# Improving Workforce Planning for Optimal Resource Utilization

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# What if...

# Are you wondering...

# Today's Roadmap

## Understand Challenges
Identify and analyze the obstacles faced.

## Seek Executive Alignment
Ensure leadership is on the same page.

## Institute a Governance Framework
Create a structure for decision-making.

## Continuous iteration
Regularly refine and improve strategies.

## Define a Strategic Approach
Outline the methods to achieve goals.

## Establish KPIs
Set measurable indicators for success.

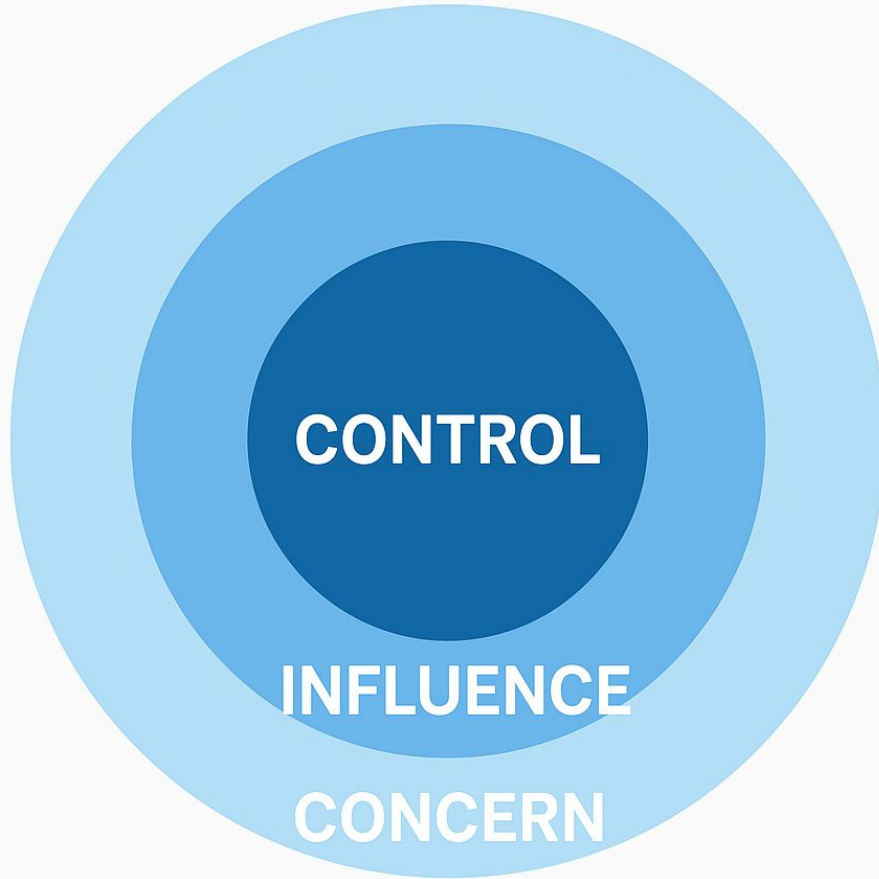## Data Driven Insights
Utilize data to inform decisions.

**Pipeline Inaccuracy**

**Inaccurate Schedules**

**System/Tooling Limitations**

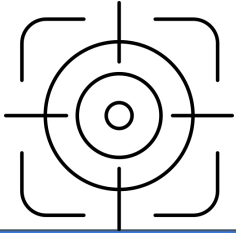**Focus Area: Inaccurate Schedules**

**Control**:
RMO & Operations Teams

**Influence**:
PMO, Delivery Leaders
IT Tooling / Analytics Teams

**Impact**:
- Data driven decisions
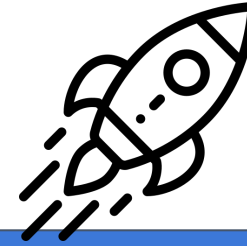- Measure available HC capacity
- Optimize Resource Utilization

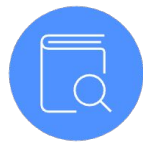**Validate Focus Area & Problem Statement**

