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MEMO 17

DATE: June 21, 2013
TO: Cheryl Porter
FROM: Jeff Coulson
SUBJECT: Pilot Changes and Updates

1.0 Introduction

The pilots are complete for the Water Works Pilot, the Wastewater Plant Secondary Disinfection Area, the West Yard and the Water Board Building Customer Service Center. The pilot is ongoing for the IT Help Desk. Each of the pilots generated weekly progress report and a final summary report was produced.

During the piloting process the Job Designs and the Business Processes were tested. As these Job Designs and Processes were executed a number of changes and improvements were identified, implemented and tested in the field. These changes improved the performance of the pilot and the staff. A number of the changes are not direct changes to the Job Designs or Business Processes, they are minor improvements to equipment, Each of the changes and updates are identified in the Pilot Final Reports, a summary of the changes for the four completed pilots is presented below;

2.0 Customer Service

Type	Description	Additional Information	Objective Supported	Done or in Planning	Implementation Cost
Quick Win	Use iNovah capability of e-mailing customer receipts	Current policy is to not issue duplicate receipts when requested by the customer. Also, some customers may prefer e-mail receipts	Improve Customer Service	Planning	\$0
Quick Win	Allow credits cards as method of payment for clearance fees (permits & demo)	Currently only checks and cash accepted in this dept. Payments routed to CSS in the To-Be. Further discussion must take place with Demo & Permits group. Tweak to-be business process Accounts Management - Demolition	Improve Customer Service	Planning	\$0
Quick Win	Allow US Bank to handle all drop box locations (all centers)	Eliminates tasking on DWSD cashiers. Action Should occur once kiosk is installed	Reduce Operating / Overhead Costs	Planning	\$0
Quick Win	Display Visa and Mastercard logos at each workstation (cashier & desk)	Promotes Visa/Mastercard payment acceptance without printing literature. Customers are already familiar with the logo meaning: "accepted form of payment".	Reduce Operating / Overhead Costs	Planning	\$0
Procurement	Install table-top printer/scanner/copier machine for greeter and each desk workstation	Currently 2 large machines cause CSS to leave desks and walk to area. During busy time, CSS line may form to use the machines.	Increase Productivity	Planning	TBD
Procurement	Signage assessment - redo obsolete signs, remove signs held with scotch tape, remove handwritten and damaged signs	Signage on display found to have wear and tear and obsolete information. Standardize professionalism of sign displays	Improve Customer Service	Planning	Internal

Type	Description	Additional Information	Objective Supported	Done or in Planning	Implementation Cost
Procurement	Manage customer flow using improved technology. Example: Q-flow by ACF Technologies	Building layout and acoustics offer poor visibility and sound travel. Front desk as gatekeeper is an interim solution. Use same technology for cashier window availability? EMA gathering functionality requirements to present to DWSD mgmt.	Increase Productivity	Planning	TBD
Quick Win	Printer profiles do not travel with each username. Printers must be re-installed for each desk	IT to find profile solution. Interim printer install instructions were created for the pilot team.	Increase Productivity	Planning	Internal
Quick Win	Tax Roll: Pre-print a form with location of City Council Building and space for Amount Due to DWSD	During tax roll season, customers constantly ask for address and info. Customer service has been hand-writing information - Opportunity to leverage idea for West and East Payment Centers before tax roll	Increase Productivity	Planning	Internal
Quick Win	Cashier stations need repair/upgrade	Drawers/locks getting stuck. Manager to contact maintenance	Increase Productivity	Done	Internal
Quick Win	Obtain more drawers to be assigned to permanent staff	Due to rotating roles, drawers are "shared" by different staff. Individual control of operating cash balance	Streamline Business Processes	Planning	TBD
Procurement	myWorkQueue application will allow CSS to organize backlog tasks	Not all tasks associated with a customer can be handled while servicing them. CBMS to provide solution	Streamline Business Processes	Planning	\$0
Quick Win	Provide chained pens at each workstation and back table (Quantity 13)	No pens are provided at cashier window due to customers "taking" them	Improve Customer Service	Planning	TBD
Quick Win	Cashier to work on back-office tasking backlog during downtime	Tasking will go into effect after "busy week" has passed; some instruction/training will have to be given before tasking	Increase Productivity	Done	\$0

