



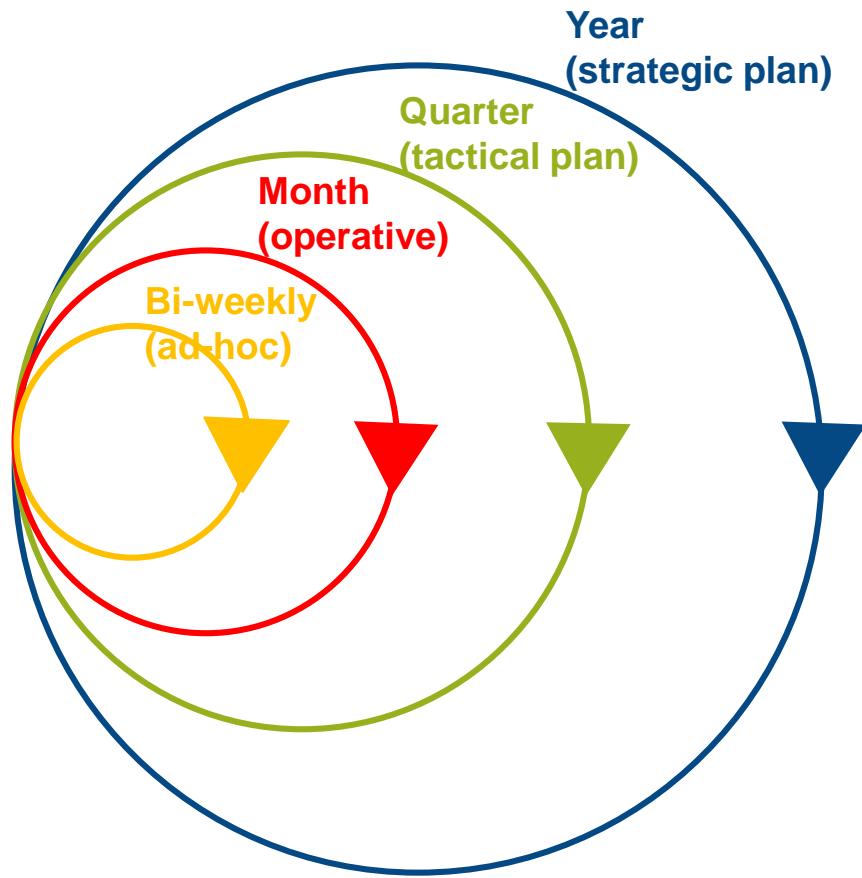
RESOURCE management

December 13, 2016

Resource management

Using “Mill wheels” principle:

- Year plan – roadmap (strategical plan)
- Quarter plan review (tactical plan)
- Monthly plan review (operative plan)
- Bi-weekly utilization checks (ad-hoc plan)

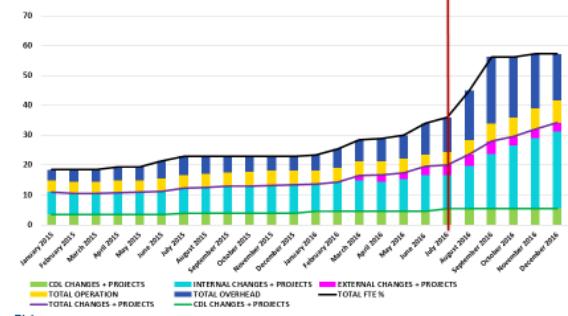


Resource management

General assumptions

- 1 FTE utilization
 - efficient utilization of 1 FTE = 80 %
 - overhead 1 FTE = 20 %
- 1 FTE can be temporarily utilized up-to 120 %
- General lead-time of hiring process
 - 6 months for employee
 - 3 months for contractors
- General induction period 3-6 months (gradual increase)

