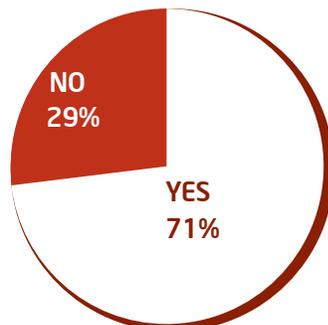# Rising to the Challenge

This special cover story on disaster management features a rescue operation, a rehabilitation project, crisis management at a family event, and PMI's *Project Management Methodology for Post Disaster Reconstruction*

PMI POLL BOOTH

Voice your Opinion

Q. Are Indian companies comparable to multi-nationals in terms of project management maturity?

Click here to fill your entry.

Cast your vote today. Learn if your fellow practitioners feel the same way as you when the results come out in the next issue of Manage India

RESULTS OF JANUARY POLL

Q. Do you struggle to strike a balance between administrative tasks and core project work?

NO
29%

YES
71%

Voice your Opinion - Last poll results

Letter from the Managing Director, PMI India

Dear Practitioners,

Inspired by the way the Indian defence forces responded to the Nepal earthquake of April 2015, and the spirit of volunteering and social consciousness displayed by our own PMI Chennai Chapter after the Tamil Nadu flood in December 2015, we are dedicating this issue of *Manage India* to the thousands of unsung heroes and heroines who reach out to others in times of need, going beyond their call of duty. Also look out for PMI's *Project Management Methodology for Post Disaster Reconstruction* and a senior project practitioner's experience of managing a crisis succesfully during the Chennai flood.

I am happy to announce that the theme of our Project Management National Conference 2016 is: *Project Management – Indispensable for Vision India*. We picked this theme from nearly 700 ideas that the project management community came up with following a contest that PMI India had run titled, Dream a Theme. Turn to page 17 for details about the contest and the winner.

The conference will be held on 17-19 November at Mumbai Renaissance Hotel & Convention Centre, Powai. Keep checking the PMI India website for more updates as we approach the conference.

The nomination process for the annual PMI India Awards Program has just begun. The nominations will be open until 16 May. This award program is the most prominent platform through which project managers can earn recognition. I would urge you to nominate a successful project you have done or motivate another practitioner who you believe has done a great project to do so. It is important to get the recognition and at the same time communicate to others the factors that lead to success of the project. Click here to submit your nomination.

We have recently published a white paper on project maturity, in collaboration with NEC Technologies India (NTI). The white paper is based on research conducted by NTI among selected Indian and multi-national IT companies in India on the capabilities that they are building to scale the project management maturity curve. Click here to read the white paper.

Through a tie-up with Techgig.com, we are co-hosting a series of webinars on project management. Termed PMI's Project Management Leadership Series, there will be a total of 24 webinars. Click here to register and be up-to-date with the latest thoughts and ideas on project management.

Warm regards,

Raj Kalady
Managing Director, PMI India

Rising to the Challenge

This special cover story on disaster management features a rescue operation, a rehabilitation project, crisis management at a family event, and PMI's Project Management Methodology for Post Disaster Reconstruction

BY PANCHALEE THAKUR

Sun-baked, parched farmlands in Maharashtra and Telangana, inundated streets of Chennai and Srinagar, and houses reduced to a rubble in many parts of neighboring Nepal are some visuals from 2015 that will remain in the minds of Indians as powerful reminders of the vulnerability of human beings in the face of natural disasters. According to the United Nations Office for Disaster Risk Reduction, in 2015, India recorded 19 natural disasters and was the third most disaster hit country. With climate change experts forecasting a higher incidence of disasters in the years ahead, governments and aid organizations face the daunting task of carrying out frequent rescue, relief, and rehabilitation work. However, often these efforts make poor utilization of resources and result in a shoddy outcome because of non-standardized procedures while responding to a crisis, poor execution of rescue and relief operations, and insufficient monitoring of rehabilitation projects.

Manage India speaks to the Indian Army and Indian Air Force to understand the procedures that the Indian armed forces followed in Operation Maitri, the rescue and relief mission it launched after the Nepal earthquake in April 2015 that won India praise and admiration for quick and effective response. We focus on a rehabilitation project launched by PMI Chennai Chapter after the devastating floods in Tamil Nadu in December 2015. Also featured is the crisis management by a senior project practitioner for his daughter's wedding during the Chennai floods.

Neighbor Reaches Out in Times of Need

A major part of the rescue effort focusses on extracting people trapped inside rubble as buildings collapse

The Indian Army's mountaineering team rushes to rescue those caught in an avalanche in Mount Everest triggered by the earthquake

Within 15 minutes of a powerful earthquake hitting Nepal close to noon on 25 April, the Indian armed forces, along with the National Disaster Response Force (NDRF), had set in motion a rescue and relief mission to the neighboring country. By that afternoon, 10 NDRF teams comprising 450 personnel had reached Nepal. By midnight, the Army had deployed a senior officer to Kathmandu to coordinate the efforts.

The Indian Army deployed 400 personnel, 18 medical teams, and five teams from the engineer task force. The IAF provided about 90 personnel for the sorties and 30 for medical assistance. The Indian Army's Everest expedition team, which was at the Everest base camp when the earthquake struck, rescued a number of mountaineers who were struck by an avalanche that was triggered by the quake.

