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Resource Management Best Practice 3 - Establishing the Foundation for Personnel Resource Sharing

No longer can personnel resources be underutilized in either skill or capacity. Today's dynamic business environment demands a degree of responsiveness and cost competitiveness that can only be achieved through heightened personnel flexibility and interchangeability. To achieve this requires the building of a foundation of standardized policies and procedures that align personnel resource management practices across the organization.

Personnel resource sharing requires individual availability and skill matching. Optimally, an individual possessing the needed, not excessive, skill in one workgroup is available to augment the receiving workgroup for the exact period of time necessary to complete the work assignment. This situation is difficult to achieve not only because of the idealistic pairing of skills and availability but because of the challenges associated with identifying well suited, available resources across the organization. While difficult, the optimal pairing of the organization's personnel resources with its work is enhanced through effective execution of the following programs:



Skills Matching

- Alignment of the Organization's Qualification Designations – common qualification designations assigned to individuals meeting like training, testing, and performance standards
- Cross-Qualification and Cross-Training – an organizational expectation that individuals gain proficiency and become qualified to perform a variety of tasks
- Standardized Processes and Procedures – common work methodologies for which individuals are qualified and become proficient. Organizational alignment exists in both documentation and execution. Examples of standardized work processes and procedures include:

- ◇ work order planning and execution
 - ◇ clearance/safety tagging
 - ◇ permitting
 - ◇ problem reporting
 - ◇ material/parts requisitions
 - ◇ time reporting
- Consistent Procedure Formatting – work controlling documents possess a common format and contain standardized information sets
- Common Work Performance Standards – expectations for how work is to be performed, such as safety and quality standards, are commonly shared and equally reinforced across the organization
- Use of Common Applications and Tools – computer systems and physical tools used to document and perform work are common to all workgroups within the organization

Individual Availability

- Use of a Standardized Work Scheduling Process – policies for the development of work schedules are common throughout the organization
- Common Work Break-In Policy – rules governing circumvention of the planning process are consistently applied across the organization
- Consolidated Resource Management Program – standardized policies effectively control the planned availability of workers including:
 - ◇ vacation scheduling policies align the scheduling of extended time off with the work scheduling process
 - ◇ training scheduling practices align the scheduling of time intensive training courses with the work scheduling process
 - ◇ common set of company holidays shared among all business units, sites, and workgroups
- Personnel Resource Visibility – tools are employed that make personnel availability identifiable to all workgroups potentially needing the individual's skill set. Individual visibility exists for both skills and availability
- Inclusion of Personnel Resource Absences in Work Schedules – personnel resource availability is considered in the work schedule's resource loading process

While possessing skilled and available individuals and having the means to identify them, many organizations will still not effectively share their personnel resources. Culturally, these organizations do not value sharing; their leaders focusing less on the organization's overall

success and more on what their individual workgroup can accomplish. Subsequently, the final cornerstone in the foundation of effective personnel resource sharing is the commitment of the organization's leaders; a commitment that is acted upon and reinforced.

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