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**PROJECT SCHEDULE AND RESOURCE PLANNING PROCESS**

VERSION dd/mm/yy

Document Owner & Maintainer: ????????????

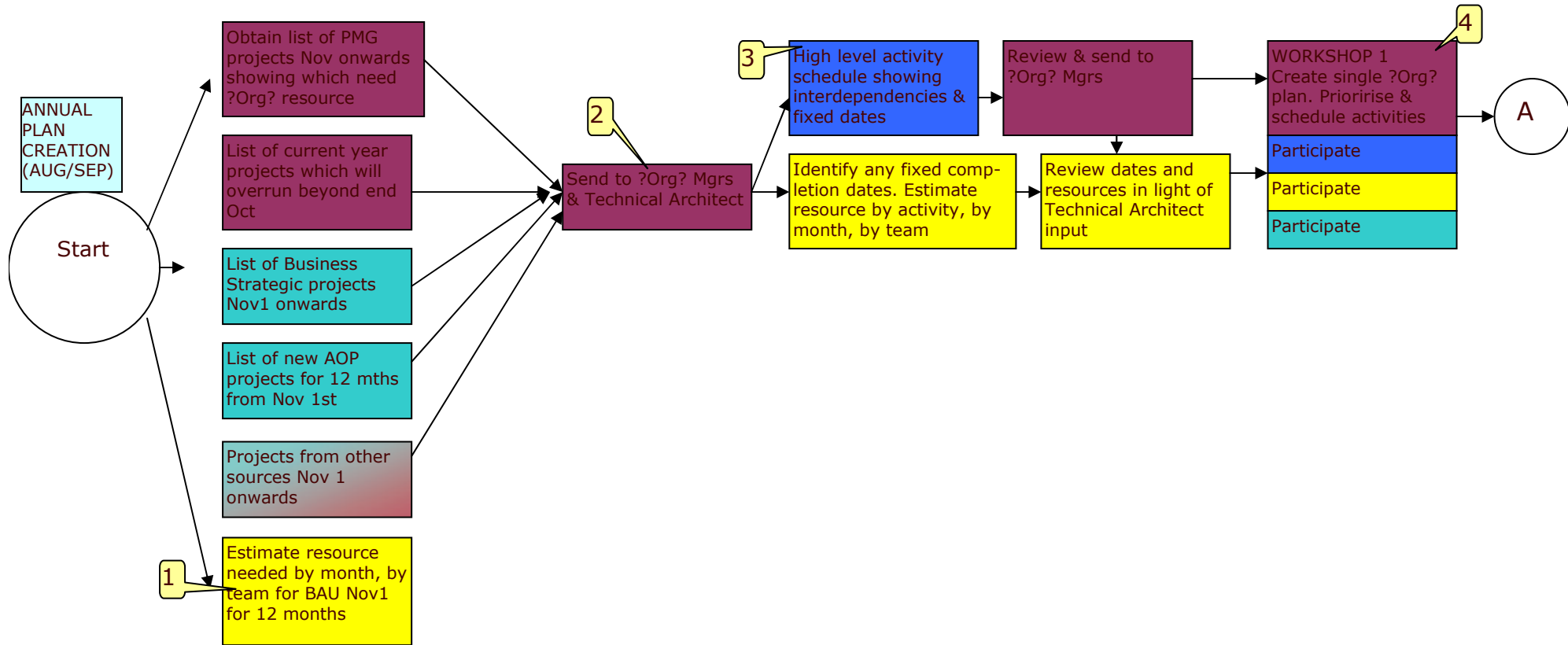
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This document describes the process to be followed for annual resource planning for the ?Organisation? organisation.

The process is owned by the ?Organisation? Manager and administered by the ?Organisation? Project & Portfolio Manager.

