



Power UP

Effective Metrics and Governance for the RMO

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We are helping companies via better resource management to achieve improvements in:

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- Resource utilization
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Effective Metrics and Governance for the RMO

“If you can’t measure it, you can’t improve it.”

Peter Drucker

Defining RM Governance and Metrics

Governance is the infrastructure and process to monitor and control all other Resource Management functions

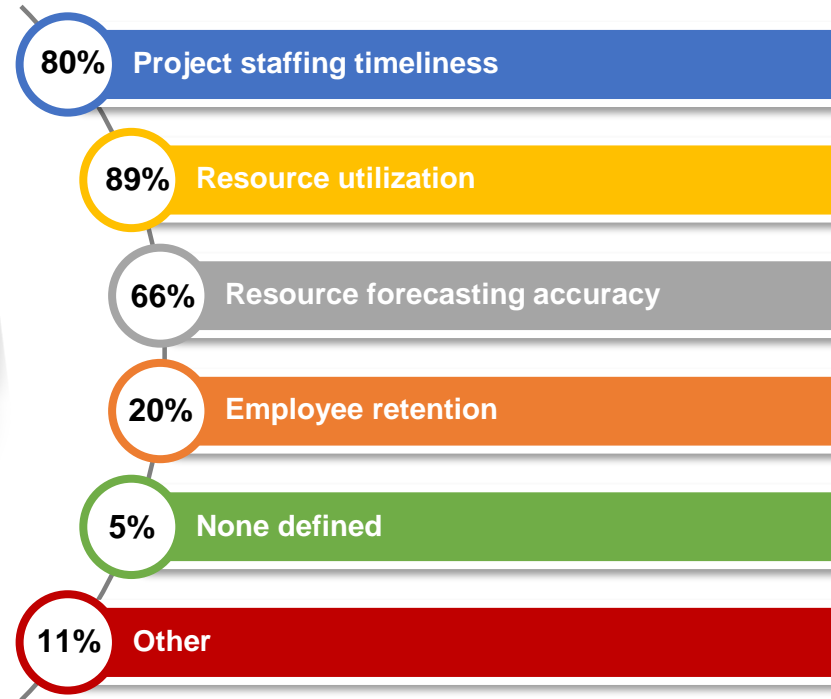
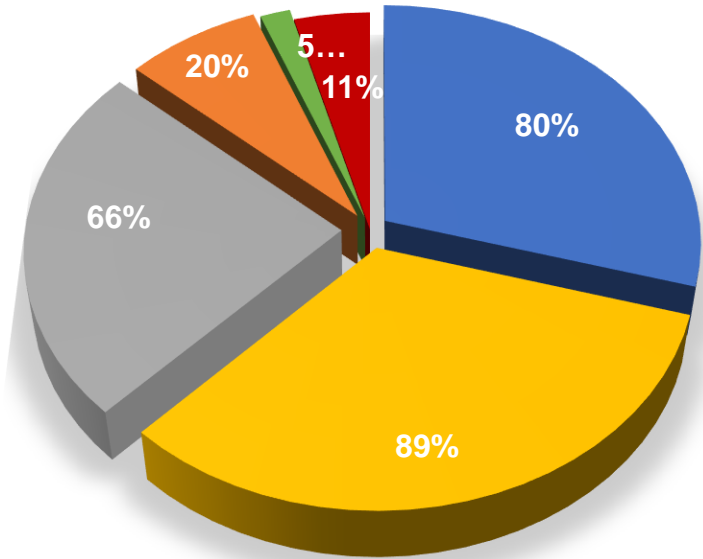
Metrics help the governing body (RMO) provide direction that is based on defined goals and an evaluation of metrics.

Developing RM performance metrics usually follows a process of:

1. Establishing critical RM processes to meet enterprise RM needs
2. Identifying specific, quantifiable and desirable outputs from RM process execution
3. Establishing targets against which results can be scored

