A Safe Home for Rhinos

Rhino relocation project in Assam adopts new strategies to counter poaching and reach the target of 3,000 wild rhinos by 2020

CONTENTS

The release team, along with security personnel, overseeing the release of rhinos in Manas

COVER STORY

A Safe Home for Rhinos

6

Rhino relocation project in Assam adopts new strategies to counter poaching and reach the target of 3,000 wild rhinos by 2020

Letter from the
Managing Director, PMI India

Raj Kalady
Managing Director, PMI India

Dear Practitioners,

We're less than two months away from PMI India National Conference in Hyderabad on 11-13 September. Our conference theme this year is "Project Management – the Mantra for Sustainable Growth". We're expecting over 1,000 practitioners to attend the conference and benefit from project management knowledge sharing by our keynote speakers, rich exchange of ideas through case studies and technical paper presentations by experts from different industries, and networking over two-and-a-half days. If you have not yet registered for the conference yet, click on this link http://pmi.org.in/conference2014/register.asp

We have received a record number of abstracts of case studies and technical papers this year, and our technical papers team is close to finalizing submissions to be published and presented during the conference. We have also seen a growing interest among organizations to compete for the prestigious PMI India Project Awards that will be presented during the conference. The nominations are currently going through our multi-tiered awards selection process.

For our Project Management Research and Academic Conference in February 2015, we have just closed the abstract submissions process. The enthusiasm for submitting papers for this conference has also been highly encouraging.

It gives me great pleasure in sharing with you that the PMI India Champion Program has grown to such height within a short period of time. We held the champion graduation ceremony in Bangalore in May in which we inducted 25 champion designates into the program and felicitated current champions who have made an impact with their tireless work. I wish the program more success in the months ahead.

The fourth meeting of the Internal Registered Education Providers was held in Bangalore recently. We had engaging discussions on challenges that these organizations are facing. I'm grateful to Mr. Craig Killough, vice president, organization markets, PMI, who presented PMI's *Pulse of the Profession*® at this event that throws light on these challenges.

On 24 July, PMI, along with SAE International, is organizing a conference for the aerospace industry in Bangalore on the theme, 'Propel High with Project Management'. India has made significant progress in aerospace and I see immense opportunity to collaborate with the industry to help it reach even higher goals with project management.

Project management has application in a wide range of sectors, including wildlife conservation. In this issue of *Manage India*, we feature how project management played a part in the relocation of rhinos from Kaziranga and Pobitora to Manas National Park in Assam where social unrest had decimated the rhino population. With minute planning, execution, and monitoring, the department hopes to grow the wild rhino population in Assam to 3,000 by 2020. I hope you enjoy reading this offbeat article on project management.

Warm regards

Raj Kalady
Managing Director, PMI India

Project Risk Management in Large Capital Projects

BY V. T. CHANDRA SEKHAR RAO

Project risk management has evolved over the past few decades. It probably could have started with astute project managers anticipating problems during project execution and developing a pre-planned strategy to overcome these. It has now advanced into a structured risk management process that is well integrated into all project management Knowledge Areas as defined in PMI's *A Guide to Project Management Body of Knowledge (PMBOK®)*, as well as information from the *Practice Standard for Project Risk Management.*

Though a predictable project outcome is essential, it is becoming more and more challenging as project complexity has grown with multi-party, multi-year, and multi-location execu-

