Power UP

Agile Implications for Resource Management

September 14, 2017

RMI is dedicated to the advancement of resource and workforce management thought leadership, best practices and standards, globally recognized credentials that certify resource and workforce management expertise, and tools and resources necessary for effective and efficient management of human capital intensive businesses.

The RMI will provide the RM community a vehicle to advance the discipline of RM, and further the interests of the people who make up the RM community and the companies they work for.

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What is Agile?

- It is a set of values and principles through which solutions to evolve through the collaborative effort of self-organizing cross functional teams

- Agile itself is an umbrella term for various agile methods that have been defined over the years

- Scrum (most popular), Kanban, Lean, XP, Crystal, DSDM…

What is Agile?

The objective of the approach is getting to the same end point: business value, but the path to getting there is different.
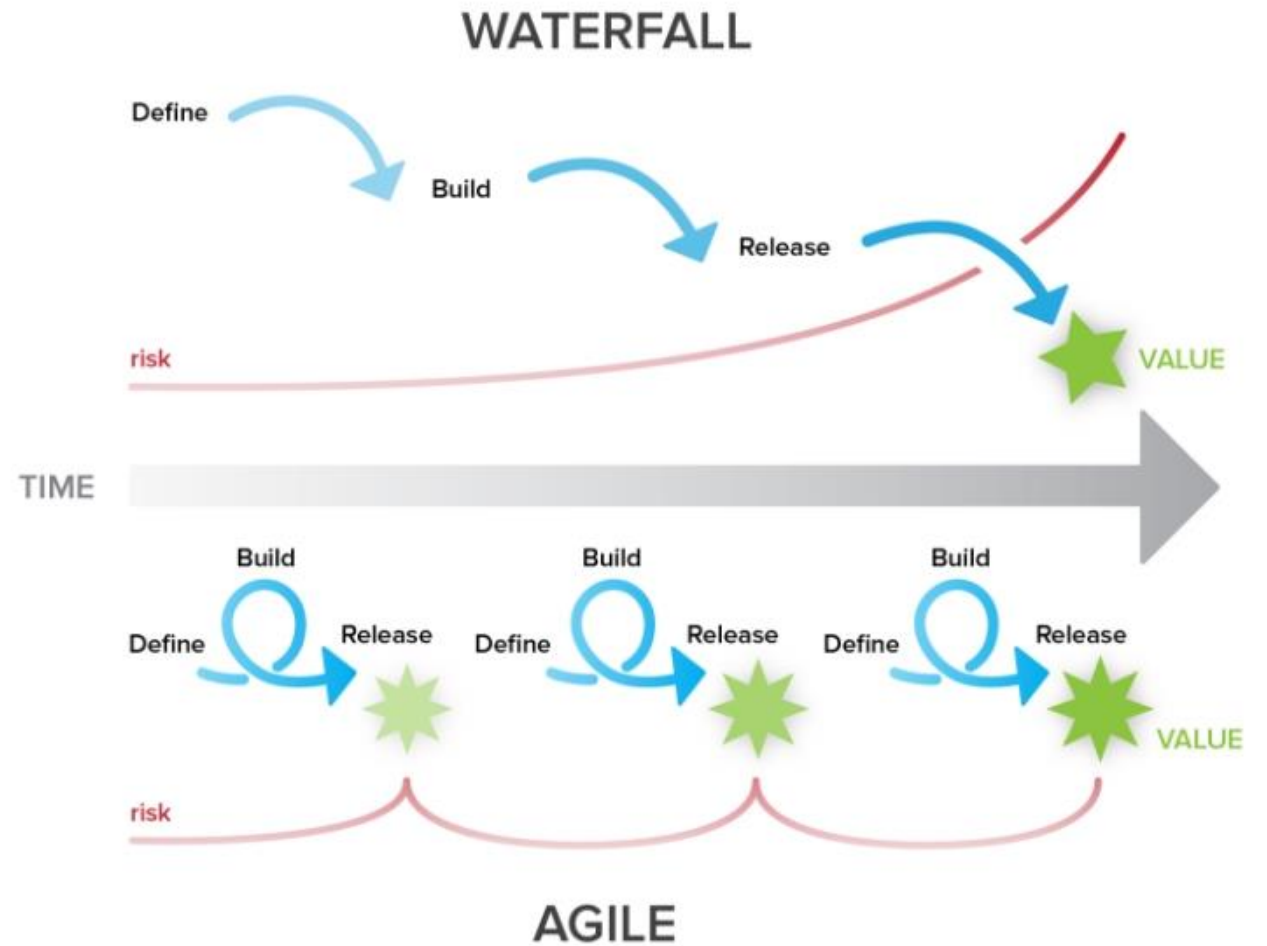
What Makes it Different?

