



# **2025** RESOURCE MANAGEMENT GLOBAL SYMPOSIUM

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## **RMI Enablement: Unlocking the Value of the RMI**

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Director, RMI

# Agenda

- 1** Perspective on Effective Resource Management
- 2** Introduction to the RMI
- 3** RMI Resources
- 4** RMI Programs
- 5** Advice on Getting Started with the RMI
- 6** Q&A

# Perspective on Resource Management

## Effective Resource Management requires 3 things:

1. Highly skilled resource managers (RMs)
2. An agreed enterprise process specific to resource management
3. Effective use of process automation technology (PSA/PPM)

Too many companies relegate RMs to a staffing role – the role is so much more than that and requires strategic thinkers with specialized

Big enterprises often waste valuable time trying to develop their own RM process because they are 'unique'. Adopting an industry standard which you customize is simply better and enables a common taxonomy and training standard.

and process needs.

# What Good RM Looks Like

**When your organization can consistently and predictably:**



**Get the right person  
in the right place  
at the right time to:**



- Deliver projects on-time, on-budget, and with good quality
- Achieve target utilization
- Produce satisfied customers
- Help drive better employee engagement

# The Value of Effective RM

1. Improved project performance (time, budget, quality and fewer project failures)
2. Improved utilization of human capital – doing more with same or less
3. Better customer satisfaction (internal and external customers)
4. Reduced attrition / Improved employee satisfaction – less chaotic working environments
5. Reduced management time involved in staffing issues

**Annual Increase in Marginal Revenue and OI from Utilization Improvement**

MARGINAL REVENUE IMPROVEMENT					MARGINAL OI IMPROVEMENT				
FTE	Increase in Utilization by (pts):				FTE	Increase in Utilization by (pts):			
	1	5	10	15		1	5	10	15
50	\$208,000	\$1,040,000	\$2,080,000	\$3,120,000	50	\$104,000	\$520,000	\$1,040,000	\$1,560,000
100	\$416,000	\$2,080,000	\$4,160,000	\$6,240,000	100	\$208,000	\$1,040,000	\$2,080,000	\$3,120,000
250	\$1,040,000	\$5,200,000	\$10,400,000	\$15,600,000	250	\$520,000	\$2,600,000	\$5,200,000	\$7,800,000
500	\$2,080,000	\$10,400,000	\$20,800,000	\$31,200,000	500	\$1,040,000	\$5,200,000	\$10,400,000	\$15,600,000
750	\$3,120,000	\$15,600,000	\$31,200,000	\$46,800,000	750	\$1,560,000	\$7,800,000	\$15,600,000	\$23,400,000
1000	\$4,160,000	\$20,800,000	\$41,600,000	\$62,400,000	1000	\$2,080,000	\$10,400,000	\$20,800,000	\$31,200,000
2000	\$8,320,000	\$41,600,000	\$83,200,000	\$124,800,000	2000	\$4,160,000	\$20,800,000	\$41,600,000	\$62,400,000

Assumptions	
Billable Hourly Rate	\$200
Gross Revenue	\$200

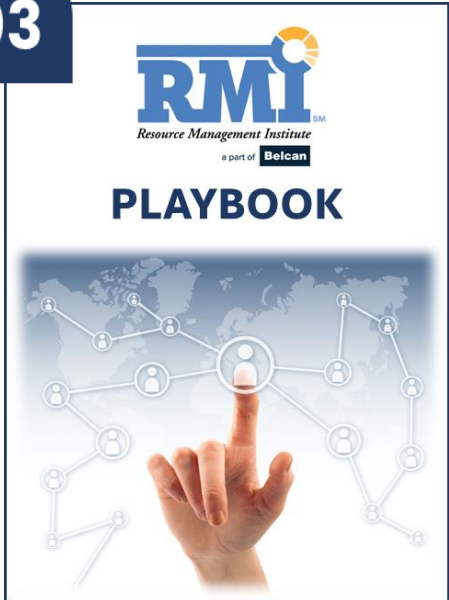
  

Assumptions	
Billable Hourly Rate	\$200
Loaded Hourly Cost	\$100
Gross Margin	\$100

Small improvements in utilization can have significant bottom line impact

# Enterprise Resource Management Standard

03



Define and adopt an enterprise Resource Management process with supporting documentation and training