tion of projects. Margins and tolerance for undesirable outcomes by stakeholders have too been reduced. Managing risk has become the most important aspect of project execution. Yet the degree of actual implementation of project risk management varies significantly from company to company. There are organizations in which proposal teams evaluate risks at the time of bidding complex projects with a high degree of commercial focus that suffer from lack of attention on risk management by project execution teams. There are also companies in which there is a risk management procedure or system in place, but project teams see it as additional work or a formality to satisfy the corporate risk group. Implementing robust risk management is essential from the bidding stage to completion, considering growth of projects both in value and complexity.
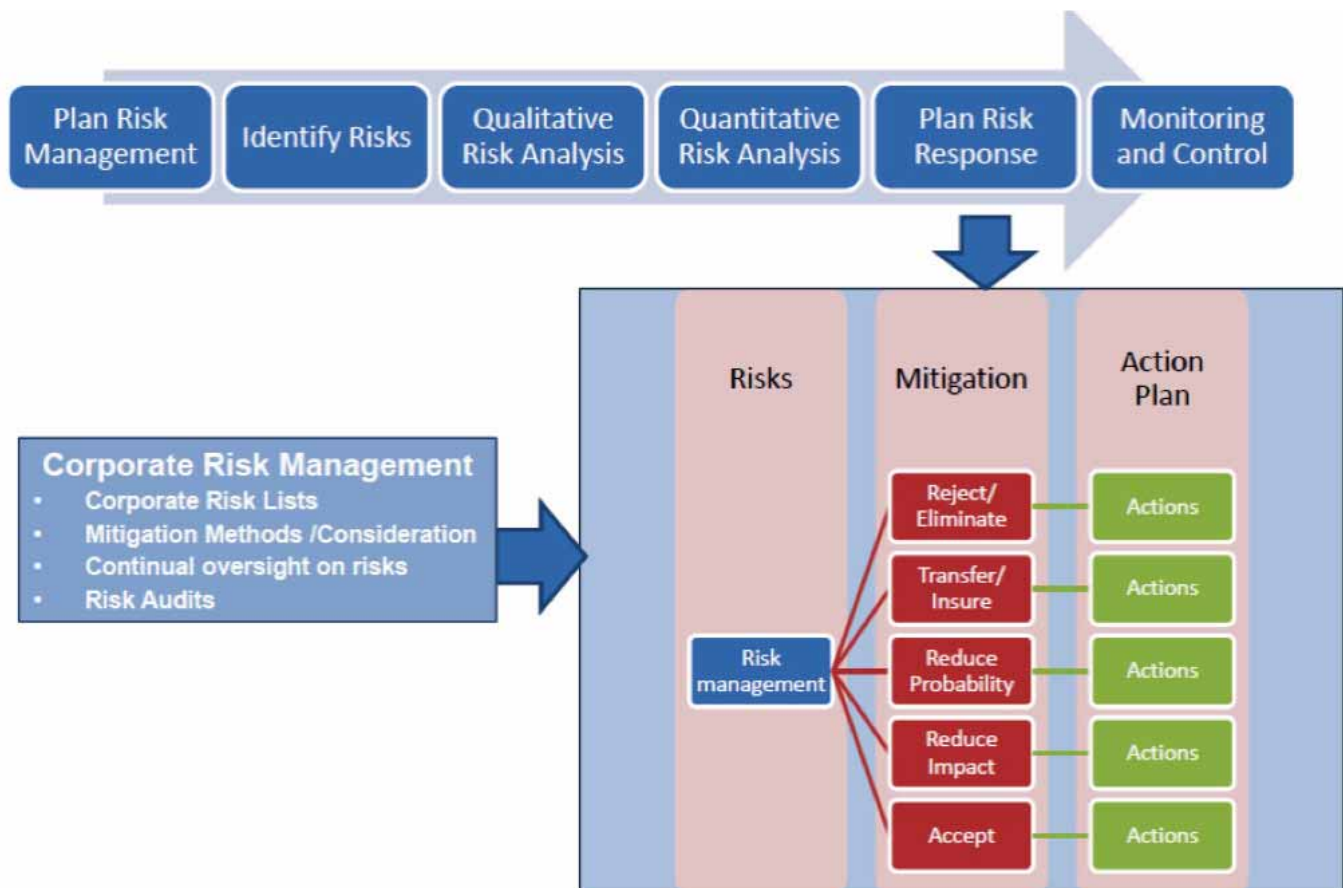
Structured project risk management with an appropriate corporate support

A few additional suggestions and aspects of de-risking projects through the project lifecycle are explained in the following paragraphs.

De-risking at the Bid Stage

Most contractors have thorough pre-bid risk reviews, and apply qualitative and quantitative methods to de-risk project through provision of contingencies and management reserves, supplemented by a broad risk management plan to project execution teams for implementation.

During execution, there are several factors that contribute to profit leak for contractors. Such factors include geo-technical or environmental conditions, restricted site access, permitting, historic preservation, political issues, hidden conditions, and market/inflation risk in a multi-year contract. Rather than writing a contract that puts all the risks on the contractor, the owner should ideally write a contract with a common baseline of known risks at the time of award. If the actual situation turns out to be significantly different, there would be a basis for an agreement on mitigation or evaluating implications. Such practice exists in developed markets like the US or Europe.

De-risking Through Communicating Contractual Issues

Project execution has become more complex with joint ventures, multi-center execution, and dealing with multiple cultures. As the *PMBOK® Guide* rightly points out, 90 percent of a project manager's time should be spent on communication including risk communication. It is important to note the following:

- Engineering, Procurement, and Construction (EPC) projects are multi-year, long duration projects. During their initial stages, the project manager should do a contract summary briefing to all key players, including engineering leads, procurement and contracting managers, and corporate/functional managers. It may be necessary to conduct "re-emphasis" sessions during critical stages of the project as well as necessary to have regular risk reviews on the project, including briefing new key players on contractual and close-out aspects of the project.

- In EPC projects, because of long duration, the warranty phase would seem to be too far to attract enough care and attention. A problem to be fixed under a warranty may cost more than getting things right in the first place. The project manager must use organizational process assets and quality audit/quality control to ensure quick detention of any inadvertent errors followed by remedial action taken on time. Communication on delivery as per the contract, without gold plating, is equally important.

De-risking Issues at Project Completion Stage

Often at the project completion stage, the gap between the owner's expectation and contractor's understanding translates to unanticipated risks.

