Resource Management

- Rego Consulting Background
  - I left Manpower nearly 4 years ago to form Rego Consulting. My goal was to establish a consulting firm with only strong consultants who understand the tool and what the tool is trying to do.
  - Prior to Forming Rego Consulting, I ran the PMO at CNH Global NV for 2 years and Manpower for 5 years. At both companies I deployed a PPM tool (Planview and Clarity) to over 2,500 users – both business and IT, while re-architecting the company's PPM processes and methodology.
  - Our company has expanded from one FTE to over 20 people working for us. Along the way we acquired another Clarity consulting firm, PPCG. We select our resources very carefully, only considering those that have been part of a successful Clarity organization.

- Our Technical Capabilities
  - Our resources have worked within Clarity from Niku 6 through the latest 12.1.1
  - Our resources can build portlets, BO reports, workflows, interfaces, XOGs. They can support SQL or Oracle Databases. They can support Tomcat, Websphere, Weblogic.
  - Our resources understand the CA Clarity datamodel exceptionally well, allowing them to build portlets or scripts in half the time of other consultants.

- Our Clients
  - We have clients within IT, new product development, and other business services. We have clients in healthcare, retail, banking, services, IT, non-profit, software, etc.
  - Our clients vary in size from 50 users to over 30,000 users. Clients we have worked with over the last 4 years include: Manpower, Kohls, LLBean, JD Irving, Parametric Technologies, United On-line, the LDS Church, Chubb, HSBC, Novell, Novartis, Avis, Johnson Controls, Disney, the Commonwealth of Mass, City of Boston, Amway, Office Depot, and ACI.

❑ Resource Management 101

    ❑ Overview and Benefits

    ❑ Concepts - Terms, Analysis, Horizons

❑ Process and Decisions

    ❑ CA Resource Management Process

    ❑ Clarity Data Decisions

    ❑ Clarity Process Decisions

❑ Keys to Success

❑ Clarity - Views

Resource Management 101

- Definition: Resource Management is the process of managing the work your resources perform. From time tracking you can understand what a resource is working on, but resource management takes that a step further to provide the information needed to control and predict resource usage.

- Caution: Resource management is one of the most difficult processes to implement successfully within an organization. There are three main reasons for this:

  1. It requires a sizable amount of information to be input and kept current each week, while not providing the individual project and resource managers significant value in the short term – the real value is in looking at data across an organization.

  2. It requires a highly cooperative environment. Resource and project managers have different objectives, and that misalignment results in natural tension when these two people must keep data current in the same location.

  3. It requires complete organization adoption. Resource management must be implemented within an organization completely - it cannot be implemented only for some resources or some projects.

Key Benefits

- Resource Management will lower external consulting costs
  - WHY: Understanding future resource needs will allow an organization to better plan its internal/external resource mix. This reduces the situation where an organization is forced to go find external resources at the last minute to complete work

- Resource Management will move labor costs from lower value add activities to high value add activities
  - WHY: The natural tendency of a project manager is to overestimate the resources needed to perform work. This often leads to resources who have extra time outside of their project placement, and that time is filled with non-strategic work. Resource management monitors this to allow an organization to plan more accurately the correct amount of strategic work and significantly reduce "filler" work by resources

- Resource Management will increase the ROI of projects by reducing the total project delivery timeline
  - WHY: Proper resource planning will allow resources and resource managers to plan future weeks will more confidence - reducing the number of resource conflicts and constraints between projects or activities

- Resource Management will improve customer satisfaction by providing more accurate project dates
  - WHY: Through the use of effort based scheduling and accurate estimation of hours needed, project managers can more accurately predict the finish dates of tasks, milestones, and projects. Dates will be based on real resource assignments, while looking at their personal calendars and availability.

Concepts - Foundation

- **Availability:** The number of hours a resource is available to work on any given day. A resource's calendar defines their availability – resource sin the US may have an 8 hour workday and resources in Asia may have an 8.4 hour workday

- **Allocation:** The high level percent of a resource that is designated to perform work on an investment. A resource is allocated to a project for XX% of that resource's total available time.

- **Assignments:** The specific amount of hours within a time period that a resource is given a specific task to perform. Within an assignment, a resource will have actual time tracked plus the estimate to complete (ETC). These two figures together indicate the estimate at completion (EAC).

- **Actuals:** The time tracked by a resource against an assignment within a given time period.
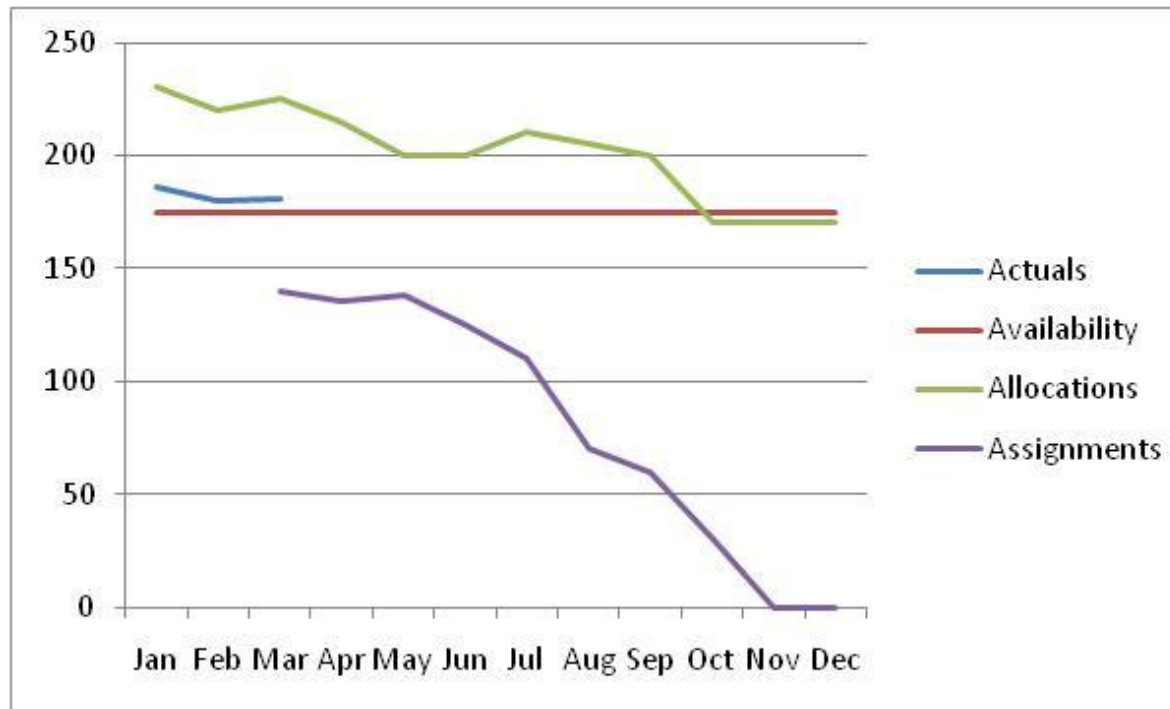
- Allocation Compliance is a measure of whether a resource's availability has been filled with allocations. (RM)
- Actual utilization is a measure of how accurate the allocations were in the past. (PM)
- Forecasted utilization is a measure of how well the project manager is planning to use a resource within the allocation given. (PM)

