THE RISE OF THE
PROJECT WORKFORCE

Managing People and Projects in a Flat World

RUDOLF MELIK
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“Don’t mess with my powder, dude.” Such was the rather flippant response by an engineering graduate to a job offer from a leading architectural/engineering company. “You spoke about your regular Tuesday project meetings, the weekly afternoon Thursday update sessions, and your 9-to-5 culture. And I’m sitting there thinking all the time that there’s fresh powder on the hills, and you’re messing with my boarding time.”

The CEO of the organization was explaining this story to me while we discussed the global trends that I should address during my upcoming presentation to staff of the organization.

“What’s with these kids?” he asked.

The answer to that question is not that difficult to understand. And it is by thinking about the context of such things as today’s prevailing attitudes toward work and life that you will realize the importance of everything you will learn from reading this book.

We are in an era of massive transformation of the modern organization. We are buffeted by rapid market change, regular, constant product and service innovation, increased globalization, heightened competition, and the ever-increasing specialization of skills as a result of accelerated knowledge growth.

Organizations have learned that the way forward is not by relying on solid, unyielding, slow-to-respond corporate structures of the last century. They have realized that to deal with the high-velocity future, they must be able to swiftly assemble and disassemble teams that will focus on specific projects. They know that they will staff these projects with individuals who will work on these projects for very short periods of time. They will then quickly disassemble the project and the team that goes with it, in order to move on to next project. They will be juggling dozens and dozens, and hundreds and hundreds of such projects.

They know that their ability to manage a workforce that is sometimes temporary, always transient, part-time in nature and multiskilled in background will become a key leadership skill. They know, however, that project and skills management probably isn’t a core skill that they possess.

Which is why they—you—are reading this book.

What does this have to do with the snowboarder? There are dozens of complexities that come with the project-oriented economy. For example:
• Finding the right skills, at the right time, for the right purpose, at the right price
• Managing complex, real time projects that span the globe in terms of partners and skills
• Learning how to veer a project toward a new, unforeseen goal as a result of rapid market change
• And yes, attracting to a project team a generation that has a completely different concept toward the idea of work

Seven years ago, as the parents of two very busy young sons, my wife and I decided that we should take up skiing as a family activity. The first year, we could barely get down the hill. Today, as I write this, we are about to head off for a week at a mountain ski resort, where we will be able to navigate some of the most difficult hills. Not with ease, but at least with enthusiasm!

Going downhill is the fast part of skiing. The social part of the sport is, of course, après-ski, but also takes place during the ride up the hill. You get to meet a fascinating array of people from different backgrounds while on a chairlift: different age groups, locales, and career types. Everyone talks to their gondola partner; it’s part of the culture of the sport.

Through the years, I have come to a quirky but fascinating conclusion about these conversations: Different generations have very different attitudes toward their life and their careers. For example, baby boomers inevitably ask me the question, “What do you do for a living?” Being in my late 40s, I can understand that much of how we define ourselves is based on how well we’ve done with our career.

Snowboarders, on the other hand, who almost always inevitably seem to be younger than 25 (though yes, I know, there are millions of 30, 40, and 50 year-olds who snowboard) always tend to ask me a different question: “What do you like to do?”

And that comes to the heart of the question asked by the CEO: What’s with these kids? If they can’t find a career that provides an adequate fit between what they do for fun (boarding) and what they do for a living (designing), they’ll turn down the opportunity.

I worked into my presentation to that company two fascinating statistics: More than 50 percent of American kids now believe that self-employment is more secure than a full-time job. And a survey of engineering students indicated that the majority believed that a full-time career was about two to five years long.

What’s going on here? Massive transformation in attitudes toward the world of work, organizational structure, and careers. This is but one of dozens of trends that are coming together leading us toward the project-based economy. Quite simply, there is an entire generation who would prefer a career of dozens of short-term, project-oriented assignments, rather than long-term, thoroughly dull, career paths.
Boomers are the last generation of a world in which people defined themselves in terms of their career. They went to school, obtained a set of skills, and began to apply those skills to a career with the expectation that this is what they would do with their lives. With this expectation, however, came the rude awakening of the end of the job for life, the end of the concept of a career-for-life, and perhaps even the concept of a “job.”

Boomers are the vanguard of the last-century organizational structure and career concepts: one that is focused on the concept of employment and on the concept of a career.

