Eating Change for Breakfast
Best Practices in Change Management for Utility Managers and Operators
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- Constructive resistance
- Advocating among your peers

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The rate of change is accelerating

Faster than ever before

Accelerating Growth in Technology
(condensed)
CINCINNATI (or SW Ohio as a region):

IF THE WORLD COMES TO AN END, I WANT TO BE IN CINCINNATI. EVERYTHING COMES THERE TEN YEARS LATER.

Mark Twain
A management approach to transitioning individuals, teams, or organizations from a current state to a desired state

- Increases the speed of adopting new processes, tools, or structures
- Mitigates resistance by managing stakeholder information needs and expectations
- Supplements traditional project management delivery success (on time, on budget, on schedule)
When Change Management is Critical for Overall Project Delivery Success

What percentage of your project’s success is tied to “human ROI factors” including:

- System/tool usage
- Process compliance
- New skill mastery
- Behavior or attitude changes
Over 4,000 project managers reported that change management significantly impacted scope, schedule, and budget performance.
Three Phases in the Change Management Process

Preparing for Change
Unfreezing

Managing Change
Changing

Reinforcing Change
Refreezing
Steps of Phase 1

Preparing for Change

Evaluate readiness, evaluate stakeholders, define the vision, and gain consensus

COMMUNICATE the need for change to build Awareness, and Desire to engage

Assess sponsorship and develop a plan to strengthen it
Steps of Phase 2

Managing Change

- Develop the formal change management and Communicate the plan with all stakeholders
- Communicate milestones and how resistance is being resolved
- Implement the plan and build Knowledge and Ability through training
Steps of Phase 3

Reinforcing Change

Collect and analyze feedback,

COMMUNICATE results and benefits of implementation

Plan for continuous improvement that will Reinforce the change
Ohio’s Industry Trends

**Nutrient management:**
Due to ongoing nutrient impairment issues, Ohio is facing increasing scrutiny for nutrient discharges at POTWs and other sources. Plan for stricter discharge limits, water quality trading programs, innovative regulatory approaches, etc.

**Asset management and knowledge transfer:** To combat delayed inventory, assessment and investment, Ohio is looking at full scale W/WW asset management requirements (GIS, CMMS, inventory/assessment, CIP, etc.)

**Utility of the Future approach:** Sensing the long term benefits, utilities are looking to incorporate a more sustainable approach to WW that focuses on recovery and reuse instead of waste disposal (water, heat/gas, biosolids, nutrients, co-digestion, etc.)
Select an upcoming change to evaluate the following characteristics.

- Scope of change
- Number of impacted people
- Variation in impacted groups
- Type of change
- Degree of process change
- Degree of technology and system change
- Degree of organizational restructuring
- Amount of overall change
- Timeframe for change
Example Change Scenario

- Construction of new biosolids processing facility and development beneficial reuse program

- Major plant hydraulic and process upgrade including new pumping, biological process, clarification and disinfection

- Adoption of full scale nutrient management solution according Ohio EPA TMDL requirements including industrial pretreatment controls, BNR conversion with chemical back up, water quality trading program, and new lab and compliance schedules

- Addition of new, major piece of process equipment
### Scope of change

<table>
<thead>
<tr>
<th>Workgroup</th>
<th>Department</th>
<th>Division</th>
<th>Enterprise</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

### Number of impacted employees

<table>
<thead>
<tr>
<th>Less than 10</th>
<th>Over 1000</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

### Variation in groups that are impacted

<table>
<thead>
<tr>
<th>All groups impacted the same</th>
<th>Groups experiencing the change differently</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

### Type of change

<table>
<thead>
<tr>
<th>Single aspect, simple change</th>
<th>Many aspects, complex change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

### Degree of process change

<table>
<thead>
<tr>
<th>No change</th>
<th>100% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
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</table>

### Degree of technology and system change

<table>
<thead>
<tr>
<th>No change</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

#### Degree of job role changes

<table>
<thead>
<tr>
<th>No change</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

#### Degree of organization restructuring

<table>
<thead>
<tr>
<th>No change</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

### Amount of change overall

<table>
<thead>
<tr>
<th>Incremental change</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>Radical change</th>
<th>5</th>
</tr>
</thead>
</table>

### Timeframe for change

<table>
<thead>
<tr>
<th>Very short (&lt;month) or very long (&gt;year)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>3 month to 12 month initiative</th>
<th>5</th>
</tr>
</thead>
</table>

**Sum of points for change characteristics assessment (out of 50 total):**

Note: A score of 25 or higher is considered a large change that will require more change management resources and activities to be successful.
Change Management Methodology

Prosci® ADKAR® Model

- **Awareness**
  - Of the need for change
  - Of the nature of the change

- **Desire**
  - To support the change
  - To participate and engage

- **Knowledge**
  - On how to change
  - On how to implement new skills and behaviors

- **Ability**
  - To implement the change
  - To demonstrate performance

- **Reinforcement**
  - To sustain the change
  - To build a culture and competence around change
Kotter Change Model

1. Create a sense of urgency
2. Institute change
3. Build a guiding coalition
4. Form a strategic vision and initiatives
5. Sustain acceleration
6. Generate short-term wins
7. Enable action by removing barriers
8. Enlist a volunteer army
Real World Examples

- MSDGC Odor Control Program Development
- City of Dayton Biosolids Processing In-Sourcing
Implementing a successful change requires a genuine understanding of stakeholder groups and their needs including:

- How many unique stakeholder teams are there
- Who is the best point of content for each team
- What is their level of impact (High, Medium, Low)
- Define exactly how they’ll be impacted
Example Change Scenario

- Compliance, Ohio tackles *Utility of the Future* model (from a conventional set-up) considering sustainability, socioeconomic and regulatory factors including...

*Industrial Pretreatment:* Nutrient local limits/surcharges, FOG/HSW acceptance

*Treatment upgrades:* FOG/HSW receiving, BNR process, anaerobic digestion, biogas and heat recovery to CNG, Class A biosolids with composting, nutrient recovery, comprehensive odor control, effluent reuse at local golf course

*Economic models:* IP surcharges, FOG/HSW, CNG, biosolids and compost, nutrients, effluent reuse
## Assessment Results

### Stakeholder Analysis

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Point of Contact</th>
<th>Level of Impact (H, M, L)</th>
<th>Description of Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wastewater</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Solid Waste</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lab</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engineering</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Maintenance</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Water</td>
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</table>
Change Management

Example Projects

South Adams County – Asset Management

Thurston County - CMMS Implementation
Changes succeed or fail based on staff adoption

You are EMPOWERED

- Your voice is critical for making important decisions
- If staff don’t “weigh in”, they don’t “buy in”
- Staff have the power to derail or accelerate change adoption
Why we should value

Constructive Resistors

They clarify problems

They force change leaders to think before they implement

Their tough questions can strengthen and improve the change strategy

They let us know who opposes the change

They slow down the change

They might be right...
What utility managers need during tough transitions is

**Staff Change Champions**

- No one better understands the impact of changes on your team’s performance better than you
- Your advocacy can be more impactful than input from leadership or outside consultants
- During change implementation and training you know what’s working and what isn’t
- You’ve got your finger on the pulse of attitudes, behaviors, and assumptions
- Be a visible advocate for positive change and demonstrate an open-minded and flexible approach
Q&A

Thank you for your time