**PROJECT MANAGEMENT INSTITUTE**

**NATIONAL PROJECT MANAGEMENT COUNCIL**

**(PMI - NPMC)**

**DRAFT V 1.0**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Version** | **Name** | **Description** | **Author** | **Date** |
| 1.0 | Project Management Institute, National Project Management Council (PMI NPMCI) | Approach Document | VSR  Chairman  PMI Team India | 03/Nov/2010 |
|  |  |  |  |  |
|  |  |  |  |  |

**PROJECT MANAGEMENT INSTITUTE**

**NATIONAL PROJECT MANAGEMENT COUNCIL (NPMC) OF INDIA**

**Background**

Last decade, India was known for Information Technology and this decade is for Infrastructure. India is expected to spend $ 1 Trillion USD in the next ten years for establishing sophisticated infrastructure. Following a few statistics

|  |  |  |
| --- | --- | --- |
| S. No | Sector | Investments in Billion Dollar USD |
|  | Housing | $300 |
|  | Security | $160 |
|  | Education | $150 |
|  | Healthcare | $120 |
|  | Roads | $100 |
|  | Power | $120 |
|  | Sanitation | $40 |
|  | Water | $30 |

Source: From the Report, prepared by Booz & Company in association with Cisco Systems for CII

One trillion dollars would be invested in India to execute thousands of projects in the next ten years to grow India. Unfortunately in India, the projects are managed by few specialists and experts and there is no standardized methodology adopted to repeat the success of projects. It is more of people driven rather process/system driven. A considerable effort has to be spent in India to build thousands of qualified and competent project managers who plays a critical role in transforming India.

PMI, IPMA, small/mid size consulting organizations, individual consultants have been playing a role in helping different industries in India. But this effort is not sufficient. Considering PMI’s envisioned goal, core purpose, PMI could play a catalyst role in transforming India.

**Customer Segmentation & Value analysis**

In India too, the segmentation of customers would be in line with the categorization done by PMI.

|  |  |
| --- | --- |
| **Practitioner Customer** | **Influencer Customer** |
| Excellence Seeker  Credentialist  Skill Seeker | PM Tool Organization  PM Competency Organization  Government Agency  Academic Institution |

The following table shows the how each segmentation of customers getting value in India from PMI channels. It is quite evident that the actual potential and assets of PMI are not yet institutionalized in many customer segments and a lot more work to be done by PMI and its channel partners.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S. No** | **Customer Segmentation** | **Result Expected from Project Management** | **Characteristics** | **Value to customers through PMI** |
| **1** | **Excellence Seeker** | **ACHIEVE SELF ACTUALIZATION** | * Driven by personal interest in the discipline of project management and the desire to be recognized by peers * Will “self involve” with PMI if it offers intellectual stimulation, peer interaction, leadership opportunities, autonomy, recognition | **GREEN** |
| **2** | **Credentialist** | **EXPECTS FINANCIAL RETURN** | * Project management interest is driven by the desire to differentiate from others in the job market * Will seek a credential if it offers a positive net present value (NPV), which will be higher if their employer is willing to reimburse for it | **GREEN** |
| **3** | **Skill Seeker** | **SOLVING SPECIFIC OR ONE TIME PROBLEM LEVERAGING PROJECT MANAGEMENT** | * Project management interest is driven by a need to solve a problem or acquire a specific skill because they have been placed in the situation by a new project assignment or position * Their awareness of the project management discipline is low * They include “accidental” project managers and “high growth market newbies”, project participants, sponsors | **RED** |
| **4** | **PM Tool Organization** | **IMPROVE PROFITABILITY LEVERAGING PROJECT MANAGEMENT** | * Project management is a tool that supports their core business (i.e. used internally in information technology, process improvement, acquisitions, etc.) * They often sub contract projects to PM Competency organizations and specify required PM credentials * Examples: airlines, banks, manufacturers |  |
| **5** | **PM Competency Organization** | **BRING COMPETITIVE ADVANTAGE LEVERAGING PROJECT MANAGEMENT** | * Project management is a core competency that is central to their ability to win and retain customers.  They make money by selling and delivering projects. * Examples:  IT consultants (IBM, Accenture); defense contractors (BAE); construction and engineering firms (Bechtel | **RED** |
| **6** | **Government Agency** | **RISK AVERSION/LOW COST AND OUTSOURCE PROJECTS** | * Project management is a tool they use in the course of providing their core function (i.e. used internally in information technology, service delivery) * They often sub contract projects to PM Competency organizations and specify PM credentials * The decision making process is typically long and arduous * Examples: local, state/regional, national | **RED** |
| **7** | **Academic Institution** | **DIFFERENTIATION FROM OTHER INSTITUTIONS** | * Project management is a portion of the curriculum they provide to their students * Examples: colleges and universities, high schools, vocational schools * Their primary motivator is to differentiate programs from competition to attract more students | **RED** |

