



Level of Service

Practical steps you can do at home



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Agenda

1

Doing levels
of service
for your
organization

2

Practical
steps that
you can do
at home

3

A simple
guide to get
started

4

A robust
platform to
build on

Doing levels of
service in your
organization

Ask Yourself

What are you trying to do and why?



Doing levels of
service in your
organization

- #1 Who are you trying to impress?**
- #2 What will impress them?**
- #3 How will you know if you've done it?**

#1

Who are you trying to impress?

Doing levels of
service in your
organization



Stakeholders

Who are you trying to impress?



1. Users
2. Service providers
3. Regulators
4. Wider community
5. Neighbouring Community

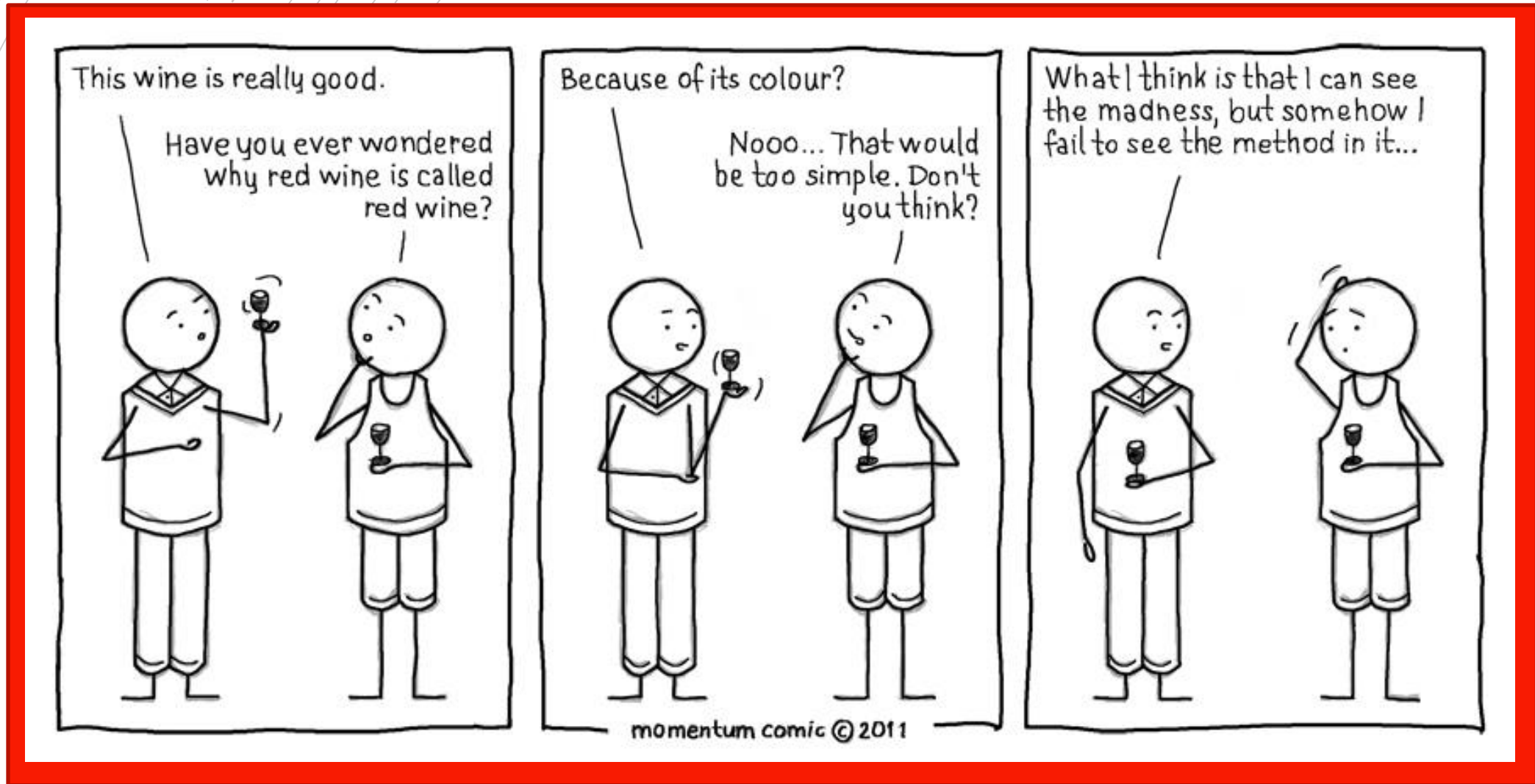
These people are
important to you

- **They need you to provide a service**
- **And they are paying for it**



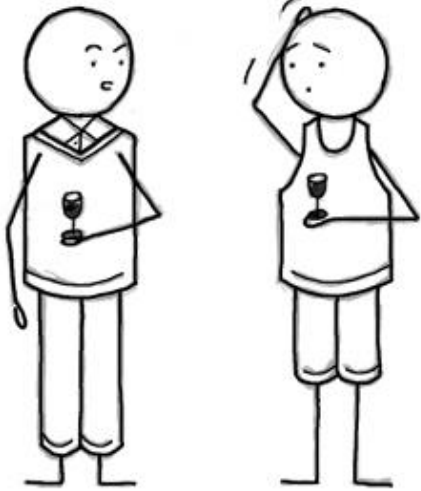
#2

Do you know what will impress them?



Stakeholder Interests

What will impress them?



Stakeholder	LOS: Key Interest / Need
Public & Businesses	Reliable access to safe water that has acceptable pressure and is odourless and colourless
Emergency Services	Reliable and accessible water with an acceptable level of pressure, volume
Truck Wash	Water that is available and affordable and provided at an acceptable flow
Provincial Health	Assets that treat water to meet legislative guidelines, standards and regulations
Taxpayers	Good stewardship and efficient use of tax dollars

Stakeholder Interests

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#3

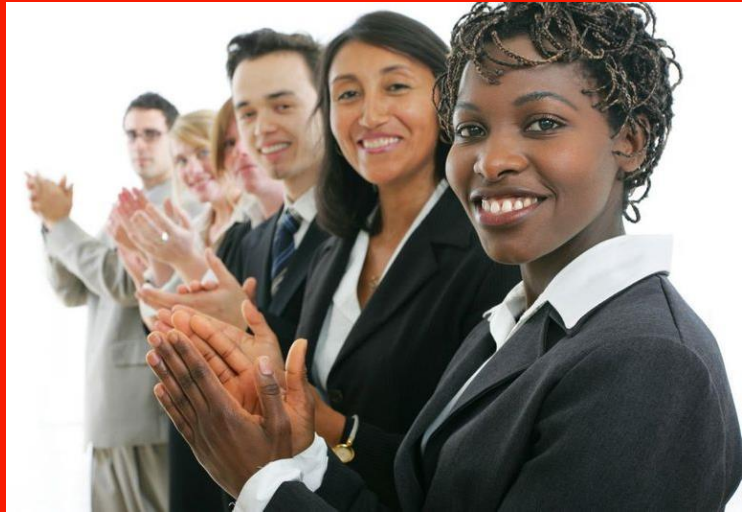
How do know if you're getting it right?

Doing levels of service in your organization



Performance Tracking

Are you succeeding?



1. Service Criteria
2. Method of Measurement
3. Target
4. Measured Results
5. Review



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Defining Levels of Service – A Process

Who are you trying to serve, what is important to them, how can you demonstrate success and what do you weigh when making choices

Basic LOS

Identify Stakeholders for each Service Area

#1

Describe their primary Interest / key Service Requirement

LOS Statements

#2

How do we measure success and demonstrate to Stakeholders we are doing what we said we would?

#3

Basic LOS definition and tracking

Which performance measures influence your decisions internally?

KPI's

Should some performance measures have more influence on decisions than others?

Weightings

How should we use this to support decision-makers?