Planning Time Zones
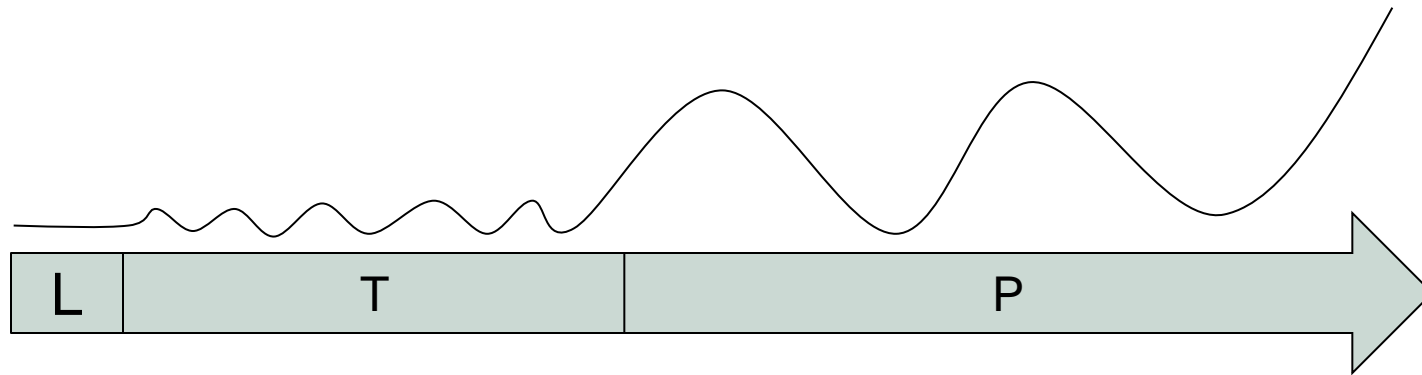
	Locked	**Trading**	**Planning**
Time Zone	Next 2 weeks	2 - 8 weeks	8 weeks +
State	Level loaded	Level loaded	Not Level Loaded
Allocated Resource	Individual	Individual	Role
Allocation Time bucket	Weeks	Weeks	Month
Assignment to tasks	Full	Partial	None
Authorization to Change	VP	Directors	Manager/Master Planner

Process
and Decisions

CA Resource Management Process

- Projects created and staffed with roles
- Project plan tasks updated to include dependencies and role assignments with ETCs
- Allocate roles from estimates to identify accurate percentage of time needed for that role to the project; auto-schedule the project
- Identify named resources to replace the roles
  - Use the Resource Finder feature to match on primary role, skill and availability
- Add the resource to the project
  - PM adds the resource as "soft" booked
  - RM changes the booking status to "hard" to confirm the resource is "committed"
  - Modify assignments as needed (replaced resource will inherit role assignments)
- Track time
  - Resources log time to assignments each week and modify ETC on timesheet if necessary
- Project schedule maintained
  - Project managers review resource proposed ETC and accept or reject to create new ETC on tasks
  - Project managers review impacts to the plan (time, task completion) and ensure the plan is kept up to date each week
  - PMs, RMs and management monitor appropriate views to identify issues

Core Data Decisions

- Roles
    - Decision: A standard set of roles for the organization must be defined. Roles will be used as the first filter when finding resources and these roles will be used to do capacity reporting
    - Considerations: Roles are not job titles. Try to keep the number of roles under 100 for performance reasons on Clarity portlets. Once roles are created, they cannot be removed, but you can always add more roles. Before you have named resources, roles are the only thing that can be used to create a project estimate, so you may end up having some roles to represent different resource cost types – like offshore, etc.
- Skills
    - Decision: A standard set of skills for the organization must be defined. Skills will be used as the secondary filter when finding resources
    - Considerations: Because a resource can have multiple skills, skills cannot be used in capacity planning. Keep skills only for "hard" skills – not skills like "communication". Only track skills used in finding resources – not a full skill management. Use a skill hierarchy to allow searching for parent skills.
- Other Work
    - Decision: A standard set of "buckets" used to track time not related to projects. These other work buckets will be used to constrain resources for admin type of time – PTO, holidays, meetings, etc.
    - Considerations: Pick only 1 or 2 other work items to use in constraining resources – do not allocate/constrain resources to every type of other work.

