Sustaining an Analytics Community of Practice for the Long-Term

UAI, October 2022

SoCalGas.

About SoCalGas

- SoCalGas delivers clean, safe and reliable energy to 21.8 million customers through 5.9 million meters in more than 500 communities
- Service territory encompasses approximately 24,000 square miles in diverse terrain throughout Central and Southern California, from Visalia to the Mexican border
- SoCalGas's mission is to be the cleanest, safest and most innovative energy company in North America

Defining the Community of Excellence (ACE)

What is it?

An emerging community of company professionals who want to understand and make best use of our company and industry data, with the goal of advancing the analytics culture at SoCalGas

- mutually beneficial to everyone, and spans formal organizational boundaries
- ACE does not run or staff projects
- *Sempra Analytics is what you make of it*

Growth Process		Definition
Current State	Familiar and comfortable	Making decisions using gut-feel
Transition State	Messy and disorganized	Building an analytics culture to put stronger reliance on fact-based decision-making
Future State	Unknown and improved	Striking a balance between analytic needs and business outcomes

Defining the Community of Excellence (ACE)

Charter

» Guide and influence various analytics-related activities across the enterprise

» Provide high quality analytics training and education

» Report on the state of analytics resources – data, people/skills and systems

Aspiration

» Accelerate adoption of innovative ideas

» Share development and operational knowledge

» Optimize capital and operating spend for analytics

» Evaluate impact on business processes

"No traditional corporate structure, regardless of how de-cluttered or de-layered, can muster the speed, flexibility, and focus that success today demands. Networks are faster, smarter, and more flexible."
- Charan, 1991

WIIFM - Why Get Involved?
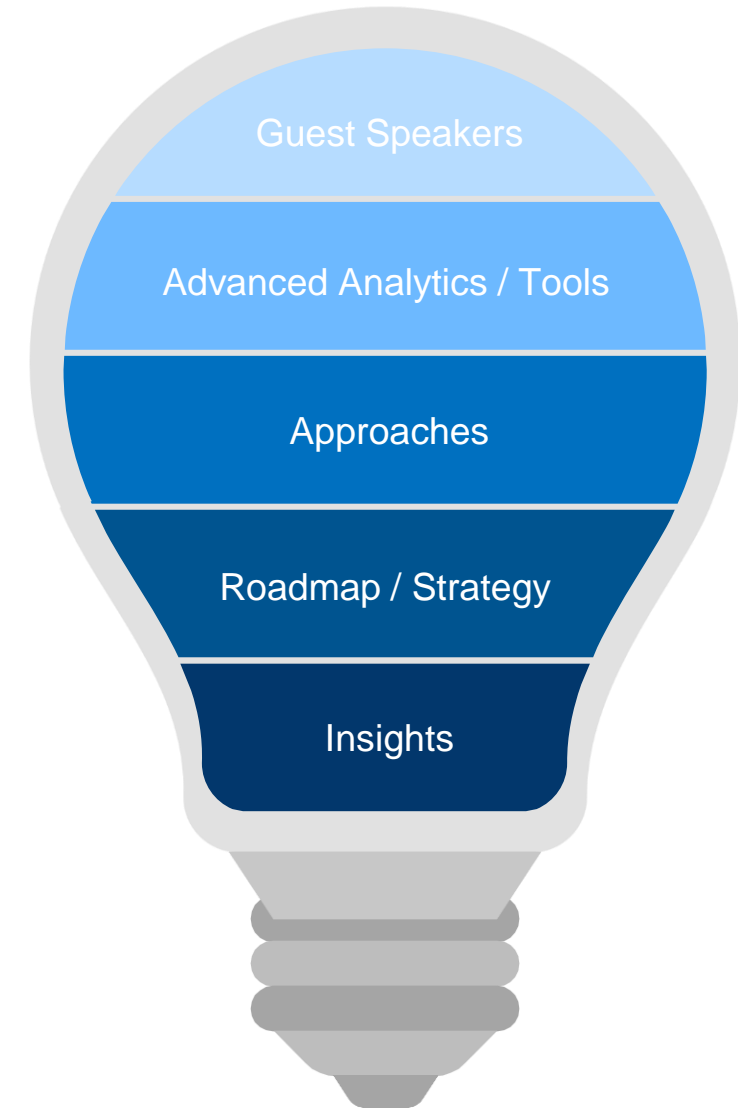
We're becoming more data- and insights-driven

