

CASE STUDY

Capstone Business Challenge: Utility Industry

Environmental Engineering

Business Challenge

- Structure preparation phase is not facilitating quick and risk-free work

Methodology

- Review of inclusion and engagement principles to invoke out-of-the box solutions
- Root cause investigation and identification
- Data gathering: Surveys, Reviews, Interviews
- Engage diverse, cross-functional teams



Recommendations

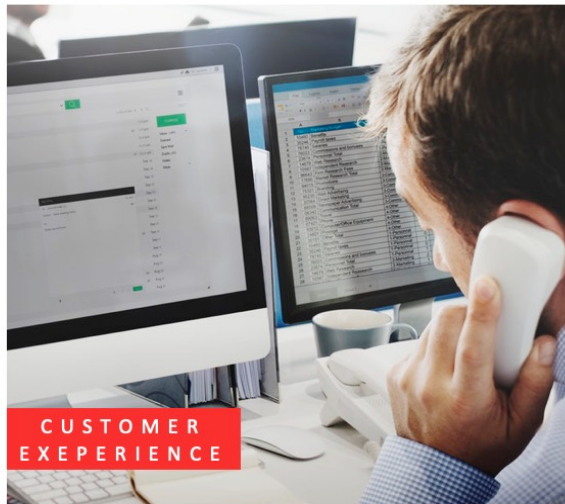
- Develop detailed job-prep requirements for communicating, tracking and monitoring
- Define ownership of work creation, expectation, responsibilities and closure
- Develop end of shift summary form

Results

- Over \$4.9 million in potential cost savings identified
- Development of new relationships, different perspectives and diverse skill sets

CASE STUDY

Blocking and Flagging: Negative Impact of Blocked Access to Work



Business Situation

- ❑ Company Vehicles need more immediate access to work sites
 - Required to circumvent or relocate vehicles / equipment to access worksites
 - Responsible for maintaining a safe work environment for employees
 - Failure to complete work in a timely fashion can put public at risk
- ❑ Higher Contracting Cost
 - Conservatively estimate company spent \$20M in 2016 to pay contracts to post cones and personnel to reserve work sites
- ❑ Increased Work Backlog
 - Lack of street access impedes ability of crews to finish work requests on time, creating delays in completion of major maintenance/projects
- ❑ Failure to complete work on time has a direct and immediate impact on customers' productivity and quality of life, resulting in a spike in customer complaints and an immediate decline in Company's image and reputation

CASE STUDY

Improve Job Preparation and Cleanup Work Process



Business Situation

❑ Work Status

To access work sites a pre-staging “Flushing” crew prepares designated work locations by cordoning off public access in the form of signs, physical barriers and then using high pressure water to “flush” clean the areas, so that the work crew has easy and efficient work access saving time and money while increasing worker safety. The problem today is that this “Flushing” prep phase is not facilitating quick and risk-free work resulting in the following.

- ❑ Negative Customer Experience Impact: The time delays created because work areas are not properly prepared have created a backlog of over 1,000 flush requests. The inability to efficiently clear work and subsequent removal of barriers and signs negatively impacts customer perception.
- ❑ 71,500 Hours Lost: Conservatively estimates indicate approximately 71,500 hours have been lost due to work-crews having to wait or be reassigned due to the site location not being ready to be worked.
- ❑ \$9M Loss: The manhours lost is estimated to be approximately, \$9.3 million dollars.