

Management Operating System

What are the current challenges?

What needs to be improved?

Why it needs to be improved?

How to accomplish it?



MOS – Management Operating System

What exactly are we talking about?



Goal of an MOS

Efficiency & consistency in day to day operations

Changes
Implemented
2018



MOS Review
2017-2018



MOS
2013



PVA
2012-2014



Lean 6 σ
2012



Comments from the districts

How long do I need to keep this for?

What is the purpose of this?

Why do I have to do this?

I have enough paperwork to do already & this just adds more.

I don't see the value in doing this.

I am not doing this.

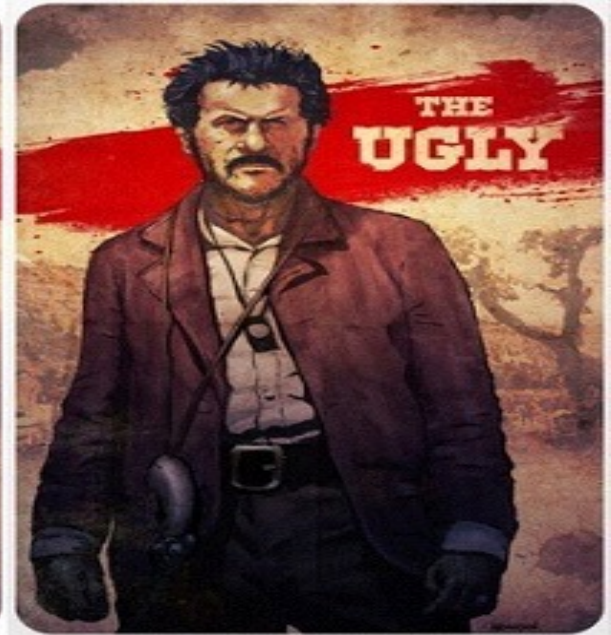
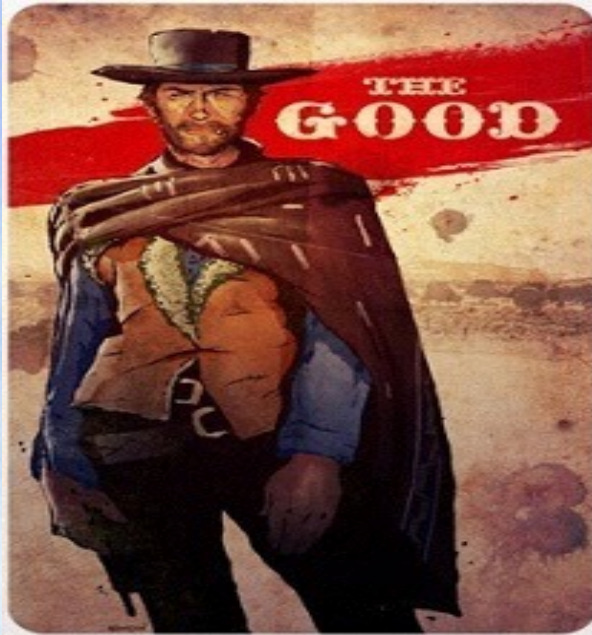
I am not doing this unless forced to.

I'm only doing what I'm told but I don't see the point.

I put ideas forward & never heard back. Why bother?