NOTE: Clarity data decisions must be universal within the organization

Core Process Decisions

- Roles/Skills
    - Absolute: Resources must have a primary role
    - Decision: Will the organization leverage skills in addition to role, or just do resource searching at a role level. Skills are only used when doing resource searching. Even if skills are updated, they cannot be used for capacity planning. If this is needed, consider having a "primary skill" like primary role which can be leveraged to do capacity planning by skill.

- Allocation vs. Assignment or Both
    - Decision: Will the organization require allocations and/or assignments to be kept current? IF you have separate RMs from PMs – then you may want to consider using both. IF your RMs are your PMs – it may not make sense to keep both in sync. As you mature over time, you may move from allocation long-range planning to assignment short-range planning.

- Hard/Soft Booking
    - Decision: Three processes can be used in booking or allocating resources to investments:
        1. Project manager does a "soft" book, followed by a resource manager confirming this and making the booking "hard"
        2. Project manager creates a formal requisition for resource or booking managers. Resource managers propose potential resources which are then "hard" booked as the project manager approves the req.
        3. Project manager makes a request via email or verbally (or not at all), and the resource managers go into the project and "hard" book the resource selected for the project

- Role/Direct Booking
    - Decision: Will the organization have project managers prepare their schedules and estimates using standard roles first, and then replace those roles with named resources; or will the organization have project managers add specific named resources and then build the plan using the availability and talent of those named resources

NOTE: Clarity process decisions can vary by group within an organization

Keys to Success

Keys to Success: Pre-Deployment

- **Buy In & Decisions**
  - Visible upper level management buy-in
  - Make core data decisions: Roles, Skills, Other Work
  - Define organization resource management process, making key process decisions: Role/Skill, Allocation/Assignment, Hard/Soft booking, and Role/Direct booking
  - Educate management on resource management - key terms, analysis to perform, benefits received, and labor needed to maintain/deploy

- **Determine Governance of Resource Management**
  - Ensure you have the FTEs to be successful: Dedicated SMEs to support initial deployment long-term on-going support, as well as funds to handle initial mentoring/trianing from internal/external experts
  - Determine how you will monitor compliance, who will do the reporting, and who will view/take action on the results
  - Determine how you will handle conflicts or new demand - essential
    - Weekly meeting? Operations Review?
    - Central planning team? Master Planner?

- **Data Preparation**
  - Update Resources with roles, calendars, and skills
  - Update resource allocations on investments

- **Training/Mentoring**
  - Written materials are not as helpful as hands-on mentoring – their resources, their allocations, their projects.
  - Deployment training needs to be more workshop and less lecture – smaller groups with lots of hands-on.
  - Dedicate SMEs within the organization to support initial deployment long-term on-going support

- **Philosophy**
  - Perfection is the enemy of good: Resource management is all about "close" – horseshoes and HG. If you are OCD, RM will be difficult. You will NEVER be 100% accurate – you will live in shades of "close"
  - Keep reminding people of the overall reasons and benefits of resource management – it is for the bigger picture. You will need on-going commitment from resources is required to maintain data

- **Monitor Adoption and Compliance**
  - Use the governance process you established - weekly meeting, central planning, etc
  - Use allocation compliance metrics to take action and establish compliance as the new "norm"
  - Do not run faster than you are able. It will take months before allocation compliance is part of the company culture – do not try and deploy too much new functionality in that time – wait for RM to take hold.
  - Success will be when you have "appropriate" allocations across the organization for 3 months in a row. (Appropriate = 80-120% allocated for the next 3-6 months)

Clarity - Views
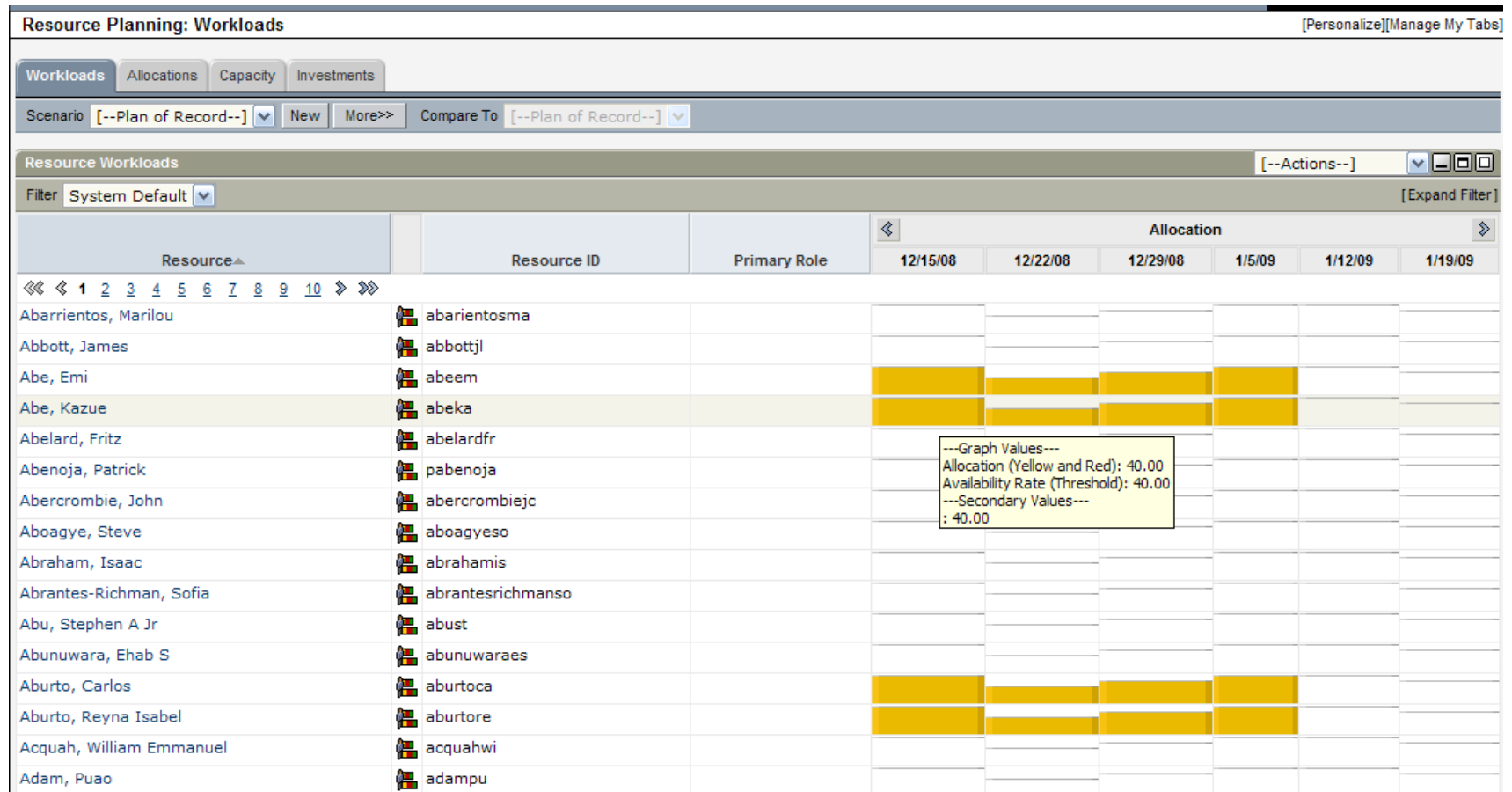
- Resource Workloads – One line per resource (RM) – Config: time scale, act/alloc/assign/net, hr/FTE/bar
- Weekly Detail – One line per allocation (RM & PM) – Config: time scale, act/alloc/assign/net, hr/FTE/bar
- Booking Status – Team records soft or mixed (RM)
- Unfilled Requisitions – Role team records not replaced (RM & PM)
- Role Capacity – View of future capacity summarized by role (Mgmt) - Config: time scale, hr/FTE/bar