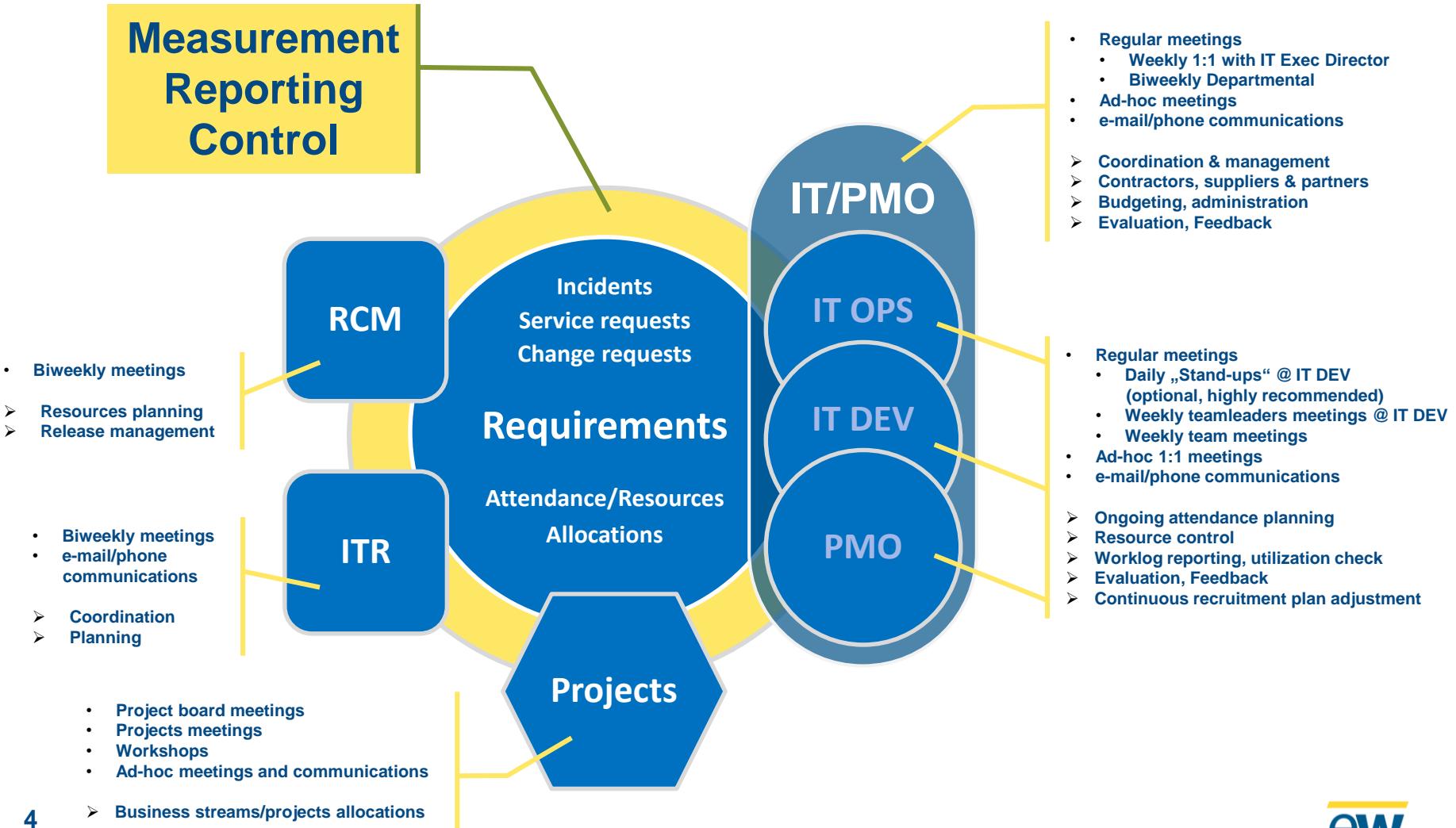
IT/PMO resources development



Risks

- Small number of FTE versus role pool (BA, dev WEB, dev NAV, ...)
- Ambitious recruitment
- No churn expected

Resource Management Approach



Resource management

- Year plan – roadmap (strategical plan)

- Input:

- Project Roadmap incl. estimated capacities
 - Expected PPM & reporting quality

- Output

- Requested skillset, competencies
 - Yearly capacity plan (FTE) + high-level PMs assignment
 - GAP analysis – available resources vs. requested vs. vacants



- Quarter plan review (tactical plan)

- Input:

- Quarter update of Project Roadmap incl. estimated capacities
 - Additional factors – e.g. Expected changes to PPM, reporting and other administrative issues

- Output

- Tactical plan – PMs assignment to projects (who does what and when)
 - GAP analysis - requested skillset, competencies
 - GAP analysis – available resources vs. requested vs. vacants

Category	Resource Type				
	Transformation	Tech	Internal	R&D (research)	Product
IT	100%	100%	100%	100%	100%
HR	100%	100%	100%	100%	100%
Finance	100%	100%	100%	100%	100%
Sales	100%	100%	100%	100%	100%
Marketing	100%	100%	100%	100%	100%
Customer Care	100%	100%	100%	100%	100%
Logistics	100%	100%	100%	100%	100%
Procurement	100%	100%	100%	100%	100%
Quality	100%	100%	100%	100%	100%
Other	100%	100%	100%	100%	100%
Total	100%	100%	100%	100%	100%