# PROCESS FLOW DIAGRAM

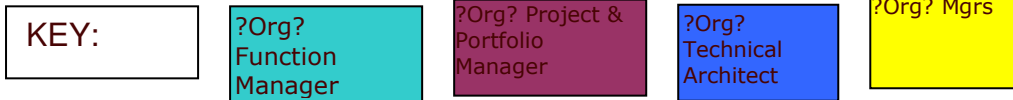
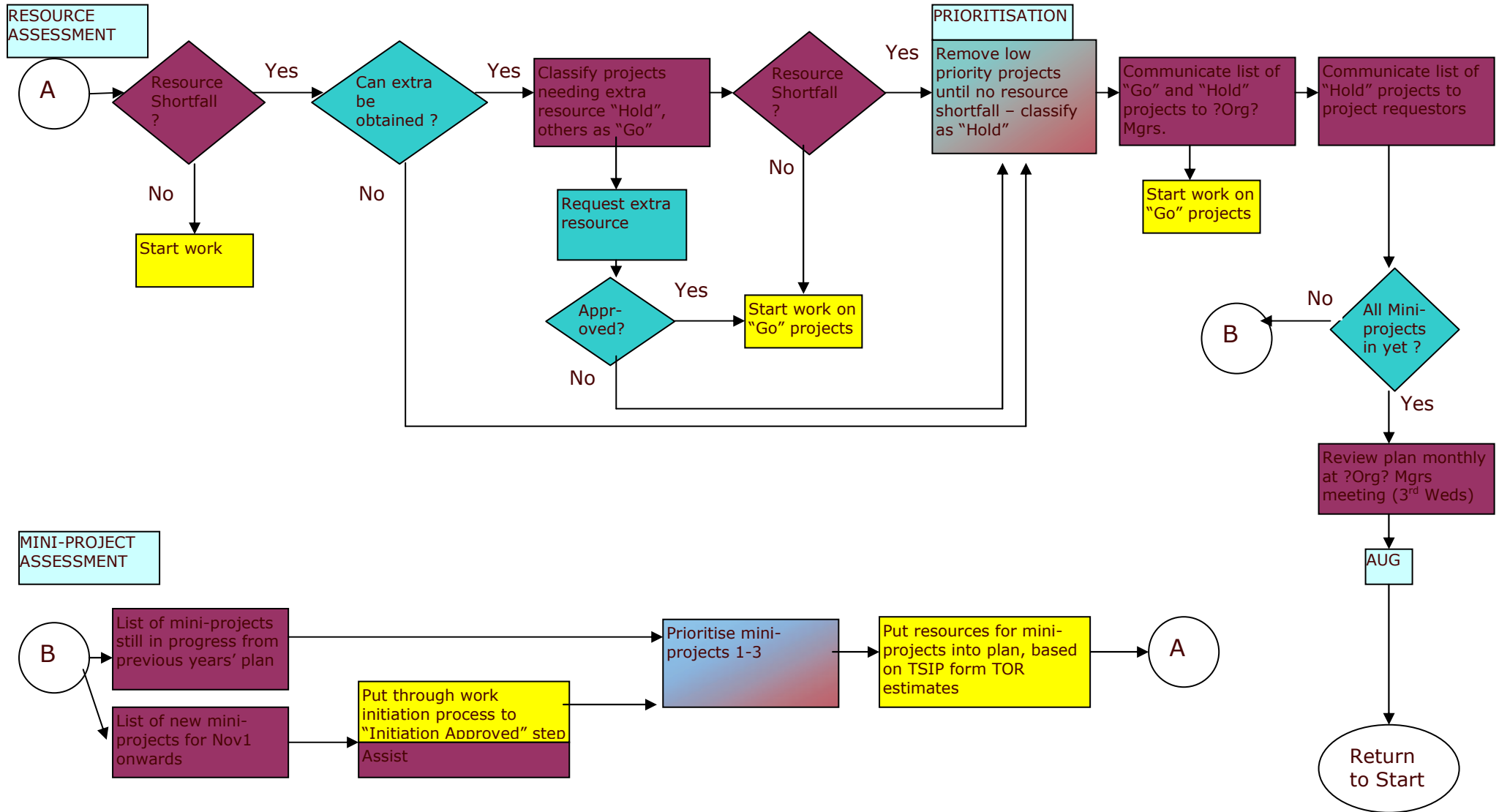