**RM processes in place to enable us to:**



**Characterize our supply**



**Define our demand**



**Assign resources to open roles**



**Gain visibility into our demand out into the future**



**Ability to overlay supply and demand**



**Take actions necessary to align supply with future demand**

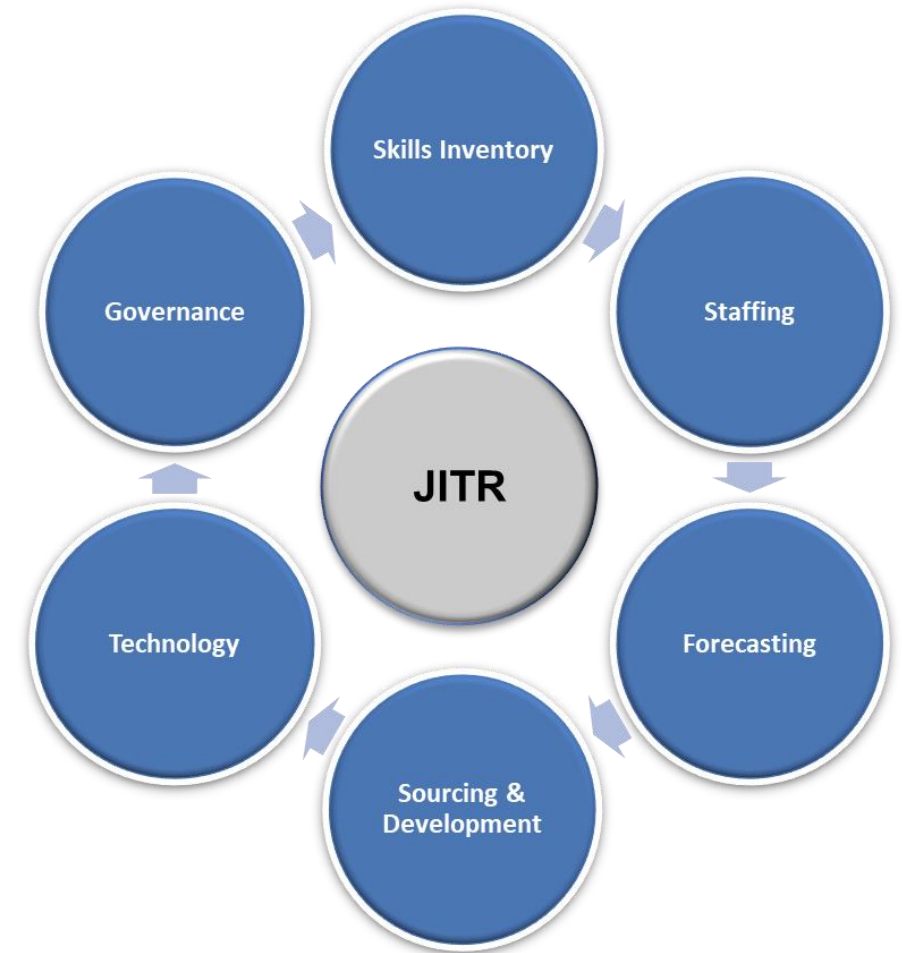


## Just-in-Time Resourcing® (JITR)

### What is JITR?

- Scalable commercial grade process solution for RM
- Capability to facilitate getting the Right Person in the Right Place at the Right Time
- Enables the ability to characterize supply and demand and align talent to forecasted demand and recognizes the importance and role of process automation tools
- In use by hundreds of enterprises worldwide
- Backed by the industry standard RMCP® training and certification program

**JITR or not, you need these 6 things:**





# Introduction to the RMI

# About the RMI

Dedicated to the advancement of resource and workforce management thought leadership, leading practices, and standards

RM Thought Leadership and Best Practices



Market Research and White Papers



Globally Recognized RM Training and Certification



**Over 4,500 Member  
RM Community**



Industry Collaboration Events

Just-in-Time Resourcing (JITR)<sup>®</sup>  
Brand of Global Resource Management



Project Performance  
Resource Utilization  
Customer Satisfaction  
Employee Engagement

**Established in 2016**

# RMI Advisory Board



**Martha Arias-Webster**

Sr. Director, RM  
JFF



**Gary Becker**

Global RMO Leader



**David Binnings**

Sr. Director, GTM Services  
Strategy and Operations  
DocuSign



**Kerrie Kilford**

Head of Resource  
Operations QinetiQ  
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Director  
RMI



