

Natural Gas Utility Safety & Crisis Management 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 Safety & Crisis Management 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

- Develop proactive approaches to business safety-related issues based upon strong data and analysis
- Conduct a gap analysis identifying improvement opportunities related to setting the structure and processes for an Operations Risk Management System (ORMS)
- Implement the principles and controls mechanisms provided by ORMS best practices

Participants

- Executive VP, Engineering & Operations
- Vice President, Engineering & Supply Chain Services
- Managing Director, Safety & Crisis Management
- Manager, Crisis Management
- Director, Corporate Security
- Director, Information Security

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 Safety & Crisis Management 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 Safety & Crisis Management service delivery to its inherent risk scoring and the total number of annual deliveries

Results

- Identified \$1,070,761 in total services performed with \$2,102 as the average cost per service delivery and recommended areas for potential cost savings
- Provided recommendations for improvement related to critical Safety & Crisis Management services
- Identified a new service offering (Chemical Facilities Anti-Terrorism Support (CFATS)) and defined the service delivery model framework
- 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