**Notes:**

1. See APPENDIX A for definitions.
2. See APPENDIX A for sample text for guidance to Managers, including resource definitions.
3. Sample spreadsheet ?Org? 0708 Project Schedule resource plan.xls in W:\?Organisation?\Managers\Planning directory
4. See APPENDIX B for agenda.

**KEY:**

?Org? Function Manager	?Org? Project & Portfolio Manager	?Org? Technical Architect	?Org? Mgrs
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# PROCESS DESCRIPTION

## ANNUAL PLAN CREATION

In this phase of the process, all the significant (typically more than 4 person weeks of work) work items for the year ahead are identified, prioritised, resource-estimated, and high priority items scheduled. Resource overbookings and moveable projects are identified.

1. The process starts in August/September annually with the creation of the new plan for the 12 months starting November 1<sup>st</sup>.
2. The ?Organisation? (?Org?) Project & Portfolio Manager obtains the following inputs:
  - List of PMG projects from November onwards, showing which will need ?Org? resource, from Business Services Business Analysis project management group.
  - List of previous year (Nov-Oct) ?Organisation? projects (typically more than 4 person weeks of work) which will overrun beyond the end of October (from the resource planning tool e.g. Retain).
  - Details of any projects from other sources e.g. Facilities.
3. The ?Org? Function Manager obtains the following inputs:
  - List of Business Strategic projects from Nov 1 onwards (i.e. major projects driven from the top of the business).
  - List of new ?Organisation? projects (typically more than 4 person weeks of work) for Nov 1 onwards.
  - Details of any projects from other sources e.g. Facilities.
4. The Project & Portfolio Manager schedules a date for a planning workshop, an all day event, involving:
  - The Project & Portfolio Manager (Chair) and/or facilitator
  - The ?Org? Function Manager (Sponsor)
  - ?Org? team Managers
  - ?Org? Technical Architect(s)
5. The ?Org? Project & Portfolio Manager sends all the above inputs to the Technical Services team and Function Managers and Technical Architect(s) with instructions on how to prepare for the workshop (see Appendix A).
6. ?Org? team Managers estimate the resource needed by month, by team, to carry out “BAU” activities (definition in Appendix A).
7. The Technical Architect may be asked to create a high level block plan for any Business Strategic projects, showing
  - work items of 4-6 weeks’ duration
  - roughly when they are scheduled to occur
  - which dates are fixed and which are flexible
  - interdependencies between work items

This may be done in an excel spreadsheet or alternative tool e.g. Retain, or Microsoft Project linked by Enterprise Project Manager. An example of an excel spreadsheet which will work is in

[File location](#)

8. The Project & Portfolio Manager reviews the Tech Architect output and distributes to workshop attendees.

9. Workshop attendees review the list of projects and any block plan produced and
  - a. Identify any projects/activities with fixed dates (i.e. must be done on/before a specific date for business/risk reasons).
  - b. Estimate resource needed by project/activity, by month, by team.

10. The Project & Portfolio Manager chairs WORKSHOP1, in which the agenda and process in Appendix B is followed.

Note that prioritisation may be done after the workshop, and in some cases is more efficiently done this way, by the ?Org? Function Manager alone. It may also therefore be appropriate to leave scheduling of “floating” projects until prioritisation is complete.

11. Priority definitions (the ?Org? Function Manager is the final arbiter of priority):

Priority 1 : Must Do

- Executives have defined this as top priority or
- a significant business risk will be mitigated by doing this or
- a significant service or process problem will be fixed by doing this or
- a large cost will be saved by doing this.

