



## Power UP

# From Role to Roadmap: Building Career Paths in Resource Management

September 10, 2025

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**Kantata**

# Agenda

## From Role to Roadmap: Building Career Paths in RM

- 01** Introduction
- 02** Resource Manager Career Paths: What have we learned?
- 03** Why are career paths essential?
- 04** Career Path Development
- 05** RMI Resources



**We want to hear from you!**

**Please send questions via  
Zoom Q&A icon.**

**We will do our best to  
address questions at the  
end or offline following the  
event.**



**Greg Hensley**  
**Director, RMI**

Greg is a recognized leader in resource management, known for applying strategic workforce practices across healthcare and financial services industries. He currently serves as Director for the Resource Management (RMI) Institute, where he consults, oversees technology partnerships, and instructs the Resource Management Certification Professional (RMCP®) program.

Prior to joining the RMI, Greg was Resource Management Director at a leading enterprise technology firm, where he developed the Resource Management Office (RMO) and led a robust delivery partner network. A frequent speaker at industry events and webinars, Greg shares insights on resource management practices, maturity, and technology adoption.

He holds a Master's in Information Communication Sciences and a Bachelor's in Human Resources and Information Technology Management from Ball State University. Greg is passionate about mentoring professionals and driving innovation in resource management.



# Kira Childers

## Learning and Development Professional



EVOLVE HR

Kira is a skilled learning and development professional with two decades of career experience with primarily tech and tech-enabled companies. Provided with the opportunity to play a variety of roles within training, organizational development, and general HR, Kira found her passion in driving employee engagement, leadership growth and development, and talent management.

In her role as a consultant specializing in learning and development, Kira partners with companies across a broad range of industries to unlock the potential of their employees and drive retention of top talent through developing effective learning and development strategies, custom L&D program design and facilitation, and employee engagement strategy and coaching.

Dedicated to the advancement of resource and workforce management thought leadership, best practices and standards. Our purpose is to elevate how the world plans and manages its people.

## METHODS



### **RM Best Practices and Standards**

Leveraging the Just-in-Time Resourcing (JITR)® framework to enable efficient, scalable, and real-world implementation of best practices.

## INSIGHTS



### **Market Research and Benchmark Data**

Providing actionable market research and benchmarking data to empower organizations to assess performance, identify trends and gaps, and drive continuous improvement.

## COLLABORATION



### **Industry Collaboration Events**

Enabling events and forums that connect resource and workforce management professionals, foster knowledge exchange, and inspire collective growth.

## EDUCATION



### **RM Training and Certification**

Equipping individuals and teams with the skills, knowledge, and confidence to lead and execute resource and workforce management at the highest level.

***ESTABLISHED IN 2016***

# Welcoming New Members: Join the RMI!

The screenshot shows the RMI website homepage. At the top is the RMI logo (Resource Management Institute, a part of Belcan) and a navigation menu with links: About RMI, Events, Insight, RMCP®, RM Training, Services, and RMCP® Tools. There are also 'Join' and 'Login' buttons and a search bar. Three blue callout boxes are overlaid on the page: 'Collaborate' points to the 'Events' link; 'Innovate' points to the 'Insight' link; and 'Educate' points to the 'RMCP® Certification' section. The main content area features 'RMI Advisory Services' with a description and a 'Learn More' button. Below this are three sections: 'RMI Membership', 'RM Maturity Model', and 'RMCP® Certification', each with a brief description and a 'Read More' button. A large blue box on the right contains the 'RMI Member Benefits' list.

**Collaborate**

**Innovate**

**Educate**

**RMI Advisory Services**

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

[Learn More →](#)

**RMI Membership**

Membership is free. Join today and become part of the RM community!

[Read More →](#)

**RM Maturity Model**

Get a sense of where you are in your journey to a more mature resource...

[Read More →](#)

**RMCP® Certification**

Check out the RMI's signature resource management certification program.

[Read More →](#)

**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

Join Today!



[www.resourcemanagementinstitute.com](http://www.resourcemanagementinstitute.com)

# Introduction: Benefits of Career Path Development

## Resource Managers

- Career growth and recognition
- Grows knowledge, skills, and abilities
- Enhanced reporting & insights
- Stronger stakeholder communication
- Increased strategic influence
- Adaptability to change

## Organization

- Drive better employee engagement
- Optimize resource utilization
- Improved organizational agility
- Better data-driven decisioning
- Increased collaboration across functions
- Technology adoption
- Reduce delivery team turnover and attrition

## Why Does Career Development Matter?

**94%**

Of employees would stay at a company longer if it invested in their career development

The **#1**

reason employees leave a job is lack of career advancement

Organizations that provide career development discussions at least twice a year have higher engagement scores by