Alignment

Including LOS in how we make decisions

#2

Stakeholder Interests

What will impress them?	Stakeholder	LOS: Key Interest / Need
Users Service Providers Regulators Wider Community	Residents	Reliable road network that is safe and well connected across the city
	Delivery Companies, School buses	A well-connected network with reliable travel times
	Transportation Alberta	Roads that meet or exceeds legislative guidelines and standards
	Developers	Effective long-term planning that allows access to future housing/commercial development.
	Taxpayers	Effective and efficient use of the public funds that are invested in the road network

#3

Are you succeeding?



Performance Tracking

1. Service Criteria
2. Method of Measurement
3. Target
4. Measured Results
5. Review



Service Criteria

Practical steps
you can do at
home

LOS: Stakeholder Key Interest / Need	Service criteria
Reliable <u>road network</u> that is safe and well connected across the city	Reliability Safety Connectivity
<u>Water</u> that is available and affordable and provided at an acceptable flow	Availability Affordability Pressure
Well maintained, clean <u>parks</u> that are safe, accessible and open for use .	Maintenance Cleanliness Safety Accessibility Availability

Service Criteria

Examples of common criteria

- Compliance
- Risk / Safety
- Availability / Service Reliability
- Connectivity
- Quality / Condition / Cleanliness
- Accessibility
- Sustainability
- Affordability / Effective Decision-making
- Good Stewardship

Practical steps to do at home?

affordability
accessibility
reliability
good-stewardship
compliance

Performance Measures

Users of Parks Services		Key Performance Indicators	
Stakeholder	LOS statement	Service Criteria	Measure
Families	Safe, well maintained, and clean sites having waste receptacles.	Cleanliness	<ul style="list-style-type: none"> ○ Number of visits to site by the cleanliness team.
		Maintenance	<ul style="list-style-type: none"> ○ Number of work orders and service requests completed. ○ Number of inspections and follow up maintenance activities completed.
		Safety	<ul style="list-style-type: none"> ○ Completeness of records or incident reports and inspection forms. ○ Number of playground inspections.
Seniors & People with disabilities	Facilities and sites are accessible.	Accessibility	<ul style="list-style-type: none"> ○ Number of sites accessible to seniors and people with disabilities.

Choosing the right Performance Measures

Practical steps to do at home?



