

“Re-examining Project Planning’s Success Strategy”

CM ZG629T: Dissertation

by

NITIN MENDIRATTA

ID No: *****

**Dissertation work carried out at:
ENGINEERS INDIA LIMITED, NEW DELHI**



**BIRLA INSTITUTE OF TECHNOLOGY & SCIENCE
PILANI (RAJASTHAN)**

March'2012

“Re-examining Project Planning’s Success Strategy”

CM ZG629T: Dissertation by

NITIN MENDIRATTA

ID No: *****

Submitted in Partial Fulfillment of
M.S. (Consultancy Management)
Degree Programme

Under the Supervision of
SHRI TUSHARKANTI NANDA
(DGM, Planning)
Engineers India Limited, New Delhi



**BIRLA INSTITUTE OF TECHNOLOGY & SCIENCE
PILANI (RAJASTHAN)**

March'2012

CERTIFICATE

This is to certify that the Dissertation entitled
***“Re-examining Project Planning’s Success
Strategy”*** and submitted by ***Nitin Mendiratta***
having ***Student ID No: ******** for the partial
fulfillment of the requirements of
M.S. (Consultancy Management) degree of BITS,
embodies the bonafide work done by him under my
supervision.



Signature of the Supervisor
(SHRI TUSHARKANTI NANDA)

Place: New Delhi

Date: 12.03.2012

SUPERVISOR’S NAME	SHRI TUSHARKANTI NANDA
DESIGNATION	DEPUTY GENERAL MANAGER
SUPERVISOR’S EMPLOYING ORGANIZATION AND LOCATION:	ENGINEERS INDIA LIMITED, 1 BHIKAJI CAMA PLACE, RK PURAM,NEW DELHI

BIRLA INSTITUTE OF TECHNOLOGY & SCIENCE, PILANI
Work-Integrated Learning Programmes Division
Second Semester 2011-2012
CM ZG629T : Dissertation

BITS STUDENT ID NO:	*****
NAME OF THE STUDENT:	NITIN MENDIRATTA
EMAIL ADDRESS:	*****
STUDENT'S EMPLOYING ORGANIZATION & LOCATION:	ENGINEERS INDIA LIMITED, 1 BHIKAJI CAMA PLACE, RK PURAM,NEW DELHI
SUPERVISOR'S NAME	SHRI TUSHARKANTI NANDA
DESIGNATION	DEPUTY GENERAL MANAGER
SUPERVISOR'S EMPLOYING ORGANIZATION & LOCATION:	ENGINEERS INDIA LIMITED, 1 BHIKAJI CAMA PLACE, RK PURAM,NEW DELHI
DISSERTATION TITLE:	"Re-examining Project Planning's Success Strategy"

This confirms successful completion of Project.

<i>Nitin Mendiratta</i>	<i>Tusharkanti Nanda</i>	<i>S V Narasimham</i>
Signature of Student	Signature of Supervisor	Signature of Additional Examiner
NITIN MENDIRATTA	TUSHARKANTI NANDA	S V NARASIMHAM
Date: 12.03.2012	Date: 12.03.2012	Date: 12.03.2012

EVALUATION BY SUPERVISOR



Dissertation Final Evaluation (Please put a tick (✓) mark in the appropriate box)

S No.	Evaluation Component	Excellent	Good	Fair	Poor
1.	Technical/ Professional Competence		✓		
2.	Work Progress and Achievements	✓			
3.	Documentation and expression		✓		
4.	Initiative and Originality	✓			
5.	Research & Innovation		✓		
6.	Relevance to the work environment		✓		

EVALUATION BY ADDITIONAL EXAMINER

Dissertation Final Evaluation (Please put a tick (✓) mark in the appropriate box)

S No.	Evaluation Component	Excellent	Good	Fair	Poor
1.	Technical/ Professional Competence		✓		
2.	Work Progress and Achievements	✓			
3.	Documentation and expression		✓		
4.	Initiative and Originality	✓			
5.	Research & Innovation		✓		
6.	Relevance to the work environment		✓		

	SUPERVISOR	ADDNL. EXAMINER
Name	SHRI TUSHARKANTI NANDA	SHRI S V NARASIMHAM
Qualification	M Tech (Ind. Engg. & Oprn. Research) - IIT Kharagpur	M Tech (Indus Engg) - IIT Chennai
Designation	DEPUTY GENERAL MANAGER (PLANNING)	GM /HOD (PLANNING, SCH AND MIS)
Employing Organization.	ENGINEERS INDIA LIMITED	ENGINEERS INDIA LIMITED
NEW DELHI	ENGINEERS INDIA LIMITED, NEW DELHI	ENGINEERS INDIA LIMITED, NEW DELHI
<i>Nitin Mendiratta</i>		
Signature of Student	Signature of Supervisor	Signature of Addnl Examiner
NITIN MENDIRATTA	TUSHARKANTI NANDA	S V NARASIMHAM
Date: 12.03.2012	Date: 12.03.2012	Date: 12.03.2012

ABSTRACT

Are there any perceptions about Project Planning Department that need to be improved? Do our time-tested project services/practices/methods still stand tall? What are (if any) the concerns of planning department that top management is not aware of? What challenges do Project Control Engineers face in daily work system? Are work methods really as smooth as we think they are? Are there any solutions/suggestions to make our planning more effective and better? Can we Improve our Management Information Reports? How are Knowledge Management Initiatives perceived by our department?

This is a self assessment study of planning department to detail above areas and more. It is an opportunity to revisit planning philosophy, for self assurance and checking departments direction and speed.

PROJECT KEY WORDS

Project Planning, Project Control, Planning Methods, Research Study, Self Assessment, Graphical Information Reports, Project Communication and IT for Project Management

BROAD ACADEMIC AREAS OF WORK

Referring to MSCM subjects studied, this project is based on (but not limited to) - Consultancy Practice, Management Information Systems, Management of Technology, Knowledge Mangement, Markeitng Research and Project Management.

ACKNOWLEDGEMENTS

I am thankful to my mentor and project supervisor, Shri Tusharkanti Nanda ji (Deputy General Manager, Planning) and Shri SV Narasimham ji (General Manager/ Head of Department - Planning, Scheduling and MIS) my additional examiner for their nobility, support, guidance and time.

I am also very thankful to all survey participants, who shared their opinions, their hopes, perceptions, expectations and challenges. It is my humble hope and prayer that the findings and suggestions made in this report will contribute in making their job easier, efficient and more effective.

Last but not the least, I must also thank EIL's Human Resource/ Personnel department for their kind permission, without which this project would not have been completed.

My respects and thanks to all of above, once again.

Nitin Mendiratta

Nitin Mendiratta

Date: 12.03.2012
Place: New Delhi

NOTE FROM NITIN MENDIRATTA

When a leadership keeps attention on "How can we do the right thing for our customers and employees?" and not just "How can we keep our stature, our jobs, and the status quo intact?" only then can it become and remain a leader like Engineers India Limited (EIL).

This survey was welcomed by my colleagues and seniors very enthusiastically. I can say with utmost honesty that response was much-much better than what I expected. Nobody thought about "fear of repercussions" or that "nothing will change or "avoid the conflict" or "why to become trouble maker" or "It's just a educational project".

Simplicity is EIL's culture and way of working! In EIL people at all levels are committed, motivated and confident. There is no risk of speaking out your opinions which makes environment very conducive for innovation and creativity. For Planning Leadership to have permitted me to be self critical of my own department and do project in way I want, shows that leadership is keen on self improvement and problem solving.

This project is the evidence to all above statements! However, this project is focused and limited only for self learning and my MS (Consultancy Mgmt) work. **This report should not be made public or copied or distributed, in part or whole, without the written permission of Nitin Mendiratta and Engineers India Limited.**

Thank you.

Nitin Mendiratta

Nitin Mendiratta

Date: 12.03.2012
Place: New Delhi

TABLE OF CONTENTS

SNO	DETAILS	PAGE NO
1	INTRODUCTION	1
2	BACKGROUND	2
3	OBJECTIVES	3
4	SCOPE OF WORK	4
5	PLAN OF WORK (A) MILESTONES (B) PROJECT SCHEDULE	5
6	SURVEY PROCESS/PROCEDURE	6
7	SURVEY QUESTIONNARE	10
8	EXECUTIVE SUMMARY OF SURVEY RESULTS	15
9	DETAILED SURVEY RESULTS	19
10	KEY PROBLEMS IDENTIFIED	29
11	PROPOSED SOLUTIONS	36
12	TESTING WATERS FOR SOLUTIONS	41
13	RECOMMENDATIONS	45
SNO	ANNEXURE	TOTAL PAGES
A	SURVEY ANSWER SHEETS	84
B	REFERENCES AND ABBREVIATIONS	1
C	CHECKLIST	1

1. INTRODUCTION

Today many Chairman/CEO/Directors rightfully boast, "my company is world-class, we are as good as the best", we have time proven work methods and history of success. BUT as they talk about the future.... their tone often changes! They sound tired and less enthusiastic!

They know whatever it takes to be good as the best today will be inadequate tomorrow!

Therefore, how can company continually meet changing customer requirements? as well as market scenario? Can they improve performance just be quality improvement? Or giving value for money? or low cost? or is it about managing competitors?

These are some important questions! Clues to answer to some of these can be obtained by "Self Assessment". A self evaluation to double check our own speed as well as direction and refresh our department's planning philosophy.

It is with this very intention that I decided to undertake the Planning's self assessment study with permission of Shri Tusharkanti Nanda (DGM, Planning) and Shri SV Narasimham (HOD/GM, Planning, Scheduling & MIS).

Both of these gentlemen are not only great mentors and motivators but also strong supporters of youth. Their work experience is three times mine but so is their enthusiasm towards making things better, making work better.

This study is professional, brief and factual in suggesting:

- (1) What are the problem areas
- (2) What are the statistics that warn us; and
- (3) Are there any alternatives/suggestions to consider.

This Study also attempts to know if there any perceptions of Planning Department that need to be improved? Do our department's time tested practices and methods still stand tall? Are there any insights that top leaders, senior management are not aware about? Are things really as fine as they should be?

2. BACKGROUND

My Employer - Engineers India Limited works in areas of Hydrocarbon, Power and infrastructure. While maintaining its leadership position in areas of consultancy and strengthening its EPC business in Hydrocarbon; EIL is exploring diversification opportunities in high growth areas like city gas distribution, power (solar and nuclear), gas based fertilizers, water and waste management, coal to liquid and deep sea engineering.

EIL is expanding its international operations in Middle East, North Africa, Latin America and South East Asia countries, where it can provide cost and operational advantages to clients. The company has made remarkable progress in past 44 years. It has transformed itself from a domestic player to a growing international player that is determined to take on the world.

EIL enjoys branding as a company of national significance with high credibility/comfort particularly with other PSU clients. It has a balanced portfolio and is keen to exploit Research and Development Advantages.

Key strengths of EIL are: (1) Good National Reputation (2) Diversified Skill and experience engineering work force (3) Overseas Presence - Middle East, Africa and Asia and (4) Strong Internal Processes and time tested high standard work system. There is increasing global competition but Government and other stake holders have high expectations from EIL.

It is important to achieve the corporate financial targets for the next decade. Therefore, it is essential for the company to invest in interventions that enhances the productivity of department/ people as well as improves the efficiency of work systems and processes. It is also important that each department/division to review and assess that their functioning is in alignment with company's business goals/ MOU targets.

Considering these factors and many others, my (a) Mentor/Supervisor Shri Tusharkanti Nanda, DGM (Planning) and (b) Additional Examiner and HOD/GM (Planning, Scheduling and MIS) Shri S V Narasimham suggested a comprehensive self assessment, which included revisiting IT Strategy, Communication Frame work in the organization, Knowledge Management System and MIS for Project Planning department under Project Services division.

3. OBJECTIVES

Objective of this dissertation is: “Review of Project Planning- A Self Assessment”

However, since it involves various disciplines of consultancy management; I divided objective into 4 key areas:

- 1. Conceptualize Blue Print of IT based strategy for Project Planning.**
MSCM Subjects: Consultancy Practice, MIS and Management of Technology
- 2. Develop and suggest a new Project Planning Communication Frame work.**
MSCM Subjects: Consultancy Practice, MIS, Professional Practice and Management of Technology
- 3. Assess and improve effectiveness of Current KM System and suggest improvement in EDMS, Planning Portals and Learning Management Systems for Project Planning**
MSCM Subjects: Knowledge Management, Project Management and MIS
- 4. Evaluate effectiveness of current Management Information System, make new sugegstions for improvement in existing system.**
MSCM Subjects: MIS and Knowledge Management

4. SCOPE OF WORK

Range of Work, required to achieve above objectives include:

- (a) To study existing systems of EIL in areas of (1) IT Strategy for the “Planning, Scheduling and MIS” Department (2) Project Planning Communication Frame Work, (3) Knowledge Management System, (4) Management Information System.
- (b) To assess current system/practices/procedures in above areas and evaluate effectiveness of above objectives.
- (c) Develop new ideas and suggest improvements for the objectives defined above.

