



DWSD ORGANIZATION OPTIMIZATION PROJECT UPDATE

ISSUE
02
JULY
2013

MESSAGE FROM THE COMMUNICATIONS TEAM

The goal is to provide effective communication to the DWSD organization about the Optimization Project. To achieve that goal, a selected member from each job design team will participate in this newsletter. The communications team consists of:

Cheryl Porter
Project Manager

Brenda Jamison-King
Field Services Team

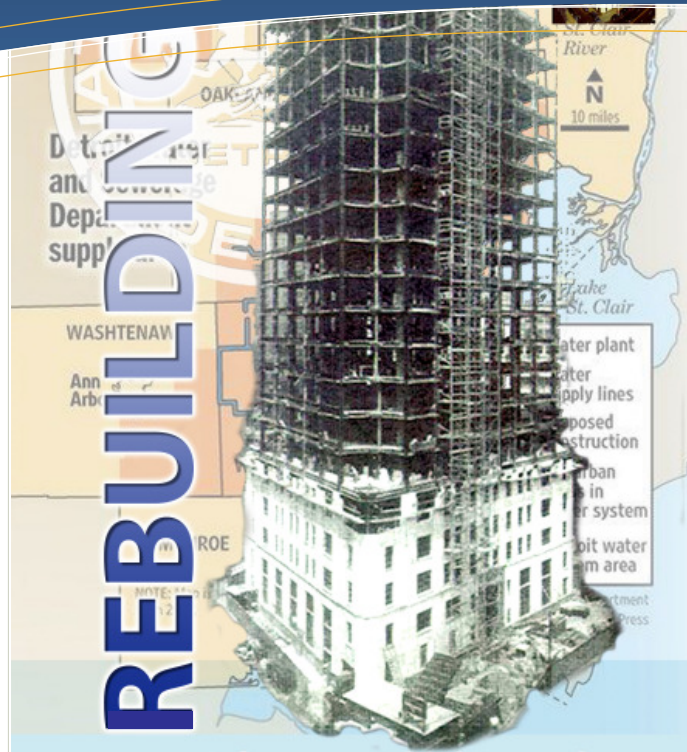
Ivala Marie Allen
Finance/Administration Team

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IT/Support Team

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"The things we fear most in organizations – fluctuations, disturbances, imbalances – are the primary source of creativity."

– Margaret J. Wheatley, journalist and author

Change, improvement inevitable at DWSD

Margaret Wheatley's quote speaks to the invigorating, creative, and realistic side of change as well as the need for all DWSD employees to look at how to continuously improve the organization. Innovation and change are necessary in order to respond quickly and creatively address fluctuations, opportunities, disturbances, and imbalances. Thinking about future possibilities and directions to meet customers' needs allows employees to break out of their current way of thinking, look at processes and service models, and tap into their creativity. Today, more than ever in the history of DWSD, employees – individually and organizationally – are being called upon to be innovative, to look at processes, procedures, and structures and ask, "How can we do things more effectively and efficiently?"

DWSD has entered and continues in the pilot phase of organization optimization. During the course of this year and throughout the next year, more and more pilots will be initiated and implemented. The pilot teams will go through a continual improvement process, an ongoing effort to improve products, services and procedures. DWSD will strive for conditions of the "Perfect Day" by: continually removing successive layers of waste; by reducing operational, maintenance, material, management, and utility costs; and by improving efficiency, productivity, and quality. Continuous, incremental improvements will remove unnecessary activities and variations and will increase DWSD's capabilities, transforming the organization into a highly efficient water and wastewater utility. The processes will be constantly evaluated and improved in light of their efficiency, effectiveness, and flexibility.

