



Practical Resource Management: Insights for PMOs and Project Managers

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HOUSE OF PMO™
HOME TO PMO PROFESSIONALS



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Author (PMO Competency Framework, People in PM)

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Consultant and Trainer (after many years as a PM/ PMO practitioner)

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Architect and Chief Examiner for House of PMO Essentials

Conference Speaker



The Global State of the PMO

An analysis for 2015

An ESI International study with the support of:



The Greatest Perceived Challenge for PMOs is Resource Management

Resource management tops the list of challenges mentioned for PMOs in 2015. More specifically, one of the biggest ongoing challenges cited for PMOs was the lack of training and skilled resources in Agile projects.



PMO Flashmob: Inside PMO

PMO Managers Lunch Series



Beyond Timesheets: The Challenges and Realities of Resource Management

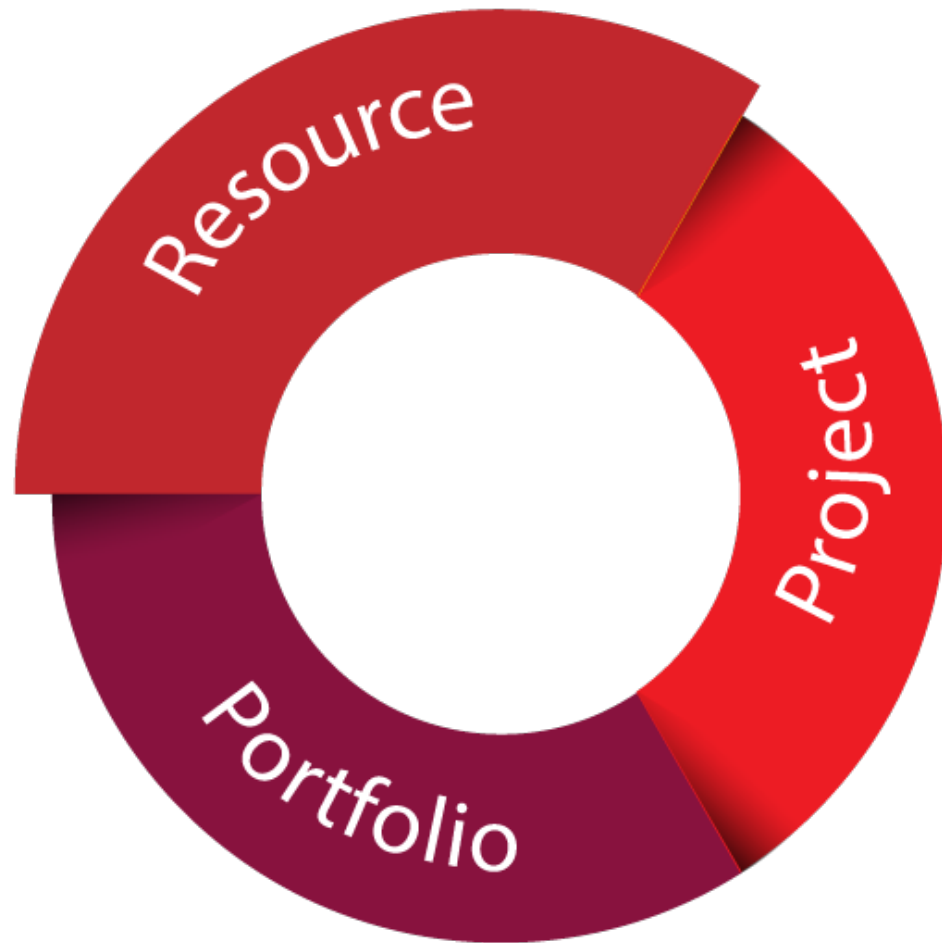
Spring 2017



INSIDE PMO



THE CIRCLE OF RESOURCE MANAGEMENT



The Circle of Resource Management

A VISCOUS OR VIRTUAL CIRCLE?



This sums it up. . . .

Resource Management is like a huge melting pot of stuff, a huge circle . . . whatever way or wherever you start in that circle, it comes back to the same place.



This sums it up. . . .

The business wants to know what their resources are doing on projects currently being undertaken and what projects are on the horizon . . .



