



Portfolio Project Management, Transmission Operations, and Transmission Engineering

Background Story: One of the United States largest utilities (top five) geographically spread over four unique operating areas.

i3 was retained to consolidate and create common work practices for four operating companies in support of a centralized engineering and project management organization. i3 implemented consistent practices, procedures, and process across all organizations.

identify

A detailed analysis was performed with key findings and recommendations based on i3 experience and industry standards for Transmission Engineering, Transmission Operations, and Project, Portfolio and Program Management. 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 the i3 team worked with representatives from four operating companies to:

- Create consistent processes, procedures, roles, responsibilities and accountabilities
- Develop project management process and metrics
- Develop a work complexity model to ensure proper utilization of resources in engineering, operations and project management resources
- Develop a centralized project reporting organization for consistent metrics and prioritization of defensible work plans based on overall organizational needs

implement

An implementation plan with job-site training, coaching and mentoring plan included:

- Implementation of a consistent gated process across all company's project management organizations with jurisdictional adjustments to meet regulatory requirements
- Implementation of key project management tools for common reporting including EV, SPI, and CPI
- Training and Coaching on:
 - ⇒ Consistent utilization of primavera P6 across all operating organizations
 - ⇒ project management fundamentals to all project managers and cost analysts including KPI usage and MOC

Bottom-line Results = \$117M

- Additional capital throughput over two year period
 - ⇒ 12-15 % additional capital throughput per operating company
- Reduction of cost overruns by 20 percent
- Ability to offset \$ 1.5 million in new hires based on prioritization of work across jurisdictions

