RESOURCE MANAGEMENT

Joe Pusz, PMO Joe

The PMO Squad

Nov 13, 2020

Meet PMO Joe

- Former Wichita resident and Cessna employee.

- FOUNDER & CEO of THE PMO SQUAD, Phoenix based PM and PMO consulting firm supporting clients locally and across the US.

- Managing Director Global PMO Survey and Judge Global PMO of the Year Awards for the PMO Global Alliance.

- HOST of PROJECT MANAGEMENT OFFICE HOURS.

- CO-FOUNDER of VPMMA, Veteran Project Manager Mentoring Alliance.

- Author of the Purpose Driven PMO™ training program geared to help PMO Leaders drive successful PMOs.

- 20+ years of experience in Project Management and PMOs as a Consultant, Practitioner, Training, Coach, Speaker and Author.
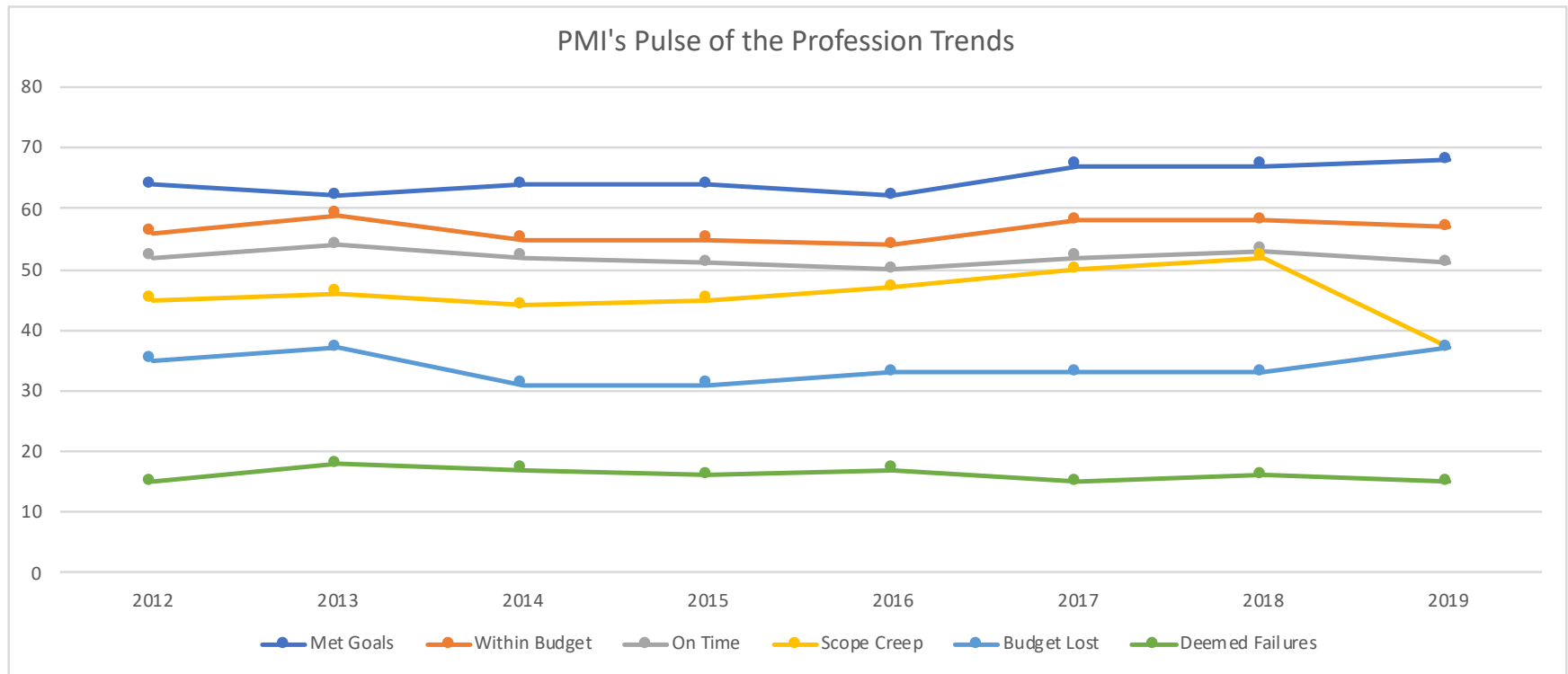
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What is Resource Management

Resource Management –

Planning and Utilizing People to Deliver the Project Portfolio.

