

“WHO WORKS FOR WHOM, WHY AND HOW”: - A REVIEW OF RESOURCE AND PROJECT MANAGEMENT ISSUES IN A CLIENT ORGANISATION.

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1. INTRODUCTION

Resource Management is a conflict-laden process especially in a Client organisation where a number of Design Engineers are employed to support projects from inception to design and construction. Newbold R.C. [1] gives a list (see table below) of ‘What we want’ and ‘What we do to get it’ in Project Management.

What we want	What We Do
1. Make projects on time	1. Try to make tasks on time
2. Produce more projects	2. Try to make people more efficient
3. Shrink project times	3. Try to shrink task times
4. Projects are within budget	4. Detailed Risk Analysis
5. Customer Satisfaction	5. Make more detailed specifications

In an extensive review of human resource management, leadership theories and employment modes, [2] suggest that certain leadership styles are more likely to be effective in managing workers in some employment modes than others. A number of authors [3, 4, 5, 6] also review the effect of leadership and describe how different employee groups have different characteristics and expectations.

This paper builds on current knowledge and extensive practical experience with Client organisations. It will also put forward for consideration a number of recommendations, which have been tested in a real environment, covering the process of ‘human’ Resource Management as well as the responsibilities of the two main players - the Resource Manager and Project Manager. It will also highlight the benefits to the Company and furthermore the reasons for a Company wide approach to Resource Management. However, it should always be borne in mind that every Company has its own character, history and a above all a large number of individuals that create the character of the organisation.

Human Resource Management, in the project world and in particular in a Client’s Design office, is a conflict-laden process, which in many cases is amplified with the incomplete introduction of matrix management/organisation [7]. Without going into the details on the Resource Manager’s job description it will have to be agreed that the post is mainly responsible for (from the ‘What We Do’ list above):

- Dealing with items 1 and 2,
- Taking appropriate action(s) for item 3, as and when required, and
- The Quality of the output

This paper will identify and describe what the issues are, and then put forward detailed points for discussion regarding Resource Management. For a better understanding and analysis, issues will be divided into global and local.

By global we mean Company level, where Senior Management will have to choose the appropriate overall approach, guidance and resolution of the issues arising.

By local issues we mean those that can/have to be resolved by the Human Resource Manager (hereafter called Resource Manager). G.Reiss [8] has described in detail the mechanics of resourcing in terms of resource allocation, aggregation, ‘aggravation’, levelling, smoothing, etc. and therefore this will not be expanded in this paper.