



TempusResource
by ProSymmetry



Guide to Leveraging Skills in Your Resource Planning

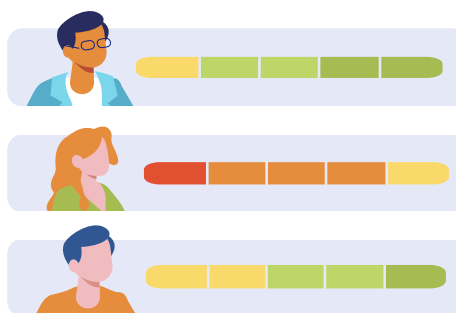
David Gergen, an advisor to four presidents, once said, "A leader's role is to raise people's aspirations for what they can become and to release their energies so they will try to get there." In resource planning, any strategy or project planning needs to include consideration of your employees' skills. If you don't have insight into the skills your people, you can't know if they are the best fit for the work planned.



Most businesses approach resource planning one of two ways:

- Top-down approach:** This involves using Strategic Portfolio Management (SPM) to drive your portfolio and projects that need to be planned. With SPM, your leadership creates a strategy for the entire business and builds the supporting projects, products, roadmaps and plans to execute that strategy. SPM is designed to produce an executable plan. It's not just about the strategy and important decisions, but also whether and how the work gets done. SPM is a strategic approach to resource planning, which you need to have as part of your overall Resource Management (RM) strategy. The crux of RM: Without people, we can't do work, we can't execute projects, and we can't implement strategy. Resource Management (RM) helps us most effectively utilize our people to achieve our business goals. RM helps match our supply of people (resource capacity) and our demand for people (resource allocation).
- + Bottom-up approach:** This is a more reactive style of planning, with little consideration for strategy while the planning is happening. The focus is on the projects that are already active or planned, not if or when those projects can get completed. In a bottom-up approach, current projects often overtake strategies or projects that help the business grow.

With either approach, it's critical to manage employee skills and have a full understanding of each person's workload, competencies, growth opportunities and areas where they want to gain more experience. Understanding your team's skills is essential to optimizing project performance, managing those risks, and empowering and supporting your resources' professional growth.





Importance of Skills Management

Skills management involves understanding what skills will be required of the resources assigned to the project and who within your organization possesses those skills. It's necessary for any Resource Manager to understand the skills of all team members to ensure the right resources are assigned and will bring value and skills to the project. Skills management needs to be incorporated into the planning process.

Skills management involves these factors:



Central resource catalog:

A catalog of all needed skills to make sure projects are properly staffed by people who possess the necessary skills.



Competency ratings:

Some projects require someone with advanced experience of a particular skill, and sometimes a newer employee can gain on-the-job experience of a particular skill by being assigned a project where that skill will be put to the test. A catalog of necessary skills needs to have competency ratings so managers can decide what skill level is appropriate for each project or task. Additionally, these competency ratings can be analyzed across the organization to see where there might be talent gaps, and employees or entire teams might need additional training or outside certifications to complete planned or future work.



Customizable centralization or decentralization:

Every management team must assess how much of skills entry can be done on the user level, and how much managers need to be able to rate employees confidentially. Organizations need to determine their comfort level with gathering and rating employees' skills to proceed with resource allocation.



Skills Management in the Bigger Resource Planning Puzzle

Knowing everything about your employees and their skills is not enough to properly allocate them to projects and make those projects successful. Skills management needs to be leveraged within the larger picture of resource planning. What does it all mean?

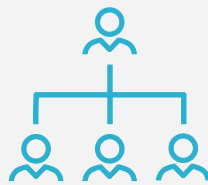
- **Capacity planning** is the step taken at the onset of a new project or strategic initiative that involves determining if an organization has the capacity and skill sets among its people to fulfill the demand for projects currently in the queue and in planning stages. This strategic planning step can be done months or years ahead of the planned work, and takes into consideration time, skills and resource demand. Capacity planning looks at the funnel of work and priorities in advance of the work actually getting done, or even assigned. It pairs perfectly with a project/portfolio Demand Management process.
- + **Resource Forecasting** is when you align your current talent with your strategic business initiatives. It's about understanding the skills and people within your organization, and your company's strategic goals. A Resource Manager compares supply and demand to understand the gaps between them, which can mean additional training for employees to gain skills needed for work, or additional hires to get the work completed.
- **Resource utilization** is the measure of how much work your people are doing at any given time, including work that is forecasted but not yet begun. Typically, resource utilization is best measured in FTE, or full-time equivalent. Resource utilization is an important metric to analyze employees after work has been assigned and after work has been completed. It examines the effectiveness of each resource both historically and how effective a resource can be in the future. confidentially. Organizations need to determine their comfort level with gathering and rating employees' skills to proceed with resource allocation.



- **Resource allocation** is a process to staff a project and manage the resources put toward a project – before the work has been completed. Resource allocation is the action that a Resource Manager takes to find a resource utilization rate. Resource allocation is the actual assignment of work, and it can only be successful if assumptions for resources are built upon proper analysis from prior work.