- Product vs. Project

- Projects structured as a series of smaller iterations/sprints

- Resource allocations may be different

- Shorter, more dynamic planning cycle

- Black box work environment

An agile approach to delivery employs less rigorous planning, which provides resource managers with less insight and predictability around staff allocation and productivity.

Just-in-Time Resourcing®

Skills Inventory

Staffing

Forecasting

Sourcing & Develop-ment

Technology

Governance

GRM

Predictable and Effective Resource Management Requires Robust Process Support

Right Person, Right Place, Right Time!

Focus on RM Fundamentals

✓ Know your Supply

✓ Know your Demand

| DEMAND | → *Ensuring you have the right supply to meet the demand* ← | SUPPLY |
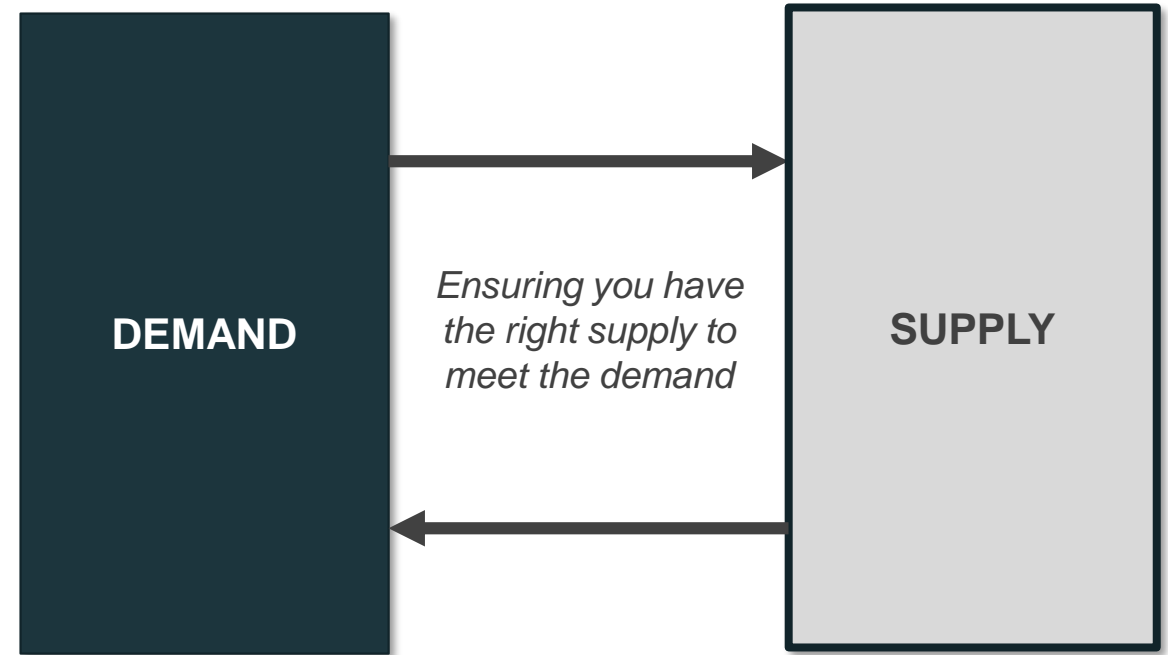
Do not let Supply dictate the Demand

Know your Supply

- Have a normalized, manageable set of roles and roles names

- A functioning and well-maintained skills database

- RM alignment and mapping: ensure you have proper RM coverage for every team

Maintain resource transparency

Know your Demand

- The solution (product) is the thing

- A project may serve many masters (customers, business owners)

