

TIG FINAL EVALUATION REPORT

Grantee name: Land of Lincoln (IL)

Submission date: October 30, 2017

TIG grant number: 14010

Approval date: January 30, 2018

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Project Goals and Objectives

Project Goal: Improve Land of Lincoln's efficiency and effectiveness by developing and implementing a program-wide knowledge management system built on SharePoint Online (SPO).

Project Objectives: 1) Design and develop a program-wide SPO-based knowledge management system. 2) Improve Land of Lincoln's efficiency and effectiveness by implementing a SPO-based program-wide knowledge management system.

Land of Lincoln successfully met the goals and objectives of this grant. Adaptability and flexibility were key to the success of this implementation. Land of Lincoln was fortunate to be able to devote significant resources to the internal consulting necessary for project success. While our original project goal remains unchanged – to improve Land of Lincoln's efficiency and effectiveness by developing and implementing a program-wide knowledge management system built on SharePoint online – we adapted intermediate milestones several times to respond to changing circumstances; these changes are discussed throughout the report.

Evaluation Data and Methodologies

Evaluation Data and Methodologies included a baseline Needs Assessment conducted at the project beginning and detailed in the "Report on SharePoint Stakeholder Interviews." Twenty-eight staff were interviewed in August, 2015, including three managing attorneys, fourteen attorneys, ten secretaries and one administrative office staff person.

During development, user testing was conducted to gather input and refine site design on the Home Team site and sub-sites. Fourteen testers representing each regional office, LARC (call center) and the administrative office were selected. Testers were asked to complete three surveys

after completing testing and responses/questions were reviewed. Open ended questions were answered and where appropriate, resulted in changes to site design. Those results have been attached.

Using the insights gleaned from the Report on SharePoint Stakeholder Interviews and new information gathered during implementation, a final survey was developed and sent to all staff in mid-2017 to evaluate usability, usefulness and impact on effectiveness and efficiency. Sixty-four of 88 staff responded to the survey, or about a 73% response rate. Staff are categorized as attorneys (managers included) and support staff (legal secretaries, administrative secretaries and paralegals).

Summary of Major Accomplishments, Recommendations and Future Steps

The primary goal of this project was to increase our efficiency and effectiveness as a legal program serving clients by installing a program-wide knowledge management system built on SharePoint Online (SPO). The project lasted almost 27 months with design and development in the first year and migration and implementation go-live in the second year. The system was revised based on project testing at several phases prior to go-live, which took place in 2017.

Major Accomplishments. Land of Lincoln successfully integrated its files into four major document centers shared across the program, with sub-sites and libraries to allow for variation at the regional offices. This means that primary legal documents, HR policies, Program Policies and Procedures and a Central Library allow for easier access, powerful search capability and filtering using a web browser interface. Access to the SPO system is far simpler; users can access the system from anywhere using a web browser and eliminates the need for VPNs or other thin clients to access the firewall. Back-end technology has also been simplified by reducing the number of hardware needed to maintain remote access and backups. Although cost reduction was not a primary goal of this project, costs should continue to reduce as time goes on and legacy systems are permanently retired.

Documents are now uploaded to the four major libraries in a standard format, with naming conventions and metadata tagging to enable searching (See Evaluation Data #2 below for Central, Legal and Human Resources Libraries sample screenshots). Metadata is used to designate “Best Practice” legal documents for training and casehandler use. An information manager maintains the libraries and manages requests to change content to the SPO site. Additionally, program-wide information is now consolidated in an easy-to-use format such as wikis for Personnel Policies and Case Management.

Case Acceptance Policies (CAPs) were standardized across the offices, eliminating confusing variation and unifying intake policies. This was a primary objective for the intake hotline staff (LARC) who did not set intake policy but had to implement any variations in policies in all substantive areas of law for offices serving 65 counties before standardization. CAPs are searchable by filtering by logic group (content type, legal problem code, area of law, etc.) or by dynamic searching with results laid out in an easy to interpret chart for hotline or regional office staff.

Survey Data indicates that staff use is within expectations of the first year of go-live. Over 45% of staff indicated system use after hours. Users rated the overall system a 3 out of 5 soon after go-live, indicating areas of improvement but positive comments for system potential. Over 75% of staff rated the system easy to use or very easy to use.

Further recommendations. SharePoint is scalable, and our plans include future build-out of the platform. A board portal is under development, as well as future wikis for specific programs such as Human Resources topics (retirement planning, insurance benefits, etc.) and additional build-out of taskforce sub-sites.

In-Depth Analysis of Accomplishments

Project Objective: 1) Design and develop a program-wide SPO-based knowledge management system.

1. Describe of functionalities and capacities deployed

This SharePoint implementation covered content management and collaboration for our intake unit and in eight substantive areas of law: Housing, Family, Homeownership, Consumer, Education, Health and Economic Security, and Seniors. In preparation for the site, Land of Lincoln developed standardized Case Acceptance Policies across all five regional offices. Multiple content-type enabled libraries form the architectural underpinnings of the SharePoint site. Each office has its own landing page with announcements, common websites, forum and a Shared Document Library to store office-specific content. Task Force landing pages provide centralized locations for our legal practice groups. See below for sample Task Force landing page screenshots (not all 13 taskforce landing pages included)

The content-type enabled libraries hold program-wide information such as: a Legal Library to hold legal pleadings and related content, a Human Resources Library, a Program Policies and Forms Library to hold case management information and other program-wide policies and procedures and a Central Library to hold documents of general use, including office procedures and management, client trust accounts, agendas, needs assessments and some grant-related documents.