The Difficulties Awaiting Rescue Teams

- Disruption of telecommunication networks
- Overcrowding at Kathmandu airport
- The sheer scale of the disaster, with a large number to be people to be found and/or helped
- Inaccessibility of far-flung areas because of blocked roads and collapsed bridges
- Providing shelter to thousands of those rescued who did not want to go back to their damaged houses
- A large number of Indians to be evacuated
- Shortage of food, water, and essential drugs

MI-17 helicopters of the Indian Air Force used in rescue missions

Factors that Helped in Quick, Effective Action

High-level decision-making, roles clearly defined

As soon as news about the earthquake had broken out, the Indian defence forces got into the act to organize a rescue and relief mission. The Chief of Army Staff, General Dalbir Singh, got in touch with his Nepalese counterpart and took a status update. The Integrated Defence Staff (IDS), which is the nodal agency of the Ministry of Defence, organized a meeting with the Indian Army, IAF, NDRF, and the ministry of external affairs.

IDS nominated a top-ranking officer of the Gorkha Regiment, Major General J.S. Sandhu, AVSM, VSM, as the joint task force commander. His role was to assist the Nepal Army and coordinate the Indian search and rescue operation. Major General Sandhu reached Kathmandu by midnight of 25 April to take over his responsibility.

The operations branch at Air Headquarters also nominated a contingent commander, who would be the IAF mission team leader, and provided him the resources he needed to conduct the operation. This person was tasked with the responsibility to utilize IAF resources for the operation and coordinate among various agencies for the mission. The IAF chalked out a plan on the aircraft and helicopters it needed to deploy, and within four hours of the earthquake, the first aircraft was airborne from the Hindon air base in Ghaziabad for Kathmandu.

Established procedures, clear chain of command

Col. Rohan Anand, public relations officer, Indian Army, said its response was based on established procedures, experience, and inputs from the field. "The Indian Army established command and control centers in Kathmandu and Pokhara under a major general and a brigadier, respectively. These centers carried out day-to-day assessments of the situation on the ground and interfaced with the Nepalese Army to plan relief and rescue effort, assessed the requirement of additional teams, ensured that relief reached the deserving, and that there was no duplication of effort," said Col Anand.

The Indian Army's first engineering task force reached Kathmandu within 24 hours, medical teams and additional engineering personnel reached in the next 24 hours, and helicopters from the IAF and Indian Army reached Kathmandu and Pokhara, respectively, within 48 hours. On the request of the Nepalese Army, they sent additional engineering teams to Kathmandu later. Relief material for construction of temporary shelters was also sent.

The command and control centers had representatives from the IAF. Seven officers of the Indian Army and two from the IAF assisted Major General Sandhu.

Extensive training and experience

Said the IAF spokesperson, "Military officers are exposed to management techniques and methods as part of routine training during their careers. This training prepares them to handle a variety of situations during operations. We consider factors such as seniority, experience, and area-wise extent of operations at the time of detailing a contingent commander for missions."

The same is true of the Indian Army, which is often called to assist in rescue missions during natural calamities in India.

Alternative communication channels

With disruption of the telecommunication network in Nepal, the Indian armed forces relied largely on satellite phones in the initial days. A satellite link was established between the Nepal Army Headquarters and the Indian Army Military Operations Directorate. Later, a satellite terminal was established in Kathmandu for seamless flow of voice and data.

The IAF spokesperson added, "The information flow is always minimal in the beginning as it takes time to assess the extent of damage. In the absence of an effective communication network, the IAF launching base in Kathmandu used routine feedback from helicopter pilots who were operating in far flung areas as the primary source of information. Plans were kept flexible to accommodate emergent requirements."

For smooth and effective operations, the contingent commanders for the Army and the IAF were in constant touch with the top leadership of the Nepalese Army who was spearheading the rescue and relief operations.

By the end of Operation Maitri, the Indian rescue teams flew 2,223 sorties, moved about 11,200 people to safety, and transported and dropped about 1,700 tonnes of relief material. The Indian Army provided medical assistance to 4,831 injured, which included 300 surgeries. The IAF treated another 932 people in its field hospital. The engineer task force of the Indian Army cleared over 16.5 km of track, over 11,477 cubic metres of debris, helped to re-construct 55 houses/shelters, and recovered several bodies.

Know the Basics of PMI's Project Management Methodology for Post Disaster Reconstruction

In response to the Indian Ocean tsunami of 26 December 2004, PMI collaborated with international relief agencies to develop the PMI's *Project Management Methodology for Post Disaster Reconstruction*, also known as the *Post Disaster Rebuild Methodology* (PDRM). PDRM is a global rebuild methodology that contains a checklist and a comprehensive set of templates.

The PDRM checklist has a series of statements/questions for a project manager which details his/her appropriate response, a project management process reference, and the required templates. The rebuild project manager chooses templates to suit his/her needs.

Some of these checklist questions are: What is the problem that is to be solved and why do I care about it? How will I know that all the resources will be available when needed? What will I do if needed resources (human and material) are not available?

