Operational Architecture for the Hybrid Enterprise: A Comprehensive Guide to Integrating Business-As-Usual into Work Management Ecosystems

Executive Summary

The modern enterprise is an organism defined by a fundamental duality: the imperative to evolve through strategic transformation **("Change the Business")** and the necessity to sustain operations through repetitive **excellence ("Run the Business")**. For decades, the discipline of work management has heavily favoured the former. Project Management Offices (PMOs) have formalized the tracking of finite initiatives, utilizing sophisticated methodologies like Waterfall and Agile to manage **scope, schedule, and cost.** However, a significant portion of organizational effort—often estimated between 50% and 70%—remains functionally invisible within these systems. This comprises **Business As Usual (BAU)**: the perpetual, cyclical, and maintenance-driven tasks that ensure the organization's survival, from payroll processing and server patching to regulatory filings and facility maintenance.

The exclusion of BAU from centralized work management systems creates a **"dark matter"** of resource consumption. When organizations track only projects, they operate on false capacity assumptions, leading to chronic over-allocation, employee burnout, and the failure of strategic initiatives due to resource contention. Furthermore, without visibility into **operational velocity**, leadership cannot **optimize the efficiency of routine tasks**, leaving potential cost savings realized through **automation** or **process re-engineering** on the table.

This report serves as a definitive operational blueprint for bridging this gap. It provides an exhaustive taxonomy of non-project work across six core corporate functions—Finance, Human Resources, IT, Sales & Marketing, Legal, and Facilities—offering granular breakdowns of tasks, subtasks, and duration benchmarks derived from industry standards. It analyzes the architectural capabilities of global enterprise systems, specifically ServiceNow and Jira, to handle the unique data requirements of recurring work. Finally, it outlines best-practice standards for resource modeling, proposing a shift from "project-based" accounting to "holistic capacity" planning. The goal is to elevate BAU from a background noise to a **managed, optimized, and visible** component of the enterprise portfolio.

Chapter 1: The Theoretical Framework of Enterprise Work

To engineer a work management system capable of handling the full spectrum of corporate activity, one must first establish a rigorous theoretical framework that **distinguishes, classifies, and relates** the different types of work. The failure of many system implementations lies in the erroneous attempt to force operational flows into rigid project structures, or conversely, to manage complex projects with simplistic to-do lists.

1.1 The Duality of Work: Projects vs. Business As Usual (BAU)

The distinction between Project work and BAU is not merely semantic; it is structural. These two modes of work possess fundamentally different temporal, financial, and organizational characteristics that dictate how they should be represented in a data model.

Projects are defined by their transience. As articulated in standard methodologies and supported by industry literature, a project is a temporary Endeavor undertaken to create a unique product, service, or result. Projects are the engines of change. They are characterized by:

- **Finiteness:** They have a definitive start and end date.

- **Uniqueness:** They deliver a specific, non-repetitive scope.

- **Cross-Functionality:** They often assemble temporary squads from various departments.

- **Capitalization:** Costs are frequently capitalized (CapEx) as assets.

- **Risk Management:** The focus is on managing uncertainty to deliver value.

Business As Usual (BAU), in contrast, represents the continuum of operations. It is the steady-state execution of standard operating procedures (SOPs) required to maintain the current functional capability of the organization. BAU is characterized by:

- **Perpetuity:** The work has no defined end date; the cycle repeats indefinitely.

- **Repetition:** The activities are recurrent and standardized.

- **Functionality:** Teams are typically permanent and organized by function (e.g., the Accounting Department).

- **Expense:** Costs are typically operating expenses (OpEx).

- **Risk Mitigation:** The focus is on stability, predictability, and adherence to compliance standards.

The "Hybrid" Friction Point

The central challenge for modern work management systems is that while these definitions are clear in theory, they blur in practice. An employee does not switch extensively between a "Project Person" and an "Operations Person." They are a shared resource. A Senior Network Engineer, for instance, may spend 60% of their week designing a new data center architecture (Project) and 40% resolving unplanned outages and patching servers (BAU).

