

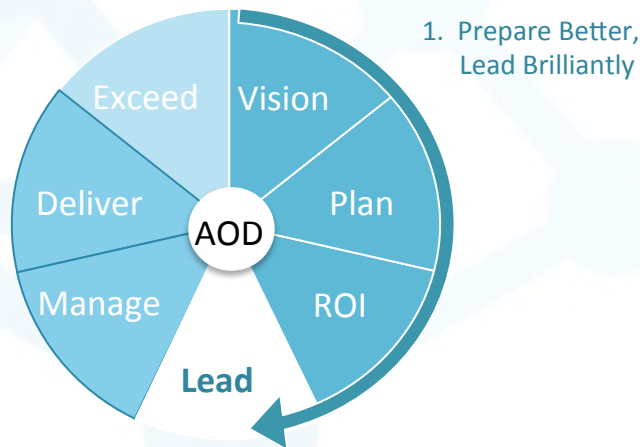
Assured
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Bandwidth Analyser



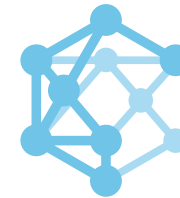
Recognising the importance of securing the right team to support the change desired.

Will you adopt a disciplined approach to resource planning to ensure the best chance of success in your projects and programmes?



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Bandwidth Analyser

Ensuring we secure the right resources, with the right capabilities, for the right duration to deliver change successfully

Learning From Experience

ODNL's members often encounter an age-old problem in being asked to support, or help recover, projects that have been resourced poorly from the outset. The AOD approach to resource planning helps project teams answer a few fundamental questions that can improve the chances of project success before you sink off significant investment:

- Does your organization resource projects well?
- Do you set out to build teams with complementary skills from the start?
- Is the default choice normally to resource new change initiatives with the 'usual suspects' – well skilled staff who are too busy to devote enough time due to existing commitments

We have developed this bandwidth analyzer to address what we have observed in the 'usual' answers to these questions. Simply put, we use this tool to secure the right resources, for long enough, to the key responsibilities in the project RACI are discharged adequately. It also asks senior managers to protect the allocation of agreed time to enable the work to be carried out and not to withdraw capacity by allocating the same resource to the next priority / problem to be solve / or next boss' great idea!



Working Out What We Need

Proper resource planning starts with proper planning (if you think about it logically!). However we observe many PMs spending most of their time based on activity planning and scheduling, without securing adequately, or early enough, the resource levels needed to guarantee that the plan can be achieved. The plans therefore contain many untested assumptions, especially when resources are required from other parts of the organisation, or from subcontractors, prior to “contracts” being defined irrevocably.

So we use the AOD EZPMO tools to develop a plan focussed on delivering desired outcomes, and then allocate a resource pool for delivery that will ensure sufficient capacity is built into individual’s work schedules and also into their performance contracts to enable timely achievement of key deliverable and tipping point milestones. We recommend that all proposed team members have their line managers commit in writing to the allocation of their time to the project (and what proportion of their working week is available for other tasks or responsibilities).



AOD Reporting Overview #1

The screenshot shows the Microsoft Project interface. The 'Task Name' column in the task list is circled in red. The task list includes tasks such as 'HR Team Service and Policies', 'Payroll', 'Trade Unions', and 'HR Information Systems'. The Gantt chart on the right shows a timeline from July to October with various task bars and milestones.

MS Project plan templates ensure the relevant fields are available to support resource planning and progress reporting. And programme sponsors are asked to 'contract' for supply of resource and its duration.

Tasks are linked with Show Me Events, Tipping Points and Milestone following completion of AOD Right to Left Planning.....

The screenshot shows the Office 365 SharePoint site. The 'Show Me Events' page is displayed, showing a list of events with columns for 'Select', 'Ref', 'Area', and 'Title'. The 'Associated Tipping Points' section shows a list of tipping points with columns for 'Select', 'ID', and 'Tipping Point'. The 'Associated Milestones' section shows a list of milestones with columns for 'Select', 'ID', and 'Milestone'. The 'Office 365' logo is visible in the top right corner.

.....Then, using the pre-prepared SharePoint Status Updates / Risk / Issues / Action logs, tag an item to a Show Me Event, Tipping Point or Milestone as well as a Programme or Project



AOD Reporting Overview #2

ezPMO reporting provides a simple, easy to use, configurable tool that transforms disparate sources of data into meaningful intelligence that can provide an insight into a Show Me Event, Programme or Project progress

The reporting process takes minutes from a press of a button. Data is consolidated, enabling reports to be viewed through differing lenses:

1 Import Data*

2. Apply any filters needed

3. Generate formatted, high quality report reports

Data Import

Import All Data: Latest full import 09/05/2016 12:24 [Go]

Import Single Area: Select data: [Go]

Latest import: 12/05/2016 13:52

Key Programme Info

Name:

Date 1:

Date 2:

Date 3:

Filters

Functions: Show Me Event

Tipping Point

Hierarchy 3

WBS filter (leave blank to select all)

