



Project Portfolio Management / Field Process Optimization

Background Story: Multinational operating one of America's largest T&D gas and electric utilities

The electric transmission portfolio was a key area of focus where the budget was consistently being spent but only 80% of the projects were being completed on-scope, on-time and within budget. i3 Employees were tasked with reviewing the entire project lifecycle, field execution, and metrics reporting.

identify

A detailed analysis was performed with key findings and recommendations based on best practice and industry standards. In collaboration with the client, the most critical areas for improvement were identified, a detailed business optimization roadmap was developed, and an estimated business case provided justification for implementing the recommendations that would result in the greatest impact for the success of the business.

innovate

To address key optimization opportunities i3 employees lead the transmission PMO in the development of:

- A simplification of process and clearly defined roles, responsibilities, and accountabilities
- End-to-End transmission PMO process and procedures
- Resource loaded work plans
- A complexity model to ensure proper utilization of resources
- A prioritization system for the annual work plan
- A streamlined project approval process
- Common project reporting and dashboards including EV, SPI, and CPI

implement

An extensive job-site training, coaching and mentoring plan was executed. Key activities included:

- Optimized process rollouts
- Clearly defined, communicated and trained on, new roles and responsibilities and expectations
- Metrics development and analysis for continuous improvement opportunities
- Management coaching and mentoring with a focus on talent optimization
- Primavera P6 training
- Training and coaching completed for over 400 employees across three states

Bottom-line Results = \$210M

- Improved throughput on \$3B portfolio
- Includes 13% decrease in job cancellation
- Consistent utilization of metrics to drive decision making

