

Resource Management and the Role of the PMO

Paul Major, Program Framework



Agenda

Introductions

Resource Management Challenges

What is Resource Management?

Key Processes & the Role of the PMO

Q&A Discussion

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Key Processes & the Role of the PMO

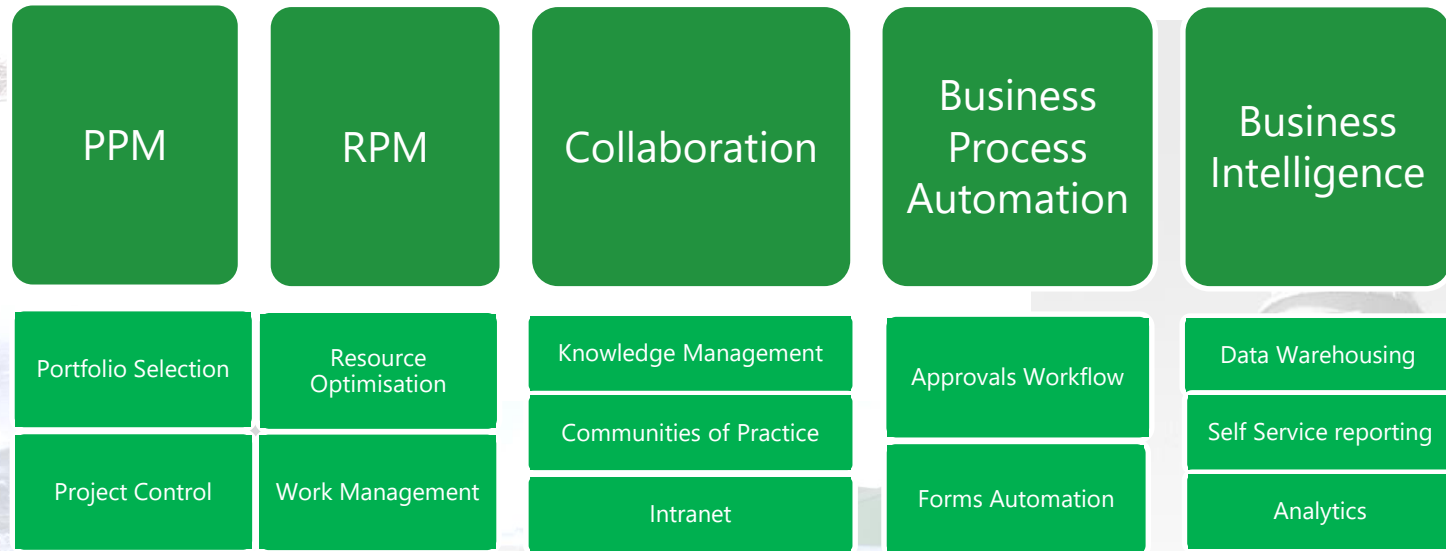
Q&A Discussion

Capability Areas

Process

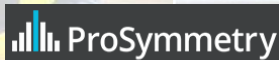


Technology



Contributing author to OGC portfolio management guidance
Advisor to Association for Project Management
Member of APM Corporate members group
Sponsor of APM Programme of the Year
Sponsor of PMI Synergy

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Q&A Discussion

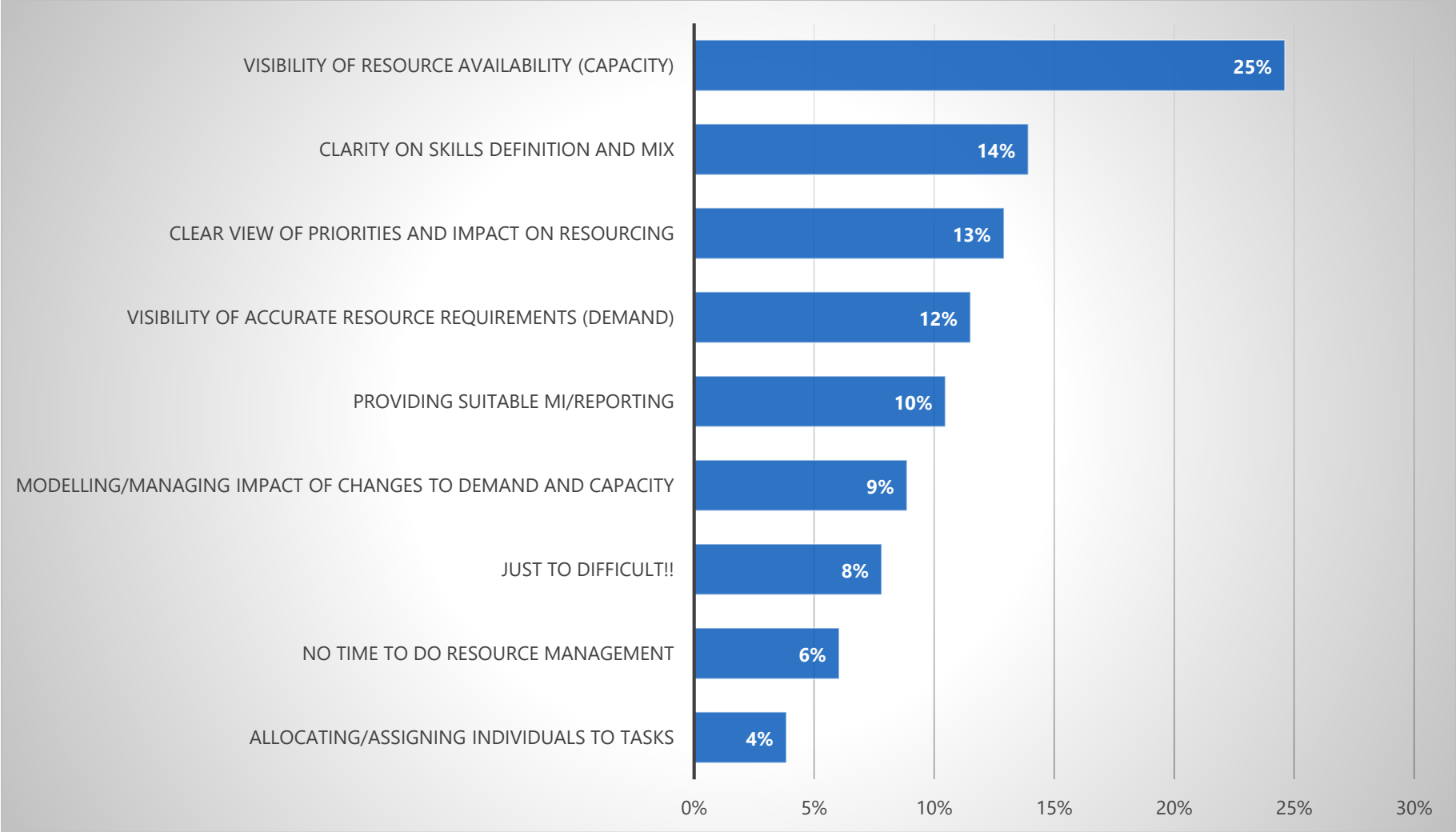
Resource Management in Context

The Greatest Perceived Challenge for PMO's is Resource Management

- "Resource management tops the list of challenges mentioned for PMO's in 2015."