Type	Description	Additional Information	Objective Supported	Done or in Planning	Implementation Cost
Quick Win	KPI Application tweaks to allow start of log and completion of log by different people. KPI Application is a DWSD IT designed and supported application	Currently the greeter collects customer name and address on a written log along with wait time. This information is updated in enQuesta but not transferred to the rep during service. The rep requests the same information from the customer to input into enQuesta and into the KPI application. If greeter can input all information into the form, the rep will only need to access the saved form and begin collecting service time. Also, the customer will not have to repeat information.	Increase Productivity	Planning	Internal
Quick Win	Create "backlog shift" for CSS	Building in a backlog shift allows for CSS to complete activities they began with customers without having to hand-off.	Increase Productivity	Planning	\$0
Quick Win	Redesign accounts adjustment spreadsheet	EMA facilitated redesign of spreadsheet for ease of use, vlookups, and cell security. New spreadsheet will be deployed during CSS Training Wave 2.	Increase Productivity	Done	\$0
Quick Win	Demolition customer intake checklist	Current form to be redesigned as a quick reference checklist	Streamline Business Processes	Done	\$0
Quick Win	Bill stock update	Bill stock update to include Visa and Mastercard logos, credit/debit card promotion, and marketing of online bill pay. New artwork in development with supplier.	Reduce Operating / Overhead Costs	Planning	\$70
Quick Win	Online pay poster	Create online pay poster to market to walk-in customers. Poster/flyers in development with Public Affairs	Reduce Operating / Overhead Costs	Planning	Internal

Type	Description	Additional Information	Objective Supported	Done or in Planning	Implementation Cost
Quick Win	Meter card redesign	Meter card redesigned to remove obsolete information and provide appointment times.	Improve Customer Service	Done	Internal

3.0 Field Services

Type	Description	Additional Information	Objective Supported	Done or in Planning	Implementation Cost
Quick Win	Supervisors supporting teams in the field not directly supervising	The Supervisors are supporting and coordinating for the crews, they are not travelling out to direct the crews. Supervisors need to improve Planning and Scheduling of crews, specifically Vac Truck use.	Improved Efficiency	Done	\$0
Documentation Update	Physical Requirements for JDs	Some staff are not able to complete the tasks identified in the Systems Technician JD. Minimum physical requirements will be added to the JD.	Flexible Worker	Planning	\$0
Procurement	Implement Sump Pumps and generators for the Leak Trucks	The hydraulic pumps used to clear water and mud from holes require priming and frequently lose their prime. A generator and sump pump would provide better performance.	Improved Efficiency	Planning	TBD

Type	Description	Additional Information	Objective Supported	Done or in Planning	Implementation Cost
Project	Identified Supervisors and Managers training requirements.	<p>The supervisors and managers require training on the following items</p> <ul style="list-style-type: none"> • Organization • Planning and Scheduling • Communication Skills • Fleet Maintenance • Materials Management Principles 	Management Skills	Planning	Internal
Procurement	Identified new and replacement equipment.	A listing of 28 items identified in the Final Report	Improved Efficiency	Planning	TBA
Quick Win	Budget Reporting	The budget needs to be further defined and detailed for the West Yard to better track costs	Reduced Costs	Planning	Internal
Quick Win	Improve Turn-off Communications	Yard staff need access to enQuesta to be notified when a payment is made and a Turn-off is cancelled, and when a Turn-on is required.	Improved Customer Service	Planning	Internal

4.0 Wastewater Plant

Type	Description	Additional Information	Objective Supported	Done or in Planning	Implementation Cost
Quick Win	Implement a meeting area and "Team Base"	The building with the Liquids Head Office will be used as the Team Base. The location has 3 offices, storage space, lab space, and ovation terminals.	Improved Efficiency Improved Team Morale	Done	\$0
Quick Wins	Improved Process Analytics	Use of a portable suspended solids analyzer to obtain process information without time consuming laboratory testing as an interim solution until in-situ analyzers are repaired or replaced.	Improved Process Control	Done	\$0

5.0 Water Pilot

Type	Description	Additional Information	Objective Supported	Done or in Planning	Implementation Cost
Quick Win	Update of the Emergency Response Plan	Off-Shift staffing was assigned and tested at Non-Emergency levels. Chlorine tank activities are now scheduled during day shift when additional staff are available.	Improved Efficiency	Done	\$0
Quick Wins	Team Meeting Practices	Initially, the plant manager or designated alternate led team meetings Mondays, Wednesdays and Fridays. Near the end of the pilot period the team prepared to add Tuesday and Thursday meetings as well. Tuesday and Thursday meetings are being led by the chief water technician or a designated alternate.	Improved Efficiency Improved Team Morale	Done	\$0

Type	Description	Additional Information	Objective Supported	Done or in Planning	Implementation Cost
Quick Wins	Improved Flexible Maintenance Team Work Assignments	When the pilot commenced, water technicians 1 and 2 were assigned to the flexible maintenance team on a meeting by meeting, day by day, basis. The maintenance planner scheduler suggested the assignments be made on a weekly basis, and be fixed for the week. This facilitates the planning and execution of maintenance projects and work orders.	Improved Efficiency	Done	\$0

Further details on each of the pilots are contained in the Pilot Final Reports.

Rgds,

Jeff Coulson