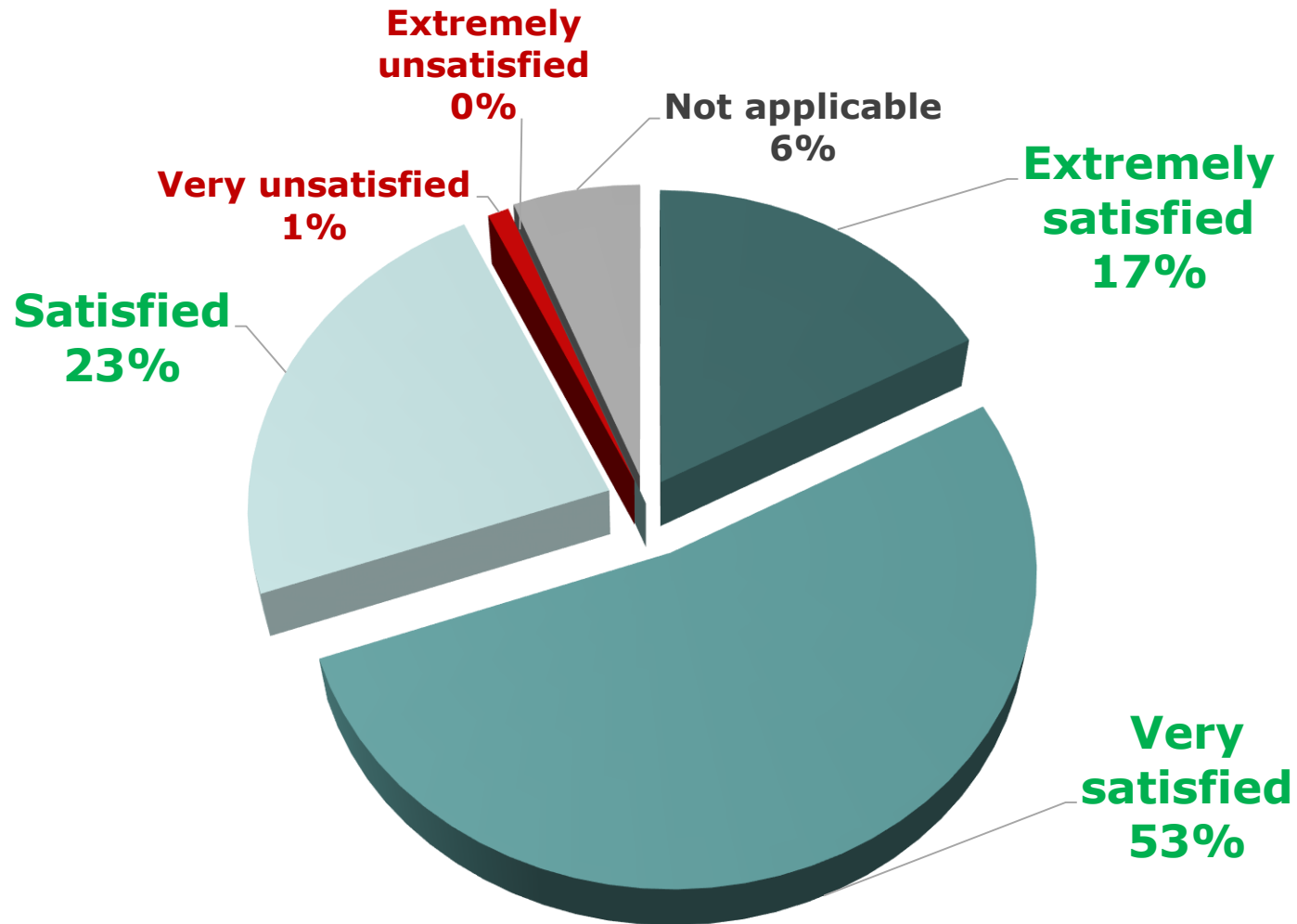
Selecting a New System



- How do we go about specifying our prioritized new system requirements to select our best-fit integrated system?
 - How do we determine our key requirements?
 - Which is better, a customized system or a commercial system that enables extensive personalized configurations?
 - Should we be concerned about having all our core system software and data off site in a vendor hosted commercial data center?



How satisfied are you moving grantmaking applications to the cloud?