Resource Management Challenges



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Resource Management Challenges

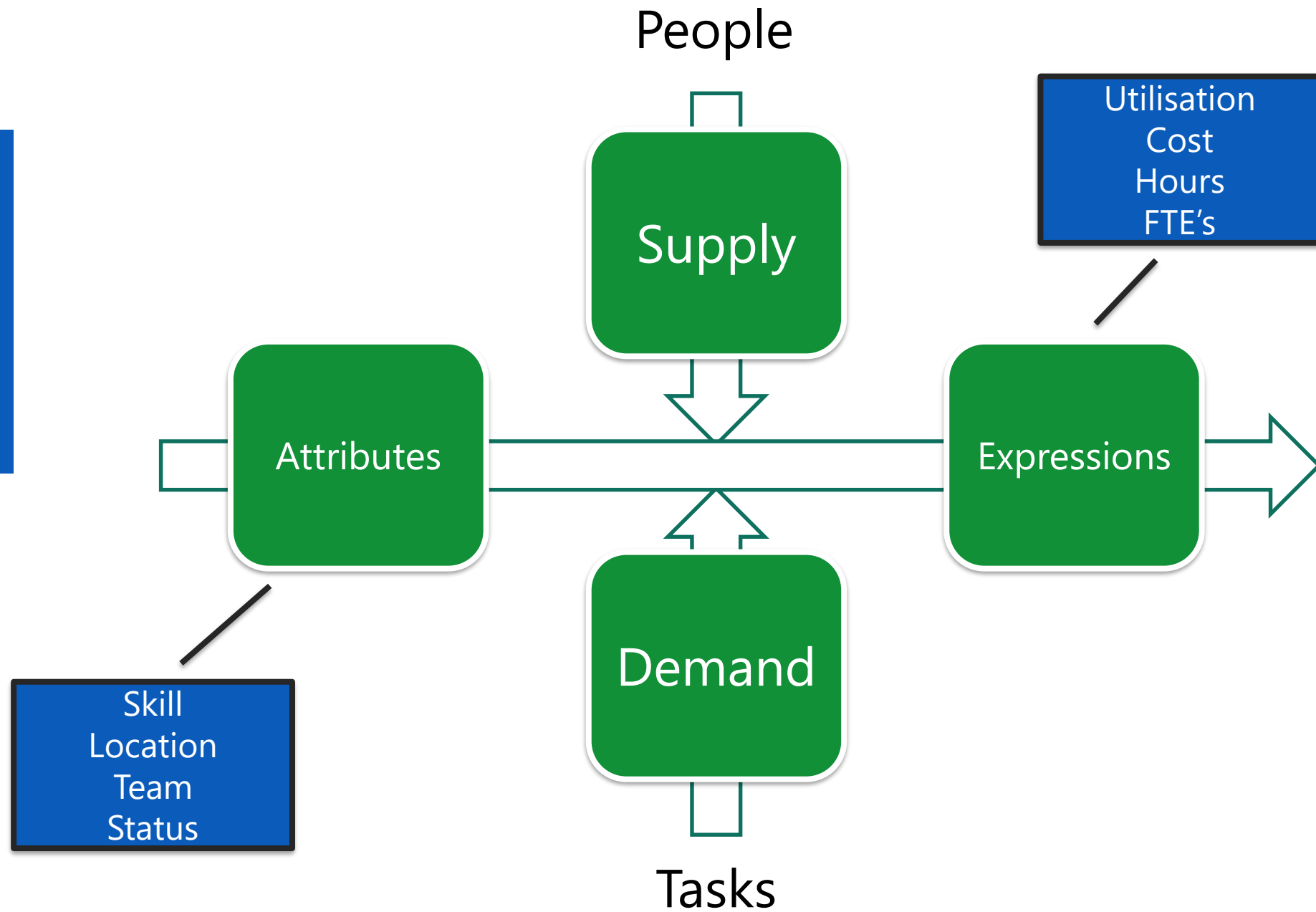
What is Resource Management?