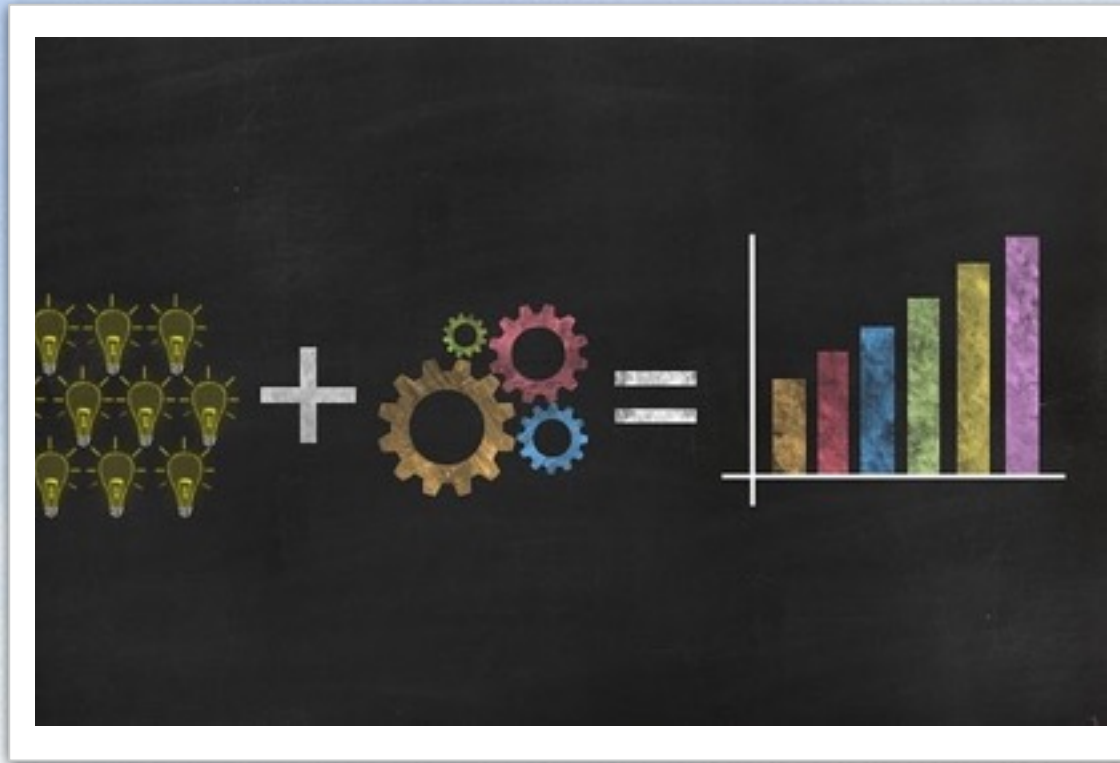
The Crumbling Foundation



Communication
Tools that don't work
Lack of employee engagement



Challenges



What needs to be improved?



Why it needs to be improved?



How to improve?