PM - Overview Views: Resources Over Allocated   [Expor
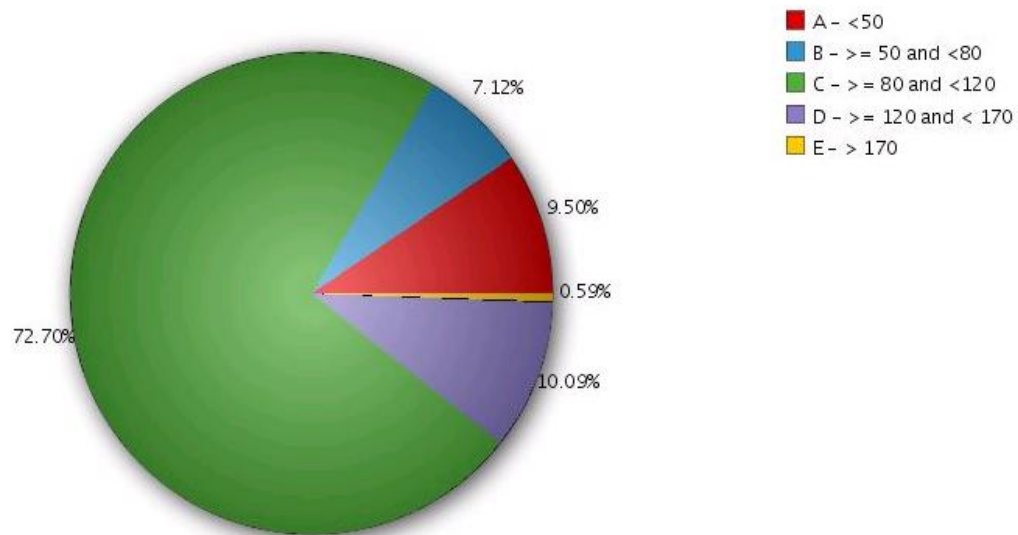
| PM Dashboard | Missing Time | Late Issues/Risks/Action Items | Late Tasks & Milestones | Variances | Resources Over Allocated | Res Capacity |