- Refine and acquire analytics capabilities
- Leverage a network of analytics professionals (internal and external)
- Stay attuned to new developments in analytics industry
- Focus on professional development
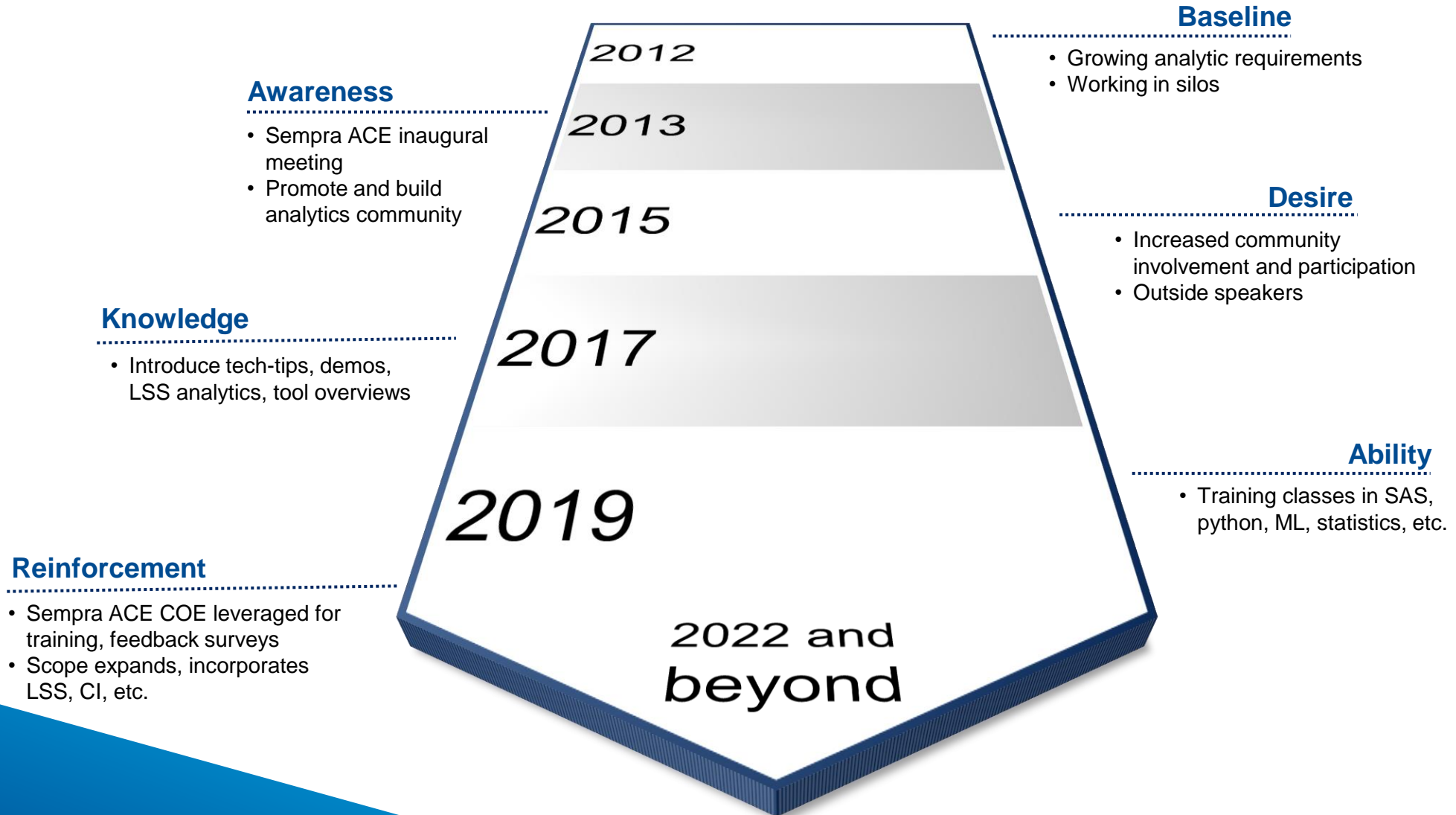- Access analytics resources and tools

Sempra ACE Meeting Topics and Highlights

Logistics

- Events held quarterly; migrated to virtual meetings during COVID
- 250-400 employees attend events
- Standing topics include:
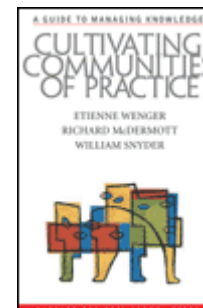 - Networking
  - Tech Tips
  - Brain teasers

Guest Speakers

Advanced Analytics / Tools

Approaches

Roadmap / Strategy

Insights

ACE Evolution
ADKAR

Baseline
- Growing analytic requirements
- Working in silos

Awareness
- Sempra ACE inaugural meeting
- Promote and build analytics community

Desire
- Increased community involvement and participation
- Outside speakers

Knowledge
- Introduce tech-tips, demos, LSS analytics, tool overviews

Ability
- Training classes in SAS, python, ML, statistics, etc.

Reinforcement
- Sempra ACE COE leveraged for training, feedback surveys
- Scope expands, incorporates LSS, CI, etc.

2012
2013
2015
2017
2019
2022 and beyond

10-Year Evolution of Sempra ACE
Lessons Learned

- Launching a community is the easy part

- The community knows best

- Use tight feedback loops to evolve

- Identify respected / passionate leaders and sponsors

- Establish a dedicated core team

- Incorporate novel communication channels

"The goal of community design is to bring out the community's own internal direction, character, and energy."
—*Cultivating Communities of Practice*

Questions?