MANAGING ORGANIZATIONAL RESOURCES (MOR)

Managing Organizational Resources is the ability to understand and effectively manage resources (e.g., people, materials, assets). This is demonstrated through measurement, planning and control of resources to maximize results. It requires a balance of qualitative (e.g., client satisfaction) and quantitative (e.g., service costs) needs.

This Means...	*This Doesn't Mean...*
• understanding what the key resources are in your area and how the allocation of these resources impact the organization	• ignoring the fact that all resources are valuable
• ensuring that projects/initiatives are completed in an effective and efficient manner while maintaining or improving current quality standards	• using resources without regard to the costs associated with waste, i.e, inefficient use of time, supplies, personnel
• acting in a responsible manner when using the organization's resources	• using the same combination of resources to achieve business goals without investigating more effective alternatives
• trading resources with other areas in the Organization so as to achieve greater efficiency	• exclusively keeping your resources within your department and not sharing them with other areas
• utilizing resources to meet current and future business goals, with a view and tie-in to the tactical and strategic aspects of Organization	• using resources to attain present goals without thinking of future implications
• considering whether costs incurred are a good use of tax payers money	• engaging in activities or projects because they are interesting

Developmental Activities	# Level 1-2 Activities

Consider the following general tips to improve your Resource Management capabilities.

- Plan how you can effectively use resources to accomplish your goals, assignments or projects.

- Monitor your progress against milestones.

- Take the time to get a detailed understanding of the systems, programs and resources needed to complete your projects.

- Clear away bureaucratic barriers or other problems that make it difficult for you or your staff to get the project done.

> **Reflection Tip:**
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> ✱ If you do not meet a milestone, determine how much this has "cost" you. Seek to recoup that cost from other project steps.

Organize and execute priorities with others.

- Talk to people about relevant issues, concerns, approaches or ideas.

- Use a matrix to decide what activities need to be done and then determine who should do them. For example, Steven Covey makes reference in his book "The Seven Habits of Highly Effective People," to a time management matrix that lists activities as urgent and not urgent, important and not important.

	URGENT	NOT URGENT
IMPORTANT	I Activities Crises Pressing Problems Deadline Driven Projects	II Activities Prevention Relationship Building Recognizing new opportunities Planning Recreation
NOT IMPORTANT	III Activities Interruptions, Service Calls Service Mail, Source Reports Some meetings Proximate, pressing matters Popular Activities	IV Activities Trivia, busy work Some mail Some phone calls Time wasters Pleasant Activities

⇒ **Quadrant I** activities are crises and emergencies which require immediate attention. Involve others to help with project deadline or tasks.

⇒ **Quadrant II** activities are priorities that need to be scheduled. Organize your work week and then delegate to others who have time and experience in handling the tasks.

⇒ **Quadrant III and IV** activities include phone calls, answering mail, attending some meetings. These activities should be done but are not urgent or as important. Ask someone to help you out. Have someone attend a meeting in your place.

Reflection Tip:

* What is the distribution of your current tasks across each of the four quadrants?

Analyze the organization charts to familiarize yourself with resources across the organization.

- Identify the various functions in the organization and familiarize yourself with their business needs and roles.

- Take action to learn more about functions closer to your business needs. Review the organizational chart and contact colleagues in the area to learn more about what they do and the resources they have.

Reflection Tip:

* Do not limit yourself to exploring financial resources.

Identify one or two colleagues who are resourceful and work to improve your relationship with them.

- Set a goal to have at least one conversation with these colleagues each week.

- Focus on learning about the people; what do they do? what are they good at? who do they know? and what are their interests?

- Discuss how they have handled similar situations to yours. Listen carefully and evaluate which approaches would work best for you.

- Keep in touch with them on a regular basis.

Reflection Tip:

* Keep a note of tips you pick up on and try to implement them in your own area.

Identify the resources needed to accomplish one of your present goals.

- Make a list and prioritize these resources according to their level of importance within the department.

- Identify the cost (including opportunity cost) of using these resources.

- Are these resources allocated in a similar manner at a ministerial level?

Reflection Tip:

✻ Consider whether an alternative use of resources would result in higher efficiency.

Ensure that you use the Organization's resources in an efficient manner. Devise a "recipe" for effective resource allocation.

- Create a plan for your next project and list the resources needed to follow through on this plan.

- Calculate how much of each resource (People, materials, assets) is needed at each stage and incorporate this into the project plan.

- When implementing the project steps, try to stay at or below your calculated resource need while maintaining a high level of quality.

Reflection Tip:

✻ Pay attention to your project cost variance over time.

Levels 3-4 Activities

Act as a role model to your colleagues in the Organization.

- Think of an initiative/project that achieved top results at a minimum expense (in terms of human and financial resources).

- Discuss this initiative/project with a group of colleagues at your next meeting and obtain feedback. Do they agree that it was an example of superior resource management? Do they see any areas to improve upon?

Reflection Tip:

✻ Be sure you focus on the tough decisions you made to manage resources effectively.

Look at a series of annual operating budgets over the past 3 years.

- Examine the expense column and determine where most of your department's expenses lie.

- Use this information to assess what areas require the greatest degree of financial resource allocation.

- Think of measures you can take to cut costs in these areas, e.g., alternative distribution routes, time saving measures (generally doing more with less).

Reflection Tip:

✻ You may need to consider radically different approaches or changes to business processes to make a material difference.

Identify needed resources.

- On an ongoing basis, but particularly when new initiatives are introduced, identify the resources needed to accomplish your goals, seeking input from project team members.

- Identify the things you are able to obtain on your group's behalf and take action.

- Be clear about any constraints that exist in terms of providing required resources and engage the group in problem solving to develop plans to overcome obstacles or shortages of resources.

Reflection Tip:

✳ Use your network to identify additional resources when required.

Clarify expectations and develop a plan.

- When accepting a new project or activity, clarify your immediate supervisor's expectations and your role. Define key deliverables and accountabilities.

- Write a plan which lists the key activities to be performed, who will perform the activity, who will provide assistance, the expected outcome of each activity, when it will be completed, the required resources and how you will measure whether the activity is completed to the standards established.

- Share this plan with your supervisor and clarify any concerns or issues he/she may raise.

- Regularly track your performance using this plan. Identify when activities are completed and/or milestones are met. If there is any "slippage" in your plan, identify the cause and problem-solve using whatever resources necessary to overcome the obstacle(s) and place this project back on line.

- When delegating tasks or projects to members of your team or when changes occur, clarify your expectations in writing and monitor their progress regularly, keeping notes to assist you in reviewing their performance.

Reflection Tip:

✳ Do you have sufficient resources to achieve the expected results?

Identify or develop tools that will help you track resources more effectively.

- Keep a spreadsheet that lists your financial and non-financial resources and records what is available to you and when.

- Keep a diary of contacts that you can approach to seek additional resources if required.

- Use project planning tools such as MS Project to allocate and track resources.

- Share your tools and tips with other team members, branches or ministries.

Reflection Tip:

✳ Keep track of resources you have made available to others.