

MANAGE India

The Fight Against Polio: A Project Management Approach

**END
POLIO
NOW**



Micro planning, an iterative approach to project implementation, clearly defined roles and responsibilities, project ownership, and a comprehensive surveillance and monitoring system are some of the project strategies that help eradicate polio in India



The polio eradication campaign involves over 5,000 community mobilizers, besides 2.3 million vaccinators, to reach children across the country.

COVER STORY

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Letter from the Managing Director, PMI India



Raj Kalady
Managing Director, PMI India

Dear Practitioners,

I'm delighted to announce that the sixth PMI India National Conference will be held on 11-13 September at the state-of-the-art Hyderabad International Convention Centre. This will be our second such conference in Hyderabad, the city with its unique blend of the old and the contemporary. The theme for this year's conference is "Project Management – the Mantra for Sustainable Growth". It will give us an opportunity to discuss the criticality of project management to bring predictability in uncertain times. I encourage you to visit the [conference site](#) for more details.

We are inviting nominations for the PMI India Awards Program that culminates at the National Conference. The last date for submitting nominations is 7 April. The [new website for the awards program](#) has made the process of filing award applications more user-friendly and the selection process more streamlined.

PMI's latest annual global research, *Pulse of the Profession®*, is ready for download. The 2014 report demonstrates that in order to remain competitive, organizations must place a strategic focus on people, processes, and outcomes. [Click here](#) to access your copy.

The other resource that you may want to read is *Launch of Navigating Complexity: A Practice Guide*. It is available for free download for a limited period. [Refer here for more details](#).

In our effort to recognize and honor members who have shown long-standing commitment, we recently felicitated

20 members from PMI Pune Chapter. The ceremony that was held on 16 February honored members who have been with PMI for eight years and more. Refer to Chapter News for more details.

In this issue of *Manage India*, we are featuring the polio eradication initiative that has been a matter of pride for India. To eradicate the polio virus has indeed been a daunting task considering that the country has a huge population, a high birth rate, diverse physical, social, and cultural barriers, and poor sanitation. Eradication could not have been possible without the efficient use of project management. I hope you enjoy reading this issue.

Warm regards

Raj Kalady
Managing Director, PMI India

A handwritten signature in black ink, appearing to be 'Raj Kalady', written over a light blue horizontal line.

Pulse of the Profession®: Retain Focus on People, Processes, and Outcomes

PMI recently unveiled the 2014 edition of its annual global research, *Pulse of the Profession*®. This year's report, *Pulse of the Profession: The High Cost of Low Performance*, shows how organizational leaders are changing their approach to strategy.

Though 88 percent of executives, who were interviewed, said strategy implementation was important to their organization, 61 percent acknowledged that their firms often struggle to bridge the gap between strategy formulation and its day-to-day implementation. This gap demonstrates a lack of understanding among executives that all strategic change happens through projects and programs.

"While not all projects and programs rise to the level of a 'strategic initiative', all of an organization's strategic initiatives are implemented through projects and programs that inevitably change the business," said Mark A. Langley, president and CEO, PMI. "Most in the C-suite fail to realize this simple truth. Maybe more would if they assigned a senior executive to oversee strategy implementation the same way many of them designate a chief strategy officer for strategy development. When that person is supported by an organizational culture of project management, including a high-performing project management office (PMO), we will see project success rates climb."

PMI's 2014 *Pulse of the Profession* demonstrates the significant implications of this chasm:

- Very few organizations (nine percent) rate themselves as excellent on successfully executing initiatives to deliver strategic results. Consequently, only 56 percent of strategic initiatives meet their original goals and business intent.
- This poor performance results in organizations losing \$109 million for every \$1 billion invested in projects and programs.
- High-performing organizations successfully complete 89 percent of their projects, while low performers complete

only 36 percent successfully. This difference in success results in high-performing organizations wasting nearly 12 times less than low performers.

However, there is good news in this region. According to PMI's 2014 *Pulse of the Profession*, organizations that focus on strategic practices surrounding people, processes, and outcomes-and that closely align their projects to the strategy of the organization-successfully complete more strategic initiatives than those that don't. To increase success and achieve these results, PMI's 2014 *Pulse of the Profession* shows that organizations must continue to focus on:

- **People: Managing and developing talent.** Organizations need to create a culture receptive to change and increasingly focus on the critical "human factor" while providing ongoing training in project management tools and techniques. They also need a formal and effective knowledge transfer process; well-established competency development programs and career paths for project managers; processes in place to manage these programs; and actively engaged sponsors on projects.
- **Processes: Maturing project, program, and portfolio management capabilities.** In order to achieve this, many organizations turn to their enterprise project management offices (ePMOs) to instill a top-down understanding of the value of project management throughout the organization, and to establish standardized project management practices.
- **Outcomes: Measuring and communicating the benefits of successful projects.** Establishing benchmarks and metrics for project results allows both high-level strategists and front-line executors to see the value that successful projects-and successful strategic initiatives-bring to the organization.