By answering the first question, the project manager will be able to draw up the project charter. By answering the next two questions, he/she will be able to ensure proper reporting to the stakeholders, schedules based on milestones, budgets, risks, resources and workaround planning. The suggested templates for this question are a communications plan, cost estimating, staffing, risk management, procurement and resource planning, cost tracking, scheduling, workaround planning, and results.

How PDRM helps

By applying the tested tools of project management to post-disaster situations, the PDRM methodology helps in the following ways:

1. Provides a resource for organizations or individuals with or without formal project management training.
2. A case scenario-based course accompanies the training for agencies in relief operations.
3. Local follow-up support through PMI's 150,000 worldwide members in 150 countries.
4. The structure provides organizations the flexibility of using either the entire set of processes or selected processes to complement their current work methodology.
5. Ease of use through checklists; guidance through the various processes and templates.
6. A train-the-trainer presentation of up to six hours or a comprehensive 18 hours based on the customer disaster/crises scenario.
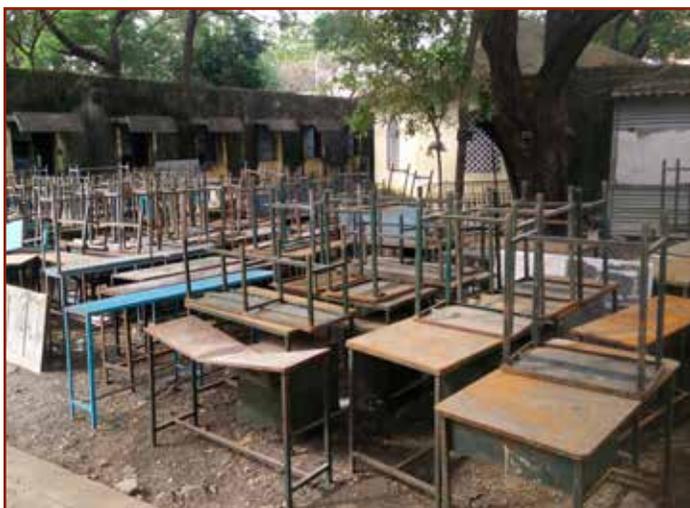
Stagnant flood water causes damage to classroom furniture

PMI Chennai Chapter volunteers with school children

PMI Chennai Chapter Shows the Way

In the true spirit of volunteering and community service, PMI India Chennai Chapter (PMICC) identified three schools that had suffered significant damage during the December flood for rehabilitation, of which work has been completed in two schools. The beneficiaries are Ashok Nagar Girls Higher Secondary School and the Chennai High School in Kotturpuram. Work in the third school, the Chennai High School in Teynampet, is currently underway.

Prasannaa Sampathkumar, secretary, PMICC, said, "Soon after the flood, our members approached schools in the most impacted Chennai and Cuddalore districts in order to evaluate the damage and identify immediate requirements. We finalized on the Ashok Nagar Girls Higher Secondary School as our first project as part of PMICC Chennai Flood Rehabilitation Program." The other two schools were taken up in the second phase.

The Ashok Nagar school has 100 classrooms and a total strength of over 3,500 students. Several of its classrooms were under 6-8 feet of water during the flood, leading to damage to the floors, furniture, books, stationary, and electrical fittings.

Once the school produced its list of requirements, chapter volunteers, led by Sriram Raghavan, vice-president, certification, conducted an independent assessment and verified the requirements on 12 December. The school immediately needed repair or replacement of black boards, light fittings and ceiling fans, painting of classroom furniture, other carpentry work, and a new water filter plant.

On 18 December, the team finalized the scope of immediate requirements as blackboard painting, painting of classroom furniture, and the fixing of lights and other electrical fittings in five classrooms. The team crashed the project schedule and completed the work during the one-week school holiday during Christmas and New Year. Chapter volunteers Koushik Srinivasan, Syed Razik, and R.N. Pradeepkumar, along with Mr. Raghavan, took care of the coordination among the school, chapter, and vendors identified for the works.

For Chennai High School, Kotturpuram, the chapter has helped with audio headsets for the computer lab, lights fixtures, steel storage units, and ground restoration. The chapter board is now assessing the requirements for the Teynampet school.

Funds for the projects have come from collections from chapter members and corporates. The chapter has so far received Rs. 1.75 lakh, following a call for support that the chapter board had made during a special session on 26 December.

The chapter has also committed to supporting the Ashok Nagar school for some of its long-term requirements such as dust-free boards, tube lights, desks, chairs and notice board.

Chapter president, P. Ramasubramaniam, said, "We want to create long-term value through education related projects. It aligns best with the chapter's and PMI's overall vision. We are now identifying future projects to bring into this scope."

Crisis Management at an Indian Wedding

A daughter's wedding is a big day in one's life, and for our daughter's wedding, my wife, Subhashini Rao and I decided to put in our best efforts in its planning. As a certified Project Management Professional (PMP)®, I decided to follow all copybook processes of project management in the wedding planning. This included a Work Breakdown Structure, scheduling, resource planning, risk management, and procurement. Our project management was put to the test when we faced the unplanned risk of heavy rains inundating Chennai.