Consumer Task Force Landing Page:

The screenshot shows the 'Consumer' landing page on a SharePoint site. The browser address bar displays 'https://lollaf.sharepoint.com/SitePages/Consumer.aspx'. The top navigation bar includes 'Office 365' and 'SharePoint'. The main navigation menu lists various departments: Land of Lincoln, Office, Task Forces, Legal Library, CAPs, Program Policies & Forms, Human Resources, Central Library, Administration, Archived Documents, Library Test, and a search bar. The left sidebar contains links to 'Board of Directors', 'Global Links', 'ILAO', 'Legal Server', 'Legal Library', and 'Recent'. The main content area features a large image of a group of people standing in front of a large, stylized sculpture of a person. Below the image is a section titled 'Consumer Updates'. On the right side, there is a 'Global Links' section with a 'new link or edit this list' button and a table of links.

Website Name	URL
Kelly Blue Book	http://www.kbb.com
Attorney General	http://www.illinoisattorneygeneral.gov/
Consumer Financial Protection Bureau	http://www.consumerfinance.gov/contact-us/

Health and Economic Security Task Force Landing Page:

The screenshot shows the 'Health & Economic Security' landing page on a SharePoint site. The browser address bar displays 'https://lollaf.sharepoint.com/SitePages/Health%20&%20Economic%20Security.aspx'. The top navigation bar includes 'Office 365' and 'SharePoint'. The main navigation menu lists various departments: Land of Lincoln, Office, Task Forces, Legal Library, CAPs, Program Policies & Forms, Human Resources, Central Library, Administration, Archived Documents, Library Test, and a search bar. The left sidebar contains links to 'Board of Directors', 'Global Links', 'ILAO', 'Legal Server', 'Legal Library', and 'Recent'. The main content area features a section titled 'Updates' with a 'new announcement or edit this list' button and a table of updates. Below the updates is a 'Forum' section with a 'new discussion' button and a list of recent discussions. On the right side, there is a 'Global Links' section with a 'new link or edit this list' button and a table of links.

Title/Description	Body	Created By
Next meeting	Next Meeting: Friday March 6, 2018, 10am-2pm, Holiday Inn Vandellia, RE: new Legal Server outcome codes	Angela Boley
Task Force Meeting Nov 30 2017	The next Health & Economic Security Task Force meeting will be November 30, 2017, from 10:30 to 3:00 at the Ramada Inn in Vandellia.	Angela Boley
Latest QMB SLIB info	2017 guidelines for QMB SLIB Medicare payments have been posted to Sharepoint.	Angela Boley
Open Enrollment	Medicare open enrollment is October 15 - December 7.	Angela Boley

Website Name	URL
Illinois Department of Human Services - Office Locator - IDHS	http://www.idhs.state.il.us/page.aspx?m
Social Security Administration Office Locator	https://secure.ssa.gov/ICON/main.jsp
AJDS Legal Council	http://ajdslegal.com/

Homeownership Task Force Landing Page:

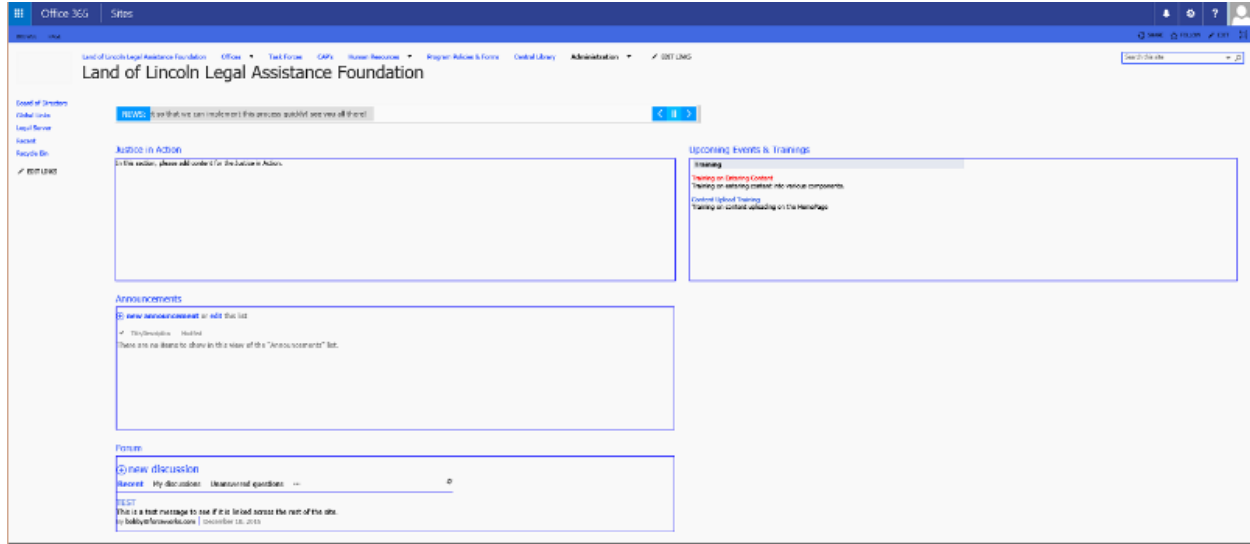
The screenshot displays the Homeownership Task Force Landing Page in Office 365 SharePoint. The top navigation bar includes 'Office 365' and 'SharePoint' tabs, along with a user profile for Calvin Hwang. Below the navigation bar is a 'Homeownership' header with a search bar and a dropdown menu for 'Program Policies & Forms Library Case Management Manual'. The main content area is divided into three sections: 'Updates', 'Forum', and 'Global Links'. The 'Updates' section shows a 'new announcement or edit this list' button and a table with columns 'Title/Description' and 'Body'. The 'Forum' section shows a 'new discussion' button and a list of recent discussions. The 'Global Links' section shows a 'new link or edit this list' button and a list of links including 'LAF Chicago', 'Blue Book', 'Clericus', 'Copier meter read (Xerox)', and 'Department of Education'.

