

Write about your role in any consulting project that you have undertaken in your current job & describe how it could have been managed better, if you had led it as its Lead Consultant.

My Employer - Engineers India Limited: is a construction design and engineering consultancy, specializing in Oil and Gas Production and Processing, LNG Terminals, Petrochemicals, Ports and Infrastructure Projects. Company desires to grow in these core business areas remain a high profit business.

EIL's current portfolio includes: (1) Refinery up gradation and expansion projects (2) Pipelines, Terminals and Storages (3) Infrastructure Sector Projects. EIL is working on Government Projects on National Highways, Air Ports, Special Economic Zones, Bharat Nirman Yojna, Metro Rail, etc

Let us take a case study of a "Project Management Consultancy" say....

"Guru Gobind Singh Refinery Project" in Association with HPCL – Mittal Energy Limited at Bathinda, Punjab. Project Management Consultancy by Engineers India Limited, New Delhi

Scope of EIL's work: Conventional Project Management Consultancy job with commissioning of GGSR Refinery and all its refinery product units under the contract duration/time.

In this document, I've attempted to give my inputs improvements, initiatives I would've taken; If I was leading a project management job for or with EIL. Basically, I have offered 8 suggestions, which are technological based work method improvements with intention to simplify the essentially complex project management of a construction engineering project.

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My Role: Senior Planning Engineer (Project Management Division)

Responsibilities include: Work with Project Management by preparing Project Planning Deliverables, such as:

- Project Networks/Schedules and Detailed Engineering Functional Schedules
- Monthly Progress Reports and Activity Lists
- Site – Head Office Coordination and Management Information Reports
- Coordinate Project Review Meetings – Internal as well as clients
- Vendor/Supplier Meetings along with Various other Planning Deliverables

**Initiatives I would take as Lead
Consultant for better Project
Management and Planning**

EIL's Vision Statement is, "Delivering Excellence through people". I believe this is an old perspective, relevant when individual heroics used to bring success. **Today, Time Tested and proven work system should be the pillars of strength for organizational growth and progress and not people.**

An inquisitive mind may ask: How many people of excellence do you have? How much are you time and money are you spending to make average employee an excellent one? Why not invest that money in making work system more mature? Success that rests on few individuals is no basis or a guarantee for a long term success of an organization. For increased work system maturity, better quality we need to continuously measure, assess, plan and improve.

My overall concern is on how project management sees As an Advanced Calculator? Record Keeping Tool? Information Report Builder? **Today's IT is**

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about Company Governance, Change Management, e-Intelligence & Work System Maturity. Move from Individual Performance to System Based Performance. A system based on theory developed from working over the years.

You say you have Humans who work using Best Software available; I say you should have an IT Driven Work System working through Humans!

I suggest changing the way we work! Lack of an integrated system; Complexity as a constituent of work system, many decisions become more of a liability than assets. Without proper implementation all talk is a hollow roar!

“Clearly no group can as an entity create ideas. Only individuals can do this. A group of individuals may, however, stimulate one another in the creation of ideas.”

- Estill I. Green, VP, Bell Telephone Laboratorie

Transition of work style is complex and difficult but necessary. We need to move away from Individual Heroics to System Based Efforts. We need an integrated system for Project Management, unified software with a multiple type output output.

There is a three-fold UNIFYING THEME in my suggestions:

1. Increased and Direct Client and Employee Participation
2. Greater Transparency Technology Driven approach
3. Putting Project in an Auto Pilot Mode!

WHAT IS PROJECT MANAGEMENT?

Project Management is Act your Plan and Plan your Act. Project Management is not History Reporting but taking proactive initiatives. Reactionary planning cannot help you exceed client expectations but Proactive Initiatives can!

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SUGGESTION 1: IT AS BACK BONE OF PROJECT MGMT

At EIL we have time tested and proven work methods and you are using IT software as tools or utility requirement but not **IT as backbone as a unified software for entire project management**. Drift is required from people dependent system to IT driven work system.