5. PLAN OF WORK

Table 5.1

SNO	MILESTONES/GOALS	DELIVERABLE	STATUS
1	Understand/Analyze Existing System of Planning Department.	Project Outline	Completed
2	Preparation of Questionnaire for Survey on four critical areas as defined in objectives	Preparation of Survey Questionnaire	Completed
3	Actual Survey, getting feedback from EIL planning engineers - Study to chalk out problems/ concerns	Department Survey, Results	Completed
4	Total 28 people surveyed. Results put together and compiled.	Mid Semester Evaluation	Completed
5	Propose New Methods/ Techniques/ System to increase effectiveness.	Survey Analysis and Solution Development	Completed
6	Put Test/Trial Run to check usefulness and effectiveness of new methods.	Opinion of the people on suggested solutions	Completed
7	Final Report/Analysis	Final Report	Completed

Chart 5.1

OVERALL PROJECT SCHEDULE														
sno	ACTIVITY	DAYS	JANUARY				FEBRUARY				MARCH			
			1	2	3	4	1	2	3	4	1	2	3	4
1	SYSTEM STUDY/ PROJECT PLANNING/ REQUIREMENT SPECIFICATION/ PROJECT OUTLINE PREPARATION	7	■											
2	PREPARATION OF SURVEY QUESTIONNAIRE	14		■	■									
3	CONDUCTING SURVEY WITHIN THE PROJECT PLANNING DEPARTMENT	21			■	■	■							
4	ANLYSIS FOR SURVEY RESULT S	14					■	■						
5	SUMMARIZING KEY FINDINGS/ DRAFT REPORT (MID SEM)	7							■	■				
6	PREPARE/ SUGGEST SOLUTIONS/ DEMO / TEST CASE DEVELOPMENT	14							■	■				
7	COMPIATION OF RESULTS/ FINAL ANALYSIS	14									■	■		
8	PREPARATION OF FINAL REPORT	14											■	■

DATE: 03.12.2011

6. SURVEY PROCESS/ PROCEDURE

DATA COLLECTION METHOD

Survey was intentionally focused on keeping experienced people in the loop so that results are dependable and trustworthy. However, it was also a conscious attempt to bring together varied views, which will help us analyze Planning working more efficient, effective and focus on things that matter. Questionnaire was woven around 4 key areas:

1. Use of IT Resources for Project Planning.
2. Project Planning Communication.
3. Planning's Knowledge Management Systems
4. Management Reporting System

Table 6.1

SNO	DETAILS OF COLLECTED DATA	NUMBER OF PEOPLE
1	Number of People Requested for Survey Participation:	35
2	Total Number of People Participated in Survey:	28
SNO	PARTICIPANT STRATA	NUMBER OF PEOPLE
A	No. of Participants from Planning Department at Head Office:	18
B	No. of Participants from Planning at Construction Sites:	02
C	No. of Participants from Projects Department	04
D	No. of Participants from MIS Department	01
E	No. of Anonymous Participants:	03

SELF REFLECTION: EXPERIENCE OF SURVEY

Experience of conducting survey was interesting and satisfying. Simply because, Keywords that describe EIL are: Compliance, Transparency, Strict Deadlines. Unlike some private organizations there is no “culture of fear” in EIL that is counter-productive to its corporate goals. What is most unique about EIL is that senior leaders are interested in driving fear (if any exists) out of the workplace and understand that it can only effect negatively.

POSTER INVITING SURVEY PARTICIPATION

WIN! WIN! WIN!

Participate in Planning's
Self Assessment Survey and...

WIN 3 Lucky Prizes!!!



Bolero Jeep
Karizma Motorcycle
Bajaj Chetak Scooter

LAST DATE: 08.02.2012

* Conditions Apply.

Contact: Nitin Mendiratta | EIL Extn 2272

LIST OF PARTICIPANTS

(IN ALPHABETICAL ORDER)

Table 6.2

SNO	PARTICIPANT NAME	DEPARTMENT
1	AK MALLICK	PROJECT - PLANNING - Head Office
2	ARUN RAJGOPALAN	PROJECT - PLANNING - Head Office
3	ASHIM MISHRA	PROJECTS - Pipelines
4	BHUPESH SINGH DHUNDELE	PROJECTS - Pipelines
5	GAUTAM BHATTACHARJEE	PROJECT - PLANNING - Head Office
6	GS MATHARU	PROJECT - PLANNING - Head Office
7	HARENDRA SINGH	PROJECT - PLANNING - Head Office
8	JAGESHWAR SINGH	PROJECT - PLANNING - Head Office
9	KK SHARMA	PROJECT - Management Information System
10	KRISHNA RAMYA	PROJECT - PLANNING - Head Office
11	MANISH KUMAR	PROJECT - PLANNING - Head Office
12	NARENDRAN	PROJECT - PLANNING - Construction Site
13	NITIN MENDIRATTA	PROJECT - PLANNING - Head Office
14	RAJEEV GUPTA	PROJECTS - Offshore
15	SANDEEP KR	PROJECT - PLANNING - Construction Site
16	SANJEEV KUMAR	PROJECT - PLANNING - Head Office
17	SATENDRA RAWAT	PROJECT - PLANNING - Head Office
18	SHARAD SADHWANI	PROJECT - PLANNING - Head Office
19	SRINIVASAN MT	PROJECT - PLANNING - Head Office
20	SUBODH KUMAR	PROJECT - PLANNING - Head Office
21	SUDERSHAN KUMAR	PROJECT - PLANNING - Head Office
22	SUDHANSHU PANDA	PROJECT - PLANNING - Head Office
23	SUJATA THALLATOTI	PROJECT - PLANNING - Head Office
24	TARUN KUMAR	PROJECTS - Pipelines
25	TUSHARKANTI NANDA	PROJECT - PLANNING - Head Office
26	ANONYMOUS	-
27	ANONYMOUS	-
28	ANONYMOUS	-

DECLARATION OF SURVEY PRIZES

Nitin Mendiratta

From: Nitin Mendiratta [nitin.mendi@eil.co.in]
Sent: 09 February 2012 15:34
To: Kumar Sudershan/Planing/EIB/EIL; G.S. Matharu/Petrochemical & Chemical/Petrochemical & Chemical/EIB/EIL; Arun Rajagopal/Plang & Sch/EIB/EIL; 'bs dhundele'; 'AK Mallick/Planing/EIB/EIL'; 'Harendra Singh'; 'Satender Rawat/Planing/EIB/EIL'; Jageshwar singh/Planing/EIB/EIL; 'Sanjeev Kumar'; 'kks.mis@eil.co.in'; 'kewal.krishan@eil.co.in'; Sudhir Saksena/Corporate Planning/EIB/EIL; 'sudhansu.panda@eil.co.in'; 'Ashim Mishra'; 'Ajay Verma'; 'ANIL KUMAR GUPTA'; 'Ashish Gandotra'; BL Meena/Planing/EIB/EIL; CB Sagar/Planing/EIB/EIL; 'G K Bharara'; 'I J S Bagga'; 'lakshmi.sudhakaran@eil.co.in'; 'nk garg'; 'Sujata Bathula/Planing/EIB/EIL'; 'P Ramya Krishna/Construction/EIB/EIL'; 'SK MAYEKAR'; 'Surbhee Gupta'; Subodh Kumar/Planing/EIB/EIL; 'K Narendran'; 'Rajeev Gupta'
Cc: 'Tusharkanti Nanda'; S V Narasimham
Subject: Results: Planning's Self Assessment Survey.

Regarding: Planning's Self Assessment Survey.

Dear Participants:

Many thanks to each one of you for your inputs/suggestions.

Prize Winners by Lucky Draw are:

- #1: Rajeev Gupta – New Mahindra's Bolero!
- #2: Sanjeev Kumar – New Hero Honda's Charisma!
- #3: Sujata Bathula – New Bajaj Chetak Scooter

Cheers to the Winners!

And Thank you all, once again.

7.

SURVEY/ QUESTIONNAIRE

LETTER INVITING SURVEY PARTICIPATION

"Re-examining Project Planning's Success Strategy"

Date: 30-Jan-2012

Dear Colleagues:

When we go for a check up to an Eye Doctor, He puts our face against a machine or flips various lenses in front of each eye asking, "Does this make it clearer or worse?"

This metaphor can be easily applied to our purpose of conducting this survey. This questionnaire attempts to bring together varied views, which will help us analyze our department's working. It will help us make it more efficient, effective and most importantly focus on things that matter to you.

Project Planning and Control starts with asking right question. In this very same spirit, we have woven 33 questions around 4 key areas:

1. Use of IT Resources for Project Planning.
2. Project Planning Communication.
3. Planning's Knowledge Management Systems
4. Management Reporting System

Looking forward to your honest opinions, hopes, expectations, challenges you face etc so that your job can be made easier. For any clarification/query, please feel free to call Nitin Due Date of Survey Completion: 03.02.2012

Thank you for your time.
Planning EIL

INSTRUCTIONS

1. Survey is confidential and anonymous.
2. Please answer the questions on things as they are and NOT as you wish them to be.

Q1	When did you last used Planning Portal of Quality/ Formats?
	<input type="checkbox"/> Today <input type="checkbox"/> Last Week <input type="checkbox"/> Last Month or Before <input type="checkbox"/> Not Sure
Q2	How would you rate effectiveness of overall Practices/Work Methods of Planning deptt?
	<input type="checkbox"/> <40% <input type="checkbox"/> 40-55% <input type="checkbox"/> 56-70% <input type="checkbox"/> 71-85% <input type="checkbox"/> No Comments
Q3	As Planning Personnel, What are your key challenges in daily work? (Tick As Many)
	<input type="checkbox"/> Speed of Work, <input type="checkbox"/> Patience, <input type="checkbox"/> Leadership from the bottom up, <input type="checkbox"/> A systems thinking perspective, <input type="checkbox"/> Enterprise-wide systems, <input type="checkbox"/> Knowledge management, <input type="checkbox"/> Learning project, <input type="checkbox"/> Non Hierarchical Communication
Q4	Which of the following are appropriate to Planning Department? (Tick As Many)
	<input type="checkbox"/> Project Support Services <input type="checkbox"/> Excellence behind Project <input type="checkbox"/> Planning Enterprise <input type="checkbox"/> Project Mgmt Watch Tower <input type="checkbox"/> IT Driven Project Planning <input type="checkbox"/> Project Control
Q5	How would you rate effectiveness of EDMS, as of today?
	<input type="checkbox"/> <40% <input type="checkbox"/> 40-55% <input type="checkbox"/> 56-70% <input type="checkbox"/> 71-85% <input type="checkbox"/> No Comments
Q6	How satisfied are you with provided IT software/tools for Project Planning Services to make project management success in time aspect?
	<input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Undecided <input type="checkbox"/> Dissatisfied <input type="checkbox"/> Strongly Dissatisfied
Q7	Please rate your satisfaction with interconnectedness/interconnectivity of various Planning software such as PPMS, CPS, PMMS and Primavera and other IT Tools etc?
	<input type="checkbox"/> <=3 <input type="checkbox"/> 4-5 <input type="checkbox"/> 6-7 <input type="checkbox"/> 8-9 <input type="checkbox"/> 10
Q8	For delivering excellence, How would you rate planning's available infrastructure in terms of Learning/Reference Resources, people and IT facilities?
	<input type="checkbox"/> Very Satisfied <input type="checkbox"/> Satisfied <input type="checkbox"/> Undecided <input type="checkbox"/> Dissatisfied <input type="checkbox"/> Strongly Dissatisfied
Q9	Please Rate usefulness of Planning's Portal of Formats/Procedures etc
	<input type="checkbox"/> <=3 <input type="checkbox"/> 4-5 <input type="checkbox"/> 6-7 <input type="checkbox"/> 8-9 <input type="checkbox"/> 10
Q10	Did Planning Software Trainings produced required results? Rate out of 10
	<input type="checkbox"/> <=3 <input type="checkbox"/> 4-5 <input type="checkbox"/> 6-7 <input type="checkbox"/> 8-9 <input type="checkbox"/> 10