**Influencer Customer Segmentation in India and the gaps**

At present there are four important channels in India, which have been trying to provide value to influencer customer segments.

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **PMI CHANNELS** | **Value to Influencer Customer Segments by  PMI Channels** | **Coverage** |
| 1 | PMI GOC (INDIA)  ACCOUNT MANAGER | Journey Started | National Level |
| 2 | REP | Low or No | Local/region level |
| 3 | CHAPTER | Low | Local/region level |
| 5 | PMI INDIA WEB SITE | Low | National level |

REPs and Chapters in India are not able to provide the expected value to influencer customer segments. The basic reason for this is that both the channels have been spending considerable time in offering services and value to Practitioner Customer segments. Most of the REPs in India are still considered as training firms for PMP certification (PMBOK).

Sometimes Chapters go beyond training and offer services to Influencer customer segments. This is done on need basis or by chance rather by design. Also the Chapters focus in only for a location or region.

PMI India Account Managers and PMI India Website are the channels which are established two years ago and they don’t have the required specialists to deliver the value to Influencer customer segments in India.

**PMI National Project Management Council (PMI NPMC) of India – A new PMI Channel to offer value to Influencer customers**

Considering the above mentioned facts there is a great need for having a National Level PMI Channel in India, which closely works with PMI GOC (India), PMI India Account Managers and PMI Chapters in India. At present for the influencer customer segments in   
India the Service Outputs Supplied (SOS) is less than Service outputs Demanded (SOD). There is a great risk of these customer segments get frustrated and PMI probably giving an opportunity to create a market for competitor alternatives, which is not good for the growth of PMI in India.

**As per the recent analysis done by PMI following are some observations:**

* *Chapters are well positioned for bottom up outreach but may not be proficient in the language of business- We need top down. Chapter’s primary purpose role as a local member networking organization.*

The following table depicts the present situation of SOD and SOS of influencer customer segments in India. There is a risk that competition to PMI might take the benefit this demand & supply gap

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Customer Segmentation** | **Service Outputs Demanded (SOD)** | **Service Outputs Supplied (SOS)** |
| 4 | PM Tool Organization  (example: Manufacturing, Airlines, retail and other industries) | How project management helps in IMPROVING PROFITABILITY  Examples:   * Prioritization of projects * Successful execution of projects for business processes optimization * Successful execution of projects for fuel optimization in airlines industry * Successful execution of projects IT projects to improve business operations | No PMI channel exists in India to meet the SOD  SOS < SOD |
| 5 | PM Competency Organization  (example: IT, Engineering & Construction – where projects is their business) | How project management helps in bringing COMPETITIVE ADVANTAGE  Examples:   * Execution of projects Faster, better and cheaper than competition * Superior execution of projects to retain customers and to get new customers | No PMI channel exists in India to meet the SOD  SOS < SOD |
| 6 | Government Agency | How project management helps in improving QUALITY OF CITIZEN LIFE and ECONOMY  Examples:   * Prioritization of projects * Faster, better and cheaper execution of infra, health, social, citizen services projects * Execution of IT projects to bring superior governance * Execution of projects to improve security | No PMI channel exists in India to meet the SOD  SOS < SOD |
| 7 | Academic Institution | How project management as a course helps in brining DIFFERENTIATION FROM OTHER INSTITUTIONS | PMI channel like chapters exists in India to meet the SOD  SOS < SOD |

From the above table it is clear that the Service Outputs Supplied (SOS) is lower than Service Outputs Demanded (SOD) and hence it is very important for PMI to establish a national level channel with pool of specialists who could add extraordinary value to influencer customer segments.