[Click here for the detailed report.](#)



Pulse of the Profession is a trademark of Project Management Institute, Inc.

www.pmi.org.in

It's time to reward exemplary projects

Nominations open for PMI India Awards 2014

Project Management Institute (PMI), one of the world's largest not-for-profit membership associations for the project management profession, presents PMI India Awards 2014 - the highest recognition for the project management community in the country.

It's the only award of its kind that can get your

organization both national and international recognition. Projects across industries and budget categories are eligible to apply. Rush in your entries right away!

The awards will be given away at the Project Management National Conference, India 2014 to be held at HICC, Hyderabad on 11 September.

AWARD CATEGORIES 2014

Project of the Year	Large - Actual project cost of more than INR 1,000 Crores
	Medium - Actual project cost between INR 100 - 1,000 Crores
	Small - Actual project cost less than INR 100 Crores
Project of the Year	Contribution to the Community (CSR)
Project of the Year	NGO

Last date for submitting nomination

07 April 2014

For more details please visit www.pmi.org.in/apps/awards2014/ In case of queries, please write to awards2014@pmi-india.org



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The Fight Against Polio: A Project Management Approach

Micro planning, an iterative approach to project implementation, clearly defined roles and responsibilities, project ownership, and a comprehensive surveillance and monitoring system are some of the project strategies that help eradicate polio in India

BY PANCHALEE THAKUR

On 13 January 2014, when World Health Organization (WHO) declared India free from the wild polio virus, a nation-wide campaign that was launched two and a half decades ago had come to an end. The global fight against polio started in 1988 with an initial timeline to eradicate the virus by 2000. However, real progress in India started only in 1995 when international agencies partnered with the Government of India and local administrative bodies, and involved thousands of healthcare and social workers, and local citizen groups to launch a mass campaign.

It was a campaign that ran like a project with a project management office (PMO) for its overall management, monitoring, and advisory role; clear roles and responsibilities of each project partner involved in the campaign; seamless partnership between the various agencies; field work backed up by continuous research to find a more efficacious vaccine; micro planning to cover different scenarios that front-line workers could face; an agile project management approach that empowered the field team to make quick iterations based on feedback from the ground to the overall plan to accommodate challenges faced locally; a multi-layered communica-

tion strategy that addressed both the overall objectives and concerns among citizens in a locality or community; and a rigorous follow-up and monitoring system that used both scientific data and human intervention to ensure the virus was not active in even the remotest corners of the country.

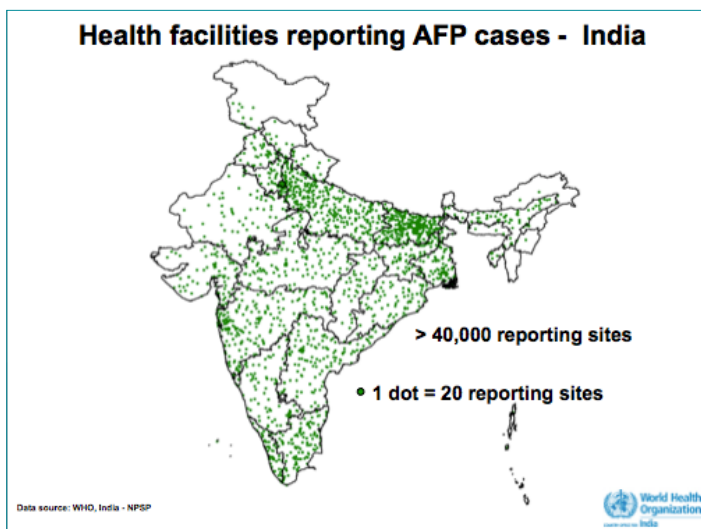
Project Scope and Objectives

With over 170 million children under the age of five in India, every nationwide campaign had to cover each child multiple times a year. An army of 2.3 million vaccinators traversed the country to reach these children in over 200 million households.

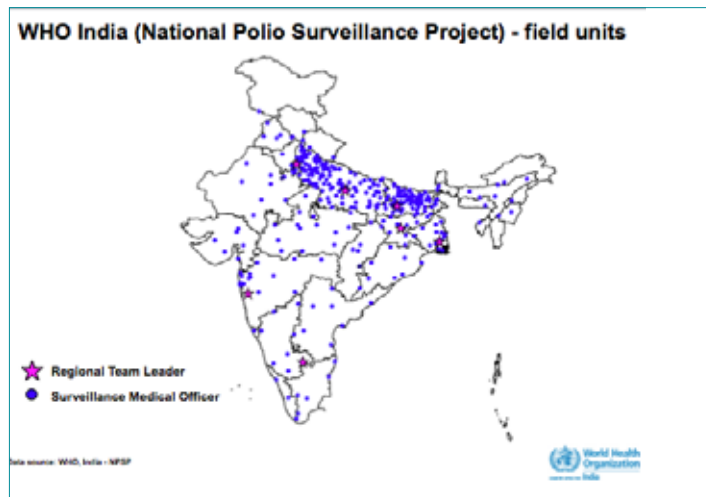
Each year more than 39,000 health facilities in India, both in the public and private sector, were engaged in reporting cases with suspected paralysis due to polio. More than 60,000 such cases were investigated and more than 120,000 stool samples tested in eight WHO accredited laboratories annually. The monitoring system comprised of more than 3,000 monitors that identified gaps in the preparedness and implementation of polio vaccination campaigns, and provided reliable and timely data for programmatic action.