Q11	How would you rate Communication of Projects Department and various engineering disciplines with Planning for report preparation purpose?
	<input type="checkbox"/> <=3 <input type="checkbox"/> 4-5 <input type="checkbox"/> 6-7 <input type="checkbox"/> 8-9 <input type="checkbox"/> 10

Q12	Which of the following are most common reasons for Delay in Communication between Project Planner and Project Manager/PEM?
	<input type="checkbox"/> Miscommunication, <input type="checkbox"/> No Communication, <input type="checkbox"/> Misunderstanding, <input type="checkbox"/> Delayed Communication, <input type="checkbox"/> Incorrect Communication Methods, <input type="checkbox"/> Undecided

Q13	Will it make project planning better, if there were daily written updates on from project managers on project related developments?
	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> Undecided <input type="checkbox"/> Strongly Disagree <input type="checkbox"/> Disagree

Q14	Any particular advice for planning’s structure, staffing and functions? (Be specific and back up your statements with the reasons for your suggestions)

Q15	Distribute marks out of 100 into your daily work done:
	<ul style="list-style-type: none"> • Planning as per requirement _____ • Planning as per situation demands _____ • Proactive Planning _____ • Reactive Planning _____ • Planning as per Instructions _____

Q16	Please rate out of 10 –Your Satisfaction with Job Close-Out Report Preparation Method/Procedure?
	<input type="checkbox"/> <=3 <input type="checkbox"/> 4-5 <input type="checkbox"/> 6-7 <input type="checkbox"/> 8-9 <input type="checkbox"/> 10

Q17	Please rate out of 10 – Project Schedule Updating and Reporting Methods?
	<input type="checkbox"/> <=3 <input type="checkbox"/> 4-5 <input type="checkbox"/> 6-7 <input type="checkbox"/> 8-9 <input type="checkbox"/> 10

Q18	Do you send hard copies of project reports for internal distribution?
	<input type="checkbox"/> YES, <input type="checkbox"/> NO IF YES THEN NO OF REPORTS _____ NO OF PAGES (Per Report)

Q19	On the Scale of 10, Please assess Planning Department for each of the following points:
	Collective Level of Excellence _____, Individual's General Level of Excellence _____
	Team Player Attitude _____, Career Guidance and Support _____,
	Professional Development _____ Human Resource Development _____

Q20	Any repeated problem faced during preparation of any planning deliverable?

Q21	Are we able to leverage maximum out of existing planning's IT practices?
	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> Undecided <input type="checkbox"/> Strongly Disagree <input type="checkbox"/> Disagree

Q23	Do you have a control on kind of projects you want to select? In other words are you satisfied with Planning teams formation for particular project?
	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> Undecided <input type="checkbox"/> Strongly Disagree <input type="checkbox"/> Disagree

Q24	Would you prefer more visually literate reports, i.e. pictorial, charts and graphs would help you deliver better in Client/Inter Department/Management/Across Department Reports?
	<input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> Undecided <input type="checkbox"/> Strongly Disagree <input type="checkbox"/> Disagree

Q25	Which of the following describe EIL's Project Planning for you? (Tick as many)
	<input type="checkbox"/> Daily Fire Fighting, <input type="checkbox"/> Well Managed, <input type="checkbox"/> Repeatable success, <input type="checkbox"/> Optimized and Systematic, <input type="checkbox"/> Delivering Excellence through people

Q26	Delivering Excellence through People – Is this applicable today?
	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> May Be <input type="checkbox"/> Undecided

Q27	Which of the following are functions of a Project Planning? (Tick all applicable)
	<input type="checkbox"/> All project administrative services <input type="checkbox"/> To support all project types
	<input type="checkbox"/> A customized Project Planning and Controlled Execution
	<input type="checkbox"/> To support Project Managers as working hands
	<input type="checkbox"/> Comprehensive project management through all project related software

Q28	How many events in last 6 months wok can be considered as moments of “Delivering Excellence” in terms of (a) increasing project success rate (b) save time/cost of a Project or (c) improving Quality Standards/Work Methods
	<input type="checkbox"/> 0 <input type="checkbox"/> 1-2 <input type="checkbox"/> 3-4 <input type="checkbox"/> >=5

Q29	Do you think there is a business value generation or scope of increasing efficiency/effectiveness through such planning’s self assessment study surveys?
	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> May Be <input type="checkbox"/> Undecided

Q30	How would you rate Overall Practices/Work Methods of Planning Department?
	<input type="checkbox"/> <40% <input type="checkbox"/> 40-55% <input type="checkbox"/> 56-70% <input type="checkbox"/> 71-85% <input type="checkbox"/> No Comments

Q31	Which of the following are your top 3 variables as project planners?
	<input type="checkbox"/> Time, <input type="checkbox"/> Cost, <input type="checkbox"/> Scope, <input type="checkbox"/> Risk <input type="checkbox"/> Quality <input type="checkbox"/> Stakeholder, <input type="checkbox"/> Progress

Q32	How would you rate your success of project timely completion?
	<input type="checkbox"/> Always on time <input type="checkbox"/> 70-79% <input type="checkbox"/> >90% <input type="checkbox"/> 60-69% <input type="checkbox"/> 80-90% <input type="checkbox"/> 90%+

Q33	Any specific suggestion/changes you would like to see in department?

End of Survey

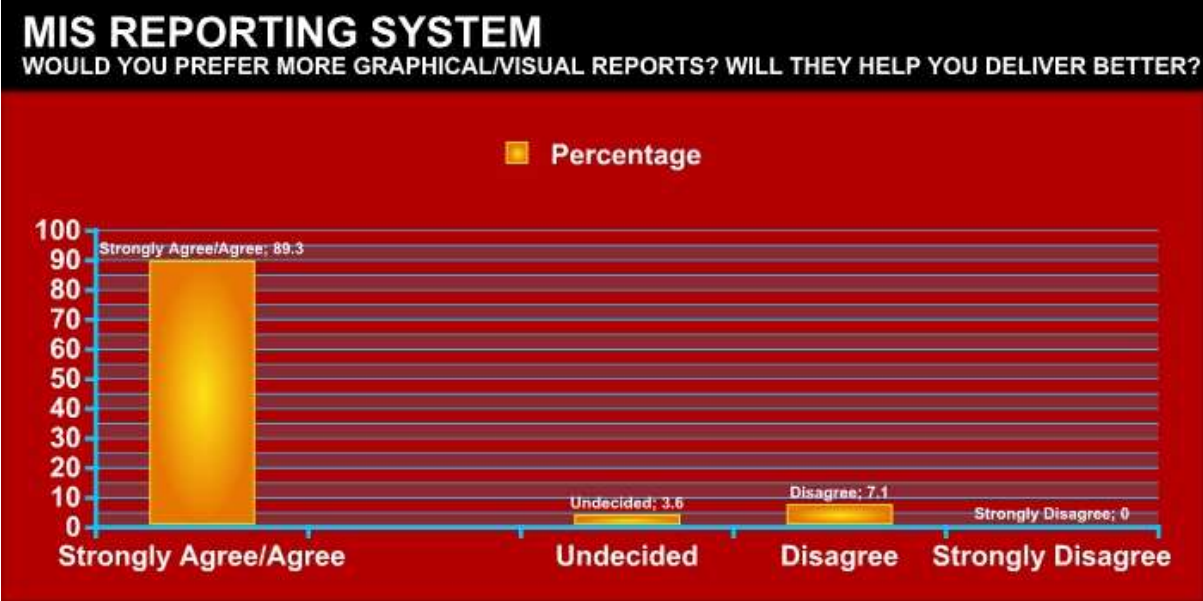
Thank you!



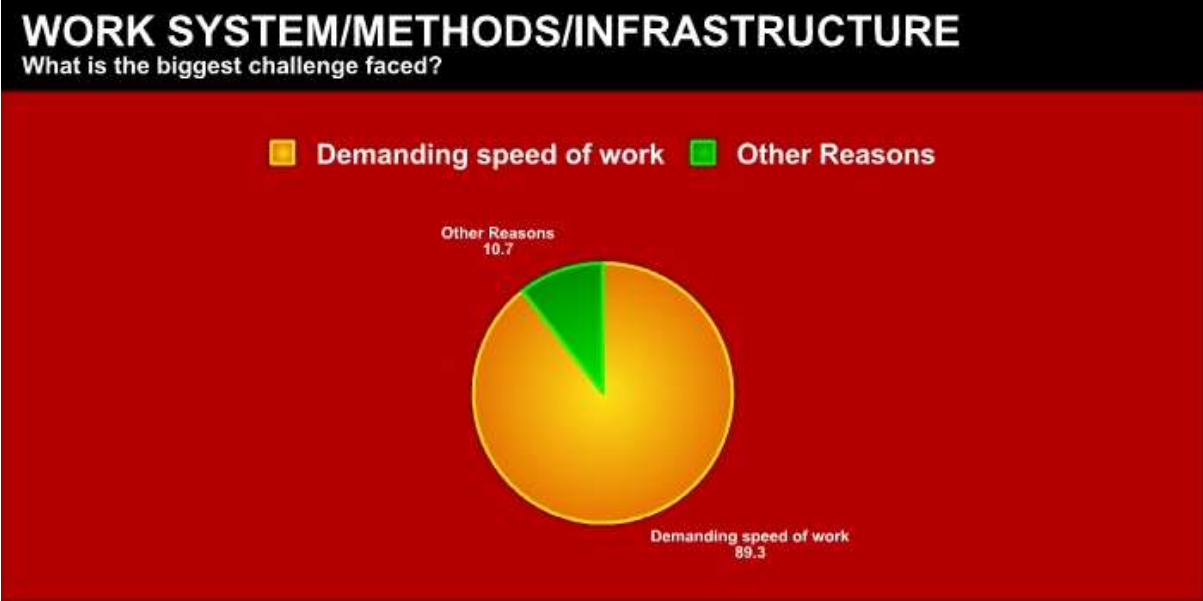
8.

EXECUTIVE SUMMARY OF SURVEY RESULTS

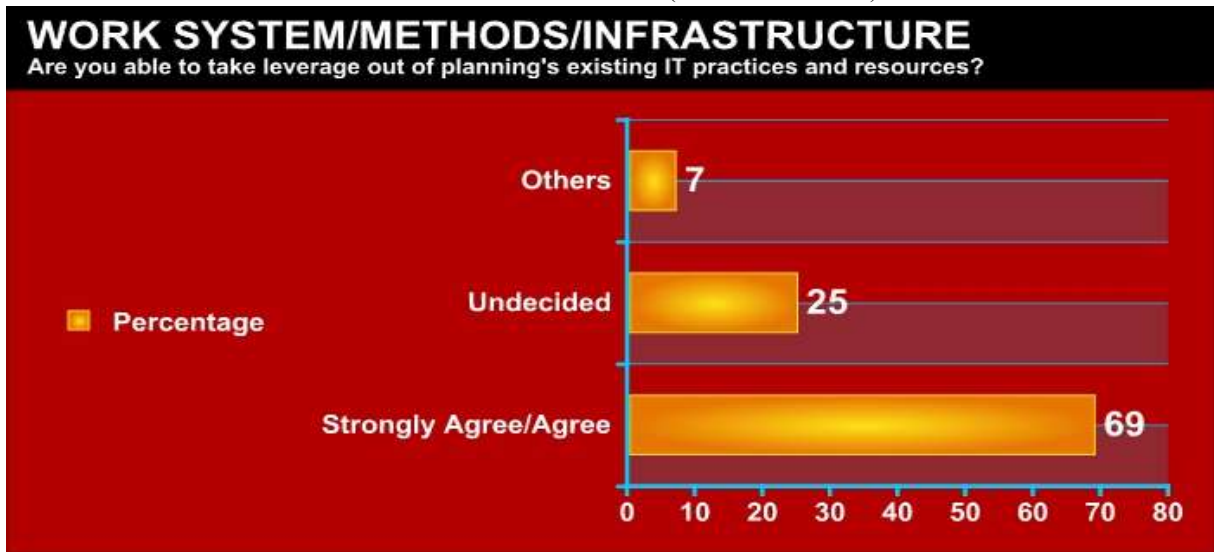
SURVEY RESULT FIGURE 8.1 (% DISTRIBUTION)