The key advantages of the continuous improvement process are as follows:

- Improvements are based on many small changes rather than radical changes that might arise from the pilot teams.
- As ideas come from the pilot team members themselves, they are less likely to be radically different, and therefore easier to implement.
- Small improvements are less likely to require major capital investment than major process changes.
- The ideas come from the talents of the existing workforce, as opposed to using research, consultants or equipment – any of which could be very expensive.
- Employees will continually be seeking ways to improve their own performance.
- Workers are encouraged to take ownership for their work, which can help reinforce teamwork, thereby improving worker motivation.
- Open and honest team dialogue, effectiveness, and decision making will lead to quality improvements and a common understanding of systems and processes.

West Yard pilot project advances

The pilot project for the Field Services Team (Asset Maintenance) began in the West Yard location. The participating volunteers in the pilot consisted of employees from the West, Central and East yards, the Meter Shop, and Mechanical Maintenance areas.

The volunteers were assigned to perform the job duties and responsibilities for the titles created by the job design teams. The team leaders are rotated to incorporate flexibility and continuity. The daily meetings conducted by the pilot team encouraged feedback and recommendations for problem solving.

The pilot team was provided with a variety of new equipment to make tasks easier. The new equipment consisted of compressors, dump trucks, mini-excavators, jack hammers, clay spades, freeze kits, and pipe saws. With the new equipment, the team was able to isolate service lines for repair without shutting down water service. The job redesign allowed for additional crews for box jobs pertaining to repair and/or maintenance of the system.

The pilot teams were faced with issues such as resistance from some employees and insufficient training for new job duties and responsibilities. Despite those issues, job design team member Brenda Jamison-King said, "Most team members at the West Yard are capable and willing to obtain additional skill sets to meet the requirements of their new classifications and the organization changes. There are many that currently have the necessary experience."

Piloting at Water Works Park tackles challenges

The piloting phase at the Water Works Park Treatment Plant has been under way for a few weeks now. The plant was selected to be a pilot location because it has the most up-to-date technology and automation compared to the other four water treatment plants. The pilot team members were selected from Maintenance, Operations, Treatment & Filtration, Management & Supervision, and other support areas.

Whenever changes are undertaken within existing processes, and changes to job titles and functions are tested, it can be very challenging. Team members feel that they are up to the task, while ensuring that quality and safety are not compromised. The pilot team is taking an outspoken and determined approach regarding any proposed changes and job functions. It plans to provide detailed feedback to administration.

The team believes that training is essential. Team members say that both structured and on-the-job training will be necessary for employees to adapt to new functions within the new job classifications.

Many maintenance and operations personnel are embracing the new structure. By sharing information, they are communicating more effectively. They have a better understanding of each other's job functions and maintenance productivity has increased.

Will training be provided as jobs change?

Training is an essential piece in the organizational change process and essential to the department's future sustainability. It is DWSD's responsibility as the employer to adequately train employees.

Wastewater secondary pilot team trains, discusses goals

The Wastewater Treatment Plant (WWTP) secondary pilot team recently discussed overall goals, overall pilot effectiveness measures, key performance indicators, unit objectives, and performance criteria for each of the major plant processes.

In addition, the team discussed on-the-job training requirements during the pilot, work order planning, document updates, and technology requirements.

The team received walkie-talkies for internal communications. After the team received EMPAC access and basic EMPAC training, members started to use the EMPAC system for work order creation, closing, planning, and coordination. The plant technicians have started to perform preventive maintenance (PM) tasks.

The team faced major issues such as:

- Resistance to the idea of piloting
- Resistance to automation
- DWSD's requirement of HAZMAT training at the disinfection facility
- Delays in obtaining PM schedules
- PM tasks not being completed at the disinfection facility due to lack of trained staff
- Delays in resolving the elimination of time-consuming activities such as excessive lab tests, quality control requirements, and equipment readings

The secondary pilot team performed training activities for the week of May 6 and May 13. The pilot began on May 20 and EMA's role in the pilot team ended on June 14. The total number of members on the team has increased to 22 from 17, which was initially recommended by the job design team.