SUGGESTION 2: CONSULTANCY/PROJECT HELPDESK

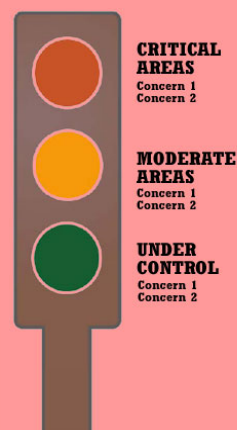
Direct inclusion of all client feedback and query system by all the departments/engineering disciplines of the client into one help desk. Thereafter this helpdesk will internally interact with the various disciplines and reply to client clarifications in writing guaranteed on the same day. Let everyone concerned with project ask anything about project. This will also improve EIL's Commitment, Satisfaction and Trust of Clients.

Helpdesk will enable consistent Interaction and Integration of 360 degree queries and feedback Is there a single report which gives details of all client suggestions? Is the latest information available at fingertips? Clients should be given a direct interface to HMEL, a single window solution - Let them post their questions and concerns through a written post, 24 X 7 X 365. If possible this interface should be online and webcam based.

SUGGESTION 3: CREATIVE VISUAL/GRAPHICAL REPORTS

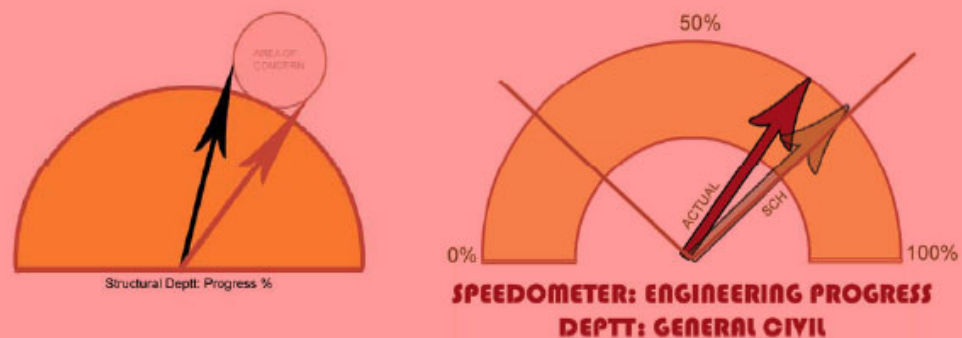
Today, We are in age of Visual Literacy. Visual reports make understanding easy and impactful. They make direct approach, remove number mumbo-jumbo on the screen into what is logical, simple and can be understood by everyone.

They improve group discussion by spend more time on discussion and thinking that trying to juggle with percentages. **Using 3D Graphics, Animations and Colorful Graphics which give impression of a forward looking company.**



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Visual Reports make understanding quick, easy and impactful. Visual Entities make direct approach, they reduce complexities, number mumbo-jumbo into what is logical and can be understood by everyone. They Keep Things Simple! They Use 3D, colorful graphics and animations give an impression of a forward looking company.



SUGGESTION 4: PROJECT BLOG BY PROJECT LEADERS

Blog Coordinator will be like Project Secretary - Who will be the Single Window to answer all project related questions. Blog or Forum will have written record of initiatives, proactive suggestions and reminders for all project team members. Greater transparency within and outside department.

This means Consistent Interaction and Integration of feedback. This means, latest information on fingertips. This means environment of work commitment, trust and satisfaction. Project Blog in combination with Discussion Forum in form of a department wise Bulletin Board reporting progress on daily basis. This initiative can be combined with knowledge management programme and should be monitored by Project Managers, Engineering Coordinators and Head of the Departments.

This will allow Project Engineering to: Set monthly targets, Check, Verify and Update To Do List on weekly/monthly basis. Further all messages can be viewed by Project Mgmt Department and they proactively plan and take care of Problems and Holdups.

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An Intranet based blog by Project Manager, and Department Heads would: Clearly point-wise detail the monthly task list and will also be a discussion/ communication forum for the entire project. Group's planning coordinator can issue tickets for Feedback, Query on various points. If you cannot measure it, you cannot improve it!

This will also integrate Top down and bottom top approach, as this means Higher and Direct Employee Participation. Further, such system will also help preparing a dynamic monthly agenda or task list for not only project management but also for various engineering disciplines involved.