YES — We already measure this → Great

NO — We could easily measure this → Also Great

NO — This would be difficult to measure → Consider if worth it

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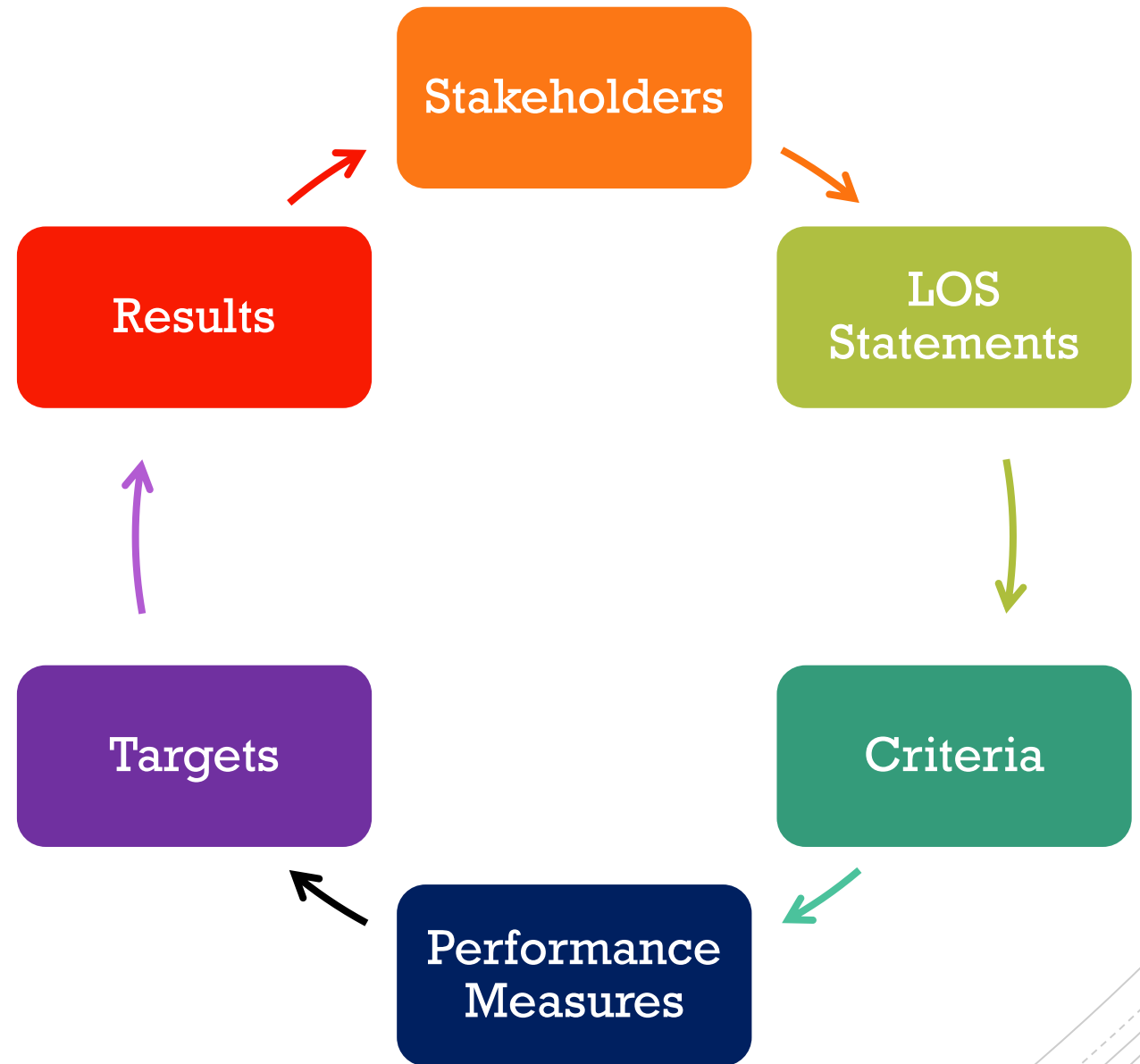
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Free Template