Legacy systems often force a choice: track everything as a project (leading to "zombie projects" like "General Admin 2025" that never close) or track only projects (leaving 40% of the engineer's time unaccounted for). The solution lies in a **Hybrid Work Model**, which acknowledges that *a single system must support distinct workflows for unique vs. repetitive work while aggregating them for resource reporting*.

1.2 The Taxonomy of Operational Work: The APQC Framework

To manage BAU effectively, it must be classified with the same rigor as the Chart of Accounts manages financial data. Random lists of tasks are insufficient for enterprise reporting. The **Process Classification Framework (PCF)** developed by APQC provides the global standard for this taxonomy. It organizes work hierarchically, allowing organizations to benchmark their operational efficiency against peers.

A robust work management system should mirror this hierarchy in its task metadata:

1. **Category:** The highest level of domain (e.g., *7.0 Develop and Manage Human Capital*).

2. **Process Group:** A functional area within the category (e.g., *7.3 Reward and Retain Employees*).

3. **Process:** The specific workflow (e.g., *7.3.1 Manage Payroll*).

4. **Activity:** The actionable unit of work (e.g., *Run Gross-to-Net Calculation*).

5. **Task:** The atomic unit assignable to a user.

By tagging BAU tasks with these Process IDs, an organization can answer complex questions such as, "What is the total labour cost of our 'Procure-to-Pay' process across all departments?" rather than simply tracking "What did Bob do today?".

1.3 The Recurring Task Lifecycle

Unlike a project task, which moves linearly from "To Do" to "Done" and is archived, a BAU task is cyclical. Its completion is merely the precursor to its next instantiation. The lifecycle of a recurring operational task involves five distinct stages that the system must automate :

1. **Template Definition:** Creating the "Master Task" that contains the SOP, checklist, and assignment logic.

2. **Scheduling & Instantiation:** The system's temporal engine triggers the creation of a *new* task instance based on a rule (e.g., "The 3rd business day of every month").

3. **Execution:** The assignee performs the work, utilizing checklists to ensure compliance.

4. **Validation:** Approval gates (e.g., Manager sign-off) are cleared.

5. **Regeneration:** Upon closure, the system calculates the next due date and resets the cycle.

Chapter 2: Functional Work Breakdowns (The Catalogue)

This section provides a detailed operational catalogue of non-project work items. It decomposes high-level functions into assignable tasks, subtasks, and activities, providing approximate duration benchmarks based on industry data. These breakdowns serve as the "input data" for configuring a work management system's recurring task templates.

2.1 Finance and Accounting Operations
Finance is arguably the most cyclical function in the enterprise. The "Financial Close" is a rigid, dependency-driven process that dictates the rhythm of the department.

2.1.1 The Month-End Close

The Month-End Close is often mismanaged as a series of ad-hoc emails. It should be modelled as a **Recurring Project Template** that spawns a Gantt-like structure every 30 days. Top-performing organizations achieve this cycle in 3–5 business days, while average performers take 6–10 days.

Process ID (APQC)	Task Name	Subtasks / Checklist Items	Frequency	Role	Approx. Duration	Dependency
8.6.1	**Cash Reconciliation**	1. Download bank statements for all entities. 2. Match GL transactions to bank feed. 3. Investigate unmatched items. 4. Post adjusting journal entries.	Monthly	Staff Accountant	2–4 Hours	Bank Stmts Avail.
8.2.2	**AP Ledger Review**	1. Verify invoice cut-off date. 2. Review "Received Not Invoiced" (RNI) report. 3. Confirm all recurring vendor payments are posted.	Monthly	AP Clerk	2 Hours	Invoice Cut-off
8.5.1	**Fixed Asset Depreciation**	1. Update asset register with new CapEx. 2. Run depreciation calculation. 3. Reconcile sub-ledger to GL.	Monthly	FA Accountant	1 Hour	CapEx Approval
8.6.2	**Accruals & Prepayments**	1. Review open POs for services rendered.	Monthly	Senior Accountant	3–4 Hours	AP Review

