

Best Practice Sharing – Operations – Safe and Reliable



PSE&G Gas Delivery's Knowledge Management System



PSE&G Background



- *1.7 Million Gas Customers*
- *Gas Delivery maintains 2000+ Employees*
- *Service Territory: 2,250 square miles (2/3 of NJ)*
- *40% Urban/60% Rural*
- *17,000 miles of Main*
- *16,200 miles of Services*

Knowledge Sharing Strategy

- *Pursued “NJ Governor’s Award for Performance Excellence” - sponsored by Quality New Jersey (QNJ)*
- *Gained Feedback from QNJ application*
- *Recommended more emphasis on “end-to-end” Process Management and Documentation*
- *Promoted Knowledge Sharing: Tacit vs. Explicit*
- *Supported Drive for Consistency - “Gas Delivery Way (12-3-1)”*

Knowledge Management System - Development

- ***Major Items Launched in 2006:***
 - Macro Process Classification System
 - Web-based Document Repository
 - Proven Practice Transfer Model
 - Future Web Enhancements (Identified)

KMS Macro Process Classification System



- Classification structure - major business areas organized into categories for storing supporting processes
- Template and architecture - collected, analyzed and documented process flow information
- 1,000+ documents and links - verified and posted
- Microsoft Word, Visio & PowerPoint documents - converted to web PDF format

KMS Web-based Repository

- Developed strategy for process ownership & gap analysis
- Established accountability for process documentation & validation
- Provided link for operational metrics related to each process
- Provided access to electronic standards and procedures
- Created “Search” engine for website navigation

The KMS Web-based Repository Structure



Info.Central

Gas Delivery Way Home Page 12-3-1

- Gas Delivery Way Search
- Deliver Gas DG-1
- Design Gas System DG-2
- Construction New Business Gas Facilities CNF-3
- Construction Replacement Gas Facilities CRF-4
- Operational Gas Facilities OF-5
- Maintain Gas Dist. & Transmission Facilities MF-6
- Appliance Service: Utility Services ASU-7
- Appliance Service Competitive Services ASC-8
- Gas Delivery Support Operations GDS-9
- Business Process & Performance Management BP-10

Programs

Policies



Link to Manuals
Connection
Administrative
Manuals

CNF-3: Construction New Business Gas Facilities

Process Owner: Kevin Powers, 973-430-8010, MC T14

CNF-3-1: Customer Inquiry Process

CNF-3-2: Design & Layout

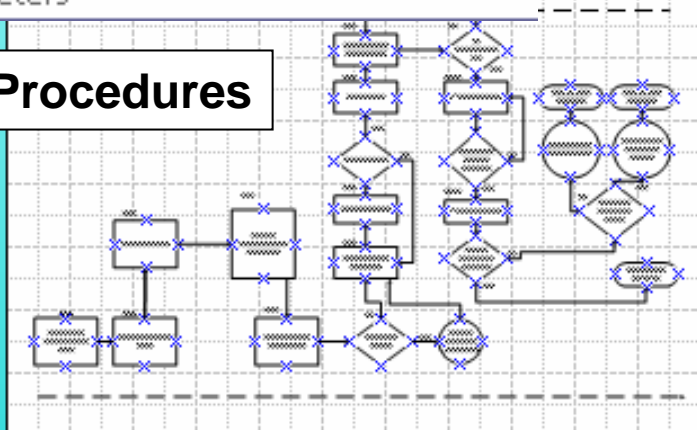
CNF-3-3: Install Gas Mains

CNF-3-4: Install Gas Services

CNF-3-5: Install Gas Meters

Processes

Procedures



Key Web-based KMS Features



Gas Delivery's 10 Major Business Areas are Links in the Left Navigation Bar

Simple and Advanced searches are linked on the KMS Homepage

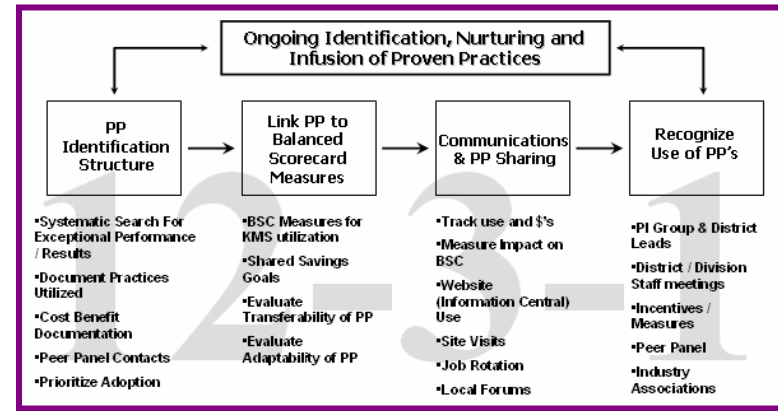
Major links to Gas Procedures, Standards and Reports are easy to access