Generation-connect (as I have begun to call them) on the other hand, have a mindset that is perfectly in tune with the project-oriented economic and career structure of this new century: one that is based upon an ongoing stream of short-term, project-oriented work assignments.

These statistics clearly indicate that the younger generation is very different when it comes to careers. It’s easy to understand why: they’ve seen their parents right-sized, out-sourced, reengineered, and transformed. They’ve come to understand that there are no guarantees, nothing is long term, and that much of their success will come from their ability to constantly reinvent themselves.

And they get very bored, very quickly. They are the first generation to grow up in the global data-cloud; they’ve been weaned on Xbox and MSN and YouTube. They are immersed from birth in a world in which they can be doing multiple things at once, and which their minds are always very active.

They are coming to expect the same degree of heightened stimulation in the workplace. They expect to have multiple different careers; they want to be provided with a regular stream of new projects and varied assignments and responsibilities. They fully expect a career path that will allow for multiple different jobs and careers throughout their lifetime, simply to avoid the boredom and tedium that comes with routine.

And they define themselves not by what they do for a living, but by what they like to do. The latter includes sports, socializing, hanging out, chatting online, and, well, a few careers and jobs and projects and things to do along the way.

They are a generation that is fiercely collaborative and extremely team oriented. While their older baby boomer parents talk of change management workshops and the need for “team collaboration” within existing corporate structures, this next generation just “does” stuff. They can instantly take on the most complex of projects and work in a manner that draws together the talents of many, many people.

Their uniqueness is such that they are the vanguard of the next phrase of the massive restructuring of the modern business organization. Quite simply, they don’t subscribe to the concept of a corporate work philosophy that says you have to come to a certain location every day to do things. They find the concept to be entirely laughable, with the result that those organizations that have yet to adopt a workplace culture that supports irrelevancy-of-location as a cornerstone will be unable to attract their talent and skills.
In other words, if you mess with their powder time, you likely won’t be able to interest them. And in an economy in which the war for talent will be the defining factor for future success, that could be a pretty big problem.

A huge amount of my time is spent, as a futurist, trends, and innovation expert, on providing insight to some of the largest organizations in the world. I’m helping them with what they must do in order to adapt to an ever more rapidly changing economy, collapsing product life cycles, fiercer market competition, the rapid emergence of new competitors, challenging new workforce attitudes, not to mention the necessity of gaining access to ever more specialized skill sets. In doing so, I’ve come to learn that many leading thinkers of our age truly don’t appreciate just how quickly the world is changing.

For example, I often tell the story on stage of a hypothetical “GoogleCar.” I suggest to the audience that we live in an era in which Google could choose to become a car company—and could jump into the business pretty quickly if it wanted to. All it would have to do is line up the proper partners for the project: today’s economic winners excel by putting together rapid, global, sophisticated, knowledge-deep partners.

In the global economy of today, the capabilities needed to design, build, and deliver a sophisticated new automobile can become accessible at the drop of a hat. Well, perhaps not that easily, but learning how to manage a project of such scope and scale will become one of the critical success factors for any organization in the future.

You might need to learn to assemble rapid, global, sophisticated project partners—the insight provided by this book—faster than you might think!

After I tell my story of the GoogleCar, I explain that Google’s founders are now significant equity participants in a new California car company, Tesla Motors—an organization that has brought to market, rather quickly, a fascinating new electric vehicle. It did so by bringing together a wide number of partners to the project, each bearing their own unique expertise and skills.

We live in a time in which things are happening so fast that predictions go from fantasy to reality in a matter of months.

Today, we can see an ever-increasing reliance on project-based “workforce for hire.” Companies are aggressively focused on becoming leaner than ever before. They continue to reorganize themselves around a small, core group of staff responsible for keeping the business running, and they focus on obtaining the rest of their needed expertise through an ongoing and ever-growing reliance on short-term, contract workers. The increasing specialization of knowledge, rapid career evolution, relentless market and business change, and globalization have led to a world in which skills access is critical: it’s all about getting the right skills, at the right time, for the right purpose.

In the future, we will continue to see companies relentlessly focused on obtaining the best talent they can, regardless of where they might be. In the hyper-innovative global economy, the only thing that counts is knowledge. If the knowledge is accessible from anywhere in the world, then companies will
find themselves in the position of being able to choose the best talent and expertise they need to do a particular job from a group of global, skilled experts.

That’s why *The Rise of the Project Workforce* is such an important book. It provides you with the insight, knowledge, and best practices to access, manage, and deploy the critical skills that you need to compete and thrive in the global economy—which is one of the defining characteristics of the successful organizations of tomorrow.