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Q&A Discussion

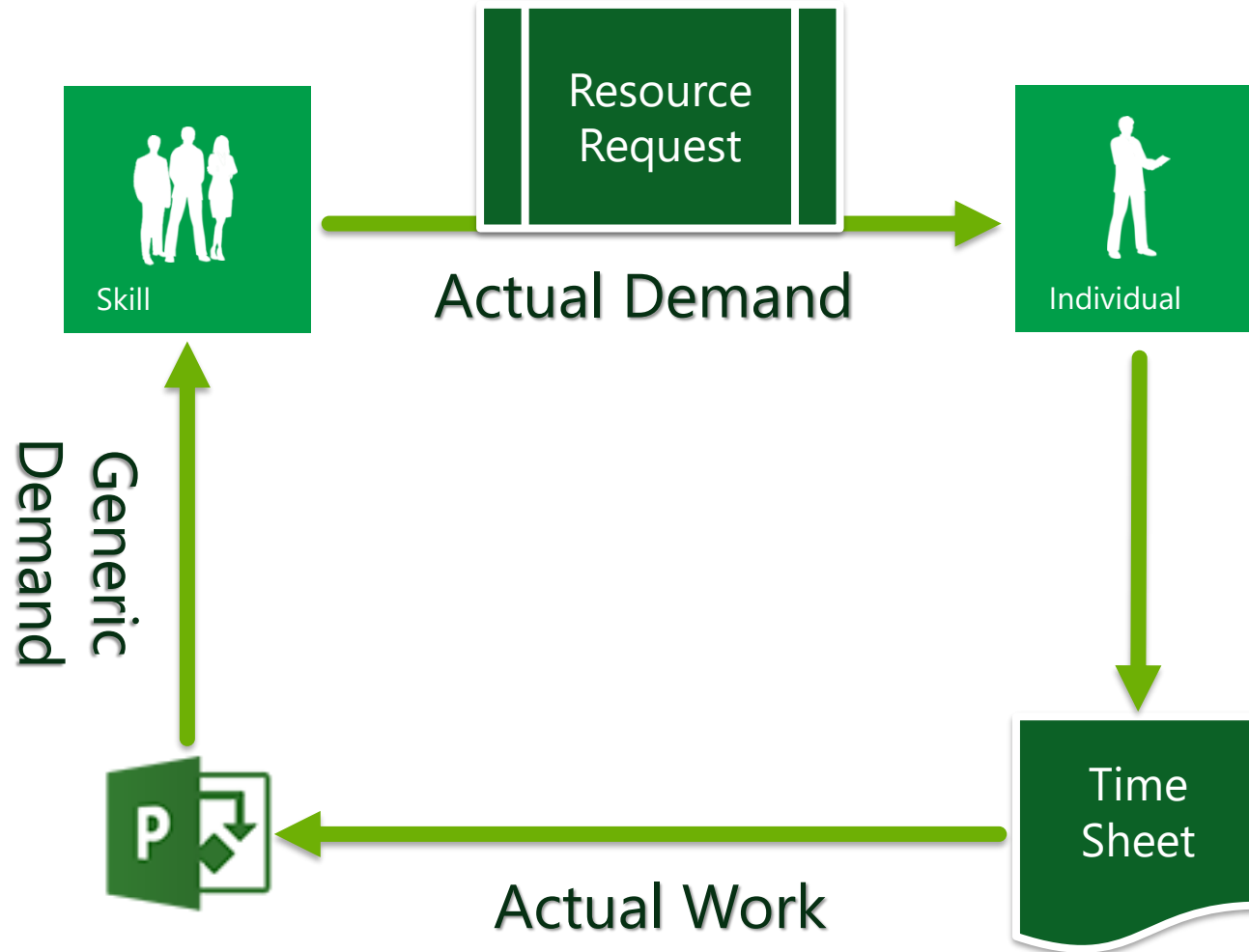
Terms of Reference

4 Dimensions of Resource Management

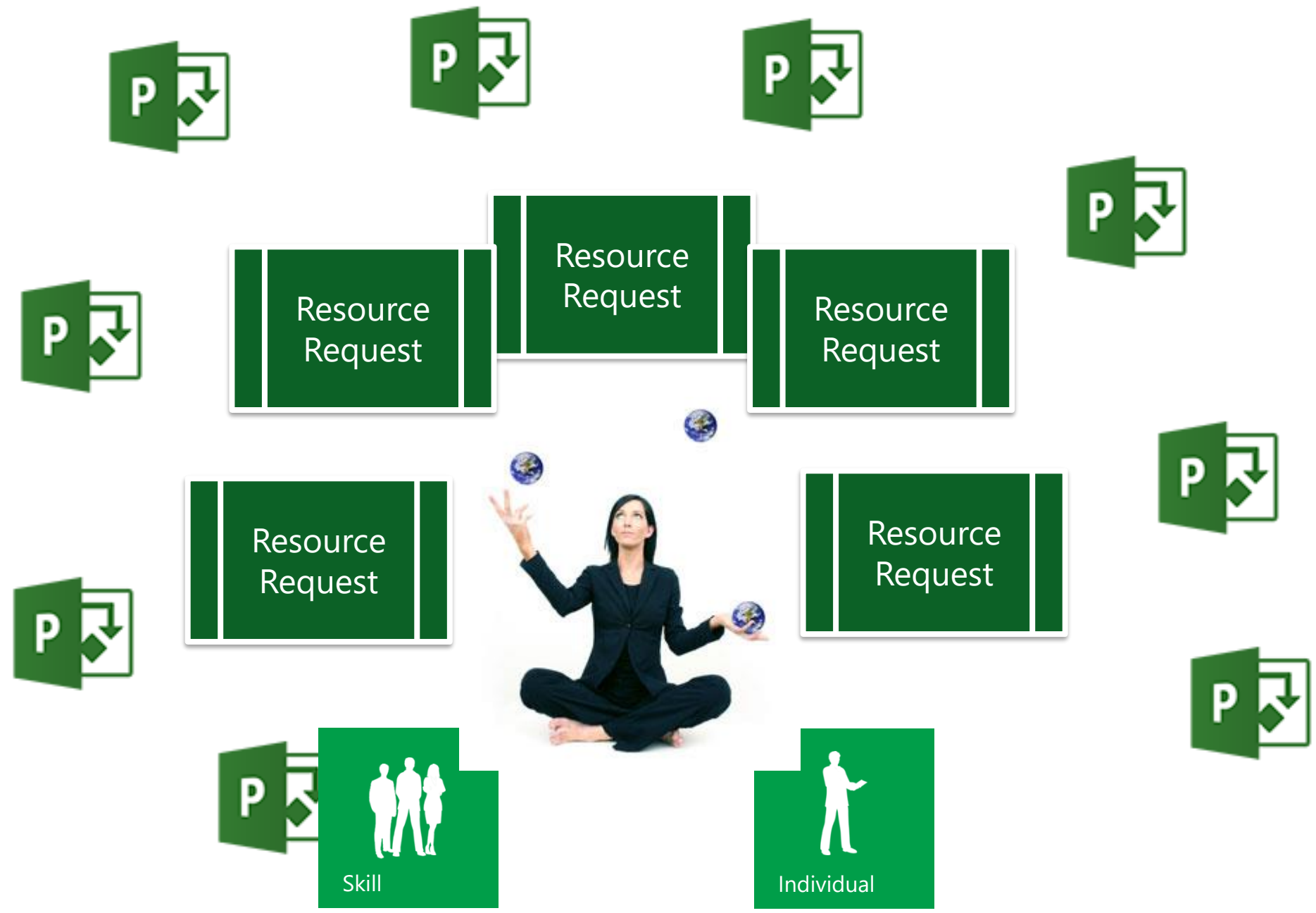


Core Resource Management Functions

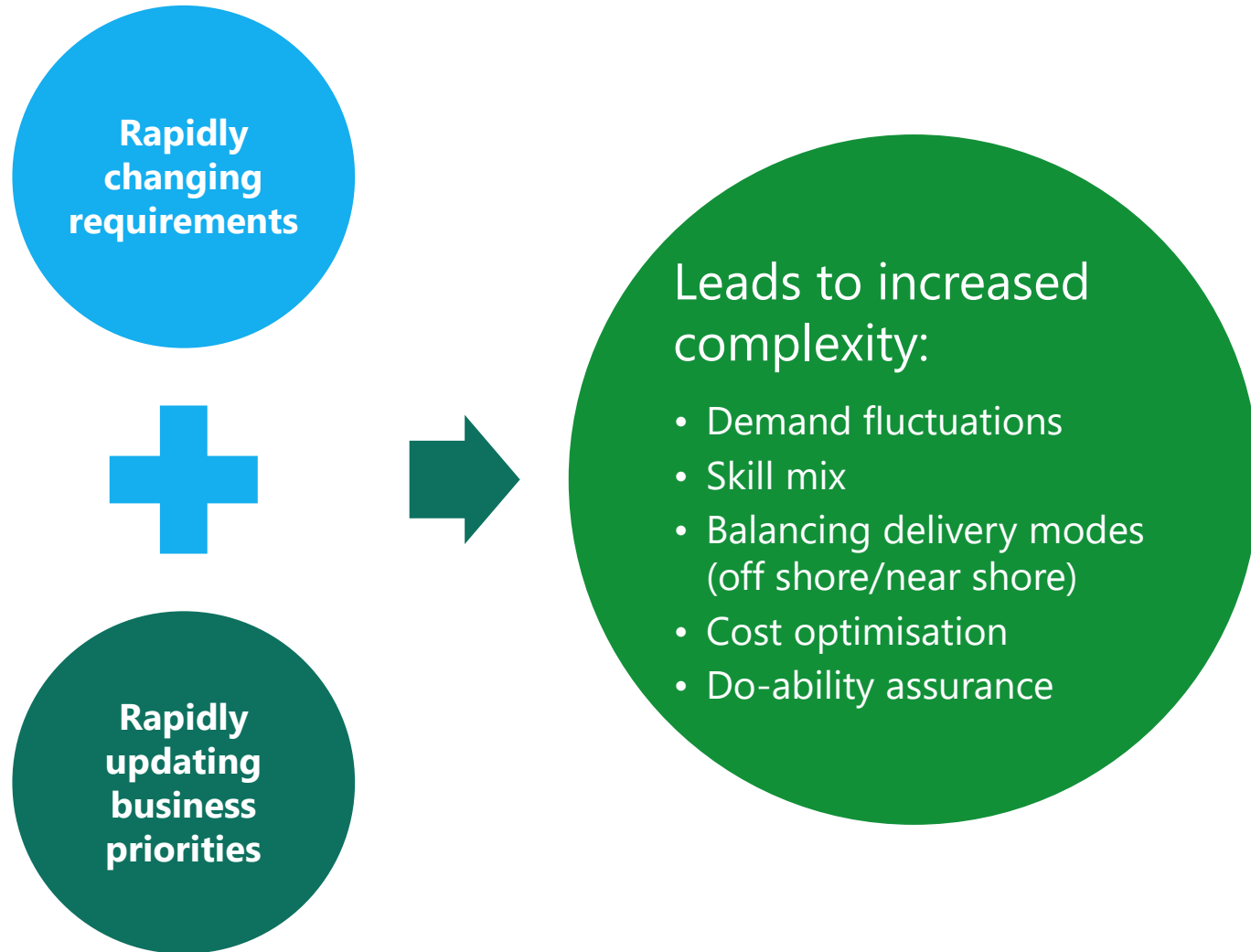
Demand Side Resource Management



Supply Side Resource Management



Key Challenges of Resource Planning



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Key Processes

Resource Management Processes

Resource Modelling

- Portfolio Modelling Demand vs Supply

Resource Forecasting

- Build Demand by skills
- Capture Supply by skills

Resource Assignment

- Named Task Assignment

Resource Tracking

- Actual Time Capture
- Task Tracking

