

Applying OCM to Increase Project Success at AES Corporation

Jennifer Sycks – AES Corporation

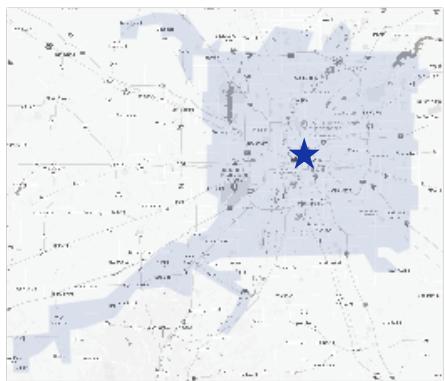
Chris Spencer – SSP Consultant and Certified Change Practitioner

About AES

Accelerating the future of energy, together.

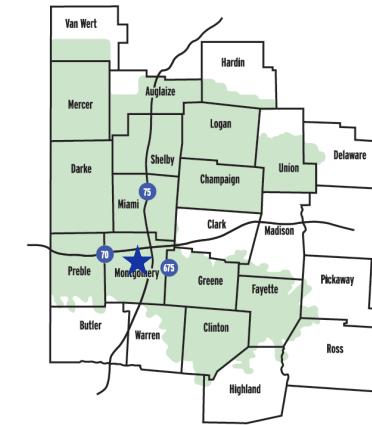
AES Indiana, AES Ohio and MVLt are part of The AES Corporation, whose global workforce of 25,000 people is committed to operational excellence and meeting the world's growing energy needs.

aes Indiana



- Approximately 500,000 customers
- Approximately 11,400 miles of transmission and distribution lines
- Service territory is 528 square miles, servicing Indianapolis and surrounding area
- Total power generation capacity of 3,200+ MW w/facilities in Petersburg, Martinsville, Indianapolis
- Employing 1,556 people

aes Ohio



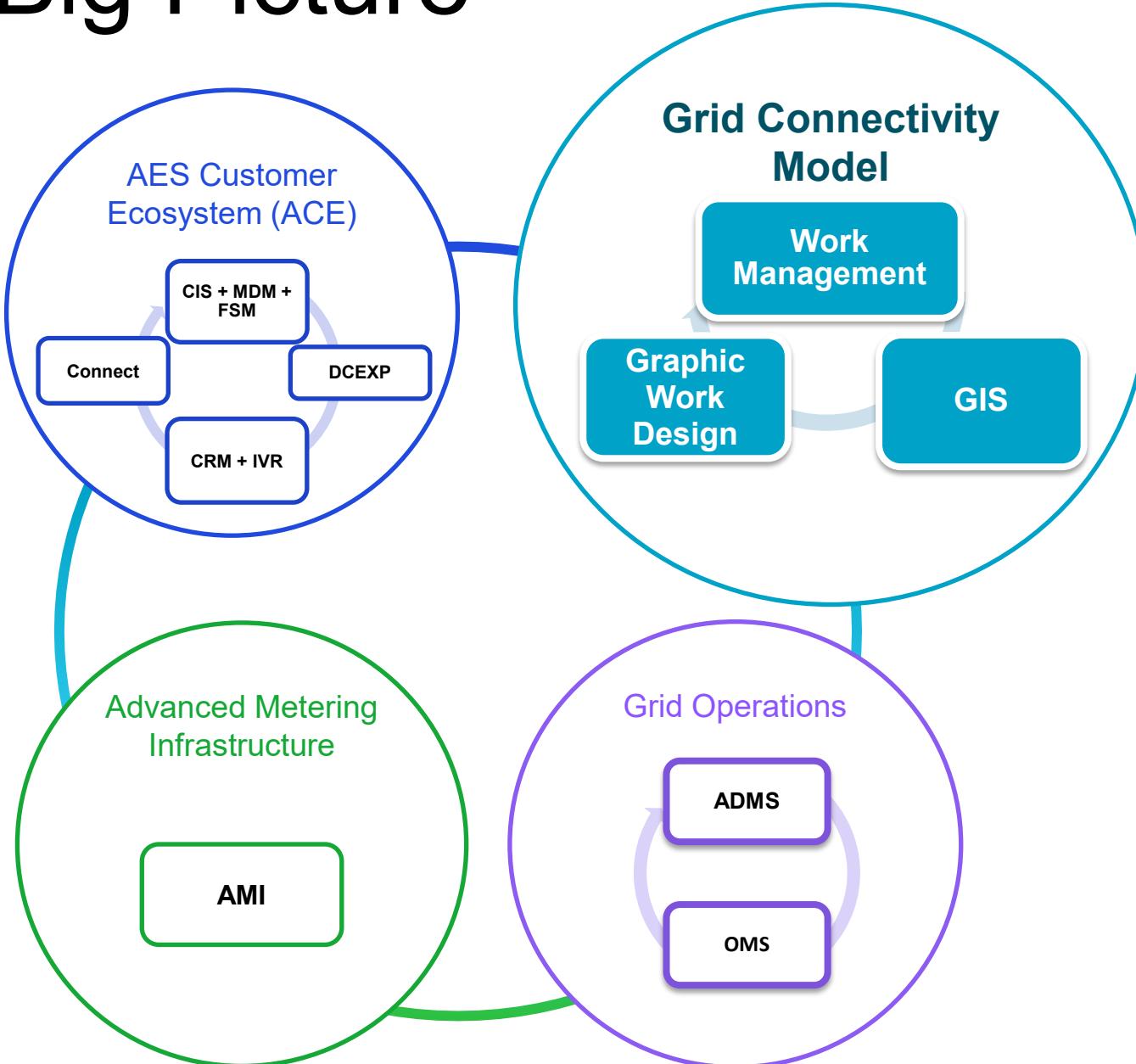
- Serving 527,000 customers across 24 counties
- Approximately 17,908 miles of transmission and distribution lines
- 6,000 square mile service territory in southwest Ohio
- Employing more than 700 people