**Define Benefits & Impacts**

**Create an Initiative with Cross Functional Leaders**

**Elevate Visibility via Governance & KPIs**

# 4. Define KPIs, Establish Targets, & Measure

## KPI: Schedule vs. Actuals Variance

- **Target Variance <10%**
- **Target Compliance >80%**
- **Weekly Measurement**
- **Variance Reason Codes**
- **Trend the Data**

## Variance Reason Codes

- Ad-hoc task/customer request
- Late Cancellation
- Allocation was not confirmed
- Consultant PTO not submitted to schedule
- Consultant Rescheduled/ Reassigned
- Incorrect LOE Estimate
- Timesheet not submitted/Incorrect/ Late

# 5. Institute a Governance Framework

## 1 Define Process & Policies

**Weekly Reporting and Planning Cycle**



**Finalize Schedules**
Fri: PMO finalizes schedules for next week

**Schedule Download**
Mon: RMO downloads current week schedules

**Provide Variance Reasons**
Tues-Thurs: PMO provides reasons for variances

**Timesheet Download**
Mon: RMO downloads previous week timesheets

**Summarize Results**
Tues: RMO collates prior week data and sends leadership summary & WoW trends

**Create Variance Reports**
Mon: RMO creates and submits reports to PMO to provide variance reason codes

## 2 Conduct Training

**Project Management Training**

**Stakeholder Training**

## 3 Refine Process

Collect Feedback

Adjust Codes

Limit Dataset

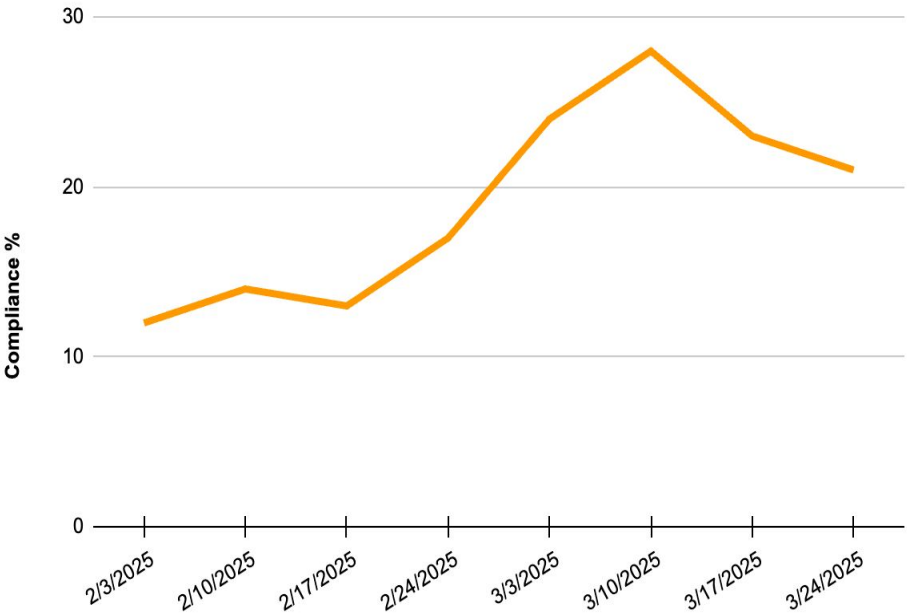| PM Manager | Total Schedules | Schedules <10% Variance | Compliance % |
|---|---|---|---|
| Alex Johnson | 105 | 45 | 43% |
| Priya Sharma | 95 | 35 | 37% |
| David Lee | 110 | 42 | 38% |
| Maria Gonzalez | 90 | 36 | 40% |
| Jason Kim | 105 | 22 | 21% |
| Sarah Walker | 120 | 34 | 28% |
| John Doe | 115 | 21 | 18% |
| Emily Davis | 89 | 19 | 21% |
| Michael Smith | 116 | 14 | 12% |
| Liam Brown | 95 | 28 | 29% |
| **Aggregate** | **1040** | **296** | **28%** |

