# PMO Progress Report

## General Information

**Reporting Period:** 01-Mar to 31-Mar-18

**Total Working Days in Reporting Period:** 25 Days

**Reporting Date:** 10-Apr-17

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**Reported By:** Hari Thapliyal

**Reported To**: Raguraman Ji & Swaminathan Ji.

## Deliverables of the Reporting Period

**PMO Setup Related**

**New Initiatives of the Month**

* A new Project Manager is hired
* Project Task card printed automated (No manual writing of task card)
* Project Label Printing automated
* Monday Operation Review Meeting streamlined and converted into Monday Project Review Meetings
* Action register established for action tracking
* PMO support role is created who update the schedule of project activities based on the commitment from HoDs
* Meeting Minute Recorder role is created who creates and updates action register of all the project meetings.
* **Some new dashboards**
  + Monthly Revenue dashboard
  + Weekly completed task dashboard
  + CheckProjectUpdation Detail dashboard
  + ProductionWork summary dashboard

**Improvement/Maintenance of Old Initiatives**

* Improvement on previously created dashboards
* Project plan and actual data is reliable. Any missing information noted during reviews are brought to notice of PM and fixed.
* All Project are being tracked on Kanban board.
* Timely, right format and purposeful daily standup meeting is part of daily business
* Regular weekly planning sessions on every Monday.
* EPM (Enterprise Project Management) customization & configuration work.
* All new project are available in the EPM
* All major projects are planned and loaded into EPM tagwise
* All running projects are being tracked on EPM
* Risk Management & Issue Management done using EPM
* COO using TEAM-PMO dashboard for weekly project review with project managers. Current focus of this meeting is to help project managers
  + To sort out issues which could not be sorted during the week
  + Resources prioritization for the project
  + Access the capability and attitude of existing project manager

**Project Progress Related**

* NIL

## Other Important Activities Performed in the Period

* NIL

## Challenges Faced/Facing

* I wanted to setup a configuration management system for all project documents related to PMO but unreliable wireless/internet connection makes it difficult for me to access organization folders when I needed.
* Due to poor internet connectivity project managers are facing problem in updating their plans on day to day basis
* Due to poor internet connectivity COO is not able to see the dashboard when needed, sometimes it is very slow.
* Too much deviation of estimates between estimation done during budgeting and planning is concern. If planning estimates are grossly wrong then benchmarking need be improved. And, if budget estimates are wrong then as a company margins will reduce significantly.
* Due to above reasons and production approach change we could not do the estimation and scheduling of IGCAR projects 4203 and 4192. (As the date of reporting IGCAR has been technically baselined)
* Non-payment to Microsoft on the due date and disruption of services.
* Microsoft site is blocked at all the workstation by EDP department. I need to request to EDP every time and it takes its own sweet time because of their own reasons to sort out the problems and many time it does not work.

## Suggestion for Improvement

* Management start using the system. Insist employees for updating the system and everybody read information from the same system. Call to employees only when information is missing in the system. In that case employee first they need to update the system and show the info from the system.
* Do not maintain same information on different systems like email, excel sheet, oracle, mom etc. There should be only one source of correct information. I think that source should be EPM Server, it is also called PWA (Project Web Access). Failing to do so will lead to lots of productive hours in searching information, justifying various version of information, waste of constructive energy.
* Minimum once in every week senior management need to come as an observer and watch the proceeding of standup.
* Minimum once in every week senior management need to come and check the progress on Kanban board.
* Minimum once in every week HoDs need to come and take role of PMTs so that they reinforce the understanding of new way of working and able to appreciate the value of DSUM and input of PMTs.
* Whatever information management wants that should come to them via system accessed through phone/laptop. If systems is down, internet is not available then only look around the email or local copies.
* Change the standup meeting area. Because of too much noise in the current standup meeting area team members are not able to hear each other. I have raised this concern at appropriate levels but still not action.
* Do not do any serious meeting without meeting recorder, agenda and time manager. Every meeting must have online MoM and action tracking.
* Manual approval and payment to MS is not good process. In order to get uninterrupted services please attached some credit card and auto renewal option, as suggested earlier, else it will lead to wasting lots of productive hours in doing follow up between TEAM account, MS account, MS customer care, Checking on MS site about payment due and verifying payment is reflecting or not. As it has consumed my many productive hours in doing this follow up, now I have given it to Mahesh and account department let us see how much more time go in settling this issue
* Have two good internet connections from different reliable services providers. If senior management and employees have same connection then you will be able to appreciate why productivity is less. Recently, I have observed in one case that monthly productivity is only 25-30% because of infrastructure issues, communication gap and availability of the people.
* In order to involve everybody in the change journey kindly remove the block of Microsoft access from the machines of PMTs and HoDs.
* Insist to every employee during your communication that email is not a tool for doing work but for information sharing. For doing work if needed use alternative method of communication as email is not the only tool of communication. People play too much safe and defensive; spirit of true game seems missing between departments.
* Make individual PMs accountable and do not allow the concept of “my man” or “your man”. This leads to groupism, protection and justification of incorrect way of work and bad results. Every individual must know that no one will protect him, he/she is responsible for his own karma.
* Nandakumar’s attitude towards project management work is not co-operative so either motivate him or move him out from PMO and get a replacement for him in PMO.
* SRK need to understand that he is also a normal human being and come on ground to talk to juniors. He has very high attitude and do not treat juniors with respect and love. Too much ego and show off. Neither he makes plan nor review plan, always stated reason is he is extremely busy. When project manager makes plan he without looking into the plan makes irresponsive statements. He need to understand either he provide production plan for all the running project or follow the plan given to him. We cannot survive on his daily production plan. If he cannot review the project plan then right and wrong will be corrected during the execution.

## Planned Work Dropped in this Period

* Configuration management for all projects will be done
* IGCAR estimation and planning
* Train a new hire PM.
* Document SOPs
* Cost integration into EPM & Power BI system.

## Planned Work Reschedule for Next Period

* NIL

## Deliverables of next period

* Knowledge transfer to PMs
* Train a new hire PM
* IGCAR Estimation and Schedule (4203 & 4192)
* Ensure security of the system and the data.
* Refine existing dashboards of PM and PMO Head
* Document SOP for following
  1. Kanban board updation
  2. Daily Standup meeting
  3. Weekly Task-card printing
  4. Action register maintenance
  5. Project schedule creation
  6. Project schedule updation
  7. Oracle data sync in power bi
  8. Project creation in PWA
  9. MSP Licensing and Payment to Microsoft
  10. MPR (Monday Project Review) Meetings
  11. Project retrospective meeting
  12. Issue management
  13. Risk management
  14. Assigning PM to project
  15. Project site creation
  16. Configuration Management,  Backup and restore
  17. MSP or PWA Recovery
  18. List of Dashboards and Data Refresh
  19. Project schedule review
  20. Tonnage report based on BOM
  21. Negotiating time with department and commitment tracking