2. Screen shots of Home Team Site and sub-sites before and after changes from testing

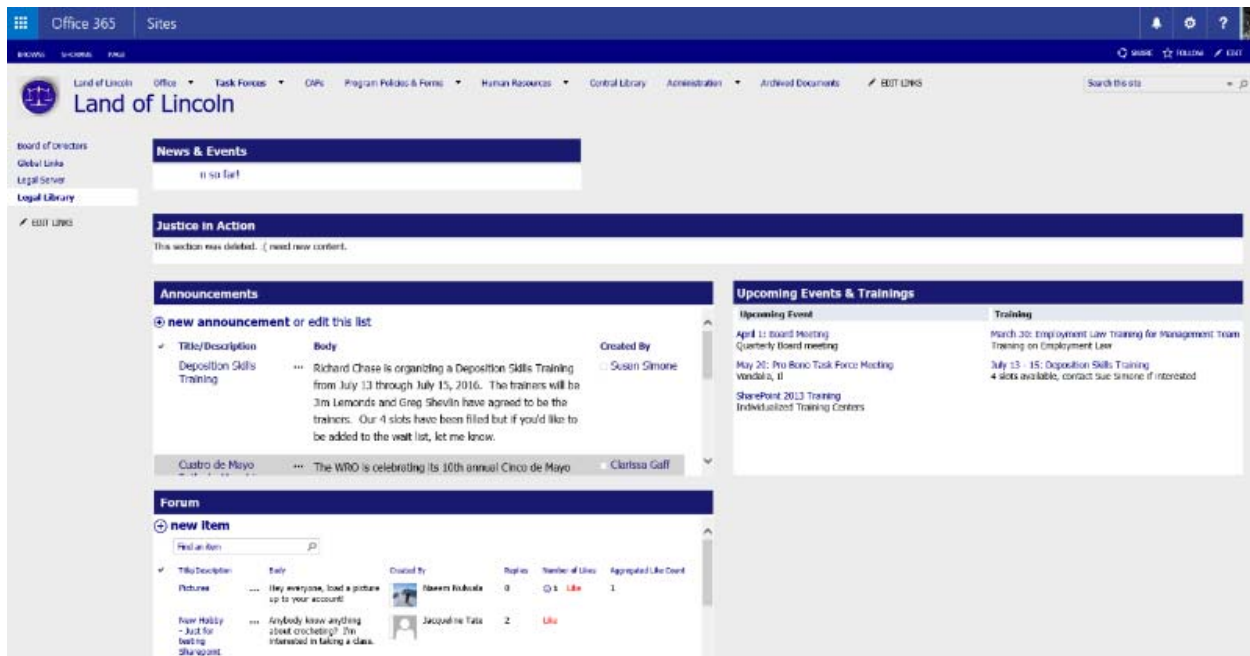
Initial Home Page:

The screenshot displays the Initial Home Page of the Land of Lincoln Legal Assistance Foundation, Inc. Team Site. The top navigation bar includes 'Office 365' and 'Sites' tabs, along with a user profile for Calvin Hwang. Below the navigation bar is a 'Land of Lincoln Legal Assistance Foundation, Inc. Team Site' header with a search bar and a dropdown menu for 'EDIT LINKS'. The main content area is divided into two sections: 'Blog Area' and 'Land Of Lincoln Calendar'. The 'Blog Area' section shows a 'new announcement or edit this list' button and a list of recent announcements. The 'Land Of Lincoln Calendar' section shows a calendar for June 2019 with a star marking the 19th.

Post-Testing (not all iterations captured): V 2.0



Final:



Office 365

BRIDGE PAGE

Land of Lincoln Legal Assistance Foundation **Offices** ▾ Task Forces/Special Projects ▾ Human Resources ▾ Case Management ▾ Policies Administration ▾ Enterprise Search

Central

Home

Legal Server

EDIT LINKS

CRO Global Links

+ new link or edit this list

Find an item	Edit URL
Website Home	Edit URL
Land of Lincoln Home Page	http://lollaf.org
Judici	Judici
Champaign County Circuit Clerk	http://www.cccircuitclerk.com
Illinois Department of Human Services - Office Locator - IDHS	http://www.idhs.state.il.us/page.aspx?module=12

CRO Announcements

+ new announcement or edit this list

✓ [trialz/descripion](#) modified

There are no items to show in this view of the "CRO Announcements" list.

CRO Document Library

+ New Upload Sync Share More ▾

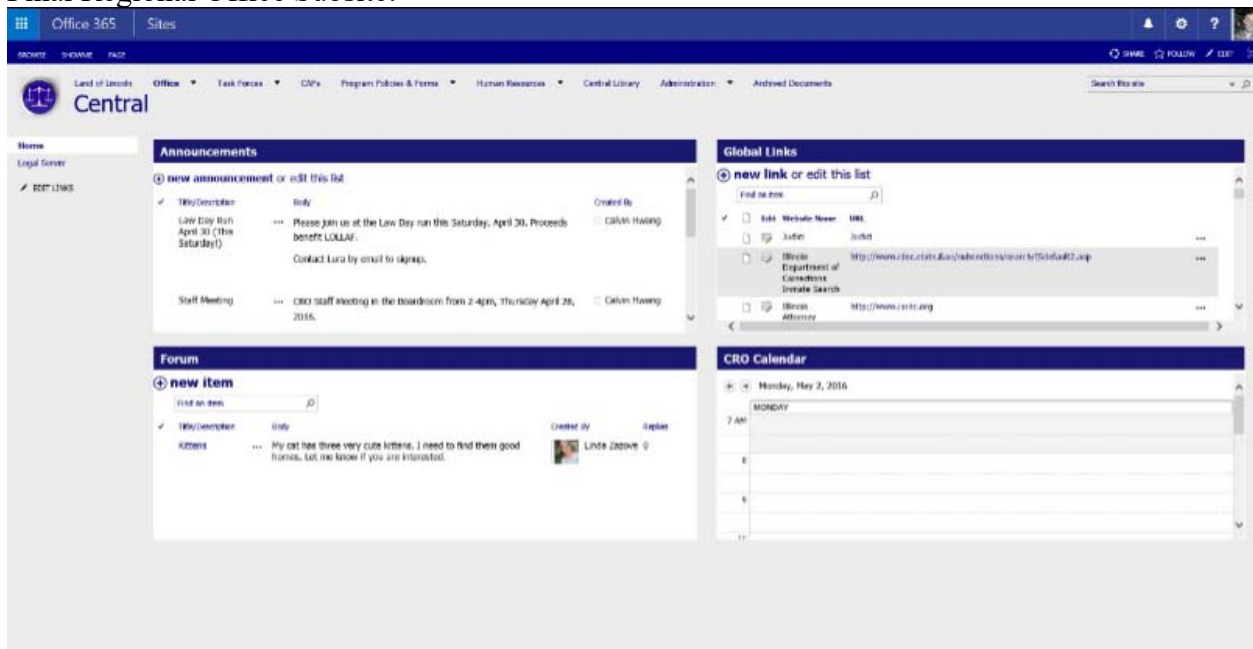
Find a file	Name
Community Outreach	...
housing revised	...

