City of Dallas

Understand and improve process implementation with Entropy™

"Improvements in business processes have helped users execute and understand the processes that they implement through the Entropy™ system, and have improved our ability to provide "Service First" excellence to the City."

Georgi Brooks-Newton
City of Dallas
Quality Manager, Certified Senior Lead Auditor (ISO 9001, ISO 14001 and OHSAS 18001)

Benefits of BSI's Entropy™

- Greater control and visibility of the Quality, Environmental and Health and Safety (QEHS) management system in an improved central repository versus outgoing software

- Improved compliance and data management across all three management systems (9001, 14001, 18001), as well as environmental regulatory compliance

- Improved employee engagement through user-friendly features that support day-to-day activities

- Increased volume of compliance activities, including audits, risk assessments, document control, legal register creation, objectives and targets and findings/actions management

- Improved data-driven decision making, using the system to tell the City where to focus QEHS improvement efforts

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Customer background

The City of Dallas is the ninth-largest city in the United States. With 13,000 employees, it's also the largest municipality in the US that maintains the following three certifications to help them deliver services to the local community: ISO 9001 Quality Management, ISO 14001 Environmental Management and OHSAS 18001 Health and Safety Management.

Three key departments bring synergy to the City's QEHS management strategy: Office of Environmental Quality (OEQ), Office of Risk Management (ORM) and the Center for Performance Excellence (CPE). Key management activities include auditing, internal consulting, compliance assistance, training, document control, risk assessment, data management/administration under ISO 9001, ISO 14001 and OHSAS 18001 certification.
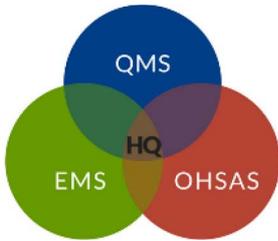
At a glance

The City worked with BSI to replace its outdated quality and environmental, health and safety (QEHS) management software

with BSI's Entropy™ solution – management system software for Governance Risk and Compliance (GRC). This system plays a key role in managing the City's performance against their QEHS certifications, as well as streamlining EHS regulatory compliance.

Why Entropy software?

Key City Communication and Information Services (CIS), OEQ, ORM and CPE managers were tasked with evaluating whether to renew the City's existing QEHS software or select and implement a new solution. "As a municipal government, service is our number one product and we strive to build and maintain public trust through "Service First" excellence" explains Brooks-Newton. "Our existing system was out-of-date and lacked key functionality and user-friendliness needed to meet the City's requirements. The pending contract expiration provided the City with the opportunity to procure a system that could meet our needs."

Specifically, the City of Dallas was looking for:

- Clear, intuitive and meaningful dashboards
- User-defined reporting
- Risk assessment capabilities
- An ISO 14001 "aspects and impacts" ranking system
- Configurable notifications

- Audit protocol builds
- Mobility
- Meetings/executive review management
- Legal registry management
- The ability to effectively establish the organizational structure of the system to match the City's structure

The City wanted to improve the usability of the system - both for individuals inputting data and those tracking and analyzing it. With over 150 employees using the system, it needed to be easy to train teams internally. The City also required a hosted system to "reduce the City's technology footprint; an aging infrastructure demanded the move to a hosted environment." Roderick Jones – City of Dallas, Communication and Information Services, Business Analyst. "Security of the solution was critical; and certification of the hosted environment proved a key selection criterion. BSI's responsiveness and turnaround time for questions and answers was highly regarded."

BSI's Entropy™ system met the City's requirements for cost of service, configurability and customization, customer service, functionality, cybersecurity and information resilience and a local presence. "BSI's reputation in the industry, based on its reputation and references, gave us the confidence we needed to move ahead with the change" said Brooks-Newton.

Implementation

The City of Dallas was committed to deploying the Entropy™ software quickly. This meant that configuration of the system, user acceptance testing and configuration-based user training for 150 employees were needed in a fairly short time frame.

- BSI configured Entropy™ to address the City's requirements and entered into User Acceptance Testing (UAT) within six weeks

- 16-hour "Train-the-Trainer" session led by BSI's Entropy support lead occurred immediately after UAT ended

BSI's knowledge of QEHS management systems, along with the features and functionality of the Entropy™ system, were critical to getting the City up and using the system so quickly. BSI quickly created and delivered training tools for the City's fully-configured modules on time. Additional, monthly "maintenance meetings" are held to assure ongoing service and continual improvement of the configured system; BSI will continue to support the City of Dallas' improvement efforts for the next 4-6 years.