The biggest cost was towards the campaigns, budget for which came from the Government of India. It covered the costs for 2-3 billion vaccinations, logistics of running the campaigns, and creating awareness about them. There were two nationwide annual campaigns, plus additional campaigns in areas that the surveillance program identified as high-risk, such as in Uttar Pradesh and Bihar. The budget was around US\$ 250-300 million.

Additional funding came from WHO and United Nations Children's Fund (UNICEF) that trained 5,000 community mobilizers. Additional money was raised from the Global Polio Eradication Initiative. Over the past two years, the costs had come down. WHO also took care of the quality of data generated as well as evidence gathering and research for more efficacious vaccines.



Though the project objective was eradication of polio from India, there were a number of milestones and sub milestones. For example, there were milestones for coverage: the percentage of children to be reached in Bihar or UP within a set timeframe. There were also milestones in terms of surveillance of high risk areas.



Project Challenges

Keeping pace in vaccination was a challenge with growing population density in many states and 26 million births every year. The polio virus thrives in contaminated water and food. Poor sanitation and high diarrheal rates in parts of western UP and central Bihar made it extremely difficult to wipe out the virus.

There were social issues as some communities believed that vaccination could harm their children. There were also geographical barriers.

The campaign required huge funds and the Government of India remained resilient in its approach. If research did not throw up any concrete solution, the government was ready to try another route.

Technical challenges arose when the vaccines did not work in places with poor sanitation and high population density. WHO stepped up research work to come up with a better vaccine. There was also a challenge of setting up a surveillance system that had geographical representation, involved all categories of healthcare providers, and ensured timely reporting, investigation, and stool specimens collection of all children with sudden onset of paralysis. It needed the backing of an efficient and reliable laboratory network.

Project Management Strategies

“A decentralized process for planning and implementation of plans, with flexibility for real-time decision-making, and an inbuilt accountability framework was the hallmark of the initiative in India. All plans were devel-

oped at the block level with inputs from vaccinators and supervisors. There was emphasis on the involvement of local community influencers. The willingness to allow critical self-evaluation to identify lacunae, followed by a refinement and re-refinement of the strategies, was a critical element,” explains Dr. Menabde.

Project planning

PMO for the polio eradication campaign was in the immunization division of the Ministry of Health and Family Welfare, Government of India. A core committee comprising government officials, WHO, UNICEF, and Rotary International held weekly meetings to review progress regularly, make changes, and consider feedback. Above that, there was an operations group chaired by the health and family welfare secretary. Partners met once in two months or once a month, depending on the urgency.

There was also an India Expert Advisory Group for polio eradication comprising national and international public health experts, and social scientists that met twice a year to review the situation. The assessments and recommendations of the experts’ group helped define the initiative’s strategic roadmap.

The eradication effort involved meticulous planning. At the block level, all the vaccinators and supervisors chalked out micro plans. Each team of two would make a route plan that indicated the starting house and the last house to be covered in a day. In urban areas, vaccinators covered more houses than in rural areas where houses are far flung. The vaccination drive took place usually on a Sunday. And for the next two-three days, teams spread for house-to-house visits to vaccinate children who were not brought for vaccination.

Project Implementation

The hallmark of this initiative was the flexibility in its implementation strategies. All decisions regarding project implementation were taken at the district level by a district task force (DTF) headed by the district magistrate. For example, in western UP, farmers would leave for the farm at 7 am. Vaccinators here worked in early morning and late evening shifts instead of the usual 9 am to 4 pm time slot. In Mumbai, they went around the streets at night to look for homeless children.

In UP, field teams faced resistance in Muslim neighborhoods. To gain their confidence, local Muslim influencers were used and announcements made from mosques regarding upcoming campaigns.