Allocation Compliance for PM   [--Actions--] ▼

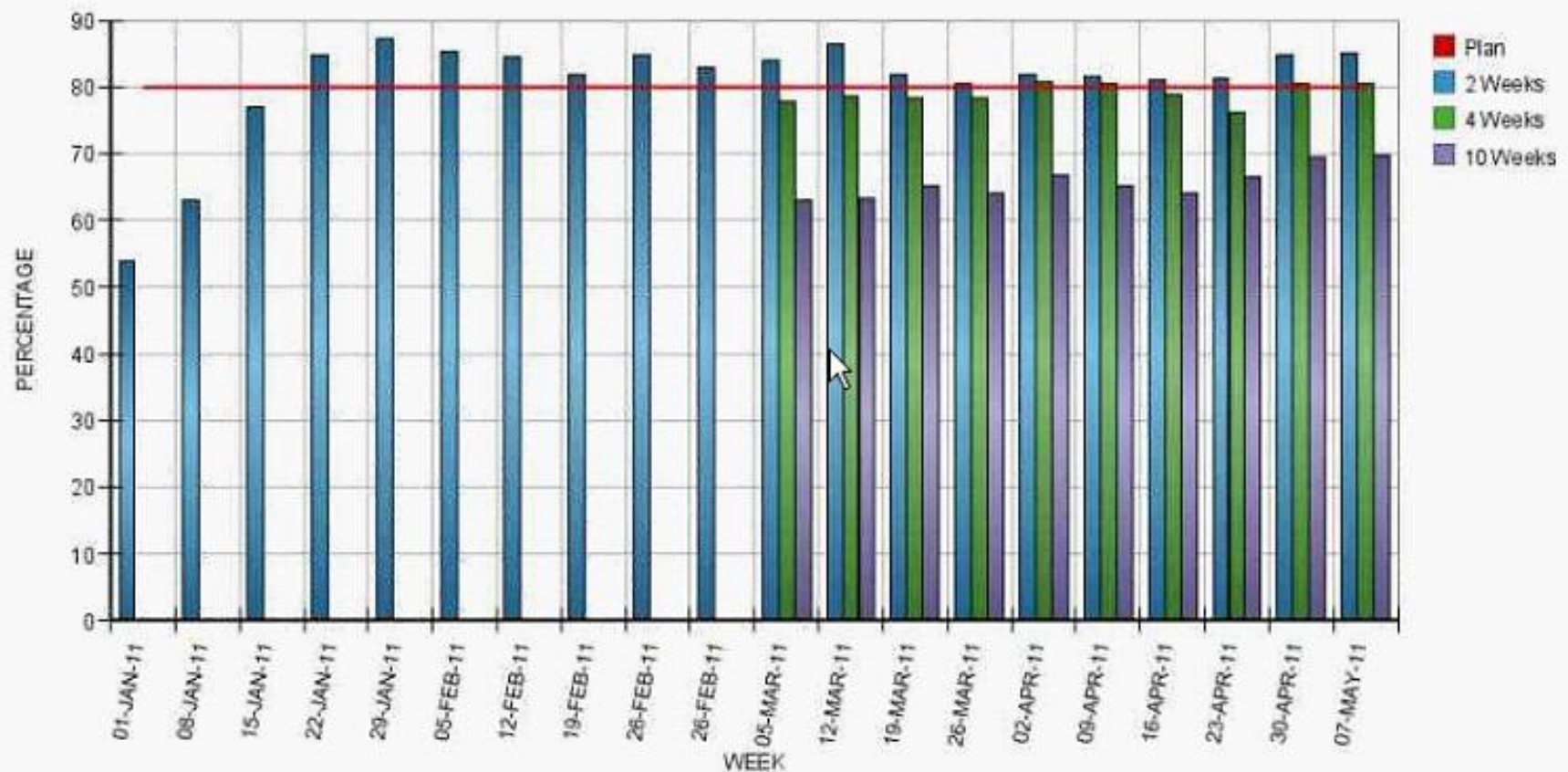Filter System Default ▼   [Expand Filter]

※ = Required

[--Actions--]
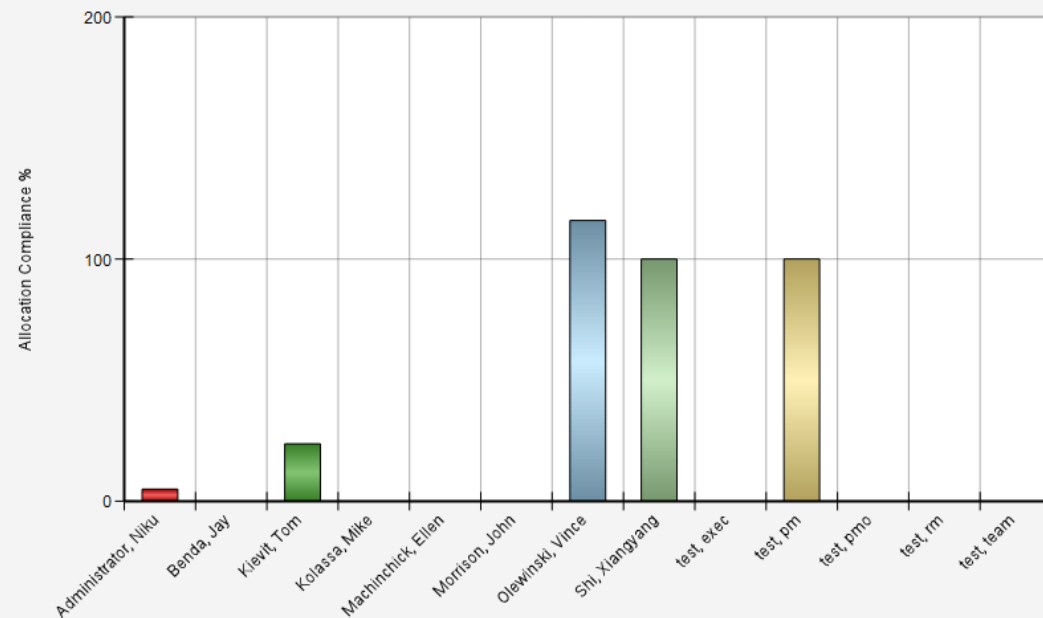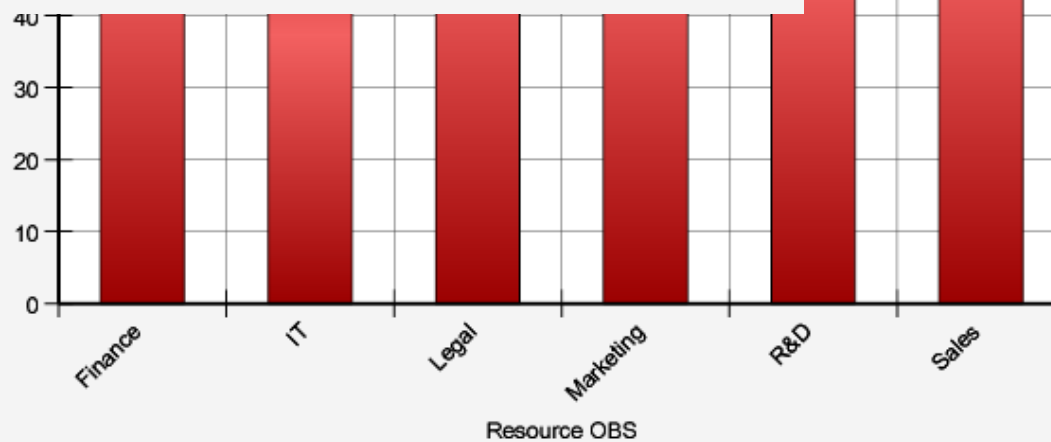
※ Resource OBS [_____] 🔍🗑