A simple guide
to get started



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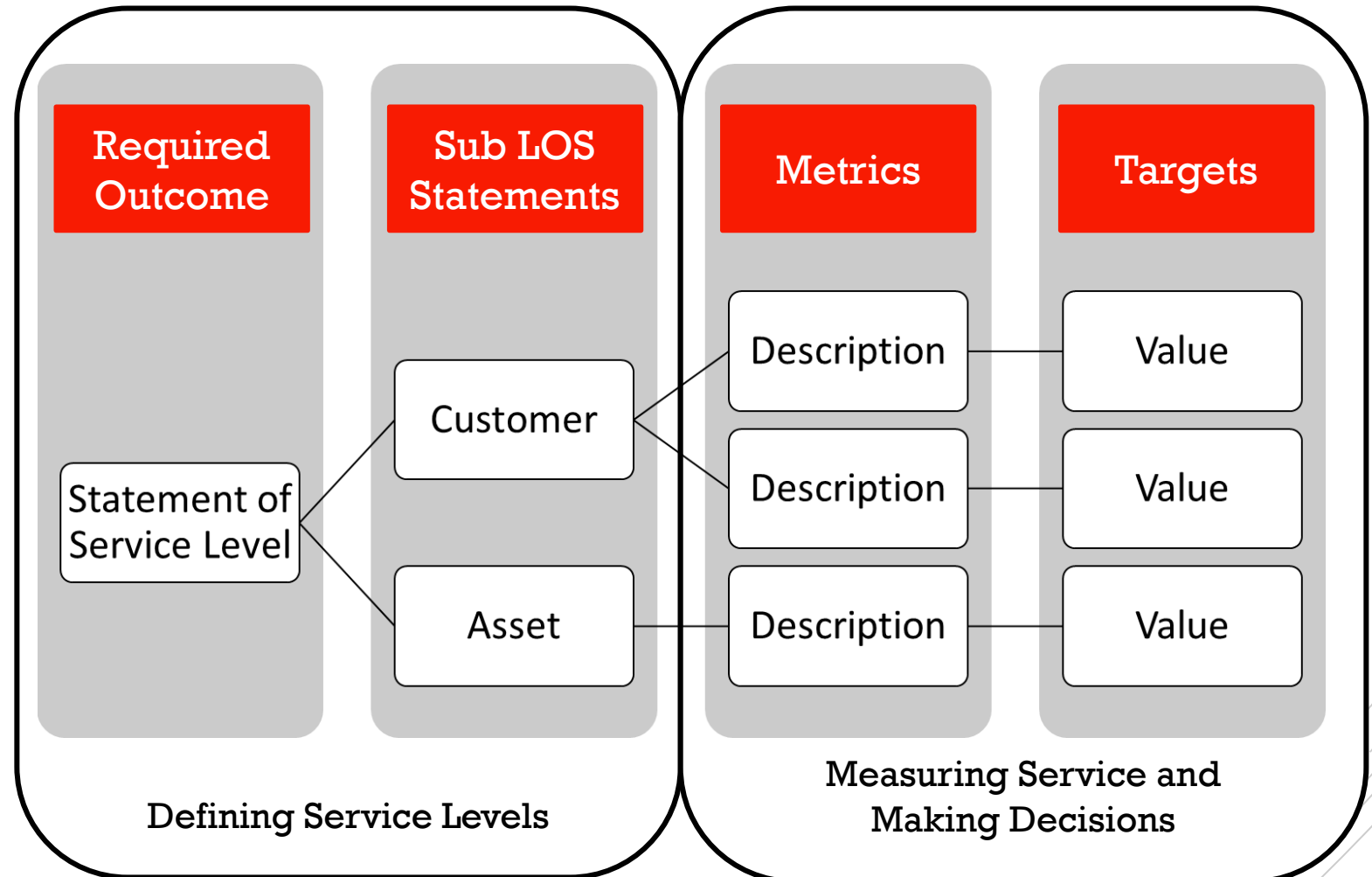