Generally in EPC contracts, the risks at the project completion stage are:

- Non-acceptance of the product
- Rejection of the product
- Failure of the product after delivery or acceptance
- Loss of company proprietary information during technical handover
- Liability due to breach of third-party intellectual property rights

Preparing for project close-out and handover should start at an early stage with progressive actions and updates to the handover package. Nowadays, most complex EPC projects need the handover of engineering information to the owner. Problems arise because a majority of engineering personnel are not available to the project manager at the time of contract close-out. This aspect often becomes a victim of neglect and later turns out to be a major retardant that drags the contract close-out phase to a much longer time than what had been planned for. One way to prevent risks is to ensure that contract clauses include the right to appeal against rejections and a compensation for invalid rejections.

In summary, project risk management is an area which needs attention and robust implementation at all stages of the project, with focus on de-risking effort right from the bidding to handover stage. The key is continual evaluation of risks and mitigation actions.

(Mr. V. T. Chandra Sekhar Rao is director – operations, Foster Wheeler India, and responsible for process, engineering, procurement, construction, fired heaters, and project management departments. With more than three decades of experience in executing large Indian and international Engineering, Procurement, and Construction Management (EPCM) and front-end engineering design projects related to oil and gas, power, steel, and industrial sectors, Mr. Rao specializes in project management, risk management, and contract management of large capital projects.)

A Safe Home for Rhinos

Rhino relocation project in Assam adopts new strategies to counter poaching and reach the target of 3,000 wild rhinos by 2020

BY PANCHALEE THAKUR

Photo courtesy: Assam forest department

After making the long road journey from Kaziranga, rhinos set foot in their new home, Manas National Park

The Manas National Park in Assam along the Indo-Bhutan international border that was once a thriving home of the one-horned rhinoceros is fighting to regain its lost glory by relocating rhinos from Kaziranga National Park and Pobitora Wildlife Sanctuary, and creating the right conditions for rhinos to grow their numbers in the wild. Manas had lost its entire population of around 100 rhinos during the Bodoland ethnic unrest of over a decade that ended in 2001. The Manas rhino relocation project is part of the Indian Rhino Vision (IRV) program that aims to grow the rhino population in the wild to 3,000 by the year 2020.

The IRV 2020 is a joint initiative of Assam forest department, World Wide Fund for Nature (WWF), and International Rhino Foundation (IRF). It was formulated by the Task Force for Translocation of Rhinos within Assam in November 2005. It is a multi-partner program where government departments are working together with international organizations, local non-government organizations (NGOs), and local communities to reach its objectives.

According to the latest census, the wild rhino population in Assam has grown to 2,544. Manas has 31 rhinos, of which 18 have come from the Pobitora and Kaziranga since 2008. Eleven calves have taken birth in Manas.

Principal chief conservator of forests (wildlife), Assam Government, Mr. Rajendra Agarwalla, says, "Reintroduction of wild rhinos in Manas under IRV2020 is marked as a great conservation success story because the rhinos have adapted well. It has provided the necessary initial impetus for the revival of the park."

Nine rhinos in Manas were initially raised in the Centre for Wildlife Rehabilitation and Conservation (CWRC) in Kaziranga. CWRC is a joint facility of the Wildlife Trust of India (WTI), International Fund for Animal Welfare, and the Assam forest department near Kaziranga National Park that rehabilitates rescued animals before releasing them back in the wild.

Dr. Rathin Barman, deputy director, WTI, cites the success story of one such rescued rhino. "Mainao was less than a month old when she got separated from her mother during floods in Kaziranga in 2003. She was brought to CWRC and raised by our staff. She was the first to be relocated to Manas in 2006 and is now a proud mother. We have relocated nine

Wildlife officials point to the 11 calves born in Manas as an indication of the project's success

such rhinos to Manas, of which three have given birth," says Dr. Barman.

However, recent incidents of poaching have put the spotlight back on security in these protected wildlife zones in Assam. As many as seven of the relocated rhinos have fallen to poaching in Manas. There have been recent reports of poaching from Kaziranga as well.

Project objectives and team

The long-term objective of the task force set up by the Government of Assam is conservation of rhinos in Assam through enhanced protection, habitat management, and range expansion. The objective of its IRV 2020 project is to have a rhino population of 3,000 in the wild in Assam spread over seven protected areas by the year 2020. The task force would work towards securing the existing rhino population in Kaziranga National Park, Pobitora Wildlife Sanctuary, and Rajib Gandhi Orang National Park, and re-introduce rhinos in the potential habitats of Manas National Park, Dibru Saikhowa Wildlife Sanctuary, and Laokhowa-

Bura Chapori Wildlife Sanctuary through wild-to-wild rhino relocations from Kaziranga and Pobitora.