Training was an important component for the project’s success as a substantial proportion of the 2.3 million

Stakeholders/Partners and their Responsibilities

Stakeholder/Partner	Roles and Responsibilities
Ministry of Health and Family Welfare, Government of India	Driving the program, procurement of vaccines for the two annual and additional campaigns, logistics of running the campaign, funding it, mobilizing resources, ensuring there are no gaps in delivery, coordinating with and advising to state governments
World Health Organization (WHO)	Supporting to polio surveillance, monitoring support, operations-micro plans, training, research, routine immunization vaccination, polio free certification for the South East region, documentation, polio end game strategy (withdrawing the vaccine)
United Nations Children's Fund (UNICEF)	Social mobilization, research, earlier procured vaccines until 2008 and 2009
Rotary International	Advocacy, communications – banners and hoardings, creating awareness, getting donors, organizing special activities around hygiene and healthcare where there is resistance to polio to gain people's confidence
District Magistrate	Executive head, driving the entire program at the district level, responsibility of making iterations to plan, making improvements, closing gaps in delivery, mobilization of all departments
Zonal Head/Block Development Officer	Same as the district magistrate but at block level
Local healthcare workers	Making micro plans and implementing them to reach every child in each home, repeating visits if children are left out, maintenance of records of what they do, establishing contact through interpersonal skills, maintaining quality of vaccines (keep them in ice), giving feedback to supervisors at the block level
Village Panchayat/ community leaders/self-help women's groups/social organizations	Involved with mobilization, making sure the community understands why vaccination is important, creating awareness before campaign is launched

frontline workers and volunteers were teachers, government officials, or social workers who had no healthcare background. All the vaccinators went through training conducted by WHO just before the campaign and budget for training was earmarked by the government.

Different communication strategies were used for the initiative. Film star Amitabh Bachchan was brought in to create awareness about polio vaccination for the nationwide campaign. Targeted communication strategies were designed to remove myths regarding polio vaccination. At the micro level, vaccinators who spoke local language were the real ambassadors of the program, convincing people and removing their fears about vaccination.

Monitoring and follow-up action

Monitoring of implementation of the campaigns was done at the district level, where a total of 3,000 people were involved. In case a child missed vaccination, information immediately reached the team and the child was vaccinated the next day at home. At the block level, a review meeting would take place on the day of the campaign where the gaps were identified and action proposed for correction the next day. A similar meeting would also take place the same eve-

ning with the district magistrate and the chief medical officer of the district. To close any gaps, wireless messages, instructions, and guidelines would go out to the field team.

An accountability framework was developed for everyone involved in the campaign. It used a robust mechanism that ensured feedback reached in real time and corrective action taken immediately.

The surveillance system surpassed global standards for performance indicators for accuracy in reporting, detection of paralysis and so on. This data showed which communities were affected, whether it was concentrated in one region, or the kind of polio virus. It helped to decide the type and frequency of the vaccine.

Consistent analysis of data showed where more monitoring was needed. Analysis showed that the polio virus had found a sanctuary around the Kosi river in Bihar. The nature of the terrain and flooding had made it difficult for vaccinators to reach that area. An operational plan was put in place. A field team set up a camp in that area and started monitoring and implementing the program. The team came up with micro plans to cover each child through additional vaccination drives.



Vaccinators who speak the local language act as the program's frontline brand ambassadors

A campaign of this magnitude reached its goal of eradicating the polio virus that had paralyzed thousands in this country by following a detailed project plan, seamless coordination between agencies, a system that promoted empowerment and accountability for each one involved in the project, execution with constant monitoring and follow-ups, and of course, the grit and determination of the thousands of volunteers and workers.



Outdoor communication plays a big role in creating awareness about an upcoming vaccination drive.

"The program in India saw many ups and downs but it never gave up. The perseverance it demonstrated was unmatched and ensured that it stayed on the right path," says Dr. Menabde.

(With inputs from Geetha Rao)

PMI Family Grows Again

PMI has acquired ProjectManagement.com and ProjectsAtWork.com, two of the largest online resources for project managers and professionals. For more than a decade, both websites have provided project managers with access to a broad range of tools and templates, project management office (PMO), events and one of the most vibrant and diverse global online communities for professionals in project management.

"The combination of PMI, ProjectManagement.com, and ProjectsAtWork.com bring greater opportunities to the 51 million people around the globe who are engaged in the management of projects. Together, we will deliver access to more resources, better tools, larger networks and broader perspectives," says Ricardo Triana, PMP, chair, 2013 PMI Board of Directors.

This collaboration will leverage the broad content creation capability of ProjectManagement.com and ProjectsAtWork.com with PMI's global reach to deliver enhanced knowledge sharing and networking capabilities to project, program and portfolio managers worldwide.

ProjectManagement.com was designed to help project managers meet their day-to-day challenges — getting them

"unstuck", saving time, and keeping them from reinventing the wheel. The goal of ProjectsAtWork.com has been to engage and collaborate with the PM community and bring fresh thinking to the forefront while building bridges to techniques that have stood the test of time.

"We couldn't be more excited to be part of the PMI family," says Dave Garrett, CEO of Gantthead, which operates ProjectManagement.com. "PMI recognizes the tremendous value that comes from encouraging an open environment for the sharing of knowledge. And now through our combined efforts, we will have many more tools and resources to make that happen."

