Profession of Being an RM/RMO Leader

Thanks to Our Sponsors: Mavenlink SAVIOM

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

AGENDA

1	Survey Background	3
2	Survey Questions	4
3	Key Takeaways	5
4	Consolidated Data and Findings – All Respondents	6
5	All Responses Data - EMPLOYER	17
6	All Responses Data - EMPLOYEE	28
7	Services Teams Serving **External Clients (PS/CS, M/A, AATA)** – EMPLOYEE	41
8	Services Teams Serving **Internal Clients (E/IT, PD)** – EMPLOYEE	53
9	Survey Summary	65

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Survey Background

1. This was a second trends survey on the profession of the Resource Manager/RMO leader. The first RMI survey on this subject was conducted in 2Q/2018.

2. Input was provided from 45 different companies service entities including Professional Services (PS), Enterprise/IT (EIT), Product Development teams (PD), Marketing Agencies (MA), and Accounting, Audit, Tax and Advisory firms (AATA) and their services executives, resource and project managers, production managers, and resource management office leadership.

3. With this survey, we are segmenting this and future reports into two segments as follows:
   - Organizations serving external clients to include professional/consulting services, marketing agencies and accounting, audit, tax and advisory firms
   - Organizations serving internal clients including enterprise/IT and product development teams

   We did this because over time we have realized that within each of these two segments, the sub-domains have far more in common than not. We will call out differences if significant where they occur.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Survey Questions

1 What is your role in your organization?

I AM THE EMPLOYER

2 What type of organization do you represent?

a. Professional and Consulting Services
b. Marketing Agencies
c. Enterprise/IT
d. Product Development
e. Accounting, Audit, Tax and Advisory

3 How many resource managers do you have in your organization?

a. 0
b. 1-3
c. 4-10
d. 11-25
e. 26-50
f. 51+

4 How many resources in total does your organization manage collectively with all resource managers?

a. 10-50
b. 51-100
c. 101-200
d. 201-500
e. 501-999
f. 1000+

5 How many resources does your resource manager(s) manage (individually)?

a. <50
b. 51-75
c. 76-100
d. 101-149
e. 150-199
f. 200+

6 How did you train your RMs? (select up to 2 options)

a. Internal Training
b. RMI RMCP®
c. Did not train them
d. Other

7 When hiring RMs, what skills are you primarily looking for? (select up to 3 options)

a. Resource management
b. Project management
c. Delivery experience
d. HR experience
e. Operations experience
f. Soft skills
g. Other

8 What's the average salary for your RMs? (optional)

a. <$50,000
b. $51,000 - $65,000
c. $66,000 - $90,000
d. $91,000 - $110,000
e. >$111,000

9 Finding skilled RMs is:

a. Not a problem
b. Somewhat hard to find
c. Hard to find
d. Very hard to find
e. Have not needed to hire any

10 Do you have a defined career path for RMs?

a. Yes
b. No

11 Where do the RMs report?

a. RMO
b. PMO
c. Operations
d. Delivery
e. Other

I AM THE EMPLOYEE

2 What type of organization do you represent?

a. Professional and Consulting Services
b. Marketing Agencies
c. Enterprise/IT
d. Product Development
e. Accounting, Audit, Tax and Advisory

3 How many resource managers are in your organization or company?

a. 0
b. 1-3
c. 4-10
d. 11-25
e. 26-50
f. 51+

4 How many resources in total does your organization manage collectively with all resource managers?

a. 10-50
b. 51-100
c. 101-200
d. 201-500
e. 501-999
f. 1000+

5 How many resources do you manage (individually)?

a. <50
b. 51-75
c. 76-100
d. 101-149
e. 150-199
f. 200+

6 How were you trained for your role? (select up to 2 options)

a. Internal Training
b. RMI RMCP®
c. Did not receive formal training
d. Other

7 What was your primary background/experience prior to becoming a resource manager?

a. Project management
b. Delivery experience
c. HR experience
d. Operations experience
e. Other

8 Are you an RM or RMO leader?

a. RM
b. RMO Leader
c. Other

9 What is your annual salary? (optional)

a. <$50,000
b. $51,000 - $65,000
c. $66,000 - $90,000
d. $91,000 - $110,000
e. $111,000 - $125,000
f. >$125,000

10 How many years have you been a resource manager/ RMO Leader?

a. <1
b. 1-5
c. 6-10
d. 11+

11 Does your company have a defined career path for RMs?

a. Yes
b. No

12 Where do you report?

a. RMO
b. PMO
c. Operations
d. Delivery
e. Other

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Key Takeaways

1. Demand for talented resource managers is on the rise. The industry needs to increase the population of skilled resource managers vs. the churn of resource managers between companies we are seeing in the industry today. A clear lack of career pathing within companies with resource managers is a significant opportunity to slow the turnover of resource managers.

2. Scarcity of resource managers and other industry trends are driving the cost of resource and workforce managers up. In addition to whatever recruiting methods of choice you use, companies should consider investing in training new resource managers from within, and explore newer resource management process automation technology which can be helpful by making the average resource manager more productive.

3. Standardization of the Just-in-Time Resourcing® approach to resource and workforce management is driving more standardization of training (RMCP®) and ultimately, we believe, will drive the cost of resource management down by shortening on-boarding time and wasted effort for those currently pursuing a build vs. buy approach to resource and workforce management process development and training.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

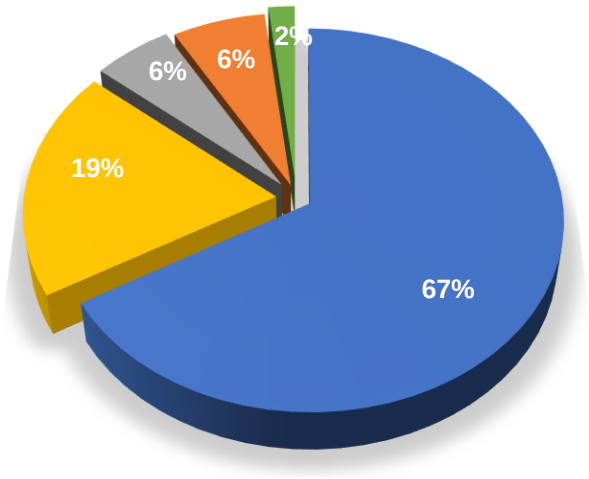
Consolidated Data and Findings

All Respondents

Employer and Employee (except where noted)

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q2: Type of Organization – All Respondents



- 67% Professional or Consulting Services
- 19% Enterprise/IT
- 6% Marketing Agencies
- 6% Product Development
- 2% Accounting/Audit/ Tax/ Advisory

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Analysis: Resource Management Coverage – All Respondents

All Respondents

	Number of Resources in Total Organization Manages Collectively with All Resource Managers					
	10-50	**51-100**	**101-200**	**201-500**	**501-999**	**1000+**
Average Number of RMs in Organization	2	7	4	7	8	28
Average Number of Resources RMs manage	25	38	119	114	131	120

External Clients (EMPLOYEE) PS/CS, MA, AATA

	Number of Resources in Total Organization Manages Collectively with All Resource Managers					
	10-50	**51-100**	**101-200**	**201-500**	**501-999**	**1000+**
Average Number of RMs in Organization	4	9	3	6	7	33
Average Number of Resources RMs manage	25	33	125	120	135	200

Internal Clients (EMPLOYEE) E/IT, PD

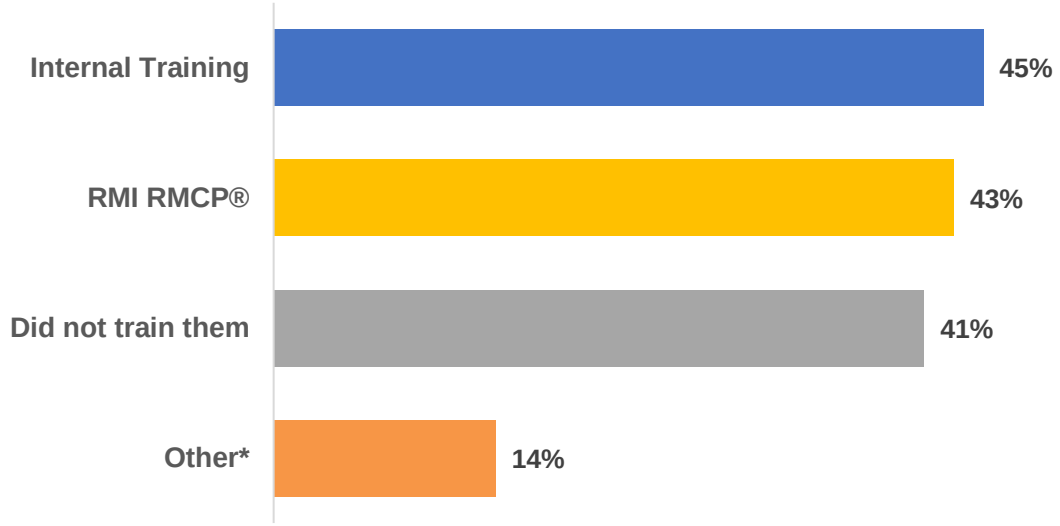
	Number of Resources in Total Organization Manages Collectively with All Resource Managers					
	10-50	**51-100**	**101-200**	**201-500**	**501-999**	**1000+**
Average Number of RMs in Organization	n/a	2	9	8	9	22
Average Number of Resources RMs manage	n/a	63	25	133	122	128

There are many factors which drive investments made in resource managers and determination of span of control. This would include but not be limited to project size, complexity, project volumes, project type and more.

The survey data provides some valuable insights into how these coverage models have evolved.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q6: How Did You Train Your RMs? – All Respondents



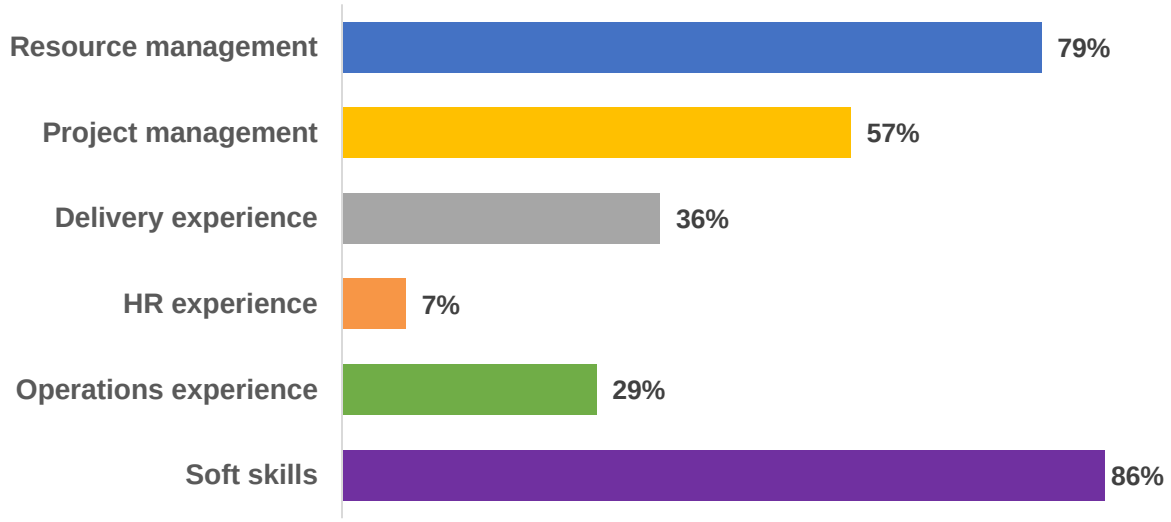
While internal training continues to be the most used method for developing RMs, it has dropped 26% since the previous survey as more companies are leaning on the RMCP® certification (up 4 points) and other (up 6 points) avenues such as self-directed learning for RM focused training.

Other:

- Experience from previous job
- Masters in Organizational Psychology
- Training on the Job
- Learned on my own, internet and RMI, research, webinars
- Trial and Error and former experiences.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

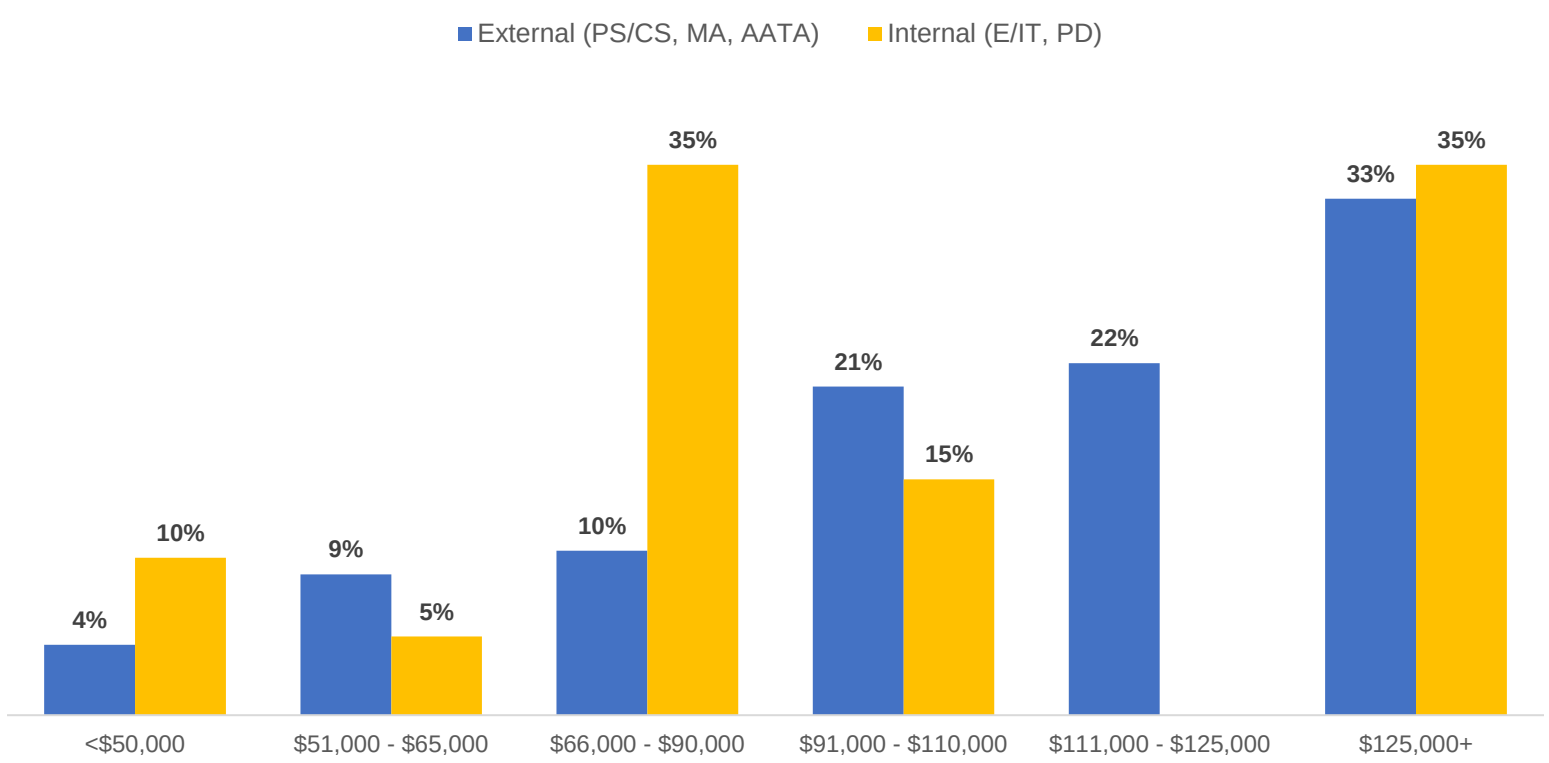
Q7: When Hiring RMs, What Skills Are You Primarily Looking For? – (Employer)



When hiring, employers are ideally looking for individuals with both soft skills and prior RM experience. Also expected was the desire to find people with project management and delivery experience.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

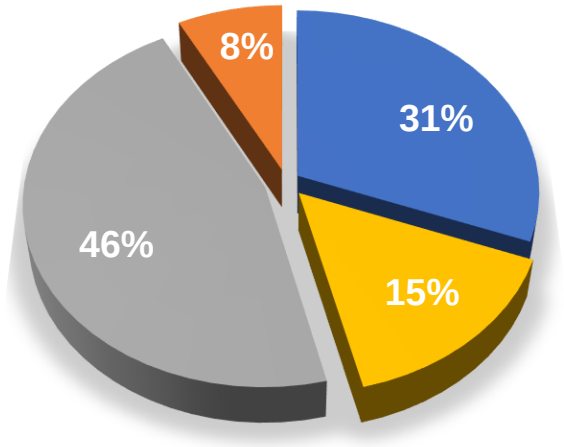
Analysis: Average Annual Salary for Resource Managers– All Respondents



No surprise that average salaries are up since our last survey in 2018. There are certainly disparities between the sub-domains we are tracking as well.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q9: Finding Skilled RMs is – (Employer)

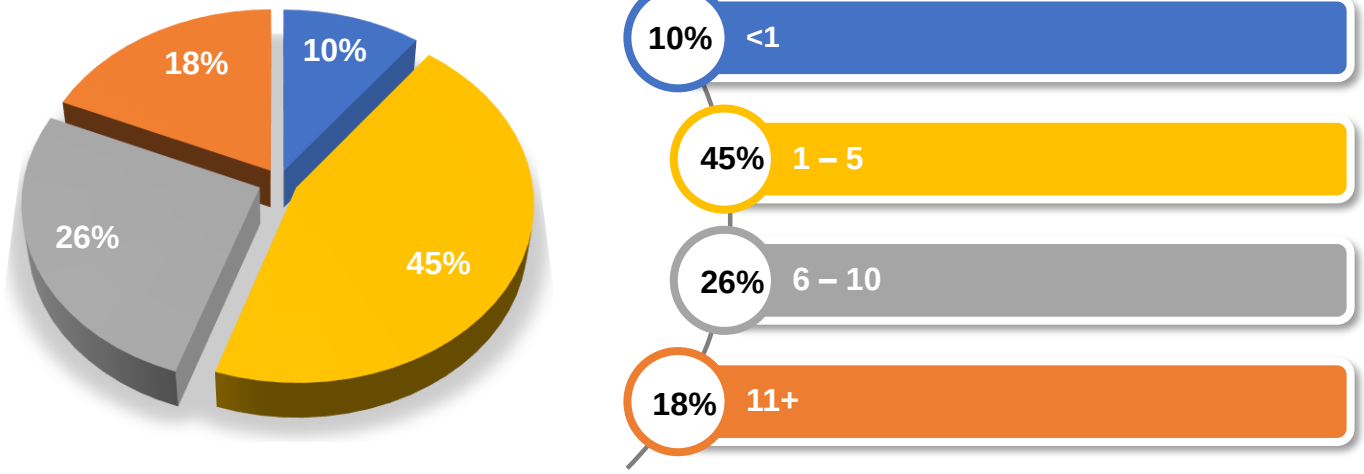


Since our last study, companies have indicated finding skilled RMs is becoming increasingly more difficult. With demand for RMs expected to accelerate as industry focus on this discipline grows, the task will get harder.

The RMI will continue to help foster the availability of RM education and a network for skilled RMs. Companies should also focus on building more RMs from within vs. the company to company churn this shortage has created.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q10: How Many Years Have You Been a Resource Manager? (Employee)

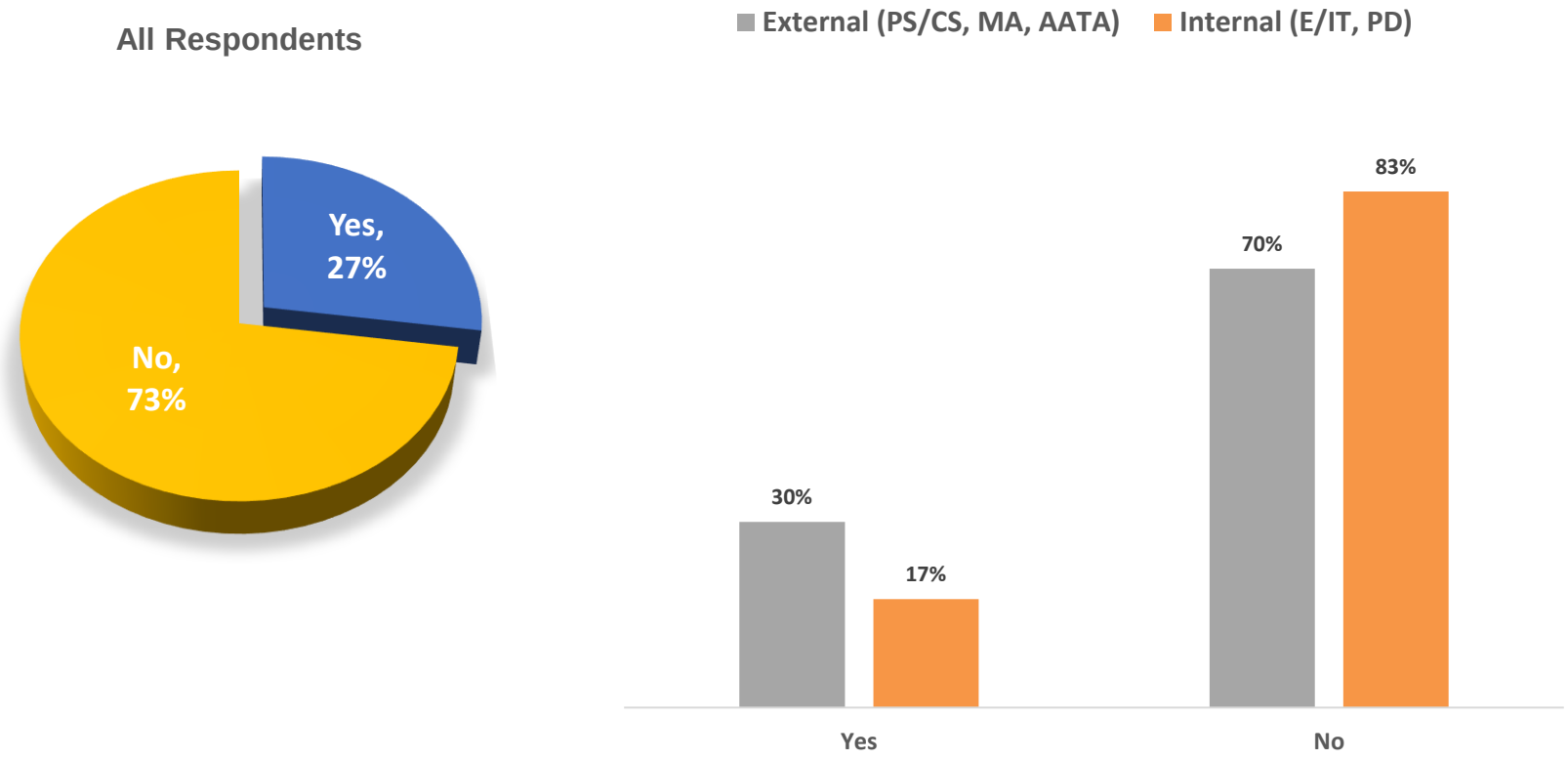


44% of respondents have 6 or more years of experience, a drop of 7% when compared to the previous study (51%).

This is stemming from those representing internal clients, where nearly 2/3 of respondents have been in their role for 5 years or less. This is due to increasing adoption of formalized resource management particularly in enterprise/IT.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Analysis: Does your company have a defined career path for RMs? - All Respondents

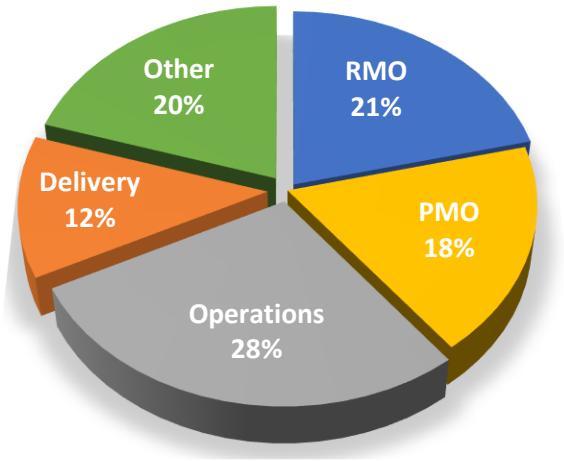


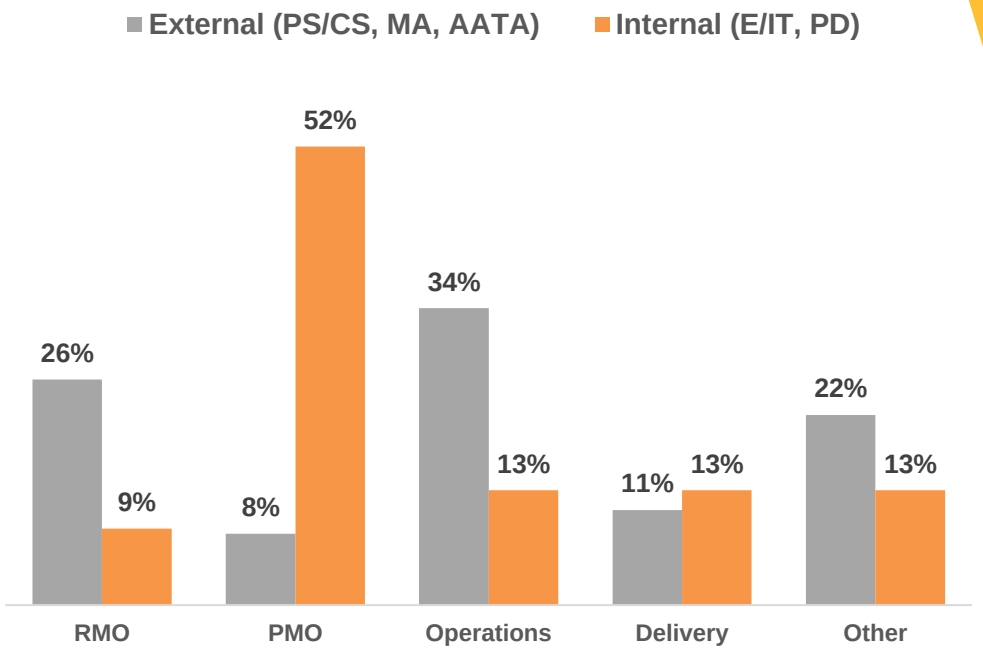
Companies continue to struggle with providing a defined career path for RMs across the board.

This is a great opportunity for companies looking to attract the best and brightest, and slow the accelerating turnover of RMs in the industry.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Analysis: Where Do the RMs Report? - All Respondents





The RMO and Ops make up nearly 2/3 of where those serving external clients report. Those serving internal clients have nearly 2/3 reporting to the PMO and Ops.

Overall, these were similar results to what we found in our 2018 survey.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Breakout of the Respondents

Employer vs. Employee

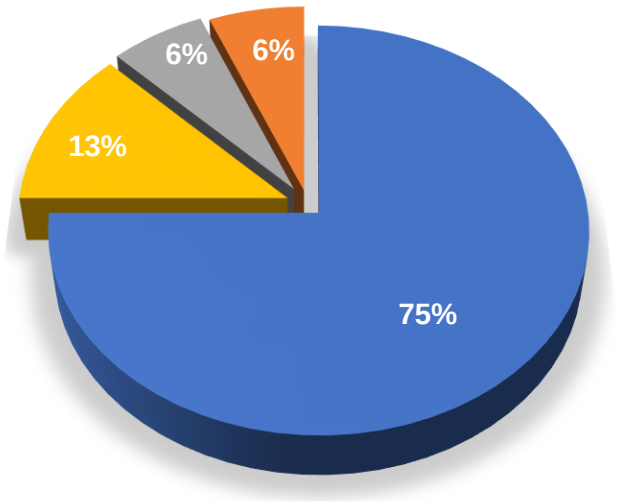
©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

All Respondents

Employer

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

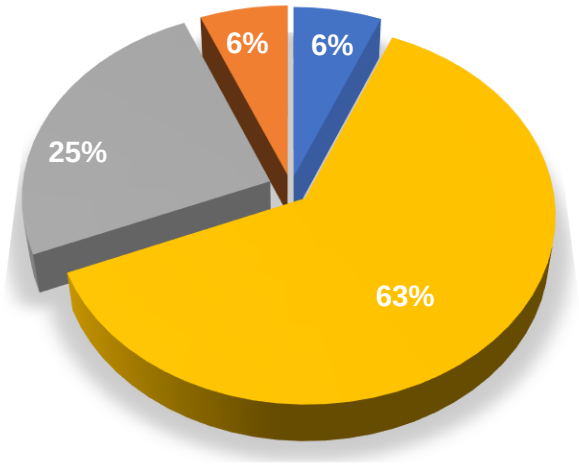
Q2: Type of Organization (Employer)

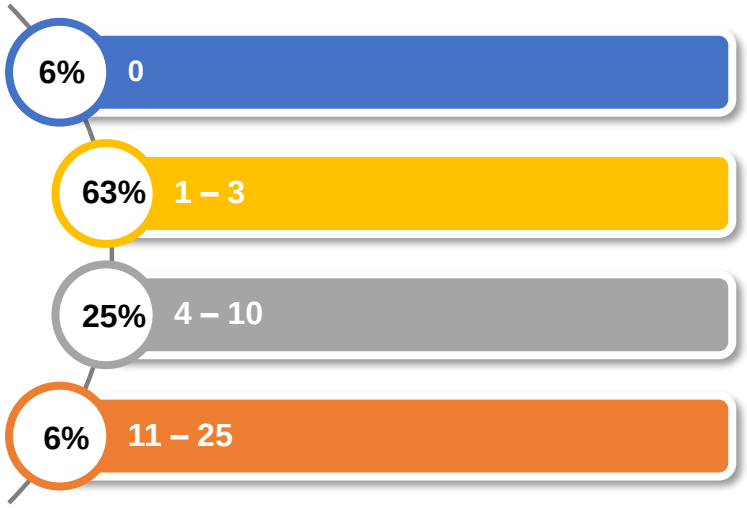


- 75% Professional or Consulting Services
- 13% Product Development
- 6% Enterprise/IT
- 6% Accounting/Audit/ Tax/ Advisory

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

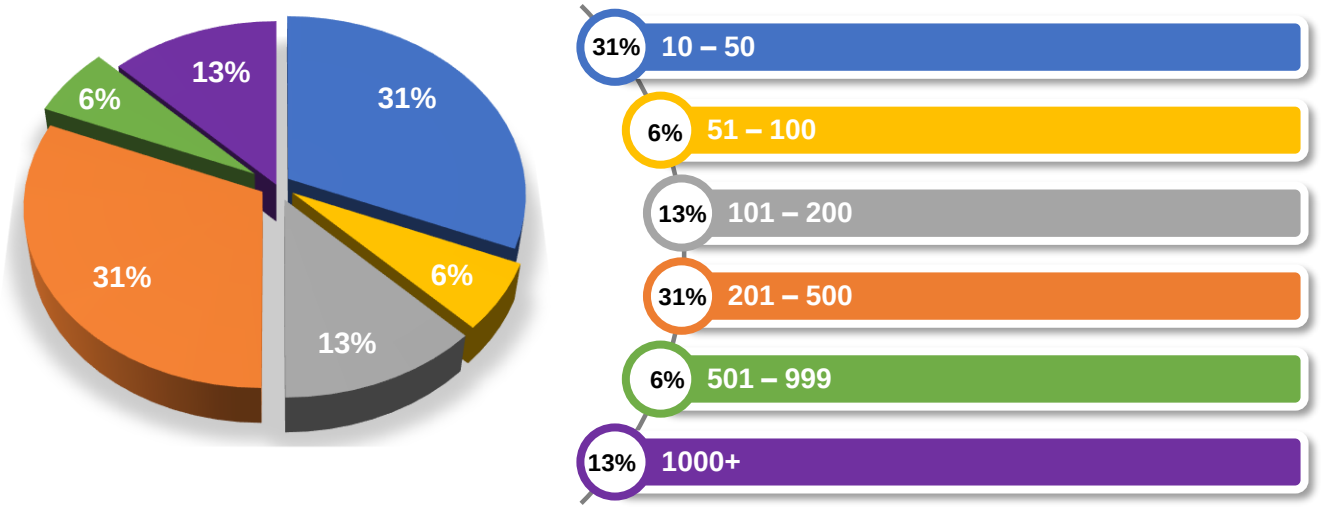
Q3: How Many Resource Managers Do You Have in Your Organization? (Employer)





©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

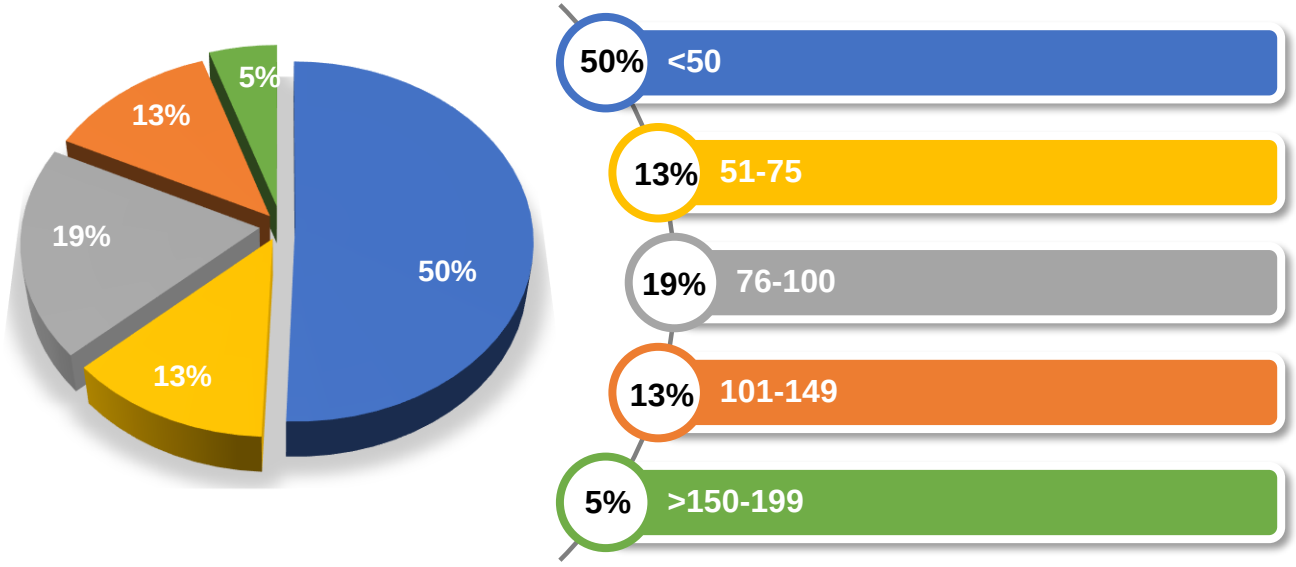
Q4: How Many Resources in Total Does Your Organization Manage Collectively With All Resource Managers? (Employer)



The survey had a good cross section of respondents from many different size companies.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q5: How Many Resources Does Your Resource Manager(s) Manage (Individually)? (Employer)



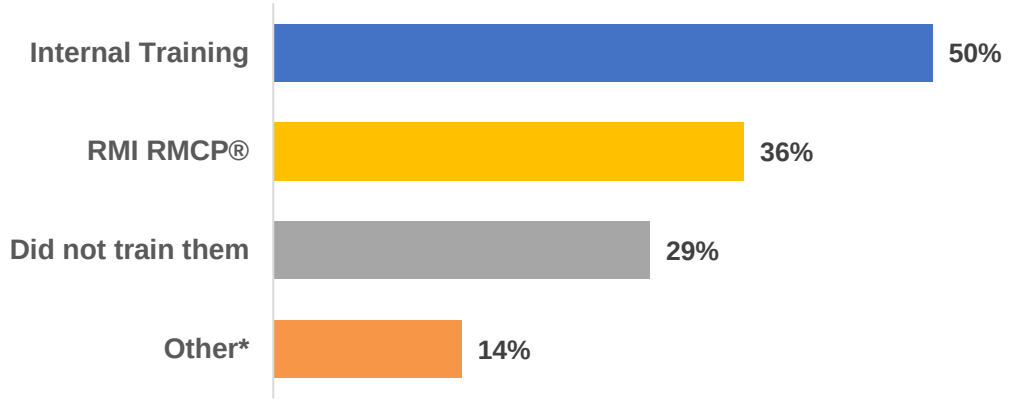
Span of control can vary greatly due to the composition of project turnover, size, product complexity and other considerations.

Employers state that RMs are individually managing less resources than in the past.
50% of employers state that their RMs manage less than 50 resources individually…an 11 point gain.

This differs from employee responses where only 31% say they manage less than 50 resources.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q6: How Did You Train Your RMs? (Employer)



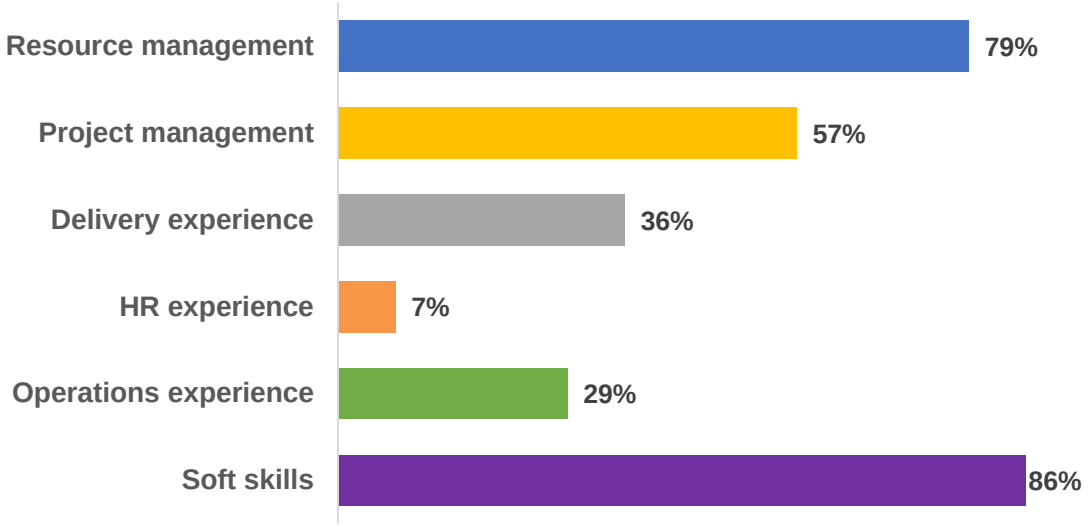
Although still the number one choice, companies are providing less internal training, and relying more on the RMCP® certification, prior experience, or personal development.

Other:

- Personal Readings and Research
- On the job training and one had previous experience as an RM for another company

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

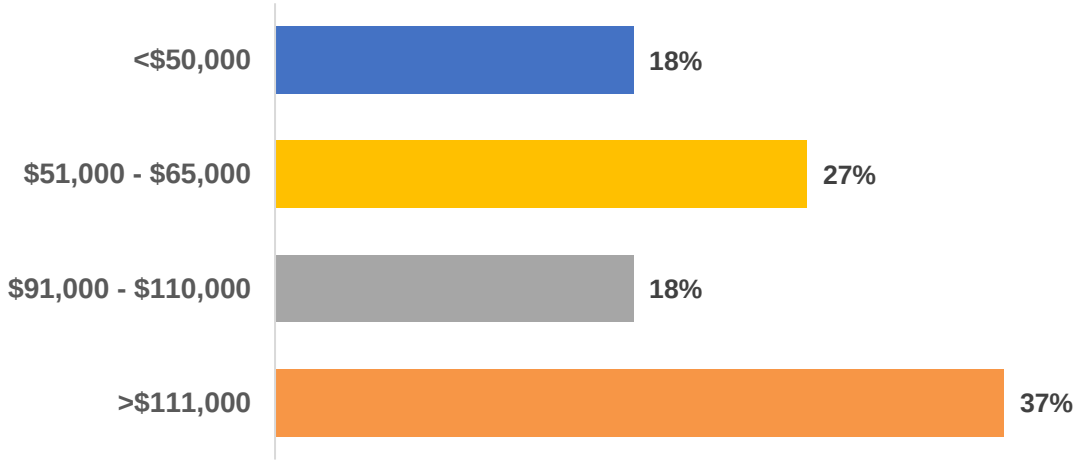
Q7: When Hiring RMs, What Skills Are You Primarily Looking For? (Employer)



When hiring, employers are ideally looking for individuals with soft skills experience along with prior experience in the field. Finding someone with a project management background is also preferred when hiring for the RM role.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

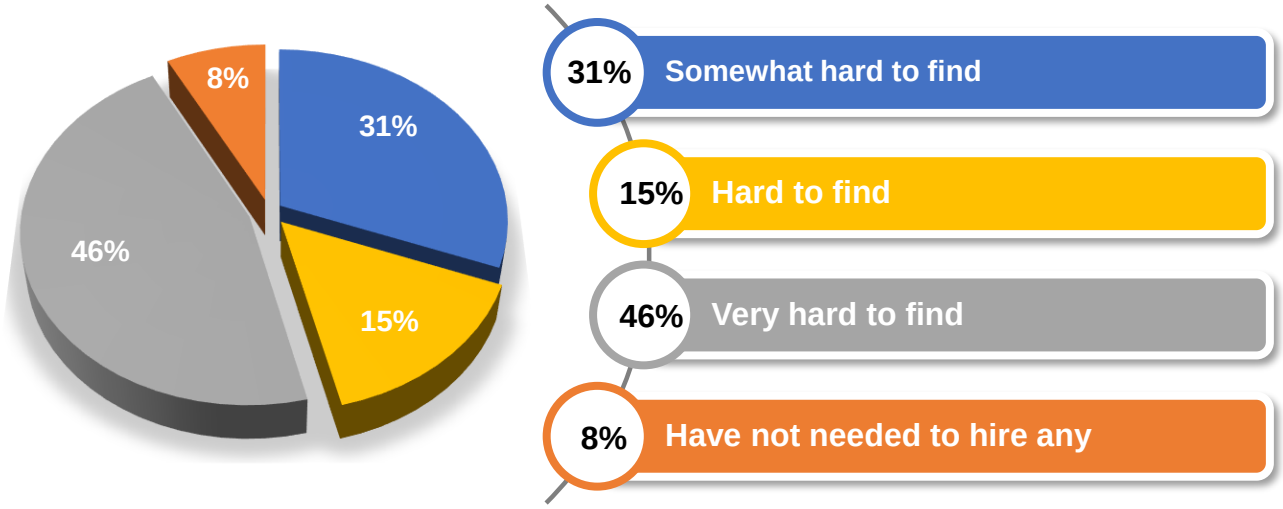
Q8: What's the Average Salary For Your RMs? (Employer)



The average annual salary for RMs is wide-ranging with increases in both the top tier as well as the bottom two. No responses represented the middle bucket of $66,000-$90,000, which accounted for 34% of responses in the previous study.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q9: Finding Skilled RMs is: (Employer)

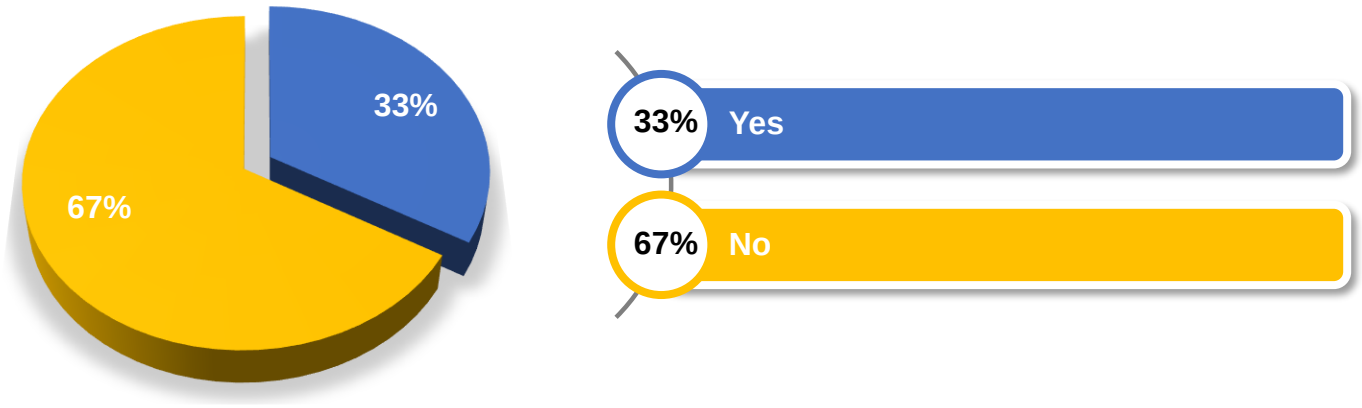


Versus last time we surveyed, finding skilled RMs got much harder for companies, and with demand for RMs expected to accelerate as industry focus on this discipline grows, the task will get harder.

The RMI will continue to help foster the availability of RM education and a network for RMs. Companies should also focus on building more RMs from within vs. the company to company churn this shortage has created.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

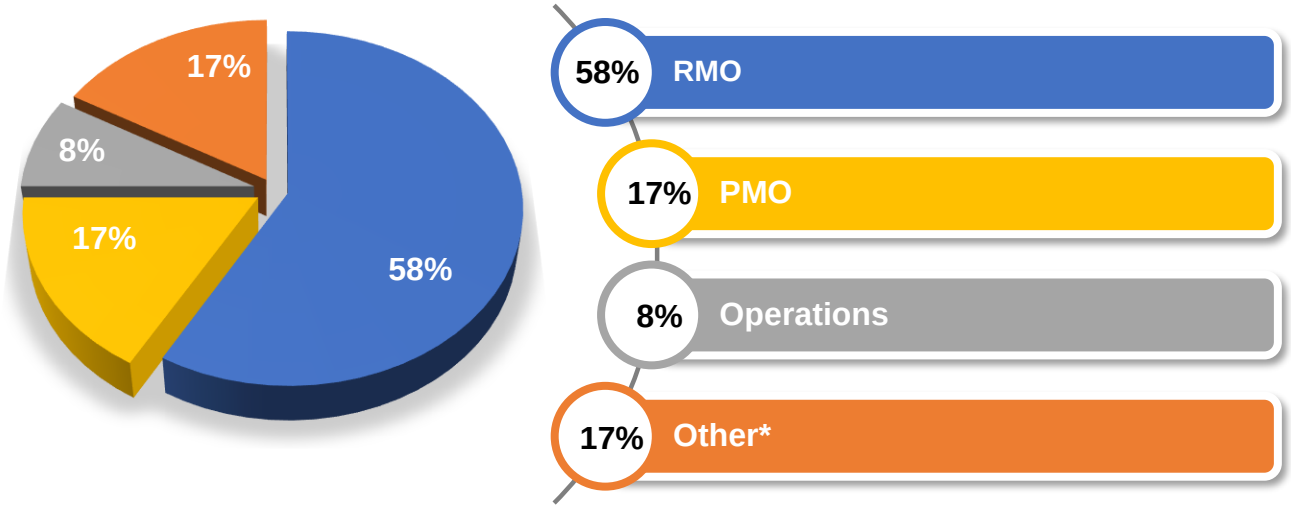
Q10: Do You Have a Defined Career Path for RMs? (Employer)



Companies continue to struggle with defining a career path for their RMs. With scarcity of RMs already an issue, this data points out an opportunity for companies to carve out an interesting career path to attract and retain the best and brightest and slow the accelerating turnover of RMs in the industry.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q11: Where Do the RMs Report (Employer)



According to employers, the RMO remains the organization of choice for reporting RMs with fewer indicating their RMs report to Operations than in the previous study.

Other:

- Top Management
- 3 work for Delivery but do not 'OWN' any resources but manage ~100 folks the remaining 12 have 5-50 direct reports that then get sent to delivery teams for a project

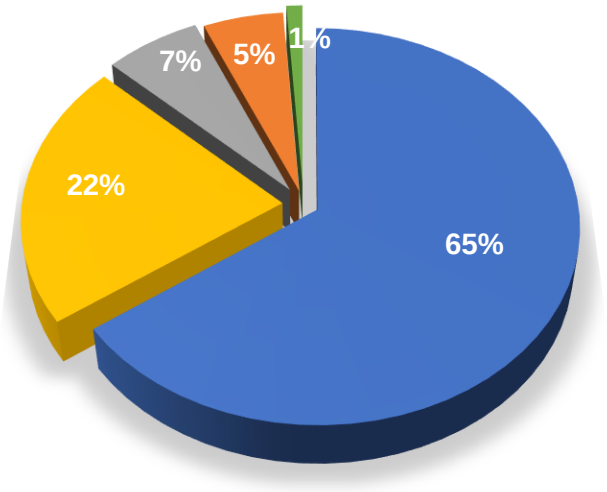
©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

All Respondents

Employee

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

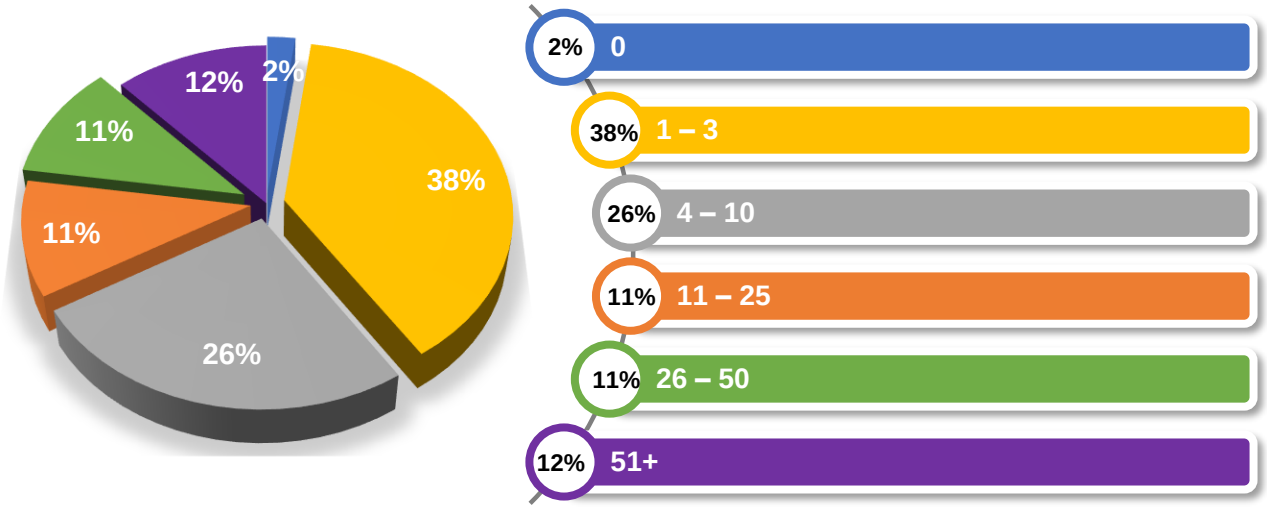
Q2: Type of Organization (Employee)



- 65% Professional or Consulting Services
- 22% Enterprise/IT
- 7% Marketing Agencies
- 5% Product Development
- 1% Accounting/Audit/Tax/Advisory

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

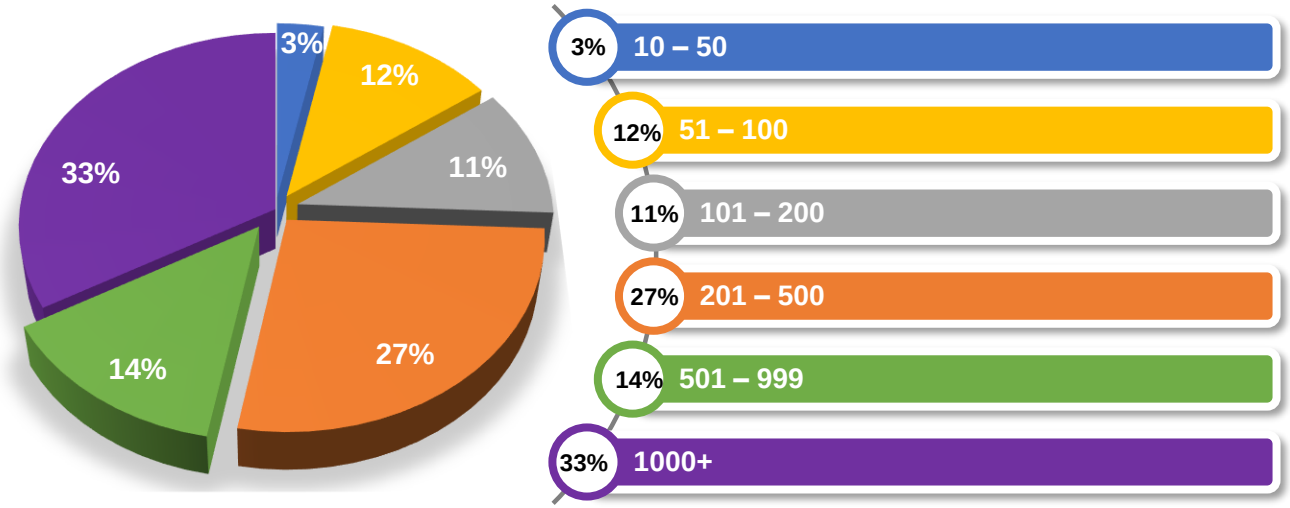
Q3: How Many Resource Managers Are in Your Organization or Company? (Employee)



Similar to our last survey, the survey had a good cross section of respondents from many different size companies.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

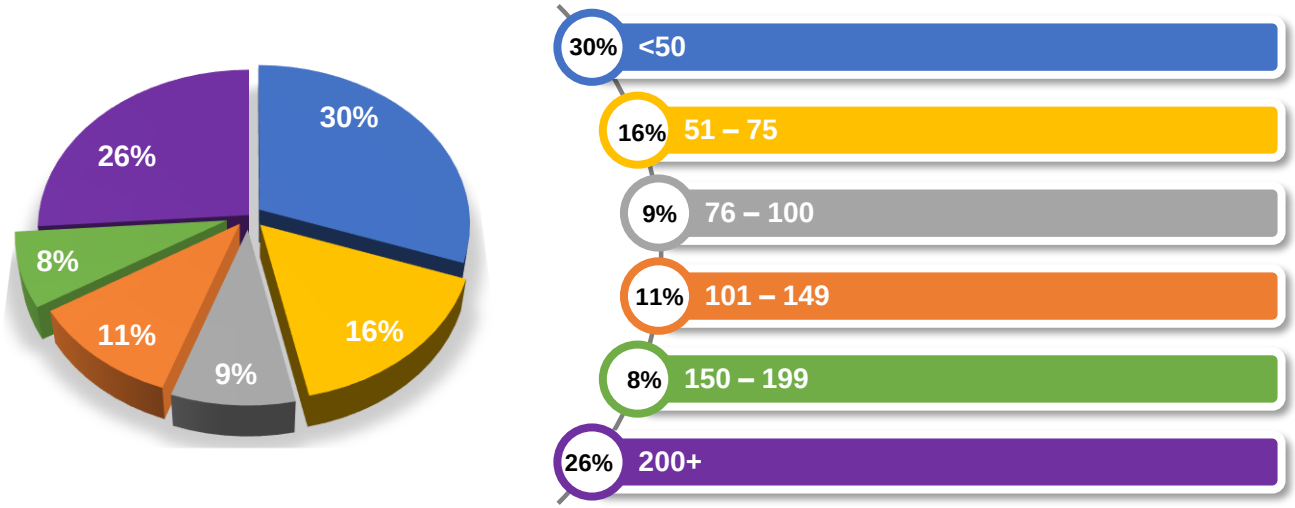
Q4: How Many Resources in Total Does Your Organization Manage Collectively With All Resource Managers? (Employee)



Similar to the previous study, this survey had a good cross section of respondents from many different size companies, the majority of which came from companies that managed more than 200 employees collectively.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q5: How Many Resources Do You Manage (Individually)? (Employee)

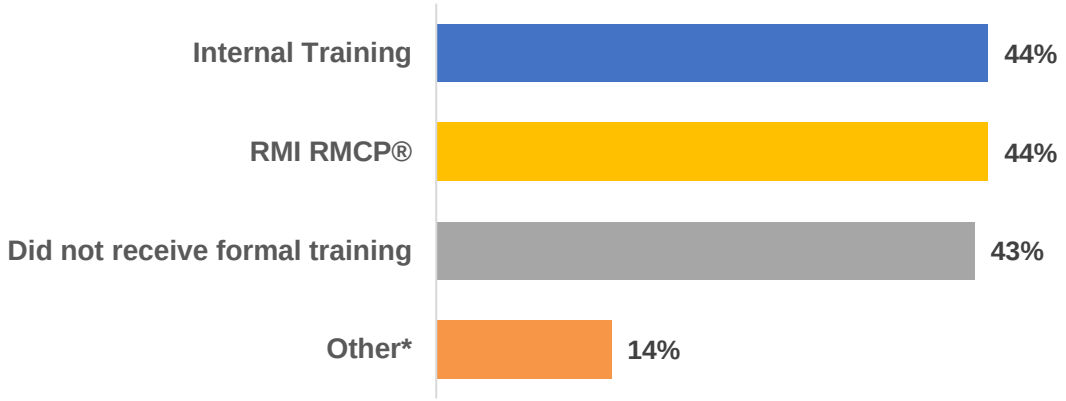


Span of control can vary greatly due to the composition of project turnover, size, product complexity and other considerations.

While the numbers continue to vary, there has been an increase in the number of people RMs are managing individually, 45% manage more than 100, up 24% from our last survey in 2018.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q6: How Were You Trained For Your Role? (Employee)



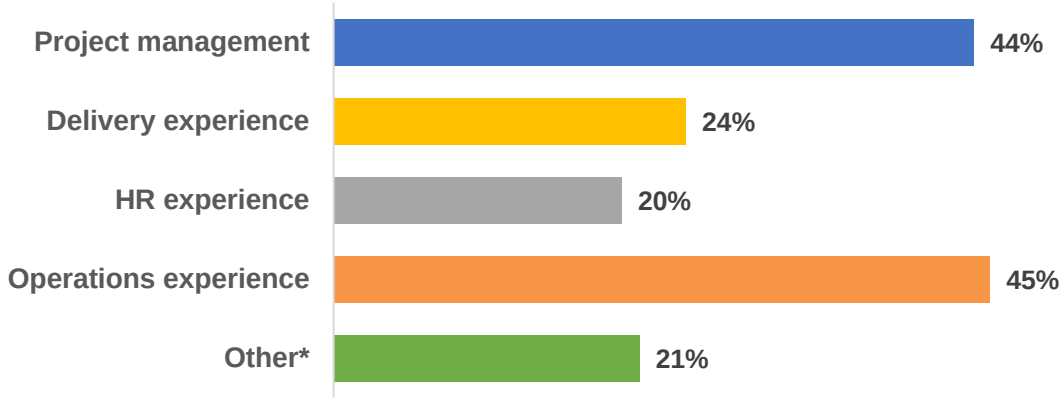
Overall, companies are relying less on Internal Training for RM education. The RMCP® certification continues to be a source of knowledge that RMs are looking toward to help fill that gap.

Other:

- Masters in Organizational Psychology
- Training on the Job
- Learned on my own, internet and RMI, books, webinars
- Experience as a Resource Manager for other organizations
- Trial and Error and former experiences
- I've been doing resource management since it's first conception in the early 90's where I was a founder/builder of the resource management role and process. I've grown this role personally and in various companies over the past 25+ years
- Experiences as PM and/or SM

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q7: What Was Your Primary Background/Experience Prior to Becoming a Resource Manager? (Employee)



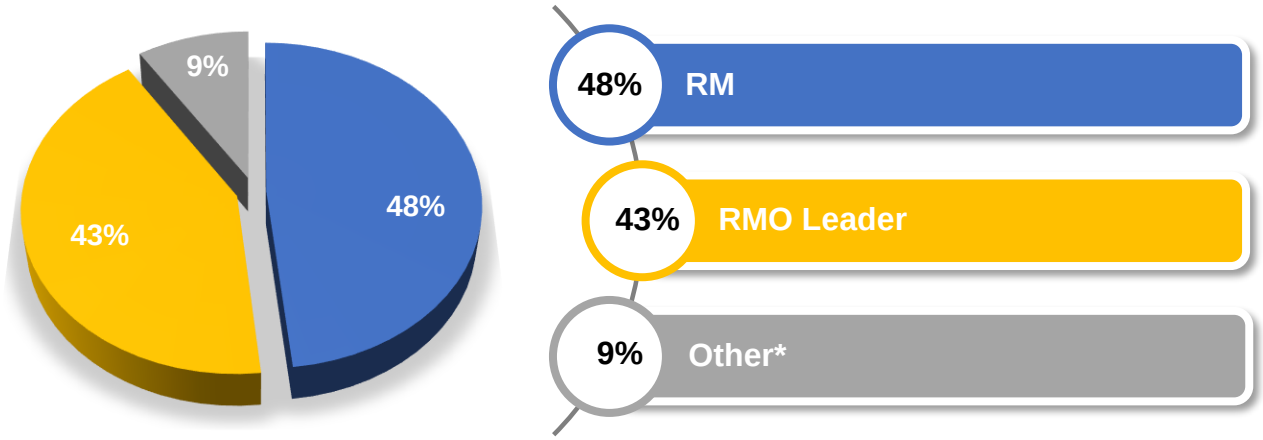
This was a multi-select question this year, making comparison from prior surveys not possible, but the themes are the same. Ops and PM experience are the primary backgrounds for those going into RM.

Other:

- Engagement Manager
- Worked in Pharmaceuticals in R&D and Operations (chemist, tech writer, IT, clinical, CMC))
- Recruitment
- Resource Management/Consulting/Management
- Internal auditor
- Customer Service, Sales
- Finance FP&A
- Ran the Talent Acquisition arm for a larger Services company
- Always been a Resource Manager
- Client service and public relations
- Retail Management
- MIS & Finance
- It was my first role
- Scheduling
- Student
- IT Manager
- Portfolio Manager
- Resource Management agency experience

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q8: Are You an RM or RMO Leader? (Employee)



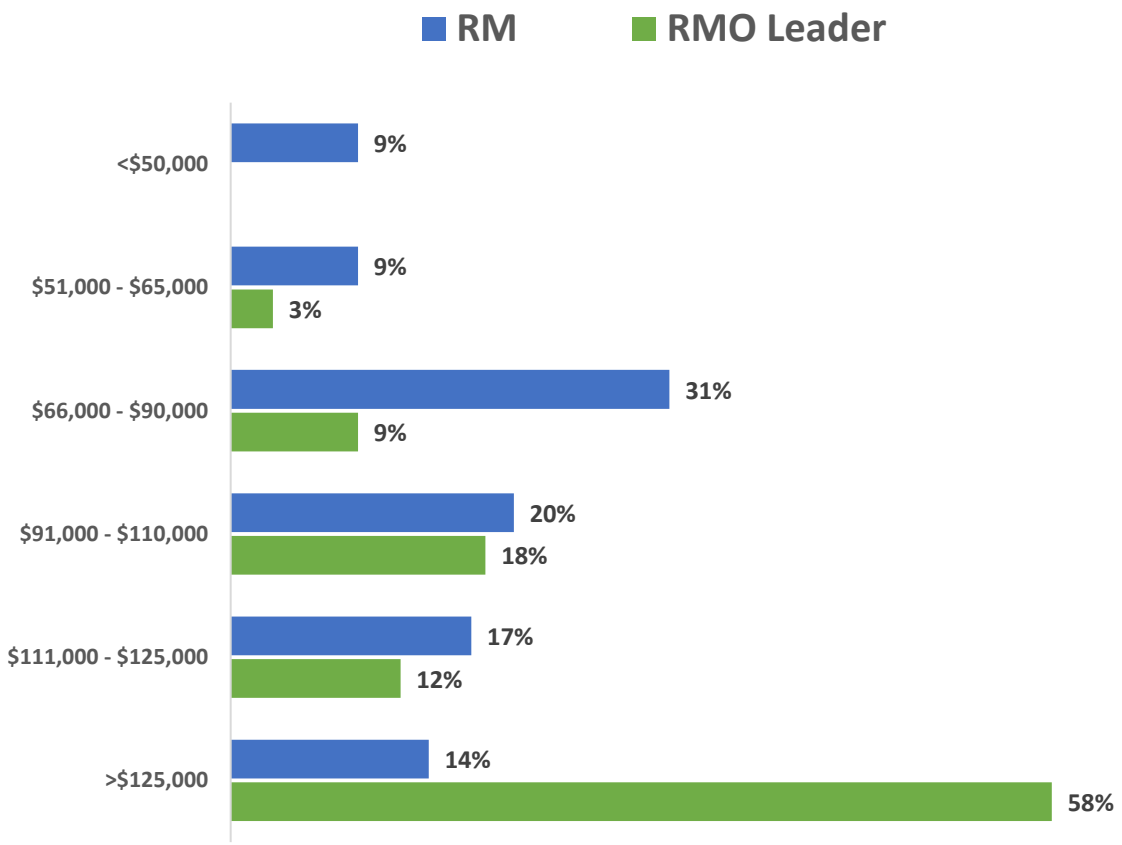
Representation is fairly evenly split between the RM and RMO leader.

Other:

- Ops Manager in PS
- Technically I am an RMO leader, but we are just getting started so I am still doing the other work while trying to be strategic
- Sr. Project Manager
- Head of Finance
- Team Coach
- Resource Advisor
- Resource Analyst
- Program Manager

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

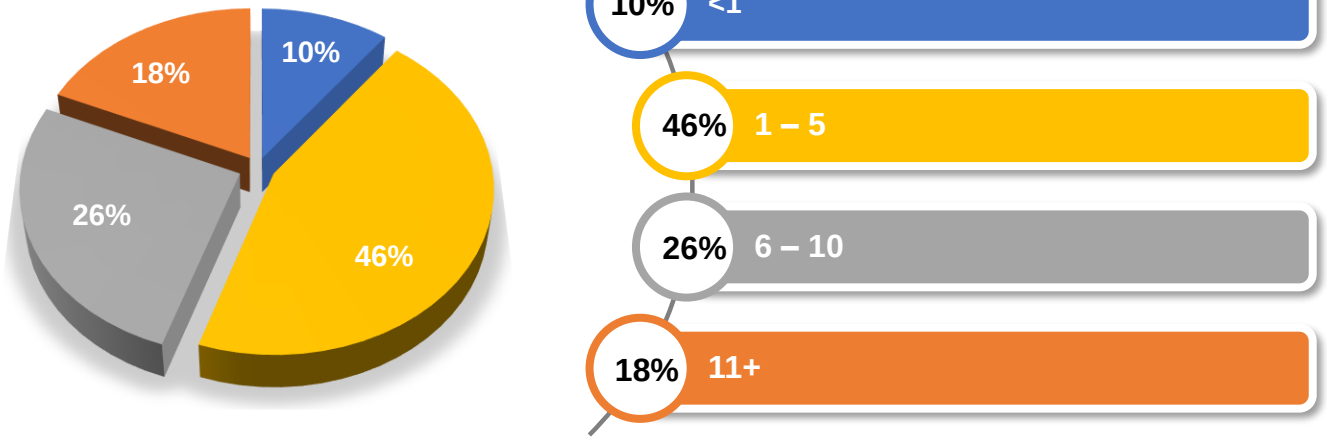
Q9: What's Your Annual Salary? (Employee)



According to employees, the average annual salary for RMs is trending upward with more than 51% earning above $90,000. 70% of RMO leaders average salaries exceed $111,000.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

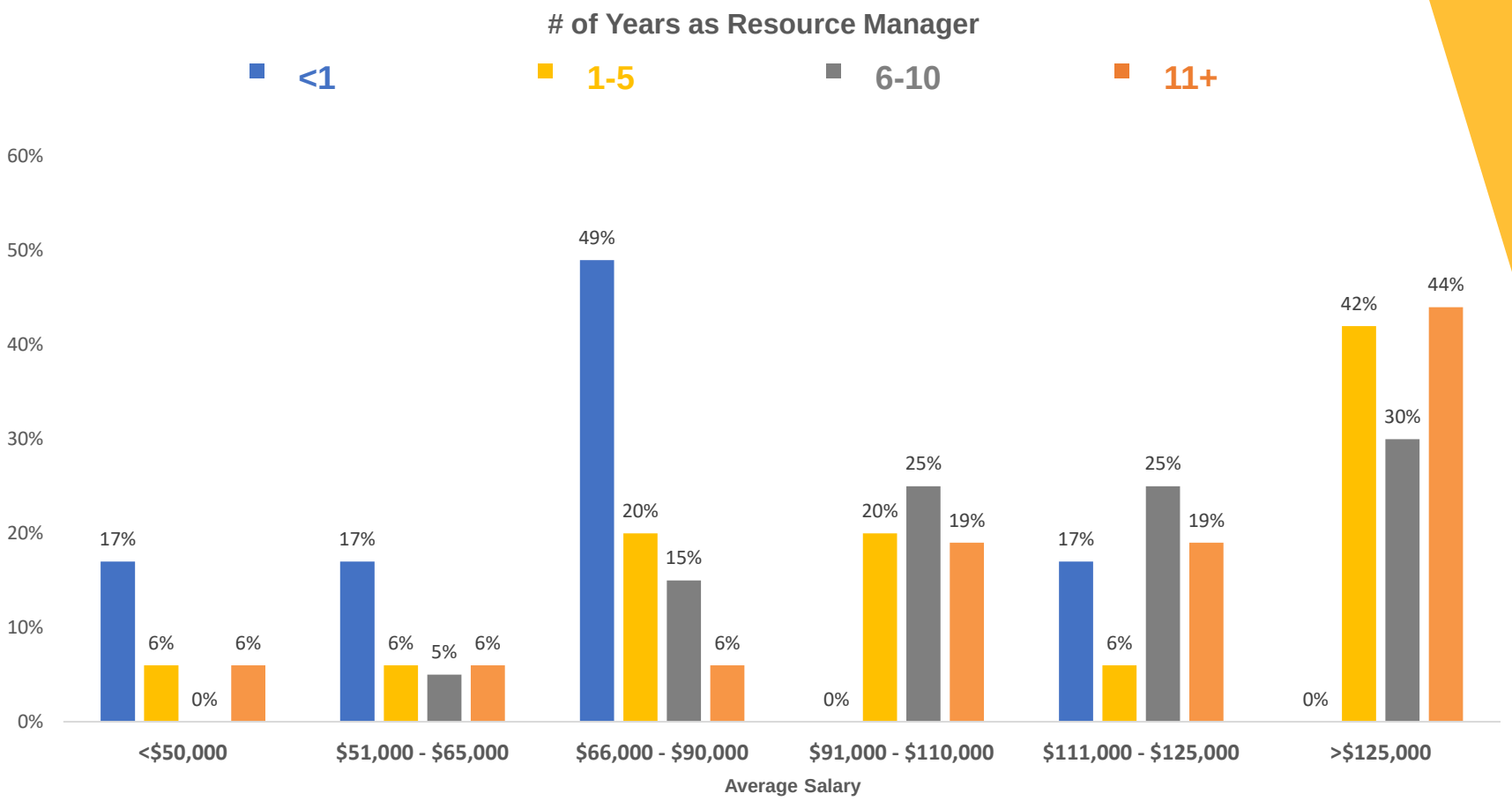
Q10: How Many Years Have You Been a Resource Manager/RMO Leader? (Employee)



Responses are well distributed. RMs with varying degrees of experience participated – there has been a slight shift since the previous survey with just over half of RMs surveyed having 5 years of experience or less.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Analysis: Number of Years as Resource Manager and Average Salary Comparison (Employee)

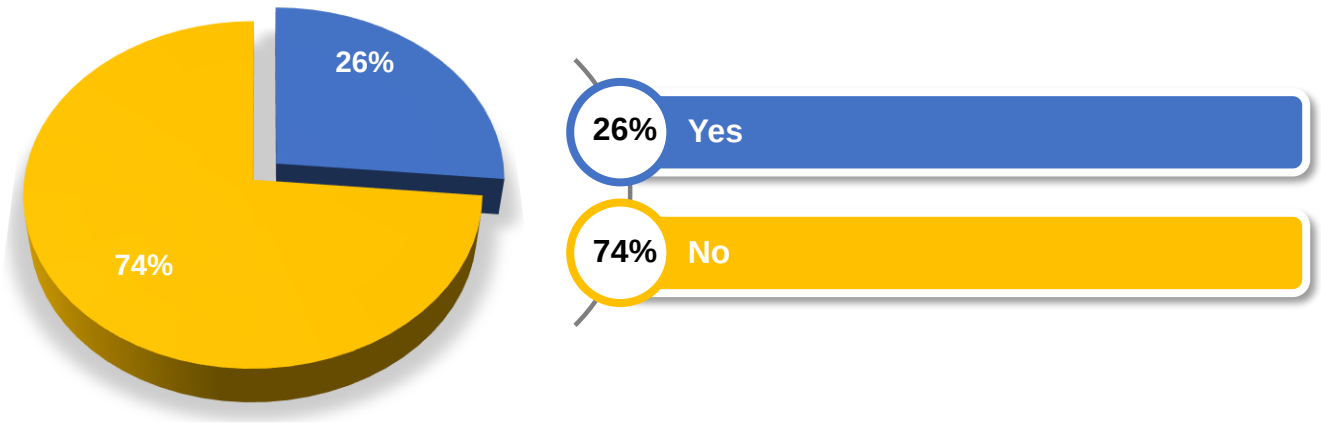


Like most professions tenure matters. 82% of those with 11+ years of experience were making more than $91K vs. 68% of those with 1-5 years of experience.

At the low end we can only speculate new hires demanding higher salaries vs. those experiencing salary compression is at play.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

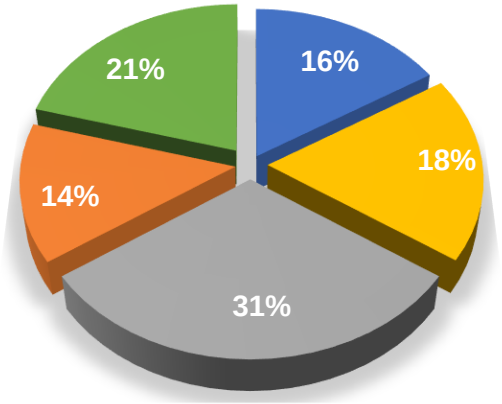
Q11: Does Your Company Have a Defined Career Path for RMs? (Employee)

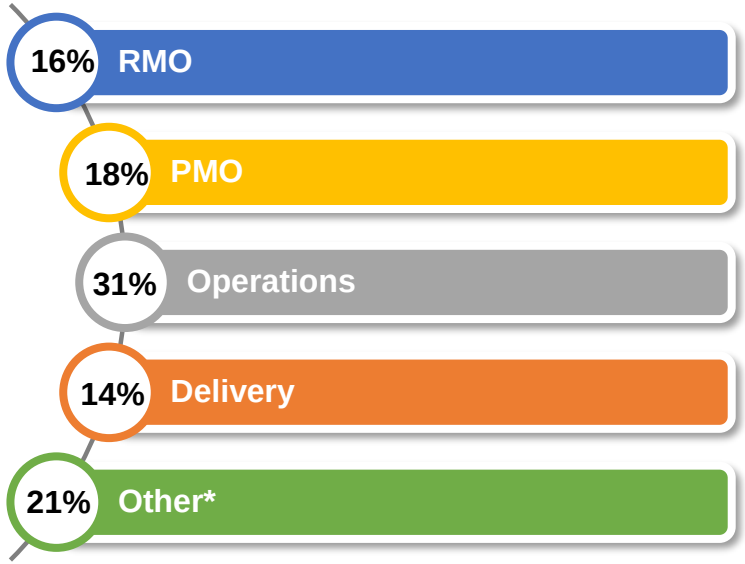


There is a clear opportunity for employers to work toward better defining the RM career path. Making progress in this area will help with current trends of churn/turnover within the RM profession.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q12: Where Do You Report? (Employee)





While we have seen clear growth of the RMO concept over the past 5 years, the industry still employs many different approaches to reporting structures. The RMI recommends the RMO construct as a way to build core competency in RM/WFM while insulating the team from any siloed behavior which may be resistant to a centralized approach to RM.

Other:

- Service Director
- Service Organization
- HR
- Finance, CFO & CEO
- People Operations. I would prefer if we reported directly to operations but is changed just before I came.
- Chief Administrative Officer
- People Team (HR & Operations)
- Director
- RMO reports to Chief Services Officer
- It's an RMO that rolls up to Operations
- Professional Services
- IS Planning/Portfolio Mgt. PMO reports here also
- HR currently (reported to Operations/Delivery at other organizations)
- CIO
- Global L&D Solutions

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

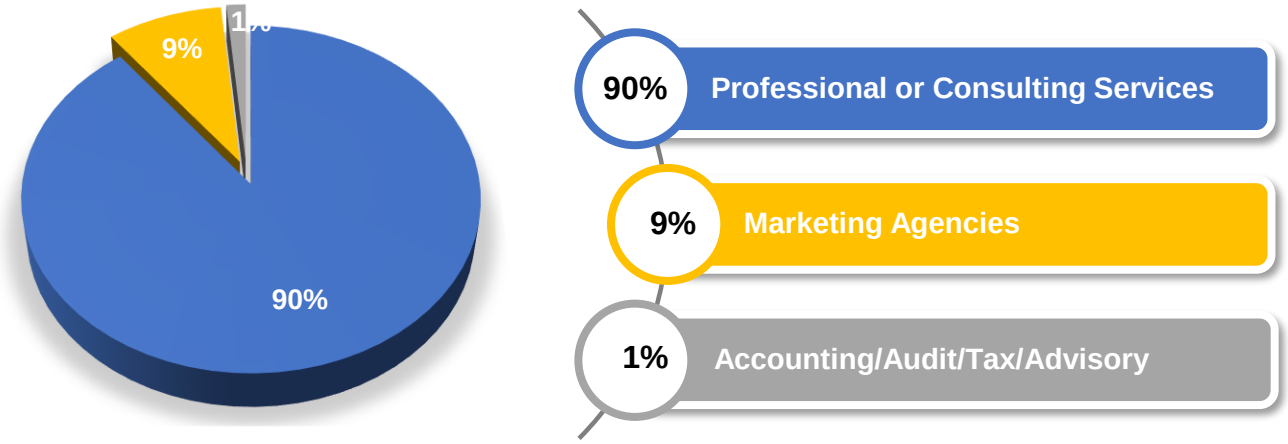
SERVICES TEAMS SERVING EXTERNAL CLIENTS

Professional/ Consulting Services (PS/CS)
Marketing Agencies (MA)
Accounting/Audit/Tax/Advisory (AATA)

Employee responses only

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

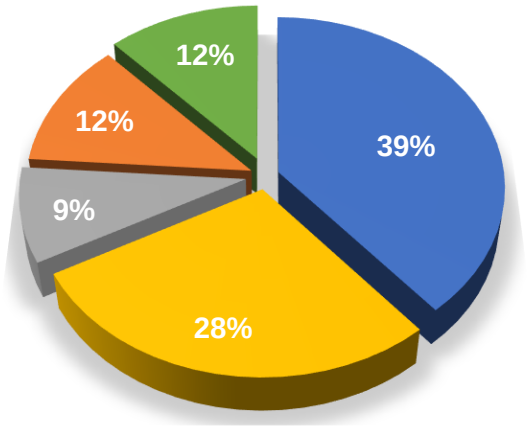
Q2: Type of Organization – PS/CS, MA, AATA (Employee)

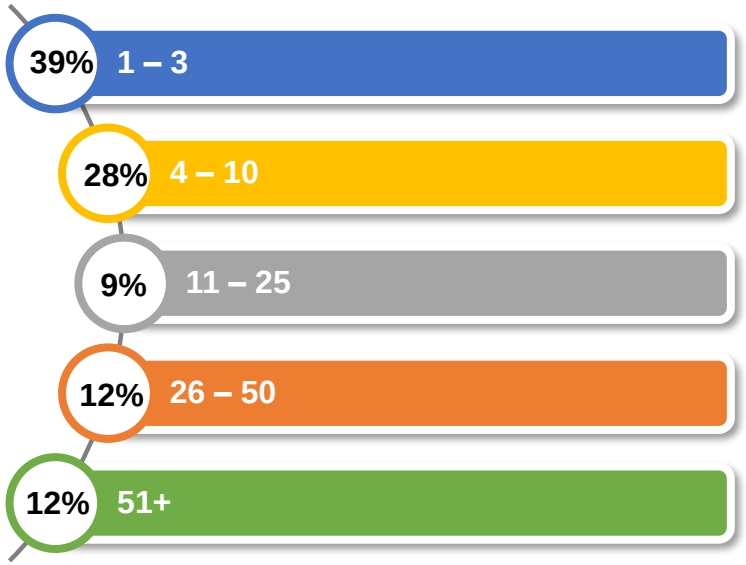


Accounting, Audit, Tax and Advisory is a new domain we began tracking with this survey. We hope to increase our participation from this domain in the future.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q3: How Many Resource Managers Are in Your Organization or Company? – PS/CS, MA, AATA (Employee)

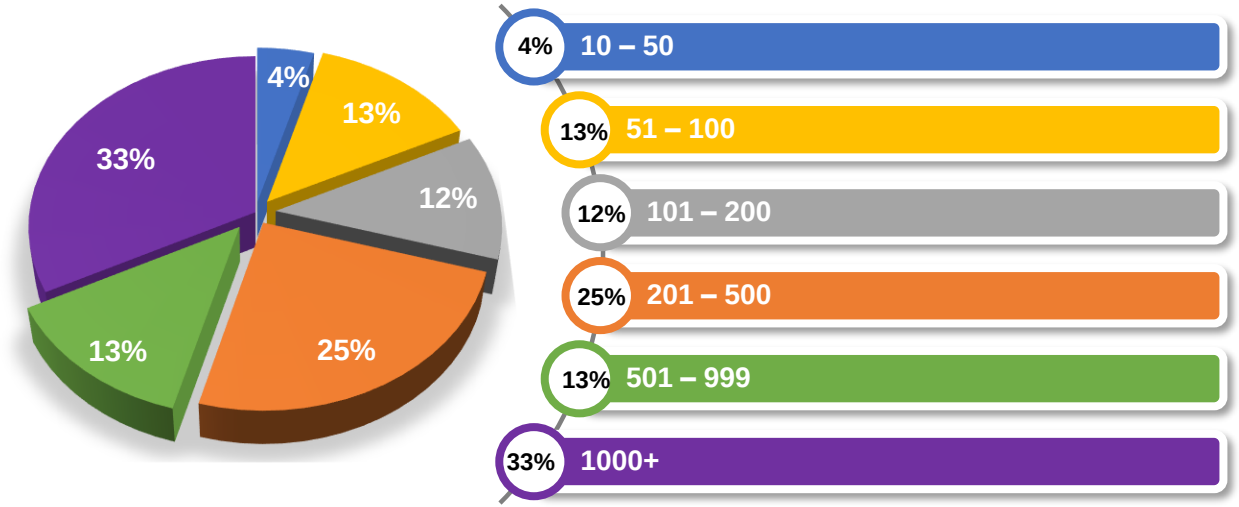




We had a good distribution of varying size organizations responding to the survey.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

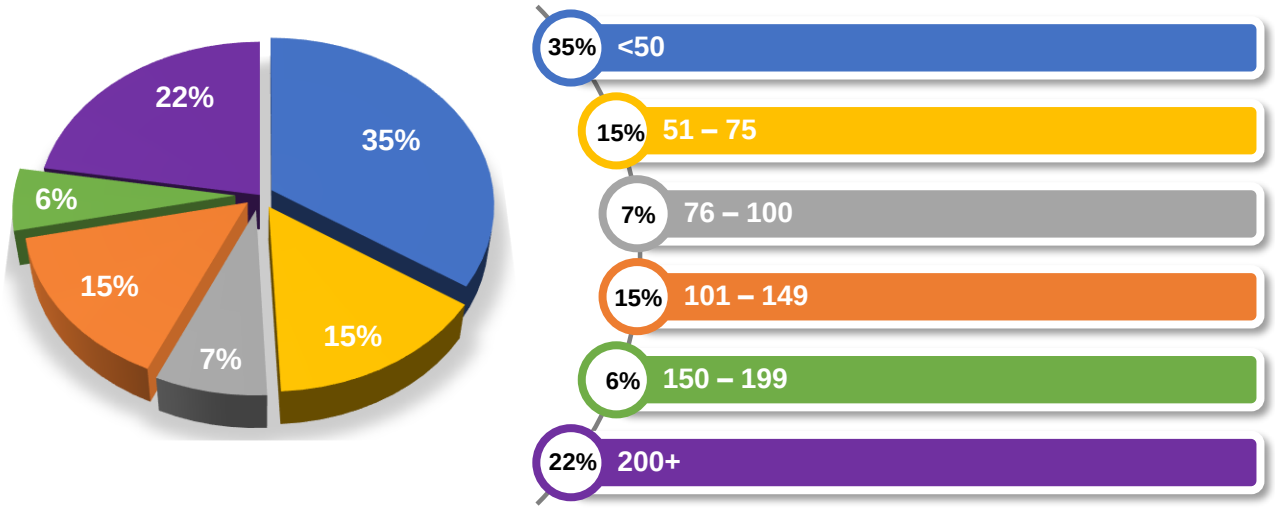
Q4: How Many Resources in Total Does Your Organization Manage Collectively With All Resource Managers? – PS/CS, MA, AATA (Employee)



We had a good distribution of varying size organizations responding to the survey.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q5: How Many Resources Do You Manage (Individually)? – PS/CS, MA, AATA (Employee)

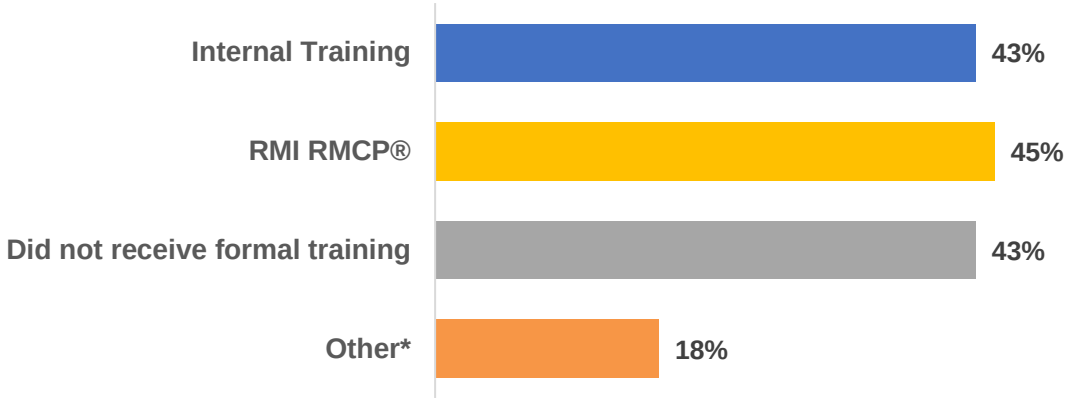


RMs are evenly spread out. Half manage 75 or fewer resources while the other half managing >75 resources.

The number of resources managed by RMs is impacted by an organizations average project size, project turnover and complexity.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q6: How Were You Trained For Your Role? – PS/CS, MA, AATA (Employee)



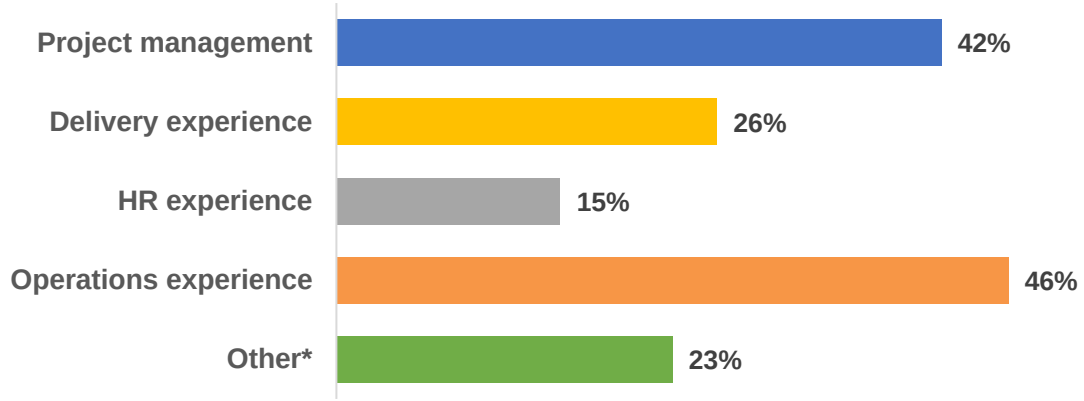
Responses are evenly distributed. More than ever companies are looking to the RMI or relying on RM's prior experience or self-directed learning

Other:

- Experience from previous job
- Masters in Organizational Psychology
- Training on the Job
- Learned on my own, internet and RMI, books, webinars
- Experience as a Resource Manager for other organizations.
- Trial and Error and former experiences.
- I've been doing resource management since it's first conception in the early 90's where I was a founder/builder of the resource management role and process. I've grown this role personally and in various companies over the past 25+ years
- Learned doing the same role at other companies

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q7: What Was Your Primary Background/Experience Prior to Becoming a Resource Manager? – PS/CS, MA, AATA (Employee)



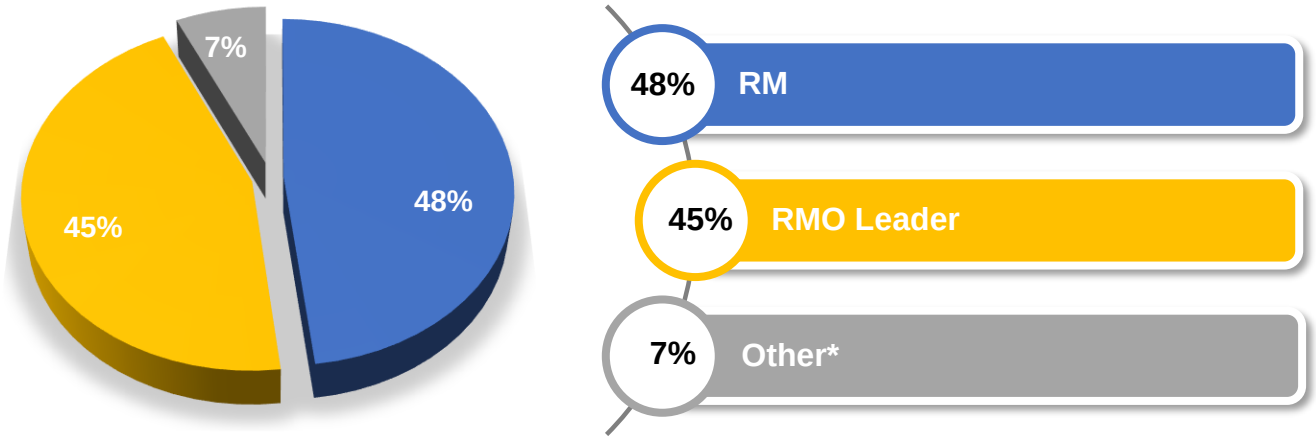
Most RMs from PS/CS, MA, AATA organizations had prior Operations and/or Project Management experience.

Other:

- Engagement Manager
- Worked in Pharmaceuticals in R&D and Operations (chemist, tech writer, IT, clinical, CMC))
- Recruitment
- Resource Management/Consulting/Management
- Internal auditor
- Finance FP&A
- Ran the Talent Acquisition arm for a larger Services company
- Always been a Resource Manager
- Client service and public relations
- Retail Management
- MIS & Finance
- It was my first role
- IT Manager
- Resource Management agency experience

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q8: Are You an RM or RMO Leader? – PS/CS, MA, AATA (Employee)



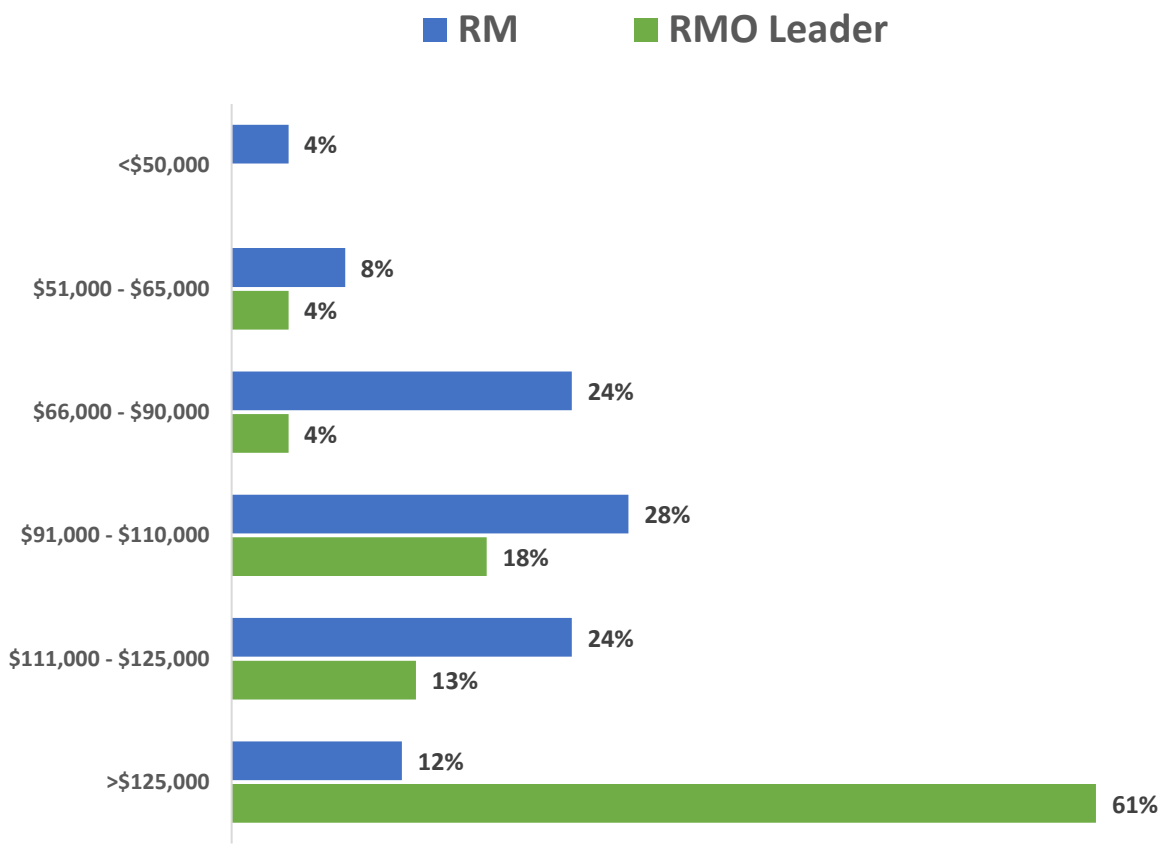
Responses are well distributed between RM and RMO leaders

Other:

- Operations Manager in PS
- Technically I am an RMO leader, but we are just getting started so I am still doing the other work while trying to be strategic.
- Sr. Project Manager
- Head of Finance

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

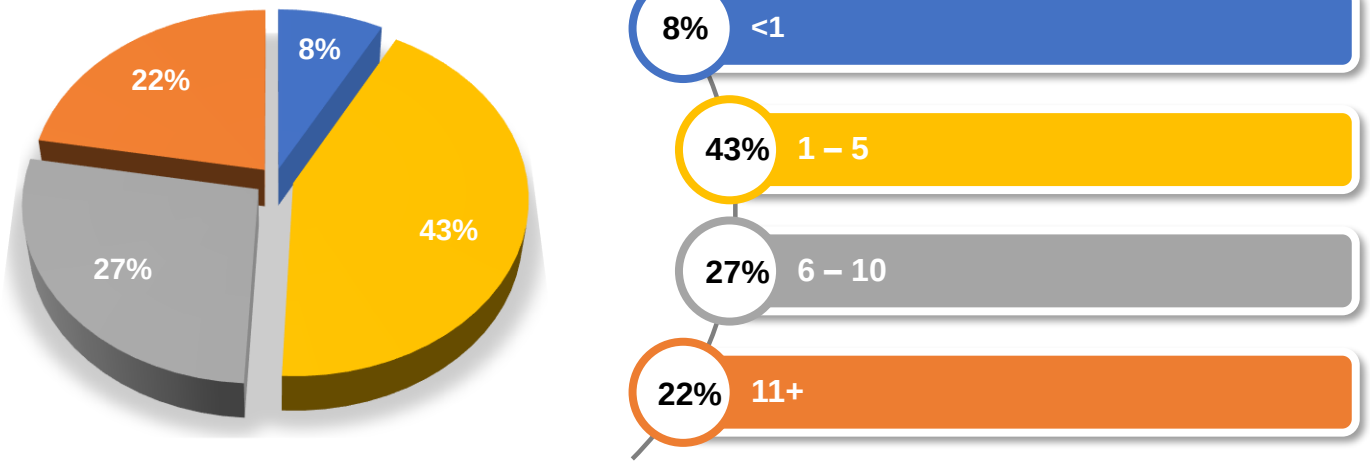
Q9: What's Your Annual Salary? – PS/CS, MA, AATA (Employee)



74% of RMO leaders have an annual salary of over $110,000. RMs are more evenly distributed between $66,000 - 125,000

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

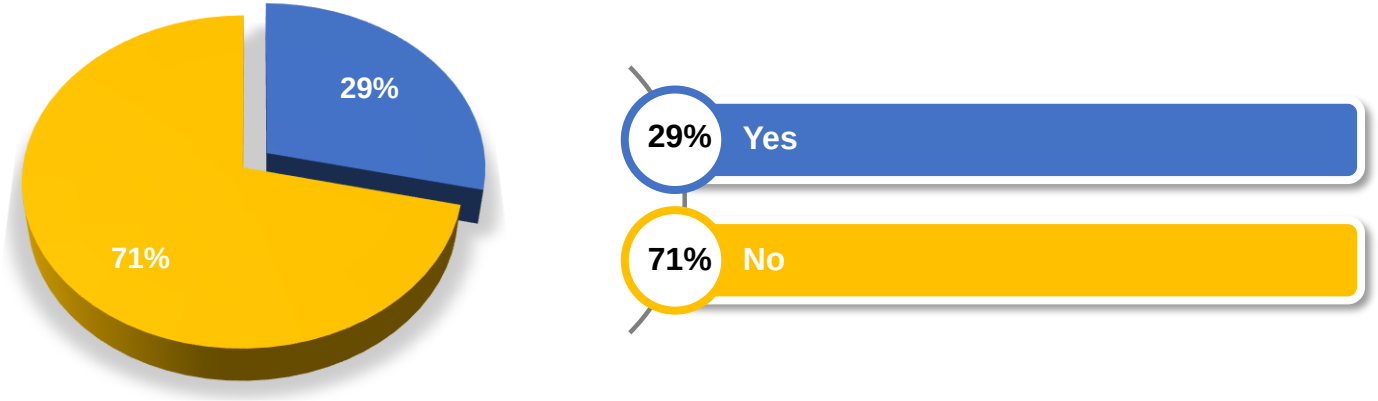
Q10: How Many Years Have You Been a Resource Manager/ RMO Leader? – PS/CS, MA, AATA (Employee)



The survey had a good cross-section of respondents who have been in their roles for varying amounts of time – a large sub-section at 1-5 yrs.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

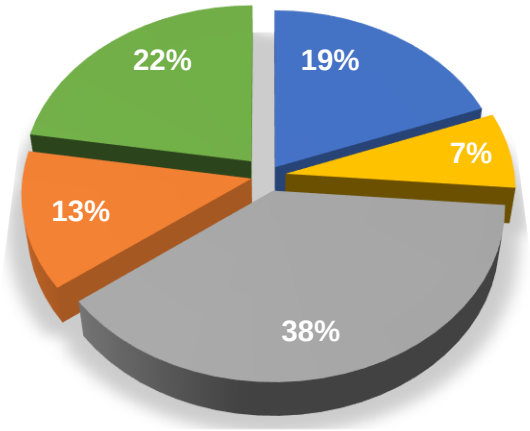
Q11: Does Your Company Have a Defined Career Path for RMs? – PS/CS, MA, AATA (Employee)

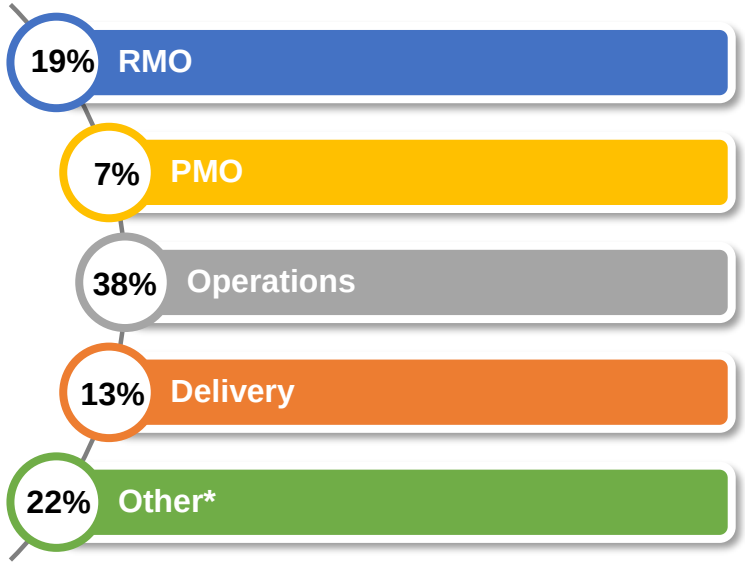


There is a clear opportunity for employers to work toward better defining the RM career path. Making progress in this area will help with current trends of churn/turnover within the RM profession.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q12: Where Do You Report? – PS/CS, MA, AATA (Employee)





While we have seen clear growth of the RMO concept over the past 5 years, the industry still employs many different approaches to reporting structures. The RMI recommends the RMO construct as a way to build core competency in RM/WFM while insulating the team from any siloed behavior which may be resistant to a centralized approach to RM.

Other:

- Service Director
- Service Organization
- HR
- Finance, CFO & CEO
- People Operations. I would prefer if we reported directly to operations but is changed just before I came.
- Chief Administrative Officer
- RMO reports to Chief Services Officer
- It's an RMO that rolls up to Operations
- Professional Services
- Global L&D Solutions

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

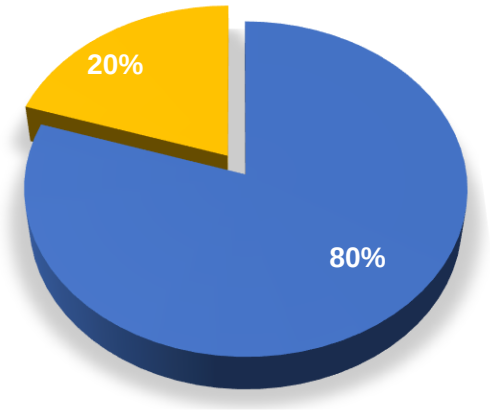
SERVICES TEAMS SERVING INTERNAL CLIENTS

Enterprise/IT (E/IT)
Product Development (PD)

Employee responses only

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q2: Type of Organization – E/IT, PD (Employee)

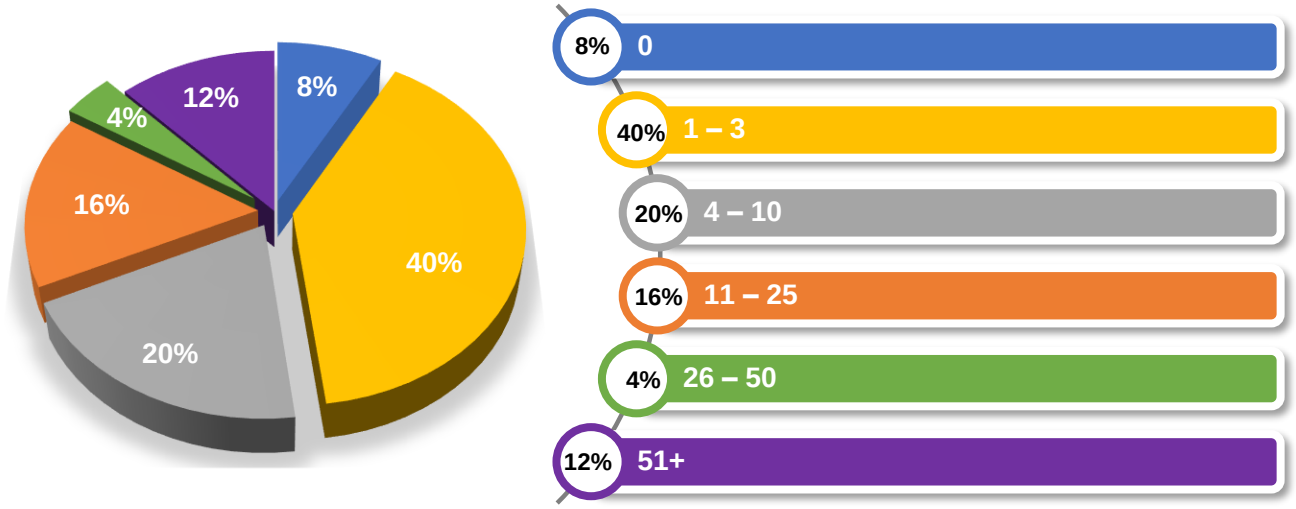


80% Enterprise/IT

20% Product Development

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

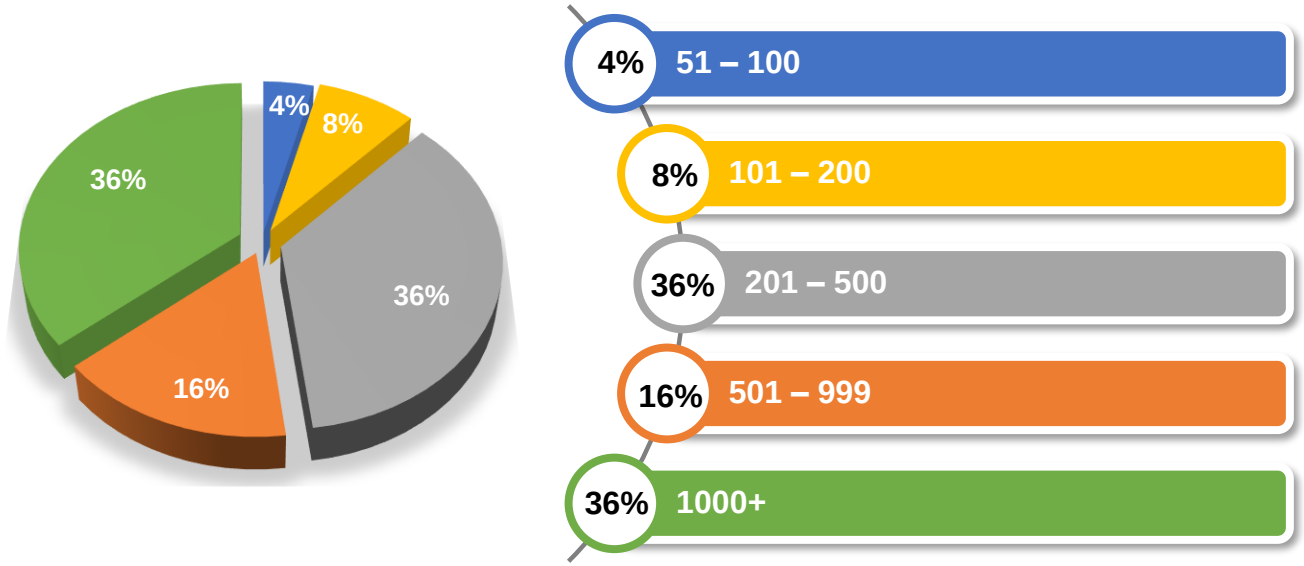
Q3: How Many Resource Managers Are in Your Organization or Company? – E/IT, PD (Employee)



We had a good distribution of varying size organizations responding to the survey.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

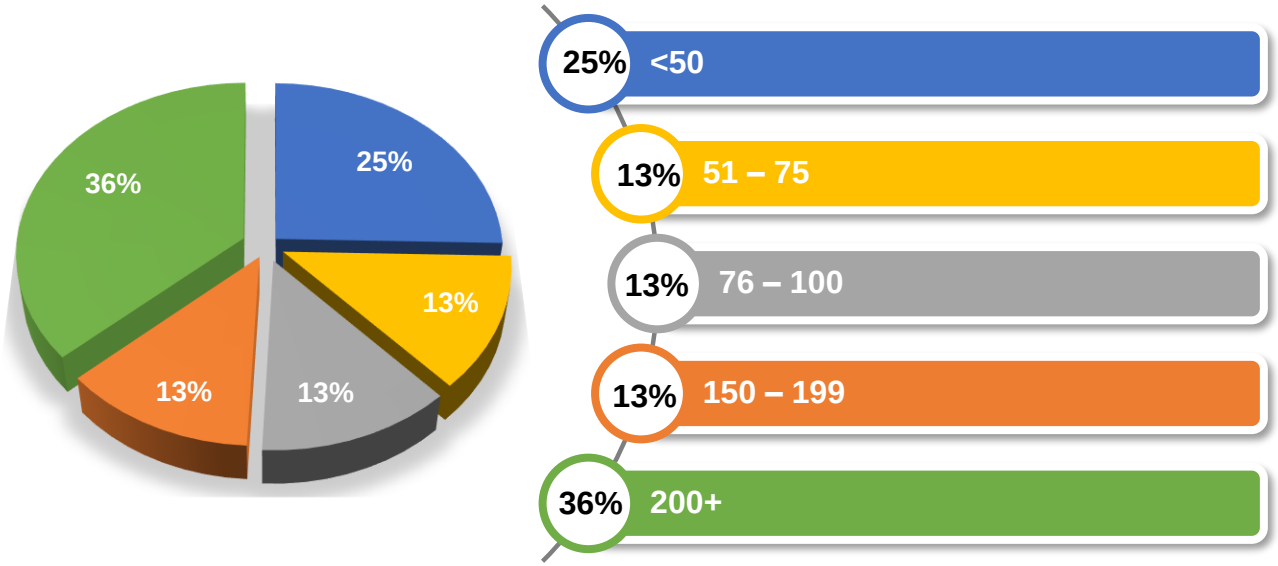
Q4: How Many Resources in Total Does Your Organization Manage Collectively With All Resource Managers? – E/IT, PD (Employee)



We had a good distribution of varying size organizations responding to the survey.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q5: How Many Resources Do You Manage (Individually)? – E/IT, PD (Employee)

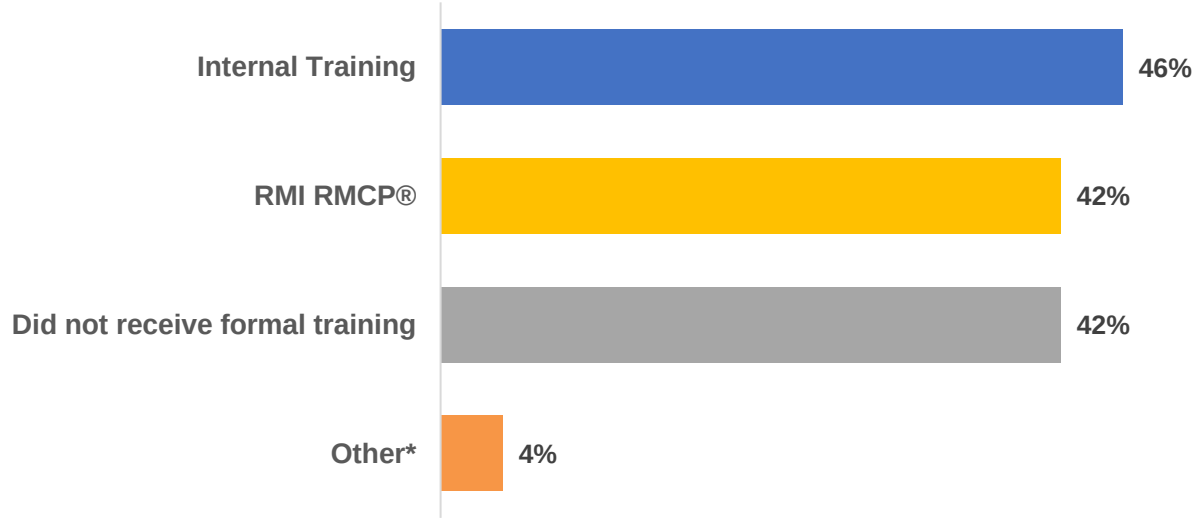


Half of respondents from E/IT and PD organizations individually manage 150 or more resources, compared to only 28% of RMs from PS/CS, MA, and AATA organizations managing this many.

The number of resources managed by RMs is primarily impacted by an organizations' average project size, project turnover and complexity.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q6: How Were You Trained For Your Role? – E/IT, PD (Employee)



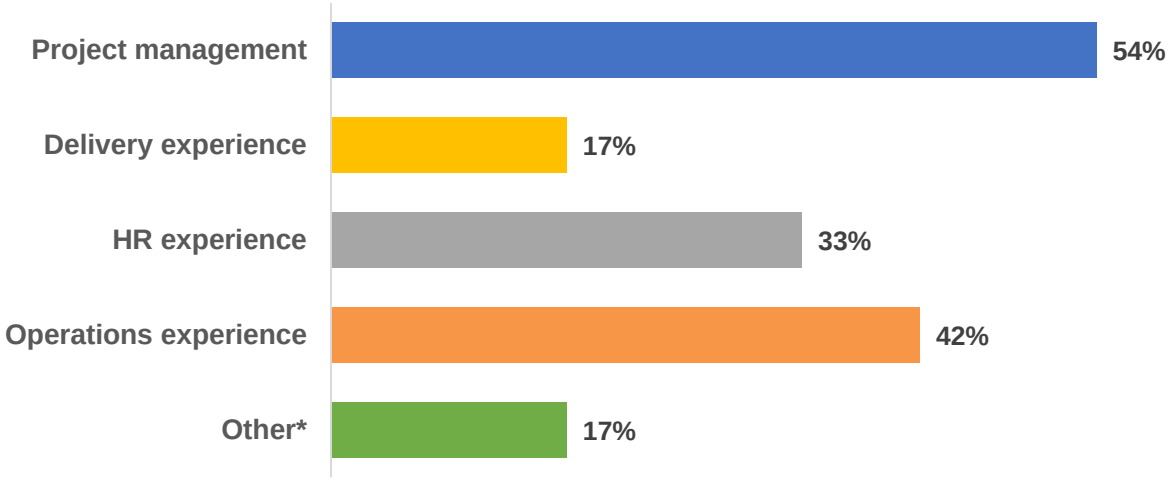
Responses remain evenly distributed, although E/IT and PD organizations tend to rely a little more heavily on Internal Training than organizations representing external clients. However, companies using RMI certification training nearly doubled from our past survey in 2018.

Other:

- Experiences as PM and/or SM

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q7: What Was Your Primary Background/Experience Prior to Becoming a Resource Manager? – E/IT, PD (Employee)



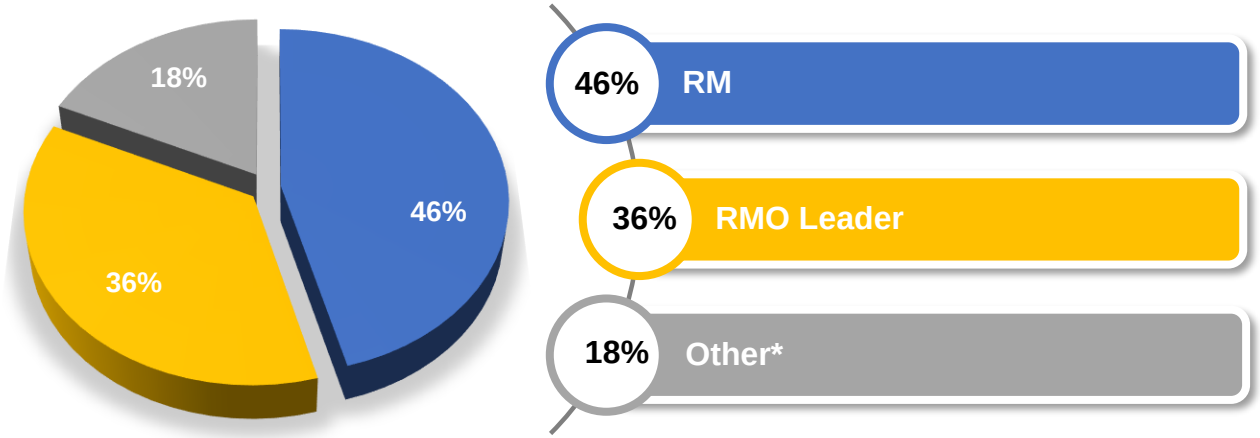
Project Management tends to be the background of choice for E/IT and PD organizations when looking for RMs.

Other:

- Customer Service, Sales
- Scheduling
- Student
- Portfolio Manager

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q8: Are You an RM or RMO Leader? – E/IT, PD (Employee)



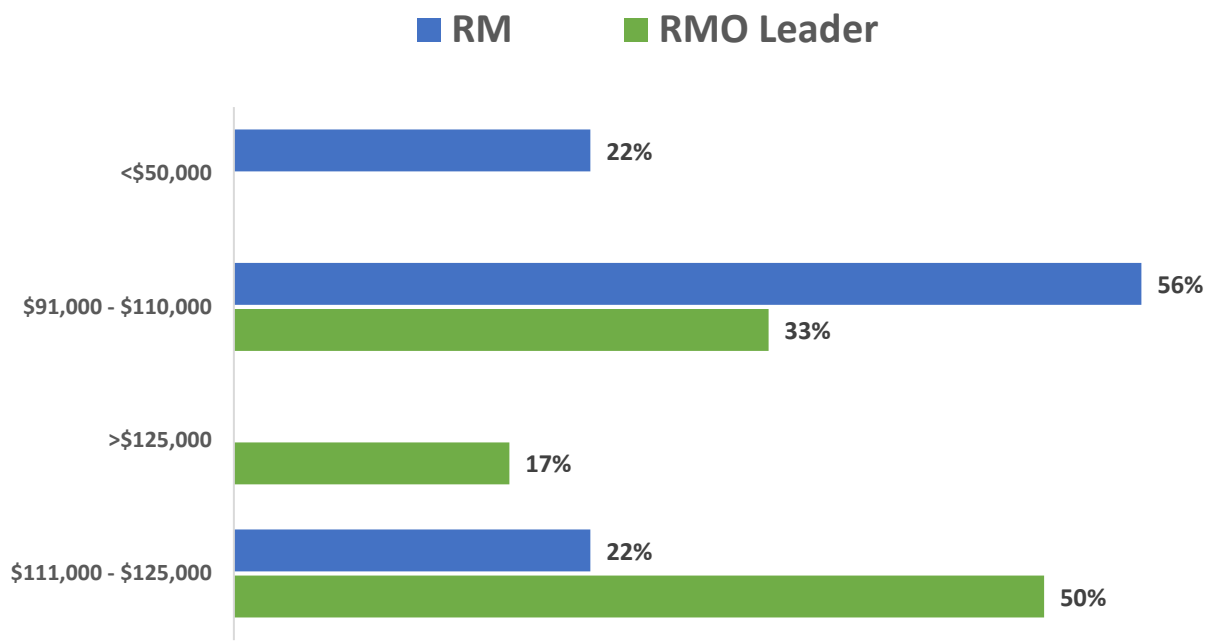
There was a good balance between those who are RMs vs. RMO leaders.

Other:

- Team Coach
- Resource Advisor
- Resource Analyst
- Program Manager

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

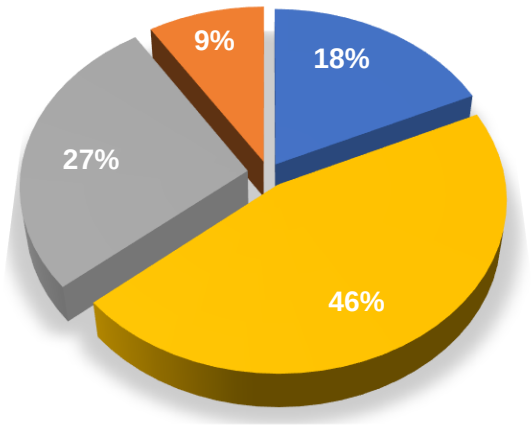
Q9: What's Your Annual Salary? – E/IT, PD (Employee)

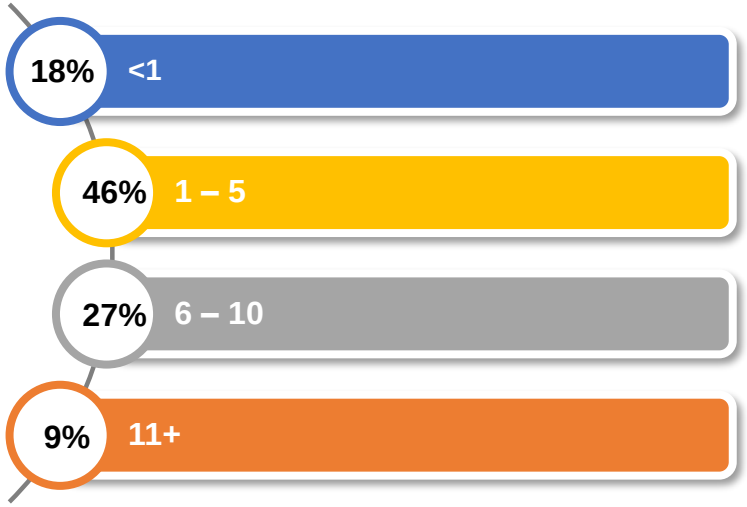


There is a wide range in annual salaries among those representing internal clients. The majority of RMO leaders earn an annual salary of more than $125,000, while the majority of RMs earn an annual salary between $50,000-$110,000.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q10: How Many Years Have You Been a Resource Manager/ RMO Leader? – E/IT, PD (Employee)

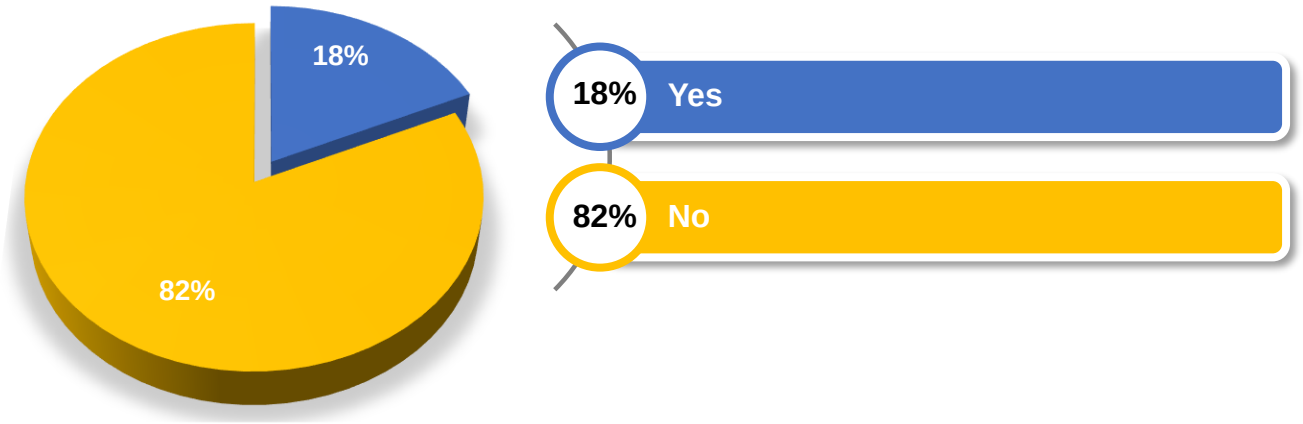




For this survey we had a good cross-section of respondents who have been in their roles for varying amounts of time – a large sub-section at 1-5 yrs.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q11: Does Your Company Have a Defined Career Path for RMs? – E/IT, PD (Employee)

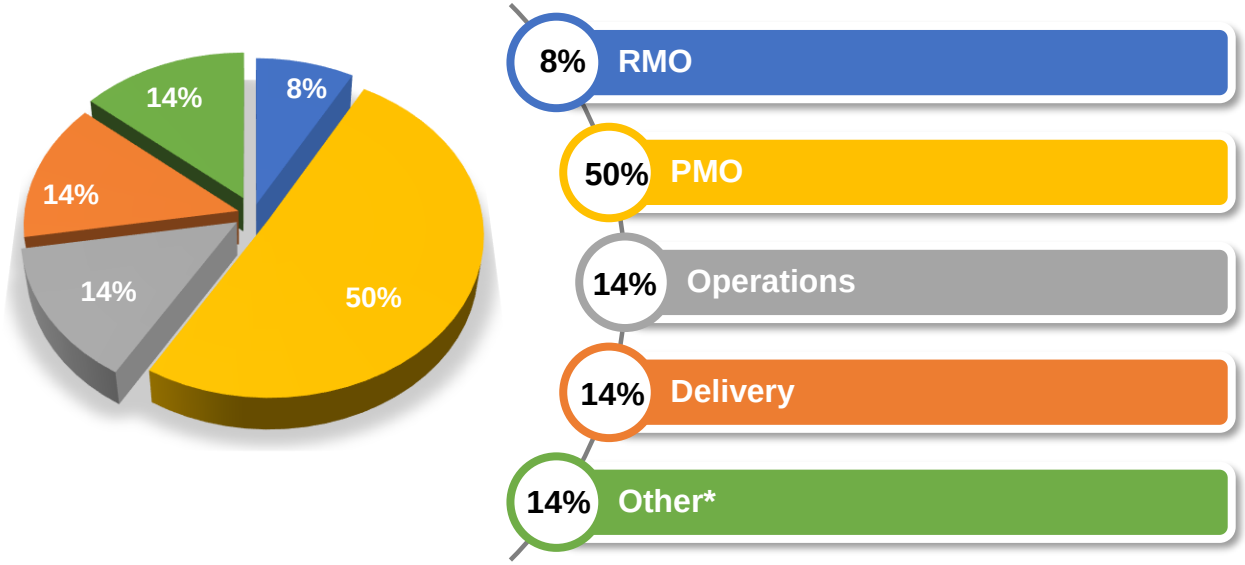


There is room for improvement in delivering career opportunities for RMs who work for E/IT and PD companies. Only 18% feel that their companies provide a defined career path.

Making progress in this area should help reduce the turnover/churn we are seeing with RMs across the industry.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q12: Where Do You Report? – E/IT, PD (Employee)



The majority of respondents from E/IT and PD organizations report to the PMO, compared to the RMO and operations for those serving external clients. The RMI believes more E/IT and PD orgs will adopt the RMO construct as more companies realize the benefits of RM centralization.

Other:

- Director
- IS Planning/Portfolio Mgt. PMO reports here also
- CIO

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Survey Summary

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Survey Summary

1. Demand for talented resource managers is on the rise. The industry needs to increase the population of skilled resource managers vs. the churn of resource managers between companies we are seeing in the industry today. A clear lack of career pathing within companies with resource managers is a significant opportunity to slow the turnover of resource managers.

2. Scarcity of resource managers and other industry trends are driving the cost of resource and workforce managers up. In addition to whatever recruiting methods of choice you use, companies should consider investing in training new resource managers from within, and explore newer resource management process automation technology which can be helpful by making the average resource manager more productive.

3. Standardization of the Just-in-Time Resourcing® approach to resource and workforce management is driving more standardization of training (RMCP®) and ultimately, we believe, will drive the cost of resource management down by shortening on-boarding time and wasted effort for those currently pursuing a build vs. buy approach to resource and workforce management process development and training.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

THANKS TO OUR SPONSORS

Mavenlink

Mavenlink's purpose-built cloud software for professional services, ranked #1 resource management software by G2, takes PSA software to a new level, one that optimizes resources and elevates operational performance. A resource-first architecture enables resource managers to field the best team, every time, and see up-to-the minute progress against timelines and budgets so projects run smoothly, predictably, and profitably.

Visit www.mavenlink.com to learn more.

SAVIOM

Saviom is a pioneer and leading global provider of resource management software. Starting in 1999, it has completed more than two decades in the industry. Saviom works closely with clients, takes their feedback, and continuously upgrades product features that align with their immediate business requirements. Our client-centric culture has enabled Saviom to expand its horizons and help several Fortune 500 companies across 50+ countries enhance their profitability and organizational efficiency. Some notable clients include Siemens, Fujitsu, Global Wind Services, Telstra, Honeywell, and more.

Visit www.saviom.com to learn more.

©2007 - 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.