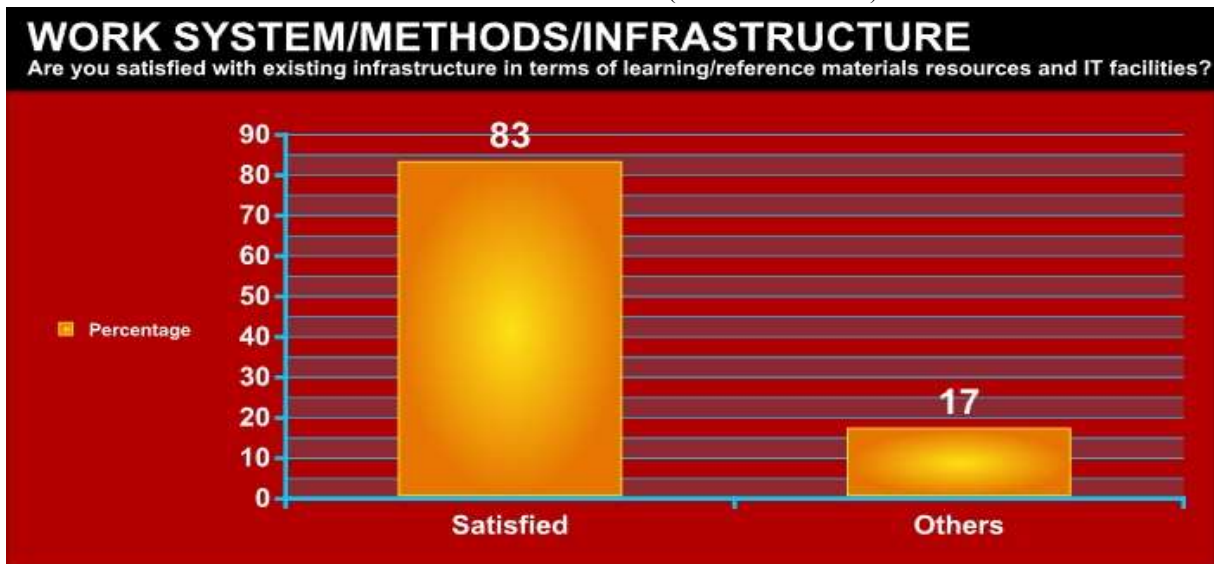
SURVEY RESULT FIGURE 8.2 (% DISTRIBUTION)



SURVEY RESULT FIGURE 8.3 (% DISTRIBUTION)



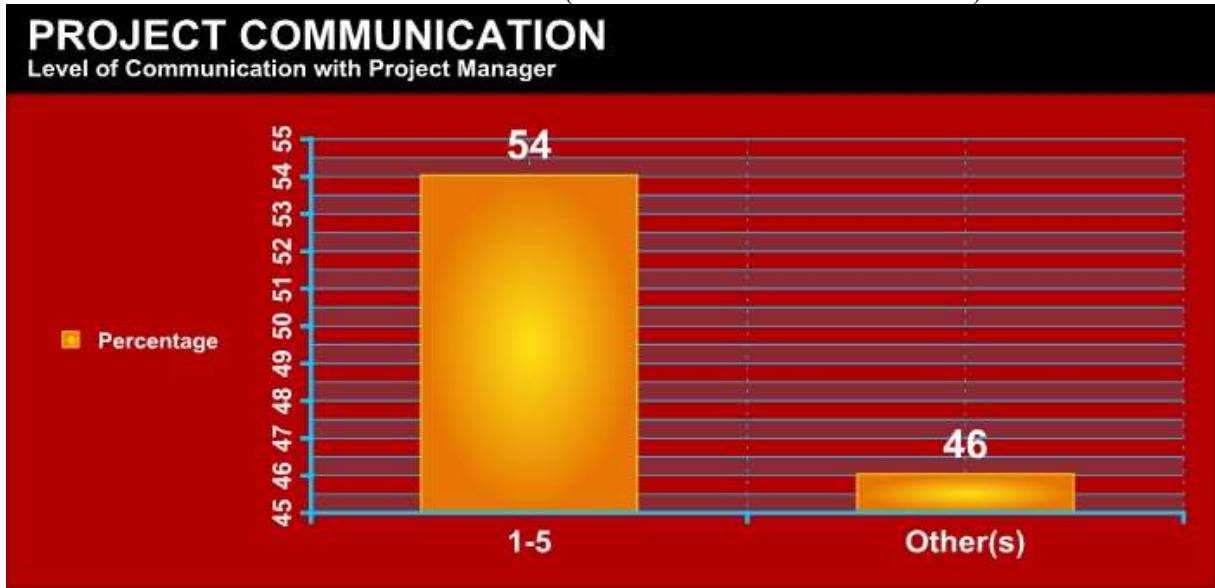
SURVEY RESULT FIGURE 8.4 (% DISTRIBUTION)



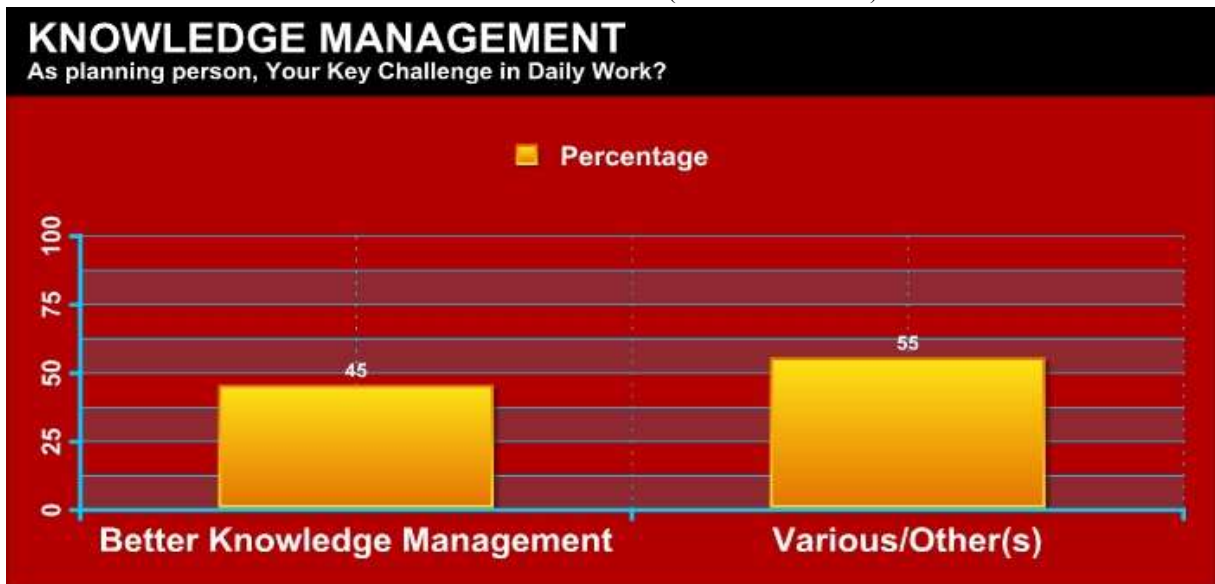
SURVEY RESULT FIGURE 8.5 (% DISTRIBUTION)



SURVEY RESULT FIGURE 8.6 (RATING ON A SCALE OF 1 TO 10)



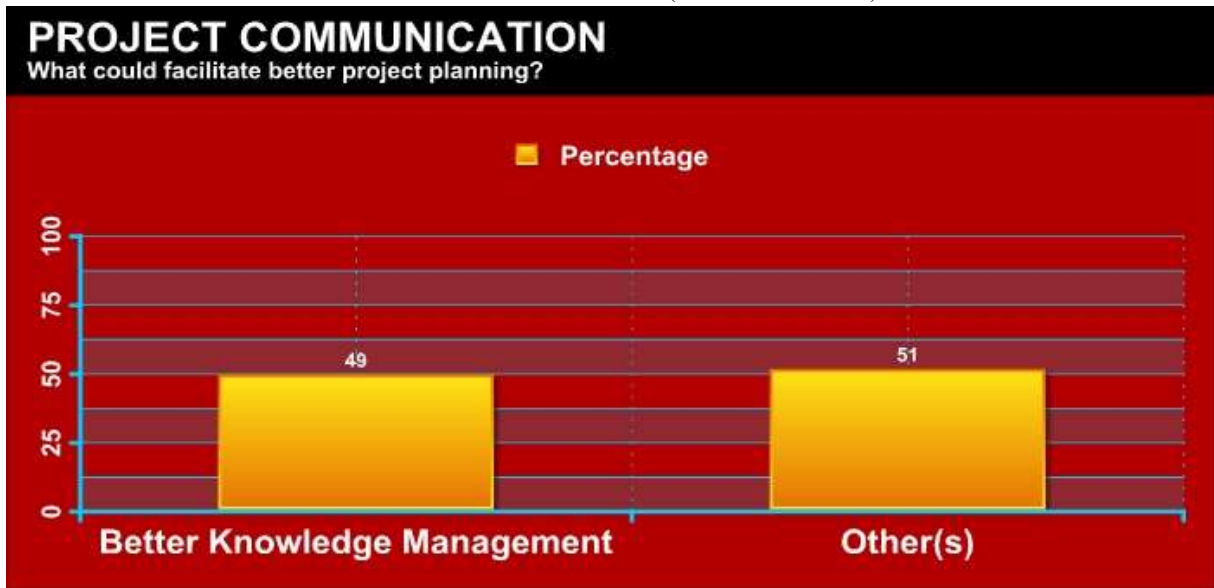
SURVEY RESULT FIGURE 8.7 (% DISTRIBUTION)



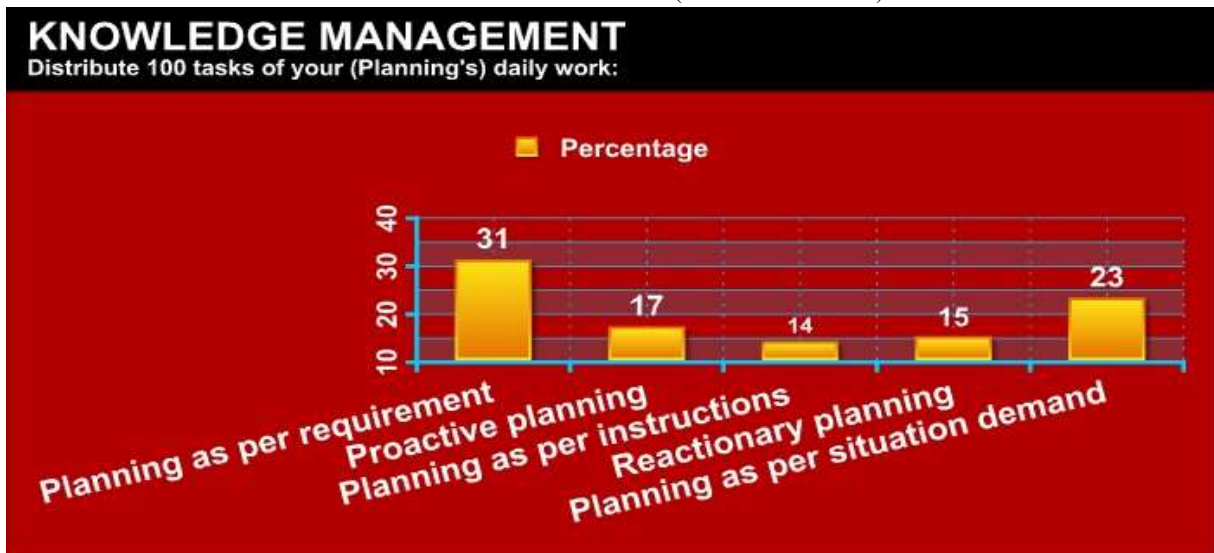
SURVEY RESULT FIGURE 8.8 (% DISTRIBUTION)



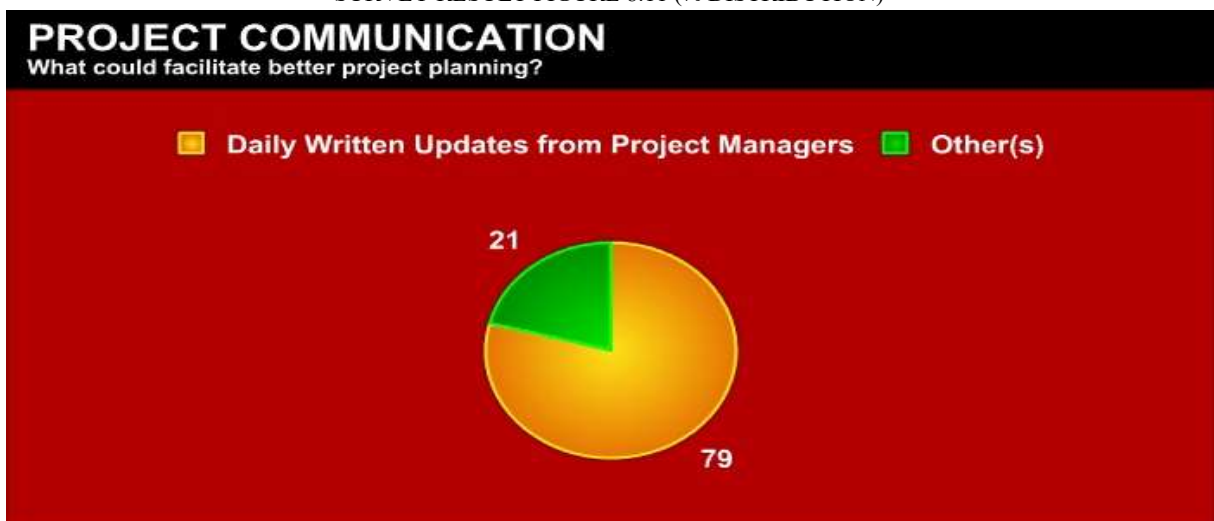
SURVEY RESULT FIGURE 8.9 (% DISTRIBUTION)



SURVEY RESULT FIGURE 8.10 (% DISTRIBUTION)



SURVEY RESULT FIGURE 8.11 (% DISTRIBUTION)



9.