**30-40%**

LinkedIn Workplace Learning Report; Work Institute; DDI

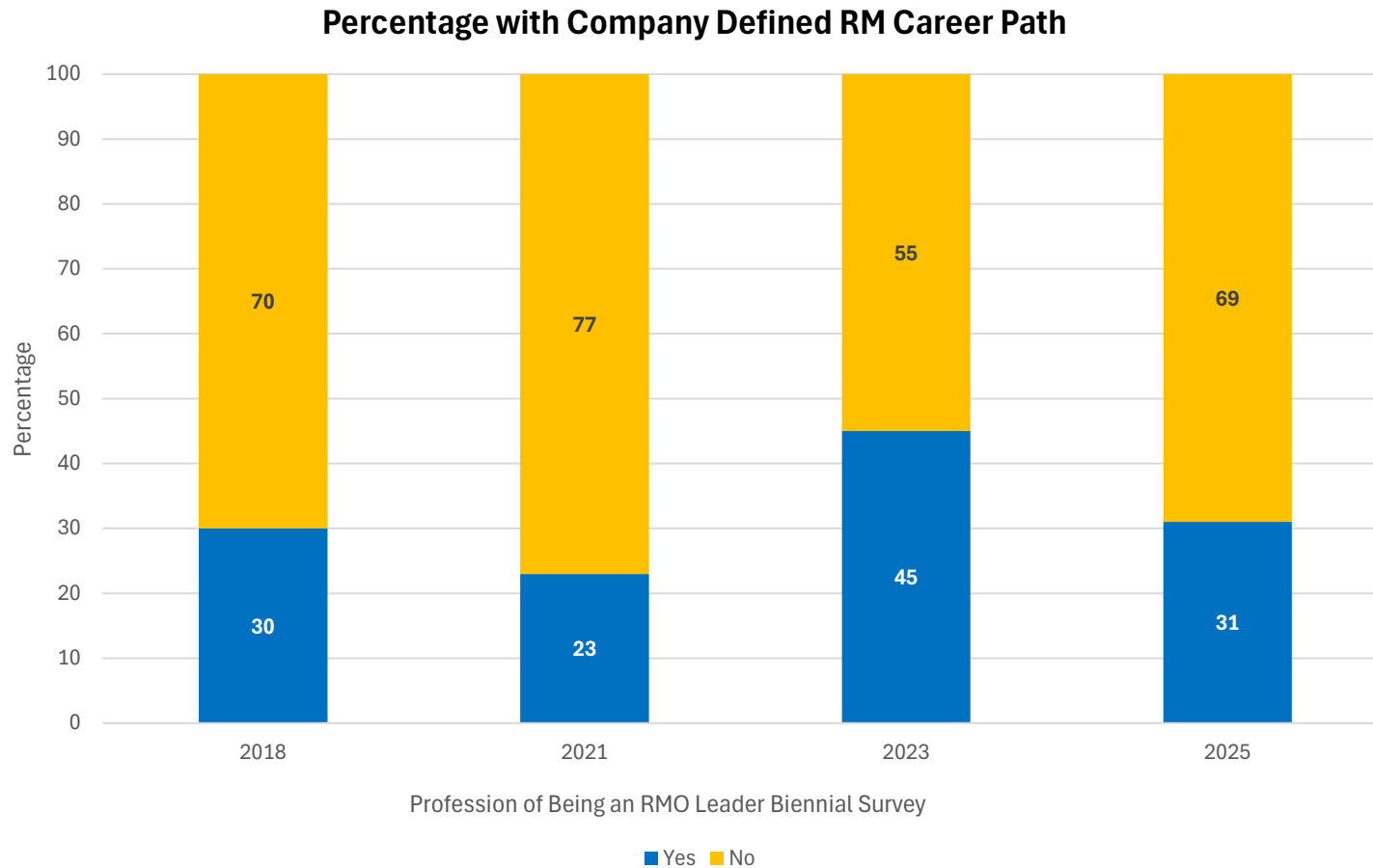




# Resource Manager Career Paths are Essential

## What have we learned?

# Career Growth Plans – Resource Managers

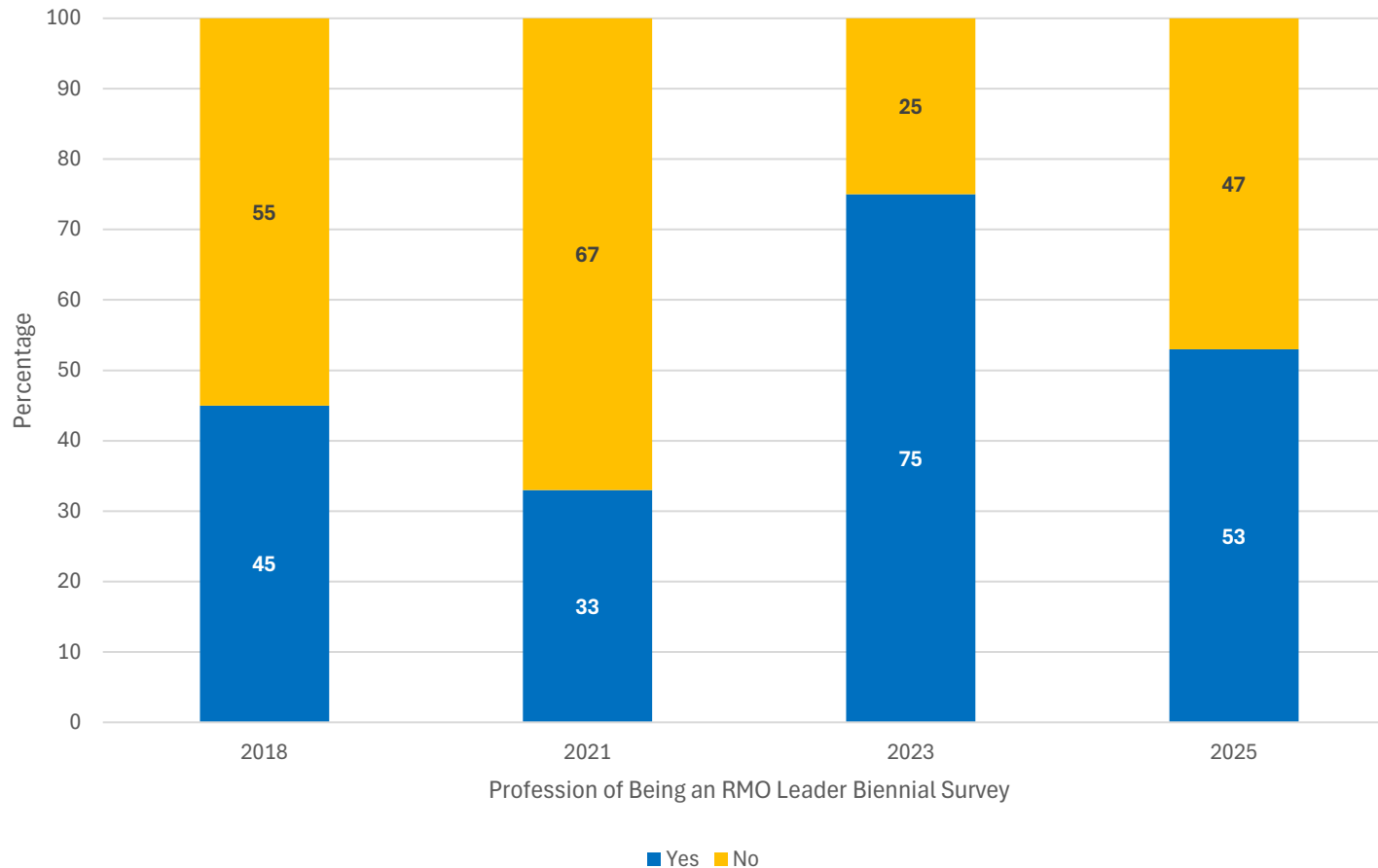


- Resource Managers cite consistently low levels of defined career paths
- Is this reflective of RM continuing to mature as a discipline?
- Is the cross-functional nature of role contributing to ambiguity about the role?
- Demonstrating strategic value, organizational goal alignment and internal advocacy are places to start

RMI Research Survey – Profession of Being an RMO Leader, 2018, 2021, 2023, 2025

# Career Growth Paths - Leaders

Resource Management Leaders Report Defined Career Paths for RMs



- Leaders report consistently higher appropriation of defined career paths vs. resource managers
- Are they communicating it?
- JiTR<sup>®</sup> and RMI Maturity Model are valuable resources for building paths. Are they using them?

RMI Research Survey – Profession of Being an RMO Leader, 2018, 2021, 2023, 2025

# Sources of Resource Management Training

## Resource Managers say:

1	Internal Training	71%
2	RMI RMCP®	47%
3	Did not train them	12%

## Resource Mgt Leaders say:

1	RMI RMCP®	62%
2	Internal Training	59%
3	Did not receive formal training	38%

RMI Research Survey – Profession of Being an RMO Leader, 2025



# Resource Manager Development is Essential

## Let us tell you why

# Resource Manager Market

- 76% declare skilled RMs hard to find
- Alternative is hiring & developing RMs with appropriate foundational skills
- The cost of hiring from the outside is ½ to 2 times an employee's annual salary according to Gallup research
- Utilize internal, external, and RMI resources to move the needle in your favor