 **Miami Valley Lighting**
Lighting Simplified™

- Serving 180 governmental and 200 commercial customers
- Approximately 62,000 lights and 25,000 poles

aes

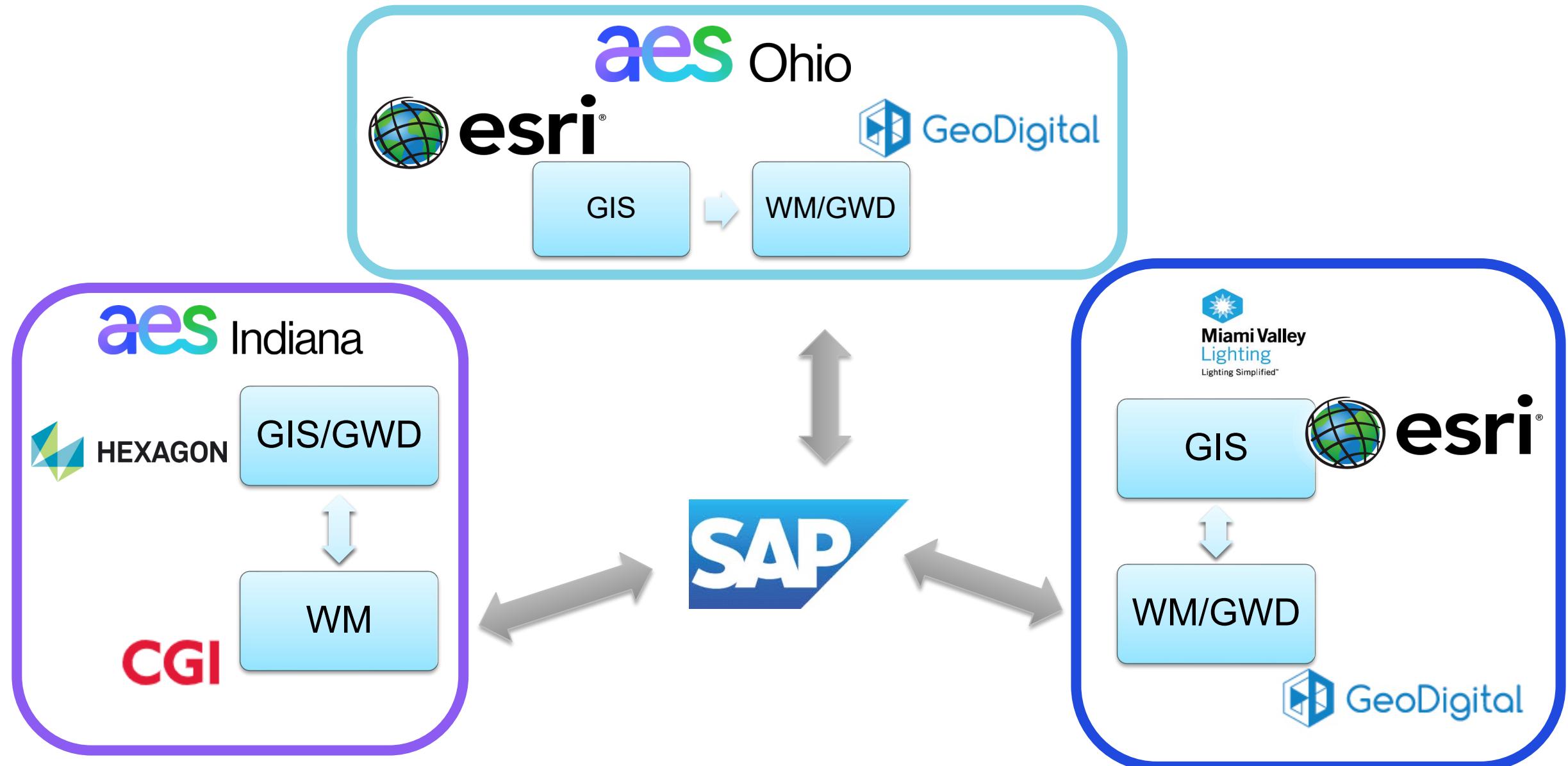
The Big Picture



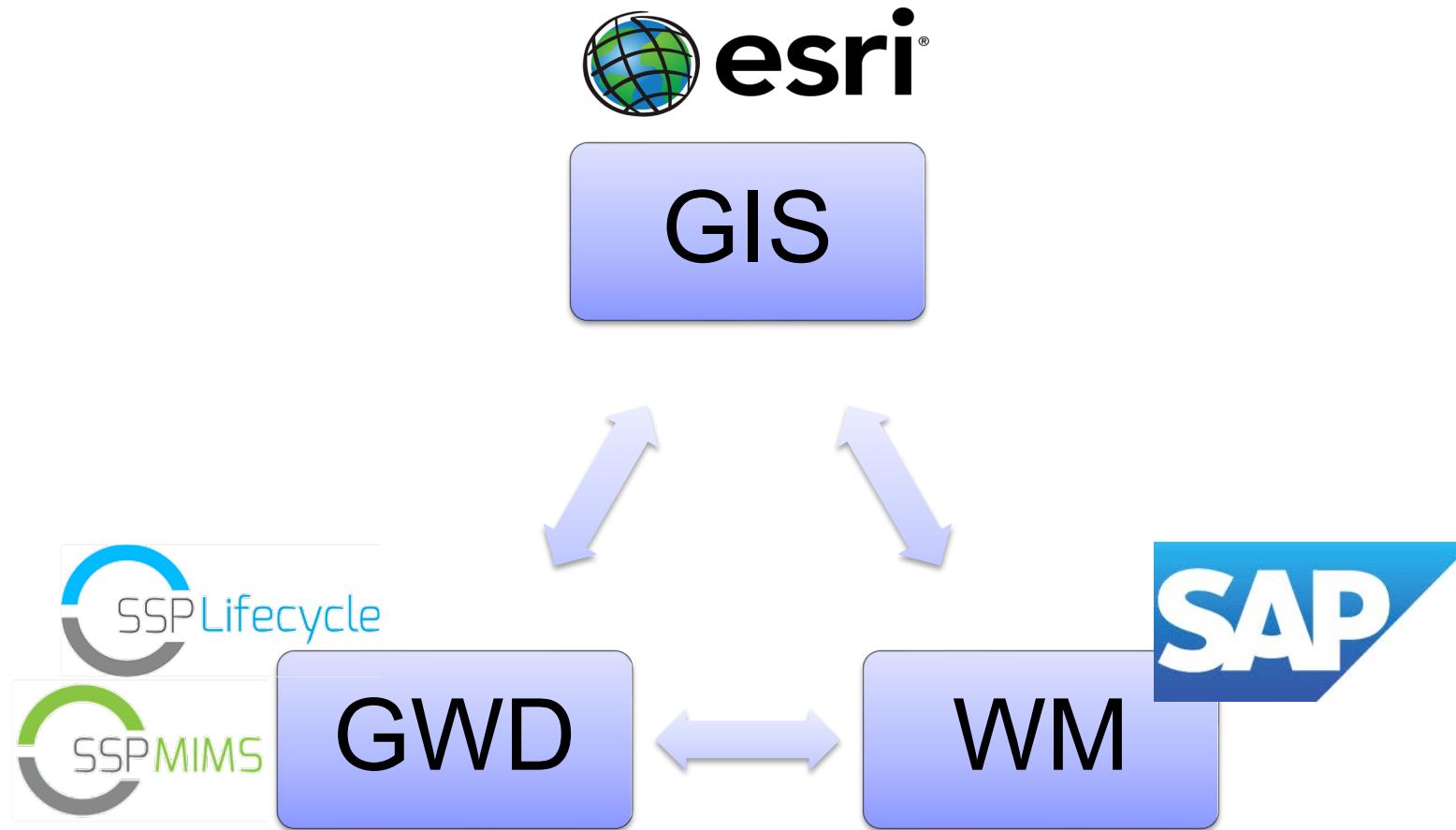
Grid Connectivity Model

- Link asset models to support
