



YorkshireWater

Yorkshire Water, MOF & Behaviours

Yorkshire Water is one of the top performers in the water industry, employing over 400 in field operations who are either customer facing, support network integrity or work in the water treatment plants. Yorkshire Water has taken steps to pre-empt the requirements of the industry regulator, and through a series of initiatives have set about transforming their business. The key strategic objective has been improvements in compliance (to regulatory requirements), service and value.

The Assignment

To evaluate how staff went about their business and how cost effective the service was they were providing, resulting in the development and implementation of an improvement programme.

Methodology

Trinity Horne spent 3 weeks reviewing operations and evaluating staff productivity. This was an extremely sensitive task, which Trinity Horne dealt with accordingly.

The key finding was the lack of effective planning and work allocation, resulting in the field staff not being effectively utilised or performing to the standards desired by the company. Furthermore, an absence of objective work measurement tools meant the Field Team Leaders were not able to focus on the performance management of their team members, or even know what they were doing at specific times during the working day.

A project team combining Yorkshire Water and Trinity Horne personnel was assembled to develop and implement an improvement programme. The project was executed in 2 totally different areas, the East region and the South to provide quite different operating structures based on the geography of the areas and sizes of water treatment plants.

The project was designed to develop the roles of the Team Leaders whilst at the same time providing both them and higher-level managers with the tools required to make valid team and Individual performance comparisons.

Area schedulers were introduced to allow for a more effective way of allocating proactive and reactive work to the field staff, leading to improved routing and utilisation.

Result

A significant improvement in overall performance was experienced, including a doubling in the number of reactive jobs that were completed within their response time target. Productivity increased from 55% to 85%, reactive backlogs were eliminated and the ratio of proactive to reactive work increased significantly.