SUGGESTION 5: DISCUSSION FORUM

Questions: Is there a system to measure who and what made the most positive and proactive contribution to the project? All communication must be written, recorded, point-wise onto the particular subject matter and anyone can read it there. Google like Search Facility: Search status of Purchase Requisitions, Contracts etc.

This would also enable Project to Project Comparative Analysis and Collaborative Analysis and Growth. Use Standard Quality Template of a Project, using predefined file formats for all Units and Reports. As on information is getting, keep filling in the project.

This will enable written records of all proactive initiatives.

Is all project information logically organized for mapping, comparing with multiple projects? Is there a system to consider different implementation methodology for saving time and money? One can easily measure and list out what are the intangible benefits/value addition done for the client on this project.

SUGGESTION 6: RESOURCE UTILIZATION & TRACKING

Resource Utilization and Tracking meaning How allocated resources are being utilized, month wise man hour distribution. As work is getting completed how are resources used for optimization. In reports about all review meeting reports, it does not tell the seriousness or the priority of the issue... and its impact on the project!

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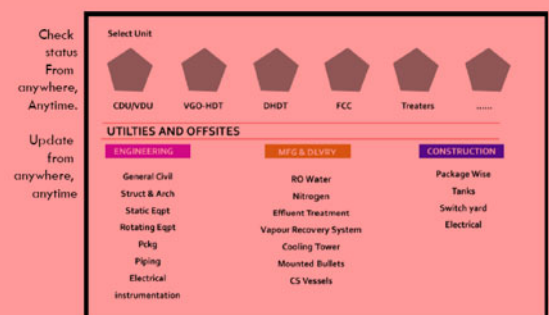
SUGGESTION 7: MGMT INFORMATION DASHBOARD

Quick Reporting tool for not just project statistics but also for seeing resource utilization, indicators, comparative analysis with units of other projects and increased maturity in assessing situation.

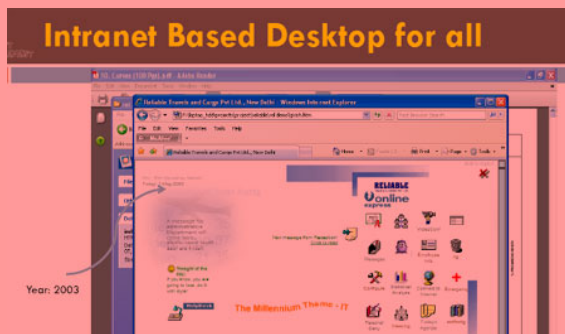
A website like interface for all information reports in visual format that enables understanding and decision making in seconds. For example:



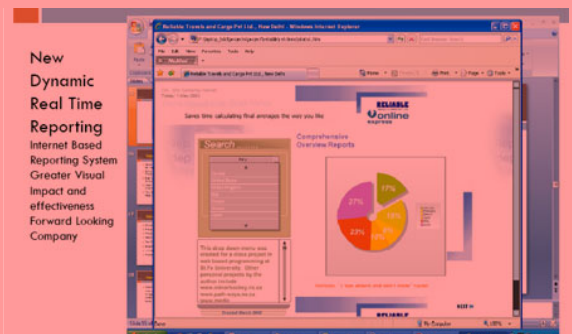
PROJECT REPORTING DESKTOP



PROJECT UNIT-WISE DESKTOP



CUSTOMIZED DESKTOP FOR EACH EMPLOYEE



DYNAMIC ONLINE GRAPHICAL REPORTING TOOLS

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CHALLENGES IN IMPLEMENTING THESE SEVEN SUGGESTIONS

1. Speed and Patience
2. Leadership from bottom up
3. A system thinking perspective
4. Enterprise wide Information Communication Technology System
5. Knowledge Management
6. Willingness to Learn New work methods
7. Willingness for Open Communications

CONCLUSION:

Exceeding expectations may become be integrated in the DNA of the system by the abovementioned suggestion of Internet Based Project Management Systems.

Dependency on information is to be removed. Focus more on Project Management than coordinating tasks. Let expensive human resource focus on Time, Cost, Effort, efficiency and effectiveness with Consistent Interaction, Consistent Integration of Feedback from clients as well as employees.

End of document



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