

GEM Case Study  
Baltimore Gas and Electric Company  
**Outage Management System & Mobile Dispatch System**

## Situation

Following a series of major weather-related system disturbances, Baltimore Gas and Electric (BGE) was not satisfied with its current restoration systems and procedures. BGE initiated a project to enhance service restoration by replacing its Electric Trouble Outage System (ETOS) with a new Outage Management System (OMS).

BGE's restoration services were supported for nearly 20 years by ETOS. When a customer called the Customer Care Center, Customer Care Representatives or the Interactive Voice Recognition system recorded an "All Out" condition. The customer's grid and transformer number information was sent to the trouble call analysis portion of ETOS via the Customer Information System (CIS). Using feeder model connectivity provided by the Distribution Management Information System (DMIS) related calls were grouped (if possible) and ETOS jobs were created. As jobs (excluding house service) were created, updated or restored on ETOS, a copy of the job information was sent to the CIS, where a local database of active job information was maintained. This database included information such as job identifier, the device operated, time created, dispatch status and Estimated Time of Restoration (ETR). This information, along with a simple customer to transformer to protective device matching function was used to enable a lookup on active jobs and provide job status information when customers call. ETOS was used to record Service Operator work assignments and to update job status information (assignment, dispatch, ETR, completion, fault cause, etc.).



BGE realized that an implementation approach based on business process improvement was essential for defining requirements, implementing the system, and developing and delivering training. BGE selected Global Enterprise Managers, Inc. (GEM) to lead the requirements development, vendor selection, business process development, change management, training, and testing. BGE selected the Configured Energy Systems Inc. Outage Management System<sup>1</sup>(OMS).

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<sup>1</sup> Now SPL Centricity



## Change Management

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As a separate but closely related project, BGE selected a new Mobile Dispatch System (MDS) for use by electric trouble, gas dispatch, and metering groups. The M3i Mobile Workforce Management Solution<sup>2</sup> (MDS) was selected. BGE used GEM services for system testing of the integrated OMS/MDS and for developing MDS user training.

## Solution

The far reaching changes of new technology required the continued involvement of users and project team members. GEM established a change management philosophy to keep up with changes that occurred during the design, testing, implementation as well as supporting users after implementation.

The following change management approach was used:

- ◆ A change management philosophy tailored by the OMS and MDS project teams to address the user business unit culture and functionality needs.
- ◆ A complete and documented understanding of current As-Is processes was used not only for defining project requirements but served as the baseline measurement for process changes for new To-Be processes.
- ◆ Advance demos of system capabilities provided a visual representation of proposed OMS and MDS capabilities and interaction with project team members.
- ◆ Cross-functional OMS and MDS user groups were established to support users and supply feedback to the project team
- ◆ User suggestions and questions were encouraged via a dedicated web site, newsletter and user meetings.

### ***Service Restoration Workflow***

BGE conducted end-to-end process analysis and design. All information was captured in the GEMWorX FlowModeler® process modeling toolset. This allowed the team to perform effective analysis, communication, and maintenance of the business process information. As-Is business process modeling was performed only to the level necessary to move forward into the To-Be process development. To-Be process modeling identified workflow steps to use new technology, evaluate the affect on existing processes and develop revised or new processes/procedures.

Functions, processes, and activities associated with OMS and MDS were analyzed to develop a hierarchical view of based on areas of workflow functionality. All BGE business processes were analyzed to understand and document:

- Overall Functional Decomposition (Functions, Processes, Activities)
- Detailed Activity Diagrams (Triggers, Work Tasks, Outcomes)

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<sup>2</sup> Now CGI Mobile Work Force Management System



## Change Management

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- Roles
- Organizations
- Handoffs
- Business Rules
- Supporting Technologies
- Supporting Work Procedures

The deltas between the As-Is and To-Be business processes, business rules, work procedures and supporting technologies led directly to identification of the necessary knowledge and skills for service restoration training.

### ***Training***

A BGE Training Team was established which included Functional Project Team members as well as representatives from user areas. Cross-functional training team representation increased credibility in affected business units and leveraged business process knowledge. Designated representatives from business units were also selected to provide user support at their respective work locations on an on-going basis during and after training. GEM developed a comprehensive training program for the new technology and processes using the new OMS and MDS.

The success of both OMS and MDS training was a result of the training sessions, the practice training environment and the committed follow-up by training team members. Users were able to practice with exercises used in classes in a practice training environment. Questions and user support was provided by the training team. Even with all of the testing that was done before training sessions, trainees found system steps that required either additional testing or correction. Users were also kept informed about any process or system changes via email or newsletters. Providing follow-up support and information after training was critical.

## GEM's Role

The GEM Change Management Team worked with project team members and subject matter experts. The GEM team worked with process owners to develop information at a level of detail sufficient to effectively coordinate Change Management within BGE. The review process was highly successful, and resulted in excellent feedback as well as a strong BGE commitment to continued process management. The results included:

- Development of Change Management Methodology Plan.
- Development of customized Communications Plan tailored to BGE's culture
- Service Restoration Workflow Analysis addressed:
  - Documentation of As-Is business and To-Be practices in GEMWorX FlowModeler® to detail the roles, activities, and interactions undertaken to complete end-to-end



## Change Management

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- business processes
- Identification of changes, additions, or issues with processes and procedures.
- Skill sets required for new technology.
- Training development addressed:
  - Evaluation of training requirements for implementation. OMS and MDS user training requirements were identified for approximately 1500 trainees.
  - Delivery of train the trainer courses.
  - Customized training with BGE specific process exercises.
  - Training feedback on system status changes to trainees.
  - Training evaluation.

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