And it might help you understand that the simple issue of “What do you do for a living?” being replaced by the question, “What do you like to do?” is one of the fundamental changes occurring around us today. That this issue has tectonic consequences in the project and workforce management landscape.

**Jim Carroll**

Jim Carroll is a strategic thinker and thought leader with deep insight into trends, the future, creativity, and innovation. He was named by *BusinessWeek* as one of four leading sources for insight on innovation and creativity. An author, columnist, media commentator, and consultant, he has a client base that includes the Walt Disney Organization, Nestle, Monster.com, Motorola, DaimlerChrysler, the BBC, and the Swiss Innovation Forum. He has researched key innovation success factors for dozens of industries, associations, professions, companies, and individuals. He is a frequent keynote speaker with highly customized presentations. He learned to ski at the age of 40 and now organizes his professional career activities during the winter around his skiing time. He welcomes your comments at jcarroll@jimcarroll.com.
Preface

This book is ideal for managers, directors, and executives who are looking for a project-based approach to apply to their business, to standardize work processes, and to improve collaboration across the workforce.

The Rise of the Project Workforce is a practical guide to Project Workforce Management for project managers, human resources directors, finance and payroll professionals, compliance officers, executives, system implementers, and consultants. It also serves as an excellent introduction to the topic for students and beginners.

This book introduces the concepts, tools, and technologies that, combined with accounting, payroll, human resources, and customer relationship management applications, result in improved productivity and greatly reduce compliance and overhead costs, resulting in substantial profit and revenue increases for an organization.

Part I provides an introduction to the market realities, competitive pressures, project execution, and service delivery challenges that have led to the emergence of the Project Workforce.

Part II serves as an in-depth discussion of concepts, technologies, and tools facilitating project management, workforce management, and workflow that are of interest to project managers and operational executives.

Part III provides consultants, administrators, system integrators, and implementers with a phased implementation roadmap, a primer on integration points between various enterprise systems, predeployment planning checklists, and an administration handbook. It also shows how you can build a thorough business case and prepare for the user adoption challenges a Project Workforce Management initiative is likely to face.
Acknowledgments

As we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them.
—John Fitzgerald Kennedy

This book, as with everything else I have created in my life, is the result of great teamwork. My thanks and deepest gratitude to:

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Thank you all.
PART I

Working in a Flat World
The Rise of the Project Workforce

I think it’s going to be one of the biggest middle-class jobs—collaborators. Collaborators are people who are good at working as part of global knowledge, manufacturing or supply chains.

—Thomas Friedman

The World Is Flat—Again

In his seminal work: The World Is Flat (New York: Farrar, Straus and Giroux, 2006) author and “presentist” Thomas Friedman describes a highly integrated world where business is done instantaneously with billions of people across the planet. As a result of the lowering of trade and political barriers and the technical advances of the digital revolution, a new flat world has emerged in which a call center in the Philippines answers support questions from a distributor in England for software that was designed in California, coded in India, and tested in Ireland.

For some of us on the leading edge of global commerce, these developments may not come as a big surprise. But Friedman convinces us that the new flat world is no longer the stuff of futurists or presentations at the World Economic Forum. Outsourcing and collaboration are facts of life, and much more the norm than the insulated small manufacturer based in the heartland of the United States.

As organizations and executives find themselves with two feet planted firmly in a fully interconnected, truly global economy, one truth is evident for all enterprises; and particularly for project- or service-driven businesses that rely heavily on project teams and information workers:

Our established ways of getting work done, of accounting for this work, of monitoring compliance, and of analyzing work in progress for intelligence that will help us
do future work faster, better, cheaper, and smarter are through. They are no longer enough.

In his seminal work *Only the Paranoid Survive* (New York: Random House, 1999) then Intel Corporation CEO Andy Grove coined what would become the de facto phrase for points in time such as strategic inflection points. Strategic inflection points mark full-scale changes in the way business is conducted. The ways we work, the ways we compete, and the ways we win require a new approach, a new outlook beyond simply making our existing systems bigger, better, faster. During strategic inflection points, businesses that “get it” and change, achieve unprecedented gains—those that do not, stumble and fade.

Driving our current strategic inflection point is the underlying social, economic, and world infrastructure transformation of what globalization guru, author, and Pulitzer Prize winning *New York Times* columnist Thomas Friedman calls a “flat world.” In a flat world, Friedman explained to *Wired* magazine, organizations compete on a “level, global, Web-enabled playing field that allows for multiple forms of collaboration without regard to geography or distance—or soon, even language.”