DETAILED STATUS OF SURVEY RESULTS

A1	WHEN DID YOU LAST USED PLANNING PORTAL OF QUALITY/ FORMATS?			
	TODAY	6.7%	NOT SURE	3.3%
	LAST WEEK	43.3%	LAST MONTH OR BEFORE	46.6%

A2	HOW WOULD YOU RATE EFFECTIVENESS OF OVERALL PRACTICES/WORK METHODS OF PLANNING DEPTT?			
	<40%	0.0%	71-85%	38.7%
	40-55%	12.9%	No Comments	19.4%
	56-70%	29.0%		

A3	AS PLANNING PERSONNEL, WHAT ARE YOUR KEY CHALLENGES IN DAILY WORK? (Each out of 100%)			
	Speed of Work	55.2%	Enterprise-wide systems	10.3%
	Patience	24.1%	Knowledge management	44.8%
	Leadership from bottom up	13.8%	Learning project	27.6%
	A systems thinking perspective	34.5%	Non Hierarchical Communication	20.7%

A4	WHICH OF THE FOLLOWING ARE APPROPRIATE TO PLANNING DEPARTMENT? (TICK AS MANY)			
	Project Support Services	60.7%	Project Mgmt Watch Tower	32.1%
	Excellence behind Project	39.3%	IT Driven Project Planning	28.6%
	Planning Enterprise	10.7%	Project Control	64.3%

A5	HOW WOULD YOU RATE EFFECTIVENESS OF EDMS, AS OF TODAY?			
<40%	32.1%	71-85%	0.0%	
40-55%	21.4%	No Comments	28.6%	
56-70%	17.9%			

A6	HOW SATISFIED ARE YOU WITH PROVIDED IT SOFTWARE/TOOLS FOR PROJECT PLANNING SERVICES TO MAKE PROJECT MANAGEMENT SUCCESS IN TIME ASPECT?			
Very Satisfied	7.1%	Dissatisfied	21.4%	
Satisfied	60.7%	Strongly Dissatisfied	0.0%	
Undecided	10.7%			

A7	PLEASE RATE YOUR SATISFACTION WITH INTERCONNECTEDNESS/ INTERCONNECTIVITY OF VARIOUS PLANNING SOFTWARE SUCH AS PPMS, CPS, PMMS AND PRIMAVERA AND OTHER IT TOOLS ETC?			
<=3	28.6%	8-9	7.1%	
4-5	17.9%	10	3.6%	
6-7	42.9%			

A8	FOR DELIVERING EXCELLENCE, HOW WOULD YOU RATE PLANNING'S AVAILABLE INFRASTRUCTURE IN TERMS OF LEARNING/REFERENCE RESOURCES, PEOPLE AND IT FACILITIES?			
Very Satisfied	13.8%	Dissatisfied	10.3%	
Satisfied	69.0%	Strongly Dissatisfied	0.0%	
Undecided	6.9%			

A9	PLEASE RATE USEFULNESS OF PLANNING'S PORTAL OF FORMATS/PROCEDURES ETC		
<=3	7.1%	8-9	46.4%
4-5	17.9%	10	21.4%
6-7	7.1%		

A10	DID PLANNING'S SOFTWARE TRAININGS PRODUCE REQUIRED RESULTS?		
Yes	21.4%	Undecided	14.3%
No	10.7%	Maybe	53.6%

A11	HOW WOULD YOU RATE COMMUNICATION OF PROJECTS DEPARTMENT WITH VARIOUS ENGINEERING DISCIPLINES WITH PLANNING FOR REPORT PREPARATION PURPOSE?		
<=3	10.7%	8-9	21.4%
4-5	42.9%	10	0.0%
6-7	25.0%		

A12	WHICH OF THE FOLLOWING ARE MOST COMMON REASONS FOR DELAY IN COMMUNICATION BETWEEN PROJECT PLANNER AND PROJECT MANAGER/PEM? (TICK EACH APPLICABLE)		
Miscommunication	10.0%	Delayed Communication	40.0%
No Communication	33.3%	Incorrect Communication Methods	20.0%
Misunderstanding	6.7%	Undecided	10.0%

A13	WILL IT MAKE PROJECT PLANNING BETTER, IF THERE WERE DAILY WRITTEN UPDATES ON FROM PROJECT MANAGERS ON PROJECT RELATED DEVELOPMENTS?		
Strongly Agree	35.7%	Strongly Disagree	3.6%
Agree	42.9%	Disagree	14.3%
Undecided	3.6%		

A14	ANY PARTICULAR ADVICE FOR PLANNING'S STRUCTURE, STAFFING AND FUNCTIONS? (BE SPECIFIC AND BACK UP YOUR STATEMENTS WITH THE REASONS FOR YOUR SUGGESTIONS) *
	<ol style="list-style-type: none"> 1. Database mgmt for all job executed needs further improvement 2. Frequent training sessions should be organized within the planning department for new engineers so that they can understand/appreciate planning role better 3. Why don't we rename Planning Department to Project Control? Especially, now that costing is separate from project services. 4. Planning should be proactive! 5. In addition to all MPRs/Activity lists, a more useful and frequent project updates indicating areas of concerned to be issued.

A15	DISTRIBUTE MARKS OUT OF 100 INTO YOUR DAILY WORK DONE:		
Planning as per requirement	29.7%	Reactive Planning	14.7%
Planning as per situation demands	22.4%	Planning as per Instructions	16.4%
Proactive Planning	16.9%		

A16	PLEASE RATE OUT OF 10 –YOUR SATISFACTION WITH JOB CLOSE-OUT REPORT PREPARATION METHOD/ PROCEDURE?		
<=3	3.6%	8-9	17.9%
4-5	28.6%	10	0.0%
6-7	50.0%		

A17	PLEASE RATE OUT OF 10 – PROJECT SCHEDULE UPDATING AND REPORTING METHODS?		
<=3	3.6%	8-9	42.9%
4-5	17.9%	10	3.6%
6-7	32.1%		

A18	DO YOU SEND HARD COPIES OF PROJECT REPORTS FOR INTERNAL DISTRIBUTION?
<p>Only 57% answered this question with total number of pages totaling up to 5106 per month</p>	

A19	ON THE SCALE OF 10, PLEASE ASSESS PLANNING DEPARTMENT FOR EACH OF THE FOLLOWING POINTS:		
Collective Level of Excellence	7.4	Career Guidance and Support	6.3
Individual's General Level of Excellence	7.2	Professional Development	6.9
Team Player Attitude	6.8	Human Resource Development	5.8

A20

**ANY REPEATED PROBLEM FACED DURING PREPARATION
OF ANY PLANNING DELIVERABLE? ***

1. Information Flow is not continuous and often restricted. I've Serious Concern of Non cooperation from other departments.
2. Regular color print of signature sheet in MPR is a repeated problem faced, because color printer is not available for each group.
3. Delayed inputs/progress reports from LSTK Contractors.
4. Communication gap happened while making overall project schedule.
5. Input availability within EIL.
6. Non availability of modules for developing functional schedules leading to start from scratch every time.
7. No interconnections available in variable planning software(s) like PPMS, CPS etc.
8. Planning is not involved with project managers for de-bottle-necking the problem.
9. Lack of proper inputs/complete inputs, (b) ignorant attitude of certain disciplines to provide support
10. Deliverables which are not of our department, planning engineer is kept busy by project in those areas e.g.: prepare MOM/RNOD, Typing any status etc.
11. Inputs for documents status update not available easily.
12. While preparation of MPR data is many times not available.
13. Follow up need to be done for issue of progress report.
14. Deliverable list in PPMS prepared by engineers has very low level of accuracy. (50-60% is my estimate). This all items are not covered are being added by engineers when requirement of deliverables comes
15. Reports should be online and interactive/animated.

A21	ARE WE ABLE TO LEVERAGE MAXIMUM OUT OF EXISTING PLANNING'S IT PRACTICES?		
Strongly Agree	0.0%	Agree	64.3%
Undecided	25.0%	Disagree	7.1%
Strongly Disagree	3.6%		

A23	DO YOU HAVE A CONTROL ON KIND OF PROJECTS YOU WANT TO SELECT? IN OTHER WORDS ARE YOU SATISFIED WITH PLANNING TEAMS FORMATION FOR PARTICULAR PROJECT?		
Strongly Agree	0.0%	Agree	39.3%
Undecided	42.9%	Disagree	17.9%
Strongly Disagree	0.0%		

A24	WOULD YOU PREFER MORE VISUALLY LITERATE REPORTS, IE PICTORIAL, CHARTS AND GRAPHS WOULD HELP YOU DELIVER BETTER IN CLIENT/ INTER DEPARTMENT/MANAGEMENT/ACROSS DEPARTMENT REPORTS?		
Strongly Agree	28.6%	Agree	60.7%
Undecided	3.6%	Disagree	7.1%
Strongly Disagree	0.0%		

A25	WHICH OF THE FOLLOWING DESCRIBE EIL'S PROJECT PLANNING FOR YOU? (TICK AS MANY)		
Daily Fire Fighting	46.4%	Well Managed	35.7%
Repeatable success	28.6%	Optimized and Systematic	42.9%
Delivering Excellence through people	60.7%		

A26	DELIVERING EXCELLENCE THROUGH PEOPLE – IS THIS APPLICABLE TODAY?		
Yes	75.0%	No	7.1%
Maybe	10.7%	Undecided	7.1%

A27	WHICH OF THE FOLLOWING ARE FUNCTIONS OF A PROJECT PLANNING? (TICK ALL APPLICABLE)		
All project administrative services	17.9%	A customized Project Planning and Controlled Execution	78.6%
To support Project Managers as working hands	53.6%	To support Project Managers as working hands	42.9%
Comprehensive project management through all project related software	67.9%		

A28	HOW MANY EVENTS IN LAST 6 MONTHS WOK CAN BE CONSIDERED AS MOMENTS OF “DELIVERING EXCELLENCE” IN TERMS OF: (A) INCREASING PROJECT SUCCESS RATE (B) SAVE TIME/COST OF A PROJECT OR (C) IMPROVING QUALITY STANDARDS/WORK METHODS		
0	21.4%	1-2	28.6%
3-4	39.3%	>=5	10.7%

A29	DO YOU THINK THERE IS A BUSINESS VALUE GENERATION OR SCOPE OF INCREASING EFFICIENCY/EFFECTIVENESS THROUGH SUCH PLANNING’S SELF ASSESSMENT STUDY SURVEYS?		
Yes	60.7%	No	0.0%
Maybe	17.9%	Undecided	21.4%

A30	HOW WOULD YOU RATE OVERALL PRACTICES/ WORK METHODS OF PLANNING DEPARTMENT?		
<40%	0.0%	40-55%	14.3%
56-70%	14.3%	71-85%	67.9%
No Comments	3.6%		

A31	WHICH OF THE FOLLOWING ARE YOUR TOP 3 VARIABLES AS PROJECT PLANNERS?		
Time	92.9%	Cost	39.3%
Scope	42.9%	Risk	17.9%
Quality	28.6%	Stakeholders	7.1%
Progress	75.0%		

A32	HOW WOULD YOU RATE YOUR SUCCESS OF PROJECT TIMELY COMPLETION?		
Always on time	0.0%	70-79%	17.9%
>90%	0.0%	60-69%	64.3%
80-90%	10.5%	90%+	7.1%

A33

**ANY SPECIFIC SUGGESTION/
CHANGES YOU WOULD LIKE TO SEE IN DEPARTMENT?***

01. Get together, team meetings bring in human moments and togetherness as team.
02. Department should directly report to CMD.
03. Department needs improvement in team spirit/team work.
04. Daily morning meetings by GPCs for project appraisal and follow up last days tasks.
05. Quality documents need improvement.
06. Email configuration on handheld smart mobile phones.
07. Progress reporting should be short, simple and effective.
08. Communicate better, have better systems, documentation is good but is it effective? does it solve the purpose intended? if no, we should work towards it.
09. Projects departments should explain strategies for project before schedule is made, currently whatever planning schedule says is simply projected.
10. Progress certification in LSTK jobs to be enforced where EIL is PMC.
11. Technical training about process/POSD/Engg/Costing to be arranged at regular intervals for better understanding of the project.
12. (a) More frequent interactions with project. (b) Timely issue of reports (c) More analysis of project through "Primavera".
13. Planning and Projects Department should be merged together.