Resource management

- Monthly plan review (operative plan)
 - Input:
 - Project reports, Project Charters, ChangeRequests, Timesheets
 - Additional factors – e.g. Expected changes to PPM, reporting and other administrative issues
 - Output
 - Operative plan – New project initiation / Changes in project plans / Feasibilities / Not planned tasks and activities
 - GAP analysis (not usual however can appear)
- Bi-weekly utilization checks (ad-hoc plan)
 - Input:
 - Personal work & utilization report (verbal mainly)
 - Additional factors – e.g. various ad-hoc requests / tasks
 - Output
 - Distributed tasks per team to maximally utilize the capacities

Proactive Resource Management – Change requests

RM/ChM @ JIRA

The screenshot shows the JIRA interface with several filters applied:

- DEV - Filters
- DEV - Graphs
- DEV - Worklogs
- System Dashboard
- RFC Overview
- PMO
- Average age charts - monthly

Applied filters include:

- Filter Results: RFC Candidates for BA [ex: status: decisionApproved]
- Filter Results: RM Business analysis in progress [ex: status: analysis]
- Filter Results: RM Candidates for implementation [ex: status: estimation & estimationApproved]
- Filter Results: RM Implementation in progress
- Filter Results: RM Candidates for deployment
- Filter Results: RM Apprised for deployment
- Filter Results: RM Deployment - Waiting for closing

Issue Statistics (Changes Unresolved (Assignee)):

Assignee	Count	Percentage
Unassigned	79	42%
Sekula Stanislav	11	5%
Balkay Atman	9	5%
Prauchta Vlastav	6	3%
Pattas Minosov	6	3%
Dereva Jozef	6	3%
Rapochik Filip	5	3%
Fotka Daniel	5	3%
Dobival Lubomir	5	3%
Pedja Vlasevic	5	3%

Issue Statistics (Changes Development Status):

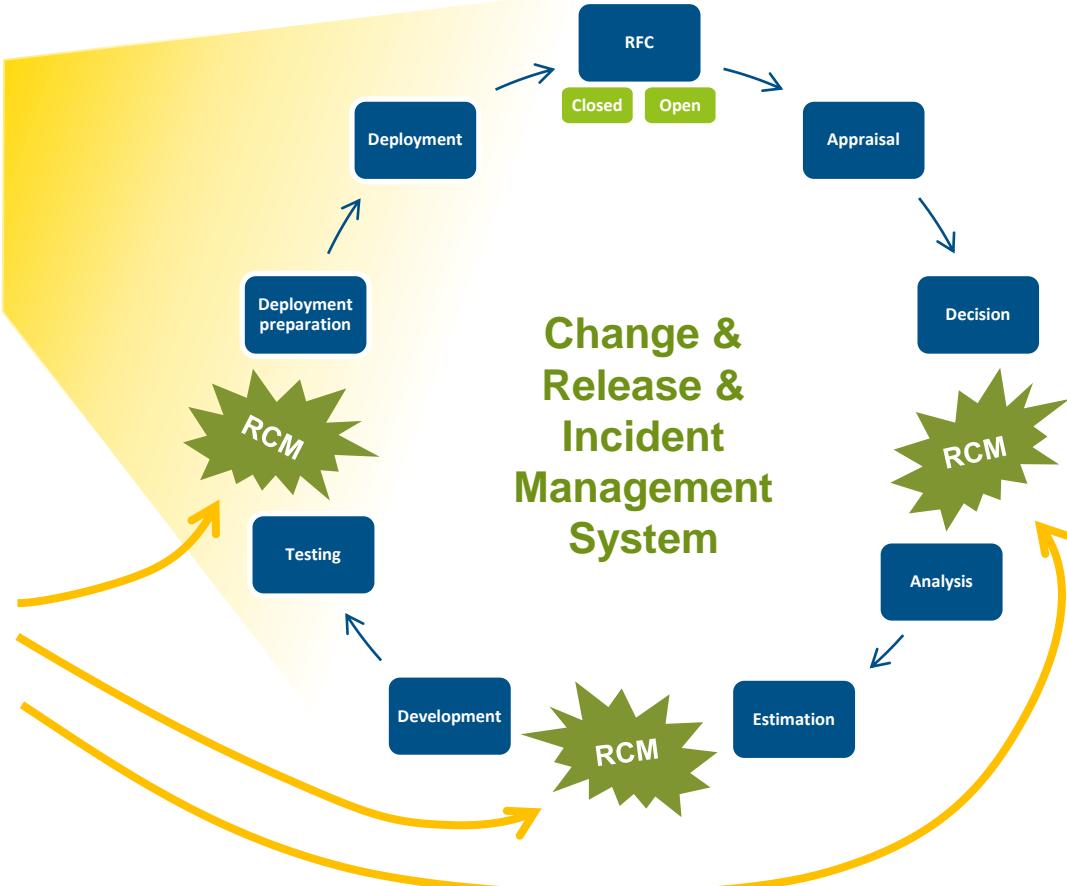
Status	Count	Percentage
Analysis	15	7%
Appraisal	4	2%
Approving deployment	2	1%
Decision	2	1%
Deployment	5	8%
Estimation	41	25%
Estimation done	8	3%
On production	4	2%
Prepare for deployment	1	1%
Testing	25	17%
None	25	17%