■ A: Under Allocated (Less Than 80%)
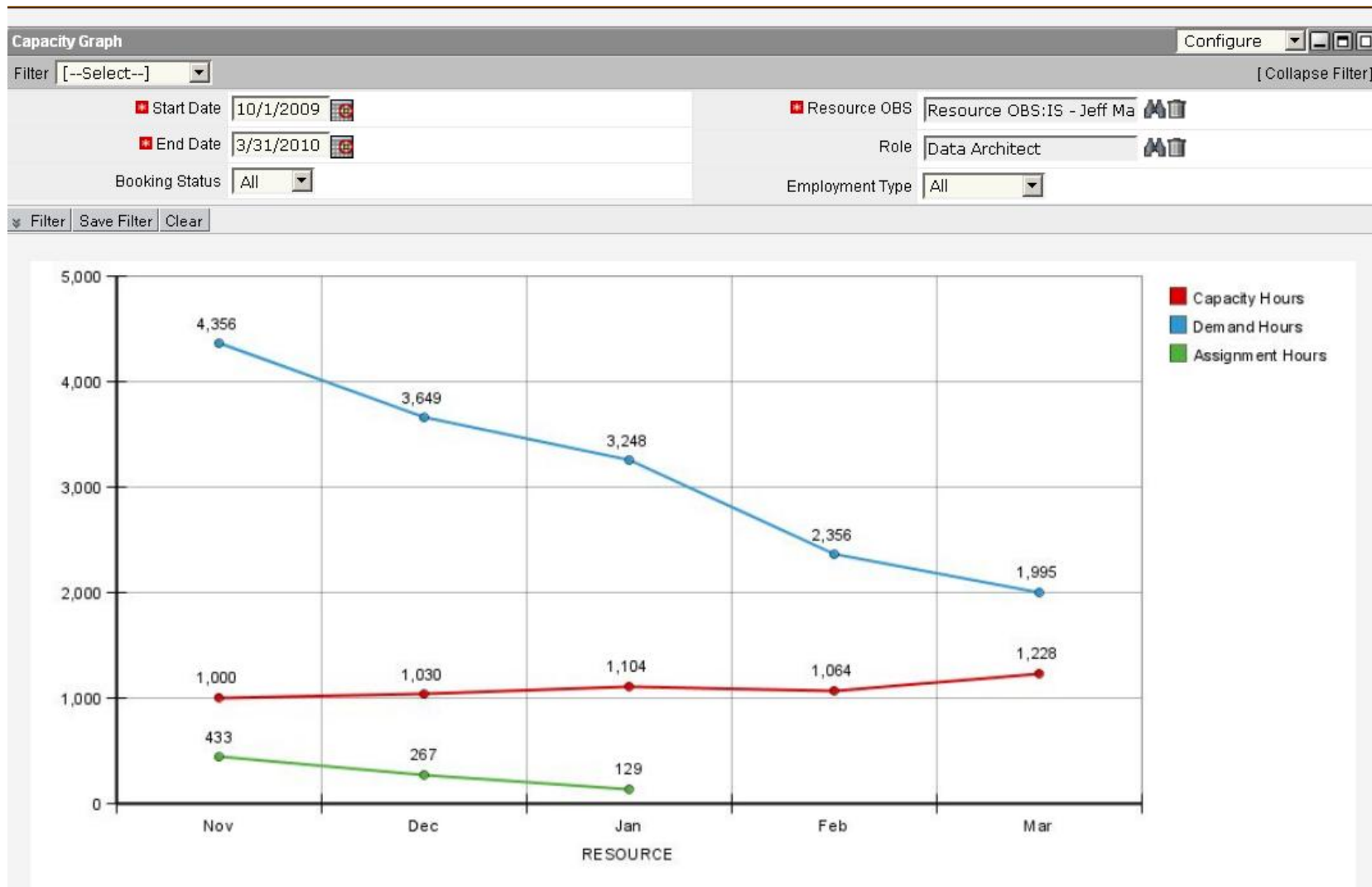■ B: Appropriately Allocated (Between 80-120%)
■ C: Over Allocated (Over 120%)
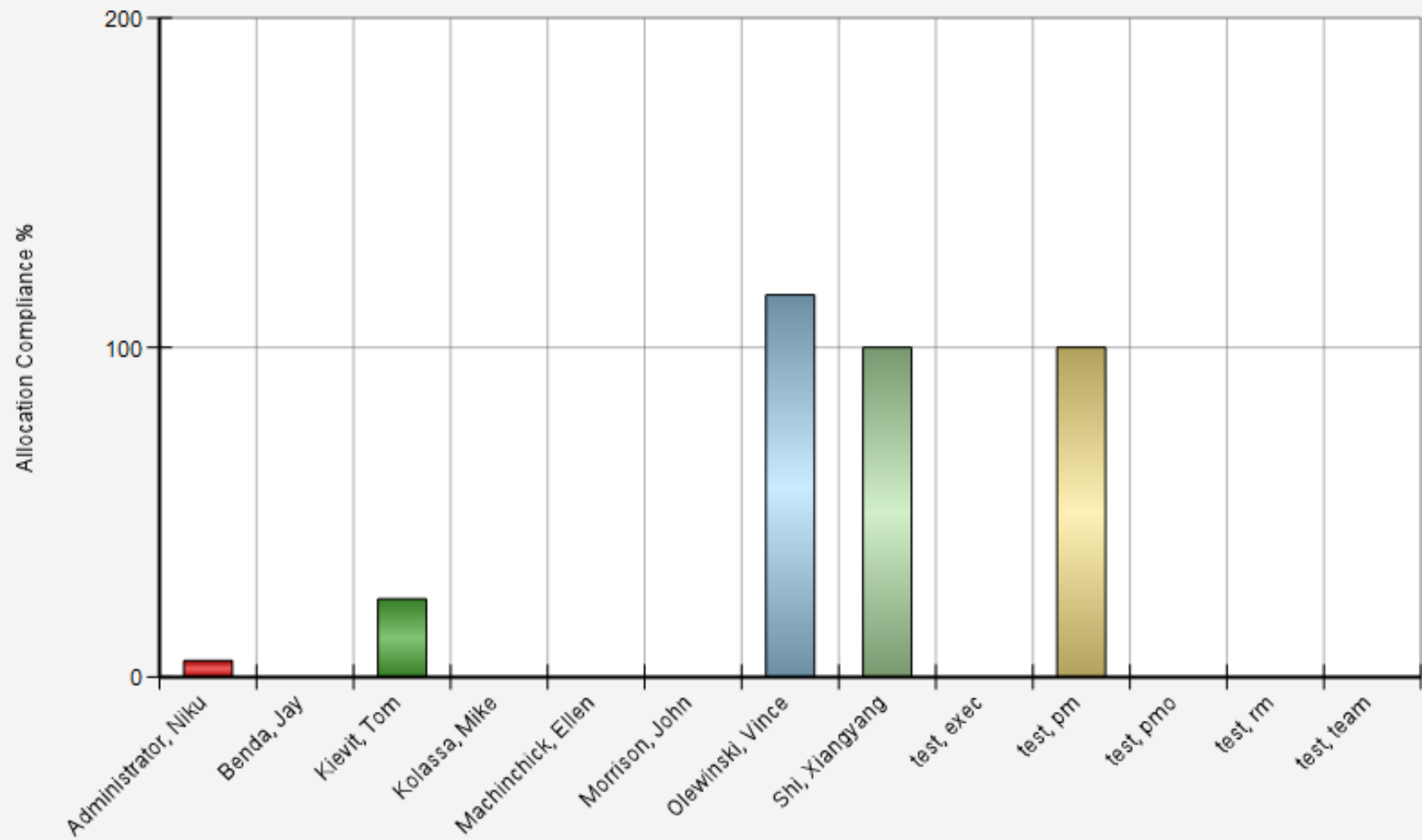
Resource OBS