- Forecasting more difficult. The objective is "directionally correct".
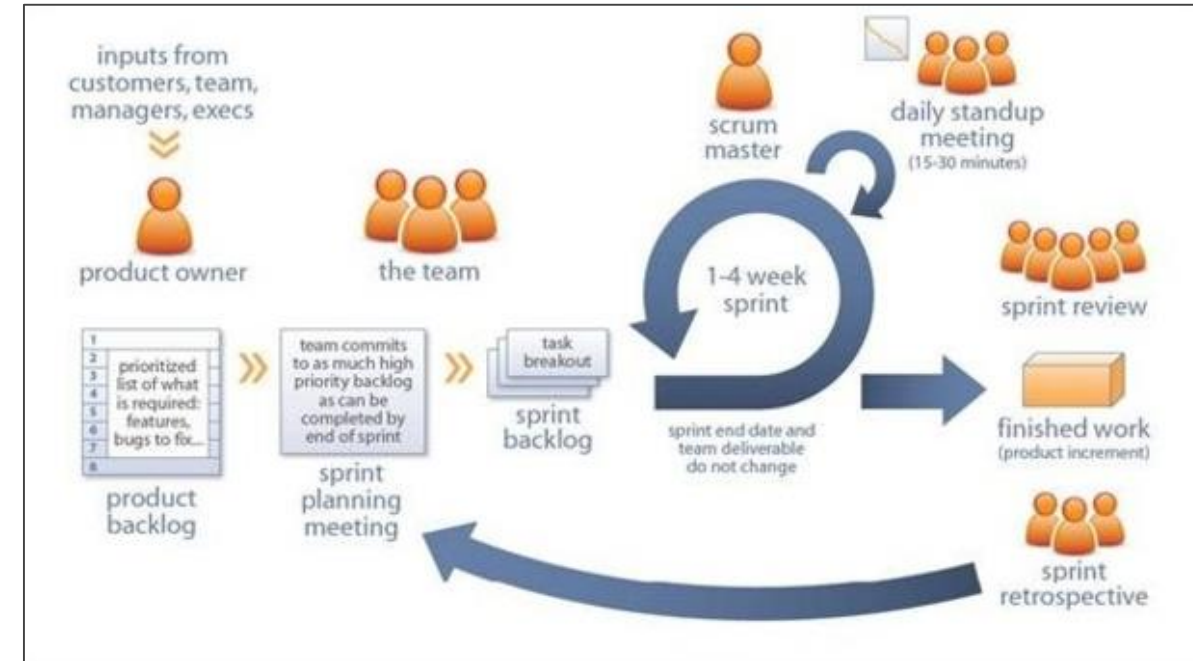
Remember, these are still Projects

Staffing Assignments

- Once you are open to defining demand differently, assignments are more manageable