Raju N. Rao, PMP

When Chennai came to a grinding halt after heavy rains in the first week of December, many weddings were postponed. But with careful planning, we managed to pull off our daughter's wedding on 6-7 December.

We had put in place a good plan for the transportation and accommodation of guests. We didn't leave out any rituals or ceremonies. We also managed satisfactory service for most services including decoration of the venue, beautician for the bride, and food quality.

Some Observations

- It pays to be 'un-smart' – Ironically, the so-called "efficient" private institutions such as banks, radio cabs, and other private service providers did not work, except for auto-rickshaws. The State Bank of India was one of the few functioning banks. People who kept cash at home managed better than those who depended on ATMs.

- Be ready for surprises – Chennai is known for the acrimonious behavior of auto-rickshaw drivers. During this crisis, auto-rickshaws were the only vehicles that plied on the road and surprisingly, the drivers did not exploit the situation by over charging.

- Bringing the worst or best in people – The true indicator of capability or intent comes out in a crisis situation. We found how some people, contractors,and organizations went out of their way to accommodate, while others refused.

- Management and leadership styles – Within our own team of family members, some stepped up and took charge of a situation, some were good in high-level planning but hardly managed execution, and some were good in following instructions and executed given tasks.

Our Learnings

* Form a core group for quick decision-making which meets often, many times during the day on an adhoc basis.
* Review fall back plans including alternate vendors and resource persons.
* Consider options of must-have, good-to-have, and nice-to-have to prioritize requirements.
* Practice 'managing by walking around' since technology and systems may not be working.
* Planning is the backbone that helps in crisis management during the execution phase.
* Considering at least three vendors for material or services is not just for price comparison but also beneficial for risk management as these service providers can be your fallback option.

The principal prerequisite in managing such projects is meticulous planning. Planning need not be done by anticipating a crisis. Instead, practice project planning in a routine course more rigorously. The change management component of crisis management would be more informal here as the time for decision-making and implementation period are short. It is also critical to maintain flexibility and agility in handling a project in a crisis situation. Another critical factor that helped us pull through the wedding was collaboration between the bride's and groom's side.

(Raju N. Rao, PMP, is founder of Xtraplus Solutions which is involved in consulting and training in project management.)

Shining Example of Project Success

NTPC's award-winning solar PV project in Port Blair, Andaman and Nicobar Islands, offers lessons in project management during challenging times

The NTPC project team receiving PMI India's Best Project of the Year – Small (<Rs. 100 crore) in 2014 for the grid connected solar photo-voltaic project in Andaman and Nicobar Islands

NTPC Limited, formerly known as National Thermal Power Corporation Limited, commissioned a 5 MWp grid connected Solar Photo-voltaic (PV) power plant in Port Blair, the capital of Andaman & Nicobar (A&N) Islands, as part of its corporate plan to establish its footprint in the renewable energy sector.

The solar PV project is located on the outskirts of Port Blair and is spread across a 10-hectare plot that has been leased out by the A&N electricity department, who is the plant's customer.

NTPC awarded the engineering, procurement, and construction (EPC) contract to Hyderabad-based Photon Energy Systems Limited. The project was completed within six-and-a-half months from the date of handing over of the land, in spite of several challenges.

NTPC won PMI India's Best Project of the Year – Small (<Rs. 100 crore) in 2014 for the exemplary use of project management techniques.

"This was a highly complex project because of the challenges associated with a compressed project schedule and working in a remote island that is separated from the nearest port by over 1,000 km. We adopted robust project lifecycle methodologies even before the project was awarded to the time it was commissioned," said A.K. Jha, chairman and managing director, NTPC Ltd.

Some Key Challenges	Some Project Management Techniques
Project Schedule – A land dispute took almost nine months, out of a total project schedule of 12 months, to sort out.	**Project Schedule** – To overcome the initial nine months' schedule delay, NTPC adopted the Work Breakdown Structure technique.
Scope – Chances of surprises in the feasibility study could not be ruled out as the data it had used could have undergone changes.	**Scope** – A detailed "sensitivity analysis" was conducted to determine changes in the annual energy generation, and based the estimates on the worst scenario case.
Logistics in Supply Chain – Being an island-based project, it faced immensely complex multi-mode logistics.	**Logistics in Supply Chain** – Some techniques adopted were close coordination between manufacturing and supplies, and someone identified to oversee all the coordination, port handling at the Chennai port.

Suppliers – During execution, a critical supplier of module structures was not able to adhere to the schedule, leading the project team to scout for an alternate source.	**Suppliers** – Special teams were deputed at vendor sites to inspect, clear, and follow-up on critical supplies and equipment due for dispatch.
Human Resources – There was a shortage of certain skills. Coordination among multiple project teams that were geographically scattered was difficult.	**Human Resources** – A full-time project management office (PMO) was set up during execution that managed skills requirements, and implemented quality and safety standards.
Communication – Limited communication facilities in Port Blair posed bottlenecks as the project required collaboration at various levels.	**Communication** – Regular monitoring of the project's progress was conducted to ensure timely resolution of issues and fast follow-ups.

