

## Portfolio Project Management, Operations, and Reliability Process Optimization

### Background Story: Generation and Transmission Power Cooperative

**G&T coop serving its member owned distribution companies embarking on a workstream improvement effort. This effort encompassed the entire power delivery division and focused on improving overall system reliability.**

#### identify

A detailed analysis was performed with key findings and recommendations based on experience and industry standards for portfolio project management, operations processes, and reliability processes. 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 employees lead the development of:

- Project management processes and a Project Management Organization
- Development of work complexity model to ensure proper utilization of resources
- Prioritization system for all capital work based on distribution coop needs and system reliability impact
- Engineering playbook
- Changes to veg management model improving overall plan and reducing veg management related risks
- Operations and Reliability field processes

#### 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 accountabilities
- Implementation of key project management tools
- Training and coaching completed for all key directors and managers with development of value added KPI's
- Consistent utilization of metrics to enhance project and employee performance including a project dashboard with EV, SPI, and CPI

### Bottom-line Results = \$25M

- Additional increase in capital project spending without increasing staff
- Clearly defined, prioritized and defensible portfolio based on criticality
- Reduction in unplanned carryover work by \$4.4 million
- Reduction in unscheduled project changes by 77%