 - ERP/financial
 - Planning, engineering, design, maintenance and operations.
- Adoption of common engineering designs, material standards, simulation models, asset data and management, and integration of work management systems.

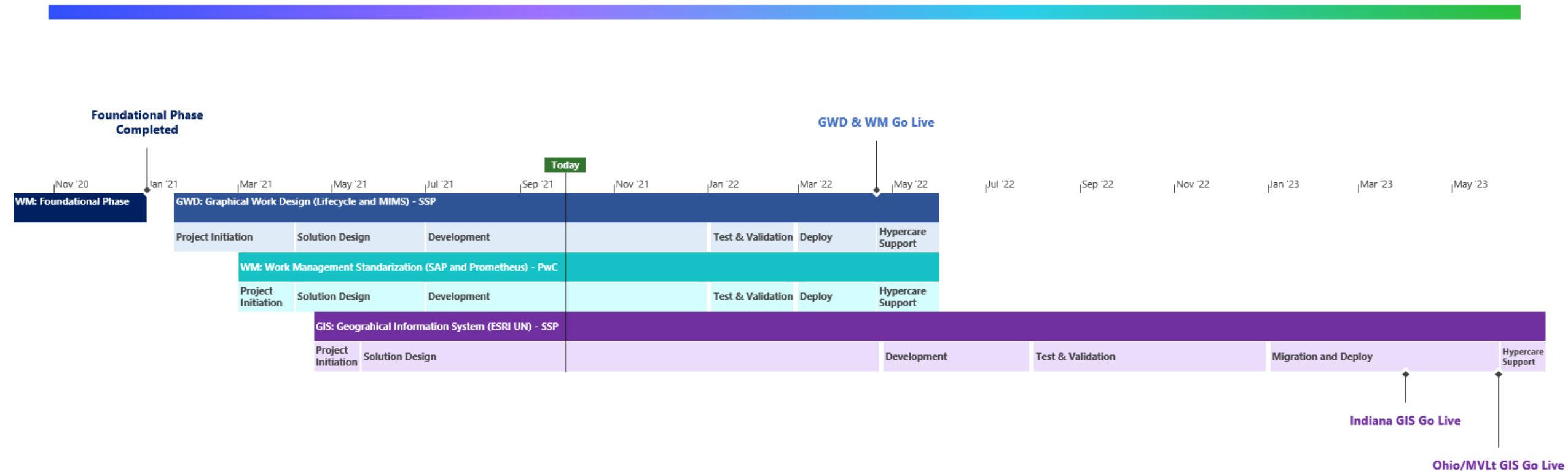
Current State GIS and Graphic Work Design