Sub-Processes and Owners are in the center of each Web page

The screenshot shows the homepage of the Gas Delivery Knowledge Management System. At the top, it says "The Gas Delivery Knowledge Management System" and "12-3-1". Below this, there is a paragraph: "The KMS Website formalizes the strategic intent of the Gas Delivery Way in a format that includes program and process information, with links to Gas Delivery procedures, standards, and reports for use and sharing. The focus and intent of the KMS website is to provide a central location for Gas Delivery procedures, standards, and reports." The page is divided into several sections: a left navigation bar, a central content area, and a right sidebar. The left navigation bar lists 10 major business areas: Gas Delivery Home Page, Gas Delivery Way Search, Deliver Gas DG-1, Design Gas System DG-2, Construction New Business Gas Facilities CNF-3, Construction Replacement Gas Facilities CRF-4, Operate Gas Dist. & Transmission Facilities OF-5, Maintain Gas Dist. & Transmission Facilities MF-6, Competitive Services ASC-8, Gas Delivery Support Operations GDS-9, and Business Process & Performance Management BP-10. The central content area features a large heading "12-3-1" and a paragraph about the KMS website's intent. Below this, there are sections for "DG-1: Deliver Gas" and "DG-2: Design Gas System". The right sidebar contains a "Searching Knowledge Management" section with links for "Quick Search - Gas Delivery Only" and "Advanced Search - Gas Delivery Only". Below that is a "Gas Delivery Scorecards" section with a link for "Gas Delivery Scorecards, Charts, Messages, Pip Goals". At the bottom of the sidebar is a "Manuals" section with links for "Gas Distribution Standards Online", "SIM - Service Instruction Manual", "Gas Design Manual", and "Safety Standards & Procedures".