**Chris Nakovics**

Global RM Leader  
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**Christine Thomas**

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**Gary Ward**

Director, Global  
Resource Staffing  
Guidewire Software



**Jodi Ward**

Manager, RM Office  
Esri Professional Services



**Ryan Childers**

Managing Director  
RMI

The screenshot shows the RMI website homepage. At the top is the RMI logo and navigation menu: About the RMI, Events, Insights, RMCP® Certification, RM Training, and RMCP® Tools. A 'Join' button is highlighted with a green starburst. Below the navigation is a large banner for 'RM Maturity' with the text 'Resource Management Maturity Model: Score your organization in each category.' and a 'Download the Model' button. Three blue callout boxes are overlaid: 'Collaborate' points to the 'Events' menu item; 'Innovate' points to the 'Join' button; 'Educate' points to the 'RM Maturity' banner and the 'Download the Model' button. Below the banner are three featured sections: 'RMI Connect' (RMI Connect 2024), 'RM Maturity Model' (Provides a sense of where you are in your journey to a more mature resource...), and 'RMCP® Certification' (Check out the RMI's signature resource management certification program).

Join Today!



## RMI Member Benefits

- Access to RMI insight and white papers on RM best practices
- Access to RM market research
- Invitations to RMI events
- Access to recordings of previous RMI events

# RMI Resources



## RM Thought Leadership

The RMI provides industry-leading insight into leading resource management practices, emerging trends, benchmark data, and more.

## RMI Advisory Services

The RMI has the knowledge, tools and practical experience to help with your Resource Management strategy, process, and enabling technology needs.

## RMI Events

The RMI hosts regular webinars and both virtual and in-person events focused on exploring leading resource management practices, tools, and techniques.

## Research Survey Series

The RMI conducts quarterly surveys to help RM professionals compare and benchmark their operations to their peers.

## RM Maturity Model

Our RM maturity model is structured based on our Just-in-Time Resourcing® process solution and helps you identify your organization's strengths and weaknesses are in RM.

## RMI CollabCommunity

Our CollabCommunity combines the concepts of collaboration and community to bring RM professionals together to network, collaborate, share resources, and exchange ideas.





## *For Organizations*

- Infuses industry-leading practices into the organization
- Supports a common enterprise-wide process for resource management – gets everyone speaking the same language
- Improves RM results and project performance with more on-time, on-budget projects
- Enables more productive RM team members
- Access to market research and benchmark data

## *For RMs*

- Opportunity for professional growth and development
- Provides an opportunity to learn industry-leading techniques for RM
- Keeps you current with industry-leading RM practices
- Elevates your knowledge base and RM skill set, enabling you to be more productive and add more value to your organization
- Creates upward career opportunities



The RMI's annual State of RM address happens early each year and is an hour-long webinar discussing the latest in RM research and key trends.

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The RMI Power UP series is comprised of a quarterly educational webinar covering resource management related topics.

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RMGS is the RMI's annual live event. This is the can't-miss event for resource and workforce management professionals to collaborate and exchange ideas to accelerate the maturity of your RM function.

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RMI Connect is an annual virtual forum focused on exploring leading resource management practices, tips and techniques.

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The RMI CollabCommunity combines the concepts of collaboration and community to bring resource management professionals together to network, collaborate, share resources, exchange ideas, and collectively contribute to the resource management community's growth and success.

## Join Today!



*Its FREE!*

# RMI Research Reports

The RMI publishes research reports every quarter to help professionals compare their Resource Management/Workforce Management operations to their peer groups. Each report explores various aspects of running Resource Management operations.

Completed research reports include:

- RMO Organizations
- Sourcing Strategies
- Profession of Being an RM/RMO Leader
- Agile and Resource Management
- Resource Management Automation Tools
- Resource Utilization
- Skills Tracking and Management
- Resource Management Processes

## Check Our RMI Research Reports



*FREE for RMI Members!*

# RMI RM Maturity Model

## About Maturity Models

- The goal of a maturity model is to help you determine what maturity is and how it applies to your organization.
  - What does good look like?
  - How do we get there?
  - How do we know where we stand relative to our peer group?