The task force includes conservationists and officials from both the government and non-government sectors. The project partners are WTI, WWF-India, Aaranyak, International Rhino Foundation, US Fish and Wildlife Services, the Bodoland Territorial Council, and several local community-based organizations.

The task force set up two expert groups – the Security Assessment Group to assess the current state of security in the potential areas for rhino conservation and suggest ways to strengthen it, and the Habitat Assessment Group to determine the feasibility of the project in these identified areas.

Mr. Amit Sharma, co-ordinator, Rhino Conservation Program, WWF-India, says,"Protection is key in the conservation of rhinos in any park and when the decision was taken in 2005-06 to re-introduce rhinos in Manas, it was a huge challenge as the park was not in any proper shape from a security point of view. However, its habitat was found to be quite suitable."

" Mainao, the first to be relocated, was brought to CWRC and raised by our staff. She is now a mother. Nine such rhinos have been relocated to Manas of which three have given birth. "

Rathin Barman
Deputy director, Wildlife Trust of India (WTI)

" When the decision was taken in 2005-06 to re-introduce rhinos in Manas, it was a huge challenge as the park was in an improper shape from security point of view. "

Amit Sharma
Co-ordinator, Rhino Conservation Program, WWF-India

A tranquilized rhino being moved to a crate for transportation to Manas

Based on the reports of these groups, the task force selected Manas National Park as the first site to re-introduce rhinos after enhancing its security.

Challenges in rhino relocation project

Manas National Park is spread over 500 sq km along the northern bank of the Brahmaputra river. During the Bodoland struggle, militants used this vast forested area to take shelter from the security forces and smuggle rhino horns across the border. A decade after the Bodoland struggle ended, Manas attained the status of a UNESCO World Heritage site. This helped bring back world attention to the neglected national park.

The initial assessments showed huge gaps in security – severe shortage of security staff, lack of forest camps, dilapidated roads, no vehicles, and lack of a wireless infrastructure.

There were more than 100 job vacancies. Only 16 camps existed, of which only a few had security personnel. Re-introducing rhinos to Manas meant enhancing the national park's capacity from ground up – from recruiting and training scores of forest guards and caretakers, to repairing the existing infrastructure and acquiring new vehicles and equipment.

Phase-wise project implementation

The security group made multiple assessments and presented the findings to the task force. It was decided to move a total of 20 rhinos to Manas, of which four would be relocated in the first phase starting in 2008. As a part of the training phase, two male rhinos were transported from Pobitora to Manas in April 2008 by a special team of wildlife and security personnel. Before release, the rhinos were radio collared and monitored closely to understand how well they were adapting to the new environment. Thereafter, 16 more rhinos were relocated to Manas.

A Translocation Core Committee (TCC) was set up in November 2007, whose roles were to:

- Plan, execute, and monitor the capturing, transporting, and releasing of the rhinos from the source protected area to the target destination
- Constitute different teams that may be required for executing the various activities
- Assign works to the various teams

There were several risks involved in the relocation operation. Activities for this operation were divided into three stages: preparatory/planning stage, implementation (capture-transport-release), and post release.

The preparatory stage involved minute planning. The TCC listed out different resources required for the move and reached out to the right people and organizations, including forest officials, veterinary doctors, wildlife specialists working or retired officers with experience of such operations in Nepal or in rhino conservation. It also prepared a list of trained elephants of the department and private owners who could be used during the darting operation.

There were several teams – a capture team with a dedicated darts team for tranquilizing rhinos, release and monitoring team, logistics team, transport team, security team, and communications team that formulated strategies and managed media relations, filming of the event, and designing awareness and public support campaigns.

The implementation stage involved locating, capturing, transporting, and releasing rhinos. Some key activities were to prepare the site for successful release and training of the Manas staff on the monitoring of the released rhinos. As a part of training, they used domestic cattle to try out the radio collars.

Forest guards who patrol the park now have better technology to report suspicious activities and closely monitor released rhinos

The Assam forest department has acquired new vehicles and wireless equipment for better monitoring of the 500 sq km park

The post-release stage involves continued protection of the rhinos from poaching and monitoring to ensure they have adapted well to the new surroundings. The team uses both standard traditional methods and radio telemetry to monitor rhinos on a regular basis.

Approaches to conservation

For the first time in the history of conservation in Assam, the ranging (how far they spread out) of rhinos is being regularly monitored by dedicated teams with the use of high technology. The combined team of forest officials and WWF have also been documenting rhinos' post-release behavior and ranging patterns. The data generated by the field teams are fed into a GIS platform with the support of the WWF team and mapped for better understanding and management decisions.

However, three years after the first two rhinos were relocated to Manas, the first incident of poaching took place. Since then, seven rhinos have been killed, raising serious questions about the park's security situation.

The forest department is now involving communities around these protected areas in their anti-poaching efforts. "Community-based organizations are important partners in wildlife conservation. The eco-development committees constituted by adult members of the fringe villages share useful information with the park authorities and help us in preventing poaching," said Mr. Agarwalla.