		2. Amortize prepaid expenses (insurance/rent). 3. Post accrual journals.				
8.6.3	**Payroll Reconciliation**	1. Reconcile Payroll Register to GL wages expense. 2. Validate tax withholdings remittance. 3. Clear suspense accounts.	Monthly	Payroll Acct.	2 Hours	Final Payroll Run
8.7.1	**Financial Reporting**	1. Generate preliminary P&L and Balance Sheet. 2. Perform variance analysis (Actual vs. Budget). 3. Draft management commentary.	Monthly	Controller	4–6 Hours	All Sub-ledgers Closed

Insight: The "Duration" here represents active work time. The *elapsed* time is often longer due to dependencies. For example, the Controller cannot begin the Financial Reporting task until the Cash and AP teams have completed their work. The work management system must enforce these **Finish-to-Start** dependencies to prevent premature reporting.

2.1.2 Accounts Payable (Transactional Flow)

Unlike the month-end close (which is a batch process), AP is a continuous flow.

- **Metric:** High-performing teams process 30+ invoices per hour per FTE; manual teams process 5–6.
- **Cycle Time:** 3–5 days from receipt to approval.

Task	Activity Breakdown	Duration (Automated)	Duration (Manual)
Invoice Processing	Data Entry (Vendor, Date, Amount, GL Coding)	2 mins (OCR)	10–15 mins
3-Way Match	Compare Invoice vs. PO vs. Goods Receipt	1 min (Auto)	5–10 mins
Exception Handling	Resolve price/quantity discrepancies with buyer	10 mins	30+ mins
Payment Run	Batch approved invoices for ACH/Check	30 mins (Batch)	2 hours (Batch)

2.2 Human Resources (Human Capital Management)

HR operations oscillate between strict calendar-driven compliance (Payroll) and event-driven service delivery (Onboarding/Offboarding).

2.2.1 Payroll Administration

Payroll is a critical "Zero-Defect" operation. For a mid-sized organization (approx. 500 employees), the processing cycle typically consumes 3–5 days per pay period.[19]

Process ID	Task Name	Subtasks / Activity	Frequency	Duration
7.3.1	**Time & Attendance Review**	1. Send reminders for unapproved timesheets. 2. Audit overtime and exception reports. 3. Correct missed punches.	Bi-Weekly	2–4 Hours

7.3.2	**Variable Pay Input**	1. Input sales commissions. 2. Input spot bonuses/reimbursements. 3. Validate upload against source files.	Bi-Weekly	2 Hours
7.3.3	**Gross-to-Net Calculation**	1. Run trial payroll batch. 2. Review variance report (>5% deviation). 3. Check deductions (benefits/garnishment).	Bi-Weekly	2–3 Hours
7.3.4	**Final Commit & Funding**	1. Transmit ACH file to bank. 2. Release pay slips to portal. 3. Fund payroll account.	Bi-Weekly	1 Hour
7.4.1	**Tax Filing**	1. Remit federal/state withholdings. 2. File quarterly 941 forms.	Per Cycle/Quarterly	1–4 Hours

2.2.2 Employee Onboarding (Event-Driven Project)

Onboarding is best modeled as a standardized project template triggered by an "Offer Signed" event. While the process spans 90 days, the administrative burst is in the first week.[20]

Phase	Task	Dept	Duration
Pre-Day 1	Provision Hardware (Laptop/Peripherals)	IT	2 Hours
	Create Accounts (SSO, Email, Slack)	IT	1 Hour
	Prepare Benefits & Payroll Record	HR	1 Hour
Day 1	Orientation Session (Culture/Policy)	HR	4 Hours
	I-9 / Document Verification	HR	30 Mins
Week 1	Role-Specific Training	Funct. Manager	10–20 Hours
Month 1-3	30/60/90 Day Check-ins	HR/Manager	1 Hour each

2.3 Information Technology (ITSM)

IT Operations is arguably the most mature domain for task tracking, utilizing IT Service Management (ITSM) frameworks like ITIL. Work here is distinctly split between **Requests** (user-driven), **Incidents** (break-fix), and **Operations** (preventive maintenance).

