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

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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.
Conclusion

It doesn’t have to be:

When it can be:
Project Management in Greece: A Brief Perspective & Useful Information

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