Friedman goes on to tell us that while Fortune 500 firms are willing participants in this global business revolution, they are not driving it. Rather they are being pulled along by groups of highly innovative, widely dispersed project teams. Most of the individuals that comprise these teams are working from basements and boiler rooms, not skyscrapers. In essence, the new flat world is being driven by a corresponding flat hierarchy of small, co-equal teams interconnected by a series of co-dependent projects. And these teams are working fast!

Futurist, trends, and innovation expert Jim Carroll concurs with Friedman and notes the increased pace at which change occurs in this new flat world. In his book, *What I Learned from Frogs in Texas* (Toronto, Canada: Oblio Press, 2004), he writes:

As globalization and technological advances converge, competition is changing overnight, and product lifecycles often last for just a few months. Permanence has been torn asunder. We are in a time that demands a new agility and flexibility: leaders must have the skill and insight to prepare for a future that is rushing at them faster than ever before.

While star journalists like Thomas Friedman and Jim Carroll are free to chronicle the emergence of the flat world, it is left to the rest of us to figure out how to better manage and work in it, without falling off the edge. That’s where this book comes in. It’s a practical guide to organizing and getting work done in an environment that Friedman further describes as:

More people than ever collaborating and competing in real time with more other people on more different kinds of work from more different corners of the planet and on a more equal footing than at any previous time in the history of the world. (p. 8)
Today’s business systems are simply not designed to plan, schedule, manage, audit, and optimize work that gets done in a flat world. In fact, the origin of double-entry accounting actually dates back to the last time the world was flat: the days of Columbus. More modern versions of business automation tools such as enterprise resource planning (ERP), customer relationship management (CRM), and project management software want to impose a certain rigidity within business processes, and fail to address the dynamic interplay and constantly shifting relationship between projects and people, which occurs naturally in the flat world and characterizes today’s business.

To help you navigate the flat world, this book is organized into three main sections:

**Part I: Working in a Flat World** is an executive’s guide to the trends and implications of this new business world order.

**Part II: Project Workforce Management** describes how a new class of software and associated best practices can help businesses better manage and produce work in the flat world.

**Part III: Implementation** details how best to implement Project Workforce Management in your company.

### Market Dynamics That Challenge Traditional Project Management

The following major market dynamics not only contribute to the flattening of the world, but also challenge the management capabilities of the processes and systems we use:

- **Globalization**: At the start of this shift, organizations moved simple tasks like assembly and manufacturing to developing countries where this work could be completed more economically. In globalization’s current wave, organizations are outsourcing knowledge work as well. At first, only large multinational corporations outsourced operations. In the current wave, all organizations—even ones with just a few employees—are outsourcing and conducting business globally. The Internet, fast networks, and a globally connected workforce are the driving forces behind this trend.

- **Increased regulatory scrutiny**: As organizations have become more fragmented, they also have become subject to greater regulatory scrutiny. They must achieve and maintain compliance with regulations such as Sarbanes-Oxley, which directly impact project and workforce management and execution. To comply, companies need more thorough and expansive systems for assigning, tracking, and managing accountability for the work being done. These controls protect everyone—workers, customers, suppliers—effectively, all of the organization’s stakeholders.
• **Flattened hierarchy:** In a flat world, top-down decision making is replaced by bottom-up empowerment. Widely distributed companies cannot use an authoritative command-and-control structure. Instead, market leaders will find ways to remove the red tape shackles from their project teams and empower them to get work done and make local decisions.

• **Fragmented enterprises:** Today’s work is defined by atomized segments that are delivered by specialized workers both inside and outside the company. Organizations assign work to internal or outsourced teams based on costs, available talent, the nature of work, and customer expectations.

### A Flat World Demands Collaboration and Cooperation

The net result of a flat world is an overriding need for collaboration and cooperation. The problem is that companies are not really all that adept at collaborating; too many enterprises struggle with thinking innovatively about how they work. They fail to create processes and systems that support cooperative collaboration.

In *What I Learned from Frogs in Texas*, Jim Carroll reports the results of a survey by Collaborative Strategies LLC. It revealed that 32 percent of the time in a typical working week is spent on helping others resolve questions. Of these questions, 54 percent have been answered before, yet the answers are not recorded in any type of accessible knowledge base so that they can be institutionalized. Instead, organizations continue to waste time answering the same questions—despite the fact that 81 percent of the workers surveyed believed it was important to share such knowledge.