PMO Involvement

Involved

Responsible

PMO

PMO

Resource Modelling

- Portfolio Modelling Demand vs Supply

PM

PMO

Resource Forecasting

- Build Demand by skills
- Capture Supply by skills

PM/RM /PMO

RM

Resource Assignment

- Named Task Assignment

Person

TL

Resource Tracking

- Actual Time Capture
- Task Tracking

Potential Service Offerings

?

Resource Modelling Service Offering

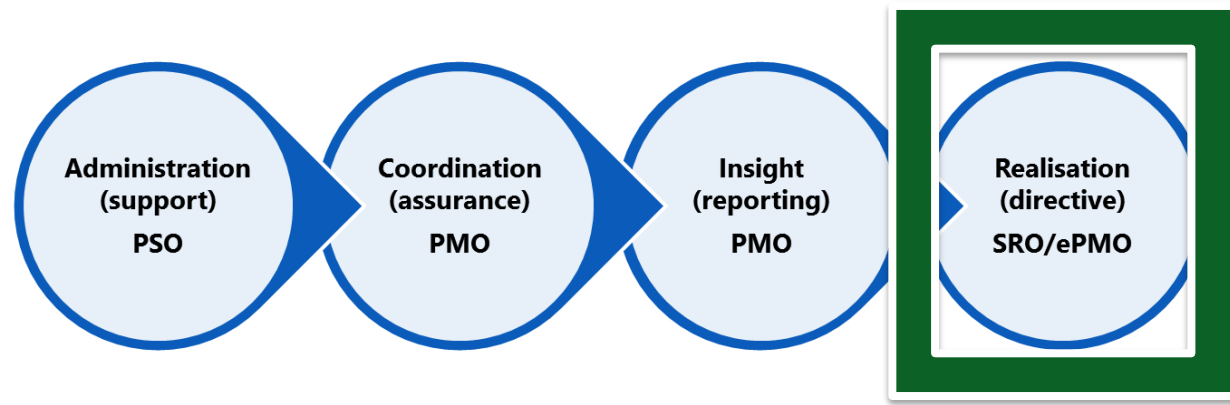
Model demand versus supply for any given set of projects or resources including inflight and emergent work

Highlight under/over utilization and support optimization of resource to work

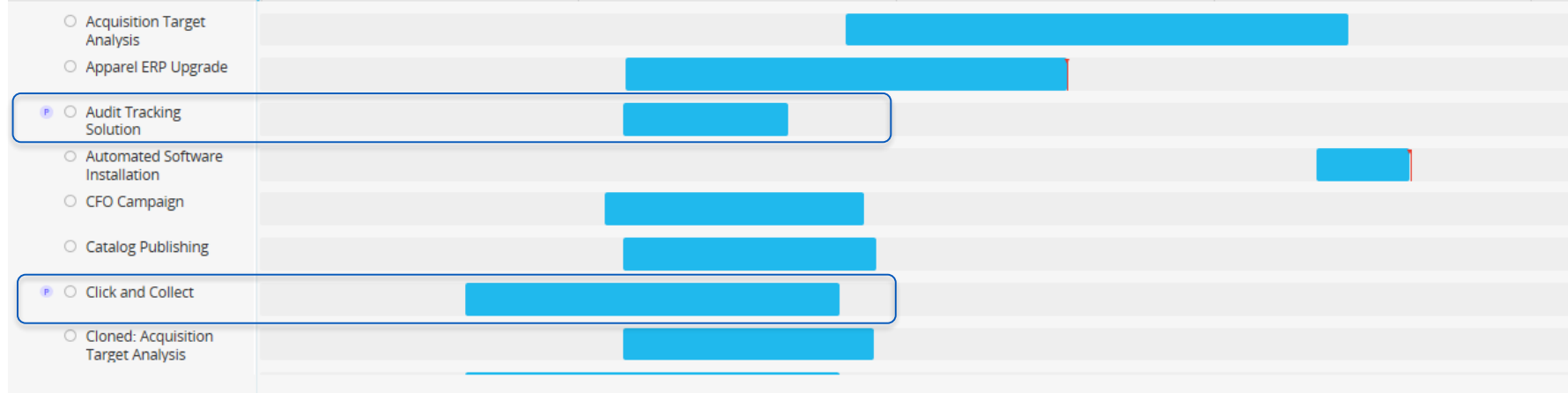
Enables to ask and answer the "what happens if?" questions