Programme:

Project:

Workstream:

Graph Dates

Start:

Finish:

Reports

Schedule reporting: Period Units: Period length: Report Date:

Schedule reporting: Select a schedule: [Go]

Full Governance Report: Governance Pack: [Go]

Single Section Report: Report Section: [Go]

Show Data Tabs
 Show Report Config Tabs
 Show Data Config Tabs
 Show Slide Config Tabs
 Show Other Config Tabs

Show Me Event Summary

Back Office operations improvements

Show Me Event

Event	Description	FI Date	LI Date	Total MS	Open	Red	Yellow	Green
Back Office operations improvements	I am showing how our back office operations provide intelligent information, proactive challenge and support to the project teams to enable them to drive, budget and with excellent client satisfaction.	20-11-15	09-02-16	7	7	3	0	0

Tipping Points

Tipping Point	Description	Yield MS	Open	Red	Yellow	Green
Challenge Workforce changes signed off	Our challenge workforce feedback day was well received with attendees from all functions who agreed the proposed changes.	0	0	0	0	0
Accurate estimates for senior stakeholders	We got senior stakeholders' global confirmation that the proposed process changes would enable them to develop accurate estimates.	4	4	0	0	0
Intelligent information provided for back office	Intelligent information, proactive challenge and support to the project teams to enable them to deliver on their budget and with excellent client satisfaction.	5	5	0	0	0

SME Timeline

Project/Issue	Workstream	22 AUG 15	28 AUG 15	02 SEP 15	13 SEP 15	19 SEP 15	26 SEP 15	03 OCT 15
Project 1.1	1-Account Management			▲				
	2-Data							
	3-Field Sales							
Project 1.2	1-Account Management			▲				
	1-Account Management							
Project 2.3	4-Data Agents			▲				

Risks

Project	Risk	P	I
Project 1.1	Separation Supplier Costs	●	●
	Transformation	●	●
Project 1.2	Bank Code change	●	●
Project 1.3	Payments TSA Internal Approval	●	●
Project 1.2	Lack of resources	●	●
	Business Engagement	●	●
	Client contact and objections	●	●
	Payments TSA Regulatory Approval	●	●

Programme Plan Analysis (Programme 1)

Activity by Project

Plan Activity By Level

Project/Level	16-17				17-18				18-19			
	Yield	Open	Red	Yellow	Yield	Open	Red	Yellow	Yield	Open	Red	Yellow
Project 1.1	72	22	22	0	2	21	21	0	7	4	18	18
Project 1.2	17	0	0	0	1	8	8	0	2	4	4	0
Project 1.3	22	0	0	0	1	7	7	0	5	3	3	0
Project 1.4	17	0	0	0	1	12	12	0	5	2	2	0
Project 1.1	18	0	0	0	2	4	4	0	7	7	7	0

RAG Status



AOD Resource Analytics

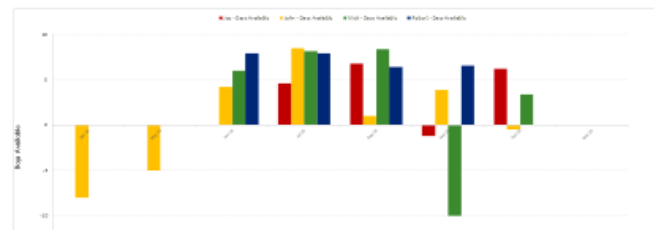
Assign resources to an MS Project plan using the standard functionality. Use the Group and Code resource fields to indicate the resource's resource type and source.