***PLANNING DEPARTMENT'S CLARIFICATION:**

Please note that some of the opinions/comments in this survey answer cannot be considered correct because due to department hierarchy/structure some of the employees may not be fully aware of the policy and procedures. All ISO procedures clearly defining roles/responsibilities are in place and are also published in department's intranet portal for ready reference.

10. KEY PROBLEMS IDENTIFIED

I'm employed in Engineers India Limited since December'2008.

My experience in Project-Services Department as Senior Engineer (Planning) has helped me in studying EIL system/practices/procedures related to IT Strategy, Project Control Practices, Project Communication System, KM Systems, Management Information System and all aspects related to the very objectives of this project.

Survey results, public opinion/perceptions/suggestions help us reach consensus and reach a way forward that has everyone's common/democratic and unified vision.

However, before starting the survey, following were the fronts/common sensical ideas in mind to proceed:

1. Analyse success of existing IT strategy/approach for for Projects/Project Planning/Project Control.
2. Assess obstacles in path of Better Project Communication Methods and Practices, so that improvements may be obtained.
- (3) Re-inforcement and Re-energization of EIL-Planning's KM Initiatives.
- (4) Improve Management Information System could be in terms of technological advances and graphical online reporting systems.

In addition, to obtain useful solutions from the observations obtained from the survey opinions/trends, I analysed from two perspectives: (a) As a department, What are we doing that we should not be doing? and (b) What are we not doing that we should be doing?

(10.1) Conceptualize Blue Print of IT based strategy for Project Planning.

10.1.A: OPINIONS/TRENDS FROM SURVEY RESULTS

(I) IT AND PLANNING EFFECTIVENESS: When asked, How Would You Rate Effectiveness Of Overall Practices/Work Methods Of Planning Dept¹?, Total 67.7% of the people voted between 56-85% and 19.4% people chose not to comment. Further, 67.8% expressed satisfaction with the It Software/Tools For Project Planning Services To Make Project Management Success In Time Aspect². Since systems are time tested and proven and people are experienced - then efficiency variation could either because of incorrect strategy that is our approach to challenges?

(II) IT TOOLS AND DAILY CHALLENGES: 52.2% of the people pointed out that "Speed Of Work"³, is the key challenge in their daily work - Can Better IT/Technology tools offer a helping hand? Total 64% of the people expressed satisfaction on being able to Leverage Maximum Out Of Existing Planning's It Practices⁴. When asked to expressed Satisfaction With Interconnectedness/ Interconnectivity Of Various Planning Software⁵ Such As PPMS, CPS, PMMS And Primavera And Other It Tools Etc, 47% people voted <5 on a scale of 1 to 10.

(III) TEST CASE - EFFECTIVENESS OF EDMS: In addition, when experience/ effectiveness of newly deployed Enterprise Document Management System⁶, was asked for rating on a scale of 1 to 100, 54% of the people rated EDMS <55%. Another thing adding attention is that 28.6% chose "No Comments" as their answer.

(IV) INTRINSIC NATURE OF PLANNING's WORK: When inquired about distribution of daily tasks¹⁵, Planning as per requirement was 29.7%, Reactive Planning was 14.7%, Planning as per situation demands was 22.4%; Planning as per Instructions was 16.4% and Proactive Planning was 16.9% out of total 100%. Is our IT strategy catering to this distribution of work? Or is it just a standalone application with limited inputs and outputs?

10.1.B: MANAGEMENT PERSPECTIVE/CHALLENGES:

IT systems in EIL will have grown organically in EIL. There are various softwares that working just fine independently. A single unified software may reduce people dependency and reduce complexity of work system but implementation challenges and time expected to be taken by successful implementation of EDMS shows it would be a long journey.

It is important that technology does not overwhelms the organization. In organizations, it is neither practical nor wise to replace people, it is important to bring in change through change in systems and then build organization structure around it. Therefore, collective level of performance will be build on performance of and adherence to IT Driven systems and not just individual heroes or brilliance of a single man/women.

(10.2) Develop and suggest a new Project Communication Frame work.

10.2.A: OPINIONS/TREND FROM EMPLOYEE SURVEY

(I) COMMUNICATION BETWEEN PROJECT AND PLANNING: When asked, How Would You Rate Communication Of Projects Department With Various Engineering Disciplines With Planning For Report Preparation Purpose⁷, 54% voted between 1-5 on a scale of 1 to 10.

(II) ON SOURCES OF COMMUNICATION PROBLEMS: When inquired about Reasons For Delay In Communication Between Project Planner And Project Manager/PEM⁸? 40% of times it was "Delayed Communication", 33% of the time reason was sighted as "No Communication" and 20% of the time it was "Incorrect Communication Method". Without a doubt, internal project related communication system of the company can questioned with these kind of results.

(III) STATISTICS: Key revelation was when asked, "Will It Make Project Planning Better, If There Were Daily Written Updates On From Project Managers On Project Related Developments"? To which 77% of the people agreed that Better Project Planning Could Be Done If There Were Daily Updates From The PMs on Project Developments⁹.

10.2.B: MANAGEMENT PERSPECTIVE/CHALLENGES:

Effective interpersonal communication is basis to any successful human enterprise. Infact, ineffective use of Project Manager skills can be disheartening for individual as well as a loss of the orgnization. Vision of a Project Manager, his excellence is well demonstrated in his attitude, approach and ability towards Communication.

Communication is a strictly heirarchical organization like EIL can be complex in two ways (1) Upaward Communcation (towards top management) (2) Downward communications (towards working staff). It is human phenomenan that for survival or success we all develop a keen understanding of those above us just like we developed a north indian's have a perception developed for south indians, or for that matter against punjabi's or even blind man can develop an accute sense of hearing from sounds he hear.

When asked, "How long is one minute". Answer is "It depends on which side of bathroom you are!" It is important for EIL to prepare a new communication network structure. Every group has their own requirements from other groups. It is essential to make a project communication that can produce visible results and thus making knoweldge work to organization's benefit.

(10.3) Assess and improve effectiveness of Current KM System and suggest improvement in EDMS, Planning Portals and Learning Management Systems for Project Planning

10.3.A: OPINIONS/TREND FROM EMPLOYEE SURVEY

(I) CURRENT KNOWLEDGE MANAGEMENT INITIATIVES: 82.8% participants expressed satisfaction when asked to rate Planning's Available Infrastructure In Terms Of Overall Learning/Reference Resources, People And It Facilities¹⁰.

(II) PROJECT TIMELY COMPLETION: When asked How Would You Rate Your Success Of Project Timely Completion?¹², 64% of participants answered 60-69%. This clearly asks the question how many project are completed on time and within budget? Is this situation inescapable with seasoned project managers, expensive project management softwares, time tested work methods? Is our project related performance a matter of less understanding of these constraints or lack of functional skills?

(III) USEFULNESS PERCEPTION: When asked to rate Usefulness Of Planning's Portal Of Formats/Procedures Etc¹¹ 68% of the people rate it between 8-10 on a scale of 1 to 10. A sign that people acknowledge and appreciate the knowledge work and done by the company.

(IV) PERCEPTION OF LATEST KM INITIATIVE: When asked about efficiency of EDMS¹³, 53.5% people rated its effectiveness <55% and 29% people voted as "No Comments".

(V) TRAINING PROGRAMMES: Formal Training methods of the department in form of seminars/workshops for knowledge transfer, or to impart tacit knowledge could not get Yes by 79% of the people. Question can be asked, if we there are better ways to utilize training hours and money for effectiveness?

An investigation of Year-wise new addition document addition in various knowledge management tools of Planning's Department yielded following results:

Table 10.2.1

SUMMARY - HYPERLINK POPULATION DISTRIBUTION						
Sno	Section	Items	YEAR OF DOCUMENT ADDITION			
			2008 or before	2009	2010	2011
1	Quality Documents	24	10	3	10	1
2	Formats	27	7	5	15	0
3	Instructions and Notes on Planning Deliverables	1	0	0	1	0
4	Check Lists (for implementation w.e.f. 01.03.2010)	18	0	0	18	0
5	TACIT KNOWLEDGE	1	0	1	0	0
6	TRAINING (PLANNING)	1	1	0	0	0
7	Knowledge Corner	40	26	6	8	0
8	Resources	9	5	0	0	4
9	References	52	42	3	7	0
10	PLANNING INPUT FOR PROPOSALS	343	297	22	24	0
11	JOB CLOSE OUT REPORTS	7	6	0	0	1
12	Manuals	0	0	0	0	0
13	Design Guides	0	0	0	0	0
14	Circulars	0	0	0	0	0
TOTAL		523	394	40	83	6

10.2.B: MANAGEMENT PERSPECTIVE/CHALLENGES

EIL's Management is determined in moving EIL from Data to Information to Knowledge! EIL is creating strategy, structure and values that enable people to share knowledge and new ideas. This new knowledge will help EIL make local knowledge global!

However at the same time why are we not able to do 100% jobs on time or even before time in spite of our time tested and time proven work standards and practices. If it is difficult to control the entire projects due to complexity then why not measure and monitor only the critical areas or parts that are long lead activities and are good for the whole? Is it the senior management that is causing project delays? What are the major constraints that are repeating in various projects? Is our project related performance a matter of less understanding of these constraints or lack of functional skills? Or do we need to find new ways of multi projects at senior management level?

Why welcome of EDMS is Lukewarm? Because EDMS attempts to manage flow of information. Further installing/buying a system is not enough! The environment is very dynamic; not static and people need flexibility and not limitation while working.

New Knowledge always begins with an Individual. Are we capturing new knowledge of EIL employees? A brilliant researcher has an insight that leads to a new patent/innovation? Are we capturing the insights and working on them? Are we giving feedbacks on suggestion/queries received? A middle manager's intuitive sense of market trends can become catalyst for an important new product/service/ concept. How much have we achieved on these fronts? Are we leveraging from the experienced of our senior employees? In each of these cases it is individual's personal knowledge is transformed into organizational knowledge valuable to the company as a whole.

(4) Evaluate effectiveness of current MIS (Management Information System) and make improvement in the same.

10.4.A: OPINIONS/TREND FROM EMPLOYEE SURVEY

(I) CURRENT WORK SYSTEM: When asked to rate EIL's project planning, 46.4% described it as "Daily Fire Fighting, 35.7% said, "Well Managed", 28.6% called it "Repeatable success", 42.9% named it as "Optimized and Systematic" and 60.7% stuck with "Delivering Excellence through people".¹⁶ Top 3 Variables for EIL Project Planners¹⁷ were (1) "Time", voted by 92.9%, (2) "Progress", voted by 75% and (3) "Scope", voted by 42.9%. When requested to rate success of project timely completion¹⁸, 64.3% said 60-69%.

(II) REPORTING STANDARDS/ METHODS: On talking about Reporting Mechanism/ Standards/ Methods. "90%" of participants voted for having preference for visually literate, dynamic and graphical reports and will help them deliver better for internal as well as external clients¹⁶. 68% of people rated Preparation Methods Job Close Out Report 6 or Higher on a scale of 1-10. The end of a project can recommend new learning opportunities, it can recommend time savings methods and things that went right/wrong over the project duration.

It is a good practice of EIL that makes it a forward looking and self learning organization as it takes full advantage of its work and do a post-project review. Such study ensures that same problems of design or project management or engineering do not repeat again, thus saving clients money and time.

10.4.B:MANAGEMENT CHALLENGES/PERSPECTIVE:

Real conflict here is between two school of thoughts, One says, "If it aint broken, dont fix it!", the other says, "It aint broke, but can we improve it?"

