

success story



TagsPro Implementation: Rescuing Failure into Showcase Results

■ ■ ■ ■ INTRODUCTION

Duke Energy's Fossil/Hydro Generation Division has the goal of establishing a consistent process and application for Lockout-Tagout of plant equipment across all Fossil/Hydro sites. An Occupational Safety and Health Administration (OSHA) requirement, lockout-tag out (LOTO) is the set of procedures followed to protect workers in maintenance situations. With the Cinergy merger, management sought to minimize the differences in approach to LOTO between the legacy Duke and legacy Cinergy generation sites. The TagsPro project was chartered to develop a standard LOTO operating procedure select and implement supporting software tool which all sites would adopt. The procedure development and software selection were completed in an earlier phase of the project. The software tool selected was TagsPro, an SQL server-based package developed and supported by Software Sense, Inc.

■ ■ ■ ■ CHALLENGE

This effort faced a multiplicity of challenges. Low Business Sponsor and Senior IT Management confidence regarding delivery, resources and processes, added to software vendor selection delays seemed to indicate a "no win" situation for the Generation Applications IT Project Manager. In order secure and retain Project Control and IT Ownership of the Project, a Project Manager resource replacement seemed to be the only solution for Business Stakeholders who had begun to work around Project Management, and with the third party software vendor.

"You brought this project back from near-death..."

Gary Taylor (Project Sponsor, Duke Energy)

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■ ■ ■ ■ THE SOLUTION

The first course of action was to validate all the project assumptions, review and revise the charter, and develop a detailed work plan with estimating backup and a documented resource plan. A robust project plan was presented to obtain final approvals for project approach, funding and capitalization.

The NouveON PM quickly moved to complete procurement of the TagsPro software. NouveON provided an experienced project manager to lead the software and engage vendor personnel in a gap analysis process to develop a customer prototype. Additionally, the project manager engaged the design team and technical team. The business design team was then brought in for initial rounds of testing and feedback to the vendor.

The project delivered the first phase of functionality on time and within budget, and is on track to deliver the second functional phase, pilot implementations, and enterprise roll out per the approved milestones and budget.

■ ■ ■ ■ THE RESULTS

The NouveON PM provided superior leadership and was viewed by the client as a key element to successfully managing the project.

As of the end of Q4 2008, all planned site rollouts across 70 sites, including Southeast and Midwest Regulated and Non-Regulated stations were completed with a minimal number of operational issues reported. LOTO operations in support of plant maintenance and major outages are being successfully conducted at the largest fossil sites using the standardized procedure and software tool. Full operations with the new process and tool will be in effect by end of Q1 2009 at the smaller hydro sites and Duke-managed external sites (DEGS facilities).

The project budget was closed at the end of Q4 2008 with total project spend coming in at approximately 10% under the approved budget of \$1.9 million.

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Duke Energy is one of the largest electric power companies in the United States. Duke Energy supplies and delivers energy to approximately 4 million U.S. customers. Duke Energy has approximately 35,000 megawatts of electric generating capacity in the Midwest and the Carolinas, and natural gas distribution services in Ohio and Kentucky. In addition, Duke Energy has more than 4,000 megawatts of electric generation in Latin America. Duke Energy is also a joint-venture partner in a U.S. real estate company.

NouveON Services provided:

- Project Management Services
- Business Analysis Services
- Requirements Definition Services
- Resource Planning Services
- Team Mobilization / On-boarding Services
- Package Software Implementation Services
- Infrastructure Management Services

NouveON Technologies Used:

- Software Sense Enterprise, Inc. TagsPro Solution (LOTO)
- PMO
- SDLC
- SDQA