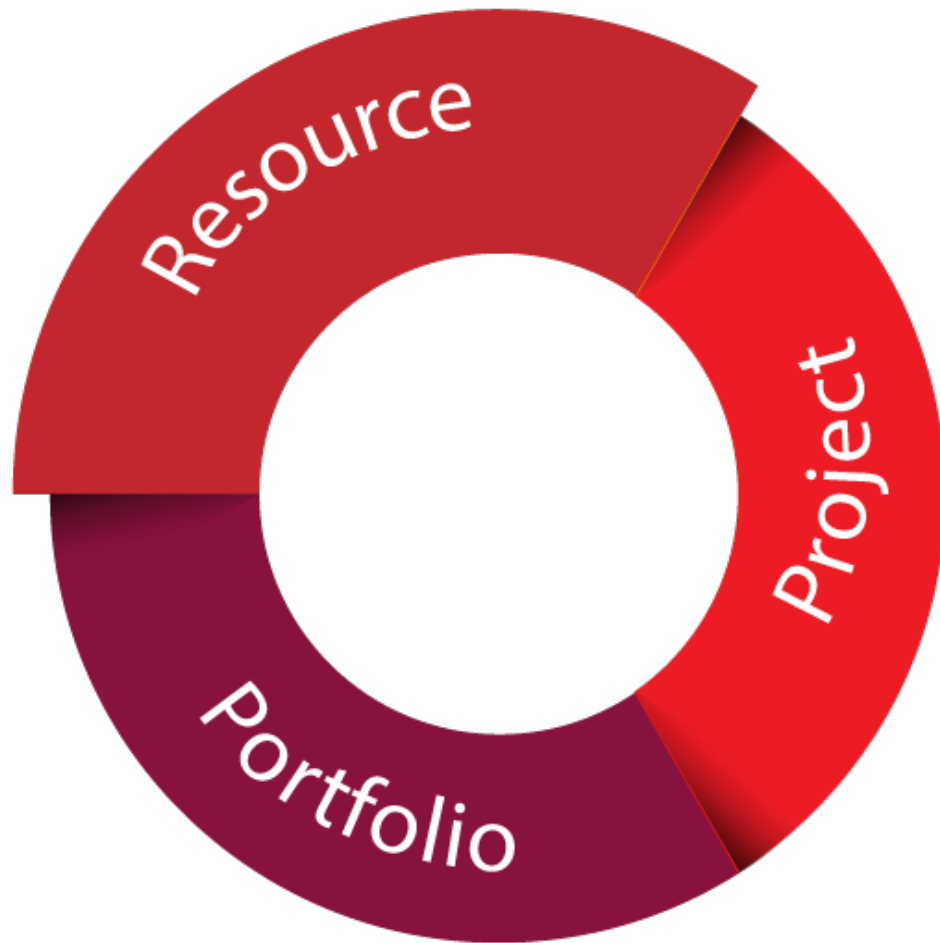
This sums it up. . . .

...we want to put those together in some kind of tool or system, build some processes and culture around it, so we can work out what it's going to cost us and when it needs to be done



This sums it up. . . .

....in which case we can prioritise and see if we need to bring in resources, and if so, what is that going to cost us and how does that impact the prioritisation?”



The Circle of Resource Management



The Portfolio Segment

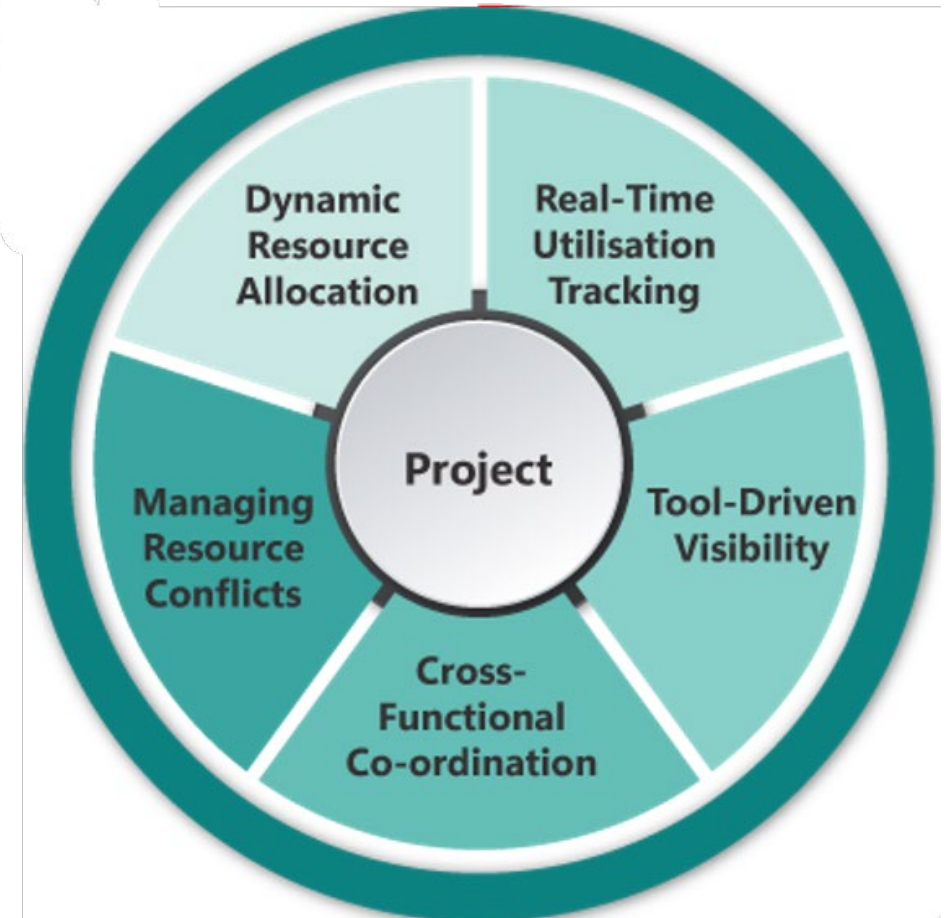
Components required to ensure that the organisation has the capacity to deliver.