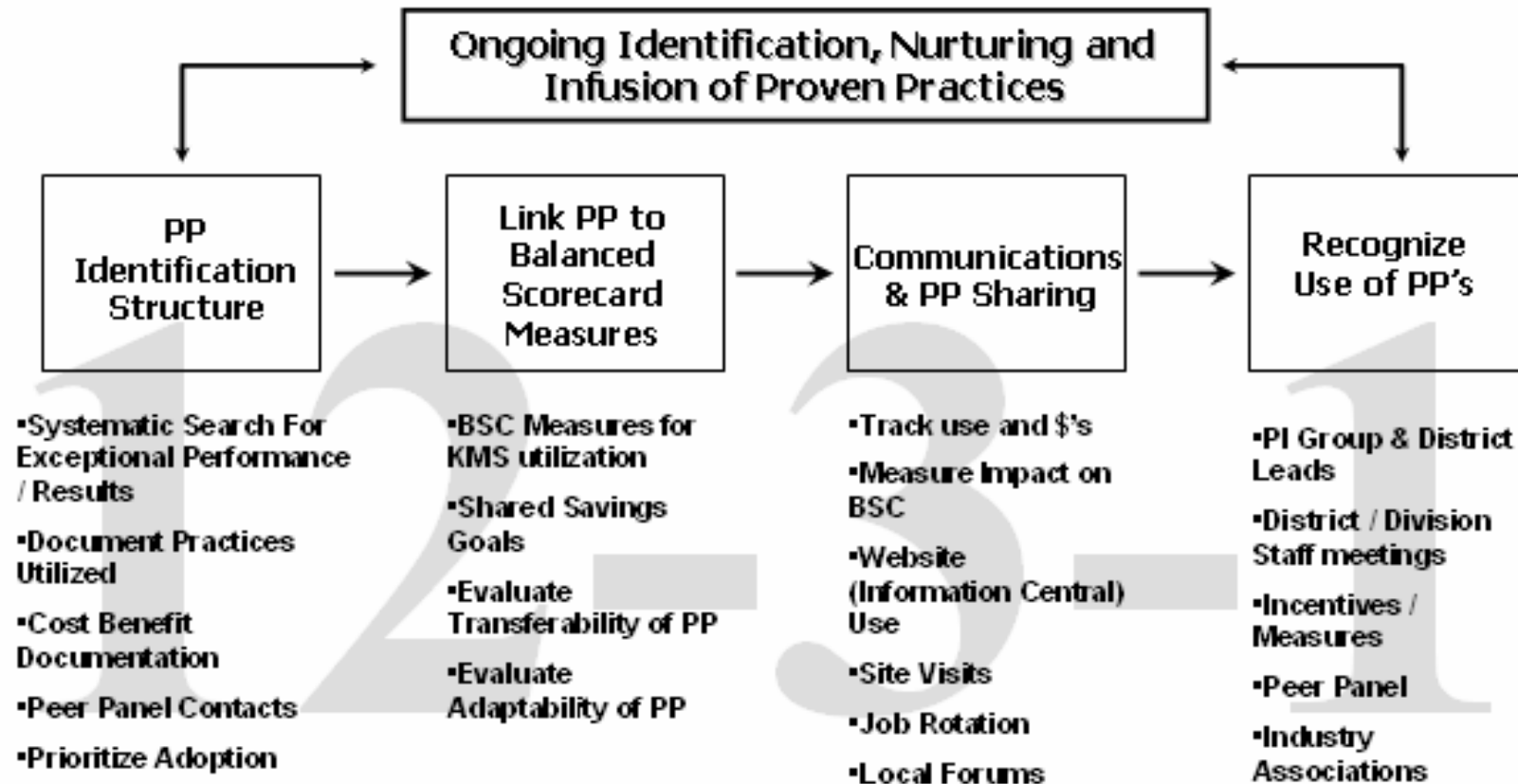
Proven Practice - Transfer Model

- Transfer Models are the building blocks for knowledge sharing systems to promote “Re-Use” of PP’s:



- Structure to identify practices: internal & external*
- Solid linkage to Scorecard Measures*
- Structure to communicate & to promote replication*
- Recognition for idea generation*

Proven Practice - Transfer Model



Proven Practice Matrix

% Jobsite Time GD / Initiatives	Transferable						Implementation Status						Additional Comments / Enablers
	Northern		Central		Southern		Northern		Central		Southern		
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	
Have a process in place to ensure that crews are leaving the yard in a timely manner.	X		X		X		P		P		C		Do FQA's on a regular basis (a minimum of 2 per week per Supervisor / one per Crew Leader per month). FQA's should be time and date stamped. Have Supervisors rotate an assignment to monitor crews in the morning and afternoon.
Have a process in place to ensure that crews are at the jobsite and doing valuable work until the end of the work day.	X		X		X		X					X	A percentage of the FQA's should be completed at the start, end, and on overtime assignments. Rotate the Work Management assignments to allow beginning and end-of-day field supervision.
Project work is reviewed for Jobsite Reporting / Use of the Cost-Benefit model by local management to evaluate and track jobsite report projects.	Y		Y		Y		P		C		C		As projects are identified and completed, quarterly review should be held with the local union and MAST associates. The financial and operational benefits should be evaluated at these reviews. The Districts should develop and maintain remote report sites and monitor for potential projects.
Increased field presence by Supervisors to provide assistance and remove obstacles for field crews.	X		X		X		X					X	Supervisors need to do first job / last job field visits at least once per week (tie this into the FQA process). Recommend that the duty Supervisor fill this role in each District. *Note: investigation of wireless laptop for use by Duty Supervisors to be piloted via PUG Team.

Future System Enhancements

- ***Planned KMS Improvements:***
 - Web-based “Bulletin Board” threaded discussions
 - “Ask the Expert” functionality
 - “Change Log” record for document updates
 - Electronic “Proven Practice Submittal Forms”
 - Automated “System Scorecards” for tracking website usage

KMS Benefits

- ❑ Proven Practice initiatives to run the business and align Gas Delivery operations (12-3-1).
- ❑ Centralized & standardized process management approach.
- ❑ Maximized value creation across all core activities.
- ❑ Process gaps identification and improvement opportunities for future areas of focus.

KMS Benefits

- ❑ Systematic Proven Practice assessment and accountability
- ❑ Community knowledge sharing and transfer.
- ❑ Enhancement of process focus and continuous learning throughout the organization.
- ❑ Increased process owner accountability to drive and monitor core business activities successfully.