Why should not MIS team be comprised of individuals from diverse fields of expertise including engineering, computer science, financial mangement and General/ HR management science? In today's age it is easier to collect information and develop new strategy or impement new technology. This multi-faceted MIS could give a considerable competitive advantage?

MIS of EIL is committed to measuring not only time, cost but also planning, profitability, productivity and quality for long term as well as on department-wise and project to project basis. MIS is taking a greater leadership role. Function of MIS in EIL is not just to report/respond to user/mangement queries but also to focus on company/project requirements to meet all operating goal areas.

IMPORTANT

PLANNING DEPARTMENT'S CLARIFICATION:

Please note that some of the opinions/comments in this survey answer cannot be considered correct because due to department hierarchy/structure some of the employees are not fully aware of EIL's policy and procedures. All ISO procedures clearly defining roles/responsibilities are in place and published in department's intranet portal for ready reference.

SURVEY REFERENCES

1. Question 2 of Survey
2. Question 6 of Survey
3. Question 3 of Survey
4. Question 21 of Survey
5. Question 7 of Survey
6. Question 5 of Survey
7. Question 11 of Survey
8. Question 14 of Survey
9. Question 13 of Survey
10. Question 8 of Survey
11. Question 9 of Survey
12. Question 32 of Survey
13. Question 5 of Survey
14. Question 15 of Survey
15. Question 24 of Survey
16. Question 25 of Survey
17. Question 31 of Survey
18. Question 32 of Survey

11.

PROPOSED SOLUTIONS

Having analysed employee opinions and management perspectives in the previous chapter, key problem areas identified in project planning, control, reporting could be summarized in two words “PROJECT COMMUNICATION”:

I repeat the 3 noteworthy trends from section 10.1.A and 10.2.A of last chapter, which clearly, indicates that internal communication mechanism needs examination:

- 54% planners rated communications with project “5 or less” on a scale of 1 to 10.
- Reasons for Communication Problems were rated as:
 - 40% - Delayed communication,
 - 33% - No Communication,
 - 20% - Incorrect Method of Communication.
- 77% agreed on better project planning could be done if there were daily/more frequently updates from projects.

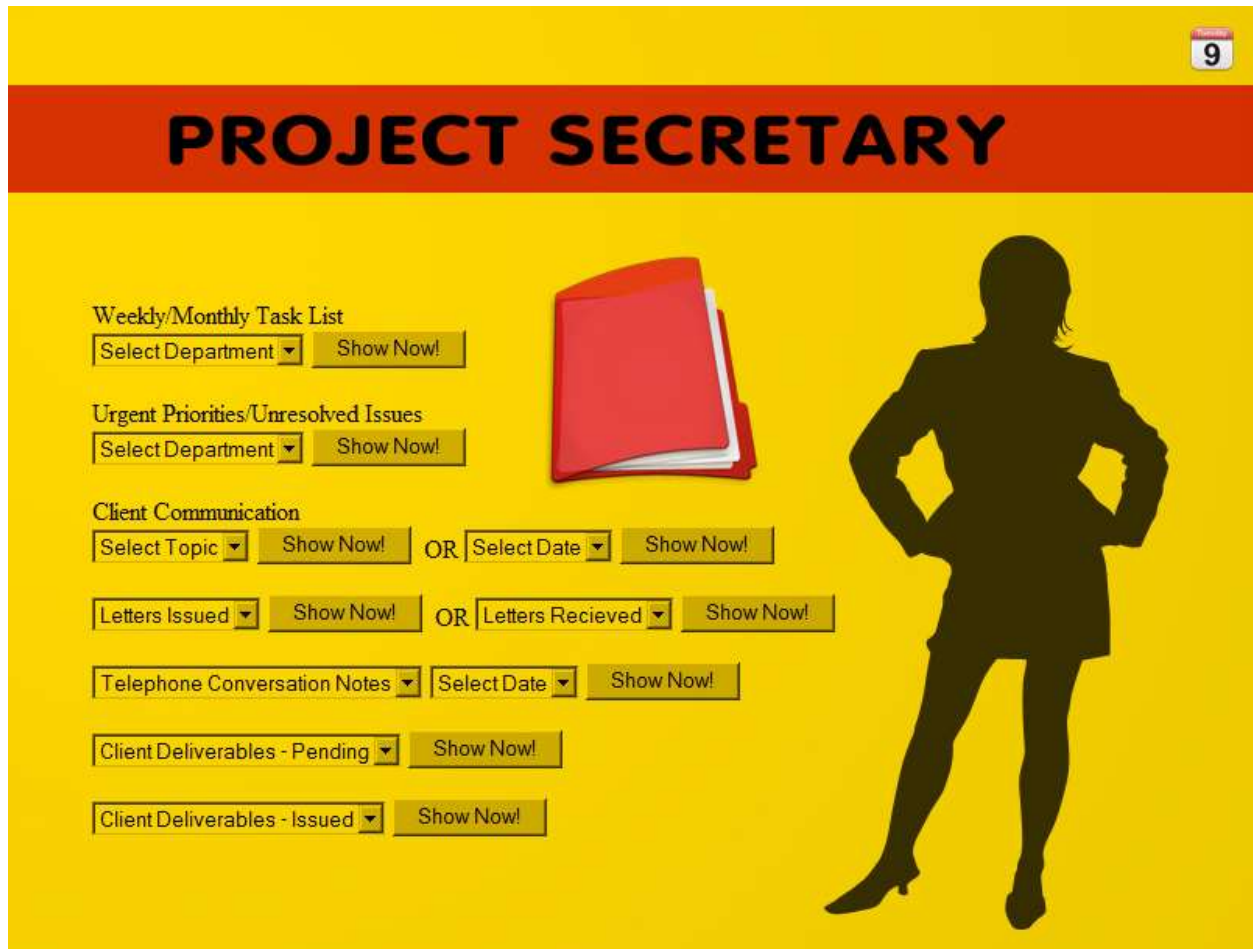
Mantra is “Improvement through innovation” in areas of “Project Communication”. This can be done by theoratise and systematise the key problem areas. For which, I suggest 3 fold solution for 3 communciation partners:

1. **PROJECT SECRETARY** - A Web Portal for Better Project Planning/ Control/ Management.
2. **PROJECT FACEBOOK** - A Web Portal for Project Engineering/ Coordination/ Management.
3. **PROJECT BLOG** - A daily diary/Blog for Project Communication with Client/ Contractor/ Management.

These portals are very useful in projects which are large in nature or even where there is more than one project manager. As our EIL culture is open to new ideas and sugestions only concern is if project manager's have time to do this.

SUGGESTION 1:

Illustration 11.1



PROJECT SECRETARY is basically a Web Portal for Better Project Planning/ Control/ Management.

Project Secretary means Consistent Interaction and Integration of feedback. This means, latest information on fingertips. Project Secretary can be a combination of a Person + Software.

PS Person may coordinate: (1) All Project Communication (2) Tracks various significant issues with client as well as internal departments and (3) Deliverable Priorities. PS person/software may also look into routine tasks of auto e-mail/ sms reminders for all issue resolution and/or meetings.

A PS portal will manage communication on various areas such as:

- (a) Manage Department-wise/Person-wise Tasks List
- (b) Set priorities
- (c) Letter issued
- (d) Client communication
- (e) Telephonic meeting notes/details
- (f) Minutes of Meetings
- (g) Status of Client Deliverables and most importantly
- (h) Ticket based issue management system.

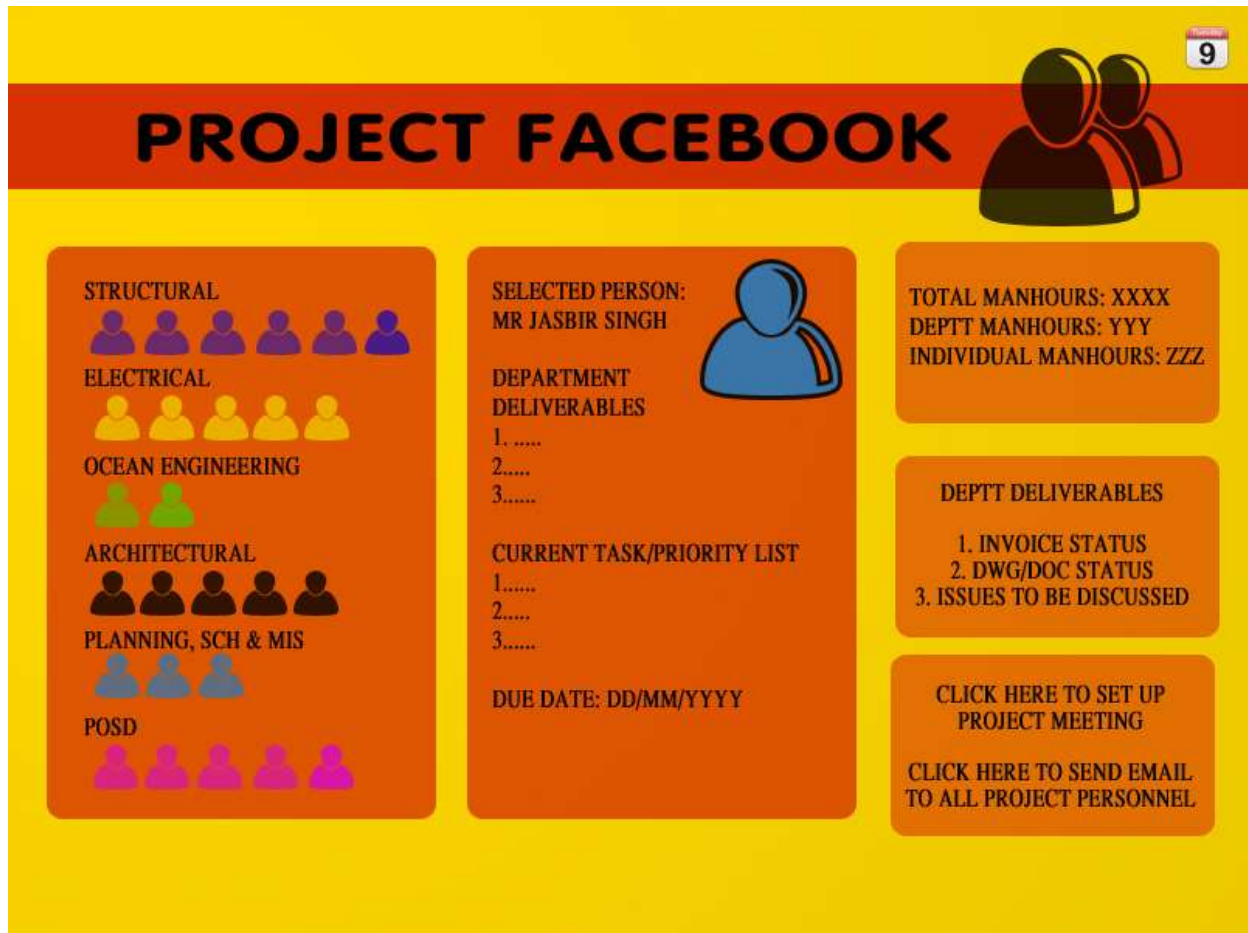
PS works through a trouble ticket websites, Each daily/monthly /significant issue is recorded and assign a unique ticket-id. This ticket-id is tracked and regularly monitored for problem solution.

Idea of Ticket based issue mangement in Project Management can be well understood like IT Helpdesk for Hardware/Software problems that we have inhouse.

Addition here is that If solution is not achieved within the pre-assigned/stipulated time, the problem is then cascaded to a senior group leader in the heirarchy. Project secretary will also set/revise work/deliverable priorities on an application software integrated with the ticketing system above.