The Project Segment

Components required to ensure that resources are allocated to appropriate projects and activities.





The Resource Segment

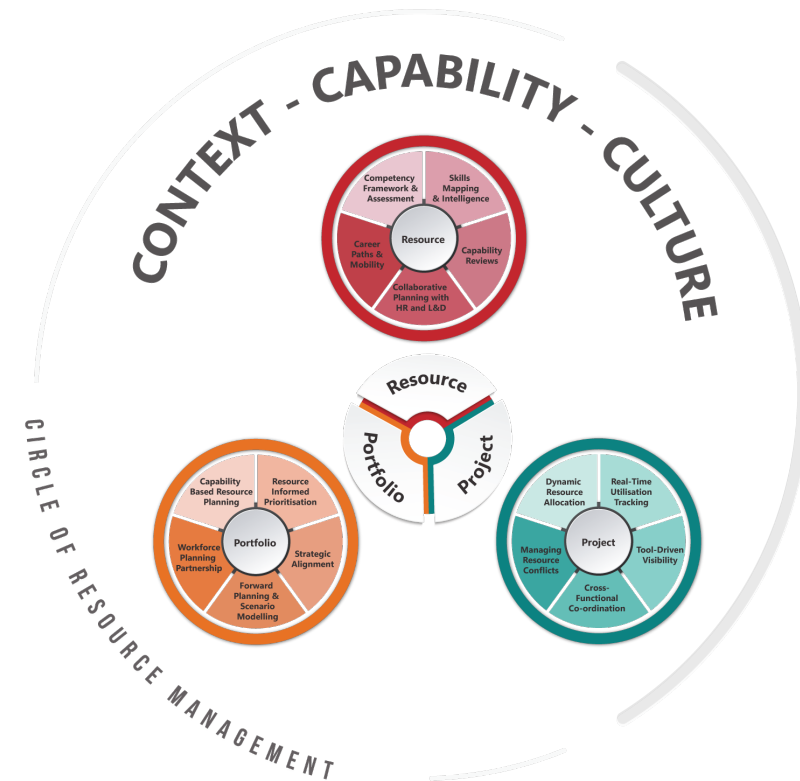
Components required to ensure that resources have the required skills and capabilities to undertake the role.





Key Constraints

Ability to implement and execute any or all of the components is determined by the context, capability and culture of the organisation.





Context – Key Constraints

Budget restraints – which effects the supply of resources against the demand.

Internal versus external resources – the cultural differences between organisations who readily use external resources to ensure a steady supply and those that rely heavily on internal resources.

Regulations – the demand generated in highly regulated industries can squeeze already stretched resources.

Customers – where the customer is king, last minute demands can throw the resource supply into disarray.

Mergers – combining resources, often of different capability levels.

The types of projects – often the resource pool consists of a whole manner of different subject matter experts.

The size of the organisation – a greater number of resources adds an extra layer of complexity to manage.

The matrix environment – the model of using operational resources within projects and the conflicts on availability.

The types of PMO in existence – the variety of control and governance structures.

Who owns the resources – and who is accountable for their time? – which can lead to conflicts, unclear availability and inconsistent allocation processes.

Agility – how quickly an organisation can respond to new opportunities or how self-organising teams can be.



Capabilities – Key Constraints

Lack of clear role definitions

No enterprise-wide skills inventory

Inconsistent resource data

No capability/competence framework

No ownership for capability planning

Underinvestment in development and mobility

No feedback loops on performance and capability gaps

Resource allocation based on availability not capability



Culture – Key Constraints

Resources can be “quite scarce and internal bunfights can exist between projects about who gets what resource.”

A “tendency for larger projects to get better resources than the smaller projects”.

