



Getting the right tasks done by the right people at the right level:

Your new opportunity to reduce costs and improve employee engagement

Your employees are your most valuable resource. Therefore, it is critical that your employees have the opportunity to work to their full capability. Unfortunately, based on our previous projects and research, professional or first line management positions typically spend approximately half of their time doing tasks that could be completed by employees in lower level positions. This presents a major opportunity for organizations looking to optimize their resources while lowering costs.

We've developed our Task Alignment approach to specifically assist with this organization design issue. We use our research proven, executive tested, approach to differentiate and align tasks in an organization. We identify the types of tasks being performed within the organization and analyze them based on a number of factors including task complexity, cost and organizational value. We then determine which tasks should be performed by which positions at what organizational level; and identify any potential opportunities for task realignment and position changes. We've found previously that if professionals and managers are able to reduce lower level tasks from 50% to 30% (a very conservative improvement), the potential annual cost savings is \$10k per professional or manager position. Based on our previous 15 projects, this has worked out to a return on investment of about 15 times. There is also a significant increase in engagement as employees are able to perform tasks that match their capability and interest.

Our Task Alignment approach

The Capelle Associates methodology to analyze and align tasks in an organization uses our Optimizing Organization Design® framework. Task Alignment projects begin with a focused workshop to develop a comprehensive list of tasks performed by positions under review. We then use this list to build a custom survey in order to identify the time and effort spent on each task by position type. Our approach is designed to gather primary data in a way that is both effective and cost efficient. The results of the survey are then analyzed based on a number of organization design factors (including but not limited to: complexity, cost, and organizational value), and compared with our benchmark database. Finally, the results, analysis and recommendations for task realignments and position changes are provided in a written report and presentation to the senior executives. As required, Capelle Associates can also assist in implementing the agreed upon changes.

Client success stories

- **Task alignment of an international pharmaceutical company quality assurance function**

A quality assurance function of a pharmaceutical company was performing below expectations and had significant turnover / morale issues. An analysis revealed that while much of the work was first level work, most of the employees were at higher levels (i.e. Ph.D.'s). There was a significant mismatch between work requirements and capability of the employees. Positions were realigned which resulted in the number of higher level positions being reduced and the number of lower level positions being increased. Understanding these differences also resulted in better matching of people to positions, improved work and improved engagement.

- **Task alignment of a national insurance company IT department**

A national insurance company had aggressive growth goals and required an optimally aligned IT department to help enable these goals. Using our task alignment approach, we analyzed task complexity and the associated current misalignment. We recommended significant task realignment of basic, proceduralized ('keeping the lights on') tasks away from professional positions to optimize current capability. The result was a more efficient IT department and cost savings through task movement and position elimination.

- **Task alignment of a steel manufacturers commercial department**

The commercial department of a national steel manufacturer was reviewed to identify opportunities to better align tasks. It was discovered that positions at the professional level were spending 30% of their time performing lower level tasks, and positions at the manager level were spending 20% of their time performing significantly lower level tasks. It was recommended that, with limited process disruption, a portion of these tasks could be moved to newly created lower level positions, enabling a reduction in professional positions and an associated \$200k in annual cost savings. This also allowed employees in higher level sales positions to spend more time focusing on the customer and less time spent performing administrative duties.

Contacts

If you believe that your organization could benefit from this opportunity, please contact either Ron or Raymond directly. They will be pleased to discuss your specific situation, whether this method is appropriate for it, and, if so, what could be expected in terms of the method and outcomes.



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Ron is an expert in the field of Organization Design, having spent the last 35 years perfecting the *Optimizing Organization Design*® approach along with his colleagues. Ron has written extensively in the field and is an in demand speaker. He has advised CEO's and Heads of Human Resources of some of the largest Canadian and international organizations on how to optimize organization design.



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Raymond has over 35 years of organization experience and has provided a significant contribution to developing our *Optimizing Organization Design*® approach. Raymond has extensive experience in working with CEOs and senior executives. He has provided organization design consulting services to organizations in varying industries/sectors including Health Care (Pharmaceutical, Laboratory Services), Financial Services (Banking, Insurance and Associations), Energy, Mining, Manufacturing, Transportation and Retail.