City of Dallas Entropy utilization - first 15 months

Legal requirements logged (1301)

Actions managed (1186)

Risks assessed (1010)

Risks assessment schedules set (732)

Documents managed (729)

Findings/observations opened (758)

Audits performed (387)

Objectives and targets plans (246)

Management review meetings held (132)
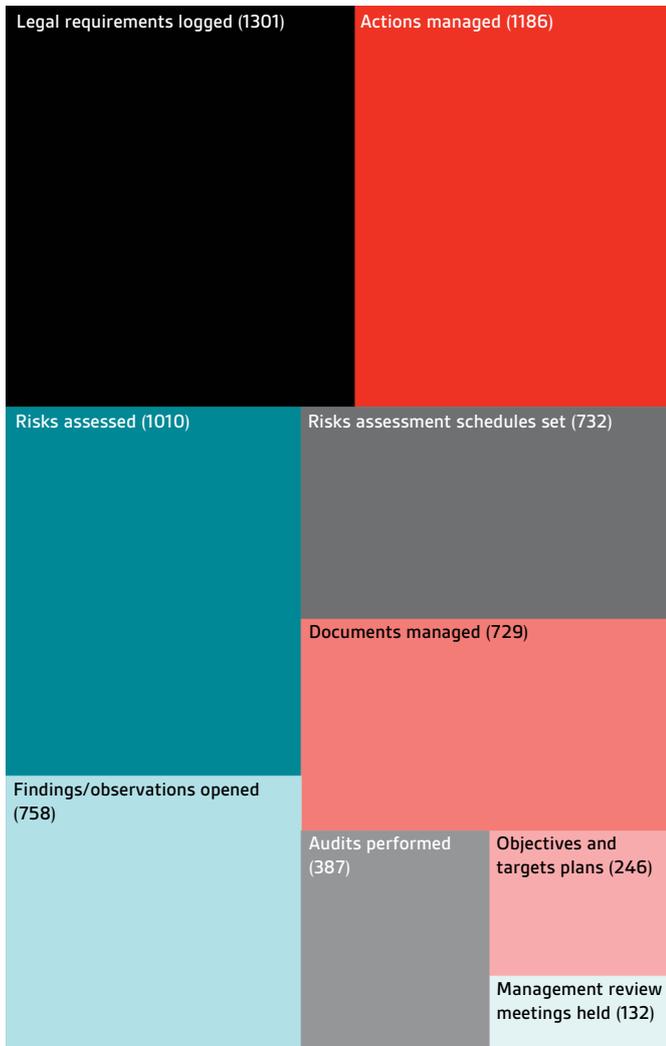
Benefits

The volume of Entropy™ use over the first 15 months has been significant. Brooks-Newton, and others involved in implementation and management of the quality and EHS management systems, report that Entropy™ dashboards and reports are helping users better understand and execute the business processes they implement using Entropy. They highlight improvements to the audit flow process, the issuing and management of findings/actions and the ease of documenting significant aspects and impacts.

Plus, to ensure effective ongoing use of Entropy™ BSI supports both a "Live" and "Sandbox" version of the City of Dallas' Entropy™ implementation. The Sandbox is used as a trial and error system and training platform. The Live instance is pushed into the Sandbox once per quarter to ensure that trainees and staff trying new approaches have access to live data to work with.

BSI's role

"What we're realizing is that Entropy isn't just about software - it's about the people behind it. BSI's history as a world leader in QEHS standards development allows them to offer something unique and extremely beneficial to us. BSI resources are highly customer service-oriented; dedicated support personnel are knowledgeable of the Entropy™ product and provide quick responses and active communication." Dayna Cowley, City of Dallas, Office of Environmental Quality, Senior Environmental Coordinator.

The City of Dallas plans to continue expanding Entropy's functionality, leveraging the incident manager module, for example, to track and investigate environmental incidents across the City. They've also asked BSI to support ongoing training efforts on a quarterly basis to drive Entropy™ system usage even higher.

Entropy's value to the City of Dallas comes back to two of the City's core values - excellence and ethics. In addition to providing excellent service, the City has a commitment to working in a way that is transparent, open, and honest. The joint implementation team of CIS, OEQ, ORM, and CPE agrees: Entropy™ has helped the City gain better control of their quality and EHS business processes. Equally important, the dashboards and reports help to share information and inform the City's decision making.

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