Having the right number of people available on paper, however they are already allocated in their own departments or divisions or are specialised in their own areas i.e., IT Project Managers, Digital Project Managers etc.

Pet projects, which are driven by senior management, which pull in already scarce resources.

Conversations about resource management just don’t happen – it’s almost like burying heads in the sand.

Lack of accountability or at least one person having overall accountability for resource management.

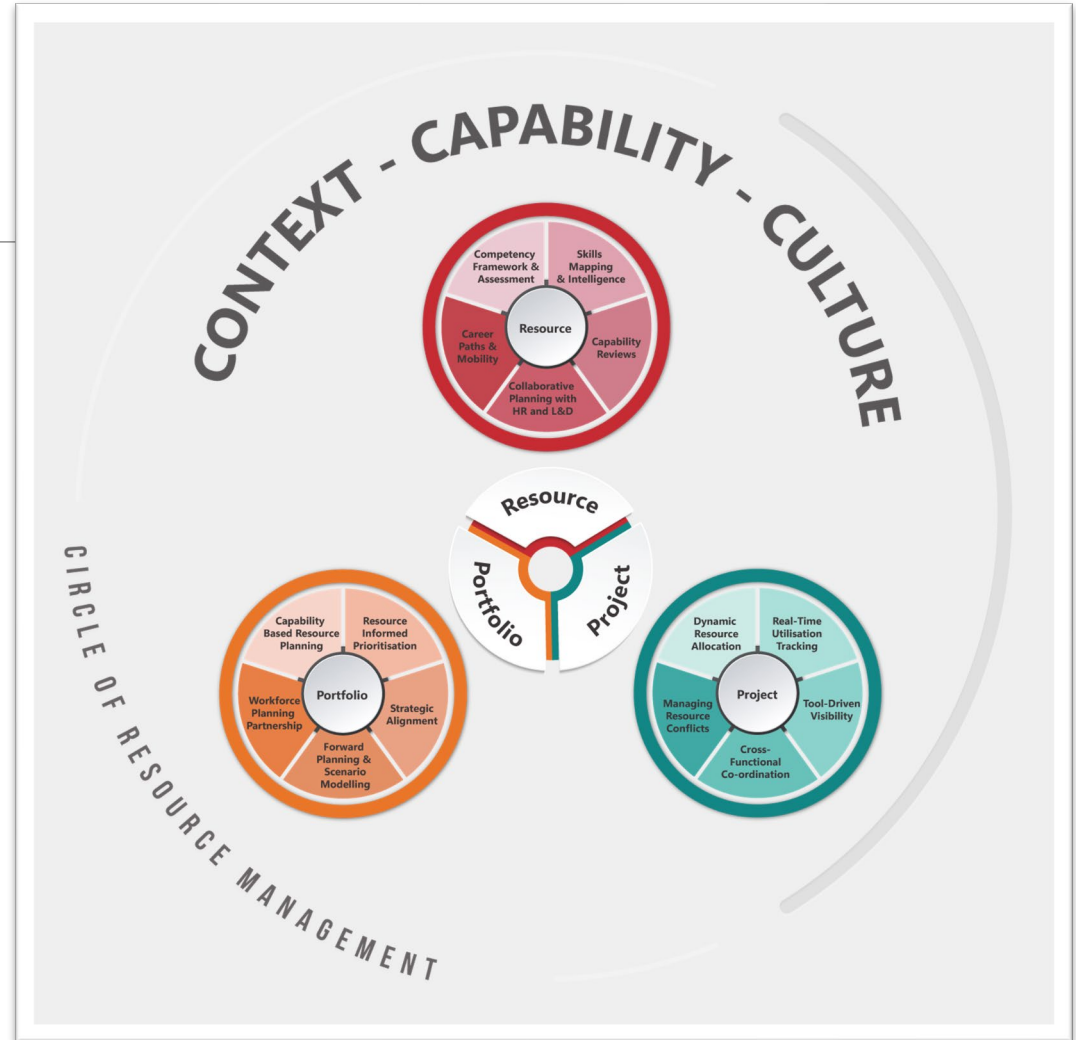
Working on international, cross culture projects – with different approaches to resource management.

What's the problem?

I don't want all of it.

I can't do all of it.