Total Issues: 190

IT Capacities @ Sharepoint

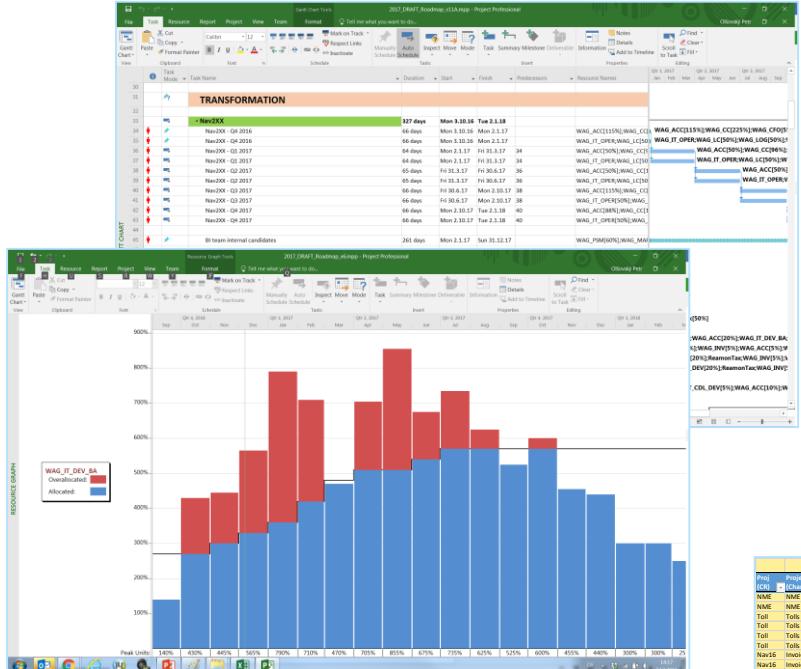
The screenshot shows two SharePoint lists:

- Alokace DEV po tydnech**: A list with columns: Id, Name, Kapacity, IT, Reason, Sales Pack, ISO Documentation, Early Money Collection, PSM. It contains items for "Alokace DEV po tydnech" and "Kapacity".
- Kapacity**: A list with columns: Id, Name, Kapacity, IT, Reason, Sales Pack, ISO Documentation, Early Money Collection, PSM. It contains items for "Kapacity pro RCM" and "Kapacity pro PM".



Proactive Resource Management - Projects

2017 Roadmap @ Shared MPP file



Business Streams @ Shared XLS file

Business Stream, resource allocation Sheet1

	A	B	C	D	E	F	G	H
1								
2				TBD	TBD	TBD	TBD	TBD
3	Stream owner			Transformation	TBD	Internal improvement	R&D framework	Product development
4	Estimated ratio of utilization							N/A & NONE
5	right							
6	PM							
7	Marcus Peter							
8	Piotr Mikołaj Misiak							
9	Karolina Abla							
10	Aleksandra Jana							
11	Maciej Kacper							
12	Maciej Kacper							
13	Maciej Kacper							
14	Maciej Kacper							
15	Maciej Kacper							
16	Maciej Kacper							
17	BA							
18	OlaGra Lubomir							
19	Andrea Petri							
20	Andrea Petri							
21	Katarzyna Bolesława Kęgiel-Jasiecka							
22	Schwarzenegger Małgorzata							
23	Monika							
24	VACANT (available Matrix)							
25	VACANT (available Matrix)							
26	VACANT (available Matrix)							
27	VACANT (available Matrix)							
28	TEST							
29	VACANT (available Matrix)							
30	Hart							
31	VACANT							
32	DEV							
33	Rajmund Filip (MET)							
34	Sebastian Stanisław (HIL)							
35	Przemysław (HIL)							