**PMI National Project Management Council (PMI NPMC) of India - ENVISIONED GOAL**

*“Enable accelerated growth and transformation of nation by advancing Project Management”*

Note: The term “Project Management” will cover Project Portfolio Management, Program Management, Project Management.

**PMI National Project Management Council (PMI NPMC) of India - CORE PURPOSE**

“To become the trusted advisor for academia, business, government by offering highest quality value driven project management consulting services by *leveraging the assets of PMI”*

**PMI National Project Management Council (PMI NPMC) of India – CORE VALUES**

1. Thought Leadership
2. Strong Partnerships
3. Social Responsibility
4. Pursuit of Excellence
5. Volunteerism
6. Knowledge & Experience Sharing

**PMI National Project Management Council (PMI NPMC) of India - STRATEGIC OBJECTIVES**

The core objectives of this PMI National Project Management Council are to:

1. To improve the projects performance by advising and guiding the academia, business, government, civic society and project management practitioners.
2. To become trusted advisor and influence the regulatory bodies, government, organizations, academia and other stakeholders to contribute towards the introduction of innovative policies, processes and practices to promote project management culture, and gain executives commitment in increasing Project Management maturity.
3. To provide value to members, communities, components of PMI and Project management practitioners by establishing and strengthening Project Management ecosystem (PMI Chapters, PMI Branches, PMI Organization, PMI’s Registered Education Providers (REPs), Project Managers Database, PM communities etc) in the nation.
4. To enable growth of the Nation and PM community by applying and developing the skills of PMI Volunteers and Project Management Practitioners.

**PMI National Project Management Council (PMI NPMC) of India – Scope of work**

PMI NPMC plays a very vital role in creating demand from influencer customers and also builds the platform to offer the services to meet the demand of customers

* Demand Generation:
  1. Outreach programs in collaboration with PMI India and generate demand from influencer customers
  2. Brand ambassadors and speakers in various national events of PMI
* Demand Fulfillment (Advisory Services): Trusted advisor and offer the following services
  1. Advisory services to CXOs to orient on Business value enhancement through project management
  2. Consulting and advisory services to align projects with Business using PMI standards
  3. Consulting and advisory services to establish project management processes, culture and system using   
     PMI standards and assets
  4. Consulting and advisory services to establish Project/Program Management Office
  5. Sharing best practices and lessons learnt across industries
  6. Build assets/IP
  7. Training programs on Project portfolio management, OPM3 and program management
  8. Identify the best partner (Chapters, REPs, Consulting firms etc) for the customer for the following:
     1. Design & set-up Project portfolio management methodologies & system
     2. Design & set-up Program Management methodologies & system
     3. Design & set-up Project methodologies & system
     4. Design & set-up PMO

**PMI National Project Management Council (PMI NPMC) of India – Members**

At present there are many excellent seekers who have been associated with different chapters in India. PMI National Project Management Council (PMI NPMC) is a national level channel which includes the excellent seekers from different chapters and specialists outside chapters. This is a natural progression path for excellent seekers from different chapters to get national level focus and also to add value to influencer segments in different locations of India.

Excellent seeker from Chapters: Elevating Chapter member to by giving membership into PMI NPMC: The member at Chapter level should be ‘Best member’ and ‘Best Volunteer Leader’ who has intellect skill and leadership skills. The membership to PMI NPMC is only by INVITATION to the Best Chapter member - we need to finalize the framework

Specialists outside Chapter: Individuals out of the PMI Chapters also could become members by agreeing with the PMI terms and conditions (as per the charter of PMI NPMC). The membership to PMI NPMC is only by INVITATION (We need to work out the process to induct these members?)

**PMI National Project Management Council (PMI NPMC) of India – Value to Members**

* Provide promotion path to chapter members to get national level recognition (by making them part of different committees at national level and providing opportunities to offer advisory services to influencer customer segments)
* Members would get an opportunity to become members of national level task forces created by PMI, Government, Industry etc
* Members get an opportunity to participate in complex and high end consulting work which helps them to learn new challenges
* Members get an opportunity to participate in Research work through which they could develop next practices in project management
* Members get an opportunity to speak in national forums
* Members get an opportunity to participate in national and international level events (based on criteria)
* Members get an opportunity to attend PMI Leadership Master class

