

Case Study

A Site Centric Program Model for PNW Based Natural Gas Company. How a program model with standardized processes & site visibility improved project delivery and performance.

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Introduction

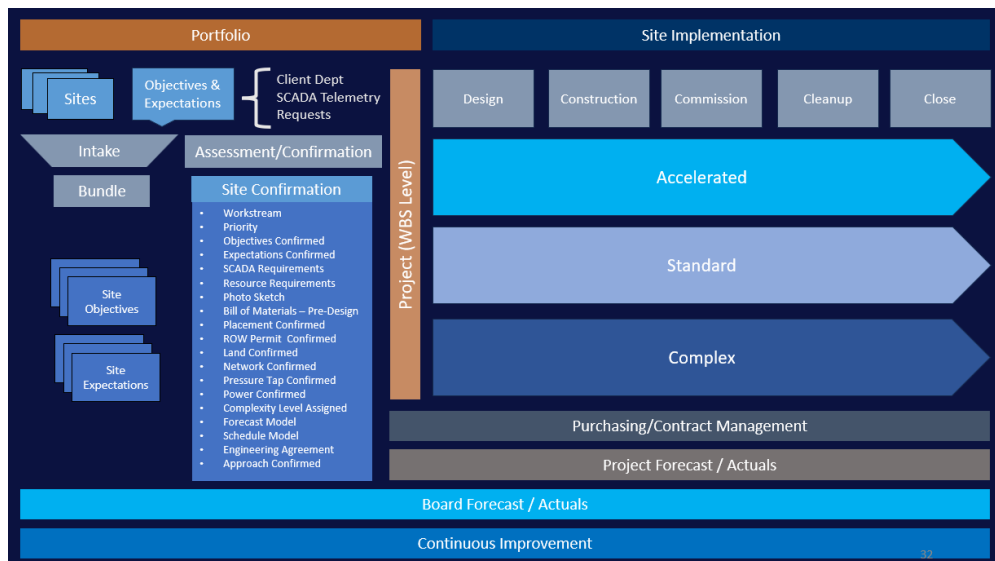
A PNW Gas Company is a natural gas utility company that serves customers in Oregon, Washington, and California. The company was founded in 1859 and has a long history of innovation and customer service. The Company provides safe, reliable, and affordable natural gas to more than 2.5 million people in over 140 communities. The company also supports environmental stewardship, renewable energy, and social responsibility through various initiatives and partnerships.

The purpose of this case study is to demonstrate how a site centric program model can enhance the accuracy, efficiency, and effectiveness of project delivery and performance. The case study is the realization of the work of our program & project managers who created and implemented the program model at the Company with multiple sites and projects.

Program Model Overview

The program model is site centric, meaning that it focuses on the needs and characteristics of each site, rather than applying a one-size-fits-all approach. The program model has four main components:

- **Standardized processes:** The program model defines common processes for project intake, assessment, approval, execution, and closeout, with clear roles and responsibilities, templates, tools, and metrics.
- **Site visibility:** The program model provides a dashboard that shows the status and progress of each site, project, portfolio, and program, with drill-down capabilities and alerts for issues and risks.
- **Educated decisions:** The program model enables data-driven decision making, by using the dashboard and other reports to prioritize, allocate, and optimize resources, and to identify and mitigate issues and risks.
- **Continuous improvement:** The program model strives for continuous improvement, by collecting feedback, lessons learned, and best practices, and by updating and refining the processes, templates, tools, and metrics.



Program Model Benefits

The program model delivers several benefits for the organization, the program team, and the site stakeholders. Some of the key benefits are:

- **Improved accuracy:** The program model reduces errors and inconsistencies, by using standardized processes, templates, and tools, and by ensuring alignment and coordination among the program team and the site stakeholders.
- **Increased efficiency:** The program model saves time and money, by streamlining and automating the processes, by reducing rework and duplication, and by leveraging economies of scale and scope. The program reduced time completion by 1/3, significantly impacting efficiencies for the client!
- **Enhanced effectiveness:** The program model improves quality and outcomes, by providing visibility and transparency, by enabling data-driven decision making, and by fostering collaboration and communication.

People & Processes

The program model has two main groups of people involved: the governance team and the program team. The governance team consists of senior leaders and executives who provide strategic direction, oversight, and approval for the program. The program team consists of the program manager, the site managers, and the project managers, who are responsible for planning, executing, and closing the projects at each site. The program model defines the roles and responsibilities of each group and the interactions and dependencies among them.