Skills Planning with Resource Planning

The best software solution for resource management and capacity planning needs to have:



Resource capacity planning functionality



Project Forecasting



What-if Analysis



Time Tracking



Customizable Reporting



Skills Management

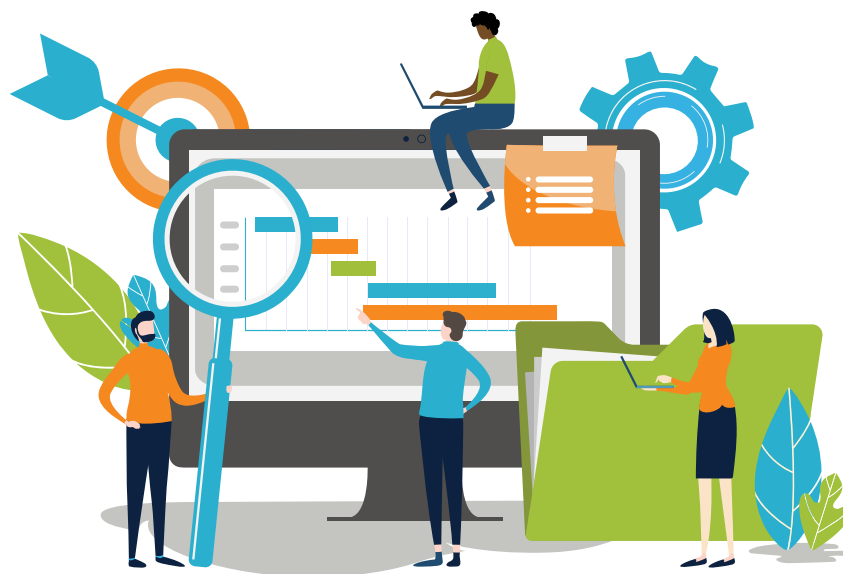


Tempus Resource and Skills Management Capabilities

Resource Managers can take advantage of several skills management capabilities within Tempus to help with resource planning, including:

- **Defining skills:** Tempus enables users (which can be defined or secured with various security permissions) to create new skill sets, update existing skill sets, and define how skills or competencies are measured. Managers can include certifications or annual assessments achieved, knowledge of specific technologies, and can create range-based measurements. Tempus allows for flexibility across skill categories.
- + **Categorizing skills:** In organizations of hundreds, thousands or even tens of thousands of employees, not all people can be measured across the same skills or competencies. With Tempus, users can create and employ unique groupings of skills and competencies to measure what's necessary on a resource-by-resource basis. Commonly, customers will assemble a company-wide set of skills or competencies to measure compliance or on-boarding related certifications, achievements, or skills. Items such as completing security awareness training or participating in diversity training are typically enterprise-wide measures of compliance. Likewise, Tempus users can group skills according to specific needs of their team, such as completing training on a particular coding software or completing annual continuing education classes. Tempus can customize skill categorizations and allow managers to deploy them as needed.
- **User engagement:** Tempus helps improve employee engagement and data collection by allowing end users to manage and update their personal skillsets.
- **Security policies:** There are customizable security settings within Tempus to ensure users can manage their own skills but only enable managers (or those with permission) to edit the skills matrix on a global level.

- **Multi-modal skill assessment:** Some organizations prefer a top-down approach to manage skill assessments while others prefer a bottom-up approach where resources are responsible for their own skill assessments. Others land somewhere in between, in a space where both managers and resources concurrently manage skill matrices. Tempus fully supports this multi-modal approach to skill management.
- **Role-based security:** Tempus enables leaders to set permissions and access to particular data and reports based on skill levels. With Global roles, Tempus users can define members of your staff who can manage the skill matrix settings, projects, and read-only or read-write permissions on specific data elements.
- + As Tempus is purpose-built for resource forecasting and capacity planning, it has many tools and reports to help users with resource planning, both at the project level and task level. Users can plan by any time frame, including day, week, month, quarter or year. Additionally, resource allocation can be planned with many options, including hours, costs, FTE, or percentages.
- Integration with other skills management or HR software: Tempus has a flexible and scalable API so companies can integrate their current skills data into Tempus.





Tempus Resource has been recognized as one of the leading Resource Management platforms to help businesses execute strategy. In 2023, Tempus was included in the Gartner® Magic Quadrant™ for Adaptive Project Management and Reporting for the second year in a row. With a 5.0 rating (out of a possible 5.0) on [Gartner Peer Insights](#), Tempus ranks high in all categories including Capacity and Resource Management, Scalability, Usability and Integrations.

To read more about how to develop skills as a Resource Manager, read this guide: [Guide to Developing Skills as a Resource Manager](#). Resource Managers and business leaders who are not currently using Tempus but are interested in exploring its features can arrange a demo with the Tempus team.

[Schedule a Demo](#)



Tempus Resource by ProSymmetry is a purpose-built, resource portfolio management solution providing many Fortune 500 companies with resource forecasting and capacity planning solutions that inform strategic decisions and improve business agility. With capabilities including bulk resource forecasting, skills and talent management, portfolio and resource capacity reporting and interactive scenario planning and what-if analysis, Tempus gives Resource Managers actionable intelligence and cutting-edge analytics.