2.3.1 Server Patch Management

This is a high-risk recurring maintenance activity. "Mean Time to Patch" (MTTP) is a key security metric.[22]

Task Name	Subtasks	Frequency	Duration per Cycle
Patch Assessment	1. Review vendor release notes (Microsoft Patch Tuesday). 2. Identify critical vulnerabilities (CVEs).	Monthly	2 Hours
Staging Deployment	1. Deploy patches to Test/Dev environment. 2. Execute smoke tests (verify apps load).	Monthly	4 Hours
Change Approval	1. Submit Change Request (CAB). 2. Secure maintenance window approval.	Monthly	1 Hour
Production Rollout	1. Execute backup/snapshot. 2. Deploy patches (often automated). 3. Reboot and verify services.	Monthly	2–4 Hours (Window)

2.3.2 Help Desk Support (Reactive Flow)

Help desk tasks are volume-driven. Tracking individual durations is less important than tracking aggregate "Time Spent" to calculate FTE utilization.

- **Benchmarks:**
  - **Tier 1 (Password/Access):** 5–15 Minutes.
  - **Tier 2 (Desktop Support):** 30–60 Minutes.
  - **Tier 3 (Infrastructure/Engineering):** 4–8 Hours+.[23]

Integration Note: In a project management system, you do not want to see 500 closed "Reset Password" tickets. Instead, the system should integrate with the ITSM tool (e.g., ServiceNow) to pull an aggregate line item: *"IT Support Operations: 120 Hours Used this Week"*.[6]

2.4 Sales and Marketing Operations

Sales and Marketing often view themselves as "creative" or "relationship-driven" and resist task tracking. However, their efficiency relies heavily on disciplined, repetitive cycles.

2.4.1 Sales Development Representative (SDR) Routine

SDRs operate on a daily cadence of prospecting and outreach.

- **Activity Split:** 40% Prospecting, 30% Outreach, 20% CRM Admin, 10% Training.[26]

Activity	Subtasks	Frequency	Duration
Prospecting	1. Build list of 20 new contacts. 2. Research prospect backgrounds (LinkedIn/ZoomInfo).	Daily	1.5 Hours
Outreach Block 1	1. Execute cold call block (Power Hour). 2. Leave voicemails.	Daily	1 Hour

Outreach Block 2	1. Send personalized emails/InMails. 2. Social selling engagement.	Daily	1.5 Hours
CRM Hygiene	1. Update lead statuses. 2. Schedule follow-up tasks.	Daily	30 Mins

2.4.2 Marketing Content Operations

Content marketing operates like a manufacturing supply chain.

- **Social Media:** Benchmarking data suggests specific times for posting (e.g., Mon 3-9 PM), necessitating a rigid drafting schedule.[27]

Task	Subtasks	Frequency	Duration
Social Calendar Prep	1. Draft copy for upcoming week (3-5 posts). 2. Create/Source visual assets (Canva/Adobe).	Weekly	4–6 Hours
Approval Cycle	1. Review tone/brand compliance. 2. Legal review (if regulated industry).	Weekly	1 Hour
Scheduling	1. Upload to scheduling tool (Hootsuite/Sprout).	Weekly	1 Hour

	2. Tag products/links.		
Performance Review	1. Analyze engagement metrics (Likes/Shares). 2. Adjust strategy for next cycle.	Weekly	1–2 Hours

2.5 Legal and Compliance

Legal departments run on a "Compliance Calendar" populated with hard regulatory deadlines where missing a task results in penalties.