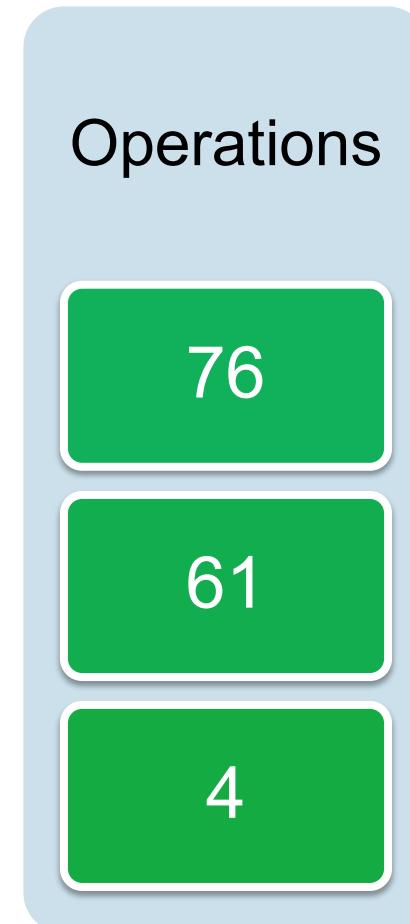
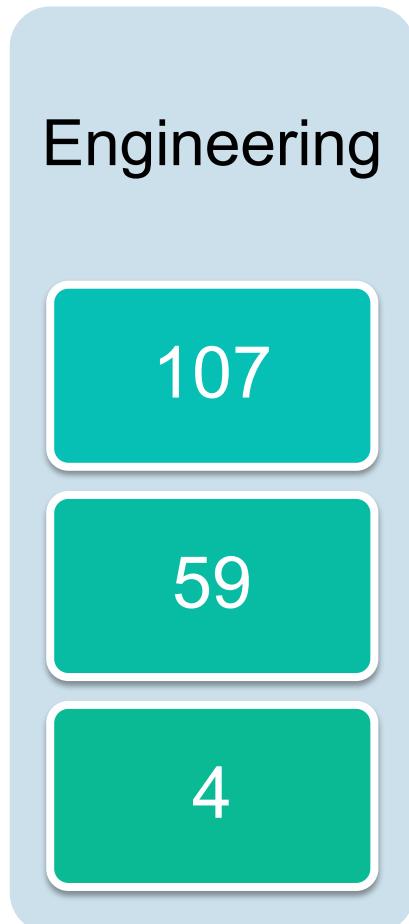
Future State GIS and Graphic Work Design



