



DWSD ORGANIZATION OPTIMIZATION PROJECT UPDATE

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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

Gregory Smith
IT/Support Team

Valerion Farr II
Water Team

Sanjay Patel
Wastewater Team

S.R. Boland
Editor-Writer



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New DWSD classifications will be highly valued jobs

As DWSD transitions through the Organization Optimization Project, all current jobs and titles will be discontinued in favor of newly-created positions. The new positions, according to the project Steering Committee, will be considered highly-valued jobs.

What does “highly-valued jobs” mean? There will be significantly fewer job titles or classifications in the organization, compared to the DWSD of today. Each new job will have a broader scope of responsibilities, and they will be an important part of a workplace team and the utility as a whole. Therefore, each job will have a greater impact on the future organization.

Human Resources is acquiring market-based salary surveys and formatting the new job titles – developed by the

Job Design Teams – to determine what their salaries should be. After the new jobs are carefully defined and given titles, they will be announced and offered. Many current DWSD employees are expected to be the best-qualified for the new jobs. Current DWSD employees chosen for the new jobs will be selected on the basis of their knowledge, skills, and abilities.

Employees will not only have more responsibilities in the new jobs; they will have greater accountability to each other, to customers, and to DWSD. An employee will be expected to master a job of greater scope and to do it efficiently. The goal is to not only give each job greater value, but to have employees value their jobs more and feel like they are part of a cohesive team. Highly-valued jobs on an efficient team are likely to lead to more job satisfaction and better service for the customer.

West Yard pilot team sees quick win with morning meetings

- How is DWSD going to get from the current staffing levels to the target proposed in the EMA report? How long will it take to reach the target assessment levels? Is the number proposed by EMA final?

- The first step in the process is to validate the proposed target. If that validation occurs, DWSD will work carefully to achieve that target. That will be accomplished both through attrition and the strategic implementation plan, which has not yet been established. The current plan calls for a minimum of 5 years, but we do not know how long the process will take.

Improvements that result from easy, immediate changes that bring efficiencies or cost savings with very little (or no) financial investment by DWSD are called “quick wins.” Brainstorming among employees — Job Design and Pilot teams — generates ideas for quick wins.

The Field Services Team recognized that **better communication between management and staff** could assist in improving work relations at West Yard. At the beginning of each work day, **the entire staff meets for approximately 30 minutes.**

Discussions of the previous or present work day’s activities take place. This open forum allows team members to have all-inclusive

conversations, to present issues, and to offer solutions to increase productivity. Each session presents an opportunity for direct input concerning the execution of customer service; in Asset Maintenance’s case, that is to respond to reports of leaks and other problems in water service to customers. Everyone has an equal investment in departmental change; each voice matters.



Department conserves on time, travel, paper

The Finance and Administration Job Design Team came up with a “quick win” that involves making conference calls to reduce the number of face-to-face meetings. The department’s budget section holds monthly meetings to discuss the status of the various sections’ actual expenditures and to ensure that they are staying in line with their budgets. The conference calls cut down travel time for attendees located outside the Water Board Building.

Each attendee has access to conference calls through an AT&T icon on their individual desktops. The calls allow sharing of documents and participation in virtual meetings. Also, attendees can call in through their desk phones to access the conference meetings. The budget section has newer technology, using a laptop and projector for viewing reports during the meetings. By having reports viewable on a screen, DWSD is saving paper. As a backup, each attendee is still provided with an electronic copy through email.