Critical Success Factors

- *Senior management support*
- *Robust “Change Management Strategy”*
- *Staffing to sustain KMS system*
- *Defined roles and accountability*



FOR MORE INFORMATION

■ ***Paul Pirro***

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- paul.pirro@pseg.com

■ ***Chris Agans***

- Process Improvement Manager
- Gas Delivery Business Development & Technical Services – Plainfield
- 40 Rock Avenue, Plainfield, NJ 07063
908-668-3239
- christopher.agans@pseg.com

- *Demonstration of the KMS System...*





Information Box:
Contains links to sections in center.

- Gas Delivery Macro Processes**
- Knowledge Management HOME PAGE
- Delivery Gas DG-1
- Design Gas System DG-2
- Construct New Business Gas Facilities CNF-3
- Construct Replacement Gas Facilities CRF-4
- Operate Gas Dist & Transmission Facilities OF-5
- Maintain Gas Dist & Transmission Facilities MF-6
- Appliance Service Utility Services ASU-7
- Appliance Service Competitive Services ASC-8

Center Section lists 9 Macro Processes and contents of each.

You are here: [Home](#) > [PSEG Companies](#) > [PSE&G](#) > [Gas Delivery](#) > null > Gas Delivery Processes

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Gas Delivery Processes

A brief description of the Macro Processes and sub-processes.

- Delivery Gas DG-1**
Gas Ordering, Monitoring & Control of System Operations (GSOC)
DG-1-1: Gas load forecasting and 3rd party supplier.
DG-1-2: Monitor actual flows vs. estimates.
DG-1-3: Monitor & Operate the dist. system.
DG-1-4: Other Operations.
DG-1-5: Operate the Peaking Plants.
DG-1-6: Maintain the Peaking Plants.
DG-1-7: Operate the M&R Stations.
DG-1-8: Maintain the M&R Stations. >> [More](#)
- Design Gas System DG-2**
Design Gas System, Standards and Methods, & Capacity Planning.
DG-2-1: Development of Design Standards/Procedures.
DG-2-2: Development of Oper. Standards/Procedures.
DG-2-3: System capacity planning & Metering Station Construction. >> [More](#)

Promotion Box
Links to Scoreca Reports and Pro Owners

Gas Delivery Processes



Gas Delivery Scorecards

>> [More](#)



Gas Assesment Management Reports (Requires password access)

>> [More](#)



E-Manage Reports (Requires Password)

>> [More](#)

Process Owners

- DG-1 Delivery Gas - Gas Ordering & Monitoring**
Jack Hainthaler, 973-430-5050, MC B-1
- DG-2 Design Gas System**
Christopher Agans, 908-668-3819, MC 415

Info Central

Gas Delivery Macro Processes

- Knowledge Management HOME PAGE
- Delivery Gas DG-1
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- Appliance Service Utility Services ASU-7
- Appliance Service Competitive Services ASC-8
- Gas Delivery Support Operations GDS-9
- Frequently Asked Questions: How Do I?

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Gas Delivery Processes

A brief description of the Macro Processes and sub processes.

Delivery Gas DG-1 Gas Ordering, Monitoring Operations (GSOC)

- DG-1-1: Gas load forecasting and 3rd party supplier.
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- DG-1-4: Other Operations.
- DG-1-5: Operate the Peaking Plant.
- DG-1-6: Maintain the Peaking Plant.
- DG-1-7: Operate the M&R Station.
- DG-1-8: Maintain the M&R Station.

Design Gas System DG-2 Standards and Methods, & Construction

- DG-2-1: Development of Oper. Standards/Procedures.
- DG-2-2: Development of Oper. Standards/Procedures.
- DG-2-3: System capacity planning & Metering Station Construction. >> [More](#)

Construction New Business Gas Facilities CNF-3

- CNF-3-1: Customer Inquiry Process.
- CNF-3-2: Design & Layout.
- CNF-3-3: Install Gas Mains.
- CNF-3-4: Install Gas Services.
- CNF-3-5: Install Gas Meters. >> [More](#)

Construction Replacement Gas Facilities CRF-4

- CRF-4-1: Identify facilities to be replaced, relocated or

Link to this Home Page is also on other pages.

Process Owners. Names, phone, MC and also linked to center section.

Most Frequently Asked Questions in future based on hits.