Task Category	Task Name	Frequency	Duration
Corporate Governance	Annual Report Filing (Secretary of State)	Annually	2–5 Hours
	Board Meeting Minute Preparation	Quarterly	4–8 Hours
Contract Management	NDA/MSA Review (Standard)	Ad-hoc	1.5 Hours [28]
Regulatory	GDPR/CCPA Data Audit	Annually	20–40 Hours
	Business License Renewal	Annually	1–2 Hours

2.6 Facilities Management

Facilities relies on **Preventive Maintenance (PM)**. The goal is to maximize asset uptime and extend lifecycle.[29]

Asset Class	Task	Frequency	Duration
HVAC Systems	Filter Replacement	Quarterly	1 Hour
	Chiller Inspection & Calibration	Annually	4 Hours
Life Safety	Fire Extinguisher Tag Inspection	Monthly	2 Hours
	Emergency Lighting Test	Monthly	1 Hour
General	Deep Clean / Sanitization	Monthly	4–8 Hours
	Generator Load Test	Monthly	1 Hour

Chapter 3: Architectural Integration in Global Enterprise Systems

Understanding *what* to track is only half the battle. The second challenge is *how* to model this data within enterprise software. Global systems like **ServiceNow** and **Jira** have different architectural philosophies regarding non-project work. This section analyses how to configure these systems to handle the "Hybrid" scenario.

3.1 ServiceNow: The Inheritance Model

ServiceNow is architecturally superior for hybrid work management because it is built on a unified data model. It uses a method called "Table Inheritance" which allows different types of work to share common attributes while retaining unique workflows.

- **The Task Table ([task]):** This is the base table for the entire system.
- **Extensions:**
  - **Project Tasks ([pm_project_task]):** Extends [task]. Adds fields for "Planned Start", "Planned End", "Constraint Type".
  - **Incidents ([incident]):** Extends [task]. Adds "Impact", "Urgency", "Caller".
  - **Change Requests ([change_request]):** Extends [task]. Adds "Risk", "Backout Plan".

Implication for Reporting: Because all these objects inherit from the same parent, a manager can run a report on the [task] table filtering by assigned_to = User X. The result will show a unified list of that user's Projects, Incidents, and Change Requests in a single view. This solves the "Invisible Work" problem natively.

Configuring Recurring Tasks in ServiceNow
ServiceNow handles recurrence through **Flow Designer** or **Scheduled Jobs**:

1. **Trigger:** A flow is configured with a "Repeat" trigger (e.g., "Run every Monday at 08:00").

2. **Action:** The flow executes a "Create Record" action, populating the [incident] or [sc_task] table with template data (e.g., "Weekly Server Reboot").

3. **Assignment:** The system uses "Assignment Rules" to route the task to the correct group based on the Category/Subcategory.

3.2 Jira (Atlassian): The Issue Type Model

Jira was originally designed for software development (Issue Tracking), which creates some friction when tracking recurring operational work. However, its flexibility allows for robust configuration.

- **Issue Types:** To distinguish BAU from Projects, organizations must configure specific **Issue Types**.

  - **Epic/Story/Bug:** Reserved for Project/Product development work.

  - **Service Request / Operational Task:** Configured for BAU. These types may have different workflows (e.g., simpler approval paths) than development stories.

Automation for Recurring Tasks in Jira

Jira does not have a native "Recurring" checkbox on issues. It relies on **Automation for Jira** (A4J).

1. **Rule Configuration:** An automation rule is created with a **Scheduled Trigger** (using a CRON expression or simple interval).

2. **Action:** The action is "Create Issue". This clones a pre-defined template issue into the backlog.

3. **Variable Substitution:** The rule can use "Smart Values" to dynamically name the task (e.g., "Payroll Run - {{now.monthName}}").

Best Practice: Do not let recurring tasks flood the backlog. Use a separate "Operations" board or use the "Due Date" field to only show tasks in the "To Do" column when they are actually relevant (e.g., 5 days before due date).