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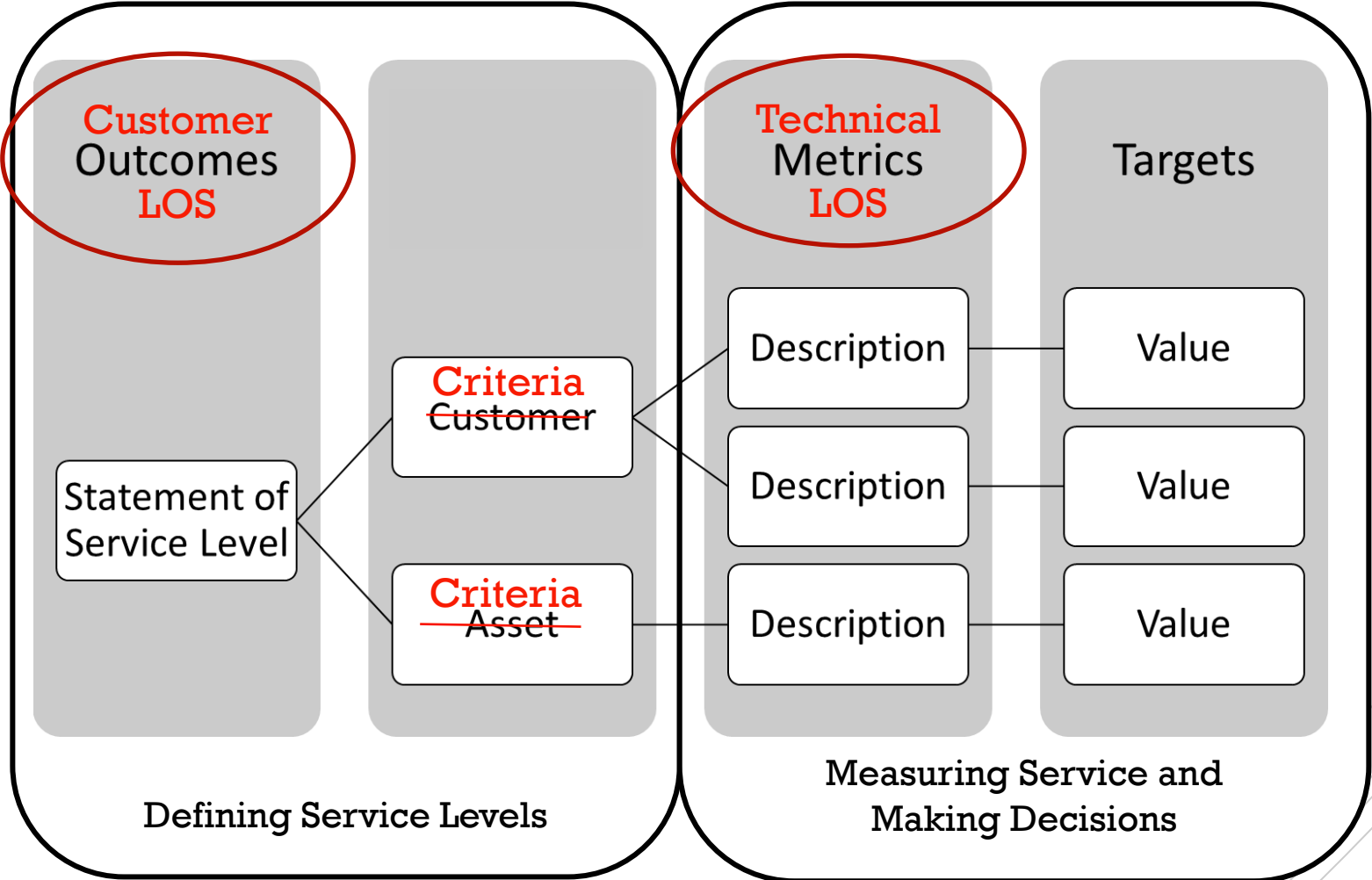
Customer versus Technical LOS