Not a problem 12%

Somewhat hard to find 47%

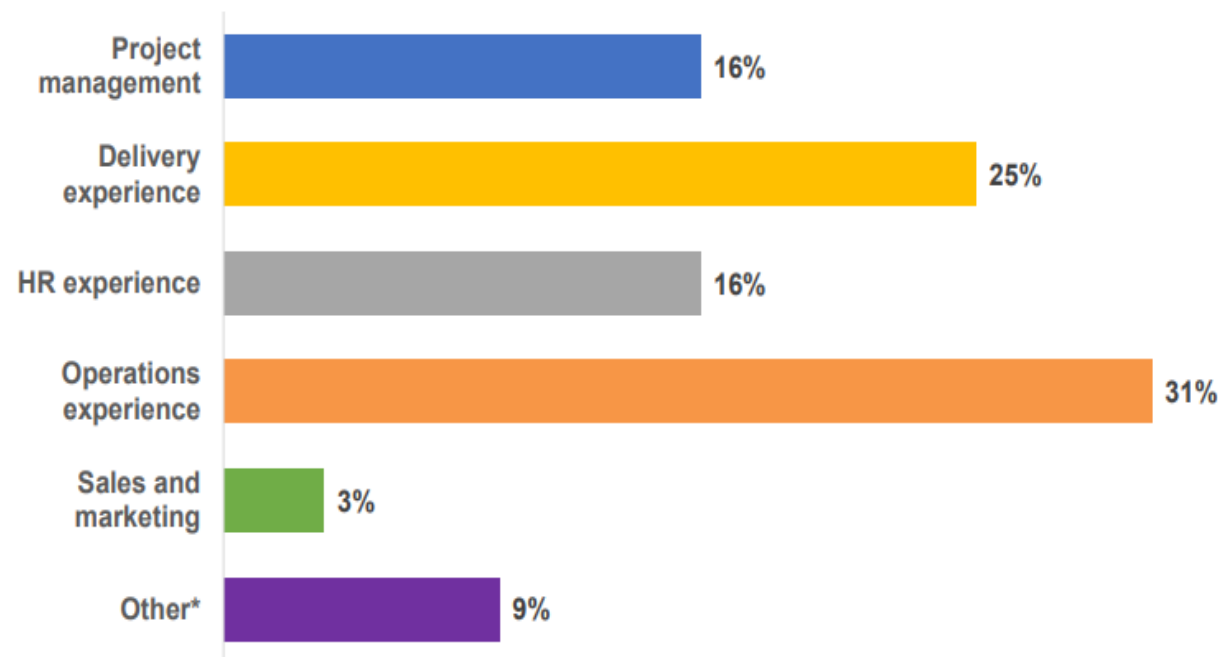
Hard to find 23%

6% Very hard to find

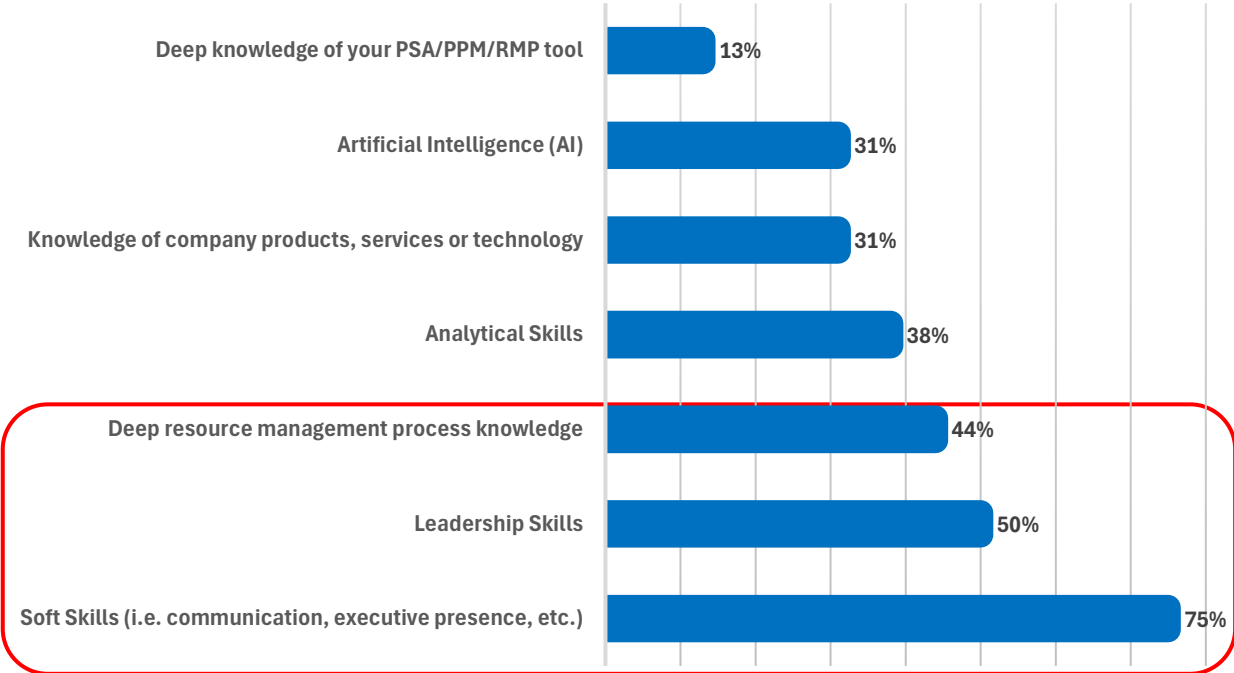
12% Have not needed to hire any

# Resource Manager Market

## What is your primary role/experience prior to becoming a Resource Manager?



## What skills are managers seeking to prioritize and develop with Resource Managers?



RMI Research Survey – Profession of Being an RMO Leader, 2025



# Career Path Development

## Where do I begin?



# Growth Ladder or Lattice?



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- **Growth Ladder**

- Formal organizational process designed to encourage employee progression from entry level position to higher levels of pay, skill, responsibility, or authority

- **Growth Lattice**

- Method for enabling an employee to expand their knowledge, skills, and capabilities through diagonal, lateral, or vertical moves

# What's Right for Your Organization?

- **Ladders**

- Designed for a single role progression from point A to point B
- Can include progression into higher level technical proficiency and/or management
- Limited scope