Often, the desire to collaborate is not supported by processes and systems that make collaboration easy, or better yet, a natural part of the way work flows. Instead, entrenched roadblocks and business challenges such as those that follow get in the way:

• Employees and contractors are working very long hours to deliver projects, but management cannot report on the reasons why resources are so overloaded. As a result, management also lacks the insight to create innovative long-term solutions for balancing resource demand and availability.

• Businesses lack tangible measures of the value versus the effort of different internal departments.

• Manual data collection processes cause management to receive reports on billable utilization and capacity planning after month end—too late to make corrections on work in process or to take corrective action before initiating new projects.

• Information Technology (IT) or engineering is unable to produce a report that shows the cost breakdown of effort across different types of projects—
such as research and development or client and maintenance assignments—so that work allocations can be optimized to meet the organization’s goals.

- Business reporting comes after the fact. Organizations do not have standardized processes and systems for capturing the details of work. They often use “pillars of disconnected data” that sometimes conflict. For example, they track time using spreadsheets, multiple information systems, or a variety of timesheet and expense reporting systems (one for payroll, another for project tracking, and yet another for billable work). The information in these systems does not always agree. Managers use manual entry (such as merging spreadsheets) to integrate the data for reporting and decision making—this consumes time and resources, often resulting in inaccuracies.

- Decentralized shared resource pools spread across business units, cities, countries, and time zones. They often lack systems to enable the real-time collaboration and data access that their work requires.

- Compliance costs are escalating as regulations become more stringent, while the way work gets done becomes more fluid. The lack of process automation results in high additional costs for internal and external compliance audits and any process improvement initiative.

- Various departments and geographically dispersed resource groups use completely different or disconnected systems to manage the same processes, thus hindering collaboration and knowledge sharing.

New Nature of Work

The new nature of work lies at the crossroads of a flat world and the heightened demand for collaborative organizations. Today, work is increasingly differentiated, meaning it is compartmentalized into units of subject matter expertise, delivered by collaborating specialized workers both inside and outside the company. While only a short while ago, just a small percentage of an enterprise’s work was formed around collaborative projects and differentiated time, today, about more than half is, and the trend toward compartmentalization of work is expected to accelerate.

This shift in the way work gets done requires organizations to track differentiated time and expenses, to allocate costs (whether or not they are billable) to the right projects, and to examine as well as justify spending and labor costs across both internal and external business units.

The empowered collaborative workforce in today’s flat world has a substantial impact on how we track and measure work:

- Work is delivered or centered on an initiative or a project. Since the mid-1990s, renowned author and speaker Tom Peters has been telling anyone
who would listen that business professionals should consider work and career as a succession of discrete projects to be strung together in consecutive stages of advancement and accomplishment. Modern companies embody this principle in reverse, as they quickly assemble teams of geographically dispersed, highly specialized professionals (referred to as the Project Workforce) to execute specific projects. These teams are formed for varying durations depending on the nature of each project and are dismantled just as quickly as initiatives are completed. Some have called this the “Hollywood Model” of work: bringing together the best resources to make a movie, then disbanding and forming other teams to make other movies.

- **It is no longer sufficient to analyze customers, projects, employees, and financial data as separate entities.** These elements are too interdependent to be tracked by different executives, each using their own tools and policies for monitoring and reporting. A new global system of record is required that combines the customer, the talent, and the project.

### Traditional Systems Prevent Progress in a Flat World

_Inadequate_ and _disconnected_ describe most of the systems in use today. Traditional ERP systems fail to provide a single system of record that unifies customer, project, and workforce management. Whether they use an ERP system, most organizations (and all Global 2000 companies) have deployed multiple enterprise applications and heavy customizations, including but not limited to:

- **Customer relationship management (CRM) systems**, such as salesforce.com, Microsoft CRM, and Sugar CRM
- **Project scheduling and project collaboration software**, such as Microsoft Project, Primavera
- **Portfolio management solutions**, such as Primavera or Computer Associate’s Clarity (used by internal IT departments to prioritize projects, conduct what-if-analysis, and align projects with company objectives)
- **Portal development and document management software**, such as Microsoft’s SharePoint or Captaris’ Alchemy
- **Time and attendance tracking software**, whether ERP customizations or separate systems from companies, such as Kronos or Workbrain
- **Travel and entertainment expense tracking software**, whether ERP customizations or systems from companies such as Concur
Billable time tracking software, whether ERP customizations or separate systems, such as Sage Carpe Diem

Business process management software, such as Ultimus or Lombardi to automate business processes that are not addressed in other enterprise applications

Often, these applications have their own databases, rules, and policies. Sometimes they are completely disconnected from the company's ERP, accounting, or payroll systems. Disconnected systems result in dozens and, in large corporations, easily hundreds of spreadsheets to track work; to import and export data; and to report on customers, projects, and workers. To further complicate matters, some of these applications are used on-demand (like salesforce.com) while others remain on-premise systems.