Priority 2: Will become a Must Do over time

- Executives have decided this should be done or
- a medium-level business risk will be mitigated by doing this or
- a medium-level service or process problem will be fixed by doing this or
- a medium cost will be saved by doing this.

Priority 3: Should Do

- Function leaders or below have decided this should be done or
- a small business risk will be mitigated by doing this or
- a minor service or process problem will be fixed by doing this or
- a small cost will be saved by doing this or
- it will be nice to have.

12. The output from this is a representation of all the projects (typically more than 4 person weeks of work), prioritised, and at least for priority 1 and 2 projects, scheduled. This representation must show team by team resource requirements, by month. Therefore it will be possible to identify any overbooking of resource, and which projects are moveable to mitigate the overbooking. It must also show how much effort is required for the unscheduled projects, and compare the total of schedule and unscheduled work required, to the planned ?Org? resources for the plan year ahead.

The Project & Portfolio Manager is expected to produce and administer this output on behalf of the ?Org? Function Manager.

At a date following the planning workshop (could be after inclusion of other mini-projects), this original list of projects must be classified into mini or major, for later tracking purposes, using the criteria defined in the ?Org? Work Initiation Process.

## **RESOURCE ASSESSMENT**

This phase of the process starts at mark A on the process flow diagram, and addresses any resource shortfall in the plan by identifying any additional sources of resource funding.

1. The ?Org? Project & Portfolio Manager uses the Workshop1 output to identify whether there is a resource shortfall in the ?Org? organisation for the plan year ahead, and if possible, when shortfalls occur, and their size.

At the time of writing, the plan is administered using the Retain resource management tool, which can be started by running

Exec name & location

and opening the file

[file](#) location

2. Any projects which were scheduled in the workshop but which have moveable dates, can be rescheduled at this stage to mitigate any short term resource shortfalls e.g. in one or two specific months.
3. In any case, if there is spare resource over the *first 3 months* of the plan, any priority 2 or 3 projects not scheduled can be scheduled by the Project & Portfolio Manager and ?Org? Function Manager at this stage.
4. **If there is no resource shortfall** the ?Org? team Managers are instructed to start work on projects which are scheduled for the first 3 months of the plan.
5. The plan is stored centrally and the process resumes at the Prioritisation phase, step 5 (next page).
6. **If there is a resource shortfall**, the ?Org? Function Manager identifies whether any project has additional funding for hiring. This project(s) is put on hold whilst the ?Org? Function Manager requests additional resource.

Alternatively a general case for hiring can be put to the ?Org? Function Manager, using the planning output as supporting data.

7. The Project & Portfolio Manager instructs the ?Org? team Managers to start work on projects which are scheduled and *not on hold*, for the first 3 months of the plan.
8. If **additional funding is provided** for the “held” project(s), and the Project & Portfolio Manager assesses that this resolves the resource shortfall, the Project & Portfolio Manager instructs the ?Org? team Managers to start work on it/them.
9. If **additional funding is not provided and/or there are no projects with additional funding**, then the process proceeds to the Prioritisation stage (next page).

## **PRIORITISATION**

In this phase, resource shortfalls are addressed by removing low priority projects from the plan.

1. Following any requests for additional funding for resource, the Project & Portfolio Manager assesses whether or not there is still a resource shortfall.
2. **If there is still a resource shortfall**, the Project & Portfolio Manager and ?Org? Function Manager work together to remove low priority projects from, and reschedule moveable projects in the plan until the resource shortfall is addressed.

At this stage, a general case for hiring can be put to the ?Org? Function Manager, using the planning output as supporting data.