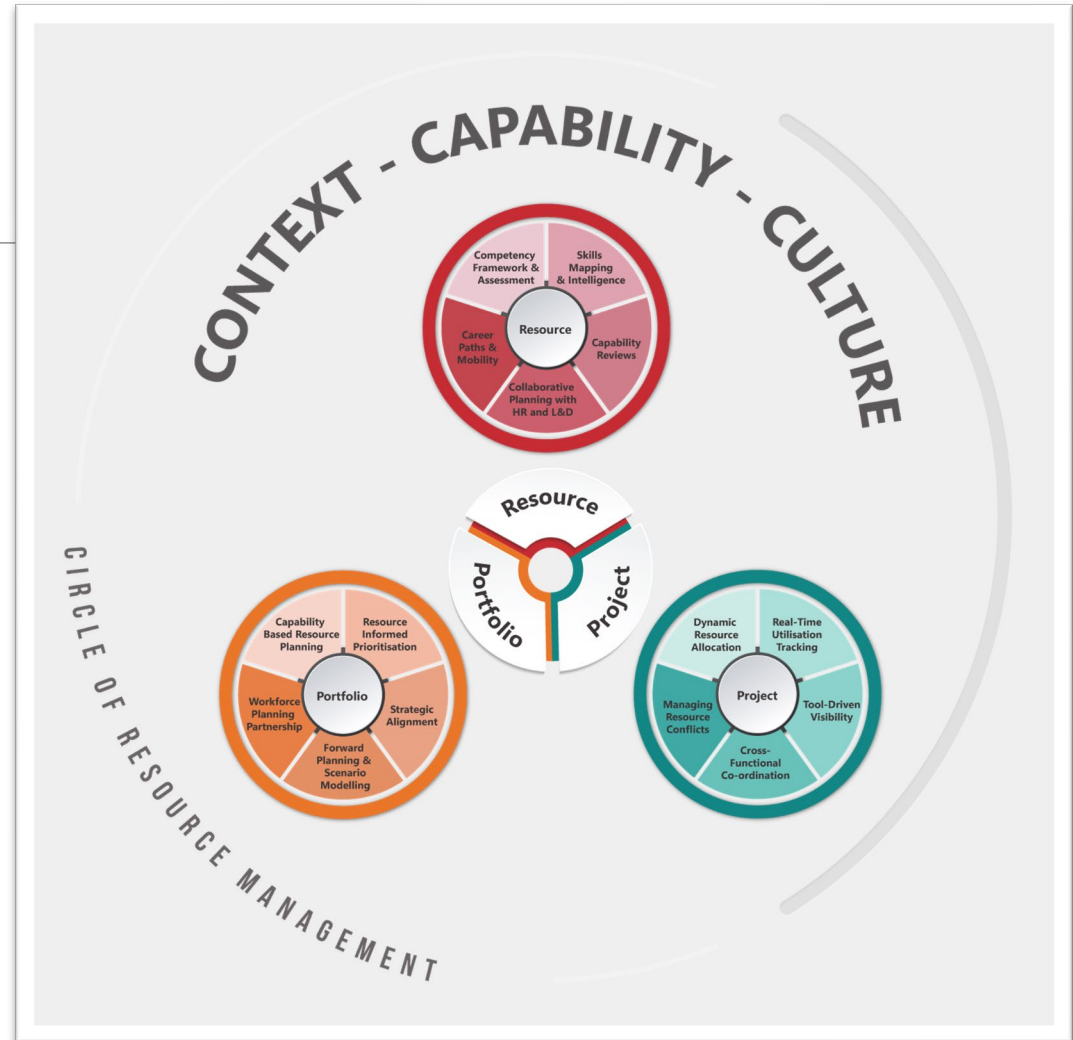
I need all of it to make the bit I do want work!



Key Findings

It doesn't matter where you start – each organisation has differing challenges.

Effective resource management at organisation level requires all segments to be addressed – at some level.





Pragmatism . . .

“ . . . action or policy dictated by consideration of the immediate practical consequences rather than by theory or dogma . . . ”

Working within the Portfolio segment

AIM: Align capacity
and capability to
strategic priorities





Working within the Portfolio segment



PMO	Project Managers	Project Team Members
Run realistic portfolio level capacity vs demand reviews	Submit realistic and early forecasts of resource needs	Keep role and skill profiles up to date
Support data driven prioritization using resource readiness	Escalate conflicts between delivery priorities and resource availability	Suggest pragmatic adjustments to task assignments or scope

Working within the Project segment

AIM: Enable real-time, dynamic allocation and visibility





Working within the Project segment



PMO	Project Managers	Project Team Members
Facilitate regular resource review forums	Proactively manage resource allocations and updates	Log actual work and raise allocation issues promptly
Support resourcing decisions with scenario planning	Collaborate with peers on resource sharing and resolution	Be flexible to cover for short term resourcing gaps