From Recent RMI Research

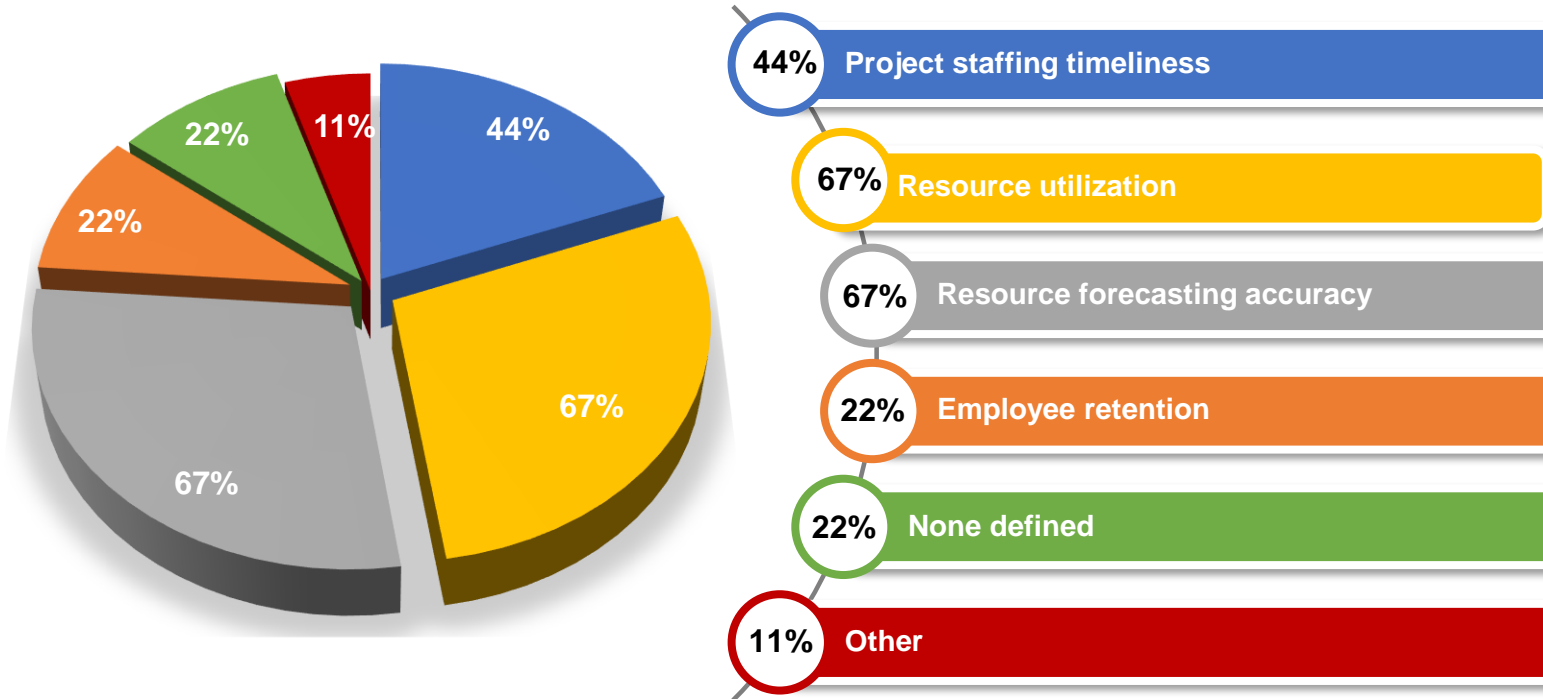
What are the primary success metrics of the RMO? (check all that apply) – PS/CS



RMI recommended best practice for metrics is to tie RM results to the things that matter: project performance, cost control, customer and employee satisfaction. Clearly more and more we are seeing RMOs with the right metrics that matter.

