Change Management and the “I” of the Pyramids

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Agenda

01 Background
02 Building the Pyramids
03 Challenges
04 Lessons Learned
05 Accomplishments
Background

**Where?** City of Winston-Salem, Forsyth County, NC

**What?** Collection System Improvement Program (CSIP)

**Who?** City/County Utilities (CCU) serving

- 100k sewer connections
- 225 FTEs working in collection and treatment
- 1750 miles of gravity sewer lines
- 50 pump stations

**When?** 5-year program kicked off in July 2016 (assessment and fast start activities Mar-Jul 2016)

**Why?** Reduce SSO’s and increase operational efficiency
Mission
To improve collection and conveyance of wastewater while protecting the environment and community we serve by complying with all regulatory requirements.

Vision
We will be a top-performing utility supported by a trained, knowledgeable, and proactive staff, dependable equipment, efficient processes, effective information management, and fair and affordable rates.
1. Perform deep dive operational gap assessment

2. Develop an optimization plan (5 year road map) based on gaps identified

- Management
- Condition assessment
- Capacity assessment
- Cleaning, root control, easement management
- Construction and repair
- Lift station operations
- FOG programs
- SSO response
- Planning and scheduling
- Information systems
- Staff augmentation
Desired Outcomes for the Change Management Initiative

1. A formal leadership structure and governance process for the CSIP
2. Regularly monitored Key Performance Indicators (KPIs)
3. Celebration of successes, and course corrections as necessary
4. A Communication Plan to/from those affected by the CSIP initiatives
5. A common understanding and belief in mission, vision, and goals of the Utility

6. A cultural shift embedded in the organization, including: calculated risk taking, learning from failure; and responsibility and accountability

7. A program that is resilient and sustains into the future (i.e. once programs have been successfully implemented, to staff it "seems like it's always been this way")
Building the Pyramids
The Four Strategies

1. FORM STRATEGIC VISION, INITIATIVES, AND COMMUNICATION PLAN
2. BUILD A GUIDING COALITION AND EMPOWER EMPLOYEES FOR BROAD-BASED ACTIONS
3. ANCHOR NEW APPROACHES IN THE CULTURE
4. MEASURE CHANGE FOR CONTINUOUS IMPROVEMENT
## Building the Pyramids

### Strategy 1

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Tactic 1</th>
<th>Tactic 2</th>
<th>Tactic 3</th>
</tr>
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<tbody>
<tr>
<td>Lead</td>
<td>Lead 1</td>
<td>Lead 2</td>
<td>Lead 3</td>
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**Actions**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Action Item 1</th>
<th>Priority</th>
<th>Action Item 4</th>
<th>Priority</th>
<th>Action Item 8</th>
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<td>Action Item 7</td>
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**Key (status):**

- Complete or on-going execution
- Development underway (formal, informal, related work)
- Needs review
- Not started
- NA - No Action Item

**Key (priority):**

- 0 = Complete or on-going
- 1 = high priority
- 2 = medium priority
- 3 = low priority
# Building the Pyramids

## ANCHOR NEW APPROACHES IN THE CULTURE

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Set employees up for success</th>
<th>Formalize processes</th>
<th>Promote accountability</th>
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</thead>
<tbody>
<tr>
<td>Lead</td>
<td>Kenny Atkins</td>
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<tr>
<td>Priority</td>
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<tr>
<td>1</td>
<td>Near-term Wins: Get trucks up and running. Provide uniforms and laundering service</td>
<td>1 Document management, operations, and maintenance (MOM) programs</td>
<td>2 Clearly define job descriptions</td>
</tr>
<tr>
<td>1</td>
<td>Provide best equipment, vehicles, software and processes</td>
<td>1 Document SOPs (engage staff in development, use for employee onboarding, recurring training, etc.)</td>
<td>1 Include goals/expectations in performance reviews</td>
</tr>
<tr>
<td>1</td>
<td>Provide training (field, supervisory, and management.)</td>
<td>2 Standardize approaches across in-house and contractor resources</td>
<td>2 Push decision making down into org where possible</td>
</tr>
<tr>
<td>2</td>
<td>Develop long-term work plan including organizational structure, staff, budget, and equipment needs</td>
<td>2 Periodically review processes and update</td>
<td>3 Foster competition</td>
</tr>
<tr>
<td>1</td>
<td>Provide support through and consultant/contractor support</td>
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Conclusions
Challenges

- Staff turnover
- Lean staffing
- Importance of documentation
- Mission/Vision
- New tricks for the “senior” dogs
Lesson’s Learned

- Being Patient
- Finding leadership at all levels
- OK to fail
- Assuming too much
Achievements

- Communication is much better
- Teamwork/getting variety of staff involved
- Each understanding part in bigger picture
- Implemented steering com
- KPIs to measure
- Celebrated successes
- Established buy-in via getting input (cleaning truck example)
Take Aways

- A formal, adaptive Change Management process is critical to long-term success
- Strategy pyramids are a great tool to frame the strategies
Thank you!

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