CRO Calendar

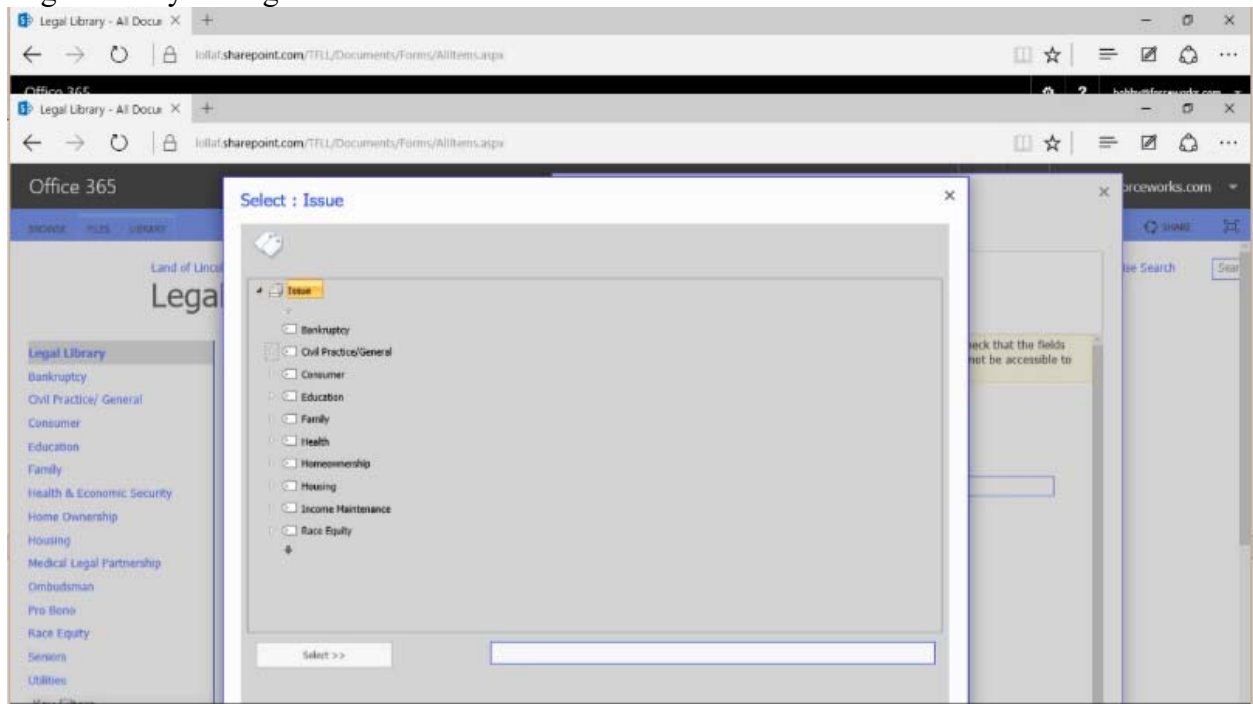
Title/Description	Location	Start Time	End Time	All Day Event
There are no items to show in this view of the "CRO Calendar" list. To add a new item, click "New".				
< Previous				
+ Add new event				

[illegible]

Final Regional Office Subsite:



Legal Library adding metadata screenshot:



Central Library Screenshot:

The Central Library contains documents of general use to regional office, LARC, and administrative office staff. It includes: office form letters; office or special project forms; office and task force work plans; agendas; needs assessments and strategic planning; technology/IT; pro bono and judicial; staff accomplishments; and some grant-related documents. Also included are policies and forms related to office procedures and management; such as automated attendant messages, client trust accounts, petty cash, and purchasing.

ID	Name	Group	Version	Title/Description	Central Library Content Type	Subject	Date for Review
200	Appointment Office, Champaign	BRD	2.0	Appointment letter for in-office appointment in Champaign office	Office Letters	appointment	
199	Appointment Office, Charleston	BRD	2.0	Appointment letter for in-office appointment in the Charleston office	Office Letters	appointment	
198	Appointment Phone, Champaign	BRD	2.0	Appointment letter for telephone appointment for Champaign office	Office Letters	telephone appointment	
197	Appointment Phone, Charleston	BRD	2.0	Appointment letter for telephone appointment for Charleston office	Office Letters	telephone appointment	
196	Central Library United Way Logo	General Programs	1.0	Memo about content for the Central Library	Technology/IT	SharePoint, Central Library	10/14/2016
195	Central Library 8		1.0				
194	Envelope, Champaign	BRD	1.0	envelope for Champaign office	Office Forms	Champaign envelope	
193	Envelope, Charleston	BRD	1.0	envelope for Charleston office	Office Forms	envelope Charleston	
192	Fax, Champaign	BRD	1.0	Fax CoverSheet Champaign	Office Forms	fax form Champaign	
191	Fax, Charleston	BRD	1.0	Fax CoverSheet Charleston	Office Forms	fax form Charleston	
190	Letterhead, Champaign	BRD	1.0	letterhead for Champaign office	Office Forms	Champaign letterhead	
189	Letterhead, Charleston	BRD	1.0	letterhead for Charleston office	Office Forms	Charleston letterhead	
188	Logo, United Way, BCSIL logo	BRD	2.0	logos for Champaign and Charleston letterheads	Office Forms	USC logo, United Way logo, BCSIL logo	
187	Memo template, Champaign	BRD	1.0	memo template for Champaign office	Office Memos		
186	Master 8		1.0				
185	Purchasing Procedures Approval 9-14	General Programs	1.0	purchasing procedures approved by Board September 2014	Office Procedures/Resources	supplies, office supplies, Accounting Manual	

