



## 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