The program model follows a five-phase process for each project: intake, assessment, approval, execution, and closeout. The intake phase involves identifying and submitting the project request, with the business case, scope, budget, and schedule. The assessment phase involves reviewing and validating the project request, with the feasibility, risk, and impact analysis. The approval phase involves obtaining the approval from the governance team, with the project charter, plan, and baseline. The execution phase involves implementing and monitoring the project, with the deliverables, status reports, and change requests. The closeout phase involves completing and closing the project, with the acceptance, lessons learned, and benefits realization.

Site Implementation

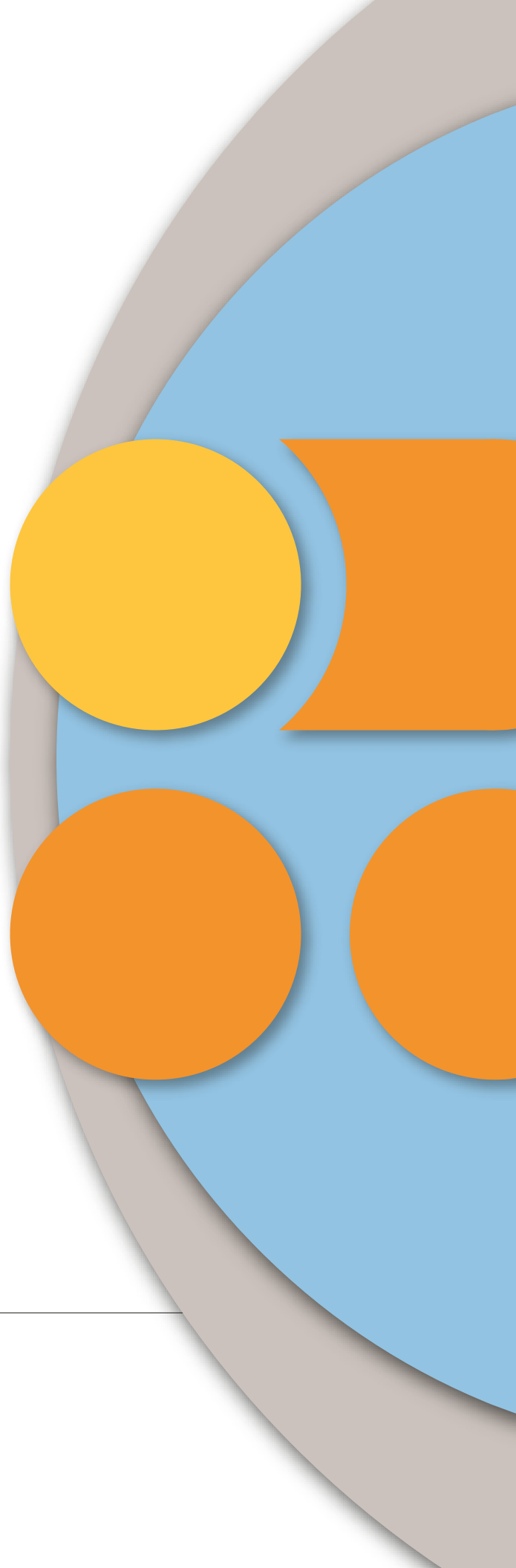
The site implementation process is site centric, meaning that it adapts and tailors the program model to the specific needs and characteristics of each site. The site implementation process follows four steps: site intake, site assessment, site plan, and site launch. The site intake step involves identifying and selecting the site for the program, with the site profile, readiness, and sponsorship. The site assessment step involves analyzing and understanding the site's current state, with the site survey, gap analysis, and SWOT analysis. The site plan step involves developing and finalizing the site's future state, with the site roadmap, milestones, and deliverables. The site launch step involves initiating and executing the site's transition, with the site kickoff, training, and support.

Conclusion

This case study has presented a site centric program model that uses standardized processes and site visibility to improve project delivery and performance. The case study has shown how the program model benefits the organization, the program team, and the site stakeholders, how it defines the roles and responsibilities of the people and the phases of the process, how it strives for continuous improvement, and how it implements the program at each site. The case study has demonstrated how a site centric program model can enhance the accuracy, efficiency, and effectiveness of project delivery and performance.



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