Content and points of view on ProjectManagement.com and ProjectsAtWork.com will continue to remain impartial. Both sites will continue to focus on generating content through use of industry experts and facilitating global networking and knowledge sharing among practitioners at all levels, across all regions and industries.

Details of this acquisition will be available in PMI's 2013 Annual Report.

Internal R.E.P. Gets Governance Council

To grow and strengthen the relationship between PMI India and its Internal Registered Education Provider (I.R.E.P.) group, a governance council has recently been created. The need was felt after the growth I.R.E.P. has seen in the past three years.

last meet, which are listed as below:

- PMI to host case study repositories for project managers to refer to.
- Create a forum where people share disasters experienced during project execution. Anonymity will be maintained on those who present the experiences.
- Guidelines on how to select a project manager. All certified project managers need not be effective at work.

The I.R.E.P. team has been involved in the following activities for the past one year:

- The I.R.E.P. core team constantly monitors objectives/goals and discusses any impediments or bottlenecks faced by the group.
- Organizes monthly meetings to enhance confidence and networking among the group.
- Shares PMI India initiatives during the meetings and through the I.R.E.P. group email.
- I.R.E.P. organizations sharing best practices/success stories during meetings with the group organizations.
- Members find volunteers from their organizations to support the group's goals.
- Working on a mechanism to extend the coverage to organizations that are not currently within the purview of I.R.E.P., with support of PMI India.



The I.R.E.P. core team (from left): Vineet Kumar Chandra, Alcatel Lucent; Neela Sudindranath, Deloitte; Shine Sahadevan, PMI India; Srinivas Haritsa, Wipro; and Anees Haidary, Sasken Communications

The I.R.E.P. core team will ensure that all programs initiated and planned by the group for 2013-2014 go through due tracking, monitoring, and funding. The council members are:

- Mr. Vineet Kumar Chandra (Alcatel Lucent) – team leader
- Mr. Neela Sudindranath (Deloitte)
- Mr. Anees Haidary (Sasken Communications)
- Mr. Srinivas Haritsa (Wipro)

Most of these practitioners have experience in the range of 12 to 15 years. There are learning and development team members also with 8 to 12 years of experience who are professionals with experience in training, talent management, or learning and development in the corporate world.

The core council will lead all the I.R.E.P. group initiatives and their activities, in alignment with the group's vision. The team will present an annual roadmap and plan for the period starting October 2013. The plan will include support to the three goal teams formed during the group's



The I.R.E.P. team members (from left): Anees Haidary, Sasken; Srinivas Haritsa, Wipro; Shine Sahadevan, PMI India; Neela Sudindranath, Deloitte; Vineet Kumar Chandra, Alcatel Lucent; Anand Ashok, Wipro; Husain Bengali, Wipro; and Ritu Chakrabarti, Wipro



Creating a Project Management Center of Excellence

BY VISUKUMAR GOPAL, MBA, PMP

A senior practice manager, CEO's office, Syntel Limited, Mr. Visukumar Gopal has over 18 years of experience in project, process, and people management. He is an Associate CAC - PMI India Champion Program and LEAN Six Sigma Champion.

A Project Management Center of Excellence (PMCoE) is focused on building capability in current project managers as well as developing the next generation of project managers within the organization. It ensures that all delivery and engagement projects are executed in a consistent manner and leverages best practices and tools.

As Dr. Harold D. Kerzner, senior executive director, International Institute of Learning, and a thought leader in project management, in "In Search of Excellence in Project Management" says, "Project management is no longer viewed as a system internal to the organization. It is now viewed as a competitive weapon that brings quality and value-add to the customer."

Why is PMCoE required?

In a competitive world, global companies are looking to improve their systems and processes by establishing project management as a core competency throughout the organization. Steps are being taken like setting up standardized procedures, learning from past mistakes, adopting processes that are more efficient and developing skills and talent.

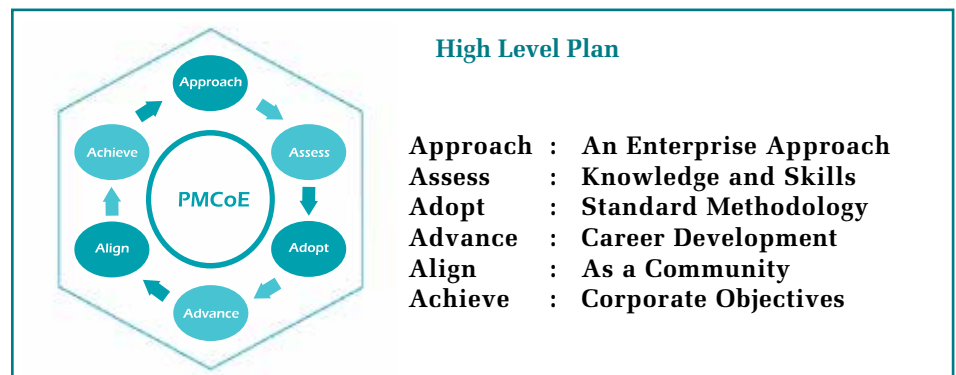
A key challenge is positioning project management as an organization's enterprise wide core competency. Positioning is equated with authority in organization structures. When positioned at the highest level, it provides the measure of autonomy necessary to extend its authority across the organization while substantiating the value and importance of the function in the eyes of the executive.