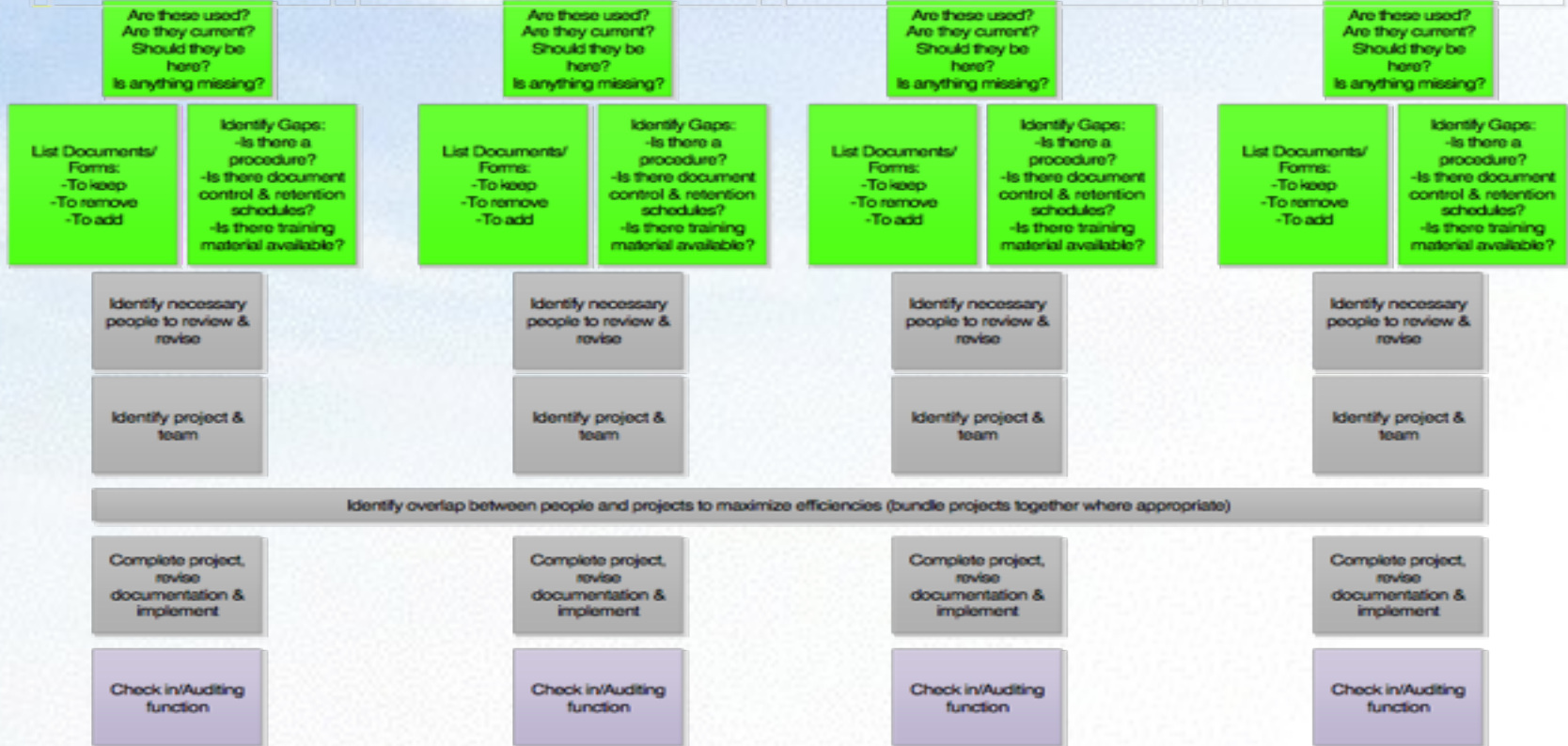
Summer Maintenance Program MOS Brown Paper Documents

SMP

Change above categories to Plan/Do/Check/Act?

FORECAST	PLANNING	EXECUTION/FOLLOW-UP	REPORTS
10.3.F1 District Budgets	10.1.P1 Write Board (in Divisions)	10.1.E1 District Engineer Review Meeting Agenda	10.1.R1 GPS/VIS Reports
10.3.F2 District Budget	10.1.P2 Maintenance Needed Worksheets	10.1.E2 Weekly Highway Maintenance Review Meeting Agenda	10.3.R2 OMS District Performance Report
10.3.F3 Staffing - Work Locations-Summer	10.1.P3 Log Book responsibility steps	10.1.E3 SI - Daily Review Meeting Agenda	10.3.R3 OMS Task Performance Report
	10.3.P4 District Master Production Plan	10.1.E4 SI - Daily Review Call Agenda	10.3.R4 Weekly Numbers Report
	10.3.P5 Log Book KPI - Divisions (Move to Exec/Follow-up?)	10.1.E5 SV - Daily Tailgate Meeting Agenda	10.3.R5 Summer Maintenance Operating Report
	10.3.P6 Log Book KPI - District % (Move to Reporting?)	10.1.E6 Variance Report - Procedure	
	10.3.P7 OZI Maintenance Tasks	10.1.E7 Action Log - Procedures	
	10.3.P8 Task Standards Matrix	10.1.E8 PMP Opportunity Action Request	
		10.1.E9 PMP Opportunity List	
		10.1.E10 Superintendent Site Visit Checklist	
		10.1.E11 Driver's Vehicle Condition Report	
		10.3.E12 Superintendent-Daily Schedule Control - Procedures	
		10.3.E13 Weekly Schedule (optional)	
		10.3.E14 Supervisor- Daily Operations worksheet (optional)	
		10.3.E15 SV - Volume Control	
		10.3.E16 Weekly Production Report (Print Daily Input Sheet)	

