



**American Water Works
Association**

Dedicated to the World's Most Important Resource®

Managing Through Change

Open Communication Is Key

Overview

- AWWA
- Challenges and addressing them
 - Silos
 - Knowledge and training
 - Change management
- Current status



American Water Works Association

- Engineering association with a specific focus on water sourcing, treatment, and distribution
- Core focus: Water utilities
- Broad audience (researchers are a small percentage)

Publishing Program

1 peer-reviewed journal

1 magazine

175+ standards

50+ manuals

Plus handbooks, distributed titles, videos, newsletters, conference proceedings



Challenge: Silos

- Department of 30 nested within a larger organization
- Organized by project in 2015



•Journal



•Opflow



•Books



•Marketing
& Licensing



•Website



Challenge: Silos

- Reorganized into logical teams by role in 2016
 - Product Management
 - Editorial
 - Production
 - Marketing/Licensing
 - Website
- Use tools to support communication
 - Basecamp
 - SharePoint
 - OneNote



Communication Tools: Basecamp

[M49 - Quarter-Turn Valves: Head Loss, Torque, and](#)

Campfire Message Board **To-dos** 15/31 Schedule Automatic Check-ins Docs & Files 2

To-dos 15/31

List view | [Card view](#) [Make another list](#)

☰ [Stage 1: Schedule Kick-off Meeting](#) 3/3 - [Now archive it!](#)

[Add a to-do](#)

- ✓ Add record to Xis and Personify **TP** Tony P. **BM** Bill M.
- ✓ Implement Marketing Plan **TP** Tony P. **MR** Missy R. **BM** Bill M.
- ✓ Provide an ISBN Number / Add it to Personify / email the number to Melissa and Megan, and add the number to the Spec Sheet **Feb 17** Caitlin M.

☰ [Acquisitions](#) 0/1

- ☐ Assemble and Approve P & L **TP** Tony P. **BM** Bill M.

[Add a to-do](#)

☰ [Stage 2: Editorial](#) 2/2 - [Now archive it!](#)



Communication Tools: SharePoint



HOME DEPARTMENTS ▾ PROGRAMS ▾ PROJECTS ▾ TEAMS ▾

Periodicals

Dept. Home

--Distribution & Licensing

--Marketing

Documents

Product Lifecycle

Acquisitions

Administrative Forms & Templates

Agreements

AWWA Branded Templates

Logos

Periodicals

Processes & Procedures

Reporting

Research

Standard and Manual Project

Trademark

Video Streaming Project

Links

OneNote

Publishing Dept. Cheat

Need Help?

Are you having a hard time tracking down a document?

Are you having a hard time deciding where to upload a document?

Use the [Publishing Department Cheat Sheet](#) to help navigate the site and identify where existing content has been uplo

New Upload Sync Share More ▾

By Subject / Publication All Documents By Publication / Subject ...