- Govern that assignments hold and reduce switching

- Stability will support better capacity planning by role, skill or function

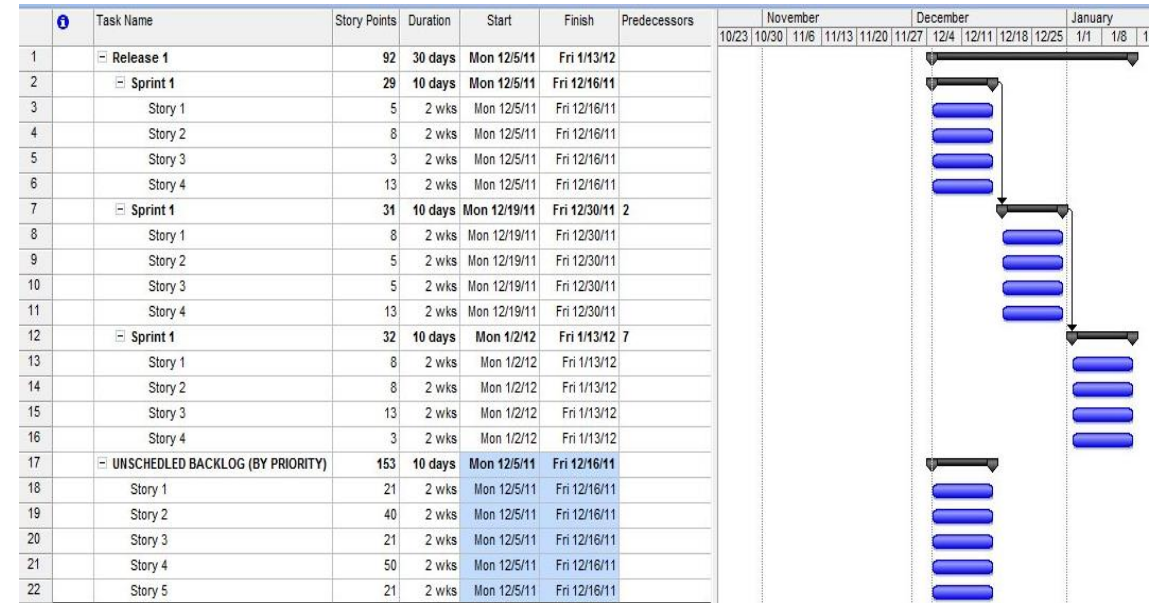|		Task Name	Story Points	Duration	Start	Finish	Predecessors
1		Release 1	92	30 days	Mon 12/5/11	Fri 1/13/12	
2		Sprint 1	29	10 days	Mon 12/5/11	Fri 12/16/11	
3		Story 1	5	2 wks	Mon 12/5/11	Fri 12/16/11	
4		Story 2	8	2 wks	Mon 12/5/11	Fri 12/16/11	
5		Story 3	3	2 wks	Mon 12/5/11	Fri 12/16/11	
6		Story 4	13	2 wks	Mon 12/5/11	Fri 12/16/11	
7		Sprint 1	31	10 days	Mon 12/19/11	Fri 12/30/11	2
8		Story 1	8	2 wks	Mon 12/19/11	Fri 12/30/11	
9		Story 2	5	2 wks	Mon 12/19/11	Fri 12/30/11	
10		Story 3	5	2 wks	Mon 12/19/11	Fri 12/30/11	
11		Story 4	13	2 wks	Mon 12/19/11	Fri 12/30/11	
12		Sprint 1	32	10 days	Mon 1/2/12	Fri 1/13/12	7
13		Story 1	8	2 wks	Mon 1/2/12	Fri 1/13/12	
14		Story 2	8	2 wks	Mon 1/2/12	Fri 1/13/12	
15		Story 3	13	2 wks	Mon 1/2/12	Fri 1/13/12	
16		Story 4	3	2 wks	Mon 1/2/12	Fri 1/13/12	
17		UNSCHEDLED BACKLOG (BY PRIORITY)	153	10 days	Mon 12/5/11	Fri 12/16/11	
18		Story 1	21	2 wks	Mon 12/5/11	Fri 12/16/11	
19		Story 2	40	2 wks	Mon 12/5/11	Fri 12/16/11	
20		Story 3	21	2 wks	Mon 12/5/11	Fri 12/16/11	
21		Story 4	50	2 wks	Mon 12/5/11	Fri 12/16/11	
22		Story 5	21	2 wks	Mon 12/5/11	Fri 12/16/11	

Conclusion

- Agile delivery methods are here to stay, and are expanding into other project based work

- While agile delivery does pose challenges for effective RM, it is doable

- Don't let delivery change the fundamentals of resource management

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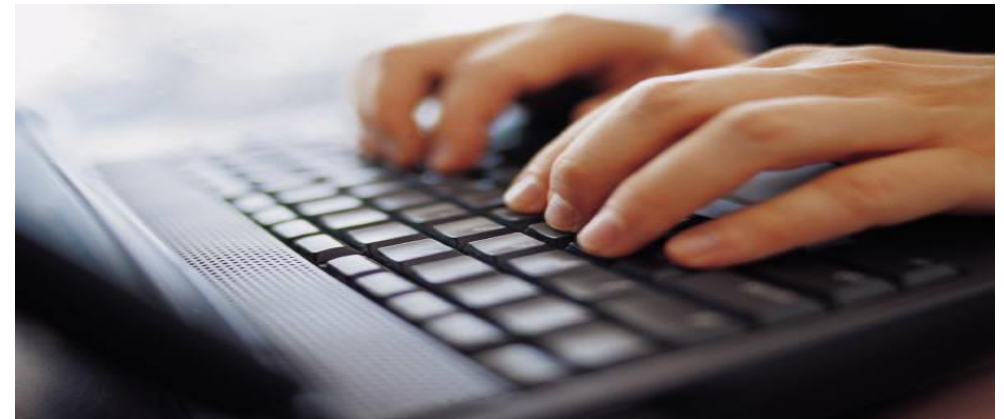# Next RMCP® Programs

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