

# Operations Team Program Review

September 2015

# *Agenda*

1. Operations at MoFo
2. 2015 Goals
3. 1H 2015 in review
4. Look ahead to 2H 2015
5. Key Questions / Challenges

# Operations at MoFo

## *What is Operations at MoFo?*

- Human Resources
- Finance
- Institutional Funding
- Planning & Program Management
- General Operations

(administration, legal, tax, executive support, event planning, etc.)

## *Org evolution*

	Revenue	Staff
2009	\$1M	5
2011	\$4M	22
2013	\$13M	53
2015	\$18M	86

## *Org evolution*

- Massive growth in grants -- but minor / no increase in grant support staff
- Huge increase in program activity and related (financial) administration
- Rapidly changing program focus and design = complexity (HR, finance, planning)
- Conflict between Mozilla ways of working; need for more processes, business acumen, professionalization

## *Team evolution*

- Operations team has grown from 3.5 in 2013 to 11 in 2015
- Catching up to growth of the org
- Increased operational autonomy from MoCo
- Maturing as an org and non-profit
- Developing programs, processes and policies matched to MoFo's specific needs

# Team evolution

In 2015 we are:





# 2015 Goals

## *Operations 2015 Goals*

1. Mozilla Foundation is an operationally mature and financially healthy charitable organization. It grows and changes with ease.
2. We have the structures, policies and systems in place, as well as readily accessible data, to support and inform agile decision-making.
3. We reflect the diversity and uniqueness of Mozilla culture in our paid contributors and support programs.

# 1H 2015 in Review

# Org stats 1H 2015

January 1

66 employees

<i>1H 2015</i>	<i>Starters</i>	<i>Leavers</i>
Q1	10	8
Q2	9	8

June 30

69 employees

## Org stats 1H 2015

<i>Overview</i>	<i>2015 (budget)</i>	<i>1H 2015 (actuals)</i>	<i>Variance</i>
Beginning net assets	\$26M	\$27.5M	\$1.5M
Income	\$17.9M	\$14.1M	(\$3.8M)
Expense	\$21M	\$5.9M	(\$15.1M)
Unrealized gain/(loss)	\$0 M	\$0.5M	\$0.5M
Gain/(Loss)	\$0 M	\$0 M	\$0 M
Ending net assets	\$22.9M	\$36.2M	\$13.3M

## *Human Resources 2015 Goals*

1. Create and implement *robust HR systems and policies* that reflect and foster Mozilla culture and values.
2. Support the *talent development of our employees* through professional development, career development and improved performance management.
3. *Compete for and retain top talent* through effective and efficient recruitment strategies and processes, with a competitive total rewards package.

## *Human Resources 1H 2015 Key Themes*

- Supporting the organization through change
- Increasing capacity
- Processes, infrastructure, programs

## *Human Resources 1H 2015 Highlights*

- Hired HR Operations Coordinator
- Built capability to hire in more geographies
- Improved integrity of data in HR system
- Launched new performance review process



## *Finance 2015 Goals*

1. Increase operational efficiency
2. Maintain charitable status
3. Meet and exceed stakeholder expectations

## *Finance 1H 2015 Key Themes*

- Putting foundations in place to build strong and robust financial systems
- Producing and managing useable and understandable data
- Increasing financial literacy

## *Finance 1H 2015 Highlights*

- Hired Director of Finance and Admin
- Reviewed current practices and implemented new best practices
- Clean 2014 audit

## *Planning and Program Mgmt 2015 Goals*

1. Smart agile planning (multi-year, yearly, quarterly, bi-weekly)
2. Support distributed leadership w. Senior Mgmt + TPS  
(systems, skills, culture)
3. Strengthen MoFo's PM muscle (better program / project mgmt as key to success)

## *Planning and Program Mgmt 1H 2015 Key Themes*

- Streamline day-to-day decision-making, coordination and resource allocation
- Connect big picture strategy and quarterly goals to day-to-day work
- Work open and do distributed leadership well

## *Planning and Program Mgmt 1H 2015 Highlights*

- Strengthened *distributed leadership* through TPS
- Established *heartbeat planning process*
- Established *program review* process and ran 9 reviews
- Streamlined *goal-setting*, tracking & board reporting  
(<http://mzl.la/goals>)
- *Strengthened heartbeat process* (clearer roles; longer-term resource planning; process design)

## *General Operations 2015 Goals*

1. *Seamless and anticipatory* legal, administrative and executive support is in place.
2. *Increased efficiency* of operational policies and processes to reflect maturity of organization.
3. *Improved visibility* and insight into Ops work and processes.