3. The Project & Portfolio Manager communicates to the ?Org? team Managers the projects which have been removed from the plan, updates the planning tool, and advises the ?Org? team Managers to start work on the scheduled projects which have not been removed.
4. The Project & Portfolio Manager informs requestors of removed projects that they are not in plan. Any issues will be resolved by usual business negotiation and escalation methods.
5. If all **“mini-projects” have not yet been included** in the plan (i.e. work items more than 5 and less than 40 person days or involving more than 1 ?Org? team), the process resumes at the Mini-project assessment phase (next page).
6. If all **“mini-projects” have already been included** in the plan using the Mini-project assessment phase of the process, the plan is reviewed monthly at the ?Org? Managers' meeting (3<sup>rd</sup> Wednesday of each month) and the following checks are carried out:
  - Ensure no unapproved work is in progress and if it is, put it through the ?Org? Work Initiation Process;
  - Review for projects completed and update the plan to mark them complete;
  - Review priorities of unscheduled and not started projects and change if necessary;
  - Preview the plan for projects due to start in the next month and adjust schedule if needed based on the reality of work progress to date;
  - Review any unscheduled projects and schedule if resource is available in next 3-6 months.
7. If the plan changes significantly during the year, e.g. if business priorities change and new major projects are initiated, the process may be restarted from the beginning to ensure a truly representative plan is in place. Otherwise, monthly reviews should be sufficient if carried out diligently.
8. During the August/September towards the end of the plan year, the process must be started again to plan for the following 12 months from November 1<sup>st</sup>.

## **MINI-PROJECT ASSESSMENT**

In this phase, “mini-projects” are assessed for inclusion in the plan. i.e. those pieces of work less than the original 4 weeks/20 days specified for the workshop. This split is done in order to make the process manageable.

1. The Project & Portfolio Manager extracts a list of mini-projects still in progress, from the previous years’ plan (stored in the resource planning tool), not already included in the new plan.
2. The Project & Portfolio Manager obtains from the ?Org? Managers a list of new mini-projects for assessment for the new year plan, each one of which must have an initial Lead Manager defined.
3. ?Org? Managers take the *new* mini-projects for which they are Lead Manager, through the ?Org? Work Initiation process up to the “Initiation Approved” step. The Project & Portfolio Manager assists with this to streamline the bulk nature of this activity. This will include entering project details into the resource planning tool.
4. The ?Org? Function Manager and Project & Portfolio Manager prioritise the approved new mini-projects together with those which overran from the previous years’ plan. The output is a new list of approved, prioritised mini-projects for the coming year.
5. The Lead ?Org? Managers for each approved mini-project schedule resources into the plan at dates which fit with their teams’ existing commitments.
6. The process returns to the beginning of the Resource Assessment phase (page 6).

## **APPENDIX A**

### **Sample text of guidance to Managers, including resource type definitions.**

Here is the information I promised about preparation needed for ?????? Project and Resource planning workshop, with some background.

[If you're short of time, just go to the blue part.](#)

If you have any questions please do not hesitate to talk to me and I will try to clarify.

#### **What we are aiming to produce:**

Stage 1:

A high level "block" plan which shows the big chunks of work (typically more than 3-4 weeks duration) on a calendar starting Oct07 thru' Dec08.

We will show only the work needed from ?Org?.

We will show only the work needed for the projects listed in the "what you need to do" (blue) section below (Mini projects will come later).

We will understand the linkages between work blocks i.e. pre-requisites and dependencies.

Stage 2:

Understand which teams will need to put resource in for each work block.

If time, estimate the amount of resource for each team, needed for each work block

The benefit is to have a clearer picture of the plan for next year, and to enable us to identify any shortfall of resource (especially for Ignite), and how much resource is available for mini-projects (if any). If you want to get a visual idea of what we will produce, let me know and I'll show you.

#### **The process we will use in the workshop:**

1. ???????? (Technical Architect) will bring to the workshop (we will make it available in advance if possible) a starting plan which will show the (strategic projects) work chunks, and any other projects (e.g. on ??????'s AOP list) which are pre-requisites to them. He will identify interdependencies and hopefully do a first pass at showing which teams need to be involved.

