![DGA Consulting logo]

# Operational Technology Reviews for Network Businesses

**Background**

DGA Consulting has a reputation for deep knowledge of the application of Operational Technology in networks businesses combined with independence from all vendors. We are therefore regularly trusted by these companies to provide an independent review of the performance of their OT systems and the readiness of the organisation for any upgrades.

The exact scope of each review will depend on the customer requirements, but example engagements include:

- Independent review of site acceptance testing
- Independent review of dual operations
- Review of the upgrade design process
- Review of current state of ADMS
- Review of issues with the operation of OT Systems

The reviews are often a pre-requisite for a Board/Steering Committee to make a final decision on going live with a new system, or to upgrade an existing solution. Alternatively, the Board may require a detailed root cause analysis of a problem. Consequently, it is important that all reports are clearly written for both a technical and non-technical audience with the opportunity for meetings to discuss any recommendations.

**Approach**

DGA Consulting approach each of these reviews in a collaborative way as the focus is on understanding how the solution/technology has been applied by the specific utility, rather than a generic report on a product. A typical approach is shown in the diagram below. Most of the projects have 3 main stages covering discovery, analysis, recommendations/final report.
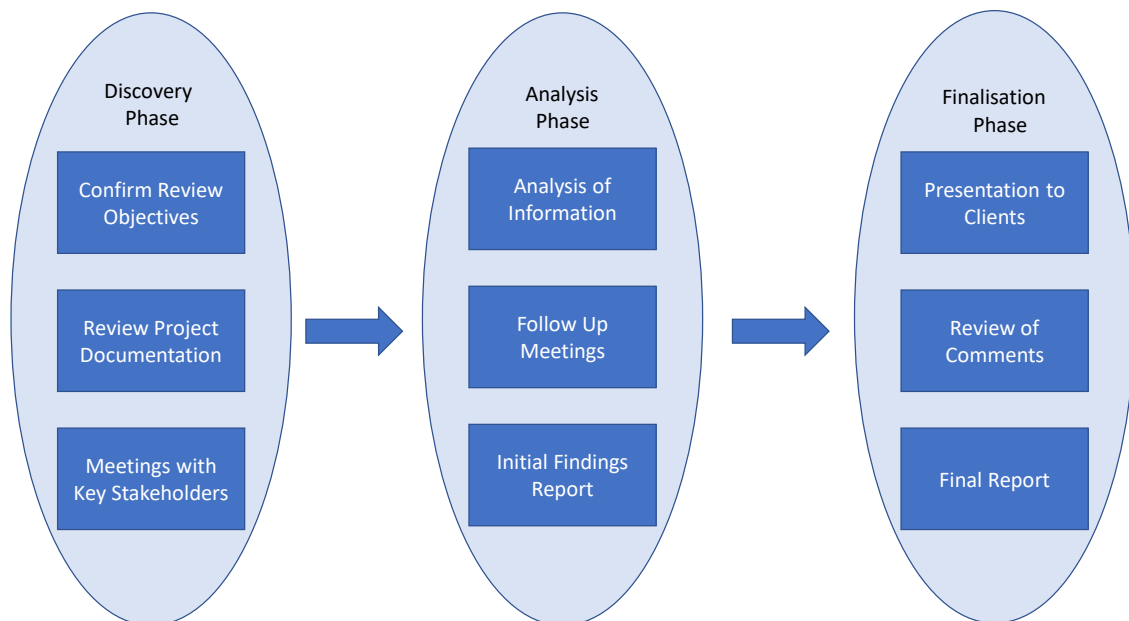


*Figure 1 Overview of DGA Consulting's Approach*

**Discovery Phase**

The discovery phase confirms the current operational issues with the systems and the project expectations. This will typically require document reviews and a series of meetings with key stakeholders to understand their perspective and ensure this can be accurately captured in any assessment.

**Analysis Phase**

The next set of activities draws on DGA Consulting's background in OT operations and provides our insights on the performance of the Operational Technology and the readiness for any change or upgrade by the organisation. The scope of the service can encompass a review of functional areas including:

| | |
|---|---|
| SCADA | Geospatial Information Systems (GIS) |
| Network Management | Field/Feeder Automation |
| Switching Management | Workflow Management |
| Outage Management | |

*Table 1 Example Functional Areas for Project Reviews*

The review would assess and validate the Client's expectations and actual operation in each relevant area. It would also consider the integration between systems and functional areas these as this can often be a cause of operational issues.

The analysis phase may involve several iterations with the client to ensure that recommendations accurately reflect the circumstances of the utility.

**Finalisation Phase**

In this phase DGA Consulting would produce a draft report for circulation to the project stakeholders. This would include:

- Summary of the purpose of the review
- Documentation reviewed, and stakeholders interviewed
- Current state Assessment
- Project Findings
- Recommendations

The report and recommendations would be discussed with key stakeholders with comments addressed before finalisation.

**Benefits of DGA Consulting's Reviews**

There are several benefits that DGA Consulting provides:

- Senior independent consultants, all with 20+ years of utilities experience.
- Independence from all vendors
- Experience of working closely with many network businesses in Australia and Asia
- Advice focussed on operational technologies within the Australia regulatory framework.
- Proven methodologies and professional standards