Human Resources Library screenshot:

The Human Resources Document Library includes all personnel and benefits documents and forms. Personnel documents include new employee, direct deposit, and withholding forms. Benefits include: health, dental, and life insurance; 401(k) plan; Flexible Spending & HRA accounts; loan forgiveness; and Family & Medical Leave. The HR Library also includes all policies, procedures, and forms related to Training and Travel (local and out of town).

ID	Version	Name	Title/Description	Content Type	HR Subject	HR Issue	Additional Tags	Date for Review
200	1.0	New Employee Checklist	New Employee Checklist	HR Forms	Employment;			
147	1.0	2017 BCBSIL Group Pharmacy Benefit Changes Standard PPO Member Filer	2017 BCBSIL Group Pharmacy Benefit Changes Standard PPO Member Filer	HR Forms	BCBS; Blue Cross Blue Shield; Health Insurance; Medical Insurance;		2017, Pharmacy Benefits	12/1/2017
155	1.0	2017 BCBSIL Preferred Pharmacy List	Preferred Pharmacy List - does NOT include participating NON-preferred pharmacies	HR Memos		Health Insurance, 2017, BCBSIL	Pharmacies	12/15/2017
139	1.0	2017 Delta Dental Highlights	2017 Delta Dental Highlights	HR Forms	Dental Insurance;			12/31/2017
156	2.0	2017 Eyefed Sunglasses Discount	2017 Eyefed Sunglasses discount	HR Memos		2017, Eyefed, Vision Insurance	Discount, Sunglasses	12/15/2017
149	3.0	2017 Holiday Schedule	Holiday Schedule	HR Memos		Holiday Schedule		
141	2.0	2017 Insurance Prem and Flex Info Memo	2017 Insurance Prem and Flex Info Memo	HR Memos		2017, Health Insurance, Dental Insurance, Vision Insurance	Memo	12/1/2017

For CAPs screenshot see below under #4 CAPs.

3. Describe taxonomy and meta-tagging process

The Land of Lincoln Legal Assistance Foundation SharePoint Intranet Portal was designed using multiple sub-sites, pages, web applications, wiki pages, libraries, and document libraries. All are based on structured navigation to allow the end-user functional navigation as well as efficient search and filter capabilities based on custom-designed content types and custom lists. The

central idea was to create a repository of information easily accessible from anywhere (eliminating the need for VPNs, firewalls, etc.) and more easily searchable (moving away from the traditional network file/folder architecture of the last 35 years). Searching a traditional file/folder network is difficult, and can be counterproductive because the search results may return incomprehensible amounts of duplicative data and because organization is haphazard.

For additional detail, see Attachment 2 – Intranet Architecture, Structure and Taxonomy.

4. Describe how searchable CAP's are maintained, updated and searched

Case Acceptance Policies (CAPs) were streamlined into a searchable database (SharePoint custom list) with assistance from a consulting firm (Seyfarth Lean). Land of Lincoln underwent a business process analysis with stakeholders from all offices to streamline language and enforce consistency across the organization. The resulting CAP's went from five office-specific binders of detailed policies into one searchable chart where each office was only allowed to say Yes or No for each level of special problem code (SPC).

Time-savings are significant and are expected to improve over time. At LARC (our call center) incoming calls no longer require our staff to flip through a paper binder to determine the precise policy (and exceptions) applicable to a particular caller for a particular office's service territory. Now, LARC staff (or any staff) can use the SPO database to quickly filter or search for a precise set of SPCs and visually see if a particular office is accepting cases.

CAPs are maintained centrally. Changes to language must be agreed upon by all regional offices and can only be implemented by an administrator to prevent variations by individual office. Searching is through a dedicated SharePoint chart/list maintained in the SPO site. It can be searched through a standard search field or by filtering at several levels including content type, legal problem code, and special problem code.

For additional detail, see Attachment 2 – Intranet Architecture, Structure and Taxonomy for additional technical setup of CAPs custom list and metadata use.

See below for screenshot of new CAPs searchable database. Note that all offices (CRO, ERO, SRO, WRO, NRO) have standardized policies in a searchable format.

Legal Problem Code	Special Problem & Code	Case Acceptance Policy	CRO Open?	ERO Open?	NRO Open?	SRO Open?	WRO Open?
Bankruptcy/Debtor Relief-01	Housing/Utility Related Ch. 7 -012	Loss of existing housing, including foreclosure of primary residence (prior to redemption period expiration)	CRO Yes	ERO Yes	NRO Yes	SRO Yes	WRO Yes
Bankruptcy/Debtor Relief-01	Housing/Utility Related Ch. 7 -012	Threat of judgment lien against home with equity	CRO Yes	ERO Yes	NRO Yes	SRO Yes	WRO Yes
Bankruptcy/Debtor Relief-01	Housing/Utility Related Ch. 7 -012	Remove existing judgment lien against home where equity in home is less than home exemption of \$15,000 per owner (max \$30K) and total other debt (excluding all nondischargeable debt like student loans or DSO) is at least \$5,000	CRO Yes	ERO Yes	NRO Yes	SRO Yes	WRO Yes
Bankruptcy/Debtor Relief-01	Housing/Utility Related Ch. 7 -012	Is current on housing payment but unsecured debt impedes ability to stay current on mortgage or rent payments	CRO Yes	ERO Yes	NRO Yes	SRO Yes	WRO Yes
Bankruptcy/Debtor Relief-01	Housing/Utility Related Ch. 7 -012	Is current on housing payment but cannot qualify for loan modification because debt to income ratio is too high	CRO Yes	ERO Yes	NRO Yes	SRO Yes	WRO Yes
Bankruptcy/Debtor Relief-01	Housing/Utility Related Ch. 7 -012	Other cases where bankruptcy would provide significant benefit to the homeowner in the discretion of the bankruptcy specialist	CRO Yes	ERO Yes	NRO Yes	SRO Yes	WRO Yes
Bankruptcy/Debtor Relief-01	Housing/Utility Related Ch. 7 -012	Eviction from rental unit or subsidized public housing (prior to expiration of 5-day eviction notice)	CRO Yes	ERO Yes	NRO Yes	SRO Yes	WRO Yes

