

# Natural Gas Utility Gas Operations Support 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 Operations Support 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

- Separate and decouple the recovery of fixed costs from commodity costs of natural gas deliveries
- Determine technical capabilities and challenges and potential impacts to the business
- Determine business needs, gaps, constraints, dependencies, priorities, and issues / risks across Services and opportunities to automate manual processes

## Participants

- Executive VP, Engineering & Operations
- Vice President, Gas Operations
- Manager, Gas Operations Support
- Sr. Gas Operations Analyst
- Gas Operations Analysts (3)

## 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 Operations Support 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 Operations Support service delivery to its inherent risk scoring and the total number of annual deliveries

## Results

- Identified “single points of failure” in the delivery of critical operational services requiring cross-training and staffing enhancements
- Identified 15 manual processes that were excellent candidates for automation
- Uncovered error-prone steps in service delivery that injected defects into final customer reports
- Provided recommendations for streamlining processes and reducing operational costs
- Quantified risk level of all services and processes enabling the prioritization of required risk mitigation planning and future continuous improvement initiatives based upon identified inherent risk scores
- Quantified maturity level of all services and processes revealing the quality level of social/business process documentation, extent of standardization, and ability to track service-level performance against customer requirements