Gas Delivery Processes



Gas Delivery Scorecards

>> [More](#)



Gas Asset Management Reports (Requires password access)

>> [More](#)



E-Manage Reports (Requires Password)

>> [More](#)

Process Owners

DG-1 Delivery Gas - Gas Ordering & Monitoring

Jack Hainthaler, 973-430-5050, MC B-1

DG-2 Design Gas System

Christopher Agans, 908-668-3819, MC 415

CNF-3 Construct New Business Gas Facilities

Kevin Powers, 973-430-8010, MC T14

CRF-4 Construct Replacement Gas Facilities

William Elmer, 973-430-5878, MC T14

OF-5 Operate Gas Dist. & Trans. Facilities

Kevin Powers, 973-430-8010, MC T14

**For our Demo,
Macro Process 9
“Support” then to
DWMS/GSIMS**

MF-6-2: Maintain System piping.
MF-6-3: Maintain Non-System Plant.
MF-6-4: Maintain Lbs. to Lbs. and Lbs to inches regulators.
MF-6-5: Work Done For Others. >> [More](#)

■ **Appliance Service: Utility Services ASU-7**

ASU-7-1: Adjustments to ensure proper & safe functioning of gas appliances.
ASU-7-2: A&I's: Activation or de-activation of gas & electric service.
ASU-7-3: Meter Work.
ASU-7-4: Conducting misc. inspections (PBI, HH) >> [More](#)

■ **Appliance Service Competitive Services ASC-8**

ASC-8-1: Appliance Repair - For fee charge (contract and non-contract).
ASC-8-2: Appliance Repair (all).
ASC-8-3: White Goods. >> [More](#)

■ **Gas Delivery Support Operations GDS-9**

GDS-9-1: SSIS Billing for all related charges.
GDS-9-2: Meter Reconciliation.
GDS-9-3: Dispatching Operations.
GDS-9-4: Part ordering & receiving process.
GDS-9-5: Marketing for Comp. Services.
GDS-9-6: Budgeting & Reporting Systems.
GDS-9-7: Human Resource functions.
GDS-9-8: BPU/Governmental Relations.
GDS-9-9: Work Mngmnt Systems(DWIMS,GSIMS,CIS,etc)
GDS-9-10: Contracting of Work.
GDS-9-11: Training and Qualification.
GDS-9-12: Affiliate Standards.
GDS-9-13: Balanced Scorecards.
GDS-9-14: Safety & Environmental.
GDS-9-15: Tariffs & Rate Cases.
GDS-9-16: Self Assessments. >> [More](#)

Center Section now breaks out Section 9 to contents and reports.



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Gas Delivery Support Operations, GDS-9, Report List

GDS-9-1: SSIS Billing for All Related Charges

- GDS-9-1-1, Report List
- GDS-9-1-2, Report List
- GDS-9-1-3, Report List

GDS-9-2: Meter Reconciliation

- GDS-9-2-1, Report List
- GDS-9-2-2, Report List

GDS-9-3: Dispatch Operations

- GDS-9-3-1, Report List
- GDS-9-3-2, Report List

GDS-9-4, Parts Ordering & Receiving

- GDS-9-4-1, Report List
- GDS-9-4-2, Report List

GDS-9-5, Marketing for Competitive Services

- GDS-9-5-1, Report List
- GDS-9-5-2, Report List

Gas Delivery Processes

-  **Gas Delivery Scorecards**
>> [More](#)
-  **Gas Assest Management Reports (Requires password access)**
>> [More](#)
-  **E-Manage Reports (Requires Password)**
>> [More](#)
- Process Owners**
 - DG-1 Delivery Gas - Gas Ordering & Monitoring**
Jack Hainthaler, 973-430-5050, MC B-1
 - DG-2 Design Gas System**
Christopher Agans, 908-...

- Operate Gas Dist & Transmission Facilities OF-5
- Maintain Gas Dist & Transmission Facilities MF-6
- Appliance Service Utility Services ASU-7
- Service Services ASC-8
- Support GDS-9
- Unasked Questions:

For our Demo we are looking for info on DWMS/GSIMS

- GDS-9-3-1, Report List
- GDS-9-3-2, Report List
- GDS-9-4, Parts Ordering & Receiving**
- GDS-9-4-1, Report List
- GDS-9-4-2, Report List
- GDS-9-5, Marketing for Competitive Services**
- GDS-9-5-1, Report List
- GDS-9-5-2, Report List
- GDS-9-6, Budgeting & Reporting Systems**
- GDS-9-6-1, Report List
- GDS-9-6-2, Report List
- GDS-9-7, Human Resource Functions**
- GDS-9-7-1, Report List
- GDS-9-7-2, Report List
- GDS-9-8, BPU & Governmental Relations**
- GDS-9-8-1, Report List
- GDS-9-8-2, Report List
- GDS-9-9, CAD/SAP Training & Policy**
- GDS-9-9-1, CAD Training, Instructions, & MDT Information**
- GDS-9-9-1-1, CAD Training & Policy
- GDS-9-9-1-2, Instructions
- GDS-9-9-1-3, MDTs
- GDS-9-9-2, SAP Instructions & Training**
- GDS-9-9-2-1, SAP Instructions
- GDS-9-9-2-2, SAP Training and Policy
- GDS-9-10, Contracting of Work**
- GDS-9-10-1, Report List
- GDS-9-10-2, Report List
- GDS-9-11, Training & Qualification**
- GDS-9-11-1, Report List
- GDS-9-11-2, Report List
- GDS-9-12, Affiliate Standards**

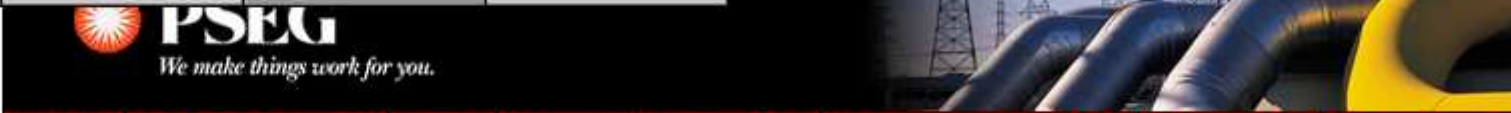
[>> More](#)

Process Owners

- **DG-1 Delivery Gas - Gas Ordering & Monitoring**
Jack Hainthaler, 973-430-5050, MC B-1
- **DG-2 Design Gas System**
Christopher Agans, 908-668-3819, MC 415
- **CNF-3 Construct New Business Gas Facilities**
Kevin Powers, 973-430-8010, MC T14
- **CRF-4 Construct Replacement Gas Facilities**
William Elmer, 973-430-5878, MC T14
- **OF-5 Operate Gas Dist. & Trans. Facilities**
Kevin Powers, 973-430-8010, MC T14
- **MF-6 Maintain Gas Dist. & Trans. Facilities**
Timothy Lauder, 973-430-5170, MC T14
- **ASU-7 Appliance Service - Utility Services**
Joseph Bassolino, 908-668-3872, MC 415
- **ASC-8 Appliance Service - Competitive Services**
Joseph Bassolino, 908-668-3872, MC 415
- **GDS-9 Gas Delivery Support Operations**
Fatima Calcado, 973-430-6887, MC T14

Web Site Questions:

[Mark Jiras](#) 908-769-2809
[Julia Crane](#) 973-430-7334



All the reports listed for DWMS/GSIMS information.

Links page down to section containing your report.

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GDS 9-9 DWMS CAD & SAP Training & Policy

- [GDS-9-9-1-1, CAD Training & Policy Reports](#)
- [GDS-9-9-1-2 CAD Instructions Report List](#)
- [GDS-9-9-1-3, MDT Information & Links](#)
- [GDS 9-9-2-1, SAP Instructions](#)
- [GDS 9-9-2-2, SAP Training & Policy](#)

GDS-9-9-1-1, CAD Training & Policy Reports

- [MDT Training Program Outline](#)
- [DWMS Gas Delivery Policy Manual](#)
- [Approval Tip Sheet](#)
- [Training: 2004 Approval Enhancements for the CAD System](#)

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GDS-9-9-1-2 CAD Instructions Report List

- [How Do I Create a Vehicle Breakdown Order?](#)
- [How Do I Create a Callsign?](#)
- [How Do I Capture Builder Dig Footage?](#)
- [How Do I Create a System Query in CAD?](#)
- [How do I Determine Status of Completion Records for Undispatched Work Orders?](#)

- [Operating Tips for the CAD Mobile Data Terminal \(MDT\)...](#)
- [Panasonic MDT Homepage...](#)
- [CGI CAD Homepage....](#)

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GDS 9-9-2-1, SAP Instructions