5. Describe testing protocol, summary of test results for program Home Team site and sub-sites, and major changes made as a result of testing

During development, user testing was conducted to gather input and refine site design on the Home Team site and sub-sites. Fourteen testers representing each regional office, LARC (call center) and the administrative office were selected. Testers were asked to complete three surveys after completing testing and responses/questions were reviewed. Open ended questions were answered and where appropriate, resulted in changes to site design.

See attachment Testing Plan and Results

See attachment Testing Results and Responses for questions and design changes requested by test users and applicable responses.

6. Describe workflows for "Best Practice" documents

Best Practice documents were conceptualized as a way to train new attorneys and signal to existing attorneys which legal pleadings or other documents were best practice samples to use. Past practice required a general email to attorneys in a specific practice area to request a needed sample pleading. That request was repeated constantly whenever an attorney unfamiliar with an area of law needed assistance. Responses varied depending on who saw the email first and the requester had no way of knowing which responses were best. Best Practice documents improve this process. They are permanently flagged and maintained in the Legal Library and can be updated by each Taskforce Chair.

Best Practice documents are designated by Taskforce Chairs (i.e. practice group leaders) as exemplary documents (e.g. pleadings, orders, other documents, etc.) for case handlers and new attorneys to use. While they were initially linked to "Pleadings" and "Order or Judgment" content types, Land of Lincoln later decided to remove any limitations on designating particular documents as "Best Practice." We changed to a library-wide workflow for Best Practice using Library Alerts instead. By setting up Alerts, the Taskforce Chair can set e-mail notifications for any document content type according to set criteria, such as: all changes, new changes, modifications, and or deletions. Notification timing can be set to immediate, daily, or on a weekly basis. When uploading a document, any user can flag it with a "Review for Best Practice" tag. The Taskforce Chair receives notification and can determine if the document will then be flagged as Best Practice or changed to a Sample document.

Project Objective: 2) Improve Land of Lincoln's efficiency and effectiveness by implementing a SPO-based program-wide knowledge management system.

Evaluation Data:

1. Description of migration process

Migration was accomplished in phases. Land of Lincoln, along with its SharePoint consultant, determined that an automated migration would have severe deficiencies and result in a high error rate. We therefore decided to manually migrate office documents and personal files in two phases.

This approach had several benefits, including allowing staff to “clean up” their accumulated folders and documents -- some of which had been gathering dust for years. The project managers drafted memos to guide staff in the clean-up process and to prepare file types and names to minimize error rates based on length of file names and forbidden symbols.

Individual offices were responsible for dividing up office documents for clean-up, in preparation for migration to the Shared Document Libraries setup for each office. Staff were provided with memos describing the migration process, what to expect and how to complete migration.

We ran into a design issue early on. Based on conversations with our consultant, we initially decide to store office documents in OneDrive (aka OneDrive for Business) and use Delve to provide multi-user access to files. We had considered Shared Document Libraries and Content-Type enabled document centers, but discarded those after talking with our consultant.

This was a design mistake. We migrated and starting using OneDrive in 2016 and quickly found this to be problematic. OneDrive is designed for individual use and storage. It is not a robust platform for sharing information across an organization or office. After reviewing the problems associated with using OneDrive in this way, we decided to set up Shared Document Libraries and re-migrate files to office-specific Shared Document Libraries and use the sync agent to replicate those files on staff computers. This allowed centralized storage by office (not by user) and the sync client replicated the file/folder structure users were familiar with.

See attachment Migrating Documents to Shared Documents Library.

2. Describe and analysis of types of training and links to webinars

Several members of the project management team, including the information manager, attended basic SharePoint trainings prior to implementation. As we neared go-live, Land of Lincoln contracted with our consultant (Forceworks) to conduct on-site trainings at each office. Trainings began with a 1 hour overview of SharePoint in a group setting. Each staff person was then assigned a personal 30-45 min training session to answer specific questions and to help staff decide personal settings. After discussions with the Content Governance Committee, refresher training is also underway. Technology co-managers Calvin Hwang and Susan Zielke are traveling to each office to retrain staff, and laminated quick-guides have been prepared and distributed to staff for commonly performed SPO tasks.

The consultant also setup several training resources within the SPO site that are hosted on a cloud based Azure storage linked to the SharePoint site by a SharePoint Solution created in

Visual Studio, deployed using a .wsp file. A .wsp file is a way to incorporate a grouping of SharePoint features such as webparts, file extensions and videos, using Microsoft Visual C++ into a file extension that O365 can read without having to modify the Master Pages. This Solution allows for new tabs at the top of the navigation pane that end-users can use to search for videos relating to O365 based on three main setting: All Categories, My Learning, and Most Relevant. “All Categories” allows users the access to all the Office 365 training videos including the specific LSC Content that was incorporated as well. Users can also search for key terms for trainings as well. The entire library includes; Delve, Excel 2013/2016, LSC Videos, Lync 2013, OneDrive, OneNote 2013/2016, Outlook 2013/2016, Power BI, PowerPoint 2013/2016, Project Online, SharePoint, Skype for Business, Sway, Windows 10/8/8.1, Word 2013/2016, and Yammer. “My Learning” provides users the ability to save videos that they have viewed to their own personal list for future reference. “Most Relevant” will provide the end user with the most useful videos that are related to the O365 Searches that are performed.