SUGGESTION 2:

Illustration 11.2

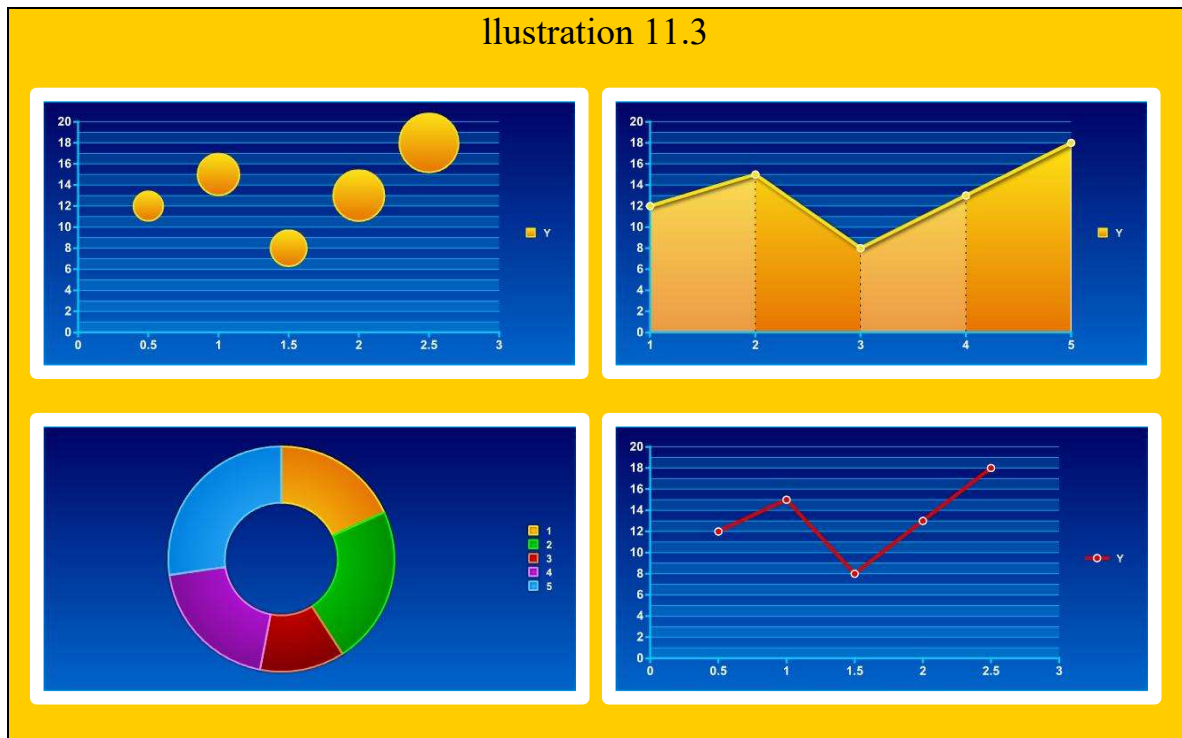


PROJECT FACEBOOK - A Web Portal for Project Engineering/ Coordination/ Management. Basically this is the systematized communication forum between engineering disciplines and planning/project.

Why not develop a social communication tool like face book for project based communication software? This will allow Project Managers to take on proactively, rather than trying to find their way through the incoming 500 emails/issues a day. This means time wastage, particularly as some emails are only for information purpose, record or are non productive. An interactive web portal is measurable and improvable and MOST IMPORTANTLY, it will recordkeep and integrate Top down and bottom top approach, as this means Higher and Direct Employee Participation.

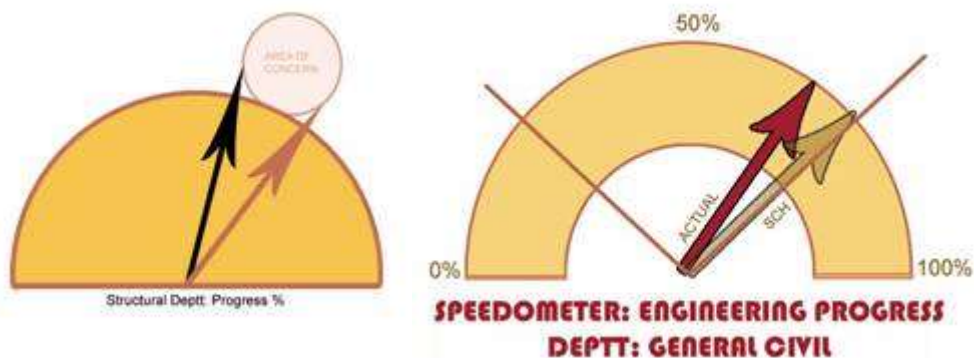
Voluminous emails also make the system/person reactionary. According to a survey, an average business user responds to over a 100 emails daily, recent studies have found. Same survey also suggested that many employees spend 15-20 hours every week just checking email. In such cases role of planner/project managers is reduced to information coordinator/facilitator. However, success of such software is dependent upon acceptance of such communication network in a company's work culture.

SUGGESTION 3: ANIMATED ONLINE REPORTS



Entire generation of Progress Reports/Activity List should be through and Web Software. Online/Live generation of S-Curves/Visual reports through an application software can change the way project progress is monitored and reviewed. It will generate most up-to-date data from Construction Site, Regional Offices as well as Head Office Planners. Visual representations make understanding easy and impactful. They make direct approach, remove number mumbo-jumbo on the screen into what is logical, simple and can be understood by everyone. They improve group discussion by spend more time on discussion and thinking that trying to juggle with percentages. Further, Using 3D Graphics, Animations and Colorful Graphics which give impression of a forward looking company. Have a look at speedometer reports below.

Illustration 11.4



SUGGESTION 4:

Illustration 11.5

9

JOB: A152 - PROJECT BLOG

Date: dd/mm/yy
PROJECT MANAGER

Today, I got call from Vendor. M/s ABC Enterprises that the GA drawings submitted for the FCC unit are marked with missing information. Clearances are yet to be obtained....alskdjf;lakjsdf asdlkfjaklsdjfkalsdf

Next week let us coordinate a face to face meeting to resolve all the pending issues of instrumentation department . ads asdf as dfasd fasdda sdfasd fadsf asdf asdfasd fsadfasd

fsdaf as asd fasdasdf asd a sdas asdfas dfasdfasdfsadfasdf asd asd a sdfas asd fasdfasdfs

Yesterday | Last Week | Previous

Date: dd/mm/yy
PROJECT ENGG COORD.

INSTRUMENTATION
Some text for instrumentation departmenw till come here,... and more text here..

PLANNING DEPTT
Some text here, this is a place holder text to show how actual text will appear in the blog.

asdfa adsd fasdfasdfasdfasdfsdf t . ads asdf asdf asdfasdfsdf asdf as dfasd fasdda sdfasd fadsf asdf asdfasd fsadfasd fsdaf as asdfas

asdf asdfasdf dfasdfasdfsadfasd asdfa sdfasfdadsdff asd

Yesterday | Last Week | Previous

EVENTS:
13/03/2012 - Client Review Meeting

14/03/2012 - Dir, (P) Review Meeting

DWGS/DOC DETAILS

Pending List
New Arrivals
Approved Document List
Void Document List

PROJECT STATUS

Milestone Status
Activity List
Updated Schedule

PROJECT BLOG - A daily diary/Blog for Project Communication with Client/ Contractor/ Management. Project Blog will address all the questions/clarifications with live daily updates from project manager for clients/contractors and all external project stakeholders. This unified communication platform will also remove the hurdle of people waiting for information. Through this system, complete communication will be ready for access from home/office/outside waiting for the person to review it.

If we compare this system to (a) Project Secretary or (b) Project Facebook or (c) Existing Project Email system. Then key distinguisher is that as compared to emails then emails are non-sequential communication of thoughts while BLOG is logical un-interrepted Note Making and Systematic Arrangement of thoughts for necessary further action. IT is like tweeting a project progress on daily basis.

Biggest Advantages of Bog are: (1) Blog Site is dedicated to give you overview/history of all communications - with a individua/group/department etc. (2) It can facilitate group discussions/opinions and brings in enormous transparency. This means environment of work commitment, trust and satisfaction.

COMMON BENEFIT/ADVANTAGES

- Increase Productivity and Reduced Cost
- Improve Horizontal & Vertical Communication
- Minimize Delays in Project Completion
- Increase Employee Efficiency
- Real-time Access of Critical Project Data
- Eliminate Time Consuming Paperwork
- Embedded Project Communication System
- Manages Projects, Tasks, Clients & Activities
- Such Enterprise-wide effort increases capabilities for managing multiple projects
- Accurate, efficient and effective measurement of Project Progress

12.


TESTING SOLUTIONS

Putting solutions out to get a feel of public opinion about usefulness and effectiveness of four suggestions from three of EIL departments: (1) ITS, (2) Projects and (3) Project Planning.

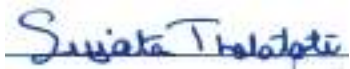
12.1.A: DEPARTMENT: IT SERVICES

FEEDBACK FROM IT SERVICES DEPARTMENT (Instruction: Please tick appropriate for Usefulness and Effectiveness)					
S No.	Evaluation Component	Excellent >90%	Good 80-90%	Fair 60-80%	Poor <60%
1.	Project Secretary	✓			
2.	Project Face Book	✓			
3.	Animated Online Reports	✓			
4.	Project Blog	✓			
COMMENTS -					
EIL Employee Name:		Mr. NIRANJAN BEHERA			
Designation:		SR. MANAGER	Experience in EIL (Yrs)	20YRS	
Signature:		<i>Niranjan Behera</i>			

12.1.B: DEPARTMENT: IT SERVICES

PROJ-1: Testing Waters for 4 New Suggestions! (Instruction: Please tick appropriate for Usefulness and Effectiveness)					
S No.	Evaluation Component	Excellent >90%	Good 80-90%	Fair 60-80%	Poor <60%
1.	Project Secretary			✓	
2.	Project Face Book				✓
3.	Animated Online Reports		✓		
4.	Project Blog			✓	
COMMENTS -					
EIL Employee Name:		Mr. AG WADEKAR			
Designation:		SR. MANAGER	Experience in EIL (Yrs)	20YRS	
Signature:					

12.1.B: DEPARTMENT: PROJECT PLANNING

ITS-2: Testing Waters for 4 New Suggestions! (Instruction: Please tick appropriate for Usefulness and Effectiveness)					
S No.	Evaluation Component	Excellent >90%	Good 80-90%	Fair 60-80%	Poor <60%
1.	Project Secretary		✓		
2.	Project Face Book	✓			
3.	Animated Online Reports	✓			
4.	Project Blog		✓		
<p>COMMENTS Excellent and Radical! Out-of-the-box suggestions in line with current trend and practices</p>					
EIL Employee Name:		Ms. SUJATA THALATOTI			
Designation:		SR. MANAGER	Experience in EIL (Yrs)	13.5YRS	
Signature:					

12.2.B: DEPARTMENT: PROJECTS

PROJ-2: Testing Waters for 4 New Suggestions!					
(Instruction: Please tick appropriate for Usefulness and Effectiveness)					
S No.	Evaluation Component	Excellent >90%	Good 80-90%	Fair 60-80%	Poor <60%
1.	Project Secretary	<input checked="" type="checkbox"/>			
2.	Project Face Book	<input checked="" type="checkbox"/>			
3.	Animated Online Reports		<input checked="" type="checkbox"/>		
4.	Project Blog	<input checked="" type="checkbox"/>			
COMMENTS					
-					
EIL Employee Name:		Mr. TARUN BANSAL			
Designation:		SR. ENGINEER	Experience in EIL (Yrs)	3 YRS	
Signature:		TARUN BANSAL			

13.

RECOMMENDATIONS

Ability to see a different future, to seize opportunities, to marshal resources, and to take action to build that future that will be the touchstone of the future.- Anonymous

1 Being a Public Sector Unit, If EIL may not adopt approach of a multinational corporate, then why not change EIL's approach towards business as educator? As IT is becoming friendly and smarter and revolutionizing way organizations came together and worked, why not EIL considers itself as an educator for smaller companies/contractors/vendors/suppliers? Schools, College, Universities are lagging in capturing the knowledge that is outside there in professional domain. Why should EIL not setup IT systems to propagate best practices of project management and sell it to entire contractor/vendors/suppliers of particularly Oil and Energy Sector Companies? **Key idea here is that Smart services to clients/ customers/partners will turn EIL into educator and consumers/ clients/customers into life-long learners.** It is not just managing individuals/clients but also relationship between those clients/customers/suppliers.

2 Compare EILs theory and systems developed over the years as they exist with Best Practices of other Industries, through consultants, direct observations, surveys, interviews and library research. Engineer New Knowledge for a better future of EIL! Making personal knowledge available to others is the central activity of knowledge creating company.

3 For Next Survey, should be between inter department challenges and entire company should participate. Some questions could be:

Is the pressure to perform unreasonable? Is it sometimes difficult to ask questions or raise concerns? Are or even legal issues ever denigrated or marginalized? Is bad conduct rewarded or tolerated? Is there a close tie between performance and rewards? Does short-term thinking dominate? Do employees identify sufficiently with the interests of shareholders? Do employees understand and sufficiently care about the needs of the customers? Is the quality of products and/or services a high priority? Are employees proud of the products and/or services? Are they proud of the organization?