Allows us to scenario plan the future and prepare for unplanned events

PMO	PMO	Resource Modelling	<ul style="list-style-type: none"> Portfolio Modelling Demand vs Supply
PM	PMO	Resource Forecasting	<ul style="list-style-type: none"> Build Demand by skills Capture Supply by skills
PM/RM /PMO	RM	Resource Assignment	<ul style="list-style-type: none"> Named Task Assignment
Person	TL	Resource Tracking	<ul style="list-style-type: none"> Actual Time Capture Task Tracking



Use Case – Quarterly Portfolio Planning Meeting

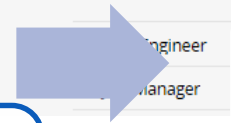


Resources Month

	MAR 15		APR 15		MAY 15		JUN 15		JUL 15		AUG 15		SEP
	AFTER	BEFORE	AFTER	BEFORE	AFTER	BEFORE	AFTER	BEFORE	AFTER	BEFORE	AFTER	BEFORE	AFTER
Marketing	80%	800%	921%	368%	461%	414%	626%	614%	850%	1011%	1166%	904%	999%
Vendor	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%	10%	10%
Personal Relation	0%	0%	0%	0%	0%	29%	43%	14%	14%	17%	17%	0%	0%
Creative	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	19%	67%	55%
Analyst	27%	1727%	1741%	818%	850%	547%	547%	110%	157%	235%	242%	338%	338%
Sales	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Sponsor	140%	340%	350%	185%	185%	238%	238%	208%	208%	90%	90%	133%	143%
SME	0%	45%	45%	0%	0%	48%	48%	0%	0%	43%	43%	0%	0%

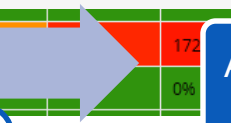
Capture Emergent

- Create project proposals
- Load generic resources



Model Impact

- Include emergent in inflight portfolio
- Highlight clashes
- Model alternative scenarios



Agree Plan

- Create best fit
- Agree quarter portfolio
- Lock down model

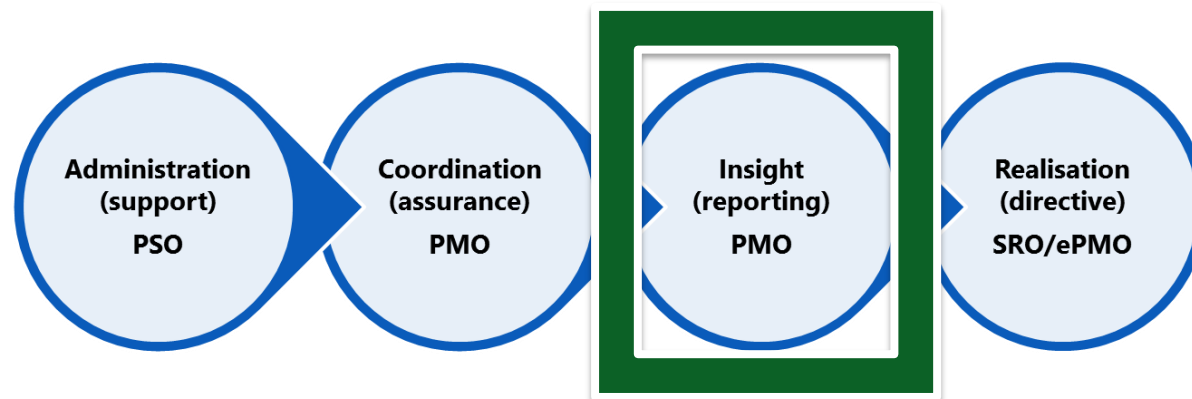
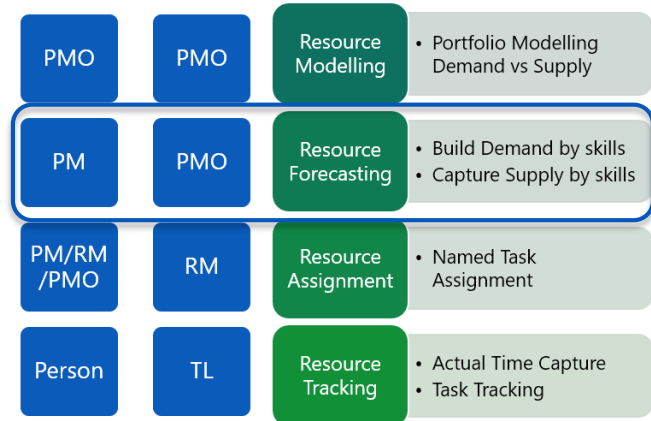
Resource Forecasting Service Offering

