

Project Management Competency Development

Phase 1 for E0 Proficiency

(A PEG and L&D Initiative)

INTERNAL & CONFIDENTIAL

March 2009

Table of Contents

Program Charter

Project Management Competency Definition

Transitioning to the New Project Management Competency

Role & Proficiency Mapping for New Project Mgmt Competency

Project Management Training Package

Program Execution Model

Support Structure for Entire Program

Program Timelines

Project Manager Community

Faculty Development

Program KPIs / Metrics for Measurement

Rewards and Recognition



**Enhance Customer Experience
through improved Project
Management Competency**

Program targets a base of approximately 9000 Project Leaders / Project Managers in TCS

Project Management Competency Definition

Phase 1 will
focus on E0
rollout only

E0 - Elementary

- **Evaluation** - Self Assessment with Learning Objects
- **Criteria** - Successful completion of WBTs (Part 1 and Part 2)

E1 - Exposure

- **Evaluation** - Self Assessment with Learning Objects + Supervisor Assessment
- **Criteria** - Must have 3 Yrs of IT Project experience + Successful completion of WBTs & Hands-on Sessions

E2 - Experience

- **Evaluation** - Self Assessment with Learning Objects + Supervisor + SME Assessment
- **Criteria** - Must have 3 Yrs of Project Management experience as a PL or above + Successful completion of WBTs & Case Study + External Certification

E3 - Expertise

- **Evaluation** - Self Assessment with Learning Objects + Supervisor + SME Assessment
- **Criteria** - E2 + Active contribution as Mentor + Part of Assessment Panel within IOU + Active contribution in any PM community through Knowledge Sharing Sessions

E4 - Excellence

- **Evaluation** - Self Assessment with Learning Objects + SME Assessment
- **Criteria** - E3 + Author/Co-Author of articles related to Project Management published in referred/non-referred journals + Presenter at External PM or related forums

Note: Refer to iCALMS for the new definition of Project Management Competency.

Transitioning to the New Project Management Competency

- The old Project Management competency definition in iCALMS will be renamed to “**Project Management_Old**” and no activity will be allowed on this competency going forward.
- The new Project Management competency definition will be uploaded in iCALMS as “**Project Management**”.
- All records of old Project Management competency will be retained for one year. RMG will have access to old data so that business requirements are met.
- All associates who hold Project Management competency in iCALMS will have to start afresh since the criteria for knowledge, experience and evaluation have changed.
- The supervisor/manager will have to tag the new Project Management competency to associates. Associates can also choose the new Project Management competency as an **Aspirational** competency in iCALMS.
- Phase 1 makes available only E0 learning objects.
- Supervisors/Managers/Associates can assign/assess higher proficiency levels (E1 to E4) only after completing E0 assessment in iCALMS.
- For any queries on the Project Management initiative, please get in touch with your respective **IOU CDMs**.

Role & Proficiency Mapping for New Project Mgmt Competency

Role	Required Proficiency Level	Target	Timeline
Project Leader	E0	100% of PLs	At the end of 6 months
Project Leader	E1	100% of PLs	Within 6 to 9 months
Project Manager	E2	100% of PMs	Within 9 to 12 months
Account Manager	E2	-	-
Program Manager	E3 essential E4 desirable	-	-
Group Leader / Delivery Manager	E3 essential E4 desirable	-	-

Associates must have the required proficiency level in order to effectively perform a PL / PM role

Project Management Training Package (E0)

#	Mode of Training	Applicable to Achieve	Topic	Details	Duration
1.	WBT	E0	Part-1: Project Management	iCALMS Curricula Name: Project and Service Management <ol style="list-style-type: none"> 1.Project Management for Non-Project Managers 2.Project Management Essentials 3.Project Scope Management 4.Project Time Management 5.Project Cost Management 6.Project Quality Management 7.Project Human Resource Management 8.Project Communications Management 9.Project Risk Management 10.Project Management Professional Responsibility 11.Project Integration Management 12.Project Procurement Management 	56.5 hrs
Mandatory: All WBTs Desirable: Classroom trainings , workshops and knowledge sharing sessions/discussions wherever required.				Defined as one single curricula holding all WBT titles in iCALMS	
2.	WBT	E0	Part-2: Service Management	iCALMS Curricula Name: Project and Service Management <ol style="list-style-type: none"> 1.ITIL V3 – Continual Service Improvement Fundamentals 2.ITIL V3 – ITIL and the Service Lifecycle 3.ITIL V3 – Service Design Fundamentals 4.ITIL V3 – Service Design Processes 5.ITIL V3 – Service Operations Principles and Functions 6.ITIL V3 – Service Operation Processes 7.ITIL V3 – Service Strategy Fundamentals 8.ITIL V3 – Service Strategy Processes 9.ITIL V3 – Service Transition Processes and Principles 	17 hrs
Mandatory: All WBTs Desirable: Classroom trainings , workshops and knowledge sharing sessions/discussions wherever required.					

Project Management Training Package (E1)

#	Mode of Training	Applicable to Achieve	Topic	Details	Duration
3.	WBT / Hands-on	E1	TCS Quality Management Framework	iCALMS Title & Course ID: iQMS for Project Leaders (TBD) with Case Study	8 hrs for WBT
4.	Hands-on	E1	Project Management Tools	<ol style="list-style-type: none"> 1. MS Project or equivalent scheduling software 2. Integrated Project Management System (IPMS) or equivalent tools like Niku, Primavera, MS EPM 3. Integrated Software Estimation Tool (iEST) 4. Awareness of TCS Internal Productivity Tools like MasterCraft, Assent, MapAgile, Revine, Testify etc. 5. Special topics like Effective Project Governance, Fixed Price Project Analysis through Revenue Recognition techniques, Handling Non-Functional Requirements, Various Project Execution Models etc. 6. Ultimatix Modules (Contract Management System, Project Costing and Billing, Projects Resource Management, ESS, Project Accounting, Knowledge Management-KNOWMAX) 	-
5.	WBT	E1	Behavioural Competencies	iCALMS Title & Course ID: <ol style="list-style-type: none"> 1. Cultivating a High-performance Project Team Simulation (TEAM0140) 2. Effective Mentoring (MGMT0251) 3. Effective Team Building Strategies (TEAM0171) 4. Stress Management (TBD) 	7.5 hrs

Note: Though Project Management competency is independent of domain, IOUs are encouraged to create, plan and provide domain-specific trainings to their associates at all proficiency levels.

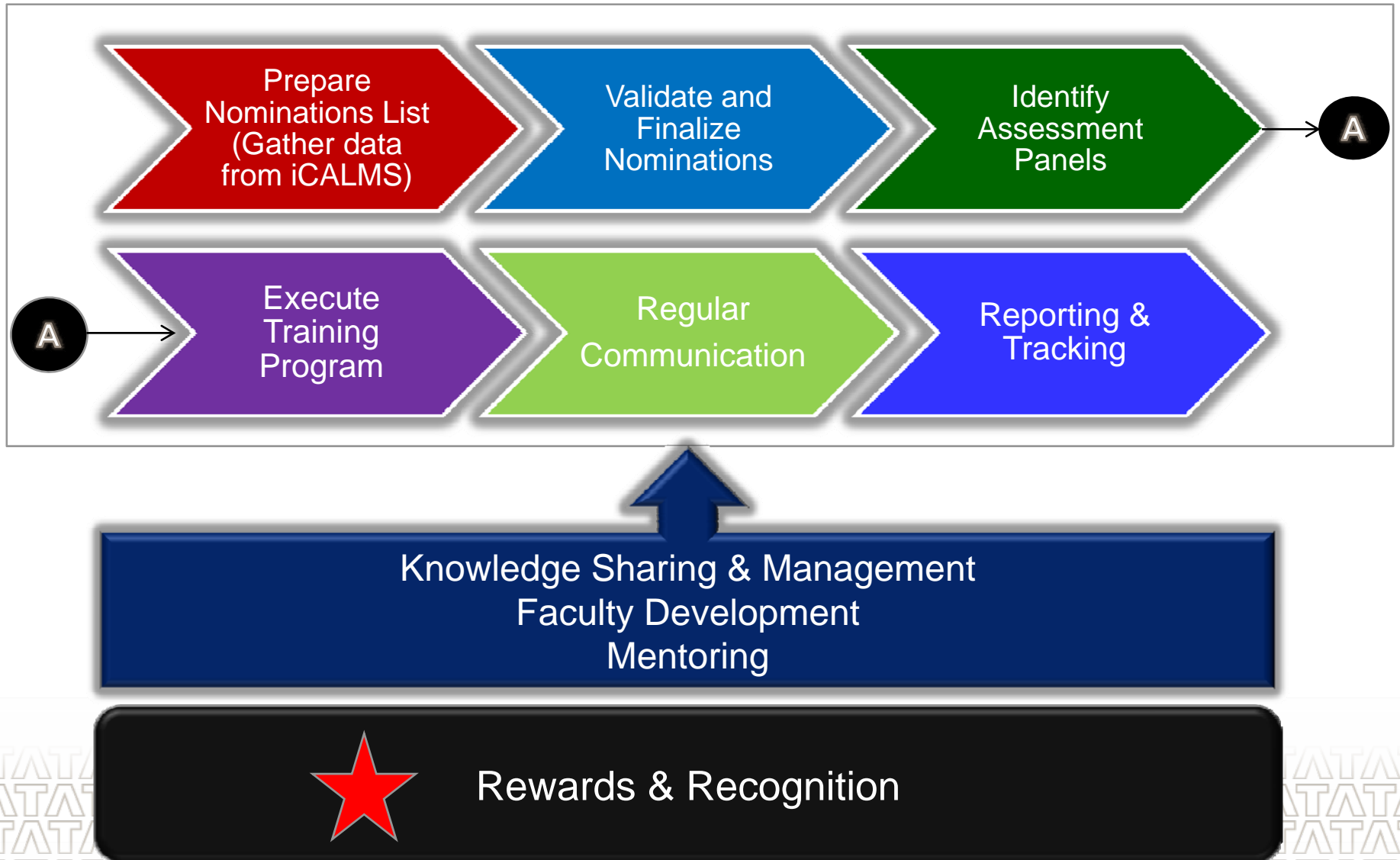
Tentative list of courses – to be confirmed at the time of release

Project Management Training Package (E2)

#	Mode of Training	Applicable to Achieve	Topic	Details	Duration
6.	WBT	E2	Negotiation Skill	iCALMS Title & Course ID: TBD	TBD
7.	WBT	E2	Strategic Project Management	iCALMS Title & Course ID: Strategic Project Management for IT Projects (PROJ0361, PROJ0362, 00005951) Includes following advanced modules: 1.Strategic Planning and Positioning for IT Projects 2.Strategic Approaches to Managing IT Projects 3.IT Project Leadership, Authority & Accountability	16 hrs
8.	WBT	E2	Diversity Management	iCALMS Title & Course ID: 1.Cross-cultural Communications Simulation (00006057) 2.Improving Your Cross-cultural Communications (00006052)	4 hrs
9.	WBT	E2	Mentoring	iCALMS Title & Course ID: 1.Mentoring Essentials (Simulation) (MGMT0250) 2.Managing Managers (00151760) Associates who complete the above courses should be tagged to a Mentor. Mentor should spend minimum 1 hr per month on mentoring the associate.	5 hrs
10.	Offline	E2	Case Study	HBR Case Study (Download Case Study from iCALMS and Upload Case Analysis into iCALMS for assessment. Time provided is 14 Days for this activity)	8 hrs

Tentative list of courses – to be confirmed at the time of release

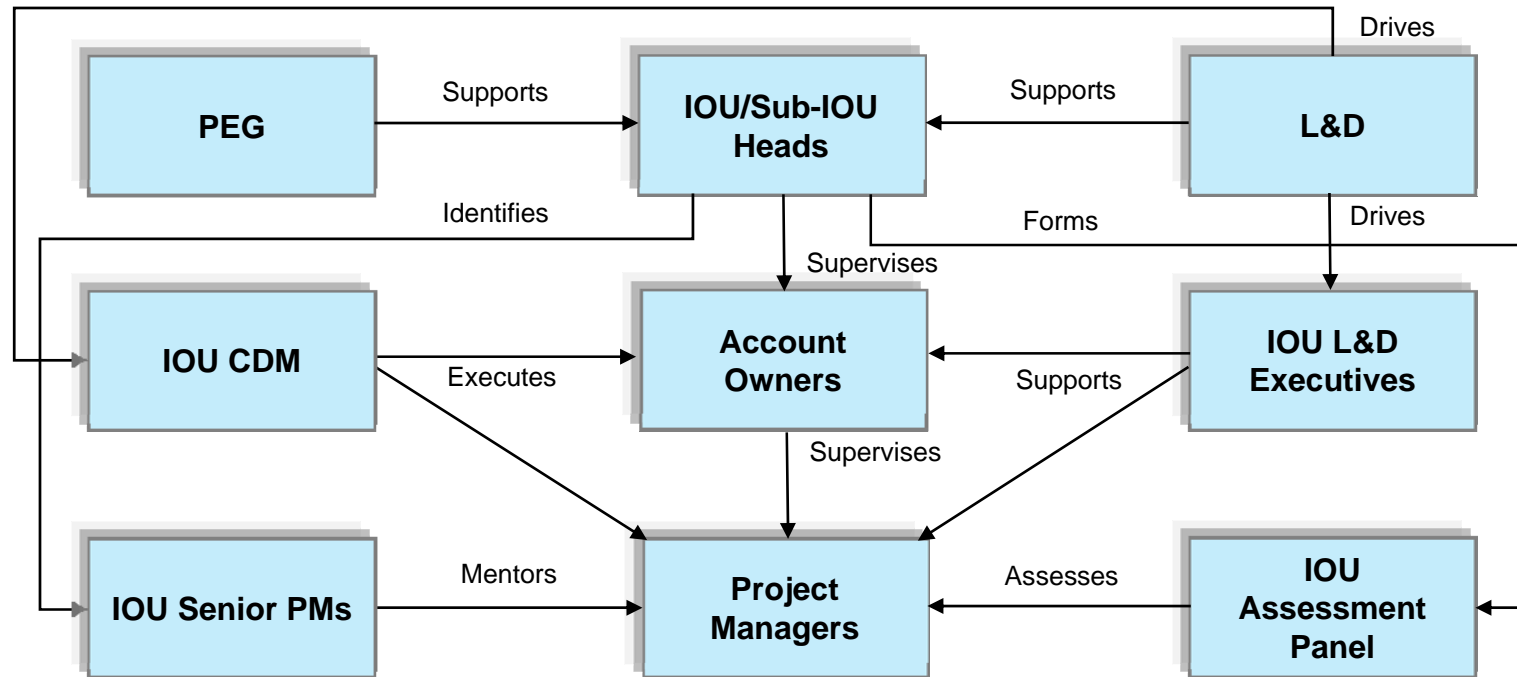
Overall Program Execution Model



Program Execution Model – Detailing for Phase 1 (E0)

Activity #	Activity Details (IOU-wise)	Owner	Expected Duration for Activity
1	<ul style="list-style-type: none"> • Extract list of associates from iCALMS who are tagged as Project Leaders and Project Managers and send to Account Owners/Client Partners with copy to IOU Heads/Sub-IOU Heads. 	IOU L&D & IOU CDMs	5 days from launch
2	<ul style="list-style-type: none"> • Account Owners /Client Partners validate the list for completeness. They may add new entries that are missed out, at the same time ensuring that iCALMS is updated with the proper delivery roles. • They may also add TMs/MLs who have the potential to be PLs/PMs. • Account Owners update the list and send it back to CDMs. • Associate' Supervisors to tag the Project Management competency at E0 proficiency to final nominated list 	Account Owners / Supervisors	5 days
3	<ul style="list-style-type: none"> • E-mail communication to be sent to all associates who are nominated for this program. 	IOU CDMs	1 day
4	<p>Tracking and reporting from iCALMS. Dashboard should report the following:</p> <ul style="list-style-type: none"> •Registered for Training (Y/N) •Started with Training Modules (Y/N) •# of Attempts for each module •Completed Training (Y/N) •# of PLs/PMs at E0 Proficiency Level 	IOU CDMs & IOU L&D	2 hrs Weekly

Support Structure for Entire Program



Note:

1. Competency Development Managers (CDMs) are the primary contacts for driving this exercise within the IOU supported by L&D Executives.
2. IOU Heads and Sub-IOU Heads will supervise the program regularly.

Program Timelines

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
IQA / EQA of PM Competency Strategy									
Management Review of PM Strategy									
Prepare Communication Plan									
TCS-wide Rollout (Phase 1 - Achieve E0 Proficiency)									
Orientation to CDMs and L&D Executives									
Monitor Program Progress									
Facilitation and Support by L&D and PEG									
*TCS-wise Rollout (Phase 2 - Achieve E1 Proficiency)									
*TCS-wise Rollout (Phase 3 - Achieve E2, E3, E4 Proficiency)									

* To be decided

Project Manager Community

- **First Level (Owner: Corporate PEG, Corporate L&D)**
 - Formation of TCS Project Manager Community
- **Second Level (Owner: IOU CDMs)**
 - Formation of IOU-wise Project Manager Community

Where?

- TCS Knowledge Management Portal KNOWMAX

Why?

- Enable knowledge sharing sessions on Best Practices, Lessons Learnt, Presentations on specific topics – domain / management / soft-skills

How?

- Classroom, Webex, Videocons, Discussion Forums

Faculty Development (E1 onwards)

- Faculty Responsibilities are:
 - Be part of the Case Study Assessment Panel
 - Be a Mentor
 - Be part of the PM Community and contribute actively in Knowledge Sharing Sessions
- IOU Head to nominate associates with PM Competency of E2 and above from their units, who are PM Experts, as ongoing faculty for classroom and webex/conference sessions
- Corporate L&D to build nominated candidates as faculty via 2-day classroom or webex/conference sessions
- Corporate L&D to help with classroom trainings whenever required
- Make necessary training material available (presentations, case studies, articles) in advance

Program KPIs / Metrics for Measurement

- **Following metrics will be tracked in PEG PDI Dashboard (Delivery Process)**
 - Frequency – Monthly (after 1 month of rollout)
 - KPI's / Metrics (Source of Data: iCALMS)
 - PL Competency = # of PLs at E0 / Total # of PLs [Target: 100% at the end of 6th month]
 - PL Competency = # of PLs at E1 / Total # of PLs [Target: 100% at the end of 6-9 months]
 - PM Competency = # of PMs at E2 / Total # of PMs [Target: 100% at the end of 9-12 months]
 - RAG Criteria
 - **GREEN** : > 90%
 - **AMBER** : <=90% and >=60%
 - **RED** : < 60%
- **Suggested Metrics for Internal Tracking (Corporate L&D to provide the Tracking Dashboard)**
 - Frequency – Every Week (right from day one)
 - Metrics (Source of Data: iCALMS)
 - Registered for Training (Y/N)
 - Started with Training Modules (Y/N)
 - # of Attempts for each module
 - Completed Training (Y/N)
 - Completed Case Study (Y/N) --- *For E2 rollout*
 - Completed External Certification (Y/N) --- *For E2 rollout*
 - # of Associates at E0, E1, E2, E3, E4 Proficiency Level / # of Associates selected for training

Rewards and Recognition

- **Owner: Corporate L&D**
- Increases visibility and gives due credit for excellence
 - PM of the Quarter / PM of the Year / PM of the IOU
 - Felicitation at Town-halls / Floor Meetings
 - Announcement in Newsletters and IOU Portals in KNOWMAX
 - Participation in TCS Project Manager's Conference
 - Associates touching the milestone of E0 in iCALMS to be internally certified
 - L&D to create certificate, sign it by IOU Head, PEG and L&D Head and give it to associate in a visible forum
 - GEMS on the basis of strong customer appreciations / project team appreciations / supervisor appreciations --- Needs to be defined
 - Appreciation during appraisals --- Needs to be managed by Account Owners



Acknowledgements

- This initiative has seen a strong collaboration between PEG and L&D in defining the competency requirements, training programs and enabling the same through iCALMS.
- Apart from this, we appreciate the support, cooperation and active participation in terms of design, review, setup and testing from various people because of which this rollout is now possible.
 - *GCP Program Management Practice (Mukul Sharma and Vinod Uniyal)*
 - *BFS-4 ISU (Tej Bhatla)*
 - *APAC NGM (Ashok Pai and his team)*
 - *LSHC ISU (Debashis Ghosh and his team)*
 - *IT IS (Amit Jain and his team)*
 - *PELs (Sougata Banerji, Prashant Panigrahi, Srinivasa Gv, S Subbiah)*

Thank you