Working within the Resource segment

AIM: Build capability,
mobility and
engagement





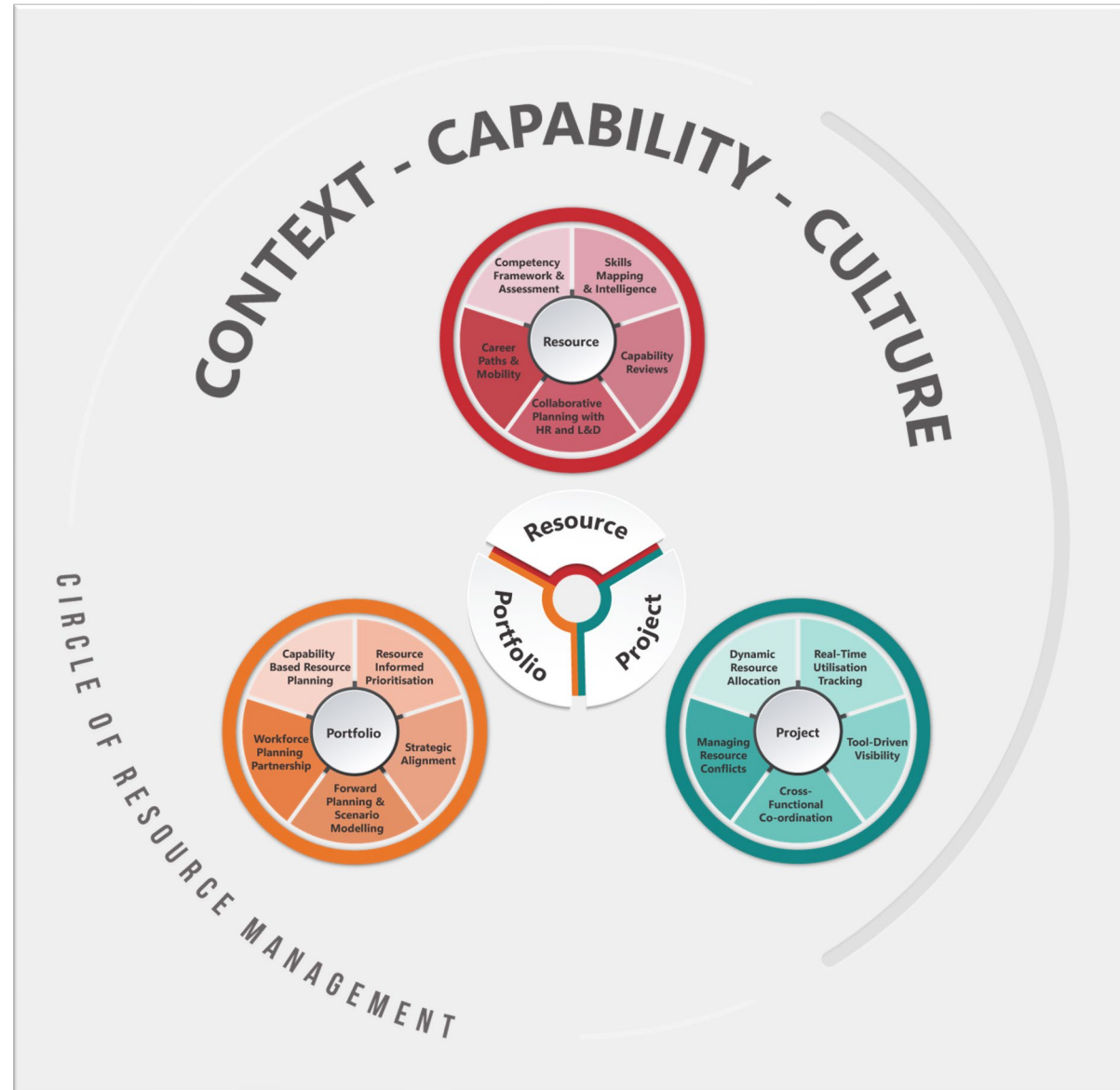
Working within the Resource segment



PMO	Project Managers	Project Team Members
Provide visibility of career pathways and current and future projects	Encourage cross project moves to build breadth	Log skills after each project
Embed resourcing into post-project reviews to capture lessons	Share individual performance and capability insights during post-project reviews	Share feedback on allocation fairness and alignment to development plans