✓ Name Publication Subject Year Month

▸ **Subject : (3)**

▸ **Subject : Ad Briefings (11)**

▸ **Subject : Circulation (582)**

▸ **Subject : Editorial Calendars (9)**

▸ **Subject : Lineups (12)**

▸ **Subject : Off Print Labels (12)**

▸ **Subject : Other (22)**



Communication Tools: SharePoint

Production Tracking 2017

March: Sustainability

Journal Section/ Author	eJP ms#	Graphics Details				Date	Paperwork/Files Received						Editor Assigned	Ms files rec'd from CE	Tech art marked up (Kim/ Maureen)	Tech art assigned (date/to)	Tech art first proof	Tech art approved (Dan) & ready for author proof PDF	Final to Linda	Galley sent to author	AUCX received	Incorp. CX, read (staff/ date)	Layout Review	Author: layout approved	Final proofs ok'd by man. Editor	
		pp	Fig	Tab	Ph		Upld to p:	©	MRF	A/A	Bio	Pic														Art
		DEADLINES -->				28-Nov	28-Nov						28-Nov	27-Dec	3-Jan				17-Jan	17-Jan	17-Jan	23-Jan	30-Jan	31-Jan	1-Feb	10-Feb
Features		pp	Fig	Tab	Ph	Upld to p:	©	MRF	A/A	Bio	Pic	Art														
Kramer	-	18	2	0	0	11/2/2016	✓	NA	✓	✓	✓	NA	HT/Retzlaff	12/29	12/30	JB--1/6	1/12		12/30	1/13	1/19	Peck 1/27	2/6 KM	OK 2/3	Peck 2/7 KR 2/10	
Schneider	-	13	7	4	2	11/7/2016	✓	✓	✓	✓	✓	✓	Peck	NA	1/9	DF - 1/13	1/13	1/18	1/12	1/19	1/23	Retzlaff 1/23	2/6 KM	OK w/ change	Peck 2/7 KR 2/10	
Gedman	-	6	2	1	0	11/11/2016	✓	NA	✓	✓	✓	✓	Retzlaff	NA	12/29	JB--1/6	1/12		1/4	1/13	1/16	Peck 1/27	2/6 KM	OK 2/6	Peck 2/6 KR 2/10	
Pages from the Past	Beardsley 4:1:114	7	0	0	0	12/19/2016	NA	NA	NA	NA	NA	NA	Retzlaff	NA	NA	NA	NA	NA	12/19	NA	NA	NA	1/26 KM	NA	Peck 2/6 KR 2/10	
Peer-Reviewed Print						Rec'd, TE ed.							28-Nov	28-Nov	27-Dec	3-Jan			17-Jan	17-Jan	17-Jan	23-Jan	30-Jan		10-Feb	
Guo FT	09122016-0090R	26	5	4	0	11/7/2016	✓	NA	✓	✓	✓	✓	MPM/Retzlaff	12/30	1/4	DF - 1/18	1/18		1/17	1/19	1/26	Peck 1/27	NA	Sent 1/31	Peck 2/7 KR 2/9	
Valcarce ES	-	2	0	0	0	✓	-	-	-	-	-	-	JW/Peck	1/5	NA	NA			1/17	1/17	1/19	Retzlaff 1/23	NA	NA	Peck 2/3 KR 2/9	



Communication Tools: OneNote

Agenda May 2017 **June 2017** July 2017 Aug 2017 Group Projects Feb 2017 Mar 2017

Action Items

Tuesday, November 15, 2016 3:28 PM

....

Reminder: Check all permissions

Cover story - Kramer (Texas scorecard). Two pie charts and no other artwork. Author Ken Kramer (kenwkramer@aol.com) may have suggestions for cover art.

Columns

- Water Worldwide -- added Dec. 14
- TWS
- Errata - typo in Table 2 of Masten Dec. article

Guo--Send a revised author proof of the expanded summary after corrections have been incorporated.


- Full text sent 1/31
- Expanded summary 2/1

Website

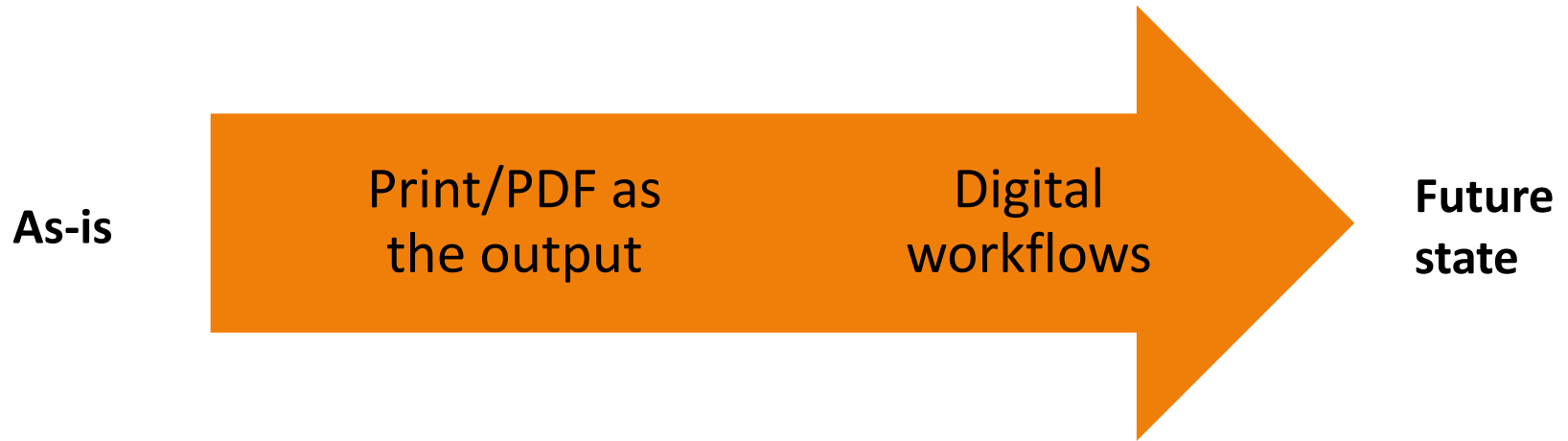
Focus copy saved in the landing page document in the P:/ drive

