

members may be assigned to the project on a basis that is less than full-time. So, for example, activity A is projected to take five days, given resources assigned to it at six hours per day (or a total estimated task duration of 30 hours). Activity F is projected to take six days to complete with two hours per day assigned to it. The total resources required to complete this project within the projected time frame are 194 hours. Once this information is inserted into the project, it is now possible to follow a series of steps aimed at resource-leveling the activity network. These steps will be considered in turn.

Step One: Develop the Resource-Loading Table

The resource-loading table is created through identifying the project activities and their resources required to completion and applying this information to the project schedule baseline. In its simplest form, the resource-loading table can be profiled to resemble a histogram, identifying hours of resource requirements across the project's life (see Figure 12.11). However, a more comprehensive resource-loading table is developed in Figure 12.12. It assumes the project begins on January 1 and the activities follow in the order identified through the project Gantt chart. Note that the resources required per day for each activity are listed against the days of the project baseline schedule when they will be needed. These total resource hours are then summed along the bottom of the table to identify the overall resource profile for the project. Note further that resource requirements tend to move up and down across the baseline, peaking at a total of 10 hours of resources required on day 10 (January 12).

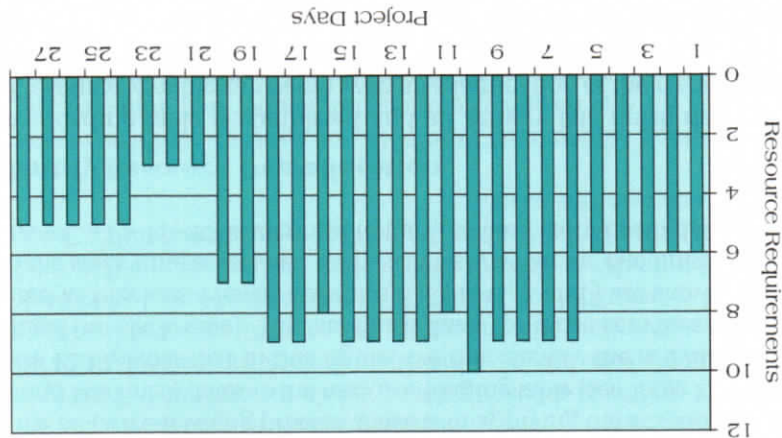


FIGURE 12.11 Resource Profile for Sample Project Network

FIGURE 12.12 Resource-Loading Table for Sample Network

Activity	1	2	3	4	5	6	7	8	9	10	11	12				
A	6	6	6	6	6	6										
B		2	2	2												
C		4	4	4	4											
D		3	3	3	3											
E						3										
F							2	2	2	2						
G									4	4	4	4				
H											3	3	3			
I												4	4	4	4	
J													2	2	2	
K															5	5
Total	12	34	45	66	66	66	8	9	10	11	12	15	16	17	18	19

January
February