Training-specific evaluations and survey metrics are described in detail in the next section.

See following attachments: Intro to SharePoint, Lollaf Training, Quick Ref Guide, Searching Libraries, Libraries, Top 10 Screenshots, Top 10

3. Describe metrics and results of preliminary analysis

The Evaluation Plan, approved July 22, 2015, called for a staff survey about usability, usefulness, and impact on effectiveness and efficiency. Calvin Hwang and Susan Zielke of Land of Lincoln began discussions with John Duggan of Seyfarth Lean around February 2017 to plan a staff survey and determine which metrics should be captured and how to compile that data. Those discussions continued actively through May, with a staff survey questions revised multiple times before being ultimately disseminated. Prior data points, such as the Report on SharePoint Stakeholder Interviews were used as a basis for constructing survey questions.

The survey sought to gather feedback and lessons learned on Land of Lincoln’s recent implementation of SharePoint with a focus on following areas:

- a) Overall satisfaction
- b) Ease of Use (Level of Confusion)
- c) Search Functionality
- d) Features increasing efficiency/productivity
- e) Training
- f) System/Feature Usability

Land of Lincoln and Seyfarth Lean agreed to use the online Survey Monkey tool due to the ability to collect numeric metrics, discrete metrics and subjective text responses and the ability to analyze that data relatively easily.

The survey was launched on May 5, 2017, with responses gathered for seven business days until May 15, 2017. Sixty-four of an estimated 89 active SharePoint users responded, a 72% response rate. Data analysis and reporting were completed in June, 2017.

Survey Results re: system usability, usefulness, and impact on effectiveness and efficiency
(Ratings based on scale of 1 – 5, with 5 as strongly agree – all ratings averaged)

- User ID: 14 staff identified themselves; 50 answered the survey anonymously.
- Proficiency: 5 users indicated low technology proficiency, 57 users indicated somewhat or moderate technology proficiency, 1 user indicated expert proficiency.
- System Use: 54.7% used the system only during working hours; 45.3% used the system after hours as well.
- System Overall: Users rated the overall system 3.04 on average, with usability-related questions rated between 3.05 to 3.87.
- System Performance: 72.6% of users thought the system performs as needed either most of the time or always.
- Ease of Use: 31% rated the system easy to use or very easy to use. 44.8% rated the system somewhat easy to use.
- Effectiveness/Efficiency: Users rated as 2.79 information as organized so it is easy to find. When asked if users could find certain forms/pages, ratings averaged between 3.00 and 3.98.
- Training: Training (timing, quality, effectiveness) was rated between 3.36 to 3.42. Training on specific features was rated between 2.95 to 3.59.
- Effectiveness of specific features: Users rated features like remote access, TF pages, CAPs, Wikis, etc. from 3.05 to 4.03.

See attachments Seyfarth Lean Evaluation Proposal, LOL Summary Eval Notes, Survey Draft Questions, Survey Comments, Survey Summary

4. Responsibilities of Content Governance Team

The Governance Team is responsible for reviewing SharePoint use and development on a regular basis to: (1) evaluate whether Land of Lincoln's goals and objectives are being met; (2) revise the objectives, if necessary; and (3) recommend changes and improvements to the SharePoint site. The Team should meet quarterly to evaluate utilization and any requests for changes or new features. The Team is composed of the Technology Manager(s), the Technology Task Force Chair, the Information Manager, the Administrative Coordinator, the Human Resources Coordinator, the Director of Litigation and Advocacy, one Managing Attorney, two Task Force Chairs, two case handlers, and two Office Content Curators.

5. Describe challenges to adoption by staff and steps taken to address

Project Managers and each committee (Steering, Design, Governance) were reminded that adoption would be slowed down if staff were not convinced of the value of the new system.

Those values could be reflected in increased effectiveness (better advocacy), efficiency (saved time), usability (remote access) and usefulness (easier access to HR or other administrative tasks). Those lessons were reinforced by stories from other legal aid programs whose SPO implementations took years to gain traction with staff.

We took certain steps in order to jumpstart use of the SPO system. These were all borrowed or tailored from lessons learned by other legal aid organizations.

1. We pre-populated the legal library (document center). Taskforce Chairs worked with the Director of Litigation to curate best practice sample documents from their taskforces (practice groups). Approximately 300 legal pleadings and other documents were then uploaded into the legal library for ready use.
2. We pre-populated the central library. The information manager worked to curate selected policy and program-wide documents that would be uploaded into the central library.
3. Staff were asked to prepare their folders for migration and to migrate their own documents into SharePoint. This had two functions: personal responsibility to migrate increased staff's incentive to pare down the number of documents transferred and it also encouraged staff to clean-up old documents that were either ineffective or didn't have functional use.
4. We provided training. Project Managers presented system functionality and solicited feedback from each regional office at multiple points from representative stakeholders. Our implementation consultant provided on-site training for one week, traveling to each office and giving hands-on, individualized training to staff. Memos covering all aspects of the system (from descriptions to migration to system use) were created and distributed to staff. Ongoing training has now commenced and is anticipated to be an ongoing effort.
5. We encouraged staff to use the system by curtailing the old one. After migration and go-live, the old network was discouraged from use. We now plan to make it read-only and hidden from all users except some administrative staff.

Factors Affecting Project Accomplishments

SharePoint implementation was a significant undertaking and challenges were expected. We experienced several different challenges which resulted in delays, but none which significantly limited project accomplishments.

