

Case Study 3:

Documentation specialist improves efficiency to the point of re-engineering herself out of a job

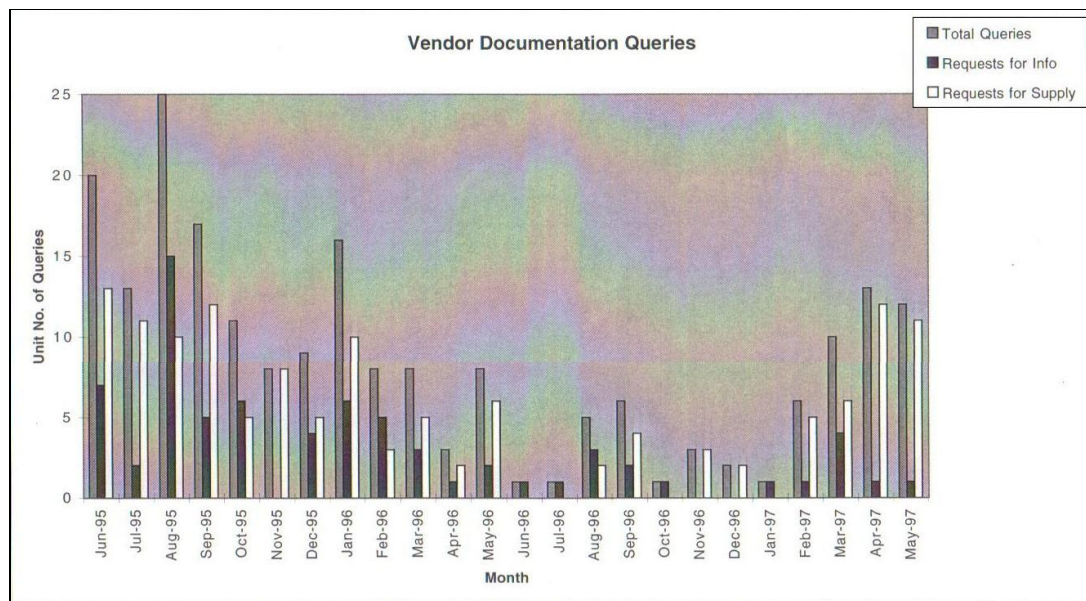
(A story about a personal initiative that resulted in self-redundancy)

The Challenge

My role with Optus in the company's growth phase was co-ordinator of vendor documentation. I organised the delivery of user manuals to engineers. The manuals were about how to install, operate and maintain network equipment.

Because the Optus network was a hybrid, manuals were not delivered with equipment (like when you buy a TV the user manual in the same box). Engineering would first customise the manuals to the Optus network. My job was to respond to Engineering's go-ahead and distribute these manuals to sites.

It was a time of "empowering employees" to take initiative to drive the company forward. I saw an opportunity to streamline a support process. When the nationwide roll-out was nearly over, I noticed a trend through my own metrics. There was a steady reduction in the need for equipment manuals to be customised by Engineering.



As you can see, demand rose again in mid 1997. But this was due to a one-off software upgrade. I realised that manuals could now be distributed *with* the new equipment from the warehouse.

The Solution

I had a documentation supplier relationship with five major equipment vendors. I arranged for each of them to deliver manuals direct to Optus warehouse.

I 'recruited' staff at state head offices and major service centres to on-distribute manuals to their regional areas. I told Warehouse they were now receiving equipment manuals from vendors direct. I asked Logistics to include documentation in their equipment tracking system.

The Result

These changes made my role redundant. This gave Optus Technical Division an annual saving of \$38,000 (salary). My reward was promotion to Business Process Analyst (see Case Study 2).