Trend TR033 - Percent of Resources Hard Allocated between 80 and 120

View 3

Trend TR043 - Resources working to Allocation
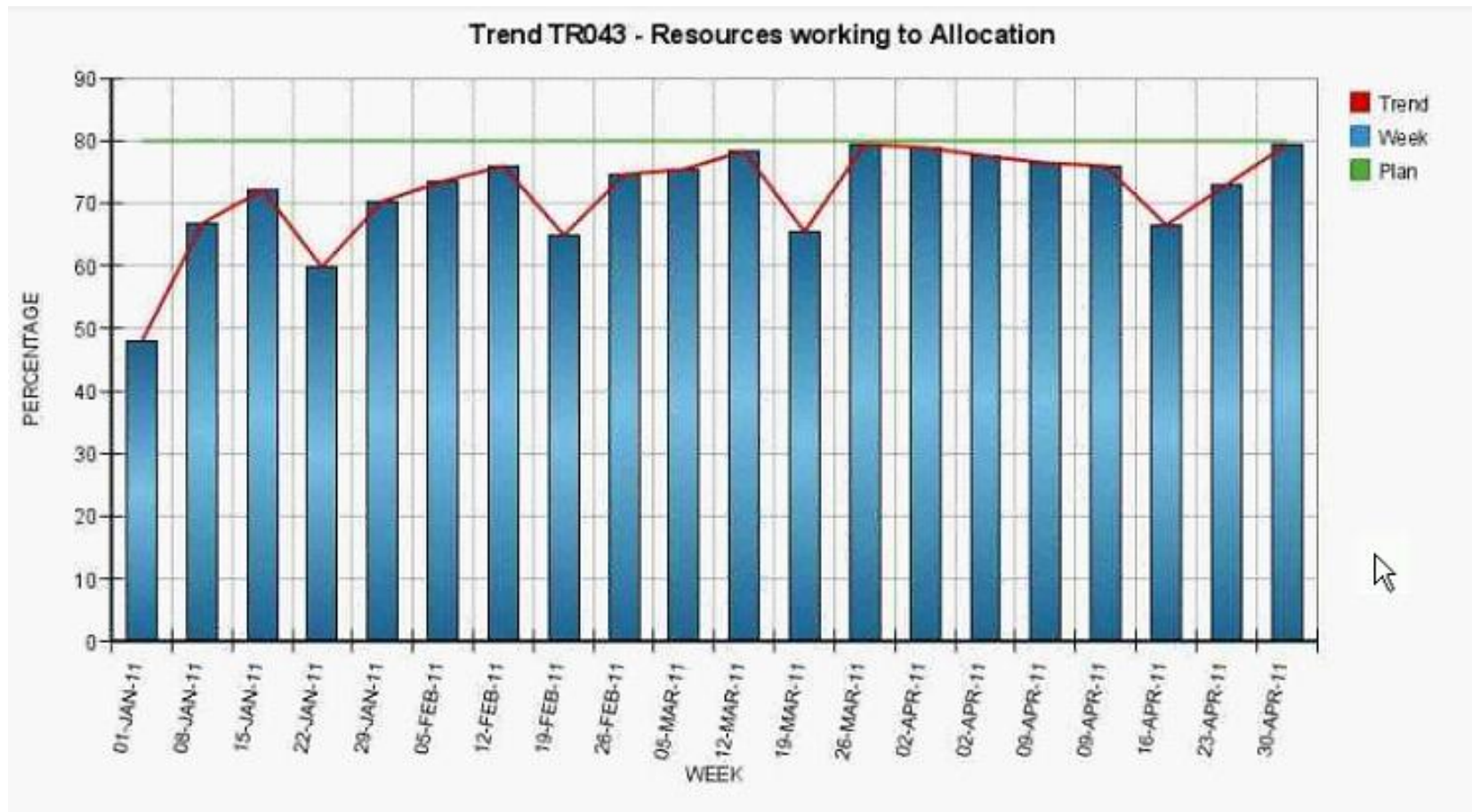
Purpose: Is the RM keeping their staff's allocations current?
Compliance: Allocation %= Total Allocations/ Total Availability

Level 0: The resource does not have an allocation % between 70-130% for the next 1 month.

