

## Committed to the Customer!



Victoria is positioning itself to become Asia's food-bowl and Goulburn-Murray Water (G-MW) has a critical role in this by managing 70% of the water storage and delivery in Victoria.

In 2012, to best align to the needs of its large customer base, Goulburn-Murray Water developed its key "fundamental commitments". These were:

1. Creating the opportunity to double food production in Northern Victoria over the next 20 years;
2. Partnering with our customers; and
3. Being a high performing organisation across Northern Victoria.

These fundamental commitments provided a focus for each department within the organisation. The Electrical and Mechanical Support Department decided to introduce an Improvement Team which implemented a process to respond to these commitments, ensure their alignment, and to maximise their value to the customer.

### Process

Each member of the team analysed their role to determine the value they were bringing to the business. The results were shared with the team to determine what activities added value to the business, what activities had a low value add, and where there were opportunities to improve.

The value of their existing activities were rated on a scale of one to four, with one being an activity that would provide a multiplier in

value, two an activity that would result in a proportional value add, three an activity which could be reduced, and four an activity that should stop immediately.

For activities rated one and two, the staff then analysed the cost / benefit and resources required to deliver the increased value add.

These activities were then presented to the management team. The feedback was positive and each area of the department is now implementing their recommendations.

**Figure 2 – Team analysis table of role value**

Current Role	% Time Spent	Value Add Rating (1-4)	Ideal Role (Increase High Value add and decrease Low Value add)	Quantify Benefit of moving towards new role	Plan
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### Outcomes

The 'Value-Add' Project identified a number of opportunities. For example:

- Applying a condition based monitoring and maintenance program rather than a frequent strip down and inspection of individual assets;
- Bringing smaller engineering design and simulation work in-house to potentially generate large savings;
- Bringing some capital works in-house at a reduced hourly rate compared to work done by an external contractor; and
- Utilising best practice maintenance planning and computer maintenance management system knowledge, to optimise maintenance processes in other areas of the business.

Some of the intangible benefits of this program shown by the Electrical and Mechanical Support Department staff include:

- A clearer 'line of sight' to the customer and better understanding and alignment to Goulburn-Murray Water's corporate direction;
- A high degree of continuous improvement thinking demonstrated through staff engagement in the 'Value-Add' process. Each time they examined an individual task they asked themselves and each other: "Is there a better way to do this?" and
- A better understanding of each other's roles, which allows them to reduce any potential overlap.

### **Next Steps**

Implementation of the 'Value-Add' initiatives will be regularly reviewed for progress and to confirm ongoing sustainability and effectiveness.

Goulburn-Murray Water and the Electrical and Mechanical Support Department, understand that the success of the farmer depends on having a reliable and cost-effective delivery of water.

The fundamental commitments and the actions that support these commitments are critical in this success.

For further information please contact:



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