Benefits

The NTPC solar PV project supplies clean and green solar energy to the A&N grid that supplies power to the island. It helped reduce carbon dioxide emission by 6,173 metric tons during the first year of operation. Lieutenant general (Retd.) A.K. Singh, PVSM, AVSM, SM, VSM, honorable lieutenant governor, A&N Islands, adds, "It's a pleasure to visit the solar PV plant. There is scope to enhance the use of non-conventional energy resources in our islands, provided they are efficient and not cost prohibitive. We, in the A&N administration, are committed to encouraging the use of such energy resources."

As a United Nations Framework Convention on Climate Change (UNFCC) registered plant, it received 6,173 certified emission reductions (CERs) during the first year of operation (2013-2014). These tradable CERs have provided NTPC an additional source of revenue in the CER market.

In the first year of operation, the plant has helped save about 1,800 kiloliter of diesel. The project went on to win NTPC's Swarn Shakti Award for excellence in project management for renewable projects that was instituted for the first time in 2012-13.

Click here to read the complete case study.

SHORT TAKES (April Contest)

A column that gives you an opportunity to share your ideas with the community. Take part in the contest and win PMI goodies.

Q. Bad news about a project must be conveyed to the team immediately. Do you agree? Please give reasons for your answer.

Put your thoughts down in **less than 150 words** and we will publish the best answer in the next issue of *Manage India*. The winner will also get goodies from PMI. Click here to go to contest page.

Terms & Conditions

- The contest is open to PMI members and PMI credential holders in India only.
- Each contestant can send only one entry for each contest.
- The closing date to send your entry is May 20, 2016.
- No responsibilities will be taken for entries not received.
- The *Manage India* editorial team reserves the exclusive right to make the final decision on the winner.
- The winner agrees to the use of his/her name and photograph by PMI India in PMI publication material.
- The winner will be notified through the email address provided at the time of entry submission.

Congrats Mushtaq Badlani

Below is the winning response for last issue's Short Takes.

Q. PMI's Earning Power: Project Management Salary Survey establishes once again that the PMP® credential holds an advantage when it comes to a project manager's earning potential. In what other ways does the PMP® credential provide you an edge?

A. In my company, PMP® is a pre-requisite for the project manager's role. It identifies you as a competent project management professional, who understands and applies standard project management processes, and evolves with changes in the practice area.

In an increasing agile world, organizational support would go a long way in helping project managers transform and scale into multi-faceted resources.

It's Profitable to be Ethical

ALANKAR KARPE, PMP, PMI-ACP

"Any idiot with a strong enough stomach can make quick money, sometimes a lot of it, by slashing costs and milking customers, employees, or a company's reputation. But clearly that's not the way to make a lot of money for a long time. The way to do that is to create so much value that your customers wouldn't dream of looking for another supplier. Indeed, the idea is to build a value creation system of superior products, service, team work, productivity, and cooperation with the buyer." - Thomas Teal, former senior editor of the Harvard Business Review, in Fortune.

"Ethics is the new competitive environment." - Peter Robinson, CEO, Mountain Equipment Co-op.

Ethics is often believed to be an expensive practice that causes an organization to forego profits. Organizations must remember that any benefits from lying, cheating, and stealing usually come at the expense of their reputation, brand image, and shareholders. Therefore, leaders and managers should work hard to be ethical and remain that way. Some project managers believe that being ethical is too expensive for the project and that it may cause them to forego profits. It's not true. It's not unethical to make profits, but it does matter about the way profits are earned.

Ethical companies are more trusted by people and this trust provides higher chances that the organization will remain profitable and continue to grow for many years. There are studies which show that people are willing to pay a premium for an ethical company's products and that ethical organizations have continued to survive and grow.

Resorting to shortcuts and unethical means in order to generate profits will be disastrous for a project, client, and an organization in the long run, and highly damaging to its social image and brand. For new-age companies, being ethical is becoming an increasingly important component of their business practice, particularly in the era of the Internet, powerful social networks, and smart instruments where opinions and perceptions can flow fast.

Why Being Ethical Matters

Unethical behavior can be extremely profitable in the short run. But a business is supposed to create long-term value for its customers and shareholders, and unethical tricks will not last for that long.

Sometimes the ethical violations committed by a project manager, project members, or the organization look profitable for the short-term.

However, being ethical pays future dividends. If a project manager or business leader is ethical, often the employees or team members feel safe and secure enough to air their thoughts, thereby promoting innovation. Today's young workforce is dynamic and full of new ideas and, therefore, they feel comfortable joining teams and companies which welcome new ideas. Leaders who are ethical in their practices are the most sought after by the millennial generation.

According to Deloitte's fourth annual Millennial Survey, which included 7,800 of tomorrow's leaders from 29 countries, the value of strong business ethics is increasing. This stresses the fact that today's young workforce prefers to join ethical organizations that they can trust for their future growth.

Ethics = Profits

In an experiment conducted in 2008 by Remi Trudel and June Cotte, it is proved that ethical behavior and actions are a wise investment. Their study showed that if you act in a socially responsible manner and advertise that fact, you may be able to charge slightly more for your products. On the other hand, it appears to be even more important to stay away from goods that are unethically produced. Consumers may still purchase your products, but only at a substantial discount.