During the past one year, the team has been regularly reassessing the situation to identify gaps in security and take corrective measures. Patrolling staff in Manas now uses cameras and devices enabled with global positioning system to locate and monitor the movements of wild animals such as rhinos and tigers.

The relocation of the two remaining rhinos have been put on hold till the team is satisfied with the security situation at Manas.

Project outcome

After the return of the rhinos to Manas, the flow of tourists is slowly picking up. Through the IRV2020, there are now targeted programs with the local community to spread awareness, build partnerships, and promote livelihood options. All these developments are paving the way for a trans-boundary conservation initiative between India and Bhutan. Recently there have been efforts to even promote tourism across the border.

The task force has now identified the Laokhowa-Burachapori complex for re-introducing rhinos. The habitat team has already given the green signal, and the security team has made recommendations. The team is working on the recommendations with the help of funds from WWF, IRF, USFWS, and the government. The Government of India has given permission for the relocation of 10 rhinos in the first batch. The first round of relocations from Kaziranga to Laokhowa-Burachapori is expected to take place by early 2015.

" Reintroduction of wild rhinos in Manas is marked as a great conservation success story because the rhinos have adapted well providing the impetus for revival of the park. "

Rajendra Agarwalla
Principal chief conservator of forests (wildlife), Assam Government

Why Ethics Matter at Work

BY ALANKAR KARPE, PMP

Mr. Alankar Karpe, PMP, PMI-ACP, works as a services project manager for CA Technologies. He has 14 years of project management experience and serves as member of the PMI Ethics Member Advisory Group. He holds a post-graduate diploma in management and a master's certificate in business analysis from IMDR, Pune, and George Washington University, respectively.

Ethical problems are common in a workplace that comprises of individuals with different motivations, ideas, education, and diverse backgrounds. According to Harvard University Business School Professor Max H. Bazerman, ethical lapses in projects contribute to huge losses and brand dilution. These lapses also contribute to a negative workplace culture that damages trust and leadership effectiveness.

The organization is responsible for making employees realize and help to resolve ethical dilemmas. It should be driven by the value of an ethically strong and aware workforce that can create trust and confidence in their current and potential customers, investors, government, and competitors.

Ethical Dilemma

Project team members often find themselves doing the wrong things for what they believe are for the right reasons. They should be trained to see the ethical dimension that involves tension between targets/deadlines versus honesty and truth; and desire of protecting the company's short-term interests versus long-term community interests. Contextual pressures to perform in such situations can mean taking shortcuts that result in a compromised position.

People operate under different ethical value systems depending on:

- Experiences
- Religious background
- Education
- Cultural background and values

Another factor that influences ethical behavior is office culture. Individuals may make unethical choices when bosses, managers, and co-workers engage in misconduct. The activities and examples set by the management and co-workers, along with rules and policies, are critical for setting up ethical compliance in an organization.

The Right Way Forward

One of the first step to establish corporate ethics is to clearly define what is acceptable and what is not by providing specific examples.

In many organizations, project managers create environments that lead their teams to do the dirty work for them. They say,

"Just get the work done, I reward results." They don't bother to say, "I want you to get it done ethically."

Organizations need to invest in creating workplaces where employees can safely raise their concerns without fear of retaliation. It is not only important to raise awareness of the ethical dimension within the organization, but also to provide a platform coupled with an environment in which employees can raise, object, and connect.

Project managers and organizations need to follow ethical practices in order to do what is right within their respective project teams.

- Follow ethical hiring practices, hire employees with strong ethical values, and emphasize ethics when recruiting new employees.
- Invest in ethics training programs, create awareness with mandatory attendance.
- Make the ethics code public and visible.
- Incorporate ethical decision-making, reporting breach, and disciplining employees who violate the code into the reward and feedback system.
- Make project managers accountable for their actions and encourage the team to question the manager.

Most importantly, organizations and project managers need to create a transparent culture and an environment of trust within teams so that people can freely ask for help, ask questions, and raise issues without any fear of being shot down.

Why Ethics are Important?

According to a study done by PricewaterhouseCoopers, ethical organizations are more attractive to employees because workers perceive that managers are more likely to be fair in their direct interactions with staff. This boosts employee morale.

Instilling and maintaining a code of ethics at work is a long-term investment. Organizations can save millions as a result of lawsuits and settlements later, and the risk of damaging the organization's image.

According to a report published in the website, Business in the Community, companies that actively managed ethical issues outperformed their peers financially by 3.3 - 7.7 percent over a five-year period. This shows how following ethics standards and maintaining an ethical work culture makes perfect business sense.

PMI WEST BENGAL CHAPTER

Project Management in Multicultural Environment

As part of its Learn & Earn series of events, the chapter organized an extensive and interactive session on project management in a multicultural environment. It was hosted at IBM Millennium City in Kolkata on 31 May. Despite of a heavy shower with strong winds in the early morning, enthusiastic participants turned up to join the experience sharing session and network.