The single biggest factor enhancing our accomplishments was personnel. Linda Zazove, our initial project manager, retired from her full-time position as Deputy Director of Operations in 2015. Due to staffing challenges, she agreed to stay on as co-project manager of the SharePoint project through November 2016. Linda was indispensable to the project and instrumental to its success. She used her deep knowledge and relationships within the program to bring together different stakeholders and forge consensus whenever there were differing opinions. Naeem Nulwala, Technology Taskforce chair (a part-time position in addition to his attorney work), was also instrumental in our successful implementation. Even though he was not formally a project manager, Naeem drafted memos, participated in committee meetings and spearheaded technical issues with Microsoft support. Naeem also ensured his regional office met their goals and personally addressed technical issues across the organization.

Our biggest challenge came from document migration and site design. We initially believed that OneDrive for Business would host all staff content with regional office content hosted in the SharePoint public libraries. We prepared training and related memos over the course of many months. This is detailed in our milestone report from July 30, 2016. The process started in April, with staff cleaning up their personal folders by June 30, 2016. We then tested and trained staff on the migration process in May and early June 2016. Testing identified several issues, including changes pushed out by Microsoft (as a hosted system, we had no control over these updates). Because of these changes, Forceworks recommended we upgrade all computers to Windows 10. We began rolling out upgrades in early July and completed them by July 25, 2016.

Content was fully migrated by mid-September, but we then discovered that only the OneDrive account owner could save documents to their shared folder, which made OneDrive an unsuitable platform to store documents used by multiple staff. Workarounds were not feasible. Project managers, our developer and our Technology TF chair met to discuss options and we were forced to create Shared document libraries for each office housed in their regional office subsites. One week after our go-live, we underwent a major design change and had to migrate content to a new library structure. This delayed our implementation schedule substantially and caused significant hardship. We retested migration to the new libraries and staff had to devote time to moving their just migrated files again. Some offices decided to wait for a resolution and we had some offices on our old network system and some operating in the migrated OneDrive environment but waiting on the Shared Document Libraries to be setup.

Had we realized the limitations of OneDrive for Business, we would have made different design decisions much earlier, although using Shared Document Libraries presented another challenge because of Microsoft's sync client.

Microsoft's sync client was initially limited to 5000 items, and then suffered from serious performance degradation. Average office libraries contained over 60,000 files and the sync client

was not usable, negating a key feature of the SPO system (increased usability and functionality). We were able to procure a beta version of the sync client, which suffered from instability. We decided to wait for a promised release resolving all these issues by end of year 2016. That release did not actually happen until February 2017 and we tested the sync client into March 2017 before releasing it to staff.

Full migration therefore did not finish until May 2017, almost one year behind schedule.

We continue to experience ongoing instability with the sync client as Microsoft continues to release updates (without announcement). A second major factor is the redesign of SharePoint 2016. Several of our features will require updates and some underlying structure is changing from SharePoint 2013. As of now, we have stayed on the SharePoint 2013 platform to make sure staff is comfortable before we switch to the SharePoint 2016.

Strategies to Address Major Challenges

Land of Lincoln used two strategies to overcome challenges throughout the implementation. The first was involving representative stakeholders to collaborate throughout the process. Personnel changed - project managers (Linda Zazove retired, Susan Zielke joined as co-manager), Technology taskforce chair Naeem Nulwala left the program, our Executive Director retired, etc, but other staff continued to work on the project and assume new duties. Staff collaborated from the top-down – the Executive Director, managing attorneys, staff attorneys, intake/hotline staff and support staff all worked together with a common goal.

The second strategy was using key internal and external personnel to facilitate the implementation process. Land of Lincoln is decentralized with five major regional offices spread out to serve 65 counties. Offices agreed to put aside differences and collaborate on standardizing case acceptance policies. We facilitated this work by bringing in outside consultants (Seyfarth Lean) to spearhead the process and serve as disinterested parties to encourage a common result – a searchable CAPs database that has reduced search times and standardized disparate policies amongst the offices. Using an external party gave credibility to the process because all offices could trust that an outside party would not skew the CAPs in favor of a particular agenda – whether through conscious or unconscious bias. We also involved key internal personnel. Linda Zazove was persuaded to work part-time at 20 hours per week on the implementation after her retirement from Land of Lincoln. Linda was uniquely situated to lead the project. With 30+ years experience in legal aid, and several years as Deputy Director, Linda had the programmatic and personnel knowledge to facilitate this implementation.

Major Lessons and Recommendations

Major lessons and recommendations include: 1) stay flexible and expect delays and 2) expect to invest significantly in change management.

Flexibility and Delays. Technology implementations are difficult by nature and time-consuming, especially when they involve changes to work processes and new technology. This makes estimating completion dates difficult. SharePoint Online is hosted by Microsoft on the Office 365 platform, and going with a hosted solution meant surrendering control of the basic design parameters and update schedules. Staying flexible and knowing delays were expected allowed project management to adjust with unexpected challenges and to make changes necessary to give staff time to complete milestones.

Change Management. Staff take time to adjust and go through a multi-step cycle akin to processing grief (anger, denial, resistance, resignation, ... acceptance) when faced with a new technology platform. Some staff will never accept a new platform like SharePoint and mount challenges at every turn. Others will insist that the new platform do everything the old platform did (in the name of efficiency and other metrics important to the new project). Change Management is historically under-considered and therefore underfunded in technology implementations. Budgeting should include cost for comprehensive knowledge transfer. Knowledge transfer goes beyond initial training – although high quality training should be given (and paid for), knowledge transfer begins with staff who are personally invested in the project and also can communicate that investment and ownership to other stakeholders. In doing so, you can hopefully short-circuit the grief cycle in favor of staff who are personally invested and excited about the coming changes. Legal Aid programs are historically underfunded so the temptation will be to allocate the minimum amount of resources necessary to complete the task. Where legal aid should take care to invest substantial resources (even overbudget a little) is in change management. This ensures staff needs are properly taken care of in the overarching mission of bringing justice on behalf of low-income clients.

Land of Lincoln has benefited from the lessons learned by other programs who have implemented SharePoint before us. We want to thank LSC and the TIG staff for their guidance and support in implementing this SharePoint project.