Capturing and forecasting accurate demand for resources

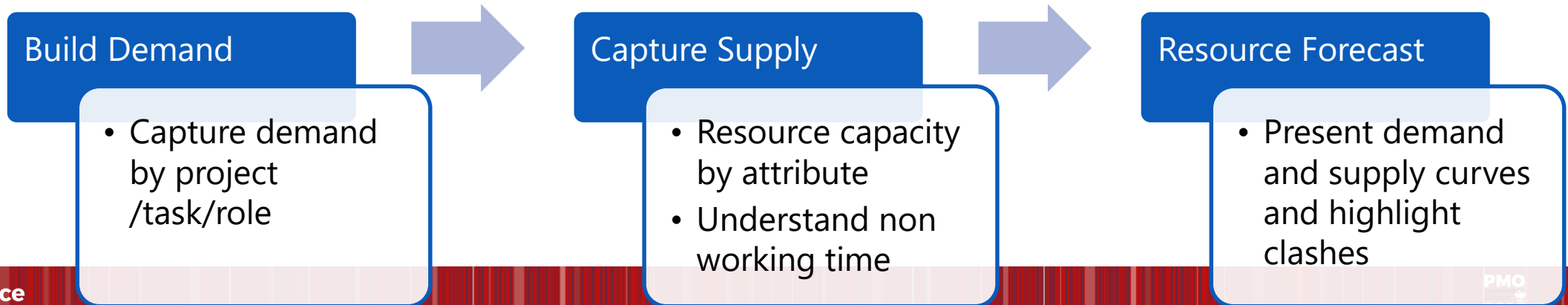
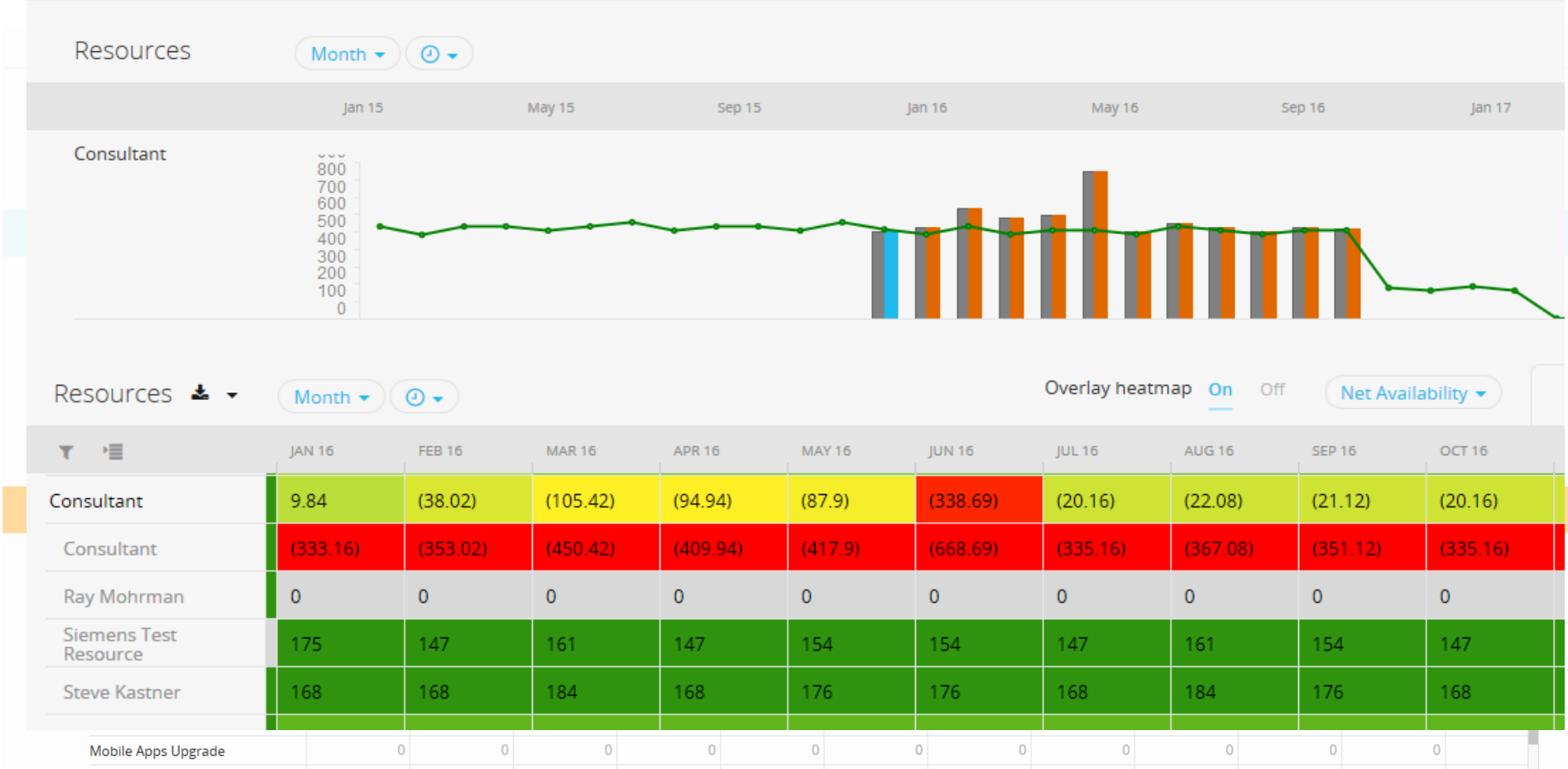
Understanding "real" capacity by multiple attributes such as skill, team, department, location

Giving visibility of current and future workload to resource owners and execs

Allowing Project Managers to give visibility of future work/demand in a way that supports like for like comparison and aggregation



Use Case – Monthly Resource Planning



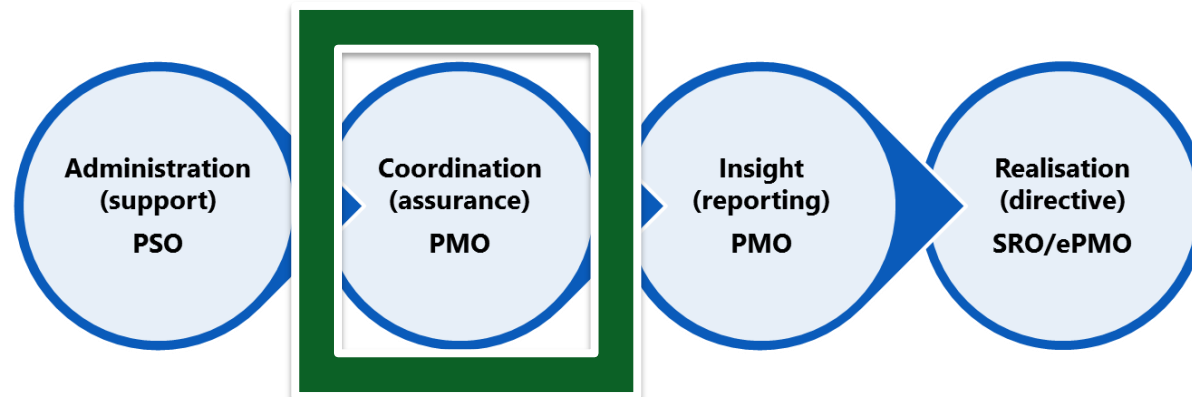
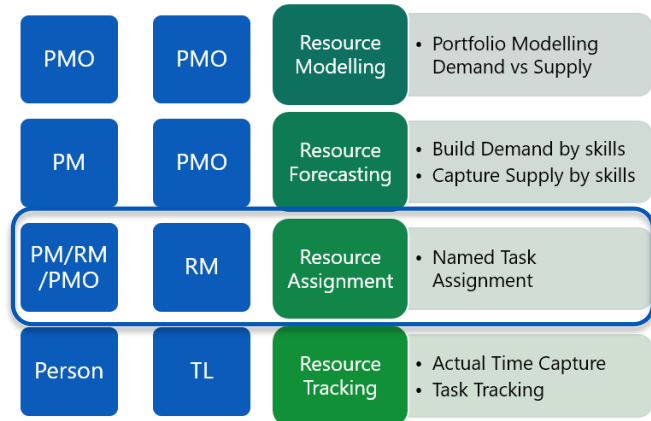
Resource Assignment Service Offering

Resource owners can see the real demand for skills and people in their team and model alternative solutions

Enables resource owners to substitute named resource for generic demand

Allows project managers and resources to see who is allocated to which tasks.