Ms. Asima Bhattacharya, delivery head, MARA ISON Connectiva Limited, the speaker for the event, articulated her experience of working with multiple geographies. She explained how to manage project teams in multicultural environments, how she built a project management framework, and the seven guiding principles/ground rules which can help project managers in managing multicultural project teams.

The event concluded with a networking session over tea.

PMI BANGALORE CHAPTER

Knowledge Building Sessions for Members

Participants of the PM Enrich workshop in Bangalore with Mr. Frank Saladis

PMI Bangalore Chapter organized a two-day advanced program on agile project management techniques on 3-4 May at DHI Leadership Centre. This program enabled those who want to pursue the PMI Agile Certified Practitioner (PMI-ACP)® certification and fulfil the mandatory 21 contact-hour requirement.

On 7 May, the chapter participated in PMI 2014 Conference of Central Illinois Chapter, USA and shared its vision and experiences with conference participants through a live Skype session.

This month, two Footprints session were held. On 8 May, Mr. Rudresha T. Shetty, director of engineering (professional BU), Harman International India Private Limited, spoke on "Leaping from Water Fall to Agility". On 22 May, Mr. Lokesh Venkataswamy, managing director, Innomantra Consulting Private Limited, spoke on "Functional Innovation Methodology - a Systematic Approach to

Accelerate Patentable and Profitable Ideas".

The chapter, along with PMI India, held an advocacy session on project management, the various activities of Bangalore Chapter, and PMI certifications at L&T Infotech. Nearly 50 members participated in the event.

On 24 May, the chapter conducted a one-day foundation program on agile project management techniques at the DHI Leadership Centre.

On 31 May, Mr. Frank Saladis, an internationally known thought leader and speaker on project management, conducted a workshop under the chapter's PM Enrich program in Bangalore. Nearly 25 members attended the workshop that highlighted the importance of project management in a globalized environment that is imperative in today's competitive business dynamics for both growth and sustenance of organizations.

PMI PUNE DECCAN CHAPTER

A Series of Monthly Seminars

A seminar was held on 22 March on project management best practices that had over 90 participants. It started with Mr. Rajarama Rao Bannengala, vice president – programs, welcoming the attendees. The speaker for the day was Mr. Harish Honwad, who is a founding member of PMI Pune Chapter, and senior program manager, Persistent System. He presented the first part of the series, "Theory of Constraints: Why should Project Managers Learn the Theory of Constraints".

He introduced a theory of constraints that according to him works wonders if practised along with other concepts like lean methodology and agile project management techniques. After the session, the chapter felicitated new PMP® certified members and recognized three volunteers, Mr.Vaibhav Kondekar, Mr. Dhananjay Pandit, and Mr. Vinod Katke.

The next session of the day was on "Making Test Automation Work for You", in which Mr. Rahul Chaudhari, managing director and CEO, Qualitia, discussed the importance of test automation and the problems faced in the software test automation domain.

The 113th monthly seminar was held on 12 April in which there were over 70 attendees. Mr. Kapil Apshankar, associate director, Cognizant Technology Solutions, spoke on "Art of Managing Priorities". He is an expert in priority management for individuals, families, teams, and organizations, and is the author of "Done! The Art of Managing Priorities". The day ended with felicitation of new PMP credential holders. In the

Mr. Rahul Choudhary and Mr. Rajarama Rao B. during a monthly seminar

next session, Mr. Honwad continued his series on the theory of constraints.

The next monthly seminar on 10 May was attended by around 70 people. Mr. C. S. Vidyadhar Phadke, company secretary, V. B. Phadke & Co., spoke on "Insights of Project Finance for Effective Project Management". He discussed how project management is incomplete without a planned focus on project financing techniques. In the second session, Mr. Honwad completed the three-part series on the theory of constraints. The chapter also felicitated new PMP® certified members.

(Chapter news is contributed by Ms. Rekha Unni, PMP; Mr. Soumen De, PMP; Capt. L. N. Prasad; and Mr. Rinoo Rajesh, PMP.)

Fourth Internal R. E. P Annual Meeting

The Internal Registered Education Providers team with Mr. Raj Kalady, Mr. Craigh Killough, and members of the PMI India team in the Bangalore meeting

The fourth PMI Internal Registered Education Providers (I. R. E. P.) meeting took place on 13 June in Bangalore and was attended by 22 representatives from nine organizations.

The event kick started with Mr. Shine Sahadevan, head organizational markets, PMI India, sharing the meeting's agenda with the gathering. I. R. E. P. core team member, Mr. Anees Haidary, provided an update on good practices followed by Sasken Technologies. Participants were divided into two teams and they brainstormed on challenges in talent management. The suggestions gathered were valuable and can be taken forward for further discussion and action.

