RAJA NARRAVULLA

PMI PMP SM

THE Open GROUP
TOGAF® 9 Certified

Project Delivery Manager

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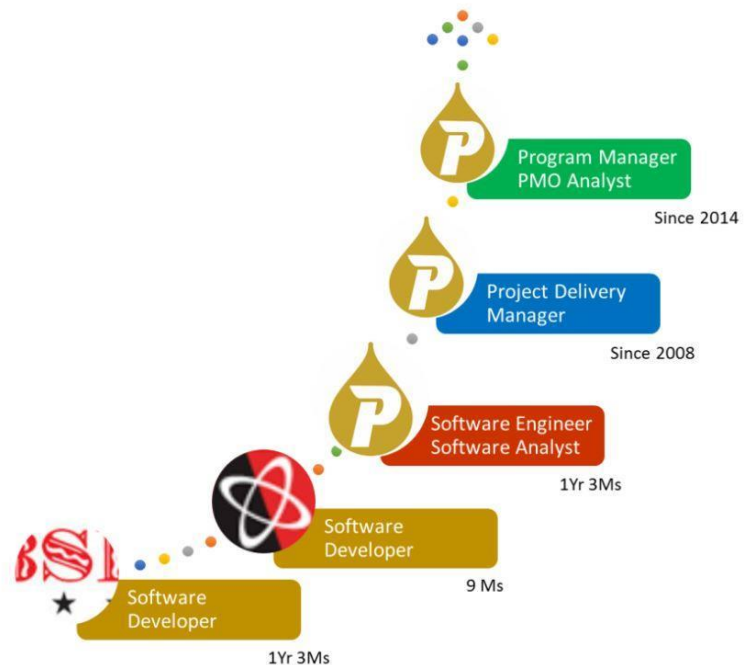http://www.linkedin.com/pub/raja-narravulla-pmp/39/6a7/4a2

PROFESSIONAL SUMMARY

- Over 10 years of IT experience and certified Project Management Professional (PMP) and TOGAF 9.1 (Enterprise Architecture) and also trained on ITIL-V3 with technical, commercial and domain background with proven track record of executing mega projects in Oil & Gas domain as well as corporate IT projects.
- Experienced in working closely with IT Director and Senior Executive Management in identifying the departmental vision to design/improve and implement/streamline the IT process standards (as part of the Continuous Improvement) with the ability to build relationships on local and global scale.
- Worked in IT Governance discipline to implement IT Project Management Office (IT-PMO) and managing its operational activities.
- Proven experience working in complex, fast paced and multi-department/disciplined environment without sacrificing ability to multi task and meticulous approach and passion to keep up with emerging technologies and the latest architecture and environments.
- Exhibits strong team management skills by leading, motivating and directing multi-disciplinary and geographically distributed global teams. Expertise in evaluating various vendors and managing out-sourced projects including commercial and contractual subjects.

PROFESSIONAL SKILLS

	average		good			skilled	
Project Management	◉	◉	◉	◉	◉	◉	◉
Written & Verbal Comm	◉	◉	◉	◉	◉	◉	◉
Process Streamlining (CI)	◉	◉	◉	◉	◉	◉	○
PMO Implementation	◉	◉	◉	◉	◉	◉	○
Agile Methodologies	◉	◉	◉	◉	◉	◉	○
Change Management	◉	◉	◉	◉	◉	◉	◉
Software Dev. Methods	◉	◉	◉	◉	◉	◉	◉
MS Office/Project 2013	◉	◉	◉	◉	◉	◉	◉
Outsource Proj Mgmt	◉	◉	◉	◉	◉	◉	○
Quality Assurance	◉	◉	◉	◉	◉	◉	○
SharePoint Technology	◉	◉	◉	◉	◉	○	○
Appl Lifecycle Mgmt	◉	◉	◉	◉	◉	◉	◉
Database Concepts	◉	◉	◉	◉	◉	◉	○
.Net Technologies	◉	◉	◉	◉	◉	◉	○
Photoshop & Design	◉	◉	◉	◉	◉	○	○

EXPERIENCE

Program Manager PMO Analyst — Since 2014

Project Delivery Manager — Since 2008

Software Engineer Software Analyst — 1Yr 3Ms

Software Developer — 9 Ms

Software Developer — 1Yr 3Ms

EDUCATION

- **M.Sc** (Master of Science) in **Computers Integrated Management** @ University of Huddersfield, UK
- **B.Tech** (Bachelor of Technology) in **Mechanical Engineering** @ S.V University, India

PROJECTS

Enterprise Search (Petrofac) as *Project Delivery Manager (Nov, 2014 – Till Date)*
Responsibilities include but not limited to identify key stakeholders & performed analysis, defined and recorded project requirements, constraints and assumptions, created WBS and developed RACI matrix, participated in Risk Analysis, developed and obtained project plan approval, developed & executed the change management plan for the project, obtained and managed the resources spanning across various geographical locations, monitored the project as scheduled, communicated reports to management and stakeholders, logged and managed issues, participated in closure meetings and recorded Lessons Learned.

