Reengineering at the Board of Water Supply

January 15, 2003

Donna Kiyosaki, Deputy Manager & Chief Engineer
Honolulu Board of Water Supply
MISSION
We will improve the quality of life in our community by providing world class water services.

VISION
We will share our water management expertise and provide services statewide and throughout the Pacific to:
- Benefit our community by maintaining reasonable rates
- Benefit our global community
- Provide professional development opportunities for our staff
- Support the growth of Hawaii’s economy
1998 – AMR Demands Change
1999
Alignment & Culture Change

Going Nowhere Fast

Going The Right Place Together
2000 – Reorganization

ENTERPRISE LEADERSHIP

Business Development
Business Services
Maintenance
Operations
Water Resources
Customer Care
Resource Sustainability & Community Partnerships
Asset Management
2002 – Pilot Change
At the Board of Water Supply...

CHANGE = QUEST
What is QUEST?

Quality Utility Employees Succeeding Together

- A long-range program to transform the Board of Water Supply into a highly competitive, world-class provider of water utility related services

- An opportunity to demonstrate how new thinking and systems can achieve and sustain maximum public service performance
Why Is QUEST Needed?

- The *customer* gets more value in the form of better service.
- The *organization* gets higher work output per unit resource and greater work consistency.
- The *employee* gets better management systems that encourage creativity, superior performance, and continuous learning.
- A *public trust stays public* and is highly competitive with the private sector.
“provide our customers with quality service at a reasonable cost. We will accomplish this by:

- Understanding that customer service is critically important to the success of BWS
- Establishing a work environment that is based on cooperation, participation, shared decision-making, and listening
- Recognizing that the Board’s most important assets are its employees”
QUEST Goals

- Become a **world class leader** in providing water services
- Meet increased business challenges while minimizing water rate increases
- Reengineer **without layoffs** or involuntary termination of staff
- Create a work environment that **encourages and supports** “life-long” learning
- Develop a more **highly skilled, better paid workforce**
- Provide a **success model for other providers of public services in Hawaii and the Pacific Rim**
Change Requires Action in 3 Dimensions

Getting Competitive

WORK PRACTICES

TECHNOLOGY

ORGANIZATIONAL DEVELOPMENT
FLEXIBLE HUMAN RESOURCE PROGRAMS TO SUPPORT OUR COMPETITIVE BUSINESS
Act 253 Helps Set the Stage

- Acknowledges that civil service reform is needed to enable real government performance improvement
- Creates a broad framework for civil service reform
- Authorizes “experimental modernization projects” (EMPs) to field-test new work and management practices
Why Are EMPs Needed?

- Existing HR systems constrain proposed efficiency improvements thus increasing cost of service
- Superior team and individual performance cannot be rewarded to attract and keep top talent
- Business agility, creativity, and efficiency are constrained by rigid job design and classification structures
- Demonstration projects adapt industry best practices to unique local conditions
QUEST HR Components
Enable Value Improvements

Continuous Learning

Organization
Team
Individual

Performance Management

Learning Academy

Asia Pacific Urban Technology Institute

HR Function Delegation

Broadbanding

Classification

Competency Based

Multi-Skilled Workers

Compensation

Incentives

Skill-Based Pay
Pilot Projects Transform Design Into Reality

Reengineered Work, Technology, Organization

Support
Engineering
Field CSR
Performance
Field Operations

New Organization

Employment Transition Program
Field Operations Pilot Design Team
Includes UPW and HGEA Members
Field Operations Pilot Objectives

- Demonstrate the “Multi-skilled Worker” concept in BWS Field Operations
- Demonstrate productivity advantages of an increased span of supervisory control (from 1:5 to 1:30)
- Provide data for the calculation of potential future savings for the Board ~ estimated at 15-20%
- Provide a business case for adoption of best practices throughout the Board’s operations
- Demonstrate the advantages of formal planning of all non-emergency work
Pilot Organization Jointly Designed with Labor Unions

- Provides for alternative dispute resolution mechanism through Pilot Oversight Committee
- Demonstrates flatter, streamlined structure with more work team self-sufficiency
EMP - Performance Appraisal System for Business Results

PARTS:
- Broad Job Classes ("Bands")
- Competency Development
- Performance Management
- Incentive plans that support growth and performance
PART 1:

BWS EMPLOYEE TEAM DESIGNED BROAD CAREER BANDS THAT CREATE FLEXIBILITY
WHAT ARE BROAD CAREER BANDS?

ORIGINAL GRADES

Executive
- 5 grades

Exempt
- 10 grades

Non-Exempt
- 7 grades

CAREER BANDS

- 2 bands (Executive)
- 3 bands (Exempt)
- 2 bands (Non-Exempt)
RECOMMENDED 4 CAREER BANDS FOR BWS

- Support/Technician
- Professional/Specialist
- Manager/Expert
- Leadership
## PROPOSED JOB TITLES