Mr. Craig Killough, vice president, organization markets, PMI, and Mr. Raj Kalady, managing director, PMI India, also joined the annual meeting. Mr. Killough spoke on "Talent Management - Pulse of the Profession," in which he presented some of the findings in PMI's latest *Pulse of the Profession®* study. He highlighted ways in which PMI is creating a platform to help government and non-government entities across the globe on talent management. He appreciated the efforts of the I. R. E. P. group and volunteers.

The I. R. E. P. core team presented the vision and objectives for talent management. Mr. Vineet Chandra, group leader, Alcatel Lucent, provided an update on the group's journey from 2011 to 2014. Mr. Neela Sudhindranath from Deloitte and Mr. Srinivas Haritsa from Wipro gave a status update on the group's goals identified during the 2013 PMI I. R. E. P. meeting.

The goals were:
- PMI to host case study repositories for project managers
- Guidelines to assess a project manager's competency

The presentation also covered knowledge management and talent development approaches through collaborative learning

that nurtures and recognizes practitioners within the I. R. E. P. organizations. The group plans to conduct a two-hour virtual sharing event on project management best practices.

The meeting ended with the core team sharing the challenges faced and the support it needed. The role of volunteers who have contributed towards both the goals was appreciated. Mr. Killough presented tokens of appreciation to the core team members and volunteers.

Ericsson Bangalore Hosts Community Event

Ericsson hosted its quarterly project management community event, termed Epignosis, on 27 June in Bangalore. The theme of the event was "Connected Project Managers in a Connected World." Over 90 project management community members from Chennai and Bangalore attended the full-day offsite event.

The event was inaugurated by Mr. Sanjib Das, senior director, consulting and systems integration (CSI), application development and maintenance (ADM) - Project Management Office (PMO), who spoke about emerging trends in PMO across the globe. Other speakers included Mr. Venkatramanan Venugopal, head, project and provisioning office, business unit networks research and development, Ericsson; Mr. Iain Brocklehurst, head, business architecture

and operations (Goldman Sachs); Mr. Madhava C. Kurup, technical vitality leader, IBM; and Mr. Jyotirmoy Datta, head, project management community, CSI ADM PMO, Ericsson.

Mr. Jacob Varghese from PMI India shared updates from PMI and some of the findings from PMI's latest *Pulse of the Profession®* research study.

The event ended with presentation of Project Management Recognition Awards to project managers, Ms. Anu Kurian, Mr. Balamurugan Rajasekaran, and Mr. Shivaganesh M. for their outstanding deliveries.

Champion Designate Graduation Ceremony

PMI India Champions, CAC members, PMI India Staff & PMI Bangalore Chapter Board Members

The PMI India Champion program continues to grow to reach out to new industries and geographies. The program had its first graduation ceremony where new champions were formally inducted into the program. It also saw continued advocacy efforts by volunteers in their respective domains.

The PMI India Champion Program is an initiative to advocate project management across industries with the help of project professionals who act as PMI ambassadors within their own organization. PMI India Champions promote the project management profession through advocacy sessions, by sharing best practices, and by facilitating an organization towards standardization and enhancement of PMI standards.

The champion designate graduation ceremony, organized by PMI India, was held on 24-25 May at Angsana Oasis Spa & Resort, Bangalore. While it was a program, oriented towards the graduation of designates, it also served as a get-together for champions and Champion Advisory Council (CAC) members to review the program's developments and strategize the way ahead.

Day one began with a series of discussions between CAC members and PMI India staff, led by Mr. Raj Kalady, managing director, PMI India. Participants shared their expectations from the program for the current year and discussed a strategic plan to achieve the same.

The day continued post lunch with a unique experiential learning workshop that was organized for champions and champion designates. Participants were tasked to form groups and make movies on random topics. While the exercise served as an ice-breaker for the participants, it also left them with a sense of belonging and charged them for the rest of day.

The ceremony started with an address by associate CAC member, Mr. Visukumar Gopal, PMP, who formally welcomed everyone to the event. Mr. Kalady delivered the keynote address, which was followed by a session by chair, PMI India Champion Program, Ms. Shagufta Inamdar, PMP, and co-chair, Mr. Vivek Sonar, PMP, which set the theme for the evening.

Mr. Kalady and the CAC members announced the graduation of champion designates in a small ceremony in which the PMI India Champion badge was pinned on them. A series of photographs were taken to capture this moment of joy in the lives of champion designates, who have now become PMI India champions.

The ceremony also acted as a platform to present the Champions of the Quarter awards to the following champions who with their passion for project management excelled in their performance for the first quarter of 2014 (Jan–Mar 2014):

- Mr. Krishnasamy V., PMP
- Mr. Roopesh K. P., PMP
- Mr. Deepak Singh Chauhan, PMP

The ceremony continued with a session by Mr. Roopesh K. P., PMP and Mr. Sundeep Jain, PMP, that enlightened the audience on work done by on-boarding committee. A few

new champions also shared their experience with the program.