In this study, customers were told of the practices of the companies producing the coffee they bought. They did not mind paying a premium for a company with ethical practices, as opposed to that of a company that offered no information on its business practices. But when customers were told that the company was involved in unethical practices, they punished the product by asking for heavy discounts. Some customers were not even willing to buy the product.

The lesson is clear. Customers, who care about high ethical standards, are the ones who can contribute to the biggest potential profits on ethically produced goods. There should not be any hesitation in being ethical as this is a long-term investment in making current and future customers your loyal partners. When companies work ethically, they naturally outpace competitors who are unethically working for expanding profits. It is simply because customers see them as a trusted partner, not only for what they do, but for how it is delivered.

(Alankar Karpe works as senior program manager for Altisource. He has an overall experience of 15 years. He is a member of PMI's Ethics Member Advisory Group, which is a global team of experienced volunteers who are committed to facilitate learning and discussion about ethics and professional conduct in project management.)

Assessing and Developing PM Competencies: A Case

DHANANJAY GOKHALE, PMP, PMI-RMP

An individual should not be graded on the basis of his or her competency. Instead, grade only the person's competencies. So, one individual can have different grades of competencies. Only those who understand this subtle difference can benefit from competency assessment in terms of both individual and organizational growth.

You plan to hire a new project manager: how can you tell which candidate will perform the best? You want to give some of your junior leaders project management training: how can you tell which ones are most likely to succeed in project management? You are reviewing proposals from several vendors for a project that is critical to your company's future: how can you tell if their project manager is competent? One of your clients approaches you and requests for a competent project manager to manage his complex project: can you confidently say "select anyone from this talent pool and she or he will perform extremely well as a project manager"?

A number of organizations try to define and document project manager competencies. Many factors like a sound understanding of competencies, competency grades, and facilitators' interviewing and inference skills play an important role in such an exercise. This exercise must aim to bring the best out of a project manager. The key is to go beyond mere processes and include mapping exercises based on action oriented competency statements.

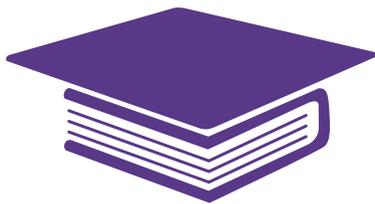The book focuses on many important areas, along with case studies, such as:

- Common mistakes in competency assessment
- Techniques of assessment interviews
- Fifty parameters for assessment
- Four questions that one must answer while defining a competency
- Five grades of competencies
- Drawing inferences
- Dealing with tough behaviors during
- The role of the project management office in assessing and developing project management competencies

(Dhananjay Gokhale, PMP, PMI-RMP, is the recipient of PMI's Eric Jenett Project Management Excellence Award in 2013. He has been associated with project management services for the past 16 years. He is now a Registered Education Provider of PMI.)

PMI PUNE-DECCAN INDIA CHAPTER

Empowering Students

Symposium on Smart Cities

Dr. S.B. Mujumdar (center) felicitating Kunal Kumar. Also seen in the photo is Girish Kadam

PMI Pune-Deccan India Chapter organized the first project management symposium on "Building Smart Cities – The Project Management Perspective" on 30 January. The symposium was co-hosted by the Symbiosis Centre for Management and Human Resource Development (SCMHRD), Pune. It discussed the adoption of project management best practices to implement projects of such nature.

A project to build smart cities would not only be large and complex, but must also align national interests with individual interests, thereby bringing skills, ideas, and knowledge together on a large scale. The chapter chose this subject as the Government of India has announced that Pune would be part of its smart city program roll-out.

Over 130 project management professionals, aspiring project managers, entrepreneurs, students from SCMHRD, and academicians from Pune and Mumbai attended the event. The event made good use of web collaboration technologies, and generated over 200 tweets on Twitter and over 100 Facebook comments that helped further reach out to practitioners across the world.

Besides president, PMI Pune-Deccan India Chapter, Girish Kadam; and director, SCMHRD, Pratima Sheorey; the others who spoke included founder and president of Symbiosis Society, Padma Bhushan Dr. S.B. Mujumdar; commissioner, Pune Municipal Corporation, Kunal Kumar; and managing director, Product Dossier, Sandeep Kumar.

There was a project report presentation by the students of SCMHRD on the Pune smart city initiative. The post-lunch session included a panel discussion on what programs like this need from the point of eco-system partners and project management.

Udaan 2016

Udaan is an integral part of the chapter's annual mega event for students. The sixth edition of Udaan, titled "Thinking Beyond Horizon," was co-organized with the Institute of Industrial and Computer Management and Research (IICMR) on 6-7 February. IICMR joined PMI Pune-Deccan India Chapter to help promote co-curricular and extracurricular skills around culture and management among its students.

Udaan hosts a series of competitions in which students apply their critical thinking, ideation, and analytical skills to propose unique solutions to real-world problems. There were competitions around projects called Srijan, case studies called Vishleshan, and movie reviews called Drishti on 6 February.

The next day there was a competition in which participants had to make products out of waste. They also had to market these products using innovative advertisements. This year's competitions broke all previous records in terms of the number and quality of participants.