Selecting a New System

The Pitfalls



- Not developing an *up front* prioritized list of *Required* and *Desired* 5 = *High*, 1 = *Low* specs
- Not requiring all RFP respondents to specify in writing if and how their system can do *each of your key things*
- Grantmakers grossly underestimate all of the work necessary for *their staff* to decide, specify and configure the new system

IMPORTANT INSTRUCTIONS: Please describe your ability to meet each of our specified system requirements. Please do this by completing the Vendor Response column of this document. When:

1. Currently available and is fully functional exactly as described in the latest production version of your product and/or service.
2. Similar but with some limitations compared with what is described. This clearly describes all limitations.
3. Not currently available and, if shown as "Required" what you propose with a guaranteed delivery date and cost (if applicable) from the date of contract signing. Please clearly specify if.
4. To be added for future integration into the core system exactly as we've described for all clients vs. being specific to us. Please specify the guaranteed

Function	Description	Required or Desired Strength	Vendor A	Vendor B
User Interface				
Windows XP / Vista workstation	Fully compliant with Microsoft's Windows XP workstation and Windows Vista Common User Access	Required	1- The ABC system maintains full compatibility with Blackboard's technical environment	1
Generic browser and platform support	Full support of Internet Explorer v6 and later, Firefox 2.x and later, and Safari 3.x and later. Accessible from all Windows and Macintosh PCs.	Required	1- Firefox like provides an integrated web portal that can be configured and supports shared browsers.	2- Restricted to Web based components of the ABC suite
Ease-of-use	Graphic user interface that has structured screens, facilitates navigation, and functions consistently with other supported Web and Windows applications.	Required	1- The ABC system was designed in collaboration with end-user groups that specified the ABC requirements	1
Searchable online help	Online help that describes the capabilities of the system. Includes a searchable index.	Required	4- Online help is not currently available but is planned for future release - End Of 2003. THAT'S OK	1
Web interface	The application is fully accessible and functioned via a Microsoft Windows interface.	Required	1- Fully Windows compatible	1
Web interface	The application is Web enabled and is fully accessible and functioned via a supported Web browser.	Required	2- The ABC system is interfaced with an integrated web portal to handle on-line functions but the ABC system is not currently web-enabled BUT IS THE WEB PORTAL AN EXISTING PACKAGED MODULAR PRODUCT OR A CUSTOM DEVELOPED SYSTEM?	1- THIS IS A BIT CONFUSING. ABC IS WEB APPLICATION BUT ABC IS A WINDOWS APPLICATION. ABC CAN BE ACCESSED VIA WEB OR CITRIX FROM A WEB
Full screen display	All screen displays (except pop-up windows) will display full screen regardless of the available size and display resolution. Text elements will be designed to fill the screen to make optimal use of display space regardless of ability for a user to resize the status of all proposed and grant assigned to selected staff.	Required	1- All key screens are full screen display	1
Supervisor view	Ability for a supervisor to view the status of all proposed and grant assigned to selected staff.	Required	1- Records can be associated with staff, but not limited to just those staff. Supervisors can see which staff are associated with each record.	1
Web parts design	Ability to add, delete, move Web parts if there exist. This can either be done and locked by the system administrator for groups of users, or with appropriate rights users can design personal settings of favorite queries, reports.	Required	1- While the main ABC system is not web-based, the web extensions provided for the ABC system can be fully modified by the end user.	1
Saving personal favorites	Capability for the system administrator to easily create user customized on-screen help to improve the accuracy of data entry.	5	1- Key parts of the ABC system (Home page, view) can be configured for each user.	1
Custom help screens	Capability for the system administrator to easily create user customized on-screen help to improve the accuracy of data entry.	5	4- Online help is not currently available but is planned for future release - End Of 2003. THAT'S OK	1
Collapsible code table listing	Code tables can be easily expanded and collapsed (filter is optionally hidden for complex multi-level code tables).	5	1- All code tables are multi-level and configurable.	1
Fast used queries	Server drop down list of fast used queries for quick access.	4	1- Recently accessed lists available throughout the ABC system	1
Personalized view by individual	Enables individual users to choose their own default startup view that specifies what data is presented and how it is sorted. The presentation of data can be filtered to display only those data that are the responsibility of the user. This view can change at any time.	4	2- While the ABC system with user defined quick links is configurable for each user.	1
Tree view	Display of contact relationships in a hierarchical tree view.	4	1- Function is available through tight integration with RE / FE SOUNDS GOOD, LET'S SEE THIS	5