Task ID	Task Name	Start	Finish	Level	Programme	Project	Account	Manager	Resource
1.01	Identify all HR services provided by corporates	July 2016	July 2016	NA	Level 1	Programme 3	Project 3.3	1.Account	John Paul
1.02	Identify all HR services provided locally in both	July 2016	July 2016	NA	Level 1	Programme 3	Project 3.3	1.Account	George Mick J
1.03	Identify all HR services provided locally in both	July 2016	July 2016	NA	Level 2	Programme 3	Project 3.3	1.Account	George Topper
1.04	Review all HR Services and determine which to	July 2016	July 2016	NA	Level 3	Programme 3	Project 3.3	1.Account	George Charlie
2	Payroll	July 2016	July 2016	NA	Level 3	Programme 3	Project 3.3	2.666	Robert
2.01	Identify the payroll processes in all businesses	July 2016	July 2016	NA	Level 3	Programme 3	Project 3.3	2.666	Robert
2.02	Interview and agree and changes to payroll	July 2016	July 2016	NA	Level 1	Programme 3	Project 3.3	2.666	Bill
2.04	Identify which payroll system/process will be	July 2016	July 2016	NA	Level 2	Programme 3	Project 3.3	2.666	Mick
2.07	Evaluate capability of HR payroll processes to	July 2016	July 2016	NA	Level 2	Programme 3	Project 3.3	2.666	John
2.08	Identify any third party payroll service providers	July 2016	July 2016	NA	Level 2	Programme 3	Project 3.3	2.666	George
3	Prepare a contracts list for all Trade unions that w	July 2016	July 2016	NA	Level 2	Programme 3	Project 3.3	34.Field	Mick
3.1	Trade Unions	July 2016	July 2016	NA	Level 3	Programme 3	Project 3.3	34.Field	John Paul
3.01	Identify all Trade Unions and employee forums	July 2016	July 2016	NA	Level 1	Programme 3	Project 3.3	34.Field	John Paul
3.06	Obtain list of all current industrial relations	July 2016	July 2016	NA	Level 2	Programme 3	Project 3.3	34.Field	John Paul
3.03	Define position on any contractual trade unio	July 2016	July 2016	NA	Level 2	Programme 3	Project 3.3	34.Field	John Paul
3.04	Define engagement strategy for unions and or	July 2016	July 2016	NA	Level 3	Programme 3	Project 3.3	34.Field	John Paul
3.05	Establish and consider the position of all labor	July 2016	July 2016	NA	Level 2	Programme 3	Project 3.3	34.Field	John Paul
3.07	Establish external legal counsel team to advise	July 2016	July 2016	NA	Level 1	Programme 3	Project 3.3	34.Field	John Paul
4	HR Information System	July 2016	July 2016	NA	Level 1	Programme 3	Project 3.3	4.Sales	Agents
4.03	Agree management and board reporting format	July 2016	July 2016	NA	Level 1	Programme 3	Project 3.3	4.Sales	Agents
4.01	Obtain current HRIS report formats for both bu	July 2016	July 2016	NA	Level 1	Programme 3	Project 3.3	4.Sales	Agents
4.02	Define and business reporting requirements for	July 2016	July 2016	NA	Level 1	Programme 3	Project 3.3	4.Sales	Agents
4.5	HR Common - General	July 2016	July 2016	NA	Level 1	Programme 3	Project 3.3	5.Billing	George
5.01	Obtain requirements for all individuals in both	July 2016	July 2016	NA	Level 1	Programme 3	Project 3.3	5.Billing	Ringo
5.02	Map all individuals in both businesses in to	July 2016	July 2016	NA	Level 3	Programme 3	Project 3.3	5.Billing	Bill

Resource Name	Type	Material	Initials	Group	Code	Max. Units	Std. Rate	Ovt. Rate	Cost/Use	Accrue At	Base Calendar	Add New Column
John	Work		SPIM	PM	Supplier 3	100%	£25.00/hr	£0.00/hr	£0.00	Prorated	Standard	
Paul	Work		P	PM	Supplier 2	100%	£100.00/hr	£0.00/hr	£0.00	Prorated	Standard	
George	Work		G	PM	Internal	100%	£125.00/hr	£0.00/hr	£0.00	Prorated	Standard	
Ringo	Work		R	PM	Independent	100%	£50.00/hr	£0.00/hr	£0.00	Prorated	Standard	
Mick J	Work		M	PM	Internal	100%	£75.00/hr	£0.00/hr	£0.00	Prorated	Standard	
Ronnie	Work		R	PM	Internal	100%	£100.00/hr	£0.00/hr	£0.00	Prorated	Standard	
Charlie	Work		C	PM	Supplier 2	100%	£25.00/hr	£0.00/hr	£0.00	Prorated	Standard	
Bill	Work		B	PM	Internal	100%	£75.00/hr	£0.00/hr	£0.00	Prorated	Standard	
Topper	Work		T	PM	Internal	100%	£75.00/hr	£0.00/hr	£0.00	Prorated	Standard	
Joe	Work		J	PM	Internal	100%	£25.00/hr	£0.00/hr	£0.00	Prorated	Standard	
Mick	Work		M	PM	Internal	100%	£100.00/hr	£0.00/hr	£0.00	Prorated	Standard	
Paul S	Work		P	PM	Internal	100%	£100.00/hr	£0.00/hr	£0.00	Prorated	Standard	
Jimmy	Work		J	PM	Supplier 3	100%	£125.00/hr	£0.00/hr	£0.00	Prorated	Standard	
John Paul	Work		J	PM	Supplier 3	100%	£50.00/hr	£0.00/hr	£0.00	Prorated	Standard	
Robert	Work		R	PM	Internal	100%	£75.00/hr	£0.00/hr	£0.00	Prorated	Standard	

Standard pre-configured reports can be generated that aggregate resources and provide an insight into over allocations or availability.

Resource Availability (Singer)



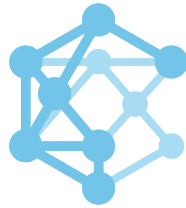
Securing & Building the Team

Once you have contracted for resource availability using the AOD Analyser, one of the best tools ODNL members use for team formation at initial assessment and bandwidth checking stage is the AOD Belbin Analyser. This will help create a balanced team ideally having your resources performing team roles that best complement their preferred working styles and preference.

Insert Belbin pic

Further information and tools are available within the AOD Starting Smarter Guide.





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Can AOD help you resource teams well from the outset?

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