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How are we doing?

Project Management has flat-lined!

How are we doing?

- PMO Global Leadership Survey

What are PMO Primary Responsibilities?	
Report Project and PMO Performance	78%
Provide Governance of PMO processes	75%
Portfolio Management processes	60%
Provide Project Management Training	47%
Provide PMs for all projects	44%
Resource Management processes	36%
Provide PMs for just high priority projects	26%
Other	11%

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How are we doing?

- Key Challenges your PMO faces

  50% - Alignment to Organizational Strategy

  46% - Improving Value Delivery

  44% - Resource Management

  43% - Utilization of Tools

- PMO Global Leadership Survey

Topic	1	2	3	4	5
Resource Management Maturity	16%	27%	25%	25%	8%
Resource Management Capability	9%	26%	25%	28%	13%

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PMO success determined by...

- PMO Global Leadership Survey

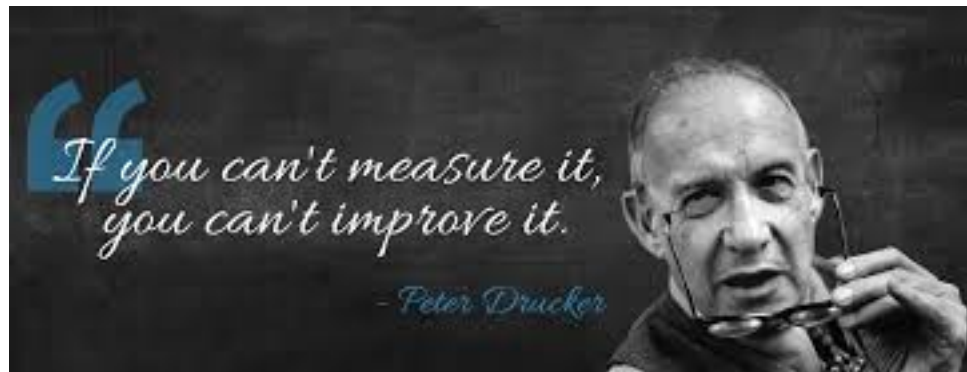| PMO success criteria?	
Customer Satisfaction	66%
Projects on Time	64%
Projects on Budget	60%
Executive Leader Satisfaction	55%
Compliance to PMO Process	50%
Business Case Realization	48%
Project ROI	42%

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What does the data tell us?

1. We think we are good at Resource Management but it's also one of our biggest challenges.

2. We don't see Resource Management as our responsibility so it must be up to someone else to figure it out.

3. We don't consider Resource Management as a measure of PMO success.

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Why Data is Important?