Grid Connectivity Model Program Timeline



Project Impact – 967 employees & contractors



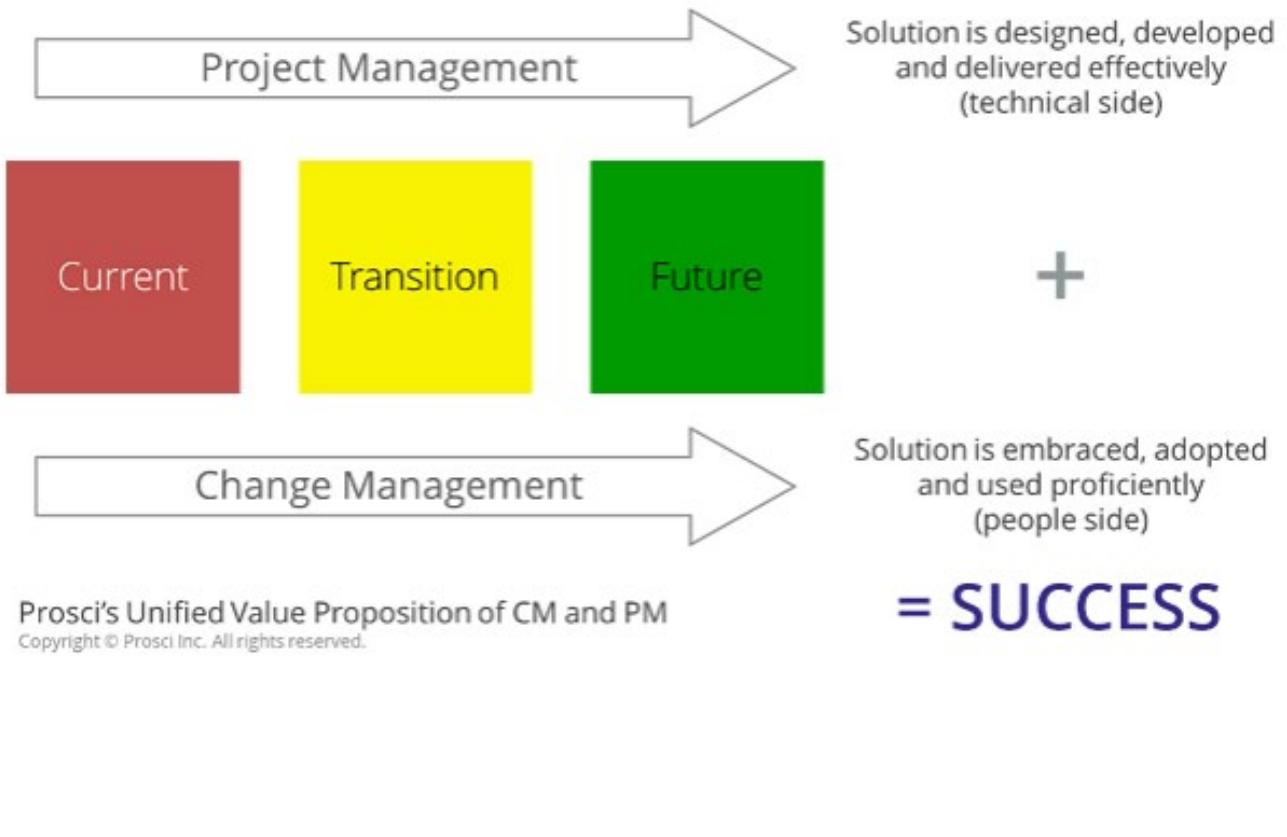
» OCM Strategy

> OCM Focus

- Embraced by Stakeholders
- Adoption Rate
