

THREE DIGITALIZATION FOCUS GROUPS REPORT

HELD AT Ross Valley Sanitation District/EBMUD/San Jose Water between 1/29/20 and 2/19/20

Workforce Issues related to Digitalization:

- Need to get buy-in at all levels RVSD/EBMUD/SJW
- Need to know how it's going to affect training and process for overall goals RVSD
- Need to give people time to learn- Patience- Start simple and build- RVSD
- Have tools in place and hire the right people- RVSD
- Let people know what role they have in overall picture RVSD
- Let employees know why these tools would be used- Trust- most important thing RVSD
- Need to organize between departments
- Leadership must be on-board RVSD
- Work on continuous improvement model- learn from mistakes – RVSD
- Use digital tools to educate and train in groups- RVSD
- Be Respectful- Know how my role fits into picture RVSD
- Will need help to upgrade to current skills RVSD
- Might need a GAP Analysis EBMUD
- IT Support EBMUD
- Need to invest in tools and training EBMUD
- Need basic understanding of cyber-security- EBMUD
- Need better job of communicating with field staff EBMUD
- Workflow issues- how does it impact others? EBMUD
- Business Process analysis needed EBMUD
- May meet resistance from old-timers EBMUD
- Need to manage fear around new tools- Union issues- EBMUD
- Define minimum expectations for technical literacy EBMUD
- Foreman may be pressured to enter data rather than supervising operations EBMUD
- Workflow issues need to be considered EBMUD
- Change management on the HR side EBMUD
- Need a champion with authority EBMUD
- Build critical mass- answer people's questions EBMUD
- Select the right tools SJW
- Look at impact throughout the organization SJW
- Process must be documented and shared with everyone SJW
- Build an Org. culture that supports this – key to making it work SJW
- Make sure it helps streamline and makes their job easier and more efficient SJW
- Empower staff- include them in the process SJW
- Focus on improving the job not on the tool SJW
- Never talk about limitations- rather talk about solutions SJW
- Leverage existing tools- choose best tools to do the job SJW
- Managers and Supervisors also need to learn to use new tools SJW

- Explain the Why- How is it benefitting the company SJW
- Communicate and educate to encourage collaboration SJW

Management Issues related to Digitalization:

- Need to challenge the agency regardless of size and cost- RVSD
- Address Culture first! Corporate Culture Key to Success- RVSD/EBMUD/SJW
- Get buy-in from field staff through transparency and training RVSD
- Demonstrate how these tools help make processes possible that couldn't be done before RVSD
- Develops sense of pride! RVSD
- Involve crew with selection of tools- create own tools- engage people RVSD
- Hire the right people- want people who are willing to learn and why these tools are used- RVSD
- Have monthly meetings- demonstrate everyone is on same team- RVSD
- Roll out to crews one at a time RVSD
- Vendor training can be really bad RVSD
- Gives workers options (and choice) for repairs- RVSD
- Can do more with fewer people RVSD
- Integrate video and data into work order itself- saves time and resources RVSD
- Need to have a continuous improvement model RVSD
- Select the right digital tools- see which tools others are using EBMUD
- Invest in on-going training EBMUD
- Decide on personal tools- EBMUD chose i-pads/tablets, RVSD- phones to tablets, laptops?
- Maintenance needs to learn to work with 3-D modeling tools EBMUD
- Prepare people for change-over to digital tools- EBMUD
- Need to understand and document the processes and impact on all areas- EBMUD
- Manage fear around using digital tools- EBMUD
- When hiring be sure to include level of expertise required in digital tools- may require mandatory computer classes- EBMUD
- Set standard for financial and technical literacy EBMUD
- Develop a consistent model of pilot programs- visit other agencies -EBMUD
- Avoid TMI- too much data and documentation EBMUD
- Easier to implement with new staff. (wait for retirements?) EBMUD
- Do evaluations at all levels- define what and how to upgrade systems SJW
- Need to document process to build Org. culture that supports change SJW
- Need willingness to support new technologies- demonstrate improvement SJW
- Present to small groups- helps get buy-in SJW
- The more user-friendly it is- the easier to implement SJW
- 3 Models: 1) Team Formal Assessment 2) Internal Development 3) Organically spills over to other parts of org. SJW
- Create hiring ties to vocational training programs that use these tools- SJW
- Soft skills important need to understand the impact to their jobs- SJW
- Small groups- learn competency w/ tools- train others- builds incentive- Timing important SJW

Benefits of Digitalization:

- Saves time and money (many examples) RVSD
- Hand-held apps. Pull up maps and data on phones – much quicker- RVSD
- Gets rid of paper system – all data stored in Cloud RVSD
- New Inspection Tech. Addresses each step one at a time RVSD
- Goal: Migrate all data to centralized system RVSD
- Quickly identifies a problem RVSD
- Measures pipe- smart cover system- flow monitoring/early warning system – tells crews RVSD
- Operationalizes data, links systems and makes data meaningful- using and storing videos RVSD
- Developed Sense of Pride- wholistic approach, values creativity- ownership of assets and solutions- modifications made as we go, stewardship of system by all employees- RVSD
- Take pride in stopping overflows RVSD
- Have own tasks- work individually RVSD
- Implementation - Big Fan of KISS- Keep it Simple Stupid RVSD
- Fabricate their own tools- engages people, gives them autonomy -RVSD
- Lets people know what role they play in overall picture RVSD
- Gives workers options for repairs- Can call in with any questions- RVSD
- Integrates video and audio into work order itself! RVSD
- Now workers have a lot more confidence RVSD
- EBMUD seemed to have more concerns than successes
- A lot of talking helped acceptance- EBMUD
- I can do my job better- I loved it SJW
- Ease of use- saved us hours SJW
- More streamlined and efficient way to do out work SJW
- Staff empowered – included in process SJW
- Management support SJW
- Justin enjoys challenge- inclusion makes me more motivated SJW
- Staff pretty open to new technology now SJW
- Designed to make job easier- less error with digital tools- more accurate SJW
- The more user-friendly- the better it is- focus on job not on technology SJW
- Enables self-sufficiency- provide guidance/training and support when needed SJW
- More engaged mindset of overall systems SJW
- Open door atmosphere- respect for each other – SJW
- Helps utilities with defining metrics- SJW
- How does it serve- Value=Quality! SJW
- Tools help to measure-improves quality SJW