This was followed by sessions by distinguished speakers Mr. Murali Santhanam, president, PMI Bangalore Chapter, and Mr. Basu Dutta, director, PMI Bangalore Chapter. They spoke on the activities by Bangalore chapter and the avenues available for PMI India champions and the PMI Bangalore chapter to collaborate.

CAC member, Mr. Partha Ghose, PMP, proposed the vote of thanks that marked the closure of the first day of the graduation ceremony. The celebrations, however, continued with an evening of music and cocktail dinner.

The second day began with a guiding session by Mr. Sonar, which showed the way ahead for the PMI India Champion Program and laid the strategy for 2014. The presentation provided the audience clarity on the program's goals and inspired them to give their best towards meeting those goals.

A formal introduction session followed in which old and new champions, and CAC members spoke about their organization, the industry they belonged to, and their areas of expertise.

Ms. Suvarna Naikdesai, PMI India Champion program administrator, later assigned mentors to the new champions who will guide them further in their journey as a PMI India champion. The ceremony concluded with a question and answer session by Ms. Inamdar and Mr. Sonar.

An event management committee, consisting of Mr. Visukumar Gopal, PMP; Mr. Roopesh K. P., PMP and Mr. Sunil Telkar, PMP, MIMA, conducted the entire event, with the help of Ms. Naikdesai, Ms. Leena Gupte, and Mr. Roger Rodrigues from PMI India.

Program Updates

In the west region, PMI India Champion, Mr. J. V. Rao, PMP, delivered a session on "Project Management and PMI Credentials" on 4 April at the Essar Learning Center, Hazira. The objective of the program was to enlighten the Essar ELC team about PMI and the benefits of the PMP® credential. The session was attended by 11 faculty members from ELC who have experience of 12-20 years in teaching in various fields like mechanical, electrical, utilities, and projects. Faculty members have shown interest to organize another session for trainees and project engineers of Essar.

PMI India champion Mr. Ashish Digikar, PMP, conducted an awareness session on "PMI, PMP®, Certifications and 35 PDUs" for members of the engineering research center and product planning and project management departments of Tata Motors, Pune.

On 29 April, PMI India champion, Ms. Dipti Trivedi, coordinated a workshop on agile project management techniques that included agile innovation games at Cybage Software, Pune. The workshop was targeted at middle to senior level managers from pre-sales, process, quality assurance, and documentation departments.

PMI India champion, Mr. Jaimin Jani, PMP, with the help of his organization's head of learning and development rolled out a unique program,"100 days to PMP®" at Black & Veatch. Its objective is to facilitate a structured development plan and get PMP® certification in 100 days. The pilot batch started this month with 16 nominated professionals from two offices – Mumbai and Pune. The entire program has been divided into seven stages with each stage designed to maintain focus and momentum of aspirants in achieving the PMP® certificate.

In the south region, PMI India champion, Mr. Vijay Narayanan, PMP, hosted three sessions on "Project Management and PMI Credentials" at L&T Infotech, Bangalore on 16 May. The sessions were conducted by Mr. Basu Dutta, director, PMI Bangalore chapter, Mr. Vijay Paul, Secretary and Treasurer, PMI Bangalore chapter, and Mr. Jacob Varghese, head-IT, defense, and aerospace markets, PMI India. There were over 50 participants from the middle management.

Associate CAC member, Mr. Visukumar Gopal, hosted a session on agile project management techniques on 11 April at Syntel Pune on "Project Management in Agile World". It was delivered by Mr. Murli Reddy, senior vice president, healthcare and life sciences, Syntel. Mr. Gopal also conducted a webinar for the Confederation of Indian Industry on "How PMI can play a crucial role in delivering organizational value/strategy" on 20 June. The webinar was attended by participants from various industries, with a particularly large attendance from the small and medium enterprises sector. It focused on the basics of the "Project Management Office (PMO), A3 Model, PMO Frameworks and Value creation through PMO".

Associate CAC member, Mr. B. Sai Prasad, PMP, PMI-SP, delivered a two-day session on MS Project to five students. The fees from the students was donated for charitable causes while the venue, food, and other expenses were sponsored by Mr. Prasad.

On 22 June, PMI India champion, Mr. R. Manikandan, PMP, conducted an awareness session on "Project Management and PMI Certifications Path Forward" for seven students of National Institute of Technology, Tiruchirapalli.

In the north region, PMI India champion, Mr. Ajay Kumar, PMP, conducted a one-day session on 26 May on "Project Management Fundamentals" at IBM, Noida. The session was aimed at providing an introduction to basics of project management to team leaders and PMO officials.

(Champion update is contributed by PMI India champions, Mr. Kiran Rajeshirke, PMP, Mr. Sundeep Jain, PMP, and Mr. Sunil Telkar, PMP, MIMA.)

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