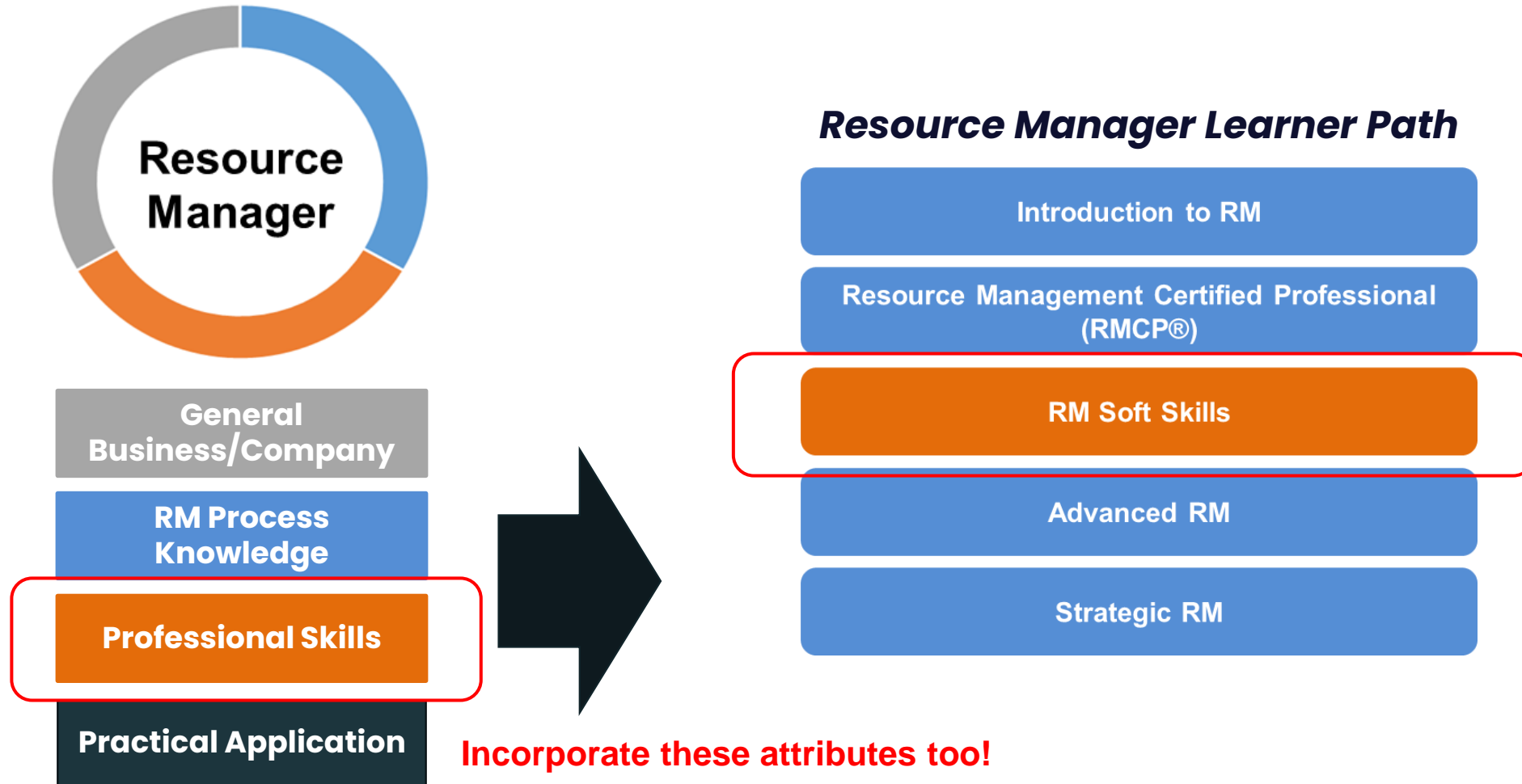
- **Lattices**

- Chart a path from one role to another similar role in a different area
- Typically contain transferable skills
- Broader vision, helpful for retention overall

Both are relevant and can be used in combination to create a career growth strategy to help retain our people

# Traditional RM Development Path

**To be successful, Resource Managers need a well-rounded set of skills:**



# Building Blocks

- Whether you are building vertically or horizontally, you can use skill blocks to help you identify skills needed
- Foundational skills to advanced skills combine to equal a level of competency



# Building Blocks: Skill Categories

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- Skills Inventory
- Staffing
- Forecasting
- Sourcing and Development
- Technology
- Governance

Color Code:

Basic

Intermediate

Advanced

Expert/Leader

# Building Blocks: Skills Inventory

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Know your supply, roles, and skills

Collaborate with functional managers to ensure skills data is current

Learn about your resources

Facilitate change and ongoing improvement to role and skills data

# Building Blocks: Staffing

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Build relationships with stakeholders

Be prepared to run a staffing meeting

Consider resource wants and needs in addition to "fit"

Get the right data for supply and demand

Think outside the box to build matches

Project professionalism to identify solutions to overcome staffing challenges

# Building Blocks: Forecasting

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Proactively analyze demand data

Be prepared at Interlocks with questions about demand

Empathize and put yourself in the shoes of others

Be curious and look for trends

Be flexible and adapt to changes

Challenge and push back on bad behavior



# Building Blocks: Sourcing & Development

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Focus on understanding the outlook of supply vs demand

Collaborate, collaborate,  
collaborate with HR,  
Leadership, and  
Partners/Contractors

Analyze the data, particularly  
where there are gaps in ability  
to meet future demand

# Building Blocks: Technology

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Know your systems of record  
for RM data elements

Encourage support and  
adoption of RM tools

Understand how to fix data  
issues/inconsistencies

Champion improvement  
efforts

# Building Blocks: Governance

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Know and understand policy,  
process, roles, and  
responsibilities