Work Break Down Structure



Planning

	Highway Supervisors	Superintendent	Assistant District Engineer	District Engineer	Other Considerations					
	SMP	WMP	BOTH	SMP	WMP	BOTH	SMP	WMP	BOTH	
PLAN	OTI Maint. Tasks Weekly Schedule (optional) MPP	Winter Tasks & Assignments	Whiteboard Maintenance Needed (electronic & paper copy) AMEC Weather Forecasts	Division Budgets 17 Week Schedule Salt Mgmt Training & WMP Policy	District Budgets Winter prep activities, checklist Staffing & work locations					
DO	Volume Control SV Daily Operations (optional)	Plow Settings for Winter SV Daily Operations	Daily Tailgate Meeting Agenda Maintenance Manual OMS Submission Detail, Daily							
CHECK	Calibrate Dickey John Daily Dickey John Sheet	GPS Report (Should this be WMP only?) Fax Cover Sheet for log book submissions (add to MPP) Log book sheet (example)	Tasks Stds Matrix OMS OT Performance Report Divisions OMS Task 951 OT Details Report OMS Daily Salt Performance Supervisors OTC Daily Review Meeting Agenda Daily Review Call Agenda (Follow Up) Superintendent site visit checklist	OMS Division Performance Report MPP OMS District Salt Summary OMS OT Performance Report District Weekly Highway Maintenance Review Meeting Agenda (Thurs)	OMS Provincial Salt Summary Report OMS District Performance Report DE Review Meeting Agenda					
ACT				Weekly Highway Maintenance Review Meeting Agenda (Thurs)	KPIs (Summer Operating Report) KPIs (Winter Operating Report)	Variances				
OTHER (Out of Scope/Issues Etc)		Dickey John Catch Test Log Book Responsibility steps								



Employee Engagement

The Workshops

Customers

Tax payers, staff, emergency services, commercial traffic, school board, tourists, family & friends, deputy, local MLAs (politicians), superintendent, ADE & DE, other government departments, industry & commerce or in other words – **EVERYONE!**

Who We Are



PLAN

WHITEBOARD S&W

MAINTENANCE NEEDED S&W

Weekly Schedule, optional (to Add?) S only

AMEC weather reports S&W

Master Production Plan S only

DO

Volume Control S only

Daily Tailgate Agenda S&W

Supervisor Daily Operations SMP, optional

Supervisor Daily Operations WMP

Flow Settings for Winter

CHECK

Log Book Sheet S&W

Log Book Fax Cover Sheet, to add S&W

Dickey John sheet W only

GPS reporting S&W

ACT

Variances S&W

Mission Statement:

We've been doing so much with so little for so long we are qualified to do anything with nothing.



Highway Supervisor Workshop

How did we do?

What needed to be improved with the current system:

- ✓ •All current forms/tools needed to be reviewed
- ✓ •All documentation needed a document control system put in place i.e. version #s etc.
- ✓ •All forms/ tools/ processes needed standard operating procedures with a retention schedule
- ✓ •Written minimum standards & expectations need to be developed & documented
- ✓ •Management needed to support this system
- ✓ •An auditing procedure needs to be written & implemented
- ✓ •Actual users needed to be involved in revisions & updates to tools
- ✓ •Ownership of tools needed to be at the right level
- ✓ •A system needed to be developed & incorporated to capture ideas & involve those individuals putting those ideas forward in continuous improvement projects
- ✓ •Current Forecast/Planning/Execution & Follow Up/Reports needed to change to Plan/Do/Check/Act to align with GNB Daily Management & to align with actual MOS practices

Audit vs Check In

<u>Audit</u>	<u>Check In</u>
Compliance/ Non Compliance	Meets Requirements/ Needs Improvement
Creates sense of fear of process	Creates sense of understanding and concern
Auditor vs Auditee	Collaborative
Prescriptive	Coaching/ Mentoring
Results oriented only	Improvement oriented
END - Meeting a standard	FLUID - Continuously improving to make it better

New Comments from the Districts

Moving away from PVA – more ownership

Less paperwork

Less critical, less formal, more like an open conversation

More collaborative

More freedom to talk about continuous improvement ideas

Better understanding of purpose



Challenges that continue...



Questions?