Project management has the greatest impact on a customer's recognition of an organization as a world-class leader in time-to-market, cost-to-market, and quality-to-market. If projects are an integral part of the business, it stands to reason that there should be a clear understanding of what is and isn't a project, and what is required to satisfy customers. Completing projects successfully on a consistent basis is a basic requirement to receive excellence awards from most customers which is the goal of every organization. For this, application of specific knowledge, skills, tools, and techniques is required. Organizations that sell products or ser-

vices should recognize that their business livelihood depends on completing projects that directly affect their bottom line. Doesn't it make sense then that such an important business function be established at the executive management level of the organization? How else can an organization ensure that projects are managed successfully across the organization, and that strategic, mission-critical projects are given the best opportunity to succeed from the very start?

Observations

- For years, projects have struggled to get delivered on time and within budget or deliver real business value.
- With today's emphasis on increased efficiency and productivity, it has led many to turn to the project management office (PMO) as a way to boost efficiency, cut costs, and improve on project delivery in terms of time and budget.
- The management has turned to a PMO to achieve project management project oversight, control, and support.
- The PMO's role is often to help both the project manager and the relevant organization to understand and apply modern project management practices while adapting and integrating business interests into the organization's project management efforts.
- Many organizations have recognized the need for a PMCoE for higher levels of project management maturity.



Conclusion

Project management is a business function, but not a quick fix. If we are looking for a new edge and a competitive advantage to position our organization for success in the long run, we must build a PMCoE within the organization.

PMI NORTH INDIA CHAPTER

New Board Members Elected

New members have been elected to the PMI North India Chapter board by an election nomination committee comprising of three distinguished professionals – Mr. Brij Nandan Yadava, senior vice president - projects, DLF Home Developers; Mr. Neeraj Singhal, PMP, RMP, senior manager - projects, CSC; and Cdr (retd.) Naveen Kataria, PMP, transition and transformation leader - delivery center, IBM India. The committee ensured that the election was fair and transparent. The new board members are Mr. Amit Aggarwal, secretary; Mr. Prashant Malhotra, vice president, communications; Mr. Naveen Singh, vice president, programs; Mr. Vineet Sardana, vice president, membership; and Mr. Saket Bansal, vice president, volunteer management. Office bearers who will continue on the chapter board are Mr. Manoj K. Gupta, president & CEO; Mr. Pritam Gautam, vice president, technology; Mr. Amit Chauhan, chief financial and compli-

ance officer; Ms. Shalini Lamba, vice president, corporate outreach; and Ms. Vanita Ahuja, vice president, government outreach.

Year 2013 was a momentous year for the chapter that celebrated not only its 10th year anniversary but also hosted the annual PMI India National Conference 2013. The chapter board is all set to line up many diverse events for the chapter members with representatives from the corporate world, educational institutes, and the government sector. There will also be more opportunities for volunteering. The first such event was held at an educational institute in Mohali, Punjab on 8 February where experts from corporate and government organizations spoke on “Project Management - Empowering Growth in a Turbulent Economy”.



Mr. Prashant Malhotra, vice president, communications



Mr. Saket Bansal, vice president, volunteer management



Mr. Amit Aggarwal, secretary



Mr. Naveen Singh, vice president, programs



Mr. Vineet Sardana, vice president, membership

PMI PEARL CITY CHAPTER

Webinars, Workshops and More

PMI Pearl City Chapter is all geared up to host the PMI India National Conference 2014 for which the conference committee has already been set up. Members can expect initial communication about the conference soon.

A special general body meeting was held on 25 October 2013 where it was approved by the member community to change the chapter auditor. On 24 January, a networking meeting was organized in which Mr. Ramakrishna Yerrapatruni, head, investor communication services, BPO Division, Broadridge Financial Solutions, and Ms. Bhargavi Nuvvula, director, IT, Microsoft, addressed the gathering.

The chapter has had multiple webinars and workshops in the past couple of months. On 14 November, there was a webinar on “Stakeholder Analysis – Winning Support for Your Project” by Mr. Sudhindranath Neela, global delivery manager and technology leader, Deloitte Consultancy Limited. Another webinar was on “Test Management in Agile World” that was conducted by two employees from Microsoft India. Workshops on *A Guide to the Project Management Body of Knowledge (PM-BOK® Guide)* were held to cater to the requirements of both the corporate world and the general public. In addition, the chapter is planning to host its first workshop for PMI Agile Certified Practitioner (PMI-ACP)® certification aspirants in March 2014.