## The RMI's RM Maturity Model

- A framework to drive organizational self-assessment of RM capabilities
- It is structured based on the RMI's Just-in-Time Resourcing® process solution
- Two versions: one for client-facing service organizations and another for internal enterprise organizations

## How to use it?

- Choose the version that applies to your organization
- Follow the RMI's self-assessment guide to help determine where you stand

	Level 1	Level 2	Level 3	Level 4	Level 5
Organization	<ul style="list-style-type: none"> <li>• RM is done organically by delivery teams</li> <li>• No dedicated RMs performing Resource Management</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of RMs working directly for individual teams</li> <li>• Resources are viewed as belonging to individual teams</li> </ul>	<ul style="list-style-type: none"> <li>• RMO in place with a clear charter to define and execute processes across the organization</li> <li>• Some capability for visibility to resources across teams</li> </ul>	<ul style="list-style-type: none"> <li>• RMO is global, centralized model</li> <li>• RMO is organizationally positioned to be objective (free from influence of organizational silos)</li> <li>• Resources viewed as belonging to organization (vs. a particular department)</li> <li>• RMO starting to take responsibility for some key organizational metrics</li> </ul>	<ul style="list-style-type: none"> <li>• RMO is strategic global function with seat at the table</li> <li>• RMO invested in and supported like other operational functions</li> <li>• RMO is integral to achieving organizational goals (customer/employee/financial)</li> </ul>
Skills Inventory	<ul style="list-style-type: none"> <li>• Role names are inconsistently used across teams and not standardized</li> <li>• Understanding of skills and capabilities is tribal</li> <li>• No Skills Inventory</li> </ul>	<ul style="list-style-type: none"> <li>• Some framework for role definition, but not controlled</li> <li>• Skills are tracked in a decentralized manner</li> <li>• No process around skills input or updates</li> </ul>	<ul style="list-style-type: none"> <li>• Skills Inventory and profile data managed centrally across the organization</li> <li>• Limited confidence in skills data and accuracy</li> <li>• Roles formally defined and consistent across teams</li> </ul>	<ul style="list-style-type: none"> <li>• Skills Inventory and profile data managed centrally with documented governance process</li> <li>• Ongoing process for resources to update skills</li> <li>• Skills and roles are normalized across organizational boundaries</li> <li>• Skills data is utilized to support skills development initiatives</li> <li>• Role names and definitions consistently align with the rates and costs of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Skills and roles are well known and understood by the organization with strong compliance</li> <li>• Skills inventory is utilized strategically to track employee aspirations and assist with employee engagement</li> <li>• Ongoing quality management process</li> <li>• Skills data is synchronized across HR and delivery systems</li> </ul>
Staffing	<ul style="list-style-type: none"> <li>• Staffing activity occurs after a deal is sold</li> <li>• Lack of clarity in understanding resource and role requirements of new projects</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing is decentralized and performed by line managers for their resources</li> <li>• Requests for resources come from many sources and in many forms</li> <li>• Limited capability to share resources across teams</li> <li>• Little to no ability to conduct scenario planning</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing discussions occur prior to a deal being closed/won by sales</li> <li>• Staffing function is facilitated centrally to support cross-team sharing of resources</li> <li>• Standardized way in which resources are requested</li> </ul>	<ul style="list-style-type: none"> <li>• Resource request process is well-defined and followed across the business, including prioritization and resolution process for staffing conflicts.</li> <li>• Most new work streams have a defined resource plan and soft-booked resources prior to being closed/won by sales</li> </ul>	<ul style="list-style-type: none"> <li>• All new work streams have a defined resource plan and soft-booked resources prior to being closed/won by sales</li> <li>• Centralized RMO utilizes scenario planning for resource assignments</li> <li>• Staffing effectively balances</li> </ul>

**RMI Member Access:**





## Advisory Services

### RM Process Enablement

- Navigating the RM charter – Is it clear and does it have the support of leadership and the organization?
- Implementing an RMO for the first time. What is the right design and implementation plan?
- Accelerating initiatives, such as skills management, resource forecasting, etc. to advance RM maturity and effectiveness. How can you advance to the next level?
- RM automation – How to get more from your current technology, or what options are available in the marketplace?
- How to elevate RM and the RMO from an administrative function to become more strategic.