Pilot progresses at Customer Service Center

The department's Customer Service Centers (CSCs) were targeted for piloting in the Finance/Administration area because of the service representatives' direct interface with customers and the amount of revenue that the CSCs bring in. The goal was to make each CSC a one-stop shop and create a positive experience for customers, where they could do business with DWSD quickly and efficiently.

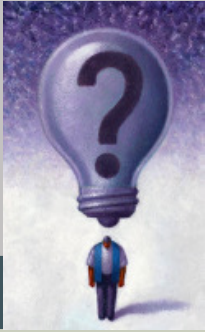
On May 13, 2012, eight employees were selected to train for the new Customer Service Specialist (CSS) position in the Main Office Building (MOB) Customer Service Center. The training process was originally scheduled for five days, but two additional days were proposed by the pilot team to better prepare the selected volunteers for the testing phase. The pilot program began on May 22 of this year.

Typically, prior to the new job design, customers would need to take multiple steps to make arrangements on their account. The Accounting Tellers' responsibilities were combined with those of the present Customer Service Representatives (CSR) to create the CSS. Two technology changes were incorporated: a numbering system to guide customers, and the ability to take credit card payments at the customer service desk.

At present, the pilot phase at the CSC is making steady progress, with members working as a cohesive team. "The new job design will bring cross training, improve skill sets and give a sense of worth," said Marie Allen, Finance/Administration Job Design Team member. One of the results from the MOB CSC pilot phase has been to establish a training protocol which began as seven days and is now up to 14 days, with an additional week for on-the-job training.

If my job is outsourced, will I be eligible to apply for jobs with the contractor taking on the outsourced work? Can DWSD employees operate as independent vendors and compete to provide contracted services?

DWSD is sensitive to employees' concerns, and has therefore required in the contracting process that there is at least a 10 percent savings over employing personnel versus outsourcing (that savings must include the management cost associated with the process of outsourcing). The Department is also committed to an evaluation process that encourages the hiring of displaced DWSD employees in the outsourcing RFP's criteria. All are welcome in the bidding process.



What is the Resource Pool?

The Resource Pool is a concept that was first unveiled at DWSD as a result of EMA's 90-day assessment of the department. The concept behind the resource pool is to provide a flexible auxiliary workforce in order to allow the department to address backlog projects and reduce overtime as DWSD moves forward with more flexible job designs.



Service Desk Rollout

Information Technology

What You Can Do

Create and track your own service desk ticket requests. Follow the instructions below to access the DWSD Intranet Portal page and Helpline application:

- (1) Go to the DWSD SharePoint Intranet Portal page, <http://sp.dwsd.org>
- (2) Click on the DWSD Service Desk link, in the upper left hand corner. This will take you directly to the Helpline application.
- (3) Enter your domain ID in the user name field; in the password field, enter the password*; click Log On button.
- (4) Follow the instructions of the SOP to begin creating your service request.

For more information send an email to: servicedeskpilot@dwsd.org or call the Service Desk at (313) 964-9901.

Start Submitting Your Service Desk Tickets!

*Please note: password changes can be made in the application's Options tab.

Deceased team member made lasting contributions



Kendra Louise Bridges, Detroit Water and Sewerage Department (DWSD) employee and a team member in the Organization Optimization Project, made her transition April 22, 2013.

Bridges, who worked in Meter Operations as a Water Meter Mechanic, served on the Optimization Project's Finance/Administration Job Design Team. "She was a valued member who was passionate about the necessity of departmental changes," said Cheryl Porter, Optimization Project Manager. "She believed that upcoming changes in DWSD would have a positive effect on the employees and on the many customers that our department serves," added Porter.

Porter said that Bridges contributed toward many key recommendations. She helped gather and research high-level data about current job tasks in the Finance and Administration operational areas. "Her dedication and efforts enabled us to recommend future operational processes, design new job classifications and develop the Customer Service Center pilot phase criteria and functions," said Porter. "Kendra will be truly missed by all who knew her; our sincere condolences go out to her family."