PMI WEST BENGAL CHAPTER

Session on Innovation

PMI West Bengal Chapter hosted its first “Learn and Earn” event for 2014 on 11 January on “Gearing up Project Managers to Embark on the Innovative Drives Across Organizations”. It was hosted by chapter president, Ms. Sonali Bhattacharya. The talk focused on modern tools to manage innovation in organizations as disruptive technologies are changing businesses and organizational behaviors. Managing or fostering innovation in an organization is a challeng-

ing proposition. It needs strategy, leadership, organization culture, and change management processes to create an environment to promote innovation. Mr. Jitendra Roy Choudhury, extended board member of the chapter, and an expert from the mining industry, initiated discussions with the participants on managing innovation, different tools and techniques for it, and the role of project managers as change agents for innovation.

PMI PUNE CHAPTER

Felicitation of Long-standing Members

PMI India felicitated long-standing Members of Pune Chapter at a ceremony on 16 February. Below is the list of 20 members have been with the chapter for eight years and more.

Mr. Rajesh M. Vinchure
Mr. Amar Nath Pathak
Dr. Harikumar Vasudevan Nair

Mr. Sajith K. Madapatu
Mrs. Ujwala P. Nandurdikar
Mr. Rahul P. Sudame
Mr. Shyam Bhavsar
Mr. Nitin E. Shende
Mr. Rajarama Rao Bannengala
Mr. Rohidas S. Surliker
Mr. Ashish Vijay Borikar
Mr. Rajaram Krishnaswami

Mr. Shashidhar P. Erande
Mr. Shantanu Jagannath Bhamare
Mr. Venkata Sudhakar Guduru
Mr. Rejithkumar M. G.
Mr. Jayant A. Marathe
Mr. Narendra Shreedhar Joshi
Mr. Himanshu S. Warudkar
Mr. Girish Ramakant Kadam

PMI BANGALORE CHAPTER

PM Footprints Sessions & Lamps Distribution

PMI Bangalore Chapter organized two sessions of PM Footprints Sessions on 5 and 19 December 2013. In the first session, Mr. N. Parthasarathy, an independent project consultant, spoke on “Use Work Authorization System as a Risk Reduction Tool”. Work authorization system is a part of enterprise environmental factors and a well-known project management tool for authorizing and tracking project work. In chemical and oil & gas projects, elements of this system are also used for risk reduction. In the second session, Mr. N. Jayaram of ANZ Banking Group spoke on “Program Management - Way Forward and Experiences”. The topic provided an introduction to program management and its benefits to pave the way for better decision-making and governance.

On 28 December, the chapter and Rotary Club West distributed LED lamps and the newly initiated “e-pathshala” (e-school) materials to students of Government High School, Doddashivara in Malur taluk, Kolar. The chapter has been distributing solar lamps and chargers through the Vidyadeepa lamps project to school children in and around Bangalore and laptops and desktops through “e-pathshala” to schools. This year Rotary Club West has an ambitious plan to distribute nearly 5,000 lamps to rural school children. This is being done with the assistance of PMI Bangalore Chapter and a team of volunteers.



Mr Murali Santhanam, president, PMI Bangalore Chapter, presenting a token of appreciation to PM Footprint speaker, Mr. N. Jayaram.



A teacher at the school in Bangalore speaking after receiving the Vidyadeepa solar lamps.

(Chapter news contributed by Mr. Prashant Malhotra, Mr. Soumen De, PMP, and Mr. L. N. Prasad, Mr. Ravi Vurakaranam, and Ms. Rekha Unni)

PMI India Champions Program

Annual Offsite Meeting

PMI India Champions met for an annual offsite on 13-15 December in Panjim, Goa.

The event saw an overwhelming participation of 18 PMI India Champions and six Champions Advisory Committee (CAC) members, apart from PMI India staff who are supporting the program. The participants attended the event with great excitement and enthusiasm as this was the first all-India level gathering for many Champions.

It began with CAC members, along with PMI India staff, providing an overview of the program and discussing its current challenges, growth, and a new program model. To guide the growing team of Champions, two new CAC members were introduced to the program - Ms. Sonali Barooah and Ms. Susweta Mukherjee. Erstwhile senior Champions, Mr. B. Sai Prasad and Mr. Visukumar Gopal, were elevated to the role of associate CAC members. Mr. Chetan Mathur, Mr. Vinay Agarwal, Mr. Abhishek Mittal, Mr. Kumar Saurabh, and Mr. Prasann Patil were elevated to the role of senior Champions. This is in recognition of their continued and consistent contribution to the program and their ability to perform strategic roles.

The second day began with the 'Champion Speak' session, in which Mr. Chetan Mathur, Mr. Sri Ram Santhana Gopal, Mr. Manoj Thomas, Mr. Abdul Rahiman, Mr. Raju Nandana, Mr. Prasann Patil, Mr. Deepak Singh Chauhan, and Mr. Sunil Telkar shared their achievements as PMI India Champions in 2013. They spoke about the various challenges they had faced and how they overcame them.