<table>
<thead>
<tr>
<th>BAND</th>
<th>CURRENT JOB</th>
<th>NEW JOB</th>
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<tbody>
<tr>
<td>Leadership</td>
<td>Chief, Deputy, Coaches, Operating Unit Leaders</td>
<td>Same</td>
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<tr>
<td>Manager/Expert</td>
<td>ME and CE VI, CE VII, TE 1 SysAnalyst IV IT CE V &amp; VI</td>
<td>Engineering Manager IT Manager</td>
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<tr>
<td>Support/Technician</td>
<td>All Eng Techs, Drafting Techs, Construction Inspectors &amp; supervisor Comp.Ops I, II, &amp; Supervisors Data Entry Op, DP Clerk, GIS Tech</td>
<td>Eng. Technician IT Technician Eng. Technician</td>
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PART 2:
EMPLOYEE TEAMS
IDENTIFIED COMPETENCIES
FOR FLEXIBLE WORKERS
BASED ON BUSINESS
NEEDS
BWS CORE COMPETENCIES

- Learning on the Fly
- Self-development/Personal Learning
- Dealing w/Ambiguity and Change
- Interpersonal Relationships

- Creativity
- Customer Focus
- Results Orientation
- Written Communication
INTERPERSONAL RELATIONSHIPS:
Relates well to all kinds of people, up, down, sideways, inside/outside; uses diplomacy and tact; values people; can diffuse tension situations comfortably; & able to verbally express thoughts so others clearly understand.

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<th>PROFESSIONAL</th>
<th>MANAGER</th>
<th>EXECUTIVE</th>
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<td>● Maintains rapport with co-workers and customers.</td>
<td>● Able to get project work completed with the cooperation of others.</td>
<td>● Able to manage and complete projects with others; achieves willing cooperation.</td>
<td>● Effective negotiator between diverse interest groups</td>
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<td>● Approachable by others internal and external to organization.</td>
<td>● Listens &amp; considers other’s ideas and viewpoints in achieving work.</td>
<td>● Demonstrates respect of others; considers varied viewpoints</td>
<td>● Maintains good internal and external relationships.</td>
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<td>● Gets work done through positive interpersonal contacts.</td>
<td>● Able to work collaboratively with others w/in and outside project or function.</td>
<td>● Able to resolve conflicts through collaboration w/in business units</td>
<td>● Able to interact with wide diversity of people, groups, agencies with ease &amp; with influence.</td>
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<td>● Offers to assist others and others readily willing to reciprocate.</td>
<td>● Passes on info. to appropriate parties</td>
<td>● Integrates info. and keeps all informed.</td>
<td>● Determines overall communication strategy</td>
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TECHNICAL COMPETENCIES

- Engineering
- Engineering-Related
- IT
IT TECHNICAL COMPETENCIES

- Network Support
- System Administration
- Workstation Support
- Computer Operations
- IT User Training
- IT Planning
- Applications Development
- Database Administration
- Project Management
ENGINEERING TECHNICAL COMPETENCIES

- Planning
- Water Facilities Design
- Water Distribution System Design
- Review/Compliance
- Project Management
- Tools, Methodologies and Software Systems
- Professional Engineering License
- Geographic Analyses (GIS positions only)
WATER DISTRIBUTION SYSTEM DESIGN:
Applies engineering principles to design potable and nonpotable distribution and/or transmission pipelines.

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<th>ENGINEER MGR.</th>
<th>EXECUTIVE</th>
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<td>● Familiar with the layout, capacities and operation of the existing water distribution systems to identify location and attributes of pipelines and appurtenances. ● Able to use the principles of hydraulics; and civil and/or structural engineering to design water distribution system projects. ● Familiar with and able to appropriately apply BWS water system standards and sound engineering practices to the design and review of water distribution systems projects.</td>
<td>● Able to provide technical guidance and resolve problems related to design. ● Ensures appropriate and adequate staff and resources are available. ● Keeps abreast of state of the art technologies and methodologies for water distribution systems and proactively applies them to meet needs. ● Ensures plans are appropriately justified, logical, documented, and fits into the long range strategic goals. ● Proactively develops and recommends changes to design standards.</td>
<td>● Able to set overall priorities and align with departmental goals and objectives. ● Able to sponsor, promote and support planning projects and programs. ● Keeps abreast of new technologies, methodologies and best practices.</td>
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EXECUTIVE COMPETENCIES
EXECUTIVE COMPETENCIES

- Leading Change
- Leading People
- Business Acumen
- Partnering

Patterned after Fed. Gov’t. OPM Executive Competencies; still being finalized
PART 3:

PERFORMANCE MANAGEMENT PROGRAM THAT SUPPORTS GROWTH AND PERFORMANCE
Vision & Strategy Link to Performance Measures and Targets

Strategic Direction
Vision, Mission, Values

Business and Unit Strategies

Tactical Work Goals
Programs, Projects, On-going Operations

Financial
Customer

Internal Business Process
PART 3 GOALS

- Design & pilot an employee performance appraisal program
- Incorporate broad career bands and competencies that have been developed
- Pilot a program that gives employees feedback on performance against competencies and supports the development of employees in order to attain business objectives
- Pilot will be a template that can be applied to all BWS white collar employees
HR IS MORE THAN A FACTOR...IT IS CORE
INVOLVEMENT TAKES TIME, PERSEVERANCE AND PATIENCE
COMMUNICATION IS KEY.....
NOT A ONE TIME THING
A CHANGE PROCESS IS LIKE GOLF...TRY TO STAY OUT OF THE TRAPS & KEEP SHOOTING FOR THE GREEN
TRANSFORMATIONAL CHANGE IS NOT JUST THE EMPEROR’S NEW CLOTHES

It requires a change in beliefs and values; a change in how we think, work, and value people.
Questions?