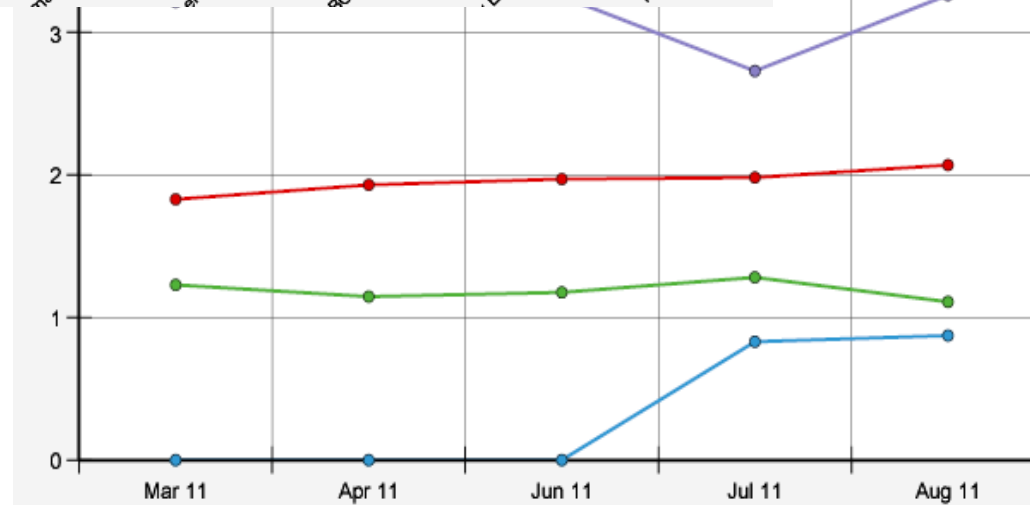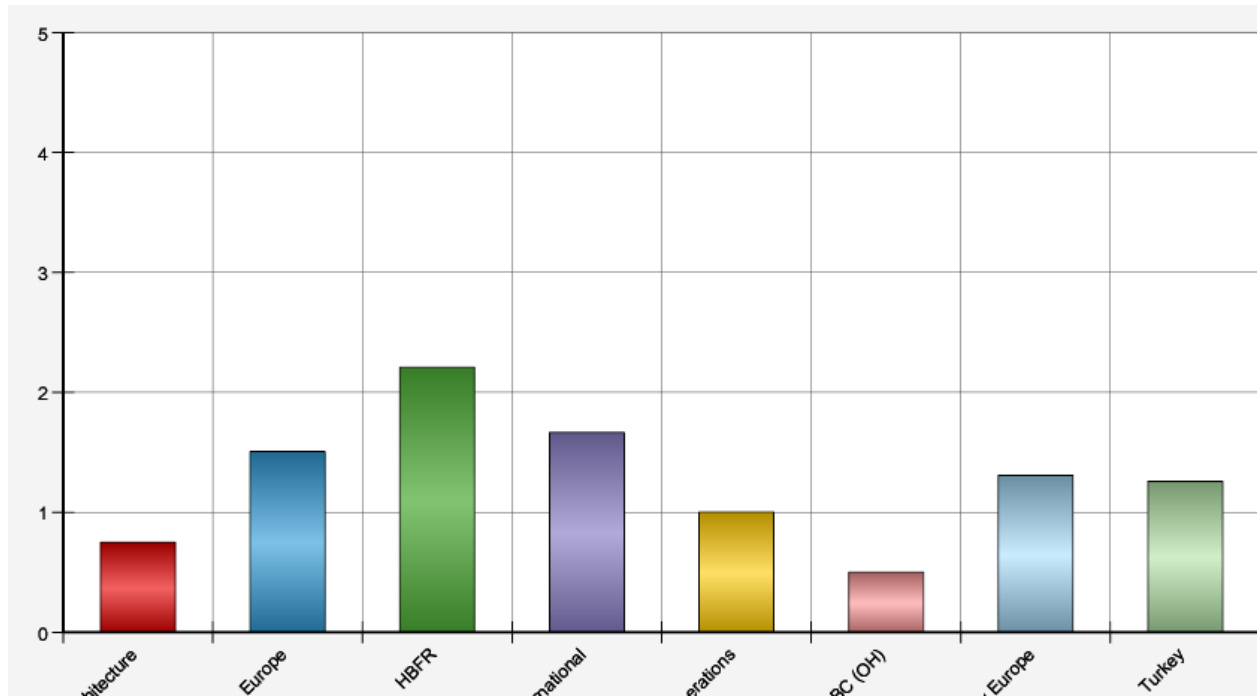**Level 1**: The resource has an allocation % between 70-130% for the next 1 month.

Level 2: The resource has an allocation % between 70-130% for the next 3 months.

Level 3: The resource has an allocation % between 80 -120% for the next 3 months.

Level 4: The resource has an allocation % between 70-130% for the next 6 months.

Level 5: The resource has an allocation % between 70-130% for the next 9 months.

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