Selecting a New System

The Pitfalls



- No personalized demo script with your key specs for each vendor to adhere to in the live presentation of their latest current production system

Global Foundation



Vendor / Service Provider _____

Demonstration Requirements

Proposal finalists will be invited to demonstrate the current standard (not customized) production version of their system on our standard configuration Windows 10 64-bit PC (provided by the vendor) using Internet Explorer v10 in March 2017. You will be presenting to the project team (as described above) either in person or by webinar

During your three-hour demonstration, would you please be sure to:

1. The features and functionality noted below must be demonstrated first. Time permitting, you are invited to share other key features of your system.
2. Expect and allow adequate time for questions throughout your presentation.
3. Please manage the time carefully to ensure that you have allotted sufficient time to demonstrate all the required features.
4. Please order the sequence of the demo in the sequence shown below.
5. Specifically indicate which feature will be demonstrated next so that we can all follow along and ensure we cover all required items.
6. If your system cannot currently do one or more of these capabilities then please explain this up front, skip it, and continue.

Rating scale:

5 = Excellent - Does completely and easily
4 = Very good - Does completely but not easily (e.g. not intuitive, many steps)
3 = Good - Does in an acceptable way (possibly using a workaround)
2 = Poor - Does poorly
1 = Unacceptable - Cannot use as is
0 = No current capability

Capability	Ratings	Comments
1. Demonstrate proposal submission, intake and review.		
A. Submit an <u>invited online proposal</u> (with a URL, login ID and password) for a new grant.		
B. Demonstrate <u>receipt of proposal and reports from the grant maker perspective</u> , including associated status changes (e.g. required report received and then automatic coding that it is in pending review and finally approval).		
C. Demonstrate a <u>reviewer portal</u> and how scores and narrative comments are entered and then accessible to program staff, grants manager, and potential external reviewers.		
2. Demonstrate a <u>grantee portal</u> and how a grantee can: - update their <u>previously entered</u> contact information - see how we can review and approve contact information changes - see requirements due - submit a progress report that includes both data fields and a required attachment such as an Excel budget		

Migrating to a New System

More Pitfalls



- Missing key capabilities in the new system that *you assumed would be there* just like the former system
- Lack of comprehensive new system acceptance testing *by the grantmaking staff*
- Finding and fixing lots of duplicate organizations, requests, and contacts
- Missing data and documents that weren't migrated because they weren't provided



Migrating to a New System

Other Key Pitfalls



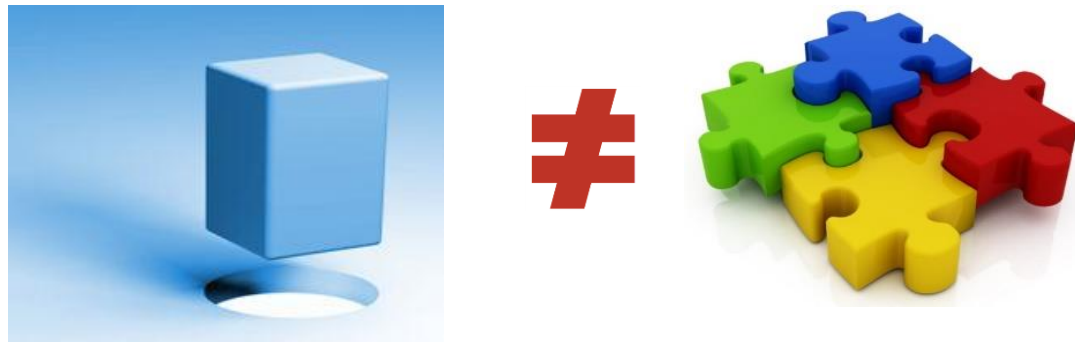
- An unbalanced legal agreement with no recourse that favors only the service provider
- Believing everything that you were told without documenting this in writing as part of the contractual agreement
- Changing of the guard on both the grantmaking and the service provider staff
- Genuine misunderstandings between your staff and the service provider's project manager



Case Study

Poor Legacy System Integration

- Why don't/didn't our legacy non-integrated systems work together at all?
 - What things caused this major limitation?



- What do we now need to do when selecting and configuring our new fully web-based remotely hosted system to prevent this from happening again in the future?

Case Study

System Acceptance Testing

- We discovered that after we cut over that *all user access doesn't work*, and *our data migration wasn't complete*.
 - What was missing?
 - Why did this occur?
 - What should we have done differently?