**What does our variance data look like Week over Week?**

**What were our top reasons driving variance?**

**Does it vary by Geo / Technology Area / PM Manager?**
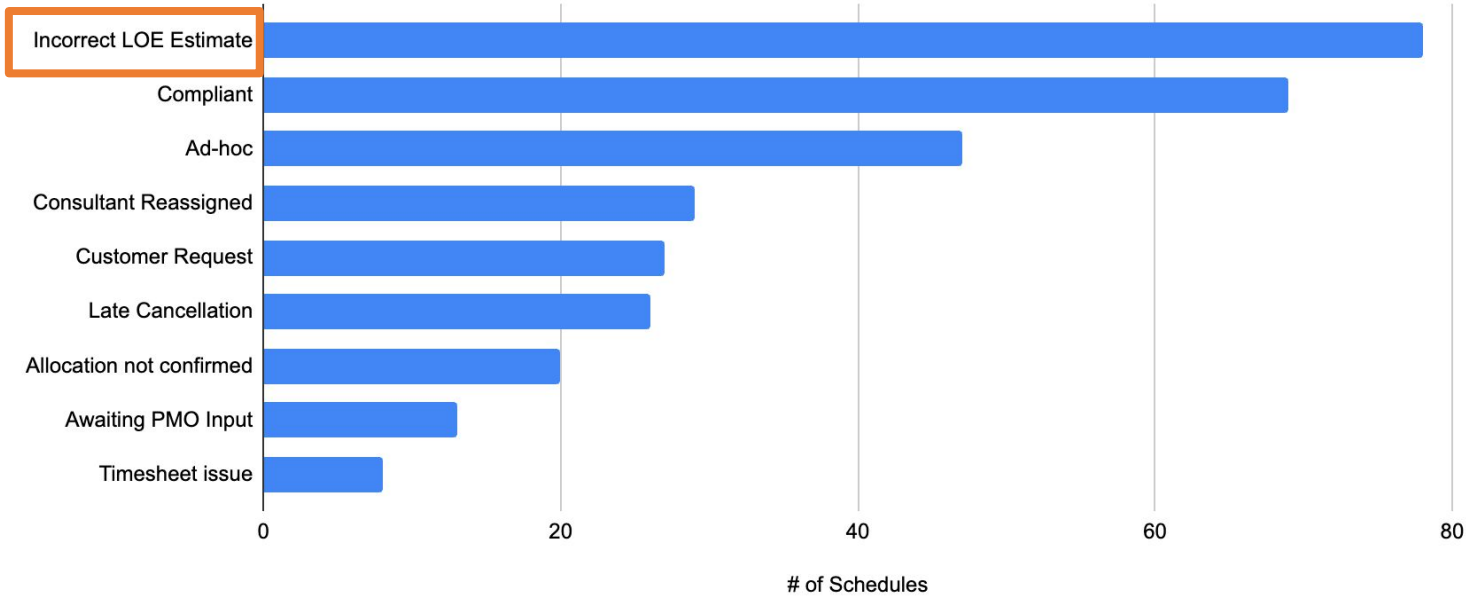
## How to improve "Incorrect LOE Estimate"?

Consultant Schedule Validation

PM Work Reflection

Misalignment

**People**

Training and clarity of roles and responsibilities.

**Process**

Regular reviews of schedules and communication methods.