Effort
- Estimates
- Capability

Time
- Estimates
- Availability

Cost
- Estimates
- Actuals

If you can't measure it, you can't improve it. — Peter Drucker

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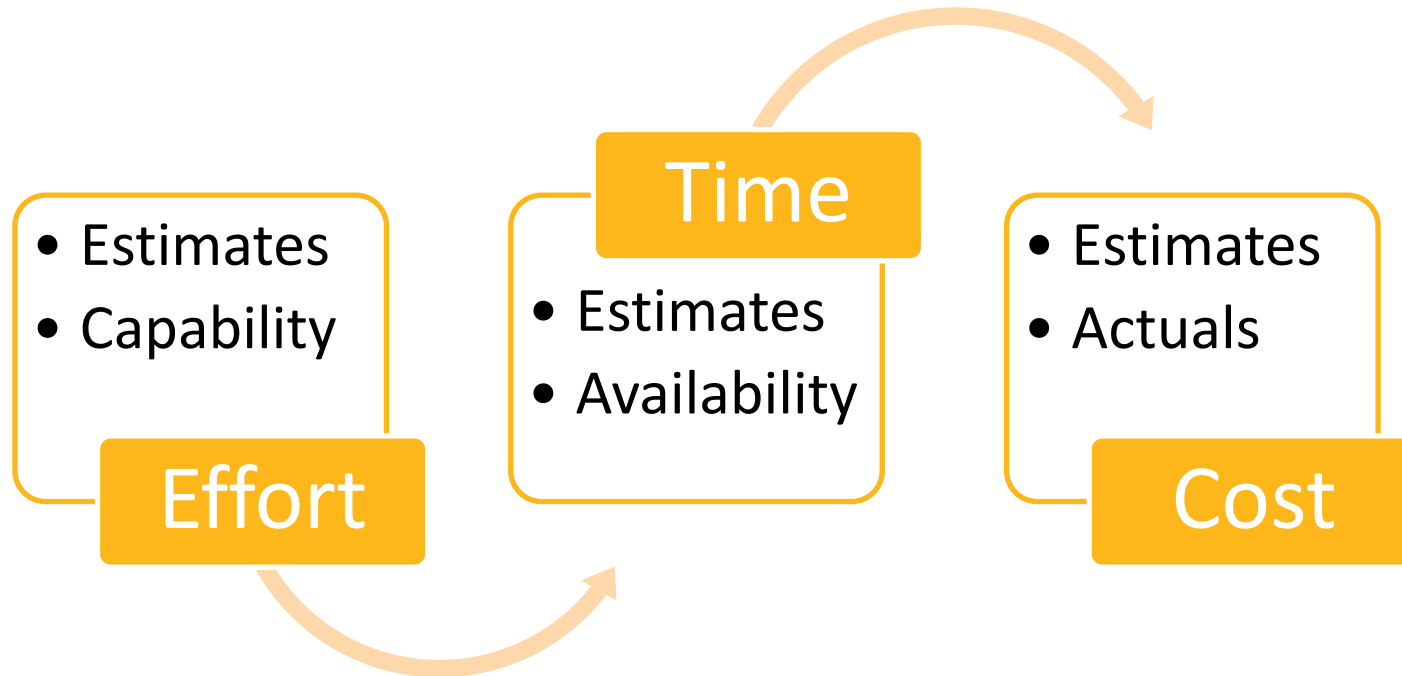
Investment Management

- PMI Pulse of the Profession

  10% – 12% Project $$ Wasted

  ~15% Projects deemed failures

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Integrated Delivery Processes

- Customers
- Competition
- Stakeholders

Strategic Planning

Portfolio Management

- Compliance
- ROI
- Operations

- Availability
- Capability
- Execution

Project Management

IDEATION & PLANNING

INVESTMENT MANAGEMENT

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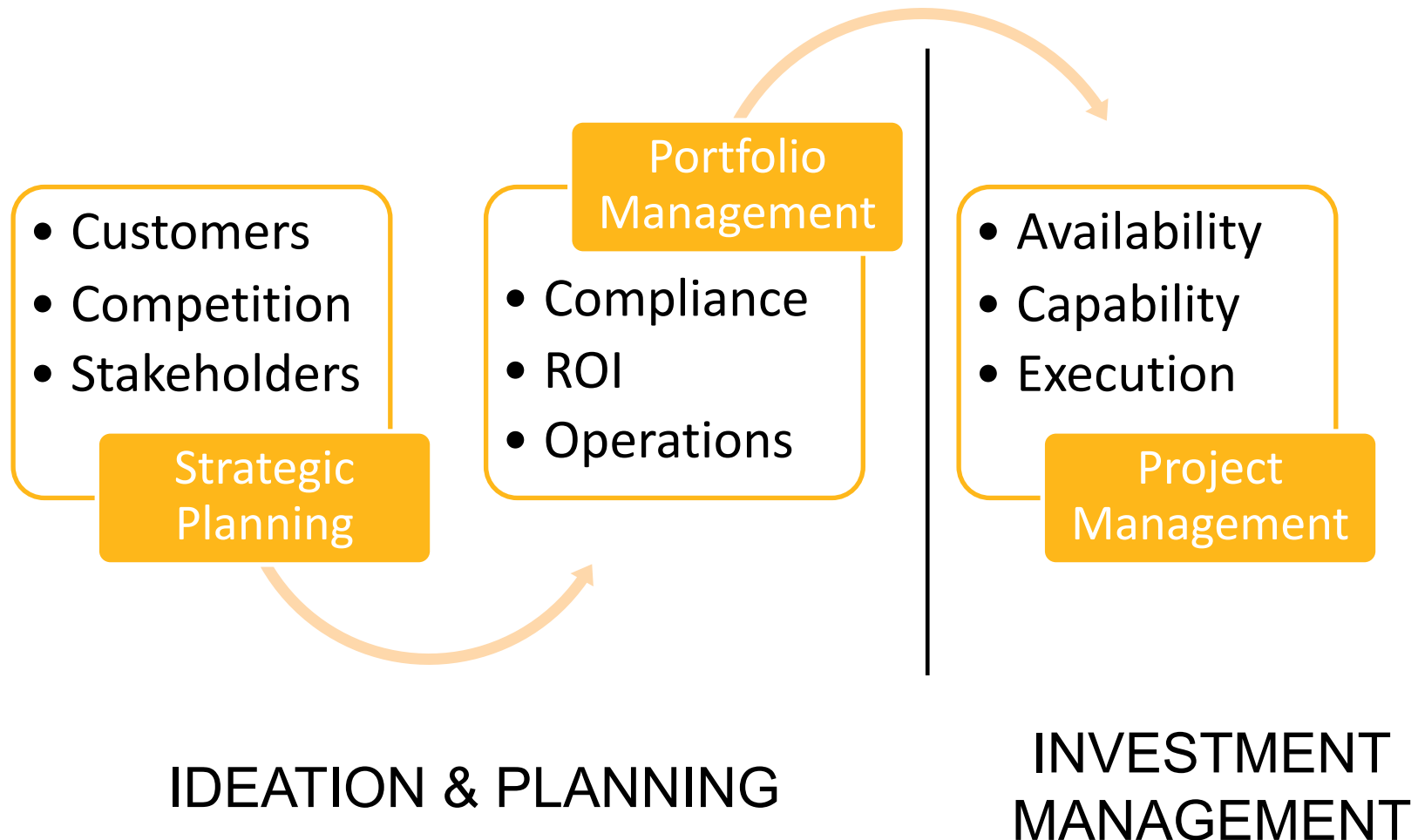
Integrated Delivery Processes

- Availability
- Capability
- Execution

Project Management

+

Limitations
- Money
- Time
- Oversight
- Resource Count
- Resource Skill

=

PRIORITIZATION!
and
(Resource Management)

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People drive results!

Customers → Organization → Strategy → Portfolio

PEOPLE

PMO Leader → Project Manager → Project Team → Project Success

Tool review!

Summary View	J-21	F-21	M-21	A-21	M-21	J-21	J-21	A-21	S-21	O-21	N-21	D-21	J-22	F-22	M-22	A-22	M-22	J-22	J-22	A-22	S-22	O-22	N-22	D-22
Business Analyst	4.17	4.28	4.23	4.22	3.97	3.95	3.81	3.06	3.37	3.98	4.37	4.46	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50
Digital PM	1.20	1.44	1.42	1.42	1.41	1.42	1.38	1.21	1.27	1.41	1.44	1.40	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Product Owner	0.50	0.48	0.45	0.45	0.42	0.42	0.38	0.14	0.22	0.42	0.34	0.42	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
hybris Developer	6.30	5.30	4.93	4.63	5.43	5.84	5.64	4.66	5.34	6.17	6.53	6.82	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
QA Analyst	1.69	0.62	0.45	1.35	1.85	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Ops Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
CX PM	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Web Specialist	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Dev Lead	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Release Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FED Dev Lead	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FED Developer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
hybris Architect	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Visual Design Lead	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Visual Design Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
UX Lead	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
UX Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
QA Lead	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Ops Lead	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Open 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Open 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Open 5	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Open 7	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Open 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Open 6	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Open 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
All of DCOE	14.86	13.11	12.48	13.07	14.07	14.62	14.21	12.06	13.20	14.98	15.68	16.10	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50	16.50

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Veterans Support

- 240,000 Veterans transition out each year
- Leadership & PM training
- Culture of Success
- Lacking civilian skills

www.THEVPMMA.org

Resource Management
Breakout Session Questions

1. What new RM concepts did you learn?
2. What are your next steps to implement or improve your RM at your organization?
3. What were your breakout rooms' key take-away from this discussion on RM?

Select someone to debrief for 2 minutes on your breakout group's discussion when we come back in 20 minutes.