PMO can support finding resources and triage conflicts



Use Case – Resource Triage Meeting



Highlighting Clashes

- Enabling resource owners to see demand for their team

Triage Clashes

- Facilitate meeting to discuss priorities and alternatives

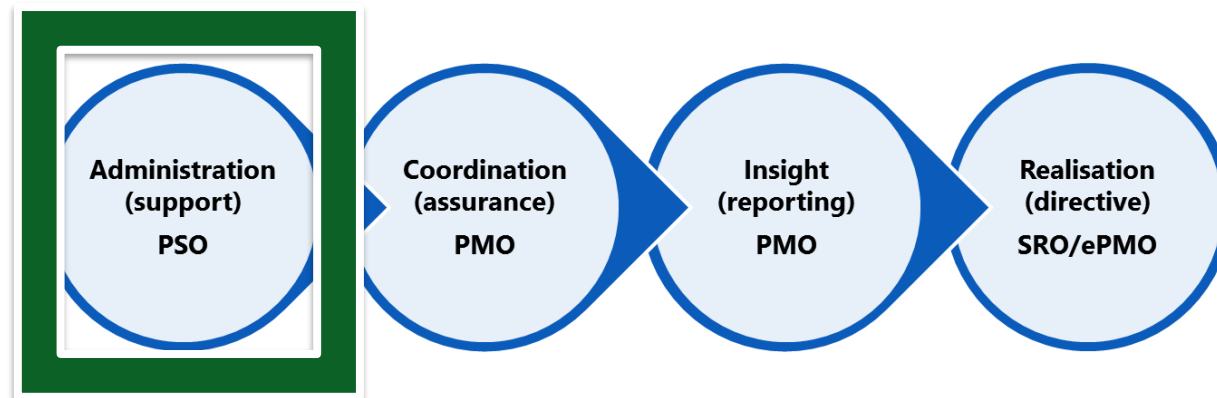
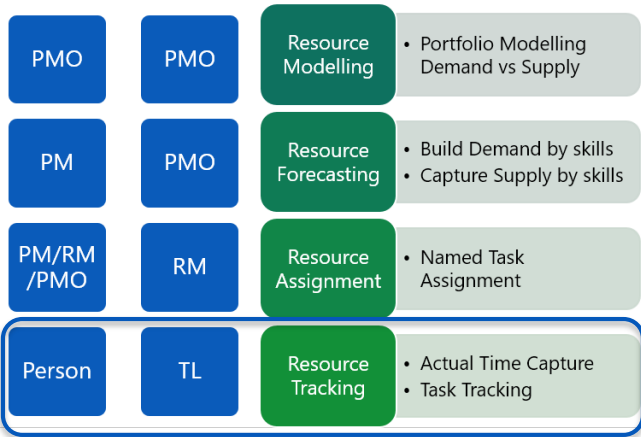
Assign Resource

