# Major Natural Gas Utility- Tiered Project Management Approach Analysis

understand. collaborate. implement.

A business process engineering project to improve overall project delivery by prioritizing and managing projects based upon level of complexity, risk, project visibility, and cost to maximize effectiveness while providing a commensurate level of project management rigor to engineering projects for a large natural gas utility based in Atlanta, Georgia.

## Overview

- Identify mission critical questions that must be answered at specific stages in the engineering project lifecycle (answers to these questions define project scope, cost, schedule, and quality objectives)
- Determine pre-defined criteria for a project prioritization approach to evaluate proposed projects and place them in a tier level to assign the appropriate level of project management rigor required
- Develop a Tiered Project Management Process Determination Matrix outlining the project deliverables, required Stage Gate Reviews, and specific key team members required for each tiered project

## Participants

- EVP, Engineering & Operations
- Vice Presidents (3): Engineering & Supply Chain, Operations, Midstream Services
- Directors (4): Office of Corporate Engineering, Engineering Design, Construction Services, Supply Chain
- Manager, Project Controls

## Approach

- Identify gaps, constraints, dependencies, priorities, and issues / risks across impacted organizations (based on quantitative and qualitative data)
- Determine technical capabilities and challenges and potential impacts to the business
- Develop and execute communication plan to ensure key stakeholders are kept abreast of latest developments
- Benchmark current industry standards and best practices related to performance-based contract administration and management
- Develop future-state processes utilizing Lean Six Sigma principles
- Develop action plans required to move business processes from current-state to future-state
- Provide detailed improvement recommendations and worked with key stakeholders to develop action plans for implementation
- Schedule and facilitate change management “workout” sessions with key stakeholders and executive leadership team members
- Establish a centralized project artifact repository (SharePoint site) to store all documentation

## Results

- Developed a future-state Tiered Project Management Prioritization Process detailing the specific criteria for each tier assignment
- Developed a Tiered Project Management Deliverable Determination Matrix detailing the specific documentation required for each tier assignment
- Benchmarked industry best practices and mapped guiding principles to specific process areas requiring improvement
- Facilitated alignment meetings with executive leadership team members to review recommendations, establish required executive sponsorship and assign process owners
- Facilitated key stakeholder change management “workout” sessions to review recommendations and develop detailed action plans for implementing improvements

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