

HNC PROC 1020

HNC Workload Analysis and Resource Leveling

Scope

This process defines an approach to assist Program Managers (PgM), Project Managers (PM), Resource Providers, Product Line Directors, and the Management Coordination Group (MCG) accomplish resource planning for the current fiscal year (CFY), and the two years beyond the CFY (CFY+1 and CFY+2) when accepting new work, establishing Project Delivery Teams or changing team composition.

Projections of the Center's CFY+1 and CFY+2 activities will be estimated based on best available information, which may not be fully developed. Even a rough estimate based on PMPs and PgMPs, or other written documents, will be worthwhile in anticipating workload in the future years and therefore useful in the analysis.

A resource in the context of this process is defined as a representative from within Huntsville Center, a District, another office within the USACE, or other agencies. Resources obtained via contract are addressed in [Project Delivery Acquisition Plans – HNC PROC 2050](#).

Policy

[Consolidated Command Guidance](#)

[ER 5-1-11, U. S. Army Corps of Engineers Business Process](#)

Responsibility

Project Manager is responsible for:

- Tasking Resource Providers to provide applicable workload data.
- Working with the Resource Providers to resolve conflicts.

Resource Providers are responsible for:

- Extracting and analyzing applicable HNC workload data from P2 (or from other interim sources).
- Analyzing scope, methods of accomplishment, cost and distribution for activities identified by PM (or the Project Delivery Team) in CFY, CFY+1, and CFY+2.

- Ensuring adequate resources are available to meet the mission requirements and assigning roles to individuals.

Project Delivery Team (PDT)

The PDT is involved only when resources are being considered as a part of the project planning (PMP development) or execution. (Prior to the decision to accept work at the Center, the PDT is usually not in existence. Analysis of the workload for determining whether to accept work is a general management responsibility.) The PDT will assist the PM in the development of resources requirements and resolving workload conflicts for a project, if the project is in the PMP development or execution stage.

Distribution

Management Coordination Group (MCG)

Program Manager (PgM)

Project Delivery Team (PDT)

Project Manager (PM)

Resource Provider(s)

Ownership

The Office of the Deputy for Programs and Technical Management (DPTM) is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

[Acronyms and Glossary – REF 8000G](#)

[CEFMS Cost of Doing Business Cookbook](#)

[Change Management - HNC PROC 3010](#)

[Earned Value Management – REF 8018G](#)

[PMP/PgMP Development – HNC PROC 2000](#)

[Resource Estimate Development – HNC PROC 2040](#)

[Resource Forecast Analysis Annual Schedule – REF 8002G](#)

[Standard Computations for Workload Analysis and Resource Leveling – REF 8001G](#)

[Team Establishment – HNC PROC 2020](#)

[Work Acceptance – HNC PROC 1000](#)

Activity Preface

This process is performed whenever workload and resource availability are being analyzed. This occurs when the Center is evaluating whether or not work should be accepted (see [Work Acceptance – HNC PROC 1000](#)) or when the PMP is being developed (see [PMP/PgMP Development – HNC PROC 2000](#)).

Resource Provider(s)

1. Receive resource requirement from PM and review Project data.
2. Obtain workload analysis report from P2.

Until the P2 resource data is established and available, other sources of workload data will be used.

3. Perform workload analysis and allocation.

Evaluate resource assignment based on customer preference and the availability of Center's in-house resources, considering outsourcing percentage goals.

4. Determine if adequate resources are available.
5. Prepare workload allocation and discuss workload analysis with PgM/PM or PDT.

If there is a workload conflict, go to Task #6. Otherwise, return to [Work Acceptance – HNC PROC 1000](#) or [PMP/PgMP Development – HNC PROC 2000](#).

Program Manager (PgM)

Project Manager (PM)

Project Delivery Team (PDT)

6. Work with Resource Providers and other internal and external CE organizational elements to resolve workload conflicts.

Return to [Work Acceptance – HNC PROC 1000](#) or [PMP/PgMP Development – HNC PROC 2000](#).

End of activity.

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