- [How do I complete an Exposed Pipe Inspection Order?](#)
- [How do I Handle Corrosion Work?](#)
- [How do I Create Customers and Projects?](#)
- [How do I Create a Valve Work Order?](#)
- [How do I Create Valve Maintenance Plans?](#)
- [How do I Delete and Add Measuring Points?](#)
- [How do I Handle the Demolition Process?](#)
- [How do I Edit Completed Work Orders?](#)
- [How do I Copy & Paste Data From SAP to an Excel Spreadsheet?](#)
- [How do I Locate Corrosion Structures?](#)
- [How do I Navigate the Menu Path for List Edit Variants?](#)
- [How do I Charge PSE&G Tie In Labor to Contractor Projects?](#)
- [How do I Report on Project and Settlement Order Hours and Costs?](#)

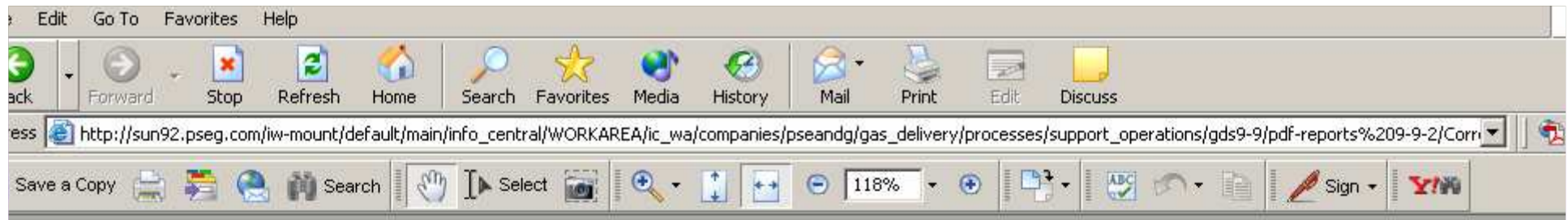
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GDS 9-9-2-2, SAP Training & Policy

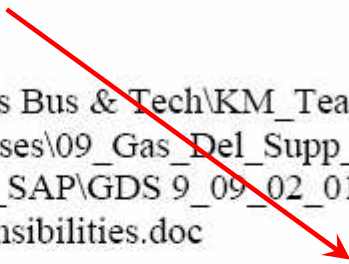
- [Idle Service Program Training Manual](#)
- [Approval Screen Enhancement Training Manual](#)
- [Clerical Payroll Training Manual](#)
- [Gas Layout Training Manual](#)
- [Claims Training Manual](#)
- [COF Training Manual](#)
- [DWMS Training Manual - Engineering Assistant](#)
- [DWMS Policy Manual - Gas](#)
- [List Edit Training](#)

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User Friendly links to requested information, in our example.. Corrosion Work. This link takes you to PDF report on topic.. Next page.



Secure PDF file can be read/printed by company standard Adobe PDF reader.



...s Bus & Tech\KM_Team\Macro Business
...ses\09_Gas_Del_Supp_Ser\GDS_9_09_Gas_Work_Mgmt_Sys\GDS_9_09_02_D
WMS_SAP\GDS_9_09_02_01 SAP Instructions\Corrosion Process &
Responsibilities.doc

Corrosion Process

Asset - Create one Internal Customer that will be used for Gas Distribution [DG_OPMNTC]. **Complete**

Corrosion Tech. - Perform field inspections/reads...if repair Work Orders are required i.e. Replace Service, Clear Contact, Replace Insulator, Install Additional Anodes / Test Station etc; through ZSMWP (Work Place) Utilizing customer DG_OPMNTC create a G2 Notification. Through the G2 Notification create all required Work Orders.

Gas Asset Group

- Create Customers for Gas Distribution (Gas Cathodic Protection) with the Company Address [i.e. 80 Park Plaza Newark NJ 07102]. **Complete**
- Communicate customer # to Corrosion Group. **Complete**
- Monitor all corrosion Work Orders (Identified by Customer #) until user status of "COMP" is set (all work order's will auto TECO). **Ongoing**

Corrosion Group

Frequently Asked Question page in future based on Info Central report on # of hits to the reports.

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Frequently Asked Questions:

- [Most Frequently Requested Information In The Following Areas:](#)

Most Frequently Requested Information In The Following Areas:

Gas Distribution:
How do I...?
Do this..
Do that..
Do the other thing...

Appliance Service:
How do I...?
Do this...
Do that...
Do the other thing....

Support:
How Do I?
Do this...
Do that...

Info.Central

Gas Delivery Macro Processes

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THANK
YOU!!!

