



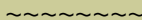
Weatherization Program Reorganization Case Study

Highlighted Results

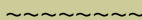
Job redesign supports long-term growth objectives



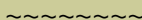
Best Practices defined and implemented



Teams of Excellence established



Dramatic improvement in work process



Improved position for future contracts

Featured Project

A large charity with a \$12 million state funded grant to weatherize homes in three counties sought to develop and implement a new organizational structure and job design to support their long-term growth objectives. By increasing its operating efficiency, the Weatherization program would be able to serve more customers and increase its value to the community.

The Challenge

Increasing energy prices, economic concerns, and environmental issues had increased pressure for the Weatherization program to perform at a higher level. But there had been growth challenges. The program was not able to complete all of the required work during the previous contract year and was unable to take advantage of extra program dollars offered by the state. There had been an increasing number of jobs that required rework (almost 80%). The program had rapidly grown to 60 full time staff and 5 sub contractors with employee job satisfaction and morale declining significantly.

The Legacy Group Execution

The Legacy team approach included:

- Extensive study of Weatherization program staffing, business processes.
- Employee, sub-contractor, and vendor interviews; on-site evaluations.
- Job Person Environment Assessments to measure gaps between job design, working style, and organizational culture.
- An internal communications plan to build employee understanding, buy-in.
- Meeting with the Executive Director and state representatives to build rapport and support for the new structural changes.
- Secondary research to identify industry standards and best practices for work processes, employee compensation, and incentive plans.
- New work process maps and job descriptions.
- Creation of an organizational structure to enable the charity to accomplish its aggressive growth plan and optimize workflow efficiency.
- A road map to implement the new organization structure, incentive plan.
- Benchmarks for measuring the effectiveness of the implementation.

The Legacy Group Impact

With the help of The Legacy Group, the organization:

- Implemented program-wide changes in organization structure, job titles and functions, major business processes, and management styles.
- Established Teams of Excellence in each major process area; defined and implemented best practices.
- Initiated an internal culture that rewards positive behaviors, teamwork, and open communication; improved overall employee morale.
- Became positioned for new contracts. (During the organizational development process, the charity became eligible for a new \$3 million state contract for weatherization of multi-family units.)

Client reference available upon request