

Project Workload Analysis and Resource Leveling (PROC 1014) Response: Accepted. Reworded. See master document. - NAD

Scope

This process **outlines an approach to assist** Response: Rejected. Logic reviewed & **determined to be correct; accept “an approach to assist”** Project Managers (PM), Resource Providers, Corporate Board, and Regional Management Board (RMB) accomplish resource planning for the current fiscal year (CFY), **Response: Accepted. Reworded. See master document.** budget year (BY) and the year beyond the budget year (BY+1). **Response: Reworded. See master document.** Projections of an organization’s BY and BY+1 activities will be estimated based on best available information which may not be fully developed. **Even** **Response: Accepted.** a rough estimate **will be worthwhile.** **Response: Rejected.** in anticipating workload in the outyears and therefore useful in the analysis.

Policy

Consolidated Command Guidance[<http://www.usace.army.mil/inet/functions/rm/regs/regs.htm>]

ER 5-1-11[<http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf>]

ER 37-1-26[<http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf>]

Responsibility

The DPM, in conjunction with the RMO, is the link with the BMO and jointly responsible for analyzing district workload/resource problems for their organization for identification to the BMO and RMB. Project roll-up data should be analyzed by the Resource Management Officer to provide the Division Commander with an independent financial management viewpoint that resources are adequate to accomplish the mission. (para 4)
Response: Accepted. Reworded. See master document.

The Corporate Board and/or Project Review Board is responsible for **analyzing district workload and resolving** resource conflicts between the PM and Resource Providers. **(para 3)**
Response: Accepted.

The Project Delivery Team (PDT), **led by the PM,** is responsible for developing project data to **an appropriate level for project execution** for CFY, BY, and BY+1. P3e provides capability to assign a role to each individual resource assignment. **(para 1)** **Response: Sentence deleted in master document.**

Resource Providers are responsible for extracting data from P2 to analyze and determine scope, methods of accomplishment, cost & distribution for activities identified by project delivery teams in CFY, BY, and BY+1. They are also responsible for ensuring adequate resources are available to meet the mission requirements and assigning roles to individual resources. **(para 2)**
Response: Accepted.

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The Regional Management Board (RMB) is responsible for resolving CFY resource conflicts referred by Corporate Boards. In addition, under *Command Workload Analysis & Resource Leveling[PROC1024]*, the RMB is responsible for developing strategic plans regarding **staffing**, **Response: Accepted**. 1 contract type and quantity, development of regional centers of expertise, etc, in order to posture the Regional Business Center for the most efficient and effective future mission performance. **(para 5) Response: Accepted**.

Distribution

Business Management Office (BMO)*

Corporate Board*

Major Subordinate Command (MSC) Commander*

Project Delivery Team (PDT)

Regional Management Board (RMB)*

Resource Provider(s)*

Ownership

The BP/P2 Program Office 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[REF1001]

CEFMS Cost of Doing Business

Cookbook[http://www.usace.army.mil/inet/functions/rm/rmpg/revcook.pdf]

Change Management[PROC1004]

Command Workload Analysis & Resource Leveling[PROC1024]

PMP Development[PROC1012]

Resource Estimate Development[PROC1003]

Resource Forecast Analysis Annual Schedule[REF1009]

Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008]

Team Establishment[PROC1008]

Activity Preface

This process is performed whenever workload and resource availability are being analyzed. This can occur when evaluating whether work should be accepted (see Work Acceptance[PROC1016]), or the impact of changes to existing projects/programs (see Change Management[PROC1004]).

When this process is complete, return to the calling process: Work Acceptance[PROC1016], PMP Development [PROC1012], or Team Establishment[PROC1008].

Resource Provider(s)

1. Obtain district workload analysis report from P2.

P2 reporting requirements are currently under development.

2. Evaluate how the organization can provide resources necessary to execute the requested products and services.

Priority for resource assignment shall be weighed on a regional basis as compared to the outsourcing percentage goals and customer preference.

3. Evaluate activities for lowest organizational level or functional employees.

The level-of-effort calculation is based on resource durations in P2. **(Level of effort should not be driven by an activity. This will inflate resource estimate and it disallows real estimates distributed over time.)** Response: Logic reviewed and determined to be correct. Real life constraints will not allow USACE employees to devote 100% of their effort to one activity on one project at a time. In order to provide better schedules to the project delivery team and other stakeholders, and to provide better workload analyses to Resource Providers, a computation is provided to compute productive time (effective hours) available per FTE.

To see the computation, refer to Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008].

A report showing rollups for function and organization workload for month or fiscal year is available. Considering the staff availability and capability, resource providers will determine CFY excess capacity or workload. As a rule, CFY workload will be acceptable if within the upper and lower limits shown in the Quarterly Trigger Values Chart within Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008]. Eighty percent of the effective hours is the recommended target for annual workload during the first quarter of the CFY, or during the BY or BY+1. Some organizations may have higher or lower workload targets, but in no case should the annual target workload be more than 100% of effective hours.

If workload conflict exists, goto task #4. Otherwise, end of activity.

4. Work with Project Managers to change activity scope/schedule to resolve their team member's CFY workload conflicts.

Project managers also includes program managers for Support Services as defined in the ER 5-1-11 in conjunction with the development of Program Management Plans (PgMP).

If workload conflict remains, goto task #5. Otherwise, end of activity.

Corporate Board

5. Determine if other alternatives are available to resolve conflict.

The DPM is responsible for communicating and documenting the Corporate Board decisions to the district.

If workload conflicts are resolved, end of activity. Otherwise, goto task #6.

Business Management Office (BMO)

6. Execute P2 Regional Resource Workload Analysis.
7. Advise Regional Management Board (RMB) of recommendation.

Business Management Office (BMO) is responsible for communicating and documenting all RMB decisions made by both the RMB and the MSC Commander.

Regional Management Board (RMB)

8. Recommend solution to MSC Commander.

Refer to *Command Workload Analysis & Resource Leveling[PROC1024]*.

Major Subordinate Command (MSC) Commander

9. Approve RMB recommendation.

If recommendation approved, end of activity. Otherwise, goto task #6.

End of activity.