**Tooling**

Enhancements in tools for scheduling and management.
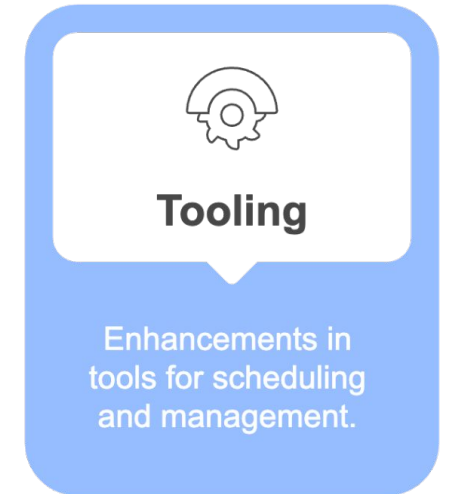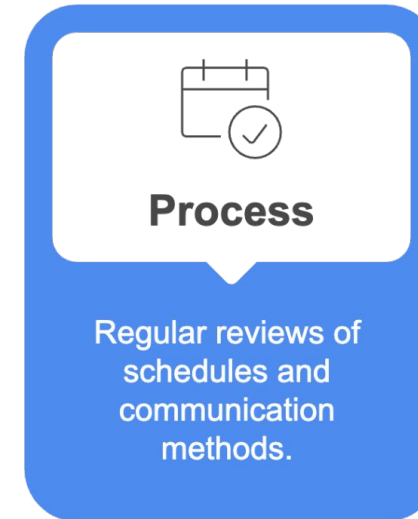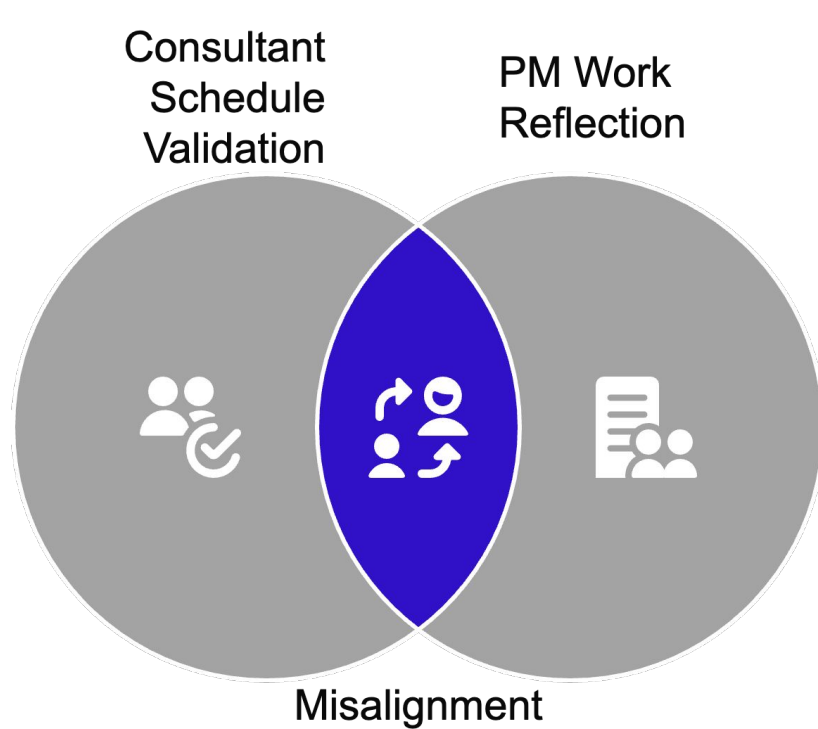
# Example: Available Capacity

| Persona | Geo | Apr 2025 | May 2025 | Jun 2025 |
|---|---|---|---|---|
| Persona A | NAM | -2 | 1 | 4 |
| | EMEA | 2 | 3 | 5 |
| | JAPAC | -4 | -2 | 1 |
| Persona B | NAM | 1 | 3 | 4 |
| | EMEA | -2 | 0 | 3 |
| | JAPAC | -3 | 1 | 3 |
| Persona C | NAM | -3 | -1 | 2 |
| | EMEA | 1 | 2 | 4 |
| | JAPAC | -5 | -3 | 1 |
| Persona D | NAM | 0 | 2 | 4 |
| | EMEA | 1 | 2 | 4 |
| | JAPAC | -2 | 1 | 4 |
| Persona E | NAM | 3 | 4 | 5 |
| | EMEA | 1 | 2 | 5 |
| | JAPAC | -1 | 1 | 4 |

## Translate Schedules into HC available:

| Available hours @70% Utilization | — | Assigned hours | — | Planned time off |
|---|---|---|---|---|

