

## 103 Effort Management Questions

	Enterprise	Sub Enterprises	Role Group	Resource	Projects	Activities
Planning	1. Who are our people? 2. Where are our people?	[As for Enterprise]	<ul><li>3. Who is in this Role Group?</li><li>4. Where are the Role Group people?</li><li>5. Where are our Role Group people sourced from?</li><li>6. Who else in the Enterprise is able to do this Role?</li></ul>	<ol> <li>What Roles do I have in the Enterprise?</li> <li>What other Roles am I capable of? (though inactive)</li> <li>What is my standard availability?</li> <li>What is my maximum availability?</li> <li>When am I unavailable?</li> <li>What work has been allocated to me?</li> <li>When is my allocated work?</li> <li>What is my sell/cost rate?</li> </ol>	<ul><li>15. Who has been allocated to work on this project?</li><li>16. What is the Activity list and WBS?</li><li>17. Which Program does this Project belong to?</li></ul>	<ul><li>18. What is the estimated effort for each Role for the Activity?</li><li>19. Who is allocated to work on this Activity?</li></ul>
Tallies	<ul><li>20. How many people will we need?</li><li>21. How many people have been allocated work?</li><li>22. How many staff or contractors will we have?</li><li>23. What will the Enterprises cashflow for people be?</li><li>24. What will the Enterprise head count be?</li></ul>	[As for Enterprise]	<ul><li>25. How many people do we have in this Role Group?</li><li>26. How many people do we need in this Role Group?</li><li>27. How many people in this Role Group have been allocated work?</li></ul>	28. How much work has been allocated to me?	<ul><li>29. What is the estimated effort for the project?</li><li>30. How many people are allocated to this project?</li><li>31. What will the project cashflow for people be?</li><li>32. What will the Project head count be?</li></ul>	<ul><li>33. What is the estimated effort for this Activity?</li><li>34. What is the estimated duration of this Activity?</li><li>35. What will the Activity cashflow for people be?</li></ul>
Indicators	36. What could the enterprise's ability to deliver be? 37. What could the enterprise's utilisation be? 38. What could the enterprise's provision of people to work be?	[As for Enterprise]	<ul><li>39. What could the Role Group's ability to deliver be?</li><li>40. What could the Role Group's utilisation be?</li><li>41. What could the Role Group's provision of people to work be?</li></ul>	<ul><li>42. What will my utilisation be?</li><li>43. Have I been assigned an appropriate amount of work?</li></ul>	44. What will the Project's average provision of people to work be?	45. What will the Activity's provision of people to work be?

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Implications	<ul> <li>46. How well balanced will the enterprise's people, projects and business outcomes be?</li> <li>47. How many people should the enterprise hire/ release?</li> <li>48. Will the enterprise need more or less work?</li> <li>49. Have all resources been allocated work?</li> <li>50. Will the enterprise be capable of delivering its obligations/opportunities?</li> <li>51. Will the enterprise achieve adequate utilisation?</li> <li>52. Has the assignment of people to work been sufficient?</li> <li>53. How much more can the Enterprise improve/ reduce its ability to deliver obligations/ opportunities?</li> <li>54. How much more can the Enterprise improve/ reduce its utilisation?</li> <li>55. How much more can the Enterprise improve/ reduce its assignment of people to work?</li> <li>56. What proportion of the enterprise's people will be stretched and by how much?</li> <li>57. What will the distribution of capability to deliver be across the Enterprise?</li> <li>58. What will the distribution of Sufficient provision of work/people be across the Enterprise?</li> <li>59. What will the distribution of sufficient provision of work/people be across the Enterprise?</li> <li>60. Can the enterprise accommodate the planned rate of change in people, work or allocation?</li> <li>61. Which Project are at risks of delay due to inadequate people on critical activities?</li> <li>62. What will the Enterprises' people cost be?</li> </ul>	63. How well will different Sub-Enterprises perform? 64. How well could different Sub-Enterprises perform?	<ul> <li>65. Are there enough people in this Role Group to deliver its obligations, or opportunities?</li> <li>66. Will this Role Group achieve adequate utilisation?</li> <li>67. Has sufficient or excessive work been assigned to this Role Group?</li> <li>68. How much more can the Role Group improve/ reduce its ability to deliver obligations/ opportunities?</li> <li>69. How much more can the Role Group improve/ reduce its utilisation?</li> <li>70. How much more can the Role Group improve/ reduce its assignment of people to work?</li> <li>71. How much will we stretch people in this Role Group</li> <li>72. Which Activities and Projects are at risk of delay due to inadequate people from this Role Group?</li> <li>73. Can the Role Group accommodate the planned rate of change in people?</li> </ul>	<ul><li>74. Can I deliver on time everything allocated to me?</li><li>75. To deliver, how stretched will I be?</li></ul>	<ul><li>76. Have enough people been allocated to this project?</li><li>77. Will there be too much work for people in this Project?</li><li>78. What will the Project's people cost be?</li></ul>	79. Have enough people been allocated to this Activity? 80. Will there be too much work for people in this Activity? 81. What will the Activity's people cost be?
Opportunities	<ul> <li>82. What is the maximum utilisation this Enterprise could achieve?</li> <li>83. How much more can we improve utilisation across the Enterprise?</li> <li>84. Which people can change roles?</li> <li>85. Which are the higher priority of Role Groups that require attention?</li> <li>86. How much can we reduce people numbers without affecting the Enterprise's delivery obligations?</li> </ul>	<ul><li>87. What work can be shared between Sub-Enterprises?</li><li>88. What people can be shared between Sub-Enterprises?</li></ul>	<ul> <li>89. What is the maximum utilisation this Role group could achieve?</li> <li>90. How much more can we improve utilisation for this Role Group?</li> <li>91. What work and people can be shared within this Role Group?</li> <li>92. How much can we stretch people in this Role Group?</li> <li>93. If needed, how many people are capable of undertaking this Role, but are currently inactive?</li> <li>94. Who are the less expensive people for this Role?</li> </ul>	<ul><li>95. How much more can I be stretched?</li><li>96. Who can work where?</li><li>97. Who can also do my Role and/or share my allocation?</li></ul>	98. Who can work on this Project?  99. How long will it take to get the Project back on program, with how many additional people?  100. How much can we reduce allocated people without affecting the Project's program?	<ul> <li>101. Who can work on this Activity?</li> <li>102. How long will it take to get the Activity back on program, with how many additional people?</li> <li>103. How much can we reduce allocated people without affecting the Activity's program?</li> </ul>