Web User Interface Issues

- All service providers claim to provide broad Web browser access to your grantseekers, grantees, staff, reviewers, board, and the system administrator

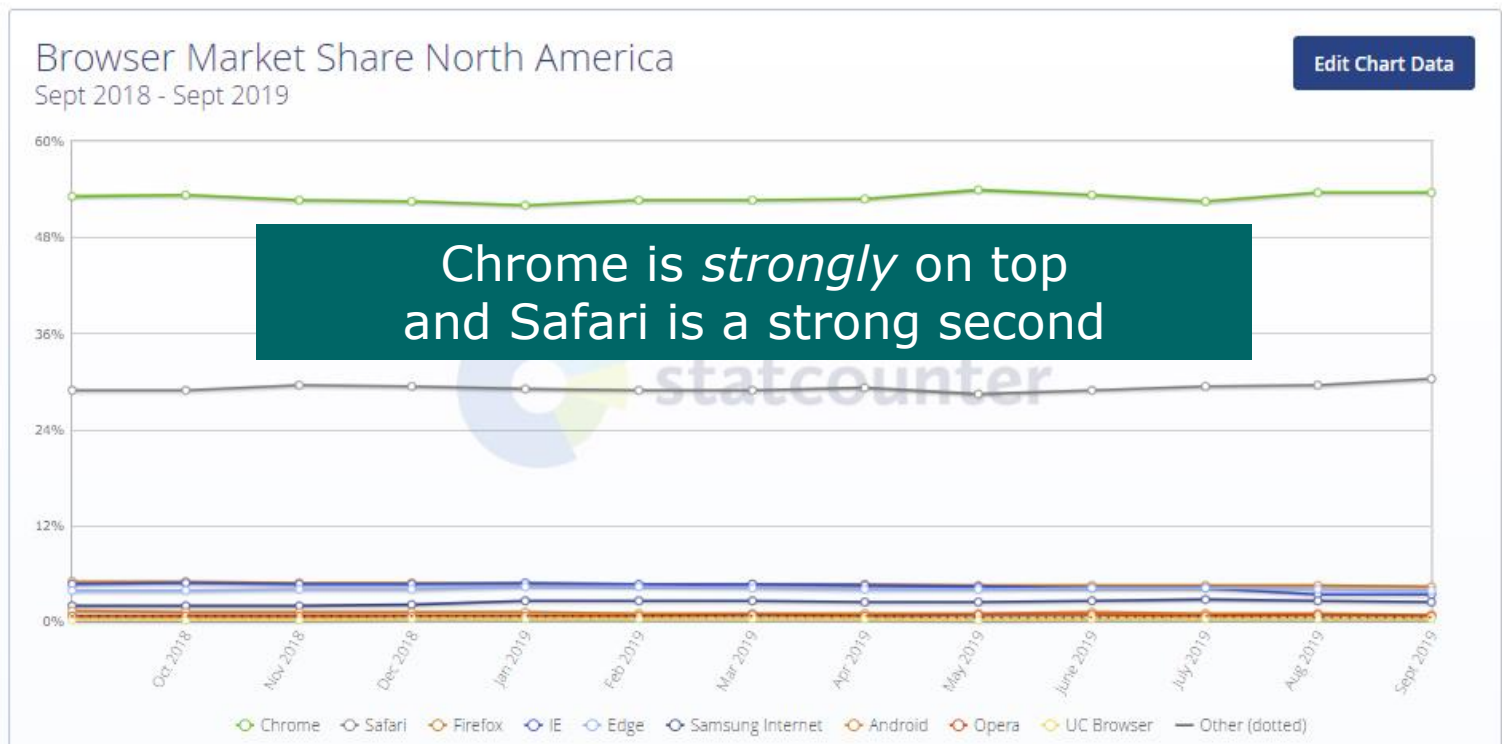


But there are many problems with the different browsers and versions

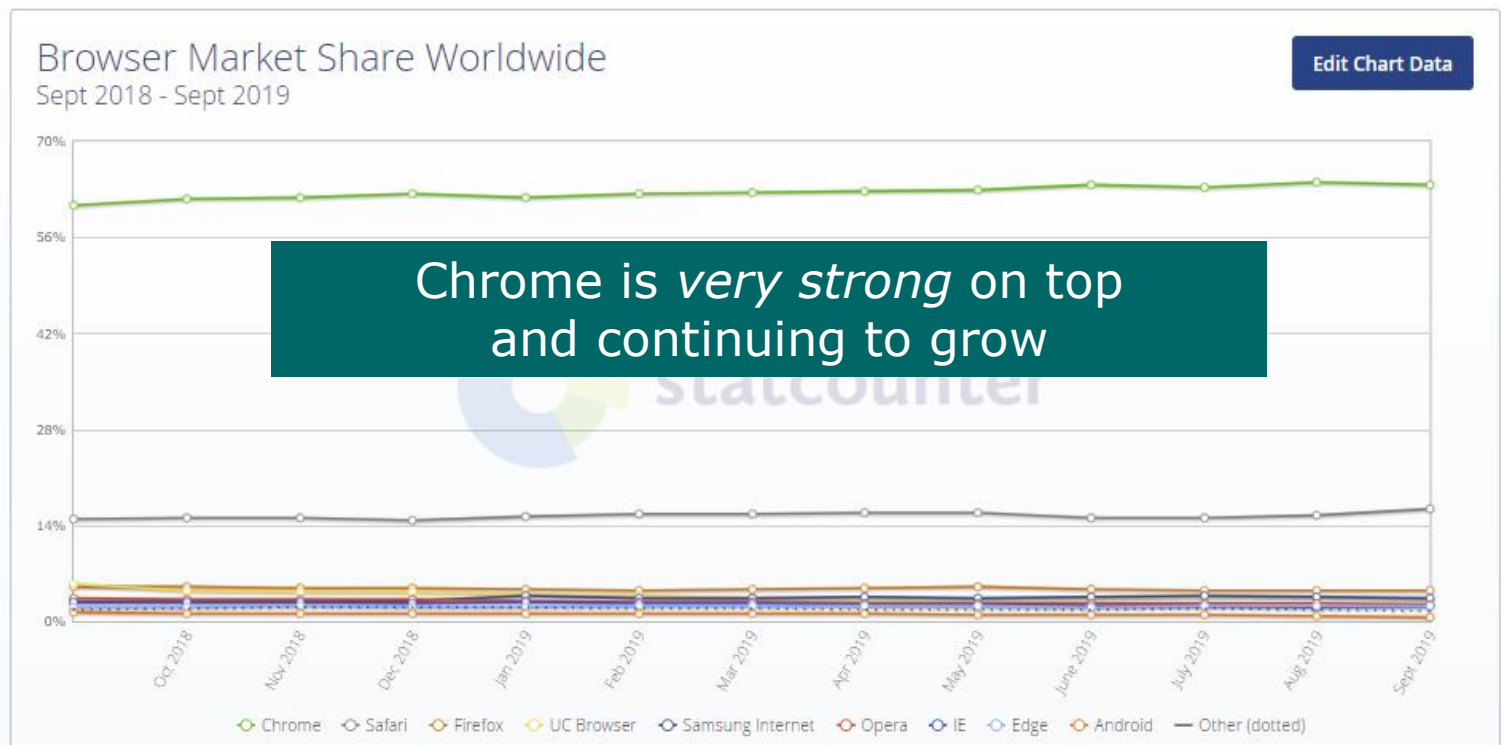
- Some are providing limited access to mobile apps



Browser Use in North America



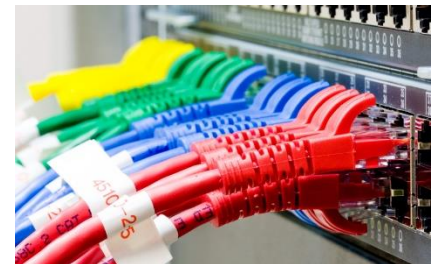
Browser Use Worldwide



Case Study

Slow System Response Time

- Our system response time is extremely slow accessing and running searches and reports from our remotely hosted web-based grants management system
 - What are possible causes of this problem?
 - What tests can we run to find out and verify the suspected causes?
 - What do we need to do to fix this?



The actual speeds of Internet access from different locations

- Internet speed tests were run from <https://www.speakeasy.net/speedtest> to test upload/download speed from nonprofits worldwide to a grantmaker's NYC-based server

Location	Download Speed	Upload Speed
New York City	86.2 mbps	87.2 mbps
Manila, Philippines	20.02 mbps	19.94 mbps
Other Philippines locations	3-5 mbps	3-5 mbps
Sao Paulo, Brazil	7.87 mbps	5.78 mbps
Dhaka, Bangladesh	1.1 mbps	2.4 mbps

50 Lane Traffic Jam

See the bottleneck of all traffic narrowing after the toll



Some Really Good Advice

- Just because you can do it
doesn't mean you should do it!
- Technology alone really won't
solve all of your problems
- Before changing do your homework
 - Identify the *real pros and cons*
 - Conduct *site visits*
 - Ask lots of really *good questions*
 - Be realistic about *risks*





Time for spirited questions!

mbs@iaa.com
609-924-6936

Considering a New Grants Management System?

Navigating the Potential Pitfalls



Indya Hartley
Grants Manager



ihartley@elmaphilanthropies.org

“Change is hard because people overestimate the value of what they have, and underestimate the value of what they may gain by giving that up.”

- James Belasco and Ralph Stayer

Determining Your WHY?

Why do you need a systems change?

1. Outdated System
2. Improve Processes
3. Automate Workflows
4. Enable better collaboration between teams
5. Bring your technology up-to-date (cloud based, multiple app integration).



Steps in Deciding Whether to Change Grant Management Systems

1. Know Your Process

- How does grant administration work in organization?
- What does your Grantmaking timeline look like?
- How do the various teams in your organization work? What does their process look like?

Sample Grant Development Timeline

Due Diligence (*10 weeks*)

Grant Recommendation Memo (*6 weeks*)

Recommendation for Grant Approval for Board (*2-3 weeks*)

Grant Award Letter (GAL) (*6 weeks*)

6-7 Months from Due Diligence to GAL Execution

Steps in Deciding Whether to Change Grant Management Systems

2. Find resources to help aid in your decision

- Case Studies
- Conferences / Webinars
- Idealware / PEAK Grantmaking Guide to Grants Management Systems



Steps in Deciding Whether to Change Grant Management Systems

3. Talk to your peers

- Find like-minded organizations whose Grantmaking mirrors your own (ex: international grantmakers focused on Africa with local field offices).
- Understand who was involved in their process
- What system did they use before the one they currently have
- What sparked the change
- How does the staff engage with the system
- Were there any challenges/things they would do differently
- Why they chose the system that they did

Steps in Deciding Whether to Change Grant Management Systems

4. Get Others Involved

- Determine who the primary stakeholders are that should be a part of the process
- Create a team (either colleagues or a consultant(s) to help with the scoping, selecting/implementing process if needed (ensure they are system blind)

Steps in Deciding Whether to Change Grant Management Systems



5. Trust Your Gut

- Once you have found a system that ticks 80%+ of your boxes, don't be afraid to pull the trigger.
- Be comfortable and confident in your decision.

Lessons Learned From The Process

1. First Things First: Do the pre-work to a systems renovation or change.
2. Recognize your bias as well as the biases of others.
3. Align all key stakeholders for change and be prepared to weave change management throughout the entire process.
4. Gather your allies and set them up for success.

QUESTIONS???

Implementing New Technology to foster collaboration, change, and process improvements

Nora Mitnick
Grant Information Systems Manager
The Andrew W. Mellon Foundation

Implementing New Technology Can:

1. Foster Collaboration
2. Create Change
3. Improve Processes

COLLABORATION

Define the Mission Statement

- Mission statement should be controversial
- Can utilize an acronym or slogan to define key priorities
- Can be used as a decision making tool and guiding principle for the project

Collaboration

- Agile Project Management Approach
 - More frequent touchpoints for smaller chunks of work
 - Iterative product/outcomes
 - Decentralized decision making power
 - Requires constant communication between team members
- Traditional Project Management Approach
 - Emphasis on documentation
 - Set deadlines for big chunks of work

Tools for Transparency and Accountability

- Agile Project Management Requires Constant Communication
 - Trello
 - OneDrive Online
 - Shared Calendar
 - Microsoft Teams
 - Jira or other ticketing systems
- Meetings
 - Set a goal for the meeting - why are you meeting?
 - Set frequency
 - Empower everyone to speak
 - Use video for remote teams
 - Make them fun!

Defined Responsibilities

- One project lead
- Clear responsibilities for all
- Separation of duties

Set timelines for communication - ex/will respond to email in 24 hours, etc.

Discussion Question

Think about a time when a group came together from across your organization to collaborate – did it go well and what did you learn?

If it didn't go well, what ideas from this presentation can you take to make it go differently next time?

CHANGE MANAGEMENT

Moving to a Commercial/Configurable System

- The cultural differences between a custom system and a commercial system.
- What to do when people have new system ideas? Or want new fields?

Stakeholder Mapping

Stakeholder = affected by change or could influence change

- What will this change mean for them?
- What is their current attitude towards the change?
- What personal/group context should we be aware of?
- How might we best engage this person/group?

Why Change Management

All change is hard - even if it's for the better, it can still be depleting

All change has a perceived or real element of loss.*

* <http://www.rotman.utoronto.ca/Connect/Rotman-MAG/Current-Issue>

It doesn't sound like my role will be needed after the new system is rolled out... *What will happen to my job?*

I used to be quick and confident in our old system... *Now things take me a long time and it's embarrassing.*

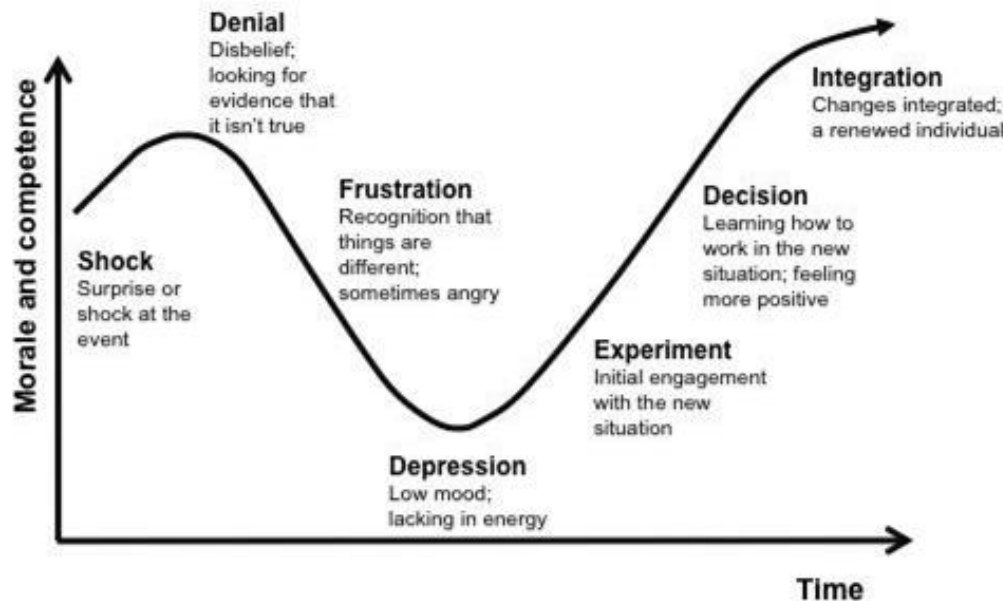
I used to be the go-to person for information... *Now that everyone can access it, will my colleagues still respect me?*

Emotional Response to Change

Your job is to help people let go of the old and accept the new.
Remember that **everyone's journey is unique**.

Revisit throughout the process.

The Kübler-Ross change curve



Sample Change Management Activities

- Define the change
- Meet with every dept/all stakeholders
- Communications with the auditors, Board, and grantees
- Digest emails to staff

Take Time for Change Management

- Looking back
 - Where did we make progress?
 - Where did we learn something?
- Looking ahead
 - What is creating stress?
 - What activities do we want to do?

Reflection

- Think of someone who is not fully on board with your project
 - What is the challenge/concern you have with this person?
 - What personal context might explain why their behaviour is a rational response to the situation?
 - Is it a rider, elephant, and/or path problem?
 - What could you do to help address the underlying issues?

STREAMLINING

Prep Work & Clean-Up

- Look at your IT environment as a whole; what systems are you using and how do they connect? Are there any upgrades that need to be made?
- Think about getting rid of paper files/digitizing pre-implementation.
- Draft workflows and document processes.

Streamlining with the GMS

The system often allows you to streamline in ways that you haven't thought of - be open to it!

Iterate on process post-implementation.

Areas that are often involved:

- Approvals
- Internal and external review
- Manual emails
- Reporting

Keeping it Cool

- Bringing people in at the right level
- Being able to delegate
- Having a team and allies
- Having confidence

Key Takeaways

- Recognizing when to outsource and being able to do so
- Get buy in/managing expectations
- Transparency/Accountability – *hard/worth it!*