KOC Lower Fars Heavy Oil Development Program (Petrofac) as *Program Manager (Oct, 2014 – Till Date)*
Responsibilities include but not limited to understand the requirements, analyze them with the help of solution architects and to identify the related projects and delivering them within scope, budget and timeline in order to meet the business strategy and make Kuwait equipped enough to handle multibillion projects.

Project Management Office (PMO) Implementation (Petrofac) as *PM / PMO Analyst (Jan, 2014 – Dec, 2014)*
Responsibilities include but not limited to develop the Project Management Framework (PMF) based on best practices, standards, methodologies & processes and streamline all the projects being executed, training/mentoring the PMs, Management dashboards, Implementation of PMO tool, Post project reviews, Capturing lessons learned and collaboration between IT disciplines and locations.

Software Process Improvement & Implementation (Petrofac) as *Project Del Manager (Dec, 2013 – Jul, 2014)*
Responsibilities include but not limited to develop the vision of IT Software Development discipline by closely working with senior IT management and designing/improving the processes for new projects, business change management, incident management, release and deployment management and support processes including access control management.

Application Lifecycle Management (ALM) Implementation (Petrofac) as *PM / TFS Admin (Feb, 2012 – Sep, 2013)*
Responsibilities include but not limited to evaluating various vendors, coordinating with all Project Managers/Team Leads of other projects, developed business case and implementation of ALM, to train on Team Foundation Server, migrating existing legacy system work items as well as source code from various places to TFS using the best standards of using Work Items and branching/merging.

BMS – Business Management System (Petrofac)
Project Delivery Manager (Oct, 2008 – Mar, 2014)
Responsibilities include but not limited to understand the requirements, creating the RFP, sourcing to vendors, vendor evaluation and selection and working with them to implement the solution.

Software Engineer / Analyst (Jul, 2007 – Sep, 2008)
Responsibilities include but not limited to interacting with Business Team for requirements gathering, to do the technical feasibility assessment, converted the business requirements to technical RFP documents, preparing the test scenarios and collaborating with end users and functional specialists for the UAT, to coordinate with outsourced PM on the documentation etc., to develop the Enhancements for BMS project using the N-Layer .Net architecture, creating Stored Procedures and scripts for modifying the database for this application.

Websites Development (Cyber-Gear LLC)
Software Developer (Oct, 2006 – Jul, 2007)
The Job mainly focuses on developing Web Applications using the Technologies ASP.NET, C#.NET, MS Visual Studio .NET 2003 & 2005, Dream weaver 8.0, MS SQL Server 2000 & 2005.

http://www.dubaifestivalcity.com/
http://www.welcareworld.com and sister sites
http://www.ahdubai.com/main/index.aspx (maintenance)
http://www.greencommunity.ae (maintenance)

Website and Intranet apps development (Blackapple solutions)
Software Developer (Oct, 2004 – Dec, 2005)

Organization	Projects	2004		2005		2006			2007				2008				2009		2010		2011		2012		2013				2014				2015			
		Q3	Q4	H1	H2	H1	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	H1	H2	H1	H2	H1	H2	H1	H2	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Blackapple	Websites		■	■	■																															
Cyber-Gear	Websites						■	■	■	■																										
Petrofac	BMS										■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■							
Petrofac	ALM																							■	■	■	■	■								
Petrofac	CI																												■	■	■	■				
Petrofac	PMO																													■	■	■	■				
Petrofac	KOC																																	⟳ ■	■	■	
Petrofac	ES																																	⟳ ■	■	■	

