Program Experiences

Restructuring Program: *Overview*

Budget	Number of Direct Reports	Direct Reports that are PMs
	150	5

Date Started	Date Through
Sep 2008	Jun 2010

Program Role	Primary Industry
Program Manager	Consulting

Restructuring Program: *Organization Details*

Job Title
Deputy General Manager

Organization Name
Birlasoft

Address Line 1
H9 Sector 63

City	State/Province/Territory	Zip/Postal Code
Noida	UP	

Country
India

Phone Number
91 (120) 6629000

Contact Name
vishal Mathur

Contact Relationship
Primary Stakeholder

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Restructuring Program: *Project Details*

Strategic Program Management	Program Life Cycle	Benefits Management	Stakeholder Management	Governance
300.00	600.00	600.00	900.00	1200.00

Project Role

Program Manager

Strategy

The strategic goals of the program are:

1. To reduce the overall cost of the engagement by 5000000 USD/per annum within a span of 2 year after the completion of the program.

I performed SWOT analysis and analyzed various possible opportunities to reduce costs. Finally to achieve this objectives I planned the following initiatives .

- Changing delivery model from onsite to offshore eccentric and thereby reduce the cost of operations by 3000000 USD/per annum within a span of two year after the completion of the program.- Changing the pricing Model with vendors from Time and Material to Fixed Price Model and thereby reduce the cost of operations by 1000000 USD/per annum within a span of two year after the completion of the program.- Retiring the legacy applications that don't fit as per the strategic objectives thereby reduce the cost of operations by 1000000 USD/per annum within a span of 2 year after the completion of the program.

2. Improve the quality of Service, reduce the number of incidents by 30 % in a span of two years.

I implemented Quality & Process improvements for more streamlined Requirements process and improved Development Quality Assurance process by following CMMI.

I increased customer confidence by responding to specific customer needs in a reliable manner by maintaining a high Straight Through Processing (STP) rate and implemented automation to reduce manual intervention.

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Customer Focus Program: *Overview*

Budget	Number of Direct Reports	Direct Reports that are PMs
	35	7

Date Started	Date Through
Jan 2011	May 2013

Program Role	Primary Industry
Program Manager	Consulting

Customer Focus Program: *Organization Details*

Job Title
Principal Consultant

Organization Name
PM Expert Services Pvt Ltd

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Unit No SV1-02 SF, Eldeco Utopia, Sec93A, Noida-201304

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India

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Neetu Sharma

Contact Relationship
Manager/Director

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Customer Focus Program: *Project Details*

Strategic Program Management	Program Life Cycle	Benefits Management	Stakeholder Management	Governance
300.00	700.00	500.00	800.00	1000.00

Project Role
Program Manager

Strategy

The Customer Focus Program aims to:- Increase sales by 40% - Increase the number of customers renewing their policies from 60% to 70%- Increase the number of customers taking out both home and car insurance policies- Reduce building operational costs by 40%- Introduce a more efficient organizational structure and processes to ensure that the increased business can be handled by the same number of staff members- Launch a new type of insurance policy for health insurance.

The program objectives were, within five years, to:-Update the company image- Increase sales by 50%- Double profits.

Project Management Experiences

Supply Chain Management Application:: *Overview*

Date Started	Date Through
Jun 2004	Jul 2006

Project Role	Primary Industry
Project Manager	IT/Software

Supply Chain Management Application:: *Organization Details*

Job Title
V P Product Engineering

Organization Name
visnova solutions

Address Line 1

C-15 Sector-3

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Contact Name

Contact Relationship
Primary Stakeholder

Contact E-mail
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91 (120) 9811101109

Supply Chain Management Application:: *Project Details*

Project Role
Project Manager

HR application: *Overview*

Date Started
Aug 2006

Date Through
Jul 2008

Project Role
Manager

Primary Industry
IT/Software

HR application: *Organization Details*

Job Title
Group Engineering Manager

Organization Name
BrickRed Technologies

Address Line 1
B 25 SECTOR 58

City
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Zip/Postal Code

Country
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Phone Number

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Primary Stakeholder

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pankaj.singh@yahoo.com	91 (120) 9873077705

HR application: *Project Details*

Project Role
Manager

Statement Summaries

Question

Experience Summary #1: Strategic Program Management

A. Developed program justification and business case in alignment with the organization's strategic plan

B. Monitored the business environment, program goals, and benefits realization plan in order to ensure the program remains aligned with the organization's strategic objectives

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Option Answered:

B

Program Referenced:

Restructuring Program

Answer

Birlasofts restructuring Program for PwC was prioritized to support and align with the strategic objectives of 2010. This included objectives such as improvement in terms of efficiency, effectiveness and reduced cost of operation. I worked with executive management to support the development of my programs strategic framework and it was set up to reduce cost and improve strategic objectives.