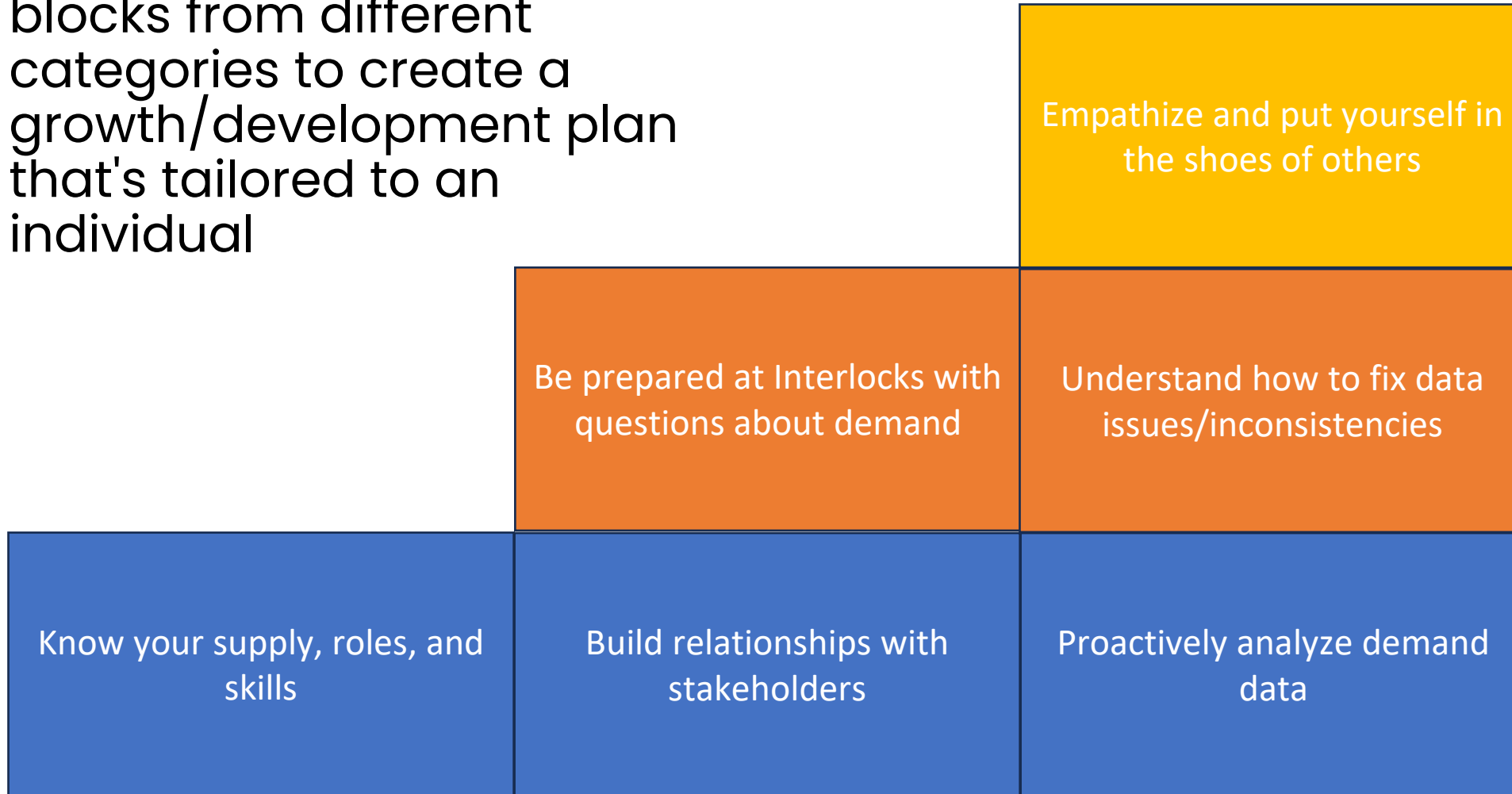
Drive compliance and  
participation

Facilitate and participate in  
meetings, complete action  
items

Identify process improvement  
opportunities

# Example: Lateral Growth & Development Plan

- Put together building blocks from different categories to create a growth/development plan that's tailored to an individual



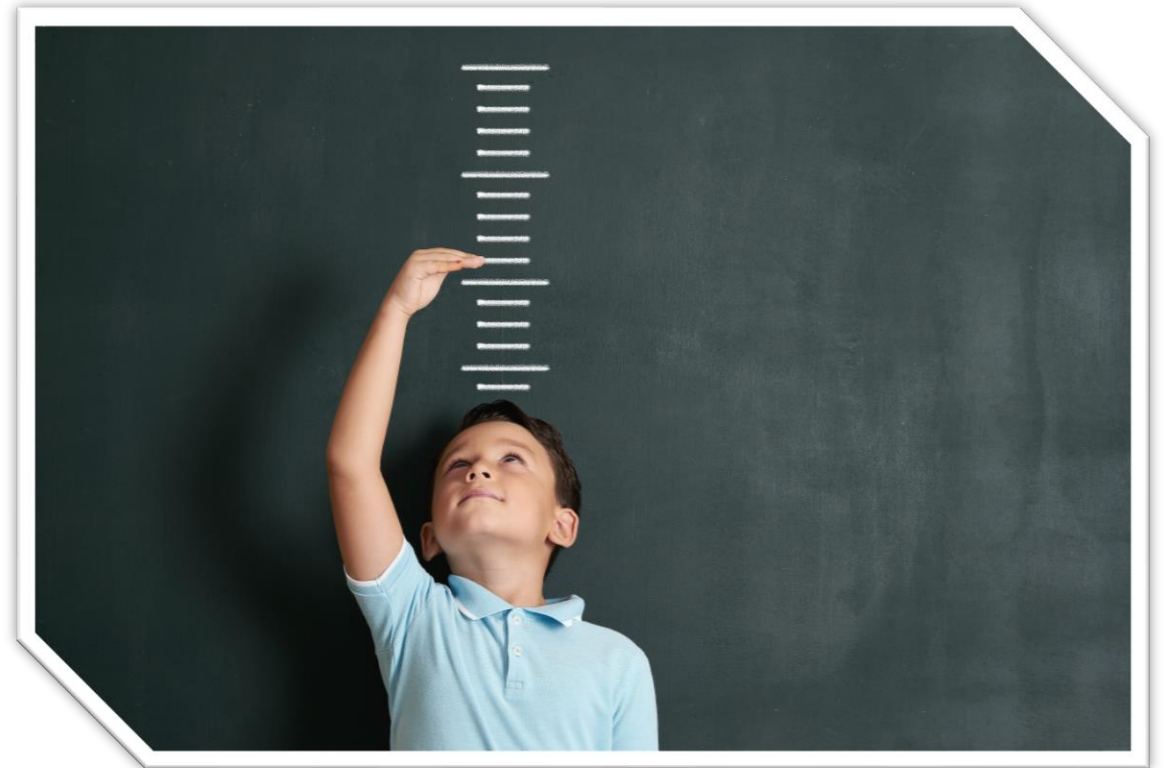
# Communication is KEY



- Communication between individual contributor and manager
  - What does the individual contributor want? What are their career goals?
  - What potential does the manager/leader see?
- Work together on a plan
- When an assignment is designed to build a skill or competency, communicate that
- Have development conversations with your folks at least 2x/year
  - Data shows this increases engagement and reduces turnover

