

# Natural Gas Utility Gas Control Analysis

understand. collaborate. implement.

A Service-focused Current-state Analysis project to develop a comprehensive strategic roadmap to set the improvement path for the Natural Gas Utility Gas Control organization for the next 3-5 years, including the identification and evaluation of current service offerings, and the processes and resources that support them.

## Overview

- Analyze current alarm limits and response times to critical alarms coming into Gas Control from SCADA and non-SCADA systems in order to address the problem of “nuisance” alarms creating the hazard of missing “important” alarms when there are multiple alarm events
- Optimize operating processes to provide eco-friendly service
- Assess asset-based service applications that are typically tightly coupled using hard-to-maintain, fault-prone, point-to-point links, system changes and maintenance costly

## Participants

- Executive Vice President, Engineering & Operations
- Vice President, Gas Operations
- Manager, Gas Control
- Sr. Gas Controller, Gas Control

## Approach

- Determine business needs, gaps, constraints, dependencies, priorities, and issues / risks across Services and business owners (based on quantitative and qualitative data)
- Develop a standardized definition of a service to be used across the Gas Control organization
- Document suppliers, inputs, processes, outputs, and customers (SIPOC) for each service
- Analyze performance, financial and operational data and processes
- Determine technical capabilities and challenges and potential impacts to the business
- Identify initiatives required to move from current-state to future-state
- Define 2010/2011 Business Process Excellence Strategy Roadmap through prioritization and filtering of initiatives
- Conduct financial analysis comparing the total cost for each Gas Control service delivery to its inherent risk scoring and the total number of annual deliveries

## Results

- Uncovered 18 internal and external services with 67 supporting processes performed by Gas Control organization
- Identified several “single points of failure” in the delivery of critical operational services requiring cross-training and staffing enhancements including areas requiring additional resource support
- Identified areas where extreme resource constraints during an adverse event could result in a lack of attention and support of critical pipeline networks
- Quantified risk and maturity levels of all services and processes enabling the prioritization of required risk mitigation planning, future continuous improvement initiatives based upon identified inherent risk scores, the quality level of social/business process documentation, extent of standardization, and ability to track service-level performance against customer requirements