2. In the workshop we will all review what the Technical Architect has done and refine it if necessary, then.
3. Add in any projects which have fixed dates, from the lists we have as inputs (see blue section below).
4. Add any remaining projects from the input lists.
5. Identify which teams need to be involved in which work item, and the approximate resource needed at team level.
6. We will add in a line called "BAU" for other major calls on the resources from these teams, which will include:

- Work driven by Tickets.
- Service "BAU" maintenance/housekeeping activities (usually less than 5 days effort, and/or done routinely e.g. backups, change meetings, regular customer reviews, CAP update).
- Other admin e.g. holidays, 1-2-1 meetings Manager/employee, team meetings, sickness.

#### What you need to do before Oct 15th:

Review the following lists of projects:

- ???'s 07/08 AOP list (07\_08 Initiatives v1.xls attached)
- Overruns from the 06/07 AOP list (Sheet 2 of the 07\_08 initiatives file, which I have modified based on input from ?Org? Project Managers)
- PMG list (Activity Plan 0708.ppt attached and a version showing which projects involve ?Org? has been requested)
- The Facilities project Comms Room AC Upgrade 2007/8 (For this I have a hardcopy high level schedule. The objective is "to establish cooling contingency level within comms room, this will form a specification for replacement of current backup Liebert AC units". Apparently we will need to be involved at the start of this project to establish our requirements for cooling. If you need a copy of this please let me know and I'll get it to you.)

then, for the projects about which you know something:

- a) assess whether the item has a fixed end date or moveable end date, then if it is fixed, note when you think it needs to be done by, and how long (elapsed time) it might take;
- b) assess which of the teams may need to be involved, using this definition;  
List of teams & who owns them
- c) for your own team(s) as per the list above, estimate the total resource by team, needed for each work item.
- d) make a rough estimate, by month from Oct07 to Dec08 of the total resource by team needed in the "BAU" category defined in 6. above.

Bring all this with you to the workshop and we will consolidate the ?Org? view using an excel template which the Tech Architect and I are creating.

- e) Finally, if there is any project of which you are aware, which will take more than 20 person days of effort from ?Org?, which does not appear in the lists above, please let me have the details asap so that I can review it with the Function Manager and include it in the process if appropriate.

# APPENDIX B

## Sample Workshop 1 Agenda

### RESOURCE PLANNING WORKSHOP: AGENDA & PROCESS

1. Organisation Manager: Introduction, what we want to achieve and reasons why.
2. Technical Architect: outline the input he has provided for Strategic Projects and ask any questions about what each work block actually involves.
3. Chair: Reiterate what we want to achieve:
  - Place all grey blocks so we know when work will be done.
  - Prioritise projects in case of resource shortfall.
  - Estimate the resource needed by team, by month, for each work block (grey and orange i.e. fixed or moveable).
  - In order to show how much resource is needed in total (before mini-projects).
  - Any questions ?
4. Breaks:  
11:15 break; 12:30-13:15 lunch; 14:30 break; 15:45 break; 17:00 Close
5. Start the process:
  1. Go down the list of projects and for each one, ask:
    - Does this have a fixed date ??
    - If so, try to place it with a grey block.
  2. Are there any projects missing ? (>20 person days)
    - Add them and decide if they have fixed dates also, and place a grey block.
  3. Should any new implementations have an “ongoing support” block which is not already shown ? Place it.
  4. For all these fixed date projects, and the “BAU” categories
    - How much resource, by team, per month, is needed ?
  5. For the “floating” projects:
    - How long will it take ?
    - Place a new orange block as yet undated, showing the duration.
  6. Should any new “floating” project implementations have an “ongoing support” block which is not already shown ? Place it.
  7. For all the “floating” projects
    - How much resource, by team, per month, is needed ?
  8. Prioritise all the projects 1/2/3 where 1 = High
  9. Schedule the priority 1 “floating” projects
  10. Repeat for priority 2 and 3 if time
  11. Did we miss anything ? Is any person/resource currently in the organisation not taken into account here ?
  12. Next Steps (Chair)