Legend
- Software Engineer
- Project Manager
- PMO Analyst
- Program Manager

SELECTED ACCOMPLISHMENTS

- **Rebuilt project that had fallen apart**: Large fixed price custom software project was in schedule & cost overrun. Rewrote the statement of work, negotiated changes with the client/business and re-baselined the schedule. Turned imminent failure into business reference project. Also, the same application is implemented across most of the Petrofac branches (Sharjah, Mumbai, Chennai, Delhi, Jakarta and Woking) with distributed architecture model.
- **Innovation Award – 2014:** Procurement Control System is an intranet application used by various teams such as Petrofac, Vendors, Sub-Contractors and Clients etc. Being an intranet based application, there is a delay in updating the latest progress and hence delay in the communications between teams. I came up with an idea to build an App (first app in Petrofac) that can be accessed in Mobiles/Tablets where field expediters can update the status as soon as the information is available directly from the Suppliers location. This improved procurement department and process efficiency.
- **Initiated and managed major consolidation**: Every individual project in the Development section use its own excel document to log CRs and Bugs etc. Discovered a tool that centralized the logging mechanism where management had maximum visibility and Devs/Leads/PMs had increased efficiency and productivity. Later, implemented ALM where we further increased productivity by consolidating Source Code, Work Items along with Share Point integration.
- **First time PMO & ALM Implementation**: Visited most of the branch offices to educate the local department/discipline teams on PMO, Project Management Framework and its concepts as well as presenting about the centralized Application Management Lifecycle (ALM) concepts. This made me to have good relationship with various directors and gain and understanding of their needs and issues and introduce technology solutions to meet their requirements.
- **Process Improvement and Streamlining**: Since the IT Department is eventually grown and evolving, so are the applications and the processes. During the gap analysis with the IT management, we found that the Business CR process and the Access Control Mechanism should be streamlined. I came up with a solution for new Business CR model and Access Control mechanism. Benefits are enormous including Single Dashboard for Management, Single application for both Business & IT application leads, Unified way of accessing the Test/Dev/Production Environments etc.
- **EPC-IT Projects streamlining:** After the PMO is implemented, Standard EPC-IT projects were identified and the master templates were created that can be used by all the EPC-IT projects.
- **Centralized Project Action Tracking System:** Implemented a centralized project action tracker that acted as a communication and collaboration channel between Clients and Petrofac project teams. This has drastically improved the action tracking which saved much of the efforts in managing the actions, increased the productivity and transparency.

RESPONSIBILITIES HANDLED

Project Delivery Manager / PMO Analyst

- Worked directly with business clients to define the project scope, deliverables and acceptance criteria and also to define the project change control framework to manage changes and expectations throughout the project that effectively bridge the IT / business communication gap. This helps in delivering the projects with agreed tolerances of time/budget/quality.
- Identified the phase deliverables and creation of templates that are uploaded to ePM server (PPO tool).
- Worked with various Project Managers in creating the schedules, making sure the standards of the PMF are followed.
- Created PMF and implement the project standards across all the projects under the ECOM portfolio.
- Given training to all the Application Leads, Project Managers, SMEs, HODs on the PMO concepts, PMF, its benefits etc.
- Track all the Project status weekly and keep the schedules up to date in the PPO tool.
- Experienced in collaboratively managing global team resources to quickly understand complex project objectives, generating project documentation, building stakeholder consensus and finally the delivery approach.
- Created the procedures to logging the RAID registers in the centralized tool (PPO tool) and highlighting the Risks/Issues that are to be addressed the respective project teams, project board and stakeholders.
- Conducting weekly meeting with Project Team that focused on identifying and resolving technical, budget and schedule issues and also monitor the project risks that might have a negative impact on the progress along with mitigation plan.
- Identified and created Project and Program dashboards in the PMO tool (PPO – Petrofac Project Online tool).
- Governing the projects at every Phase gates during the Project life cycle.
- Managed and mentored 100% virtual staff on external web development project. Actively involved in the vendor selection for the projects and also recruiting the off-shore/onsite project teams by conducting interviews.
- Submission of Weekly project updates to the Sponsor, Steering committee, IT Management and other stakeholders.
- Close collaboration with global project teams to deliver technology projects of varying size and complexity. Facilitated to consensus the negotiations to support the projects. Condensed and rationalized processes in 4 different countries into a single common set of workflows.
- Mentored resources in User Acceptance Testing and QA processes, planning the infrastructure and implementation. Defined and managed User Acceptance Testing with application owners/SMEs/selected users for around 600 custom application functionalities.
- Capturing the Lessons Learned from every project to log them in the tool. Also, monthly meetings with all the Project Managers to share the knowledge on the lessons learned as well as brainstorming the standards and process improvement opportunities.
- Owning the PMO mailbox and communicate to stakeholders using the PMO global mailbox.
- Updates job knowledge by participating in educational opportunities, reading professional publications, maintaining personal networks and participating in professional organization seminars.
- Helping the Project Managers to prepare the Charters, Business Case, PM Plans etc.
- Rely on extensive legacy technical background to quickly assimilate new information technologies within project and organizational culture to build rapport needed to deliver successful projects.
- Participate in management consulting engagements, defining and refining strategy that particularly focused on improving and streamlining the processes, procedures and guidelines.