From Recent RMI Research

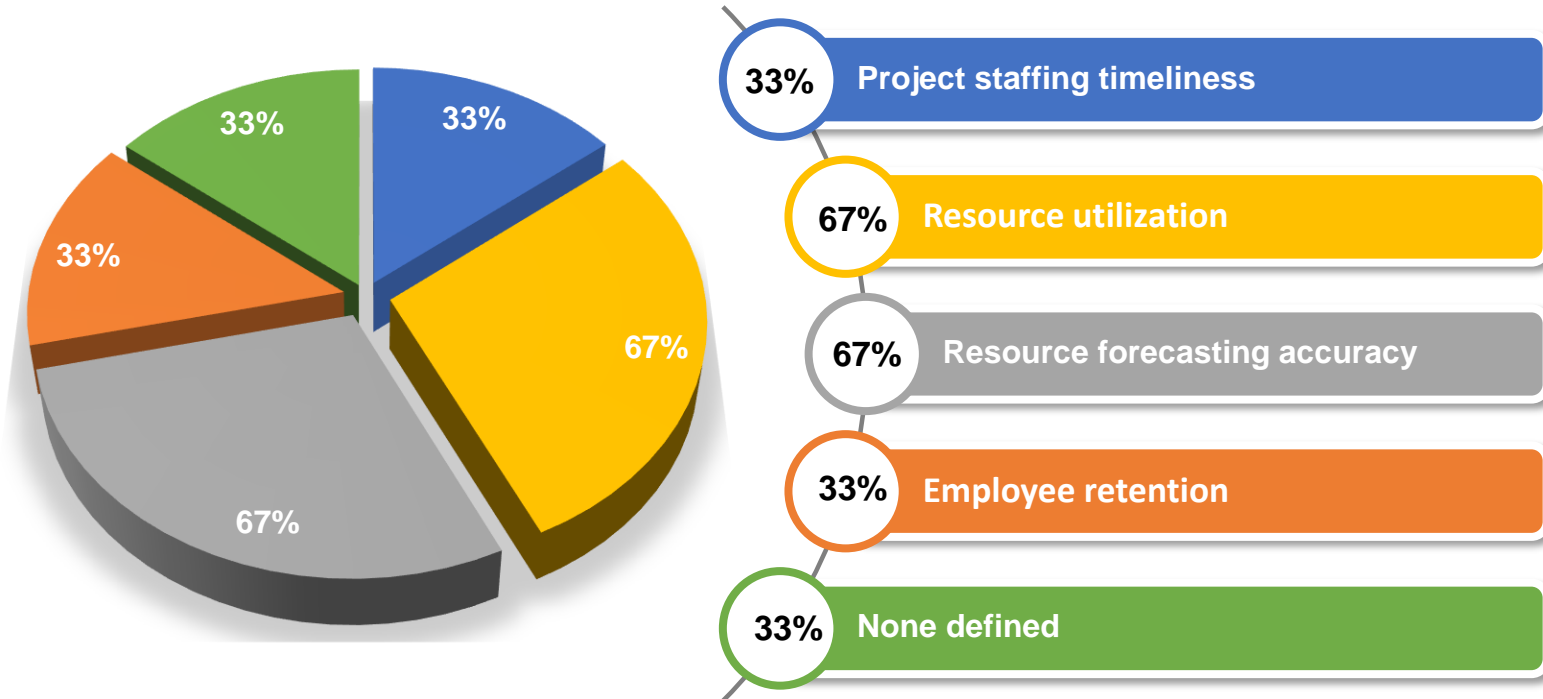
What are the primary success metrics of the RMO? (check all that apply) – E/IT