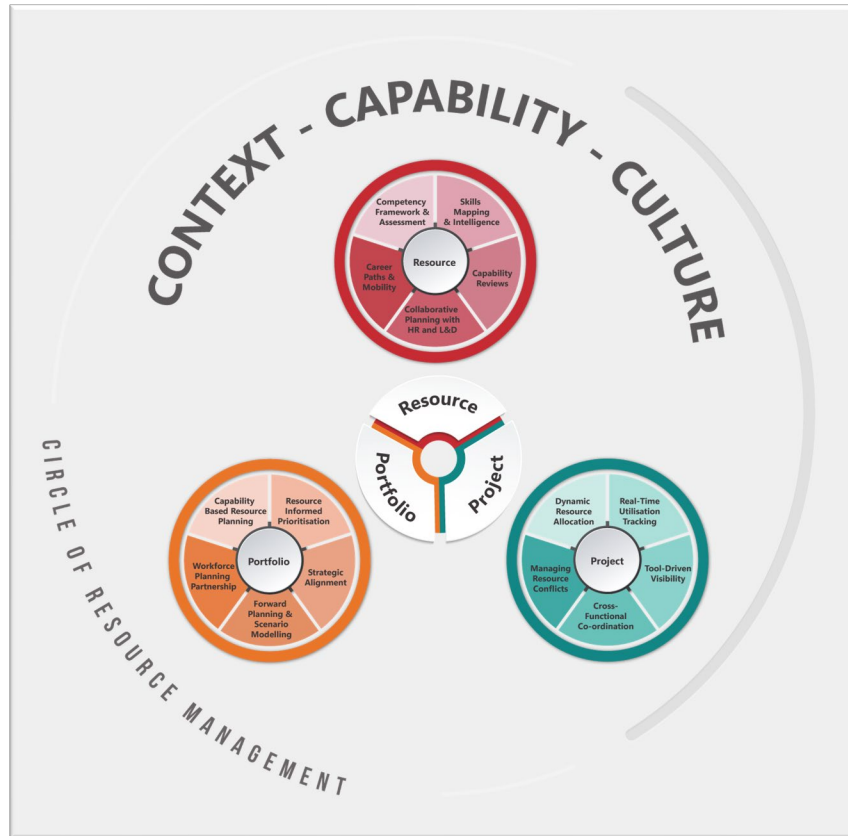
Organisation Focus

AIM: Recognise
resource
management as a
strategic capability
and actively support
all involved.





Organisation Focus



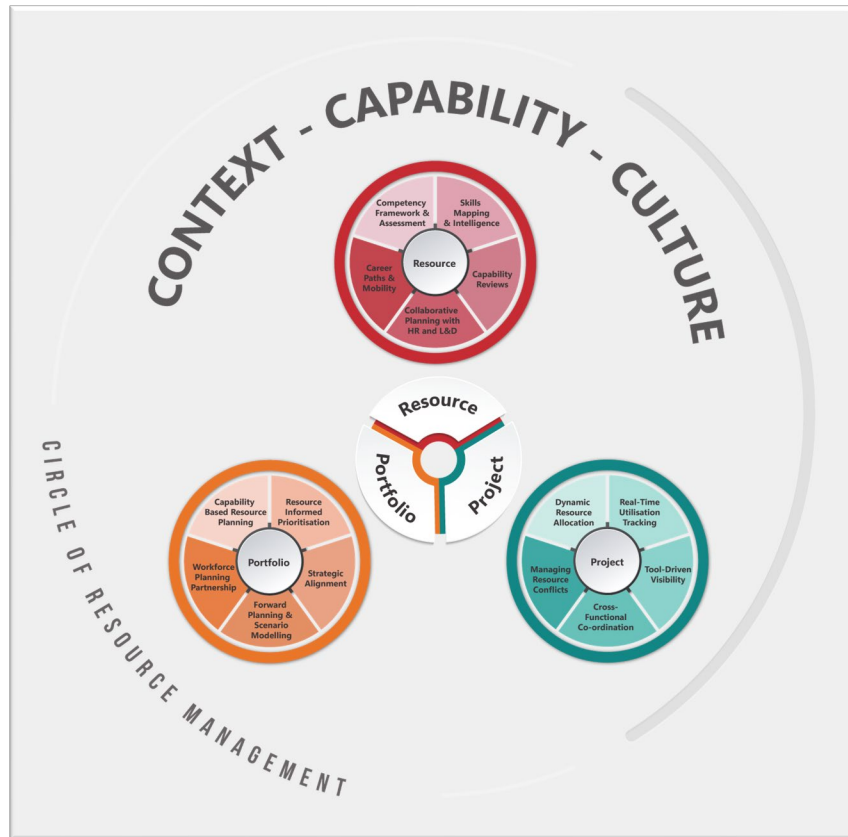
Context: Embed clear governance for resource management across delivery and functional teams

Capability: Align development within workforce planning to capability pipelines rather than just headcount gaps

Culture: PMOs must be seen as enablers not enforcers



Organisation Focus



Context: Enable clear governance for resource management across delivery and functional teams