Speakers at the event included Prashant P. Khambaswadkar, managing director and CEO, Universal Group; Dr. Abhay Kulkarni, director, IICMR; Dr. S.P. Kallurkar, principal, Atharva College of Engineering; Girish Kadam, chapter president; and Makrand Hardas, vice president – academics, PMI Pune-Deccan India Chapter.

Winner of Srijan project competition, IICMR MBA students, Dhawal Mehta and Varisht Geidia (in the foreground), receiving the trophy, certificate, and a cash prize of Rs. 5000. Also in the photo are (from left) Dr. Abhay Kulkarni, Prashant P. Khambaswadkar, and Makarand Hardas

PMI NORTH INDIA CHAPTER

New Achievement, Knowledge Sessions

PMI North India Chapter became the first chapter in India to enter PMI's 500 Club. The chapter entered this coveted club in 2015 after having achieved the goal of adding new chapter members, under the PMI Guest Pass program, up to a value of US$500 within a calendar year.

The chapter held its 2015 annual general meeting on 19 December in which members from not just Delhi-NCR and the national capital region participated but also from other states in the chapter's territory. It was an occasion to highlight the chapter's achievements among members and plans for the upcoming year. The chapter also recognized chapter ambassadors and long standing members (those who have been with the chapter for over seven years) at the event.

A day-long program on the measurement of productivity in public sector projects was organized on 21 January by the project management office of the Asian Development Bank and PMI North India Chapter, in co-ordination with the University of Petroleum and Energy Studies (UPES), Dehradun, and the Uttarakhand Productivity Council. The event was conceived and delivered by North India Chapter, regional connect ambassador, and director, Uttarakhand Jal Vidyut Nigam Ltd. (UJVNL), B.C.K. Mishra, along with the chapter board. Around 100 project engineers from several public sector organizations attended the event.

There were presentations at the event from Mr. Mishra; S.N. Verma, managing director, UJVNL; Paramita Mukerji, PMI North India Chapter, company connect ambassador for Wipro in Delhi; Rajiv Anand, vice president, Uttarakhand Productivity Council; Prof. V.J. Byra Reddy, head - public policy, College of Management & Economics Studies, UPES; and Prof. Shrihari Honwad, vice chancellor, UPES.

The chapter organized a workshop on project management for social projects on 30 January, with support from Vistara, to advocate the adoption of project management methodologies for social projects. Aimed primarily at non-government organizations (NGOs), the workshop brought together PMI North India Chapter members and NGO representatives in an interactive forum where practical project management techniques were discussed and applied in a simulated workshop mode. The workshop was conceptualized by Vanita Ahuja, chapter secretary, and delivered by Ajay Bhattacharya, chapter vice president - membership, supported by other chapter board members and volunteers.

The chapter organized an "evening with project management professionals" that was hosted by Hughes Systique on 13 February. It included presentations on agile project management techniques by experts on the subject –Vaibhav Sharma, Lakshmi Kant Shukla, and Anil Pathak.

The event was conceptualized by vice president, programs, Shivender Vats, and delivered by Arun Vats, principal engineer, Hughes Systique, Gurgaon.

Participants at an "evening with project management professionals" being hosted by Hughes Systique

WEST BENGAL CHAPTER

Project Management Learning

Nilanjan Chandra (left) felicitating speaker Tapan Bose

Learn & Earn Session

The chapter conducted a "learn and earn" session on the "Importance of Spiritual and Emotional Intelligence to Build a Winning Team" on 16 January. The seminar was conducted by Tapan Bose, professor, S. P. Jain Institute of Management & Research, who was a program manager in the IT sector for many years before moving to academics.

The seminar attracted delegates from different industries who wanted to adopt spiritual and emotional intelligence techniques for project success. The seminar ended with a

question and answer session.

PMP Training

Starting 11 January, PMI has brought in changes in the examination for PMI's Project Management Professional (PMP)® certification. The chapter organized PMP preparatory training sessions that covered these changes. Eleven PMP aspirants based in Kolkata from companies such as IBM, Tata Consultancy Services, Steel Plantech India, Currie & Brown Pvt. Ltd., and Microsec Heath Buddy Limited registered for the sessions. Quite aptly, one of the training days fell on the auspicious day of Saraswati Puja that Hindus dedicate to the Goddess of learning.

PMI BANGALORE CHAPTER

Spreading Knowledge

PM Footprints

In the month of January 2016, PMI Bangalore Chapter organized two sessions of "PM Footprints." On 14 January, Sanjay Mishra, operations leader – enterprise resource planning, GE Power, spoke on "Delivering a Complex Global Program in an Uncertain World." On 28 January, Muralidhar Deshpande, assistant professor, Xavier Institute of Management and Entrepreneurship, Bangalore spoke on "Project Analytics for Better Business Management."

The chapter conducted a foundational course and an advanced training program on agile project management techniques on 23, 30, and 31 January. In all, there were 33 participants.

Corporate Connect

The small but strong project management community at the engine systems business unit of Continental Automotive Components (India) Pvt. Ltd. celebrated its first Project Management Day on 6 January. As part of the event, the chapter arranged for a guest lecture by Amar Bhaskar, advisory council member, PMI Bangalore Chapter, on "Driving Project Management Excellence." There were over 30 participants comprising project managers and senior leaders.