3.3 The "Operations Bucket" vs. "Granular Tracking"
A critical decision in system design is the level of granularity.

- **Granular Tracking:** Every single recurring task (e.g., "Daily Server Check") is a separate ticket.

  - *Pros:* High visibility, audit trail.

  - *Cons:* "Ticket fatigue," administrative overhead.

- **Bucket Tracking:** A single "ticket" represents a bucket of time (e.g., "October Support Operations"). Users log time against this bucket rather than individual small tasks.

  - *Pros:* Low friction, easy time-sheeting.

  - *Cons:* Loss of detail on *what* specifically occupied the time.

Recommendation: Use **Granular Tracking** for compliance-critical or long-duration tasks (>1 hour). Use **Bucket Tracking** for high-volume, low-duration tasks (e.g., responding to emails, minor ad-hoc requests).

Chapter 4: Workflows and Automation Standards

Defining the task is the **"What";** the workflow is the **"How."** A recurring task must move through a structured lifecycle to ensure consistency and compliance.

4.1 Trigger Mechanisms

Automation is the bedrock of BAU management. Relying on human memory to initiate a recurring task is a single point of failure.

1. **Time-Based Triggers:** The standard for maintenance and reporting. (e.g., "Every 1st of the Month").

2. **Event-Based Triggers:** Initiated by a state change in another system.

   - *Example:* When an "Employee" record is marked "Terminated" in the HRIS (Workday), an API call triggers the "Revoke Access" workflow in the IT system.

3. **Threshold-Based Triggers:** Initiated by telemetry.

   - *Example:* If "Inventory < 100 units", trigger "Reorder Stock" task. This moves inventory management from reactive to proactive.

4.2 Integrating Standard Operating Procedures (SOPs)

A task titled "Process Payroll" is dangerous if the assignee doesn't know *how*. Modern systems allow the embedding of SOPs directly into the work item.

- **Embedded Checklists:** The task should contain a mandatory list of steps (e.g., "1. Verify Hours, 2. Run Report"). The system can prevent the task from being closed until all items are checked.

- **Knowledge Base Linking:** The task description should hyperlink to the specific Confluence/SharePoint page containing the detailed procedure. This ensures that if the process changes, the task always points to the latest version.

4.3 Dependency Management in Operations

Just like projects, operational flows have critical paths.

- **Finish-to-Start:** Task B cannot start until Task A is done. (e.g., "Publish Financials" depends on "Close General Ledger").

- **System Behavior:** If Task A is delayed, the system should automatically push the due date of Task B and notify the assignee of the blockage. This prevents the "Noise" of seeing tasks in a queue that cannot yet be acted upon.

Chapter 5: Resource Management and Capacity Planning

The ultimate goal of tracking non-project work is to achieve accurate Resource Management. Without quantifying BAU, organizations operate on the delusion that they have 100% capacity for strategic projects.

5.1 The Mathematics of FTE and Capacity

To model resource availability, we must quantify the "Operational Tax." This is done using the **Full-Time Equivalent (FTE)** metric.

The Formula:

$$ \text{FTE Required} = \frac{\text{Total Annual Hours of Operational Task}}{\text{Standard Annual Work Hours}} $$

(Standard Annual Hours $\approx$ 2,080, based on 40 hours $\times$ 52 weeks).43

Case Study: AP Invoice Processing

- **Volume:** 10,000 invoices/year.

- **Unit Time:** 0.2 hours (12 mins) per invoice.

- **Total Effort:** 10,000 X 0.2 = 2,000 Hours.

- **FTE Requirement:** 2,000 / 2,080 = 0.96 FTE.

- **Conclusion:** This function requires one full-time employee dedicated solely to this BAU task. This person has **0%** capacity for projects.

5.2 Capacity Modelling Strategies

There are two primary methods for modelling this in enterprise systems:

Method A: The "Tax" (Top-Down)
Simply reduce the available capacity of resources.

- *Implementation:* In the Resource Management system, set the user's capacity to 32 hours/week instead of 40 (assuming a 20% BAU tax).

