

Mastering Resource Management

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PM Solutions

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Mastering Resource Management: The PMO's Role

- **Some challenges**
- **What's really happening in most organizations?**
- **What sets apart high-performing organizations?**
- **How does the PMO play a part?**
- **Some benchmarks**



Mastering Resource Management: Some Challenges

1. **Resource capacity planning is poor**
2. **Resource risks are not assessed**
3. **Not enough appropriately skilled resources**
4. **Resource use is not optimized**
5. **Schedules/deadlines are unrealistic**
6. **Resources are assigned inconsistently**
7. **Too many unplanned requests for resources**
8. **Resource utilization is poorly documented**
9. **Shifting resources to respond to problems**
10. **Transition process for resources is inadequate**



Mastering Resource Management: What's Really Happening?

- **Too many unplanned requests**
- **Unrealistic schedules and budgets**
- **Scope creep**
- **Too many pet projects jumping the queue**
- **Poorly defined deliverables**



Mastering Resource Management: What Sets Apart High Performers?

- **The organization has a strong, effective PMO**
- **Effective portfolio reporting capability exists**
- **Resources understand PM practices**
- **Stakeholder roles/responsibilities are clearly defined**



Mastering Resource Management: How Does the PMO Play a Part?

- **Key, critical PMO roles**
- **Assess the competency of program/project managers**
- **Build professional development programs**
- **Develop realistic role descriptions**
- **Assess organizational capacity**

How Does the PMO Play a Part?

Key, Critical PMO Roles

- **Resource evaluator**
- **Competency center**
- **Pooled project managers**
- **PM consulting center**



How Does the PMO Play a Part?

Assess the Competency of Project Managers

- **Knowledge**
- **Experience**
- **Personal qualities (traits)**
- **Competency used to:**
 - **Select PM prospects**
 - **Correlated competency to performance**
 - **Coach/counsel for performance improvement**
 - **Counsel PMs “out” of the PM career path**

How Does the PMO Play a Part?

Build Professional Development Programs

- **Career path development and management**
- **PM training establishment/enhancement**
- **Performance measurement**
- **Project manager recruitment, contracting, and retention**
- **Continuing education**



How Does the PMO Play a Part?

Develop Realistic Role Descriptions

- **Project Office director**
- **Portfolio managers**
- **Project managers**
- **Project mentors**
- **Project controllers**
- **Project planners**
- **Methodology experts**
- **Estimators**
- **Administrative support coordinator**
- **Communications coordinator**
- **Issue resolution and change control coordinator**
- **Risk management coordinator**
- **Librarian/documentation specialist**
- **Software guru**

How Does the PMO Play a Part?

Assess Organizational Capacity

- **Establish a resource inventory**
- **Analyze resource capacity**
- **Optimize resource utilization in correlation to the project portfolio**
- **Revalidate portfolio prioritization**
- **Repeat (as often as necessary)**



Mastering Resource Management: Some Benchmarks

- **Full visibility of work across the organization**
- **Resource pools assigned based on need/skill**
- **Active, informed, enabling sponsorship**
- **“Pay to play”**
- **Scenario “what-if” planning**
- **Dollarize everything**
- **Balance current need with development of people**

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