This session was followed by a presentation on the Mumbai High North process platform and living quarter project that had won Larsen & Toubro (L&T) Limited the PMI India Best Project of the Year award in the large category in 2013. The presentation was made by the L&T project leadership team of Mr. Rudra Kumar, Mr. Roopchand Lohana, and Mr. Sandeep Badhe. The Mumbai High North project has set new benchmarks in the construction industry with the successful implementation of engineering, procurement, erection, and commissioning of the process platform for Oil and Natural Gas Corporation Limited before deadline and without any cost overruns.

Mr. Douglas B. Reeves, educator, author, and founder of The Leadership and Learning Center, once

said, "Collaboration, it turns out, is not a gift from the gods but a skill that requires effort and practice." And team building exercises play a vital role in enhancing the collaborative approach within team. "*The Lost Dutchman's Gold Mine*", conducted on the second day of the offsite, is one such game that not only provided the Champions and CAC members with phenomenal experiential learning but also acted as an ice-breaker for those who were meeting each other face-to-face for the first time.

The day ended with a ceremony in which Champions and CAC members were felicitated for their contributions to the PMI India Champion program. The following members received awards:

- **Best Performer of the Year:** Mr. Prasann Patil
- **Best Mentor of the Year:** Mr. Visukumar Gopal
- **Execution Excellence Award (CAC):** Mr. Ashok Chawla and Mr. Partha Ghose
- **Execution Excellence Award (Champions):** Mr. Vinay Kumar Agarwal, Mr. Chetan Mathur, and Mr. B. Sai Prasad
- **Champions of the Quarter (Q1 – Jan to Mar 2013)** Mr. Venkatasubramanian Sivakumar, Mr. Kumar Saurabh, and Mr. Vinay Kumar Agarwal
- **Champions of the Quarter (Q2 – Apr to Jun 2013)** Mr. Prasann Patil, Mr. Sunil Telkar, and Mr. Krishna Samy V.
- **Champions of the Quarter (Q3 – Jul to Sep 2013)** Mr. Prasann Patil, Mr. Sundeep Jain, and Mr. Sri Ram Santhana Gopal
- **Champions of the Quarter (Q4 – Oct to Dec 2013)** Mr. Kiran Rajeshirke, Mr. Roopesh K. P., and Mr. Raju Nandana



PMI India Champions, Champions Advisory Committee (CAC) members, along with PMI India staff at the annual offsite meeting



Snapshots of the Agile Project Management Approach Session at Syntel, Mumbai

The third and last day of the meet primarily focused on the way ahead and the new program model. Champion program chair, Ms. Shagufta Inamdar, and co-chair, Mr. Vivek Sonar, elaborated on the changing needs of the program and rolled out the new program structure. Three new standing committees were formed in addition to the existing four to streamline activities as per the new program structure.

This offsite meeting provided Champions and CAC members a much needed break and the newly inducted Champions with the necessary direction to channel their efforts on project management advocacy.

The PMI India Champions program, driven by passionate project management professionals from across the industry, has been steadily focused on the promotion of best project management practices through various advocacy efforts. One of the key goals is to grow the number of Champions to over 100 across India. If you have the passion to champion the cause of project management, visit <http://www.pmi.org.in/champion-program/> for further details.

Agile Project Management Approach Session at Syntel, Mumbai

Syntel and PMI India collaborated for a knowledge sharing session in agile project management approach on 18 December at Syntel's Airoli facility in Mumbai. The event was organized by Syntel Project Management Community

(SynPMCom) volunteers with the help of Syntel administration and technology services group.

The event started with a welcome address by PMI India Champion, Mr. Visukumar Gopal, practice manager – CEO's Office, Syntel. He spoke about Syntel's journey in project management and its association with PMI. The guest speaker of the event, Mr. Rahul Sudame, PMP, PMI-ACP, CSM, CSP, director of engineering and agile practice head, Faichi Solutions, shared his knowledge and experience on agile project management. It was an interactive session that ended with a quiz whose winners were awarded by SynPMCom volunteers. The event ended with high tea that turned out to be a wonderful opportunity for peers and seniors in the organization to network.

Project Management Session at Sathyabama University

PMI India Champions, Mr. Visukumar Gopal and Mr. Roopesh K. P., presented a session on project management at Sathyabama University in Chennai on 30 January 2014. The session was attended by over 300 students from the computer science department. Mr. Gopal spoke about project management as a life skill, the various aspects of project management, and the value of project management as a profession in the industry.

(Contributed by PMI India Champions Mr. Sunil Telkar, PMP, MIMA, Mr. Raphael David, PMP, Mr. Vinay Kumar Agarwal, PMP, and Mr. Kumar Saurabh, PMP)



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