**PMI National Project Management Council (PMI NPMC) of India – Value to chapters**

* PMI NPMC outreach programs generate demand and revenue opportunities (Trainings and more members) for chapters (and REPs)
* Provide promotion path to chapter members to get national level recognition (by making them part of different committees at national level and providing opportunities to offer advisory services to influencer customer segments)
* PMI NPMC invests 20% of its revenue in shaping the Chapters (based on identified criteria/prioritization) as specialization centers. Examples
* In addition to generic work: PMI Mumbai Chapter could be a Specialization Center for projects in Energy/Power sector
* PMI Bangalore or Hyderabad Chapter could be a specialization Center for IT
* Limit specializations for each chapter to only one to serve the community better without dilution – it should not dilute their generic work what they are doing at their region
* Specializations help in penetrating into different Industries (Non IT)
* Chapter collaboration increases and intellect power goes up due to specializations

**PMI National Project Management Council (PMI NPMC) of India – Governance Board**

Governance board of PMI NPMC consists of a maximum of 16 members. The constitution of board is as mentioned below:

1. The governance board will be formed under the guidelines of PMI GOC and will work under the working principles/advisory board defined by PMI
2. Any of the chapter members (including executive members of the chapter board) could be nominated by PMI chapter in India. There will be a stringent selection process (experience, capability, subject knowledge, leadership etc) to induct the chapter member into PMI NPMC governance board – only one chapter member is permitted to join the PMI NPMC governance board and he/she will come OUT of the chapter operations and will represent the chapter. This model helps the nominee to focus on PMI NPMC activities and also takes care of the chapter’s interest (within permitted byelaws).
3. Representation from chapters will not exceed 50% of overall number of governance board members. Remaining 50% of governance members would be elected by the members of PMI NPMC (Two categories of members: 1) Excellent seekers from Chapters 2) Members joined PMI NPMC external to chapters)

**PMI National Project Management Council (PMI NPMC) of India – BOARD OF DIRECTORS FOR THE PERIOD APRIL 2010 to MARCH 2012**

**This is an interim Board of Directors formed to bring a formal structure to PMI National Project Management Council. The high level responsibilities of this board are:**

1. To define charter and byelaws for the PMI National Project Management Council and register it as Society.
2. To make sure that the charter and byelaws are aligned with PMI Envisioned Goal, Core Purpose and Strategy.
3. To make sure that the charter and byelaws would help in growing India and PM community.
4. To bring self sustainable and financially viable state for PMI National Project Management Council.
5. To establish a best in class Governance structure and execution processes and practices for National Project Management Council to realize its Envisioned Goal, Core Purpose and Strategic Objectives.
6. To establish a platform for building strong PMI ecosystem in India.

This interim Board of Directors consists of mandatory representation of a majority of the PMI Chapters in India and also few others past board members of different chapters. The interim board will be dissolved once the PMI National Project Management Council (PMI NPMC) is formally formed with the new Board of Directors as per the finalized charter. The tenure for the interim Board would be between 3 months and 24 months.

**PMI National Project Management Council**: Members of the Interim Board of Directors. The names will get change as there are some changes in different chapters

|  |  |  |
| --- | --- | --- |
| **S. No** | **Designation** | **Designation** |
|  | Chairman | **Mr. V. Srinivasa Rao** (VSR) |
|  | Director – Strategy | **Mr. V. Srinivasa Rao** (VSR) |
|  | Director – Operations | **Mr. Girish Kelkar**  President, PMI Deccan Chapter, Pune, India |
|  | Director – Finance | **Mr. Suresh Chandra**  President, PMI Pearl City Chapter, Hyderabad, India |
|  | Director – Members | **Mr. Karthik K Ramamurthy**  President, PMI Chennai Chapter, Chennai, India |
|  | Director –Alliances | **Dr. Subhash Chandra Rastogi** |
|  | Director – Research, Learning & Knowledge Management | **Mr. B. G. Jayaram** |
|  | Director – Government Agency segment | **Mr. Pawan Sarma**  President, PMI North India Chapter, New Delhi, India |
|  | Director – Academic Institution segment | **Brajesh Kaimal** |
|  | Director - PM Competency Organization Segment | **Mr. Tejas Sura**  President, PMI Mumbai Chapter, Mumbai, India |
|  | Director - PM Tool Organization Segment | **Mr. Ravindranath Palahalli**  President, PMI Bangalore Chapter, Bangalore, India |