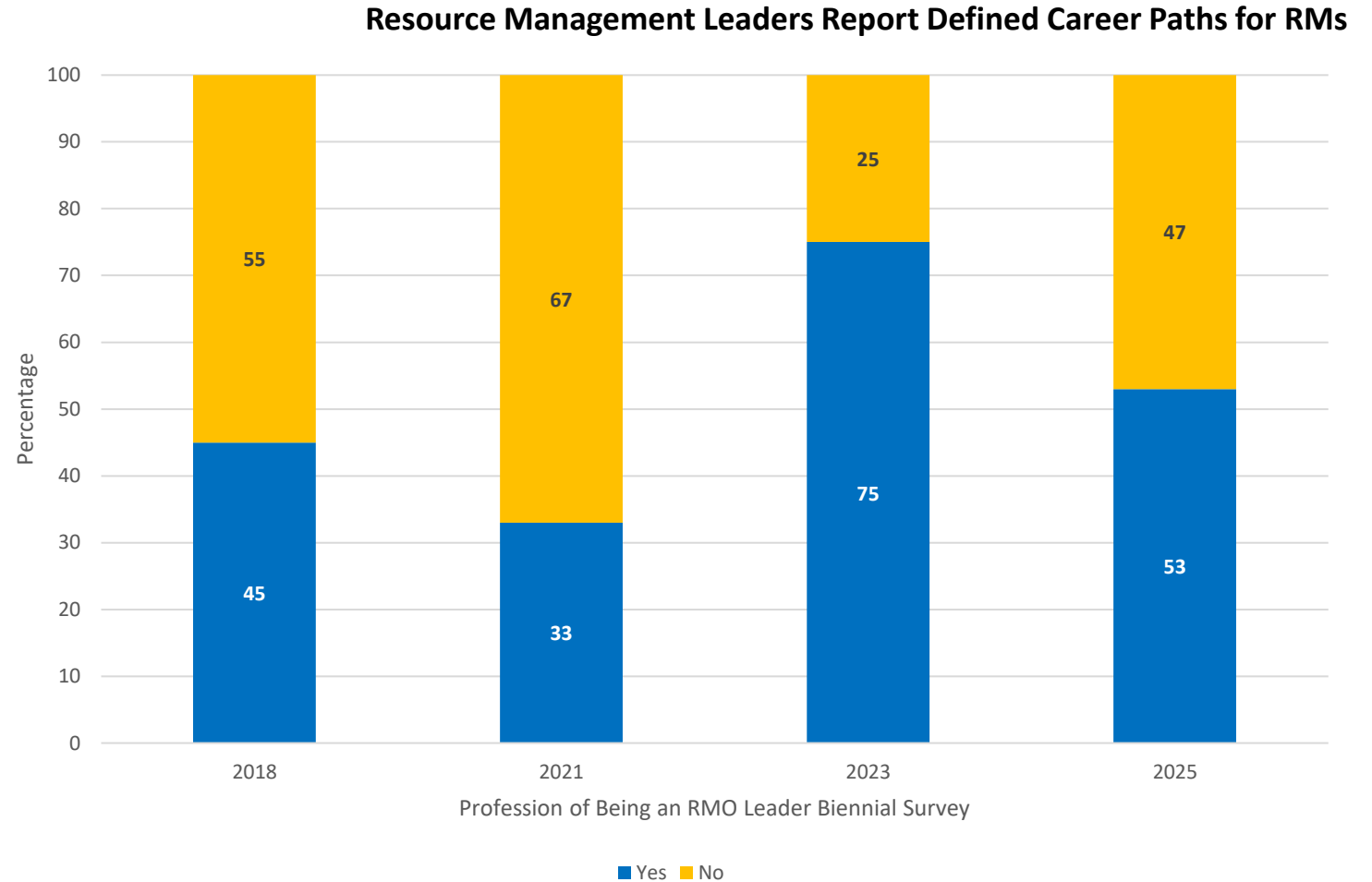
# Development Within a Role

- Individuals who are not seeking upward or lateral movement still benefit from development planning
- Continue to build skills and provide the individual with opportunities to mentor others or special projects



# Managing Up: Starting the Development Conversation

- Your leader may think you know and understand available career paths and growth and development plans
- If your leader isn't having direct career growth and development conversations with you, start one!



# Career Path Worksheet

## Resource Manager Career Growth & Development Worksheet

This worksheet is designed to help you reflect on your current skills, identify growth opportunities, and create a personalized career development plan. Use it regularly (at least bi-annually) to guide career development planning and conversations.

### 1. Core Skill Building Blocks

Skill Area	Self-Rating (1-5)	Current Strengths	Development Opportunity	Next Action Step
<b>Supply/Skills</b>				
Know your supply role and skills				
Learn about your resources				
Collaborate with functional managers to ensure skills data is current				
Facilitate change and ongoing improvement to role and skills data				
<b>Staffing</b>				
Build relationships with stakeholders				
Get the right data for supply and demand				
Be prepared to run a staffing meeting				
Think outside the box to build matches				
Consider resource wants and needs in addition to 'fit'				
Project professionalism to overcome				

- Self-Assessment worksheet to help you determine your current level of competency in the core skill building block categories
- Use this sheet as a personal resource or with a manager or mentor
  - Guide career development discussions
  - Set goals
  - Track actions
- We will send this worksheet out after the session to all attendees





# RMI Resources to Support Your Career Path Development

# RMI Training Plan for Resource Managers



## Intro to RM

The Introduction to Resource Management course is designed to provide foundational competency development for professionals new to resource management



## RMCP® Certification

This first-of-its-kind professional certification program is specifically designed for promoting resource management competency development for RM professionals



## Next Level RM Development

Targeted at RMO Leaders and RMCPs, the Strategic RM and Advanced RM courses provide insight into advanced RM concepts and best practices



## Resource Management Soft Skills

The Resource Management Soft Skills development program focuses on enhancing the soft skills resource managers need to complement their process, business, and systems knowledge. Participants learn how to: effectively communicate and build relationships with stakeholders at all organizational levels, set and manage expectations, and challenge existing ideas and push back on 'bad' behavior.

# RMI Engagement Plan



1

Follow the RMI on LinkedIn.

<https://www.linkedin.com/company/resource-management-institute/>

2

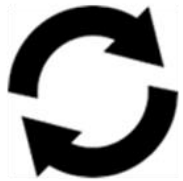
Join the RMI CollabCommunity.

<https://www.linkedin.com/groups/6641196/>

3

Take advantage of RMI White Papers and Benchmark Survey Data.

<https://resourcemanagementinstitute.com>



6

Discover the RMI Maturity Model.

<https://resourcemanagementinstitute.com/resource-management-maturity-model/>

5

Explore the RMCP® Resource Center.