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From Recent RMI Research

What are the primary success metrics of the RMO? (check all that apply) – PD

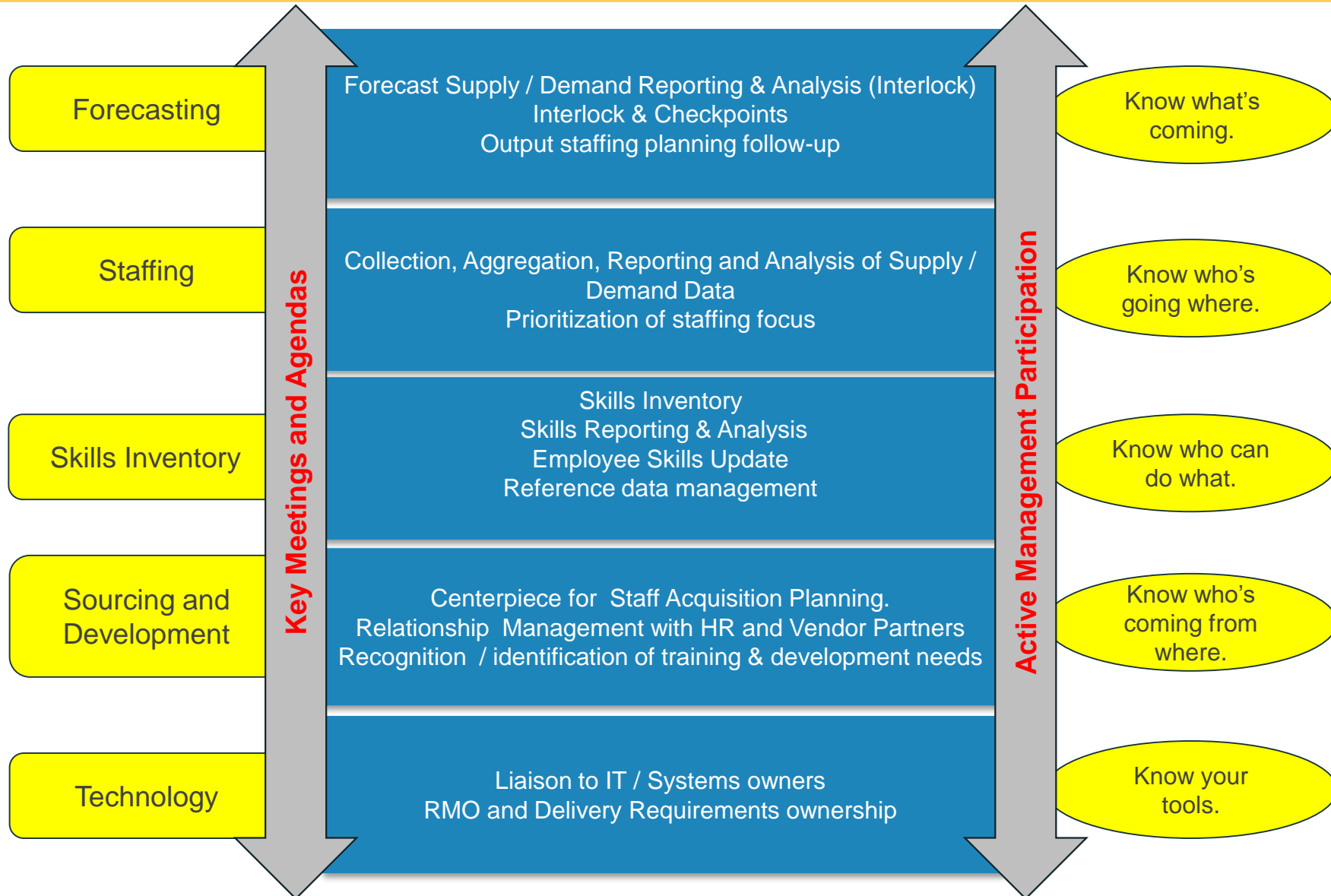


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Organizational Situation and Maturity in RM Matters

- Consider:
 - Size of the organization – big or small, scale needs and technology support
 - Mix of your project portfolio – project type and turnover, and complexity
 - Maturity of RM processes – how new is this for the organization?
 - Ability of your current automation tools to support your target processes, reporting and analytic needs
 - RM skilled Resource Managers

Governance Elements (excerpt from RMCP® Program)



Governance: RMO Role (partial excerpt from RMCP® Program)

- Develop and implement policies, processes, roles, responsibilities
- Collect and maintain data
- Run reports & analyze data
- Coordinate, facilitate and/or participate in meetings
- Complete meeting action items
- Drive compliance and participation
- Identify process improvement opportunities

Metrics to Consider for Resource Management

Common Metrics

- Utilization: billable or productive – be sure to use 2080 as your denominator
- Forecasting accuracy – we all need to know what capacity we will need
- Project mobilization interval – important to customer satisfaction and responsiveness (internal and external)
- Skills database currency – supports automated staffing well if the data is kept current
- Time tracking – do you really know where all the time goes today? Spent on the right things?
- Employee retention - the RMO can play an important role in employee engagement and retention

Recognizing the Key Differences

PS/CS

- Contractor usage
- Time to staff

E/IT

- Different considerations for operational 'keep the lights on' work vs. discretionary projects
- Backlog (unfilled demand or tech debt)

PD

- Backlog (unfilled demand or tech debt)

How does good RM impact Project Performance?

Tips From the Trenches (partial excerpt from RMCP® Program)

- Focus on control points to monitor the execution of resource management functions
- Develop and maintain key relationships with stakeholders e.g. Sales, Business Units, HR, vendor management, and IT to manage functions with external dependencies
- RM and delivery rely on a combination of process and data to be effective. Determine the role the RMO will play in either being responsible for data, a conduit of data, or a consumer of the data
- Develop your RM Scorecard to measure the health and effectiveness of RM processes

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Q&A

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