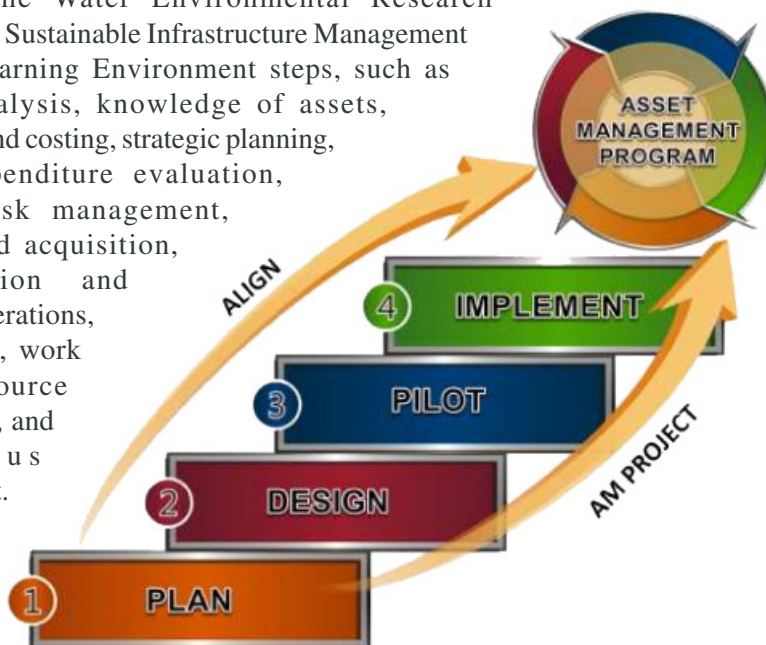


DWSD announces new project areas

While current pilots are continuing, DWSD has announced new pilots, initiated by another call for DWSD volunteers. These pilots will be located at the Wastewater Treatment Plant Dewatering area, the Springwells Water Treatment Plant, the Westside Customer Service Center (CSC), and Maintenance and Repair's East Yard at the Central Services Facility. The Westside CSC pilot has begun, but the selection process for the other new pilots has been initiated. DWSD authorized consultant firm EMA Inc. to continue facilitating operational pilots, along with Information Technology (IT) and Asset Management implementation.

To continue to move forward with the Organization Optimization Project, the DWSD Board of Water Commissioners approved two additional projects for EMA Inc. to execute:

- 1. Information Technology Implementation:** This 12-month project includes the following major tasks:
 - Human Resources (HR)/Payroll/Timekeeping system: Business process optimization. Assistance for the selection and procurement of independent HR/Payroll and Timekeeping systems to increase accuracy and productivity.
 - Financial Information system: Allows DWSD to control its own financial destiny. Planning and implementation of financial and business improvements.
 - Network analysis and design: IT and Geographic Information System (GIS) roadmap, planning, and recommendations. IT governance implementation, change control, management support, and business processes. Investigation of automation to support operations.
- 2. Asset Management Program Development:** This 18-month project will develop and broaden the asset management program through education, assessment, and implementation based on best practices. The project will be divided in four stages: Planning, Designing, Piloting, and Implementing. Asset management is the optimization of an asset's life cycle costs to meet sustained performance standards in a safe and environmentally sound manner. This program will focus on the Water Environmental Research Foundation's Sustainable Infrastructure Management Program Learning Environment steps, such as demand analysis, knowledge of assets, accounting and costing, strategic planning, capital expenditure evaluation, business risk management, creation and acquisition, rationalization and disposal, operations, maintenance, work and resource management, and continuous improvement.



- What does it mean if my current division is not listed on the organizational chart presented by EMA? Does that mean my job is eliminated?

- While moving forward in the process, the overall structure and the titles of DWSD divisions and employees will change. Once the target evaluation process is complete, the second phase of the process will begin. In the second phase, DWSD will identify/create the necessary titles and the training that will be required for retooling.



How do you get on a pilot team?

Watch for the call for volunteers; apply using appropriate application and submit by deadline. In general, the pilot teams will consist primarily of staff volunteers who meet the qualification.

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- I am a few years from retirement; will I be able to retire? What kind of severance package will be offered to employees?

- If you are asking if there will be a retirement incentive offered to employees, that has not yet been determined. The decision to retire will continue to be up to each individual employee. To date, no discussions have occurred related to severance packages. During contract settlement negotiations, DWSD management committed to meeting with union representatives over the next year to discuss early retirement provisions.

From Us | By Us | For Us



Communications Team (l to r): Gregory Smith, Ivala Marie Allen, Valerion Farr II, Brenda Jamison-King, S.R. Boland, Cheryl Porter, and Sanjay Patel.

Interview excerpts from Cheryl Porter, Project Manager

by Valerion Farr II

Why are you the Project Manager?

I volunteered to be the Project Manager of this Organization Optimization Project to retain firsthand knowledge of the project's direction and to take part in the team effort to encourage the process of transition as a new organization emerges.

What are your expectations for the Organization Optimization Project?

This project presents the opportunity for our organization to become more efficient in servicing our customers, both internal and external, and to be established as a global example on how to effectively implement change.

Who is responsible for this newsletter?

It was very necessary to coordinate a Communications Team — consisting of DWSD employees — to establish proper communication throughout the project, being the voice for corrective measures and positive change.

How will our organization change?

Change starts from the top down, meaning that management across our organization will be engaged to embrace corrective measures first. Historically, our organization retained “silos,” work areas isolated from other branches of internal governance. That will no longer be the direction. Effective management, well-trained empowered staff, and appropriate changes to organizational processes are the keys to the longevity of our organization.