

IMPROVING DEPLOYMENT OF PERSONNEL

AN EKS CASE STUDY

Situation Analysis

A large constituent-service government organization was tasked to investigate its support functions in order to determine alignment with the updated objectives of elected leaders.

The dynamic and growing nature of their public-facing functions and responsibilities demanded a cross-functional approach. There was significant concern around the interfaces and interdependencies of the support for public-facing operations. The organization's very dynamic mission complicated previous inter-organizational analysis.

The EnCompass Enterprise (E²TM) toolset was selected because its descriptive process could capture and present an internally-built baseline about the challenges facing the organization. Previous consulting efforts had not been accepted by the organization. Consensus was they did not address the needs of internal practitioners and had not resulted in effective and enduring change.

Desired Outcome

The senior management wanted a review of the support elements for the constituent-service organization from which they would be able to make informed assessments and give recommendations for:

- Evaluating the policies, procedures, and methods of operation with regard to efficiency & cost effectiveness, and to develop alternatives for improvement;
- Evaluating the adequacy of personnel and system resource utilization; and
- Determining the longer-term resources necessary to support growth objectives.

Intervention

In just under ten (10) weeks, the consulting team integrated internal knowledge and expertise around the support services using the EnCompass[®] Organizational Process Mapping module of the E² software suite. EnCompass gathered data through a survey-style method which the team analyzed with input from process experts from outside the organization where necessary.

EnCompass captured organizational processes around project "drivers". Through the tool, the consultant team captured how tasks are performed within and between organizations and flagged ineffective processes between departments. "Virtual hierarchies" showed the level of impact that individuals and organizational elements have on key issues or processes. These views showed how information gets to decision makers, and how decisions influence the enterprise.

Using the EnCompass results, the team facilitated working sessions with management teams, interactively analyzed the deficiencies and developed remedial action plans. The result was a consensus on a "contract for change" that involved restructuring both the organization and systems, along with selective changes in staffing plans. Over 350 individuals in 26 organizational elements were involved in this study from multiple locations.

Results

The study identified a number of opportunities where competencies could be better leveraged, resulting in a projected cost savings over \$100 MIL. In addition, the organization's deployment plan could be refined to free hundreds of experienced personnel from support functions through basic system and process changes.