### PSA Enablement

- RTMC serves as a full-service systems integrator (SI) for consulting and professional services companies or embedded organizations.
- We help customers automate the delivery, or 'mid-office' layer of their technology ecosystem as depicted in the diagram.
- Our services range from advisory and solution architecture to implementation and ongoing support.
- We leverage our 11-year partnership with Kantata to provide a best of breed PSA solution.

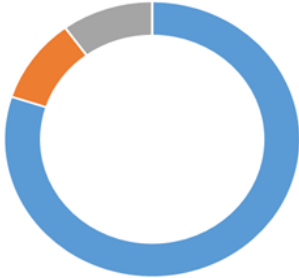


# RMI Programs

# RMI Training for Resource Managers



**Entry Level**



**Mid Level**



**Experienced**



**General Business/Company**

**RM Process and Technology Skills**

**Professional Skills**



First-of-its-kind certified  
professional skills  
development program for:  
**Resource Managers**

Learn Best  
Practices

Gain Access  
to RMCP®  
Resource  
Center

Collaborate  
with RM  
Community

Plus a documented RM process standard!

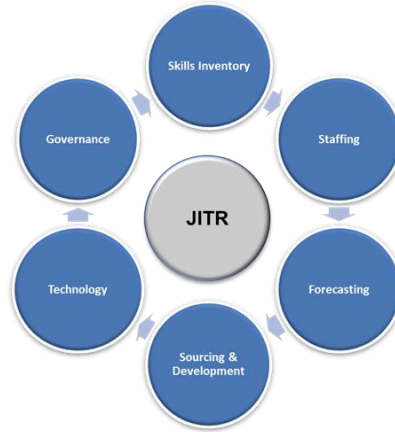


## Program Overview



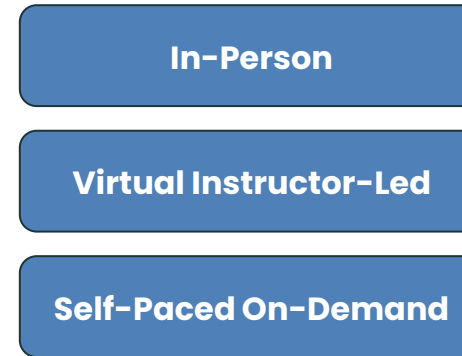
- The industry's only Resource Management certification.
- Globally recognized credential with over 1,400 RMCPs world-wide.
- Builds leading practice knowledge in teams.
- Creates more uniformity and purpose for executing Resource Management.

## What We Teach



- Teaches the principles of Just-in-time Resourcing®
- JITR® is a scalable, commercial-grade RM process solution.
- In use by hundreds of enterprises worldwide.
- Enables the ability to characterize supply and demand and align talent to forecasted demand.
- Recognizes the important role of RM process automation.

## Program Delivery



- Curriculum developed for Resource Management professionals by RM experts.
- Flexible delivery options.
- Program includes pre-requisite study, instruction on leading RM practices and techniques, practical case study exercises, and certification exam.
- Team delivery options available for a more tailored experience.

## Corporate Adoption



- RMCP® institutionalized in organizations world-wide.
- Establishes a common foundation for RM across the organization.
- RMCP® playbook used to drive improvements to operational RM processes.
- Built into RM onboarding plans.
- RMCP® credential sought by HR when hiring new RMs.

# Resource Management Soft Skills

- Learn the soft skills a Resource Manager needs to be effective
- Targeted at Resource Management and Workforce Management professionals
- Course Objectives:
  - Learn key attributes and behaviors of a Resource Manager and how to apply them to the Just-in-Time Resourcing® framework
  - Improve the ability to build relationships with stakeholders – trusted advisor relationships
  - Improve the ability to communicate with stakeholders at all levels
  - Learn how to identify and respond to situations in a more positive manner

Soft Skills In the RM Lifecycle

The Art of Resource Management

Communication Strategy and  
Tactics

Navigating Difficult Situations

For more information and to register:

<https://resourcemanagementinstitute.com/advanced-resource-management/>

# Advice on Getting Started with the RMI



# Join the RMI – It's Free

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# Follow the RMI on LinkedIn for updates



# Start Consuming RMI Resources

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# Questions







2025

RESOURCE  
MANAGEMENT  
GLOBAL  
SYMPOSIUM

LEARN. COLLABORATE. INNOVATE.

**Thank You!**