A robust platform to build on



Customer versus Technical LOS

A robust platform to build on



Customer versus Technical LOS

Do you know
what will
impress them?

CUSTOMER

- Trunk for the golf clubs
- Safe
- I can play USB music
- Fast

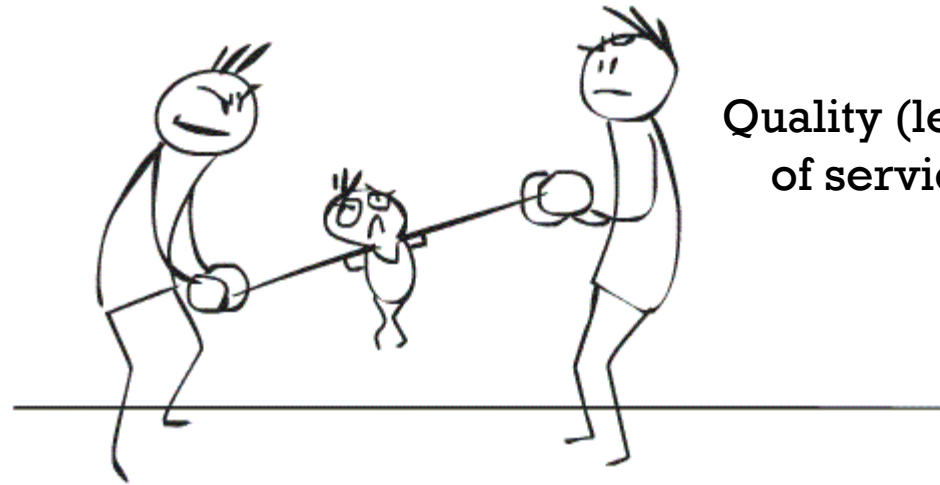
TECHNICAL

- 500l trunk space
- 5 star IIHA rating
- USB interface
- 0-100km/hr in 7.5secs



Trade-off Decisions between LOS and COS

Cost of service



Quality (level)
of service

The asset manager

... and affordability of the service in the context of all other services

Using LOS to support Decision - making

Who are you trying to serve, what is important to them, how can you demonstrate success and **what do you weigh when making choices**

