

# Organizational Alignment and Job Leveling

## The Challenge

Over the previous five years, Surescripts had experienced rapid growth through organic expansion and acquisition activity. As a result of integrating the HR structures from multiple organizations, job titles, span of control, and overall accountabilities for management personnel had become inconsistent across the organization. In response, the Surescripts Executive Team decided to take action to properly distinguish management levels and align the organization for future success. They needed to ensure job titles and levels accurately represent the scope and scale of the responsibilities of the roles. In addition, they wanted recommendations on how to improve their organizational design to improve functional performance and efficiency.

## The Solution

Management Concepts was selected to partner with Surescripts to address their management leveling and job titling issues, beginning with the outlining of a detailed process for addressing this issue. This process included:

- Developing clearly defined leveling criteria for slotting jobs into the appropriate levels based on accountabilities, behaviors, skills, and knowledge
- Building leveling guides
- Building job families that include levels based on the scope of the job
- Guidance for job titling resulting in consistent and logical assignment of titles both in the current and future state

Additionally, this approach considered change management as an integral part of the solution in order to minimize the potential for disruption. This included developing communication documents to include emails to the managers and messages and updates to the key stakeholders so they can continue to show their support for the implementation of the recommended changes.

## The Results

- Surescripts is able to simplify their job structure.
- They have job descriptions that accurately describe the work and the skills required, and so will be able to recruit and choose the most qualified candidates.
- They are able to align their organizational levels.
- A Level Guide exists for use in determining all future management-level positions.
- Leveling structures define and address the expected competencies, scope, and impact of the various senior roles.
- Pay and rewards can be mapped more accurately to role responsibilities

## KEY FACTS

### CLIENT

Surescripts, Inc.

### PROJECT GOALS

- To ensure job titles and levels accurately represent the scope and scale of the responsibilities of the roles

### KEY OUTCOMES

- Simplified job structure
- Accurate job descriptions to align with required skills and better the recruiting process
- Aligned organizational levels
- Implementation of a Level Guide to help with determining future management-level positions

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