- Maximum Proficiency

> OCM is not PM

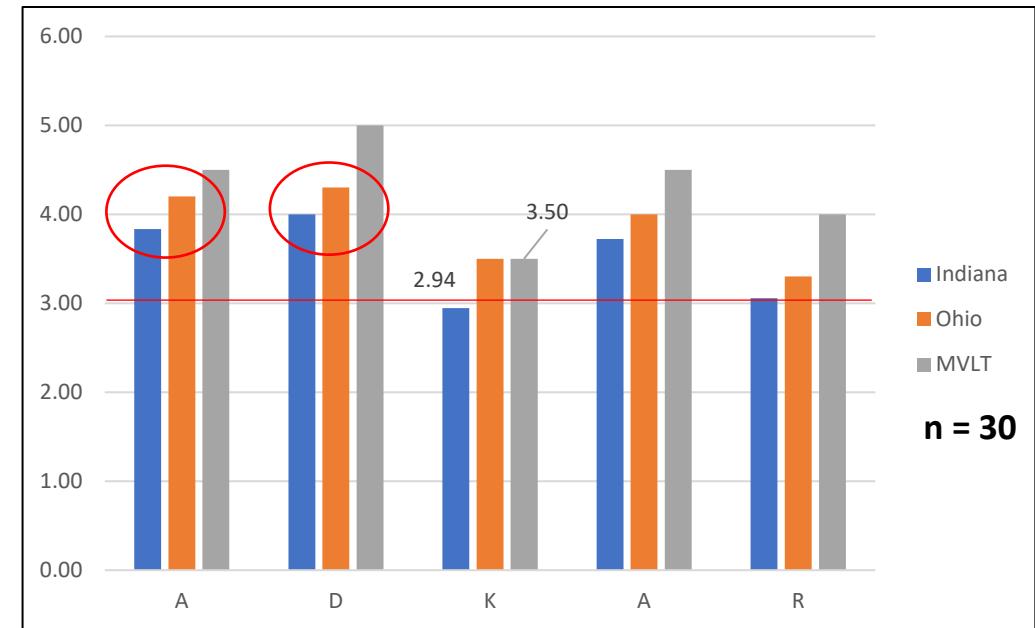
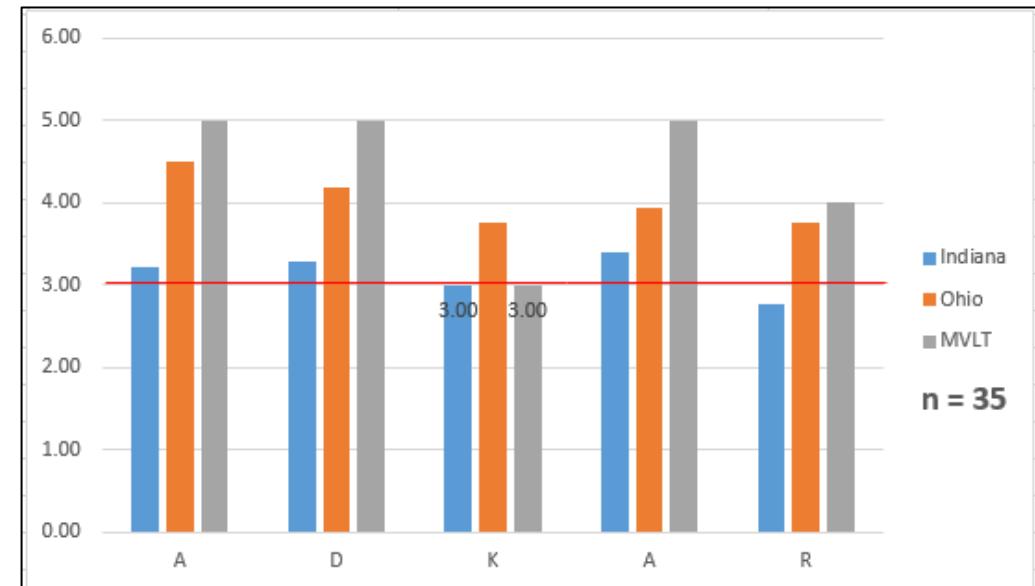
- Support the PM Team
- Validate Project Strategy
- Assess Individual Change (ADKAR)