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Using LOS to support Decision - making





**SET THE RIGHT
OBJECTIVES**



**DO THE RIGHT
THING**



**IN THE RIGHT
PLACE**



AT THE RIGHT TIME



**IN THE RIGHT
WAY**

STRATEGIC

**Community outcomes
Corporate priorities
Stakeholder needs**



TACTICAL

**Asset Outcomes
Performance Targets
Intervention levels**



OPERATIONAL
**Work instructions
Physical work**

How do know if you're getting it right?

Doing levels of service in your organization



Stakeholders

What do they want?

How could you measure?

Weighting KPI's

Support Decisions

Thank You



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Q & A



Service Levels

Agreed service levels should be a balance of need, *affordability* & appetite for risk



Level of Service Category

LOS Value Level		Safety	Capacity	Reliability	Infrastructure Sustainability
1	Negligible	Does not contribute to safety goals although there may be some minor improved safety effect or feeling of security from project.	Does not contribute to capacity goals although there may be some minor improved capacity effect from project	Does not contribute to reliability goals although there may be some minor improved reliability effect from project	Does not contribute to lifecycle cost minimization goals although there may be some minor lifecycle management or budget planning benefit from project
2	Minor	Project will maintain or achieve a minor impact on reducing the probability of injury accidents and/or the forewarning of travel conditions, and/or the comfortability of travel	Project will maintain or achieve a minor impact on reducing the frequency or degree of impact of travel load, size, and or time restrictions on any part of the network.	Project will maintain or achieve a minor impact on reducing the number or severity of preventable events causing property damage and/or loss of travel access per year and/or have a small but noticeable impact on travel time consistency on any part of the network	Project will have a minor impact on reducing the lifecycle management costs of the asset and other management strategies are available; and /or the project will have a minor impact on reducing or understanding organizational risk.
3	Moderate	Project will maintain or achieve a moderate impact on reducing the probability of accidents and/or have a notable impact on improving the comfortability of travel (i.e. physical comfort, clarity of directions/signage, quality of lighting/amenities as applicable)	Project will maintain or achieve a moderate reduction in the frequency or degree of impact of travel load, size, and or time restrictions on moderately well used route(s)	Project will maintain or achieve a moderate reduction in the number or severity of preventable events causing property damage and/or loss of travel access per year and/or give a notable improvement travel time consistency on any part of the network	Project will have a moderate impact on reducing the lifecycle management costs of the asset and although other management strategies are available they are notably sub-optimal; and /or the project has a moderate impact on understanding or reducing organizational liability and risk.
4	High	Project is expected to maintain or achieve a high impact on reducing both injury and property only accidents or a major impact on improving travel comfort and influencing preparedness for travel conditions	Project is expected to maintain or achieve a high impact on travel options (i.e. any combination of modes, routes, load, size, and/or time) and/or significantly reduce travel restrictions on highly used routes.	Project will maintain or achieve a high impact on reducing the number or severity of preventable loss of travel access events per year, improving travel time consistency and efficiency, and reducing the cost of travel impact of controllable asset-based elements such as comfort and speed	Project will significantly reduce the lifecycle management costs of the asset and although other management strategies are available they are notably sub-optimal and likely to compromise achievement of Safety, Reliability and Capacity objectives on the route; and /or the project has a significant impact on understanding or reducing organizational liability and risk.
5	Critical	Project is expected to significantly reduce the probability of a fatal accident and/or have a major influence in reducing overall safety risk; or contribute significantly to maintaining safety.	Project will generate a major improvement in users being able to travel where they want, when they want, and how they want; or contribute significantly to maintaining capacity.	Project is expected to generate a major improvement in both travel time consistency and efficiency on highly used travel routes; or contribute significantly to maintaining reliability.	Project will generate a major reduction in lifecycle management costs, organizational liability and risk; and/or there are no alternative lifecycle management strategies available for a significant asset.

