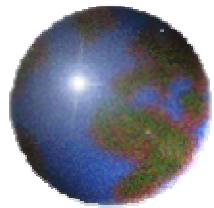


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“Who works for whom, why and how”: A Review of Resource and Project Management issues in a Client Organisation

Antoniadis D.

(Turner & Townsend
Project Management, UK)

Dr. Pantouvakis J.P.

(National Technical University
of Athens, Greece)



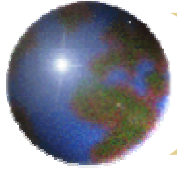
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The authors

D.Antoniadis

Senior Project Manager with Turner & Townsend Project Management, UK.

MSc in Project Management (from Reading Univ.) and 20 years experience in Construction Project Management having worked, at various levels of management, for Client organisations (Thames Water, Southern Water) and Contractors / Consultants (Balfour Beatty, Halliburton Brown & Root).

He has broad experience in setting Programmes, has led a number of change initiatives including the setting up of three Programme Offices.

J.P.Pantouvakis

Assistant Professor of Construction Management at the Faculty of Civil Engineering Dept. of NTUA, Greece

After his PhD in Construction Information System at University of Nottingham worked in the Petrochem industry for 10 years.

He is the author of 9 books, a frequent participant in International Conferences and a reviewer for the Construction Management & Economics and Computer Aided Civil and Infrastructure Engineering Journals.



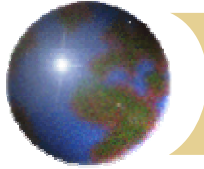
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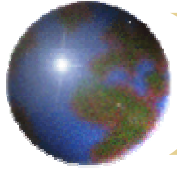
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What is addressed?

- We identify issues which arise from the management of people, as 'resources on projects', in a Design Office.
- We put forward recommendations for the resolution of the issues arising between the Resource/Design Manager and the Project Manager



Classification of the issues

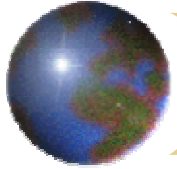
Global level issues

Those that will have to be addressed by Senior Management and which will identify the overall approach. These will give guidance and resolution to the issues arising.



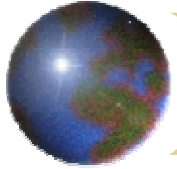
Local level issues

Those that have to be resolved by the Project and Resource Manager at project level.



Global level issues

- What are the benefits of resourcing the schedules?
- What is resourced in a schedule, cost of person-hours?
- Who is responsible for what (cost / person-hours)?
- How do you deal with contingency and who is responsible?
- How do we deal with managing conflict between Resource and Project Manager?
- Resource Management at Programme Level



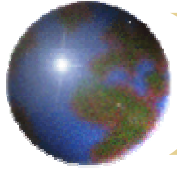
Local level issues

By Reiss G. 'Project Management Demystified'

- Resource Definition
- Resource Allocation
- Resource Aggregation
- Resource *Aggravation*
- Resource Levelling
- Resource Smoothing



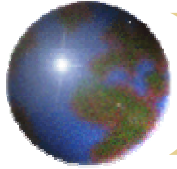
"Some of these issues are similar at Programme Management level"



Proposals/Recommendations - 1

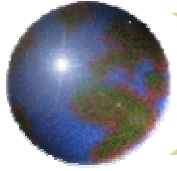
- Resourcing schedules, especially using a Company-wide common tool, is a win-win situation for all parties, the Project Manager, the Resource Manager and the Company.
- The preferred approach is to resource schedules with person-hours, however, this process needs to be linked closely with the estimating process, which happens very early and is usually based on average costs.
- The 'Project and Resource Manager interface' is conflict laden, therefore appropriate conflict management mechanisms must be set up at a Company wide level.





Proposals/Recommendations - 2

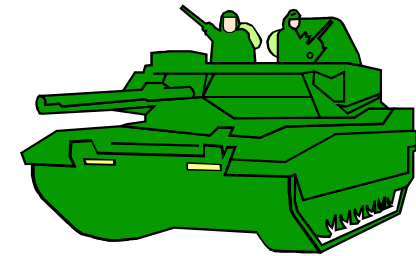
- Responsibility for the cost in projects lies with the PM, but responsibility for providing the required people (person-hours), with the appropriate level of skills, lies with the RM.
- Responsibility for the cost of the person-hours contingency lies with the PM, however, the only person capable to identify the level is the RM. To avoid conflict, this interface should be managed through Risk Management workshops
- Programme level resource information can be easily created by using appropriate tools, techniques and structures



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Conclusion

It doesn't have to be :



When it can be :



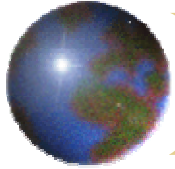
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edited by
J.P. Pantouvakis, Ph.D.