GWD and OCM

> Criticality to GWD

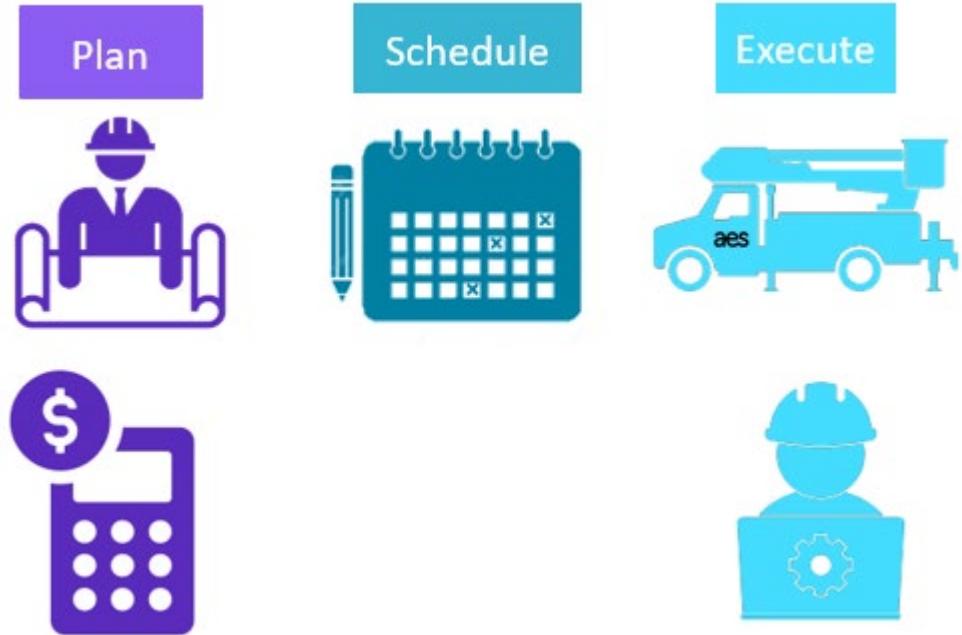
- Replacing two legacy design applications
- Initial touchpoint for symbology changes
- Establish relationship with unified OCM team
- Advanced Understanding
 - Past project strengths
 - Paths to avoid
 - Identify Barrier Points