Continental Automotive Components is part of Continental AG with a customer base spanning all major original equipment manufacturers in India. As part of the competency development of its project managers working on projects related to new product development, the company has plans to develop project teams with deep knowledge of project management, including preparing them for PMP certification.

(Chapter news contributors are Nikhil Arni, PMP; Makarand Hardas, PMP; Vineet Sardana, PMP; Rekha Unni, PMP; Capt. L.N. Prasad; and Soumen De, PMP.)

Dream a Theme Contest Result

Congratulations Commander H.D. Menon, PMP, project manager-Project Services, IBM India Pvt. Ltd., for winning PMI India's Dream a Theme contest!

The theme proposed by this Bangalore-based project manager, Project Management: Indispensable for Vision India, has been selected as the theme for Project Management National Conference 2016.

The contest was open to the entire PMI India community and was promoted through our social media properties. As many as 668 contestants provided their ideas on a simple, online form. Volunteers of the host chapters of Mumbai and Pune selected the theme based on its originality, topicality (relevant to the current scenario in the country), and crispness.

We thank all the contestants for their enthusiasm and interest.

The contest winner has won a free delegate pass for the eighth Project Management National Conference to be held in Mumbai between 17-19 November.

Champions Offer Guidance to Certification Aspirants

Participants at a PMP exam preparation workshop in Kolkata being conducted by PMI India Champion Jaydeep Chakraborty, PMP

PMP aspirants at a preparatory session organized at Ericsson, Noida by Vinay Kumar Agarwal, PMP

East Region

PMI India Champion Jaydeep Chakraborty, PMP, conducted a four-day Project Management Professional (PMP)® exam preparation workshop in February for 11 participants from different organizations in Kolkata. This training program was held in association with PMI West Bengal Chapter. Mr. Chakraborty was the core faculty for the sessions in which he covered the Knowledge Areas of PMI's *A Guide to Project Management Body of Knowledge (PMBOK® Guide).* He also explained the changes in the *PMBOK® Guide and* spoke on the areas that the participants need to focus on in view of the eight new tasks being introduced.

North Region

On 11 February, PMI India associate member, Champion Advisory Council, Vinay Kumar Agarwal, PMP, addressed a PMP preparatory training group at Ericsson, Noida. The training was conducted by an external Registered Education Practitioner and attended by 18 PMP aspirants. He took this opportunity to talk to the group and shared his vast experience and tips to earn the PMP certification. He started the session by sharing facts and figures on current global and India PMI certification counts, membership, and notable companies with a large number of members.

In February, PMI India Champions Ajay Kumar, PMP; Mohit Jain, PMP; and Ramesh M., PMP started a PMP preparatory training group at Polaris, Gurgaon. The training was attended by 17 PMP aspirants. The champions spoke to the group areas to focus on, and tips on all the Knowledge Areas and processes to complete the PMP certification. The sessions will continue till March 2016.

West Region

On 30 January, PMI India Champion Vipin Shrotriya conducted a day-long seminar at a symposium organized jointly by PMI Pune-Deccan India Chapter and the Symbiosis Centre for Management and Human Resource Development (SCMHRD), Pune. Over 100 students and senior delegates attended the session by Mr. Shrotriya on "Customer Centric Perspective on Building Smart Cities."

South Region

On 18-20 January, PMI India Champion Koti Reddy Bhavanam, PMP, conducted an exam preparation workshop for the PMI Agile Certified Practitioner (PMI-ACP)®. A total of 58 PMI-ACP aspirants took part in the three-day workshop at the United Health Group office in Hyderabad.

On 28 January, PMI India Champion Kalyan Sathyavada, PMP, organized a session on the "Introduction to PMI and Certified Association in Project Management (CAPM)®" at the National Institute of Construction Management and Research, Hyderabad. Over 50 students attended the session.

On 25 February, PMI India Champion Preethi Raja, PMP, conducted an awareness session on project management and PMI's CAPM® certification at Reva University in Bangalore for students pursuing engineering and master's in computer applications. Over 200 students took part in this pilot session.There are plans to conduct similar sessions in other engineering streams as well.

In February, PMI India Champion Rajakumar Kavedy Ramakrishnan, PMP, contributed an article on "Challenges with DevOps Projects," which was published on the portal, ProjectManagement.com. Below is a summary of his article:

"DevOps is a buzz word used in the IT industry. Many organizations have started adopting DevOps for their projects. When the business environment demands quicker turnaround time for business needs, approaches like DevOps help organizations meet them. In this article, Mr. Ramakrishnan has discussed DevOps and challenges that need to be handled by project managers when they adopt them in their projects. He has discussed challenges like the fear of job loss by team members, an increased number of stakeholders in projects today and their expectations as compared with traditional projects, and how to start adopting DevOps." Click here to read the full article.

PMI

Project Management Institute

PMI Organization Centre Pvt. Ltd.
302-305, III Floor, Balarama, Plot No. C-3, E Block, Bandra Kurla Complex, Bandra East, Mumbai – 400051, India
Tel No. +91 22 2659 8659 | Fax No. +91 22 2659 2235. www.pmi.org

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