

ESTABLISHING A CONSISTENT SOLUTION FOR PROJECT EXECUTION

Facing a surge in projects to meet industry demands, Con Edison set out to implement enterprisewide project management offices (PMOs) for its main divisions. Through a tiered timeline, we provided a consistent approach to enhance the on-time and on-budget execution of essential capital projects.



AN ENTERPRISEWIDE SOLUTION CONNECTS FOUR DIVISIONS FOR A UTILITY

PMO services deliver reliable project management and execution capabilities, all within divisional budgets.

CHALLENGE

Demands on utilities are swift and ever-evolving in today's power industry. From regulatory changes and energy efficiency to distributed energy resources, utilities need to execute more projects now than ever before. To accommodate this evolution in its industry, Con Edison sought a solution to emphasize not only its operational efficiency and reliability, but also its project management and execution capabilities. Con Edison turned to Burns & McDonnell for a tiered implementation of project management offices, or PMOs, across its multiple divisions.

SOLUTION

Our team began by partnering with Con Edison's Central Operations division, as well as Con Edison's affiliate Orange & Rockland Utilities, to build schedules and reports for project management. As value was quickly realized, the client then extended the scope to full PMO implementations for its Gas Operations and Electric Operations divisions sequentially, followed by Oracle Primavera P6 scheduling services for the Substation Operations division.

With the processes and operations of each division differing widely, we

focused on establishing consistency across the entire enterprise while maintaining flexibility to meet unique needs. Therefore, the overarching PMO services implemented — risk management, scheduling, cost management, estimating, training, stakeholder management and more — translated seamlessly across all divisions. This allows any project manager in any division to use and view similar tools, procedures and playbooks to execute projects, and maintains common reports for Con Edison's upper management.

RESULTS

The project scope was completed in 2020 after establishing enterprisewide PMO services across four Con Edison divisions in less than five years. Since the project began, the client has experienced ongoing benefits to its bottom line by significantly boosting the number of projects it can complete on schedule and on budget. In some cases, project delivery was improved by up to 40% while reducing division-level capital budget variance to less than 2%. With marketable improvements across all divisions, Con Edison can rely on more accurate capital budgets for years to come as it pursues more complex and vital projects.

PROJECT STATS

CLIENT
Con Edison

LOCATION
New York

COMPLETION DATE
2020

4

OPERATIONAL DIVISIONS

1

CONSISTENT
PMO SOLUTION