

# RESOURCE MANAGEMENT



## Value Optimization Framework

*Doing more with less is a way of life in business today – making the ability to demonstrate greater efficiency and productivity a core competency for building winning strategies.*

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## VALUE OPTIMIZATION FRAMEWORK

*Getting more done with less is a requirement of remaining competitive in an increasingly demanding world. The pressures of poor market conditions, globalization, and shrinking budgets drive us to one inescapable axiom of modern business: we must be as efficient and productive with our human capital as possible. Failure to achieve this result can lead to turnover, work distribution imbalances, work bottlenecks at key skills inventories, sub-optimal productivity, and insufficient capacity or capability during critical times. For many organizations making Resource Management a core competency, at least for their central business functions, has become non-negotiable.*

### Resource Management Defined

There are many definitions of Resource Management in corporate environments, but most of them have four central themes in common:

*Accountability Tracking* — This is the ability to create and monitor assignments and their status in an efficient manner.

*Capacity Tracking* — This relates to the ability to understand how much capacity you have at any given time and the ability to meaningfully forecast your current capacity against likely demand.

*Capability Management* — This includes the ability to monitor and select resources based on certain key capabilities. For IT this could be knowledge of a specific technology, while for marketing it may be exposure to a specific group of campaigns. Each unit will have different aspects of capability they wish to track, but they will all share a need to understand, not just how many FTEs do they have, but do the FTEs they have the right skill set for the work in front of them. So often generic operating plans fail because they simply consider total head-count against total demand. Inadequate capability during key periods often leads to either unwanted contractor usage, or quality issues on a project due to unskilled resources completing assignments for which they are not qualified. Either of these unpleasant outcomes can lead to outright project failure, breaches in service level offerings, and general customer ill-will.

*Demand Analysis* — This comes in two forms, being able to understand how much demand you have coming up in a given period, and the ability to analyze past demand to look for trends in the types of skills that were used.

### Considerations for the Solutions Architect

#### PEOPLE CHALLENGES

A few considerations for anyone architecting a resource management solution. First, resources report the most important aspect to satisfaction with their job is the relationship with their boss (by a wide margin). You can architect the most technically rigorous solution in the world, but if it is implemented by a boss with low emotional intelligence, it will probably fail. Second, all resource management solutions have to function in an organizational context. Meaning you must consider how organizational alignment will affect your answer. A solution that will work well in a strong projected model, will probably be a total failure in a weak matrix alignment. Carefully consider the power balance between the people who manage projects or service levels and the people who manage the work when developing a solution.

### *PROCESS CHALLENGES*

How does an assignment become an assignment? Who has the right to change an assignment? What if projects and service level work create incompatible requirements? Whose job is it to resolve the inevitable over allocations across functions and between projects? These are just a sampling of the sorts of questions you will need to answer as you develop a robust resource management solution.

### *PLATFORM CHALLENGES*

Obviously, you want a technology suite that can accommodate all the major areas outlined above. The most common failures of technical solutions are: inability to provide management with actionable

reporting, failure to integrate resource management updates into the project status management process, and the use of a static allocation models. The last perhaps the most common and the most egregious. Many “resource management” solutions are little more than excel spreadsheets where we allocate resources into specific time-boxes. This often happens based on our desire for these resources to be level. The results of this approach is a resource plan that is naively optimistic, doesn’t consider the critical path work contours of projects and programs and is out of date almost as fast as it is constructed. If your resource management solution does not dynamically adjust with the changes coming in through your status management process you are probably not going to get the results you are looking for.

**VALUE OPTIMIZATION FRAMEWORK**

To win in today’s uber-competitive marketplace requires withstanding enormous pressure from outside and within. Tightening budgets and ever-greater resource demands have made it more critical than ever to demonstrate the value you and your team bring to your organization.

Realizing the value of significant investments in people, processes and technology is what sets winning organizations apart from the sea of mediocrity. And the leaders who can go beyond identifying and addressing roadblocks to impacting change and demonstrating measurable results build their own credibility and support to drive winning strategies.

Our Value Optimization Framework is an integrated solutions development methodology designed to address critical functions and align people, processes and technology to deliver optimal results. While it’s common to find organizations focusing on one or two discrete areas, our Value Optimization Framework connects the dots and help you build integrated solutions that specifically focus on delivering measurable results



6750 France Avenue, Suite 126  
 Edina, MN 55435  
 (952) 562-8990

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We’re an elite team of professionals fiercely devoted to guiding businesses to high-value wins in the portfolio project management, developer productivity, cloud security and cloud management services. Through careful diagnosis, expert prognosis and brilliant execution, Occam Group delivers optimal results to show you and your organization that winning is not only possible, it’s inevitable.