## *General Operations 1H 2015 Key Themes*

- Increased efficiency to support maturity of org
- More anticipatory support
- Better communication, org learning



## *General Operations 1H 2015 Highlights*

- Changes to Operations team to support increase in activity
- Increased collaboration with internal and external legal support
- Successful Whistler work week

Looking ahead to 2H 2015

## Org stats 2H 2015

January 1

66 employees

<i>YTD 2015</i>	<i>Starters</i>	<i>Leavers</i>
Q1	10	8
Q2	9	8
Q3	8	5

September 22

74 employees

2015 Budget

86 employees

## Org stats 2H 2015

<i>Overview</i>	<i>2015 (budget)</i>	<i>August 31, 2015 (actuals)</i>	<i>Variance</i>
Beginning net assets	\$26M	\$27.5M	\$1.5M
Income	\$17.9M	\$14.4M	(\$3.5M)
Expense	\$21M	\$7.9M	(\$13.1M)
Unrealized gain/(loss)	\$0 M	\$0.2M	\$0.2M
Gain/(Loss)	\$0 M	\$0 M	\$0M
Ending net assets	\$22.9M	\$34.2M	\$11.3M

## *Human Resources 2H 2015 Key Themes*

- Compensation framework
- Professional development
- Organizational health
- Employee experience

## Human Resources 2H 2015 Goals

Goal	On track? Blockers?	Comments
Undertake efficient headcount planning process	On track	Beginning Q4 after Oct Board meeting; will reflect new Mozilla Learning plan
Launch new compensation structure and incentive/reward program	On track	Working through benchmark data from multiple compensation organizations; building methodology for application to MoFo
Create 2016 professional development plan	On track	Gathering feedback from staff. Started looking at content providers.
Create 2016 diversity and inclusion plan	On track	Started dialogue with managers and directors. Working with consultants and staff to develop plan.

## *Finance 2H 2015 Key Themes*

- Building better financial systems
- Maintaining charitable status
- Designing open and collaborative 2016 budgeting process

## Finance 2H 2015 Key Themes

Goal	On track? Blockers?	Comments
Implement specific processes and systems	On track with some delays	Delays due to higher priority tasks, time constraints. Expected to be continually improved.
Timely and accurate filing of 2014 Form 990	On Track	Data submitted well in advance, first review by Deloitte done, further work on track.
Enhance and complete 2016 budget process	On Track	On track for starting October. Blockers will be time, people commitment.
Launch Adaptive Planning	Delayed	Delays due to Adaptive staff availability. Plan to have implemented and in use by year end.



## *Planning and Program Mgmt 2H 2015 Key Themes*

- Less rush; longer term planning
- Tee up streamlined program design for 2016+  
(fewer programs and key initiatives = win)
- Refined MoFo-wide systems and process ([build.mofo.org](http://build.mofo.org))
- Stronger distributed leadership + heartbeat  
(clearer tie to quarterly goals; continuous testing; TPS / OPS same page)

## Planning and Program Mgmt 2H 2015 Goals

Goal	On track? Blockers?	Comments
Ship three-year strategic plan (Mozilla Learning)	On track	Moving towards unity + simpler program design
Ship build.mofo.org	Prototype shipped. (mzl.la/plan)	Single organizational dashboard for all MoFo on-boarding, goals, plans of record
Facilitate an awesome MoFo all hands (Orlando)	On track	Good systems to rinse and repeat from Whistler

## *General Operations 2H 2015 Key Themes*

- Increasing capacity on grants
- Developing more efficient project kick-off processes
- Better internal communications

## General Operations 2H 2015 Goals

Goal	On track? Blockers?	Comments
Develop internal comms plan	On track	Working with external consultant to develop plan and strategies
Hire tax accountant (contractor)	Delayed	Gathering recommendations from tax attorney and other external contacts
Set up better kick-off and approval processes for legal and admin requests	On track	Working with Abigail in legal to set up clearer processes
Onboard new grant manager	On track	Kalpana Simhan starts Oct 26

## *Looking ahead to 2016*

- Increased operational literacy
- Greater *strategic* focus (vs. just focus on systems)
- Programs that feel like MoFo and reflect our specific culture
- Integrated grants work
- Continued work on internal comms, transparency of Ops work

## *Key Challenges / Questions for Discussion*

- What does *working open in operations* mean to you? How would increased transparency from this team help?
- What is the operations team *NOT* currently doing that would make your jobs better? What feels difficult?
- How do we become *better integrated partners* with you / move from a “service feel” to a more “partnership” feel?
- What changes would help us do *smarter planning* in 2016?  
(in ways that foster pride, patience, organizational learning)

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