Allocations control @ XLS file

Projekt	Zadanie	2016	2017												
			X.16	XI.16	XII.16	I.17	II.17	III.17	IV.17	V.17	VI.17	VII.17	VIII.17	X.17	XI.17
NME full (3), limited (3), ost (3)	Anal	WAG_IT_DEV_BA													
NME full (3), limited (3), ost (3)	Dev	WAG_IT_DEV_DEV													
Toll Tolls (Existing)	Anal	WAG_IT_DEV_BA													
Toll Tolls (Existing)	Anal	WAG_IT_DEV_BA													
Toll Tolls (New)	Anal	WAG_IT_DEV_BA													
Nav15 Invoicing from draught.	MP	Arch	WAG_IT_DEV_ARC												
Nav15 Invoicing from draught.	MP	Arch	WAG_IT_DEV_ARC												
Nav15 Invoicing from draught.	MP	Arch	WAG_IT_DEV_ARC												
Nav15 Invoicing from draught.	MP	Anal	WAG_IT_DEV_BA												
Nav15 Invoicing from draught.	MP	Anal	WAG_IT_DEV_BA												
Nav15 Invoicing from draught.	MP	Test	WAG_IT_DEV_TA												
CRM CRMWeb	PM	Arch	WAG_IT_DEV_ARC												
CRM CRMWeb	PM	Arch	WAG_IT_DEV_ARC												
CRM CRMWeb	PM	Arch	WAG_IT_DEV_ARC												
CRM CRMWeb	PM	Anal	WAG_IT_DEV_BA												
CRM CRMWeb	PM	Anal	WAG_IT_DEV_BA												
DWH DWH & QDS	PM	Arch	WAG_IT_DEV_ARC												
DWH DWH & QDS	PM	Arch	WAG_IT_DEV_ARC												
DWH DWH & QDS	PM	Dev	WAG_IT_DEV_BA												
ESB Integrace	P5	Arch	WAG_IT_DEV_ARC												
ESB Integrace	P5	Arch	WAG_IT_DEV_ARC												
ESB Integrace	P5	Arch	WAG_IT_DEV_ARC												
ESB Integrace	P5	Arch	WAG_IT_DEV_ARC												
ESB Integrace	P5	Arch	WAG_IT_DEV_ARC												
ESB Integrace	P5	Arch	WAG_IT_DEV_ARC												
ESB Integrace	P5	Test	WAG_IT_DEV_TEST												

Reactive Resource Management – reporting

Worklogs @ JIRA

The screenshot shows the JIRA Worklogs interface. At the top, there's a navigation bar with links like 'Dashboard', 'Projects', 'Issues', 'Agile', 'Release', 'Create CC issue', and 'Create Issue'. Below the navigation is a search bar labeled 'Quick Search'. The main area is titled 'DEV - Worklogs' and contains several charts and tables. One chart is a 'Wasted Time Chart' showing time wasted by category. A table below it lists 'STATISTICS RESOLVED OR IN PROGRESS' for various projects. Another section shows 'DEV - Worklog' details for specific users like 'Hájek Jan' and 'Hurt Pavel'. At the bottom, there's a 'Time Sheet Report' table showing user work time over specified periods.

Attendance @ Aktion

The screenshot shows the Aktion software interface for managing employee attendance. It features a grid view of attendance records with columns for 'Sídlo', 'Vánoční den', 'Dátum úvodu', 'Dátum skončení', 'Uživatelské jméno', 'Sala čas', 'Funkce', 'Roky', 'Dopravní odhad', 'Dopravní C', 'Dopravní L', 'Náročný čas', 'Náročný L', 'Gruhový čas', and 'Gruhový L'. The interface includes various buttons for filtering, sorting, and exporting data.

Attendance planning @ Shared XLS file

The screenshot shows a Microsoft Excel spreadsheet titled 'Doklady reprezentativních pracovníků za rok 2016' (Representative workers' documents for the year 2016). The sheet contains data for employees like 'Hájek Jan', 'Hurt Pavel', 'Kubec Raděk', 'Olšovský Petr', 'Purchart Václav', 'Rajnoch Filip', 'Sekula Stanislav', 'Šedřík Adam', 'Teplán Roman', 'Vondruš Jiří', and 'Janda Radim'. The columns include 'dátum', 'den', 'Místnost', 'Poznámka', 'Jméno', 'Výročí', 'Místo', 'Zájem', 'Lázeňský den', 'Rázdrob', 'Počet hodin', 'Místnosti k využití', 'Počet hodin k využití', and 'Místnosti k využití'. A green arrow points from the JIRA screenshot towards this Excel sheet.