I prepared a Benefit Realization Plan and as a part of the program goals and linked expected benefits with program outcomes. I performed assessments and reviewed Benefit Realization Plan document to ensure that the component projects scope changes did not impact on agreed upon program benefits. I then took proactive and corrective action to update Benefit Realization Plan document based on the changes to ensure that planned program outcomes were achieved prior to formal program closure. As part of the program expected benefit goal, I renegotiated pricing structure with 4 vendors moving from Time & Material to fixed cost and reduced cost from USD 8.0M to 7.1M and saved .9M and ensured to align with organization objectives of cost reduction. I retired legacy applications that were used in various divisions of the company and reduced system-operating costs of USD 1.15 M and increased operational efficiency and aligned with improve service quality business strategy. I was able to successfully move 5 applications offshore and this resulted in a cost reduction of USD 2.5 M

I tracked the program progress in organization Portfolio Tracking System (PTS) web tool, which helped the program to keep aligning with organizations objectives with weekly program status reporting and monthly Key Initiative Status (KIS) reporting to senior management. I supervised all component project managers to obtain and consolidate data on benefit status and progress on individual projects including risks and issues updates and updated in PTS. I managed inter-dependencies between projects and identified issues in requirements to make sure my program remained in strategic alignment. I also ensured that the shared resources are optimally allocated to the project.

Question

Experience Summary #2: Benefits Realization

A. Defined and monitored benefits realization measurement criteria

B. Identified opportunities that resulted in optimized program benefits

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Option Answered:

B

Program Referenced:

Restructuring Program

Answer

I played a key role in consolidating the program business case. The business case document I prepared contained critical information such as cost of delivering the program, value of the benefits, risks to achieving the benefits and the time scales for achievement. I collaborated with various team for the estimation of the program cost that included the cost of projects included in the program, Benefit Realization Costs, Business Change and Transition costs, Program management and capital costs.

During the development of the business case and program charter, I identified areas and their business benefits they were to improve

current organization structure, establish Change Control Process, reduce cost, and improve service quality. I made sure expected benefits were agreed upon among all stakeholders and ensured that it is aligned with PwCs corporate objectives, which was focused on bringing a pervasive culture of quality and delivery of benefits to PwC. Through out the program life cycle I tracked the net benefit line and monitored the actual benefit with respect to the base lined benefits and took appropriate corrective action if required.

I developed a Benefit Realization Plan and continuously looked for other alternatives to enhance the possible opportunities available internally / externally in the Program to realize the planned benefits in more efficient ways. I listed key tasks and activities to facilitate realization of benefits, assigned owners to ensure to receive metrics information, and defined the frequency and expected outcomes. I used Benefits Realization report to track the delivery of actual benefits against planned benefits and ensured that key measurements included variances against target levels for the metrics identified during planning. I provided reporting of the Benefits progress to program stakeholders, as identified in the Communications Management Plan.

I combined together benefit tracking and assessment processes at the program level. I evaluated the effective delivery of the benefits identified, created a benefit map to map the expected benefits with the program outcomes. As part of program expected benefit, I improved quality and scope management process by establishing strict Change Control Process to address projects scope, cost, quality and schedule for Program releases. I was able to successfully transition 5 services offshore which eventually saved 1.5 million USD for PwC.

Question

Experience Summary #3: Stakeholder Management

A. Identified and analyzed program stakeholders

B. Developed clear expectations and program acceptance criteria with program stakeholders

Option Answered:	Program Referenced:
B	Restructuring Program

Answer

I consolidated the Program stakeholder management strategy and the Program communication management plan. As part of Program stakeholder management strategy, I reviewed stakeholders needs and understood their expectations and ensured that the stakeholders expectations of the program were based on the current and accurate information. I managed communications to inform stakeholders about the program and used SMART objectives to ensure that policies and procedures were well defined & clearly understood. I continuously monitored the effectives of the Program stakeholder management strategy and was updating it if required.

As part of Plan program scope, I defined acceptance criteria and one criteria was to complete requirements with product and business sign-offs based on the schedules and after sign-off all changes go through Change Control process and expected benefit was to deliver quality product with through testing and no production issues. Another criteria was to improve productivity, I consolidated multiple regional releases into two global releases per year and hired global requirement and testing managers to improve requirements and testing processes. I reviewed the acceptance criterias and its benefits with stakeholders and received their sign-off.

I also managed key relationships with PwCs, Operations and Business stakeholders in order to enable the project management teams to obtain necessary support from key stakeholders. I kept the senior internal and external stakeholders focused on our vision of delivering PwCs global roll-outs to ASPAC, EMEA and NAM regions. I instituted weekly program management meetings reviewing project status and key issues with internal project managers and key senior management staff.I ensured that necessary communication related to transition and acceptance was outlined in detail within the Stakeholder Management Plan. I implemented series of formal, joint implementation agreements to consistently negotiating requirements with Product, Operations and Business for all projects. I updated Stakeholder Management Strategy with changes in the mitigation approaches identified during the Manage program stakeholder expectations.

Question

Experience Summary #4: Governance

A. Established and adapted the program governance model

B. Identified and evaluated risks and their impact on the program objectives throughout the program

Option Answered:	Program Referenced:
A	Customer Focus Program

Answer

I defined and implemented new Governance model across the Customer Focus Program for communicating, implementing and monitoring the policies, procedures, organizational structures and practices throughout the program life cycle. I held sessions with relevant stakeholders to walkthrough the Governance model, explained the framework and its expected benefit to all stakeholders and after stakeholders buy-in and approval I rolled-out the new governance model.The purpose for my Governance model was to provide senior leadership and the team more visibility about the Program and to ensure the stage gate decisions were taken based on the agreed time frame & intended program benefits were realized throughout the Program life cycle. Key elements for my model were:1. Clearly showed lines of authority, roles and responsibilities for the program benefits which are documented in the Benefits register.2. Demonstrated that disciplined methodologies of PMIS used consistently within the program.3. Validated the progress based on the report they received by the Program team and took Go / No-go decision during the stage gate reviews.4. Ensured that programs were strategically aligned with business objectives.5. Communicated all governance activities and meeting schedules including program status, health checks, steering committee, gate reviews and audit reviews.6. Ensured that PMO provides centralized support for managing changes and tracking risks and issues. 7. Supervised that those issues were managed effectively and they were not affecting the intended benefits and supported the Program team in issue escalation process and taking key decisions.8. Ensured that external and internal audits conducted at regular and predefined intervals.9. Instituted effective governance for program management to achieve the necessary linkage, oversight, and control and ensured that set of governance functions in place.10. Margins within which the program will operate and performance criteria to assess effectiveness and efficiency.11. How the projects within the program will be started and monitored and how the dependencies between the projects will be controlled.

Question

Experience Summary #5: Program Life Cycle

A. Managed and optimized the use of resources (human, materials, equipment, facilities, finance, etc.) across component projects

B. Managed and resolved program-level issues and issues escalated from component project(s)

Option Answered:	Program Referenced:
B	Customer Focus Program

Answer

I defined roles and responsibilities as part of the Governance structure for teams across all regional branches in US for Customer Focus program. I clearly defined what constitute a project or program level issue and how the issues will be escalated and allocated between projects and the program. I established Issue Escalation process to manage project and program level issues and maintained clear boundaries to provide a framework for accountability in the team and ensured that Program Governance processes and procedures in place to receive appropriate visibility for possible impact across all projects for Customer Focus program. I defined the criteria for allocating severity rating to issues (Critical, Major, Significant and Minor)

I established the escalation matrix by identifying issue owners & defined their responsibilities in managing issues within component projects to ensure that all project level issues are identified & analyzed in a timely basis. Issues require focus from Program level, should be escalated to me immediately before the issue turns to be critical and impact other projects within program level and also entered in Program level issue register in SharePoint. During the program tranche if the Project Manager raised an issue regarding requirement and I realized that it could impact other projects, so I held a session with all Project Managers and decided to identify those requirements and implemented as Global requirements. Also, I assigned IT infrastructure upgrade project Requirement manager as a global manager to work with all projects subject matter experts and requirements team. Another issue was raised by Health Insurance Project PM that development team was not fixing defects on-time. I found out that IT infrastructure upgrade project in progress and development team was focused on their defects. I implemented weekly meeting with all PMs and development team and ensured that defects delivered to all projects based on their priority, severity and release timeline. I conducted issue reviews on a weekly issue meeting with PMs, SMEs, Dev, Testing and UAT teams to review and evaluate all identified and new issues, then I assessed and assigned owner, priority, completion date

to resolve in a timely manner. I monitored a progress in an issue register and communicated to stakeholders via weekly health check meetings.