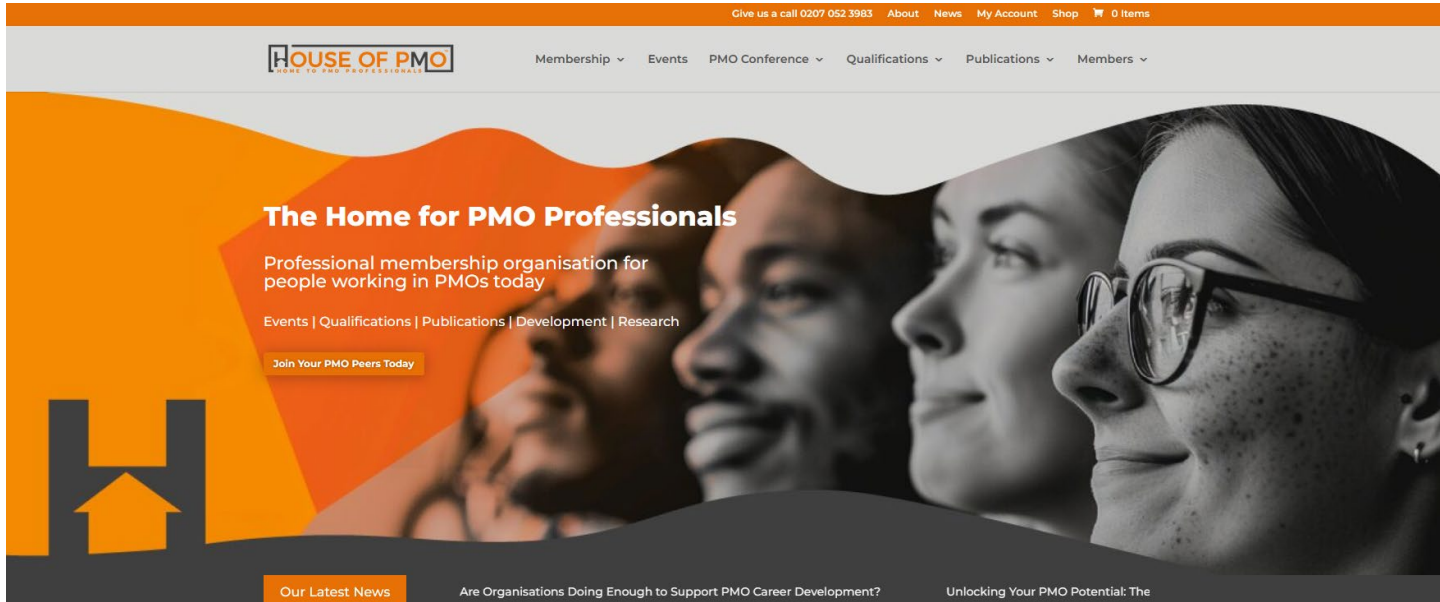
Capability: Align development within workforce planning to capability pipelines rather than just headcount gaps

Culture: Create a learning culture that values upskilling, feedback and development



Any
questions?

Find out more:



House of PMO



www.houseofpmo.com/love-pmo

Some key comments and links from the live event's Chat Log on 20th May 2025

- Ian: A key challenge/constraint is where a skillset resource is shared/split between multiple projects - who shouts loudest!
- Nicole Reilly: So many organisations ask their staff to log time up to their contracted hours, not the actuals
- Nicole Reilly: There's some cultural adjustment here for project managers to share
- Nicole Reilly: What about the role of the line managers here, in a matrix environment?
- Michael: Should the team member estimate their own effort with their line manager?
- Dawn: Question: Which project management qualification would you recommend for someone interested in getting into Project Management?
- Nicole Reilly: QUESTION: Line managers weren't explicitly mentioned - What about the role of the line managers, in a matrix environment?
- Michael: Question: how to manage matrix management and line manager of the resource?
- Nicole Reilly: I recommend taking a look at the PRAXIS website - its all free. <https://www.praxisframework.org/>
- Michael: The global skills and competency framework for a digital world — English
<https://sfia-online.org/en>
- Michael: SFIA by role can be found here; SFIA 9 - illustrative skills profiles — English
- Olufemi Ojo: Please where can I get this PMO competency framework just mentioned by the speaker?
- Lindsay Scott: The PMO Competency Framework - check out www.houseofpmo.com and publications
- Debbie: Competency frameworks aren't great if you are Neurodivergent.
- scott: The APM have a competency framework. <https://www.apm.org.uk/resources/find-a-resource/competence-framework/overview/>
- Nicole Reilly: <https://www.gov.uk/government/publications/project-delivery-capability-framework-for-civil-servants>
- Braimah: UK Civil Service - Project Delivery Capability Framework - <https://assets.publishing.service.gov.uk/media/65561f36046ed4000d8b9a33/PDCF-V3.pdf>
- scott: Scrum was big on the co-location concept, but few of the other agile approaches push/prioritise it the same way.