WM and OCM

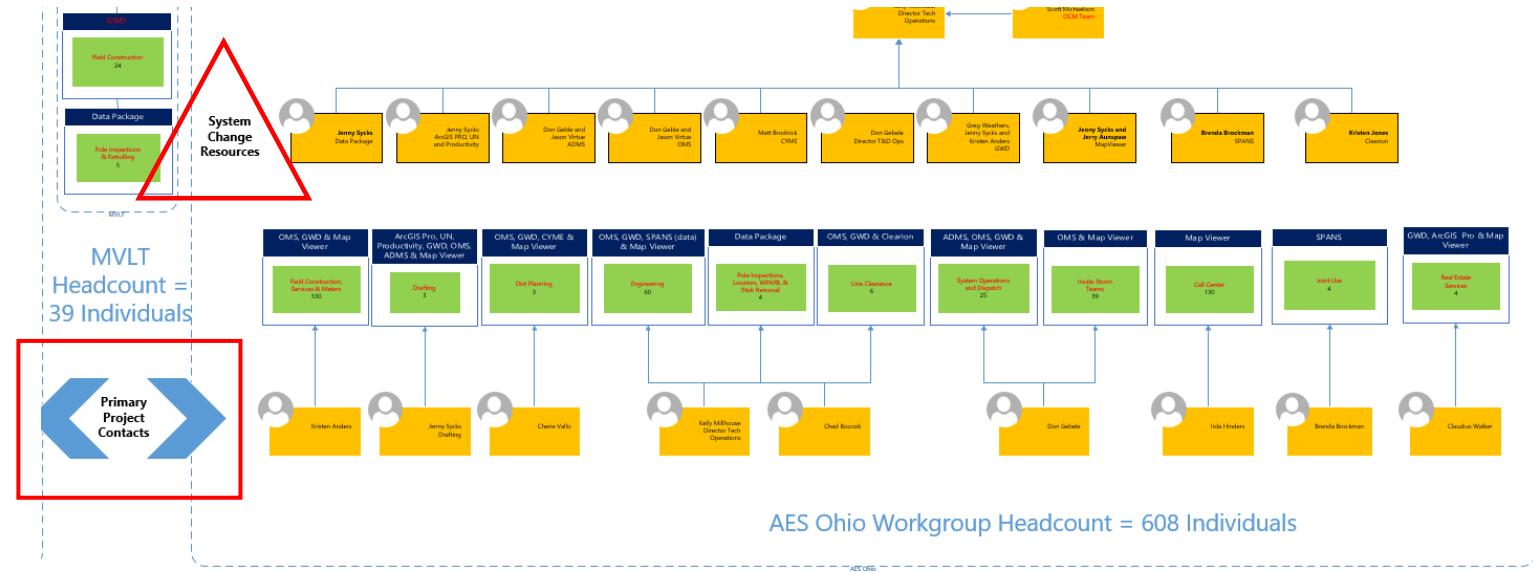
> Complement to Work Management

- Synergies Among Stakeholders (GWD)
- Cohesion Among Change Agents
- Approach:
 - Consistent Messaging
 - Communication Timing Alignment



> Criticality to Utility Network Extension

- Three OPCOs Standardizing on Esri
- ArcGIS® PRO/UN adoption
- Approach: Flexible Sponsorship Model



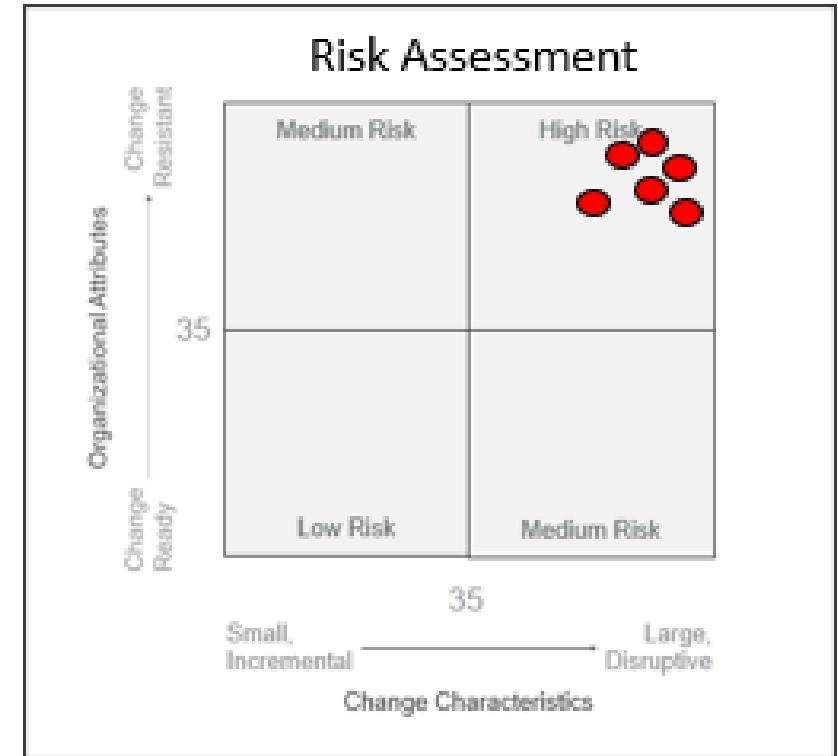
» Benefits to AES Projects

> Early OCM Engagement

- OCM presence at Project KO's
- Business Discovery accessible to SI Architects
- OCM Consultant participation in Design Workshops

> Support from AES Organization

- Recognition of Value by Executive Team
- Alignment with AES Corporate OCM Team
- Engaged Shared Resources on OCM Core Teams



Challenges

> Amount of Change to Enterprise

- Three Enterprise-wide systems
- Change Fatigue

> Stakeholder Engagement

- Generating Desire to Change
- Identifying Motivational Factors
- Competition for Time



Results

> Goals

- Maintain Productivity
- Sustain Performance
- Realize full ROI value

> Realized Results

- Ongoing Sponsor Engagement
- Stakeholder Expectation Management
- Feedback regarding consequences of changes