Author Highlight (monthly task for go-live) --Kramer

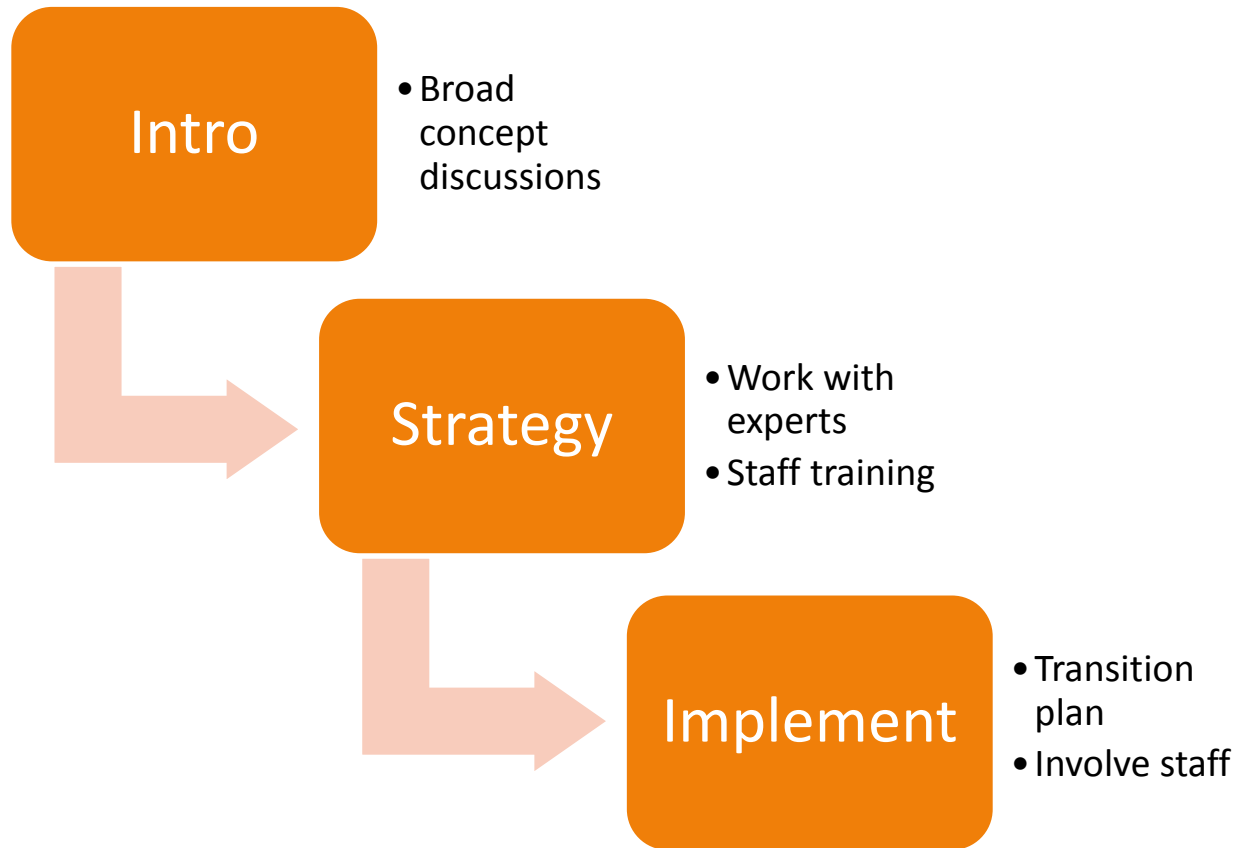
- Copy received and saved to the P:/ drive
- Landing page copy updated and saved to the P:/ drive



Challenge: Knowledge & Training



Challenge: Knowledge & Training



Challenge: Change Management

Address culture

- Acknowledge change-averse history
- Develop understanding

Start small

- As-is process and roles



Challenge: Change Management

Build on progress

- Add policies/processes to support larger process changes
- Use tools to facilitate change

Reinforce strategic initiatives

- Share the department Road Map
- Align employee goals with department goals



Current Status

- Production schedules are much improved
 - With periodic setbacks
- Project management is much improved
 - With continual tweaking
- Work continues to investigate and implement a digital platform
 - ETA 2018



The only thing that is constant is change.

—Heraclitus



Thank you!

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