
Analysis of Digital Preparedness Priorities

Votes by overall topic and by specific question, based on the responses of participants in the BAYWORK Digital Worker Workshop in May of 2022

The purpose of the exercise was to identify areas in which utilities should evaluate their internal capacities and functioning in order to help them identify both strengths and weaknesses that could be expected to affect their preparedness to successfully implement digital projects.

A - Selection of Digital Tools

115

- A.1. Does your utility maintain an up-to-date inventory of the software systems currently used by staff, and which parts of the organization use it? (This should include systems that are used by only some parts of the organization.) 9 votes
- A.2. Does your utility have the internal capacity to collaboratively define a problem that needs to be solved, and why a new software or hardware tool is required to address it? (This may include working across divisions or functions.) 29.5 votes
- A.3. Does your utility have the internal capacity to define performance indicators that could be used to measure the effectiveness of a digital tool in solving a problem? 22.5 votes
- A.4. Does your utility have strong working relationships between IT staff and operations? 24 votes
- A.5. Do operations staff have strong working relationships among themselves, to support their ability to build a shared definition of the problem that needs to be solved? 29 votes

B - Organizational Culture

101

- B.1. Is your utility's organizational culture characterized by a commitment to continuous learning and improvement? 33 votes
- B.2. Is your utility's culture characterized by a commitment to accountability at the organization, workgroup, and individual level? 23 votes
- B.3. Is your utility more committed to looking good than to doing the work required to do things right? 15 votes
- B.4. Does your utility make it comfortable for employees to disclose their questions and concerns about what they don't know and may find it difficult to learn? 30 votes

C - Coordination with Existing Workflows and Systems 49

- C.1. Does your utility have the ability to map and document workflows in a way that will help staff identify possible impacts on workgroups/workflows upstream and downstream of the workgroups and workflows associated with a new system under consideration?

26 votes

- C.2. Is your utility characterized by collaborative working relationships that would help staff work together to mitigate possible upstream and downstream impacts that might be triggered by implementation of a new digital tool?

29 votes

D - Human Resource Issues
103

- D.1. Has your utility built digital skills requirements into the knowledge and skill requirements for all jobs that require them? 19 votes

- D.2. Has your utility demonstrated willingness and ability to modify knowledge and skills requirements for jobs in a timely way when changes are needed? 14 votes

- D.3. Has your utility demonstrated ability to modify recruitment practices in order to reach out more effectively to prepared candidates when the need for new skill sets, or attributes has been identified? 14 votes

- D.4. Has your utility demonstrated the ability to develop and add new job descriptions when new skills are needed? 29 votes

- D.5. Does Human Resources staff in your utility support managers in expecting staff to learn new skills that may not have been part of the job description at the time they were first hired for their job? 14 votes

- D.6. Does Human Resources staff in your utility help negotiate agreements with unions or other labor groups that support the ability of managers to require staff to learn to use digital tools required for successful performance of their work? 13 votes

E - Information Technology
67

- E.1. Does the Information Technology staff that supports your utility have a complete inventory of the software and hardware owned by your utility, and who uses and maintains them? 19 votes

- E.2. Does the Information Technology staff that supports your utility have the technical competence to understand and support the range of hardware and software tools that are currently their responsibility to maintain? 28 votes

- E.3. Does the Information Technology staff that supports your utility have a process in place for evaluating cyber-security risks associated with software tools that are under consideration? 20 votes