- *Verdict:* Simple but inaccurate. It treats a Senior Architect (10% BAU) the same as a SysAdmin (80% BAU).

Method B: The "Operational Bucket" (Bottom-Up) - **Best Practice**

Create specific "Operational Projects" for the fiscal year (e.g., "FY25 HR Operations").

- *Implementation:*

  - Allocate resources to this "Project" for the year based on estimated BAU load (e.g., allocate Bob for 500 hours to "IT Operations").

  - This "Soft Books" the time, removing it from the pool available for strategic projects.

  - Users log time against this bucket.

- *Benefit:* It provides **Actuals vs. Forecast** data. If the team consistently logs 600 hours when 500 were planned, you have data-driven justification to hire more staff or reduce project scope.

5.3 Hybrid Reporting Layers

A true capacity report must stack the layers of work to show the "Waterline."

1. **Layer 1: Non-Working Time:** Public Holidays, PTO (typically ~10-15%).

2. **Layer 2: Run the Business (BAU):** The "Keep the Lights On" load (typically ~40-60%).

3. **Layer 3: Change the Business (Projects):** The remaining capacity.

Strategic Insight: If Layer 2 grows to consume Layer 3, the organization enters "Technical Bankruptcy"—it is spending all its energy surviving and has none left for evolving. This metric is the "Canary in the Coal Mine" for executive leadership.

Chapter 6: Analytics, Reporting, and Continuous Improvement

The final pillar of the framework is Analytics. Data collected from tracking BAU tasks allows for the optimization of the business itself.

6.1 Operational Health Dashboards ("Run the Business")

These dashboards focus on the efficiency and stability of operations.

- **Target Audience:** Functional Managers (e.g., VP of Finance, IT Director).
- **Key Metrics:**
  - **Volume:** Throughput of tasks (e.g., Invoices processed, Tickets closed).
  - **Cycle Time:** Average time to complete a recurring cycle (e.g., "Days to Close Month-End").
  - **Backlog:** Number of overdue maintenance tasks (Leading indicator of risk).
  - **Quality/Error Rate:** Percentage of tasks reopened or flagged for correction.
  - **SLA Compliance:** Percentage of tasks completed on time.

6.2 The Executive "Single Pane of Glass"

This dashboard aggregates Project and BAU data to inform strategic decisions.

- **Visual:** A Stacked Bar Chart showing "Investment Mix" (Run vs. Grow vs. Transform).
- **Decision Point:** If the "Run" bar is increasing year-over-year, it indicates process inefficiency or aging infrastructure. The executive response should be to authorize a "Transformation Project" specifically aimed at automating the heavy "Run" tasks.

6.3 Best Practices for Implementation

1. **Don't Boil the Ocean:** Start by tracking the "Big Rocks"—the top 5 recurring tasks that consume the most time (e.g., Month-End, Payroll, Patching).
2. **Standardize Before You Automate:** Do not automate a chaotic process. Refine the SOP first, then build the recurring task template.
3. **Use "T-Shirt Sizing" for BAU:** For resource planning, don't try to track BAU to the minute. Use rough estimates (Small = 1 hr, Medium = 4 hrs) to reduce administrative burden while still capturing the load.
4. **Annual Review:** Operational tasks have a habit of accumulating. Conduct an annual "Spring Cleaning" of the recurring task list to deprecate reports or checks that are no longer valuable.

Conclusion

The integration of non-project work into the enterprise work management system is not merely a bureaucratic exercise; it is a fundamental requirement for operational transparency and strategic agility. By adopting the APQC taxonomy, leveraging the inheritance models of systems like ServiceNow, and rigorously modeling FTE capacity, organizations can illuminate the "invisible work" that drives their daily existence. This visibility transforms BAU from a hidden tax on resources into a managed portfolio of activities, enabling leadership to make informed decisions about

where to automate, where to invest, and how to balance the competing demands of running the business today while building the business of tomorrow.

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