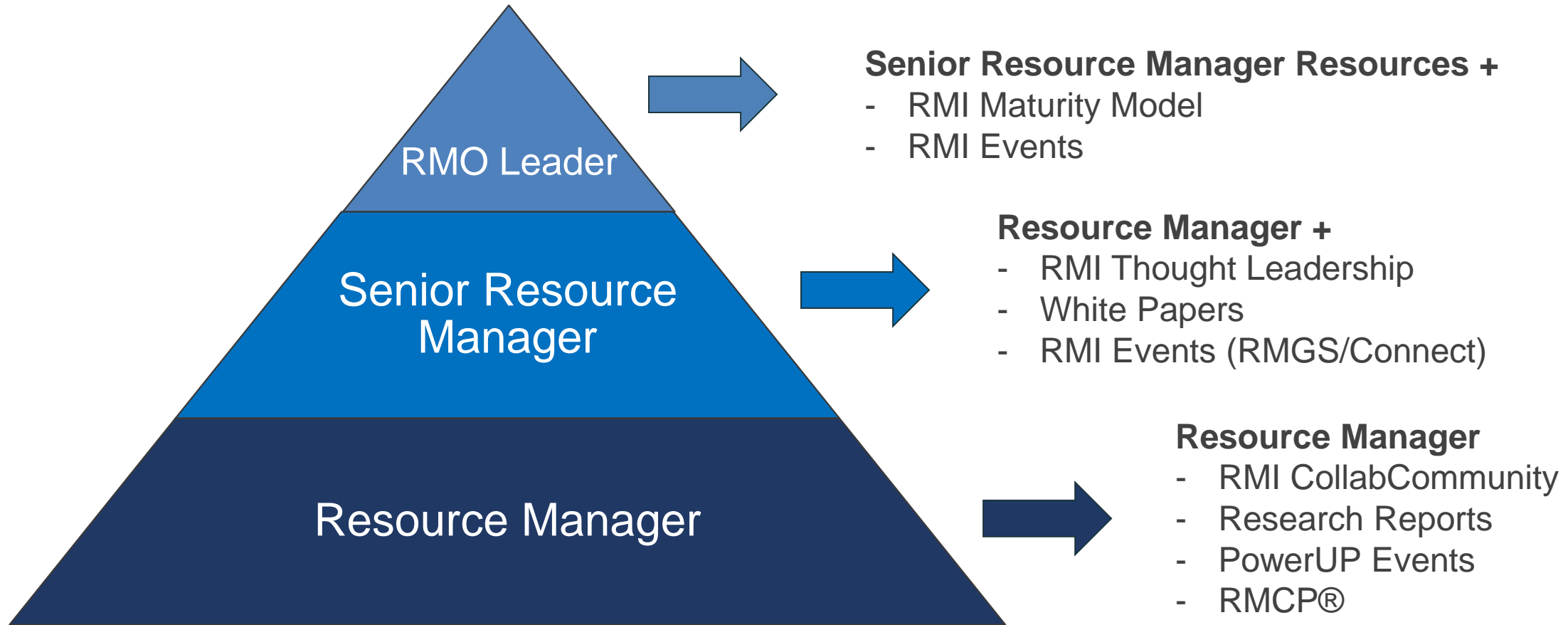
<https://resourcemanagementinstitute.com/rmcp-tools/resource-center/>

4

Attend RMI Events.

<https://resourcemanagementinstitute.com/events/>

# Navigating RMI Resources by Role





## *Advancing the Journey to Resource Management Excellence*

**September 23 and 25, 2025**



Presented by the Resource Management Institute

- 6<sup>th</sup> Annual Virtual Event
- Delivered in two mini-events
- Features keynotes, topical breakouts and panel discussions
- New this year – RMI Connections – virtual round table discussions

**To Learn More and Register**





### \*\*\* Power UP PROMO \*\*\*

- RMI Connect Raffle
  - If you want in on RMI Connect, send an email to [Info@ResourceManagementInstitute.com](mailto:Info@ResourceManagementInstitute.com) with "I want in!" in the subject line.
  - Deadline is 5:00 ET on Friday, September 12<sup>th</sup>!
- 6<sup>th</sup> Annual
  - Delivery
  - Feature panel a
  - New this year – RMI Connections – virtual round table discussions

source Management Institute

**Register**





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

## Resource Managers

- 3-day classroom, online instructor led sessions (2 hrs. each), and on-demand format
- Interactive lectures, practical case study exercises
- Certification exam
- RMCP® credential for two years



Just-in-Time Resourcing® (JITR)

# Upcoming RMCP® Class Schedule

## Virtual Instructor-Led (Online)

- Starts October 15 (Wed)
- Starts December 2 (Tues/Thurs)



**On-demand version  
available 7 x 24**



**Register Today!**



Register today at:

<http://resourcemanagementinstitute.com/apply/>



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Beeye is an award-winning AI scheduling solution that's revolutionizing Workforce Management and was recently named "Fintech Startup of the Year" by the International Accounting Bulletin. Our solution frees billable hours, enhances employee well-being by automating planning and streamlining task workflows. We're recognized as one of the most innovative companies in Canada by Microsoft.

Our pioneering AI algorithm ensures optimal task assignment—right task, right person, right time—replacing tedious spreadsheets. This guarantees timely and budget-compliant task delivery, resulting in increased satisfaction, reduced turnover, and boosted profitability. We offer insights into team dynamics, availability, hiring needs, and more. Beeye supports hybrid and remote work, providing full clarity over resource allocation and utilization.

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Kantata takes professional services automation to a new level, giving people-powered businesses the clarity, control, and confidence they need to optimize resource planning and elevate performance. Kantata's purpose-built cloud software is helping over 2,500 professional services organizations in more than 100 countries focus and optimize their most important asset: their people.

By leveraging the Kantata Cloud for Professional Services™, professionals gain access to the information and tools they need to win more business, ensure the right people are always available at the right time, and delight clients with project delivery and outcomes.

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# Thank You

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