**Available hours @70% Utilization**

**RMI** a part of Belcan
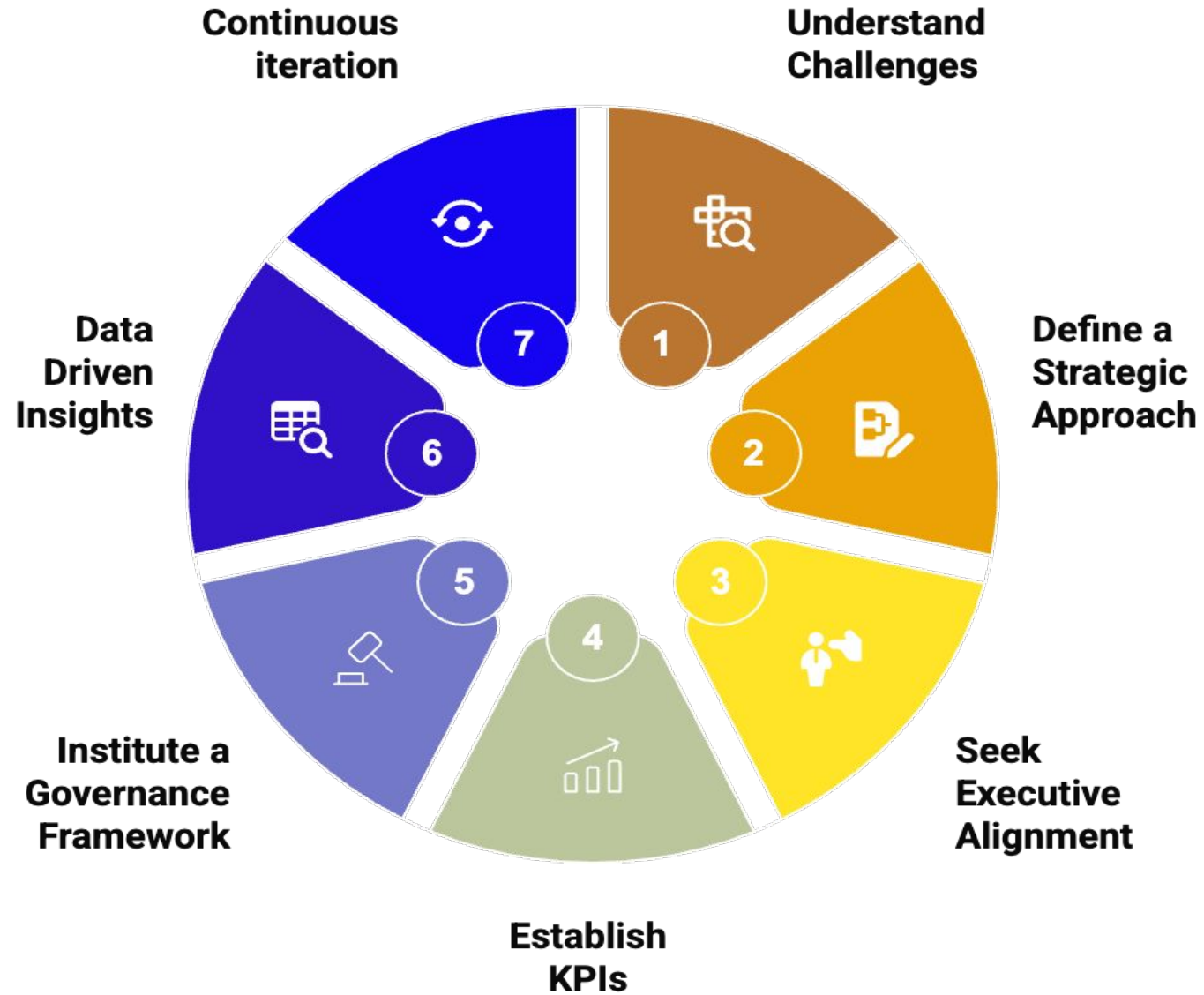
2025 **RESOURCE MANAGEMENT** GLOBAL **SYMPOSIUM**

**LEARN. COLLABORATE. INNOVATE.**

**What's ONE insight you can apply right away?**

**What change would YOU make first?**