

Resource plan

What the project needs, how much, when, from whom, and who agrees.

RESOURCE	HOW MUCH · WHAT SKILL	WHEN	SOURCE · WHO AGREES
City team	7 staff, some lent (matrix)	Months 1–8	Departments' line managers
Supplier developers	5, on four integrations	Months 3–5	Supplier, under contract
Old-database know-how	1 specialist, the only one	Weeks 3–5	IT Operations manager
Desk-guide writers	2 half-time = 1 person	Weeks 3–4	Customer Service Centre
Devices and a room	Handhelds; room for 58 users	Weeks 7–10	Parking Services; IT Operations

Illustrative: an eight-month city project that moves parking permits online. Weeks count the last ten before go-live.

WHAT IT IS

A resource plan answers four questions for each resource: what, how much, when, and from whom. The ICB4 (IPMA's Individual Competence Baseline) asks for two layers: a **strategic** layer (who owns each part of resourcing) and a **detailed** one, drawn from the schedule. The PMBOK® Guide (PMI's body-of-knowledge guide) adds resource calendars (when each person or item is free); the APM (Association for Project Management) Body of Knowledge, a responsibility matrix. The table is our own form.

HOW IT WORKS

- 01 Strategic: who asks, lends, pays, settles clashes.
- 02 Detailed: amount, skill, weeks and source per row.
- 03 Agree each row in writing; mark gaps and experts.
- 04 Set demand per period against availability.

MID-LEVEL · WORKED EXAMPLE

Apply it well

The situation: A city team of 7 staff and a supplier team of 5 have eight months to move parking permits online. Some staff are lent by departments, keeping their line managers.

The project manager builds it from the schedule, each row agreed in writing. Data migration needs 2 people for 3 weeks: 2 × 15 days = 30 person-days. Only one, lent by IT Operations, knows the old database, so the other learns beside her.

In the exam: Give a small table: resource, amount and skill, when, source and who agrees. Then name one weak point, such as an irreplaceable person, and your response.

SENIOR · WORKED EXAMPLE

Design and lead it

The situation: A city is joining 14 online services under one login over 30 months. Only 6 integration specialists serve all its projects, shared out by a portfolio meeting.

The project manager writes the strategic layer first: the portfolio meeting allocates the specialists, line managers release them, and the steering board pays for extra. She brings each group's demand a quarter ahead, with its value and dependencies.

In the exam: Show the strategic layer: who allocates, releases and pays for people. For a shortage, give options with their effect on other projects, and say who decides.

WHERE IT SITS

IPMA · ICB4	PMI · PMBOK® GUIDE 8 · PMP® EXAM	APM · BOK 8 · PMQ EXAM
4.5.8 Resources: strategic resource plan (4.5.8.1); type, quantity and quality (4.5.8.2); allocation (4.5.8.4)	Guide: Resources domain §2.6: resource management plan, requirements, calendars (pp. 79–83). Exam outline: Process task 4	BoK (APM's Body of Knowledge) §5.6.1: requirements by skill and capacity; §5.7.2: responsibility matrix from the work and organisation breakdowns. PMQ (APM's Project Management Qualification) 21a–21b

Sources: IPMA ICB4 (2015); PMI, PMBOK® Guide, 8th ed.; PMI, PMP® Examination Content Outline (2026); APM Body of Knowledge, 8th ed.; APM, PMQ handbook (v6, 2026)

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