- Substitute named resource for generics

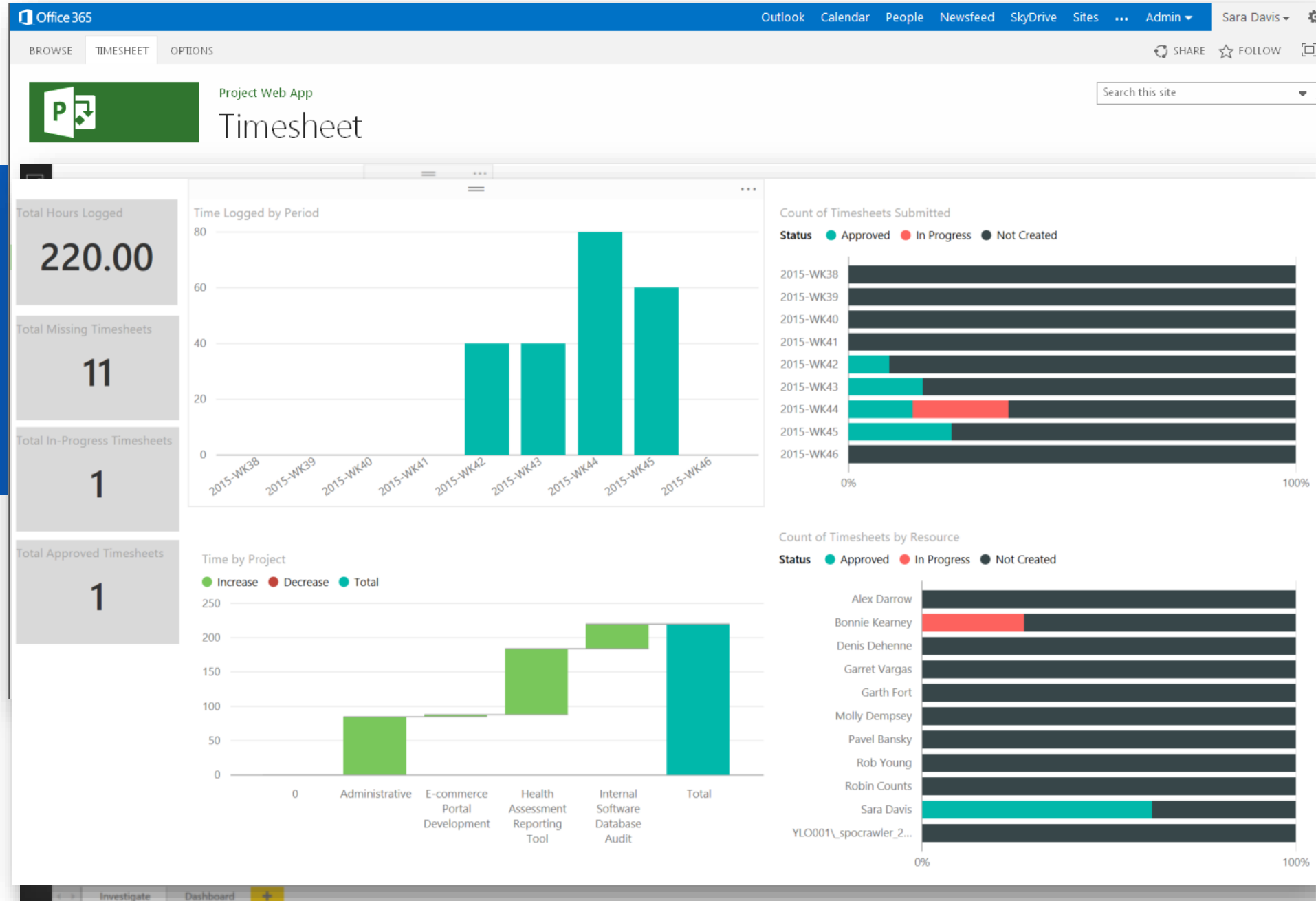
Resource Tracking Service Offering

Automate manual administrative tasks

Provide reporting to team leaders/resource managers on timesheet completion



Use Case – Timesheet Completion Reporting



PMO Services in Resource Management

Resource Management

Today

Resource Assignment

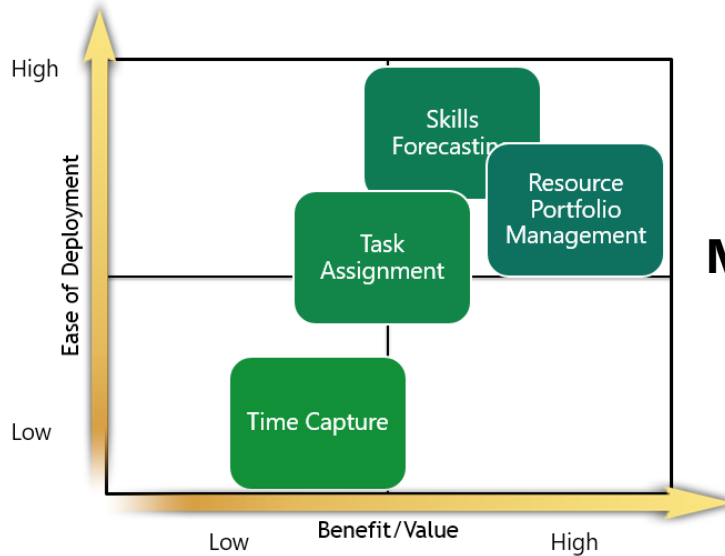
Resource Forecasting

Resource Modelling

Benefit

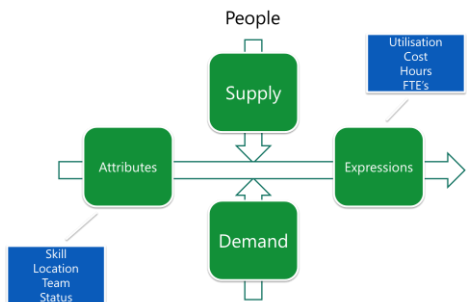
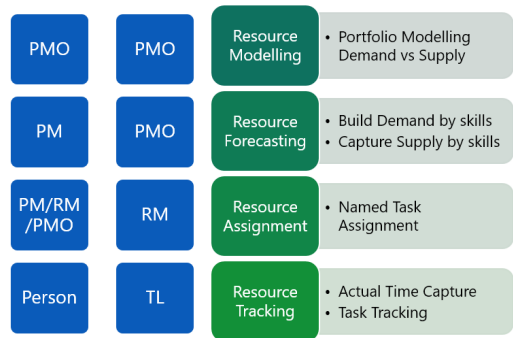
Project/ Financial Management

Resource Tracking

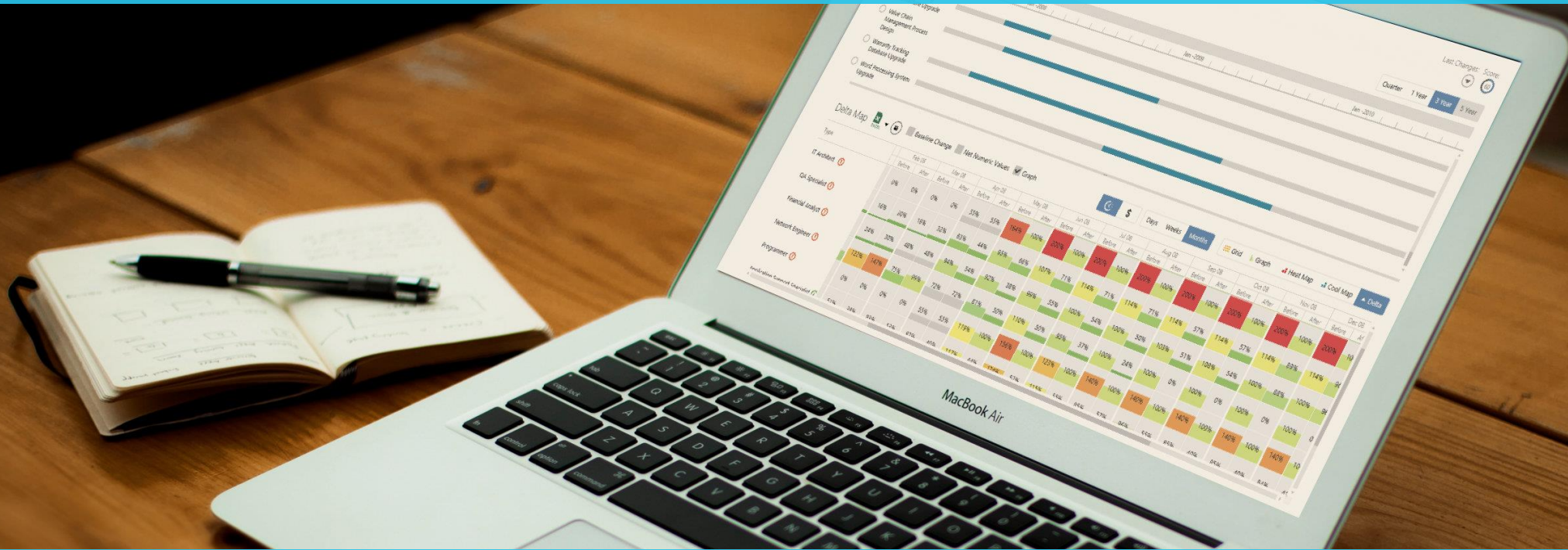


Summary

- Where should a PMO Focus?
 - Resource Modelling
 - Resource Forecasting
 - Supporting Resource Triage
- Core RM Capabilities that should be in place?
 - Defining attributes and expressions
 - Deploying core RM processes
- Where can the PMO really differentiate?
 - Acting as a decision support function with scenario modelling of demand versus supply
 - Providing accurate visibility of future demand and supply highlighting risk and opportunity areas



“What you want, as a portfolio or resource manager, is an optimized utilization of the resources you have, with ‘just-right’ commitments to get projects done and support existing applications.”



“What you have is a tsunami of work requests to ‘get it done now’, some ‘back-of-the-envelope’ resourcing calculations and sliced-thin commitments spread out over a sea of work.”

Gartner - Supercharge Your Resource Management to Support Advanced Organizational and PPM Maturity, September 2014.

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Download RPM White Paper
and Gartner PPM
commentary at:

<http://prosymmetry.com/achieve-strategic-success-with-tempus-resource>