In addition, spreadsheet-based tracking and reporting is used as a “cure-all-remaining-gaps” approach that creates a blizzard of assorted and often conflicting data. Disconnected or manually integrated systems, a mish-mash of unapproved data, and a wild e-mail exchange of spreadsheets leads to an environment that is ripe for revenue leakage, errors, fraud, and systemic control weakness.

**Project Workforce Management:
A New System for a Flat World**

To operate effectively, businesses must combine:

- Human capital management,
- Project management,
- Business process management, and
- Cost/revenue accounting

into a synthesized solution called *Project Workforce Management*.

The underlying business process management workflow in this approach adapts to each process, project, business unit, and organization. It automates accounting for time and expenses of a project workforce—both within the company and without, to include its service providers. The software can be configured to work the way the company does, and fundamentally empower individuals and decentralized organizations.

Project Workforce Management enables companies to meet the cooperative collaboration challenges of a flat world. It establishes a new system of record that links the customer, the project, and the workforce (talent) to
identify interdependencies and to simplify priority setting, as well as talent sourcing, while balancing project profitability with customer satisfaction (Figure 1.1). Customer Relationship Management systems (where the “customer” is the system of record), Project Management systems (where the “project” is the system of record), and Human Capital Management systems (where the “employee” is the system of record), cannot alone accommodate these interdependencies.

The fundamental building blocks of Project Workforce Management are:

- Global system of record that combines the customer, the project, and the talent
- Hierarchical organization and work breakdown structures
- Workflow platform
The global “projectization” and fragmentation of work in the flat world has resulted in these business requirements, which a Project Workforce Management solution fulfills:

- Project Workforce Management helps design and oversee the process itself, providing real-time visibility into the financial implications of project and service delivery. It provides a set of workflow driven services that link into a single solution—a control hub—for total visibility and management. Examples include:
  - Cost accounting and billing for differentiated time and expenses
  - Productivity analysis
  - Budget-versus-actual comparisons
  - Resource utilization trends
  - Segmented reporting to fully understand the effectiveness and profitability of each separate project, resource group, and customer.

- Change is a constant. Project Workforce Management solutions make it easy for managers to change processes as they learn more about a project, resource group, or customer. Process workflows are depicted graphically and can be changed using simple modeling tools. Organizations also can standardize these changes locally or worldwide, if necessary.

- Work has been broken down into smaller pieces that sometimes overlap: business units, countries, outsourced teams, cost centers, and individual resources must collaborate, cooperate, and handle more than one project at a time. A Project Workforce Management solution mirrors this reality by breaking down work and organizational breakdown structures into microcomponents that can be tracked and summarized in any combination.

- A Project Workforce Management system provides an interactive environment for the real-time tracking and analyzing of project workforce data that complies with established policies and best practices, yet enables immediate decision making.

Workflow: Connects Projects and People to Business Processes

Every project workforce activity is driven by an underlying business process. The workflow platform allows managers to model project, workforce, and financial processes; and subsequently to embed them into the software (Figure 1.2).
Software is designed to plan, manage, track, and report. Work differentiated in an interdependent and holistic way helps companies remain competitive and meet the significant challenges of today’s flat world business environment.

This platform graphically represents work processes so that they can be designed, configured, and changed by authorized business process owners without requiring programming resources. The workflow interface enables users to visually define, control, track, and audit approvals, routing, role-based assignments and notifications. All business processes use the same workflow concepts and management interface. By leveraging the same visual framework and concepts, users experience a consistent interface that is easy to learn and use to manage any work process.

**Functions of a Project Workforce Management System**

Project Workforce Management centrally manages project workforce related data, eliminating many of the spreadsheets used to track projects, time, and labor, expenses, interdepartmental chargebacks, and billable work (Figure 1.3). Project Workforce Management encompasses and integrates: