




Profession of Being an RM/RMO Leader

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AGENDA

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PS/CS - Professional/Consulting Services
AATA - Accounting/Audit/Tax/Advisory
MA - Marketing Agencies
LF - Law Firms
E/IT - Enterprise/IT
PD - Product Development

Survey Background

1 This was the third survey on the Profession of Being an RM/RMO Leader. This survey was conducted in 2Q/2023 and included six different project-based domains.

2 Input was provided by RMO leaders, resource managers, PMO leaders, operations managers, delivery managers, and services/business unit executives from 66 different companies across Professional/Consulting Services; Enterprise/IT; Product Development; Marketing Agencies; Accounting, Audit, Tax, and Advisory; and Law Firms.

3 For analysis purposes, responses to this survey were organized into three segments:

- Employers
- Employees from companies that serve external customers. This includes Professional/Consulting Services, Marketing Agencies; Accounting, Audit, Tax, and Advisory, and Law Firms
- Employees from companies that serve internal customers. This includes Enterprise/IT Services and Product Development organizations.



Survey Questions

I AM THE EMPLOYER

02 What type of organization do you represent?

- | | | |
|--|---|-----------------------------|
| a) Professional or Consulting Services (PS/CS) | c) Accounting/Audit/Tax and Advisory (AATA) | e) Enterprise/IT (E/IT) |
| b) Marketing Agency (MA) | d) Law Firm (LF) | f) Product Development (PD) |

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

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

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

- | | | |
|----------|------------|------------|
| a) <50 | c) 100-199 | e) 500-999 |
| b) 50-99 | d) 200-499 | f) 1000+ |

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

- | | | |
|----------|------------|------------|
| a) <50 | c) 75-99 | e) 150-199 |
| b) 50-74 | d) 100-149 | f) 200+ |

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

- | | | | |
|----------------------|--------------|----------|------------------------------------|
| a) Internal training | b) RMI RMCP® | c) Other | d) Did not receive formal training |
|----------------------|--------------|----------|------------------------------------|

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

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

08 What is the average salary for your RMs (optional)?

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

09 Finding skilled RMs is:

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

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 |
|--------|--------|---------------|-------------|----------|

12 What are the responsibilities of resource managers in your organization (check all that apply):

- | | | | |
|----------------------------------|----------------------|---|-------------------------------|
| a) Project allocation (staffing) | c) Supply planning | e) Direct report management (e.g. hire/performance mgmt./mentor/compensation) | f) Employee engagement |
| b) Demand planning | d) Skills management | | g) RM reporting and analytics |
| | | | h) Other |

01 What is your role in your organization?

I AM THE EMPLOYEE

02 What type of organization do you represent?

- | | | |
|--|---|-----------------------------|
| a) Professional or Consulting Services (PS/CS) | c) Accounting/Audit/Tax and Advisory (AATA) | e) Enterprise/IT (E/IT) |
| b) Marketing Agency (MA) | d) Law Firm (LF) | f) Product Development (PD) |

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| a) 0 | c) 4-10 | e) 26-50 |
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06 How were you trained for your role? (select up to 2 options)

- | | | | |
|----------------------|--------------|----------|------------------------------------|
| a) Internal training | b) RMI RMCP® | c) Other | d) Did not receive formal training |
|----------------------|--------------|----------|------------------------------------|

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

- | | | |
|------------------------|--------------------------|----------|
| a) Project management | c) HR experience | e) Other |
| b) Delivery experience | d) Operations experience | |

08 Are you an RM or RMO Leader?

- | | | |
|--------|---------------|----------|
| a) RMO | b) RMO Leader | c) Other |
|--------|---------------|----------|

09 What is your annual salary (optional)?

- | | | |
|------------------------|-------------------------|--------------------------|
| a) < \$50,000 | c) \$66,000 - 90,000 | e) \$111,000 - \$125,000 |
| b) \$50,000 - \$65,000 | d) \$91,000 - \$110,000 | 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 |
|--------|--------|---------------|-------------|----------|

13 What are the responsibilities of resource managers in your organization (check all that apply):

- | | | | |
|----------------------------------|----------------------|---|-------------------------------|
| a) Project allocation (staffing) | c) Supply planning | e) Direct report management (e.g. hire/performance mgmt./mentor/compensation) | f) Employee engagement |
| b) Demand planning | d) Skills management | | g) RM reporting and analytics |
| | | | h) Other |

Key Takeaways

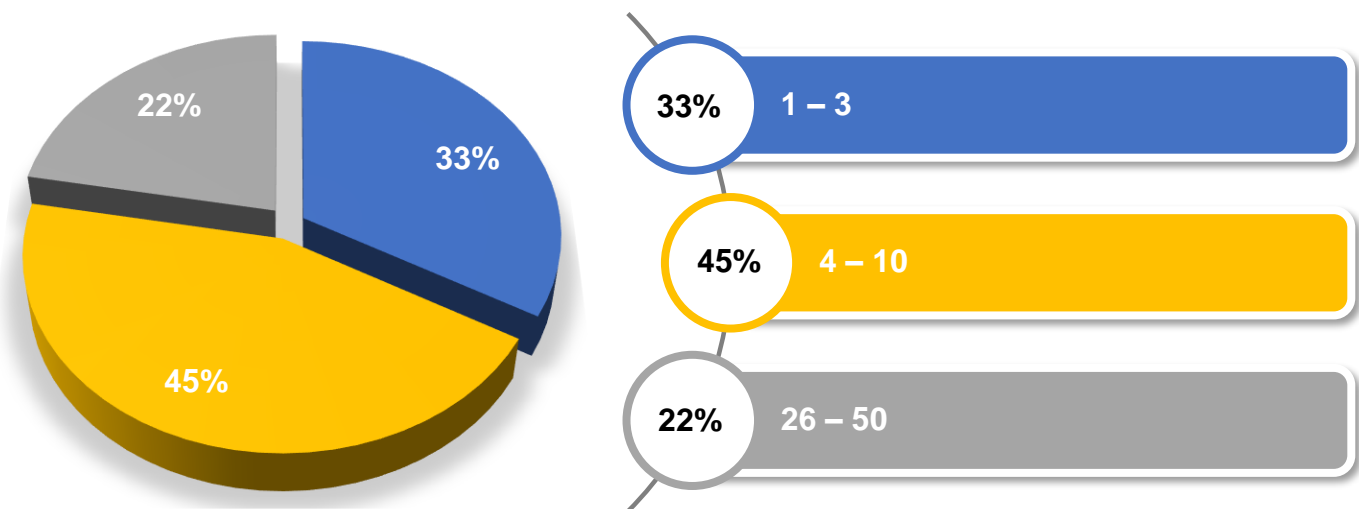
- 1 Overall industry adoption of the Resource Management Office (RMO) concept and centralization of resource management continues to grow. Both are RM best practices and drivers of better project and utilization outcomes.
- 2 There continues to be too much focus on the (necessary) administrative tasks best suited to an RMO, and not enough focus on the strategic value the RMO can bring to any enterprise when it comes to supply and demand planning and management, skills development, and employee engagement.
- 3 Formal RM training has increased, with a notable rise in internal training and the RMCP® certification. This is a topic the RMI is keenly interested in supporting to help member organizations move the needle.
- 4 Finding skilled RMs continues to be difficult for companies. Employers are primarily looking for previous resource management experience when hiring. Given the shortage of RMs and company-to-company churn, RMOs should focus on building more RMs from within and establishing career paths to help retain them. This is a big opportunity for improvement for RMOs across the industry.



All Respondents *Employer*

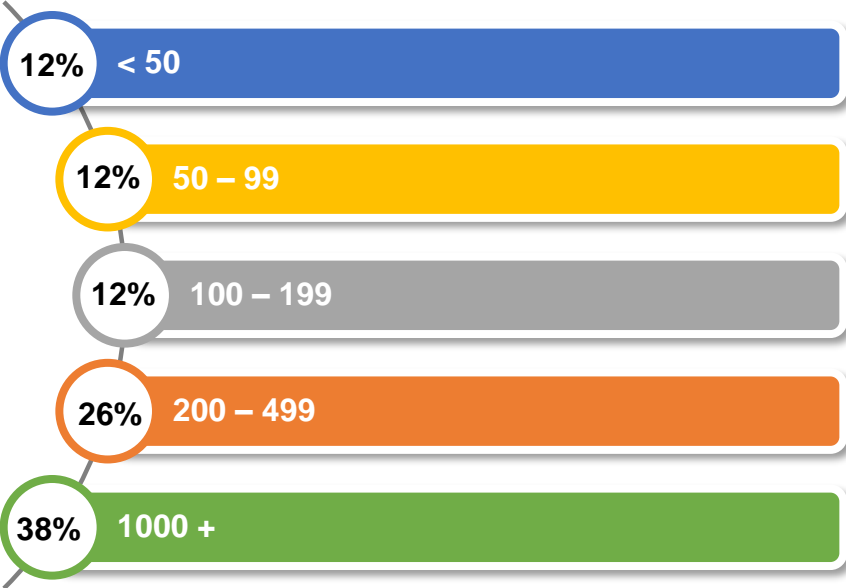
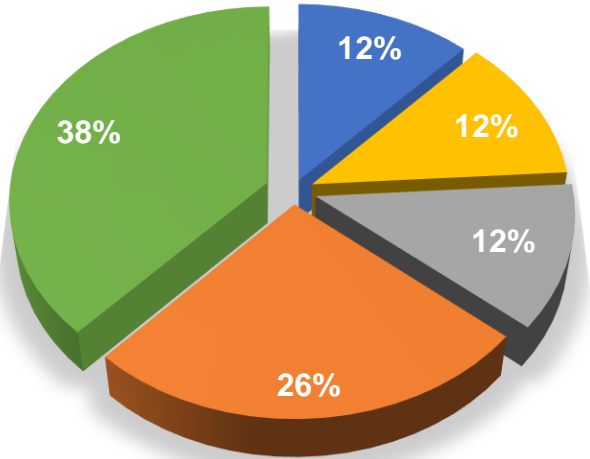


Q3. How many resource managers do you have in your organization?



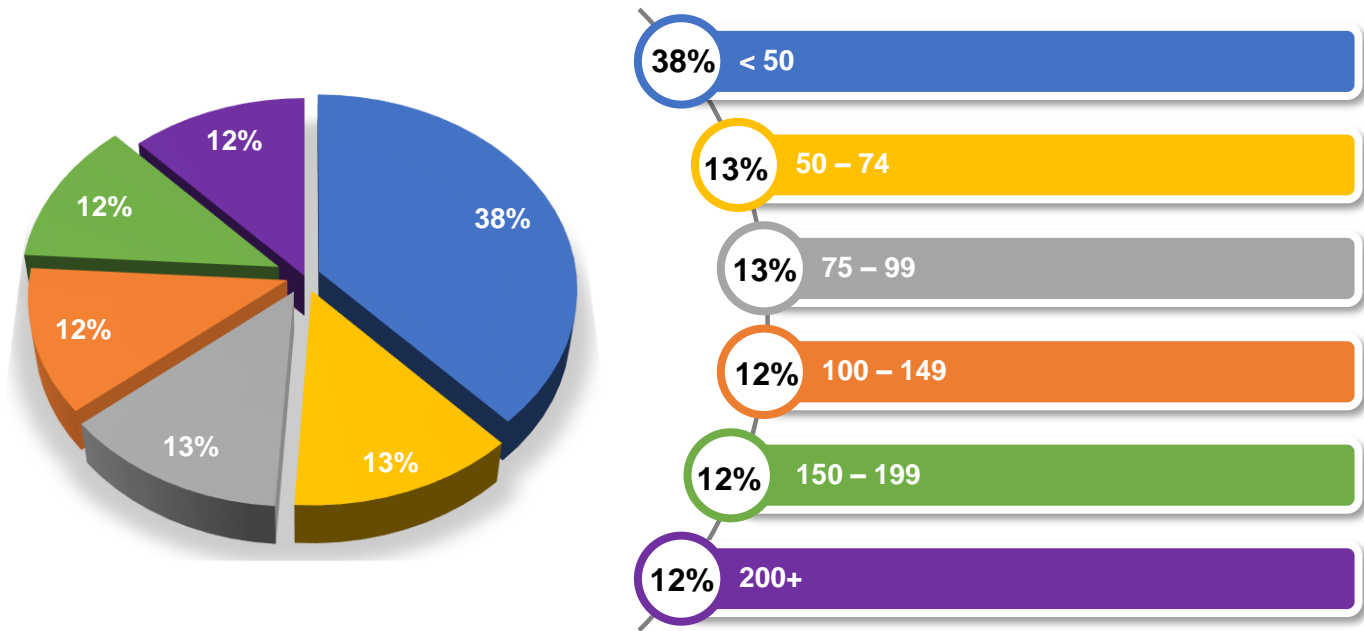
The survey had a good cross section of respondents from many different sized companies.

Q4. How many resources in total does your organization manage collectively with all resource managers?



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

Q5. How many resources do your resource managers manage (individually)?

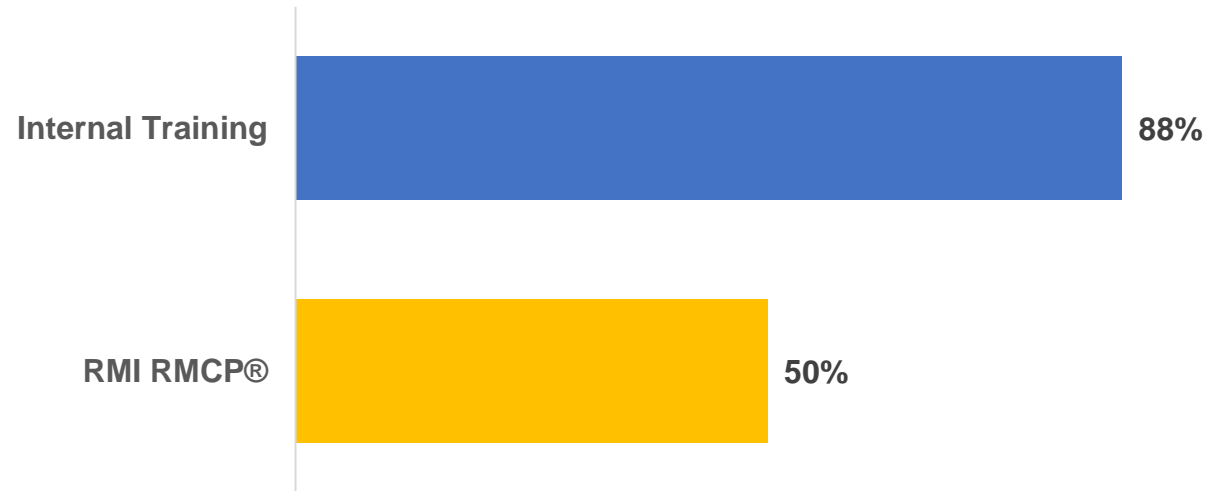


Span of control can vary greatly due to the composition of project turnover, size, product complexity and other considerations.

Just over half of employers state that their RMs manage less than 75 resources individually.

This differs from employee responses where 40% from external serving organizations and only 30% of internal say they manage less than 75 resources.

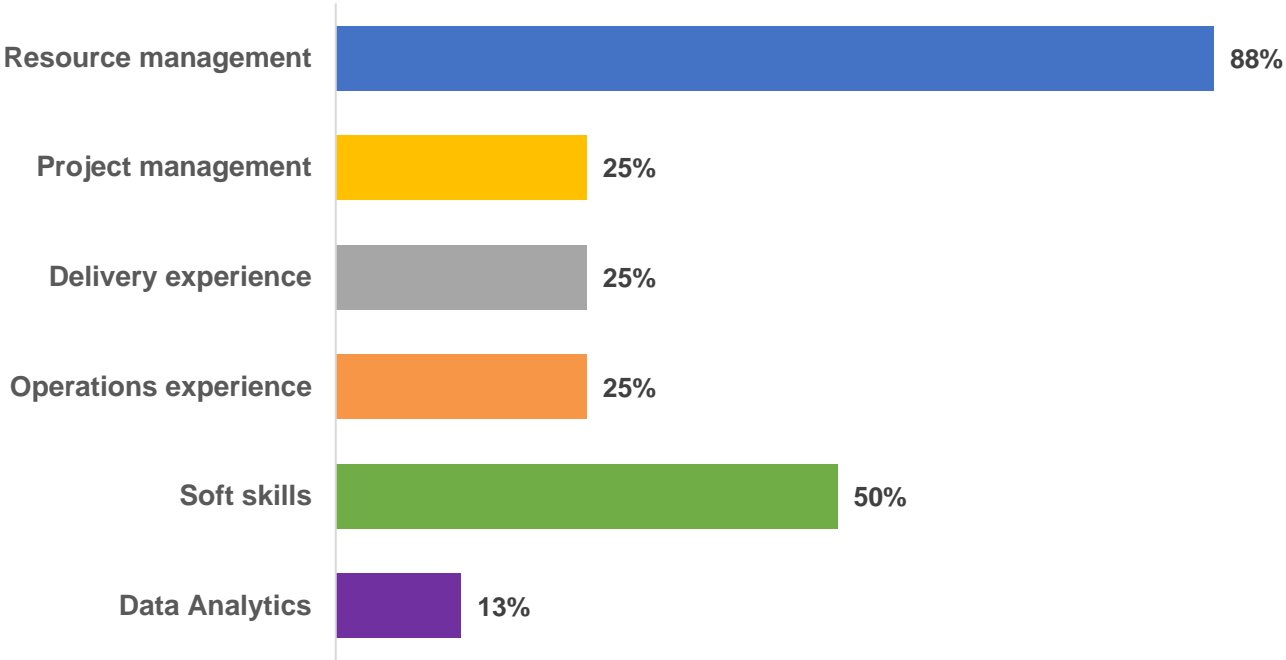
Q6. How did you train your RMs? (select up to 2 options)*



Although internal training is still the number one choice, companies are relying more on the RMCP® certification to train their employees

* Multiple responses allowed. Percentages may total to more than 100%

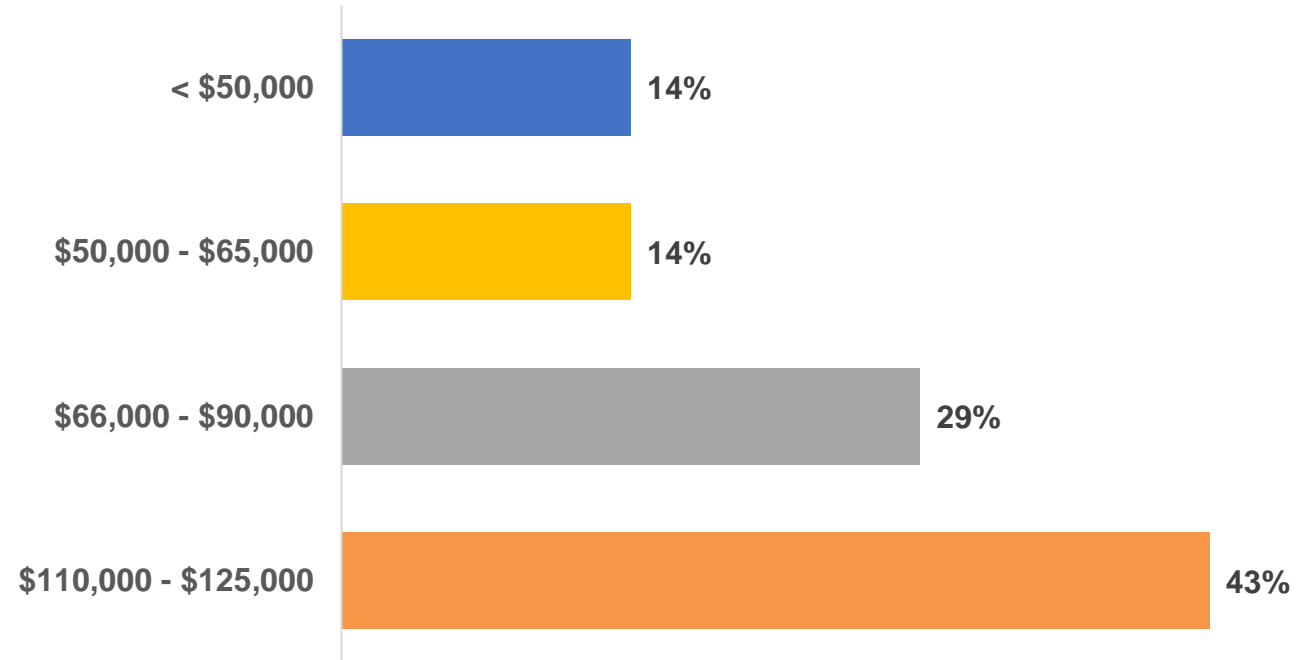
Q7. When hiring RMs, what skills are you primarily looking for? (select up to 3 options)*



When hiring, employers are ideally looking for individuals with a background in resource management along with strong soft skills.

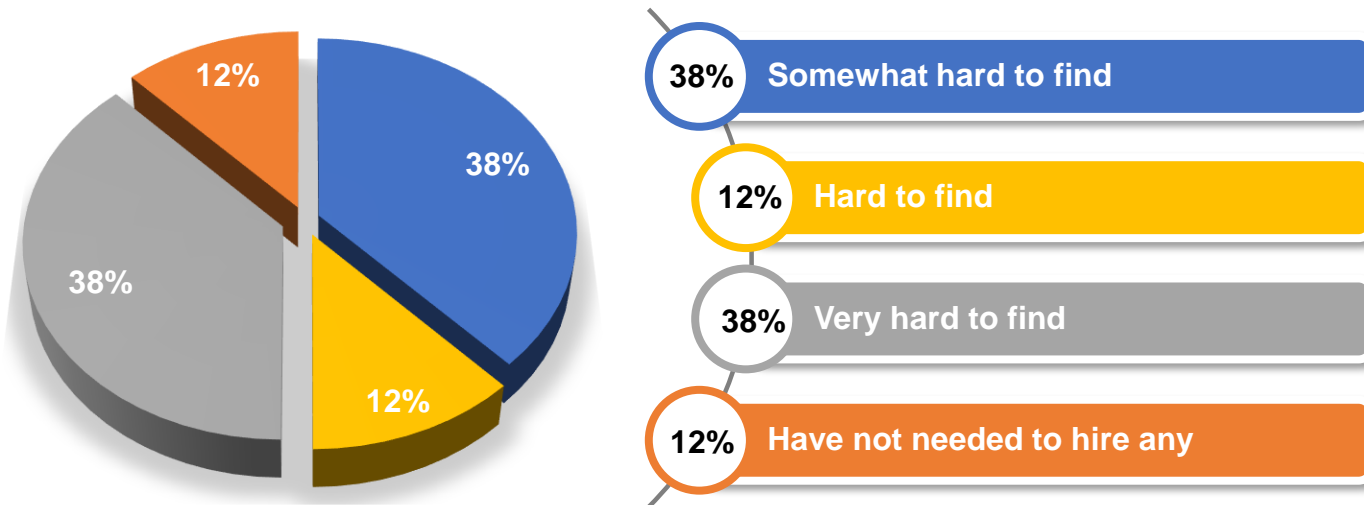
* Multiple responses allowed. Percentages may total to more than 100%

Q8. What is the average salary for your RMs? (optional)



According to employers, the average annual salary for RMs is wide-ranging with only 28% earning in the bottom two buckets.

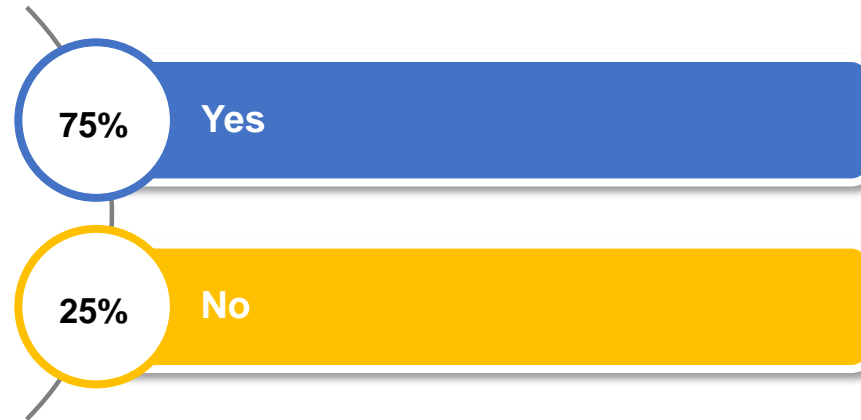
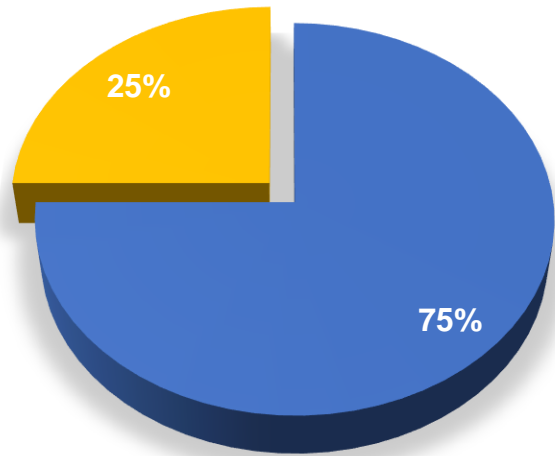
Q9. Finding skilled RMs is:



Finding skilled RMs continues to be difficult for companies, and with demand for RMs expected to accelerate as industry focus on this discipline grows, the task will get harder.

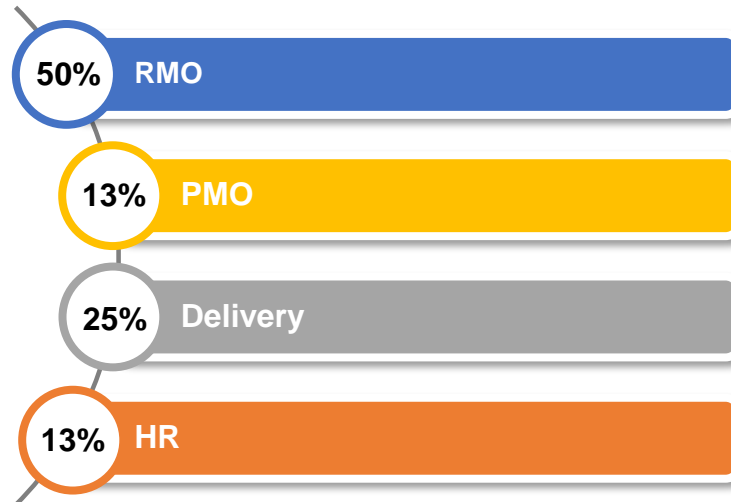
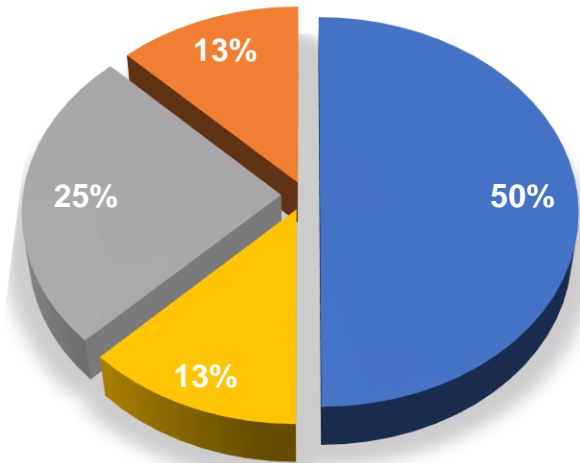
The RMI will continue to help foster the availability of RM education and a community network for RMs. Companies should also focus on building more RMs from within vs. the company-to-company churn this shortage has created.

Q10. Do you have a defined career path for RMs?



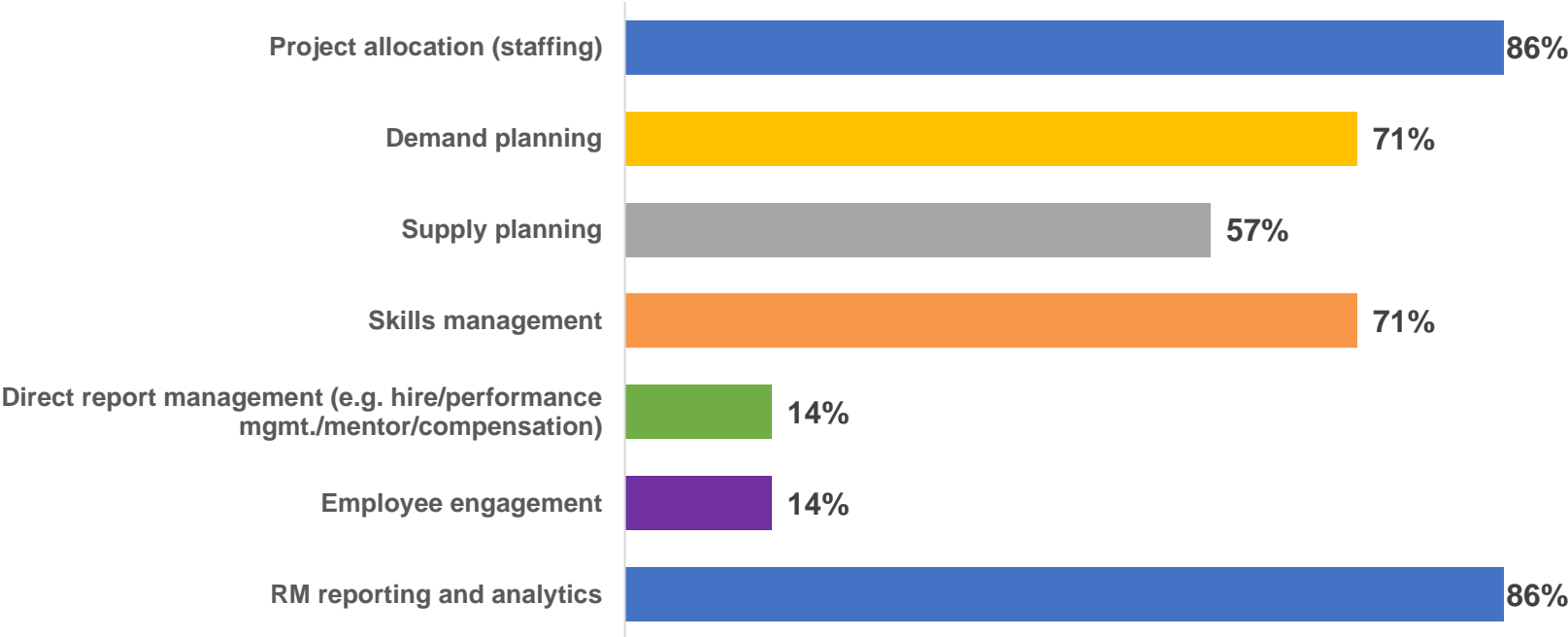
Three-fourths of the employers responding to this survey state that there is a defined career path for RMs within their organizations. This differs from employee respondents where only 45% of those serving external clients and 20% of those serving internal clients state their organizations have a defined career path for RMs.

Q11. Where do the RMs report?



According to employers, the RMO, followed by Delivery, is the organization of choice for where RMs report.

Q12. What are the responsibilities of resource managers in your organization? (check all that apply)*



According to employers, resource managers within their organizations are primarily responsible for project allocation, reporting analytics, demand planning, and skills management.

* Multiple responses allowed. Percentages may total to more than 100%

SERVICES TEAMS SERVING EXTERNAL CLIENTS

Professional/Consulting Services (PS/CS)

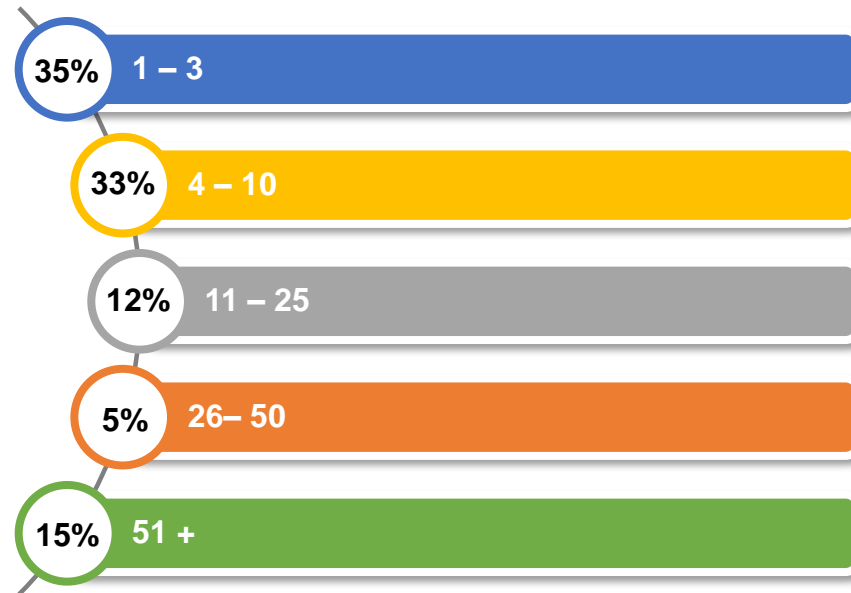
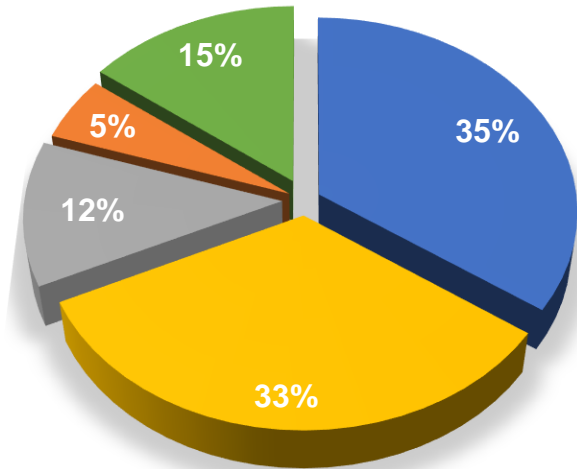
Marketing Agencies (MA)

Accounting/Audit/Tax/Advisory (AATA)

Law Firms (LF)

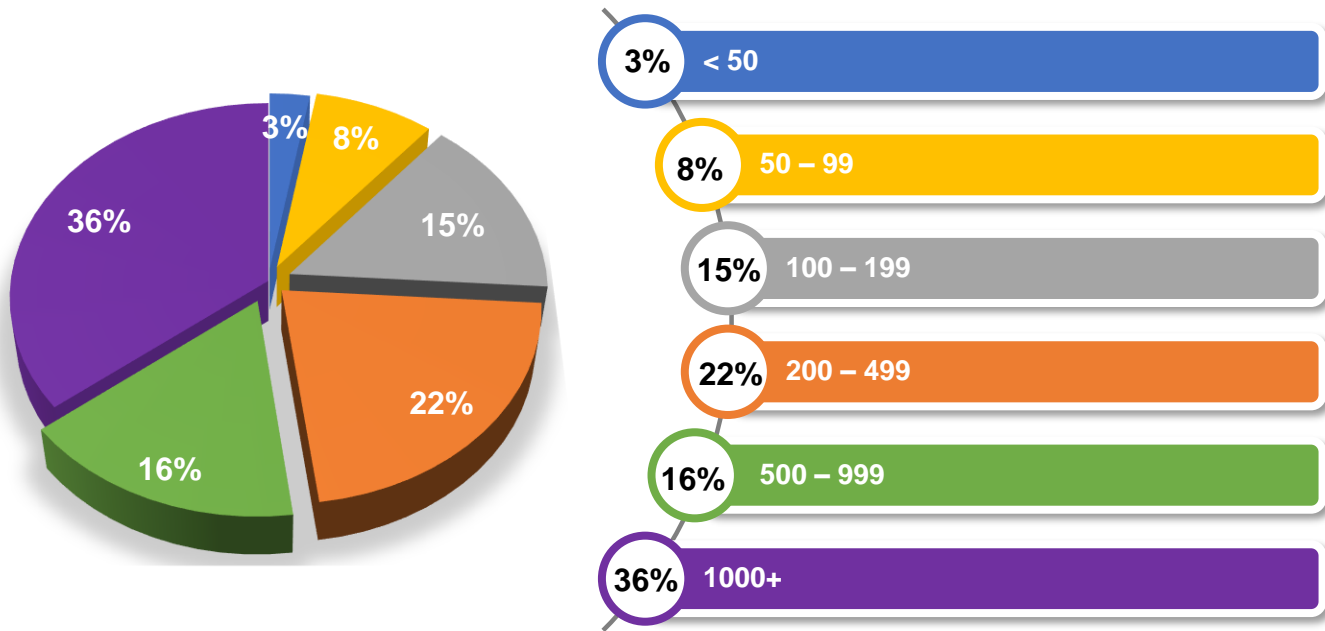
Employee responses only

Q3. How many resource managers are in your organization or company?



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

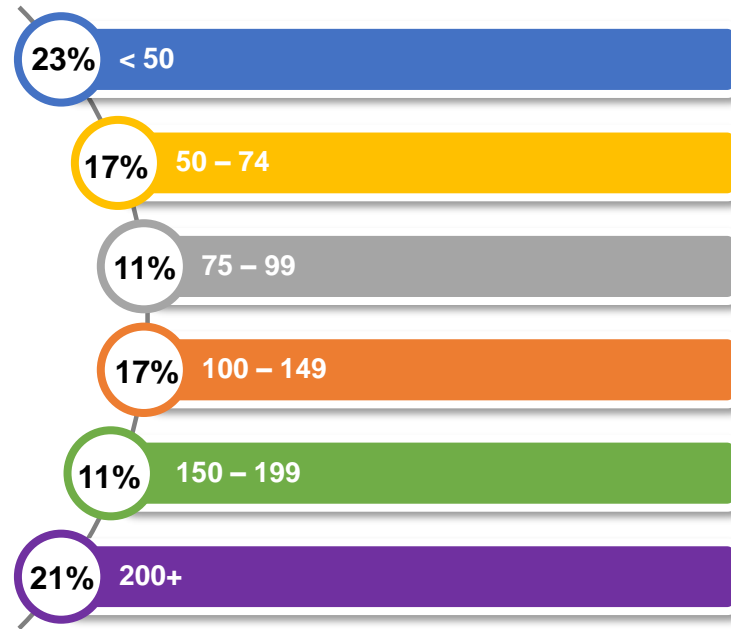
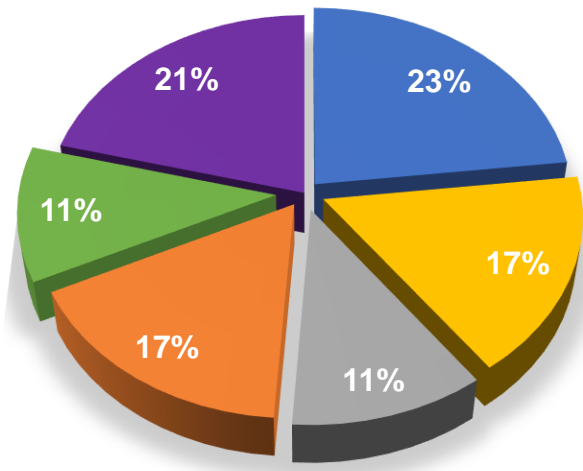
Q4. How many resources in total does your organization manage collectively with all resource managers?



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

It is notable that over a third of responses are from organizations with 1,000+ resources being managed by resource managers.

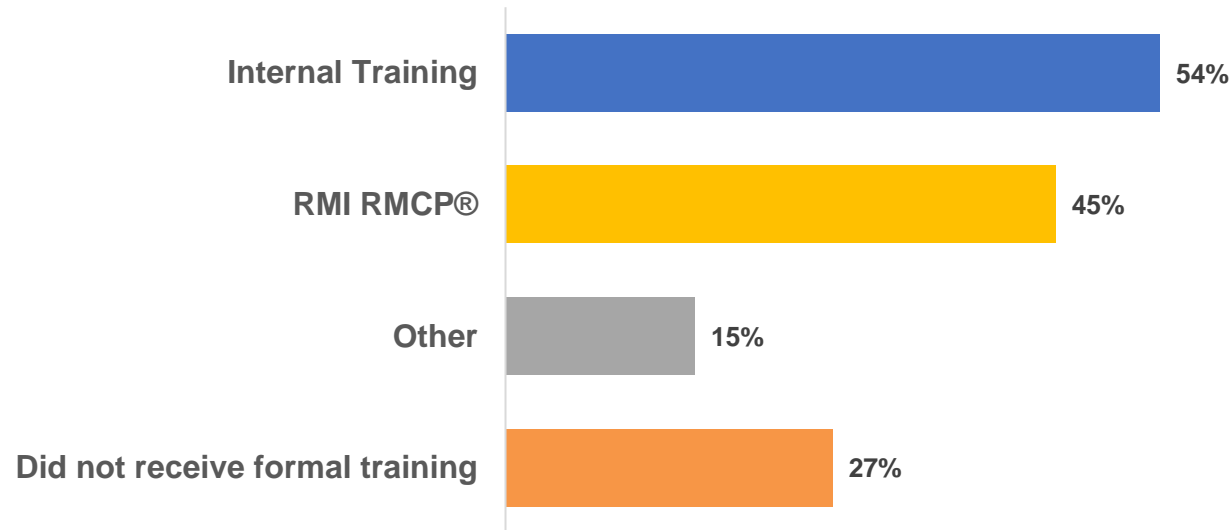
Q5. How many resources do you manage (individually)?



RMs are evenly spread out. Half manage under 100 resources with the other half managing 100 or more resources. The latter group increased by 6% over the previous survey.

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

Q6. How were you trained for your role? (select up to 2 options)*

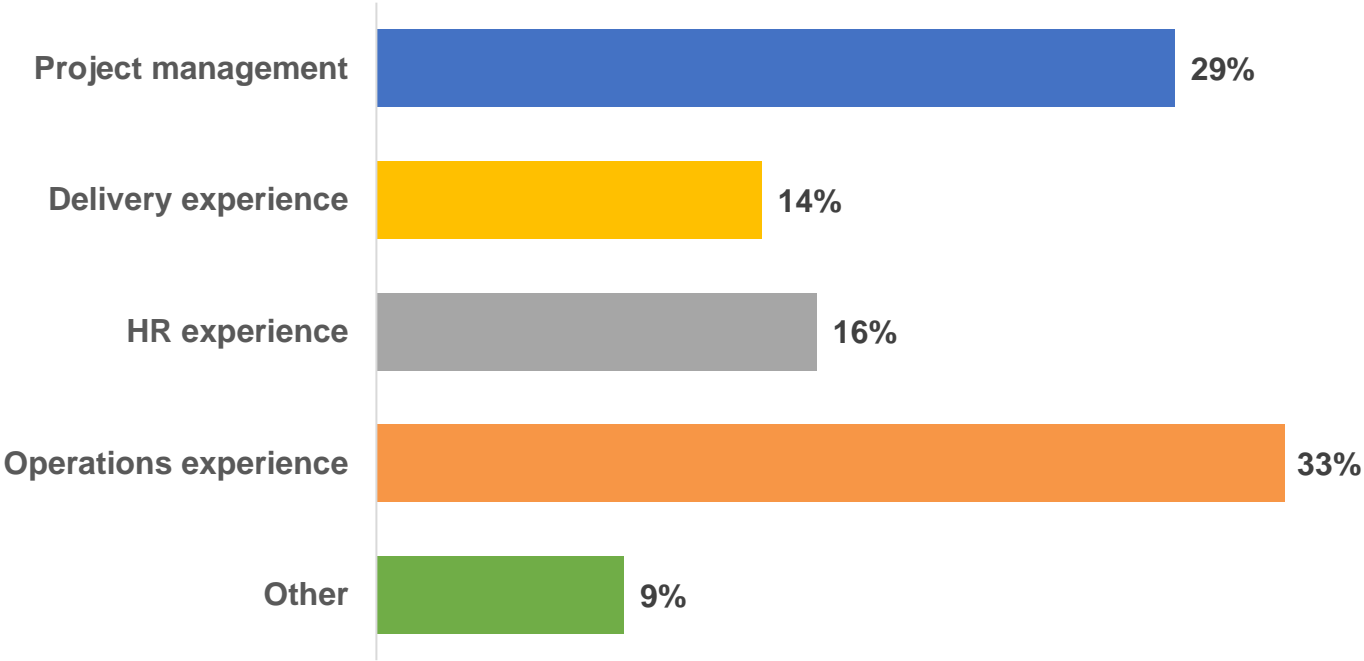


Companies are relying on internal training and RMCP® certification for training RMs.

In an encouraging sign, we noticed a reduction from 43% to 27% in those who indicated they did not receive any formal training.

* Multiple responses allowed. Percentages may total to more than 100%

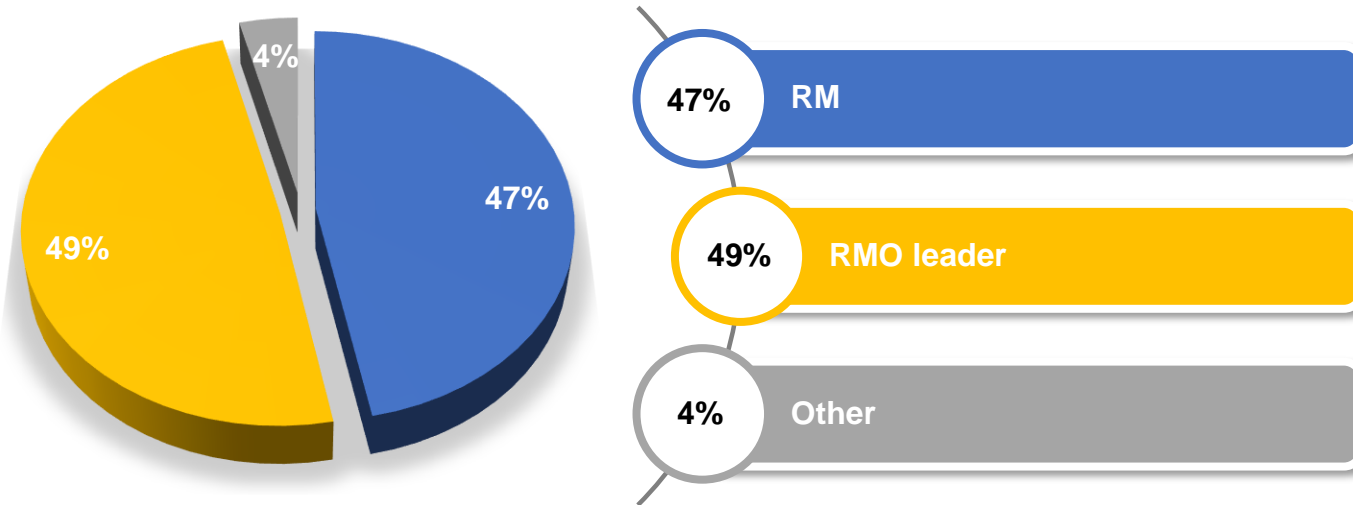
Q7. What was your primary background/experience prior to becoming a resource manager?



Most RMs from organizations serving external clients had prior operations and/or project management experience, which is consistent with responses from our previous survey on this topic.

- Notable Other Responses:
- Workforce planner in a call center
 - Customer Success
 - Sales
 - Basic admin
- Corporate communications
 - Learning

Q8. Are you an RM or RMO leader?

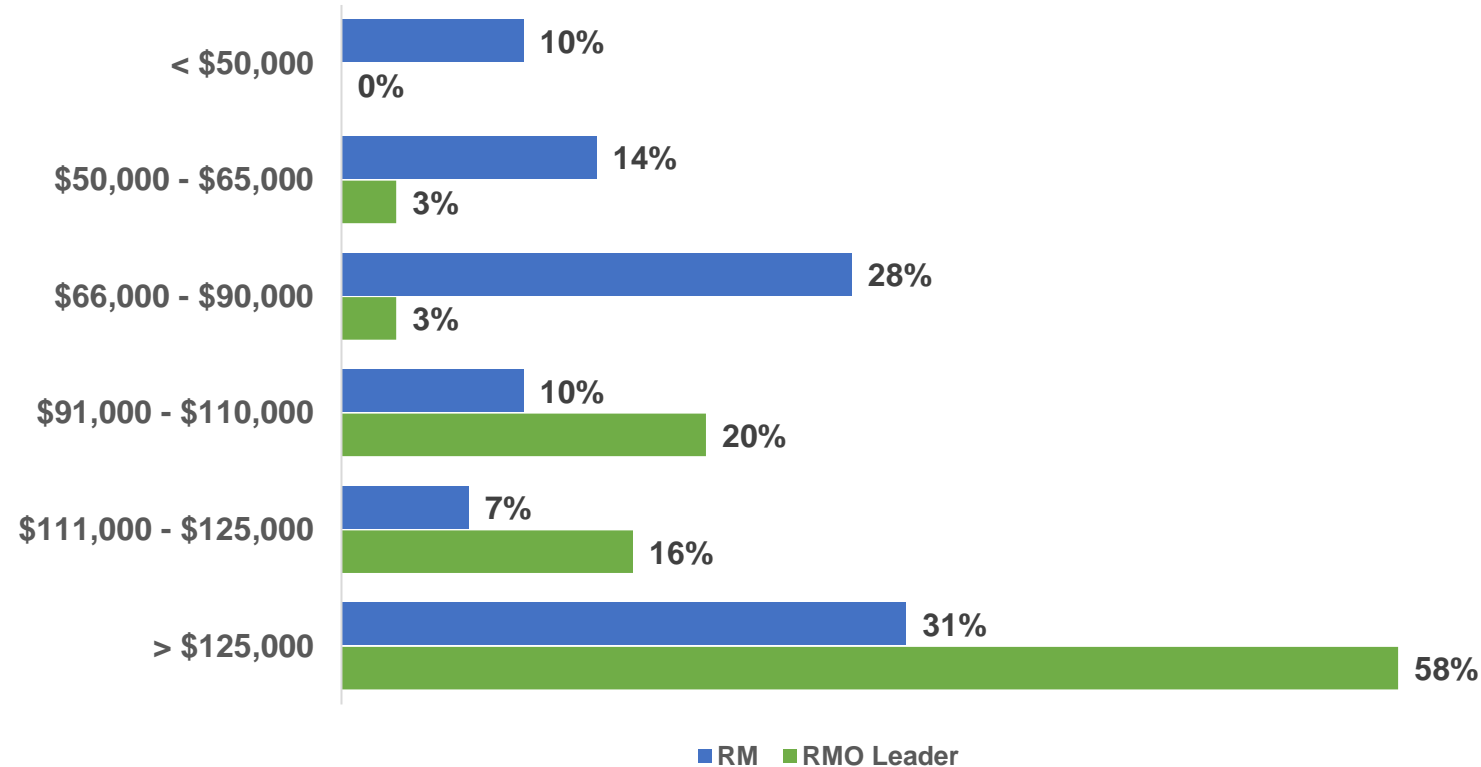


Responses are well distributed between RM and RMO leaders.

Notable Other Responses:

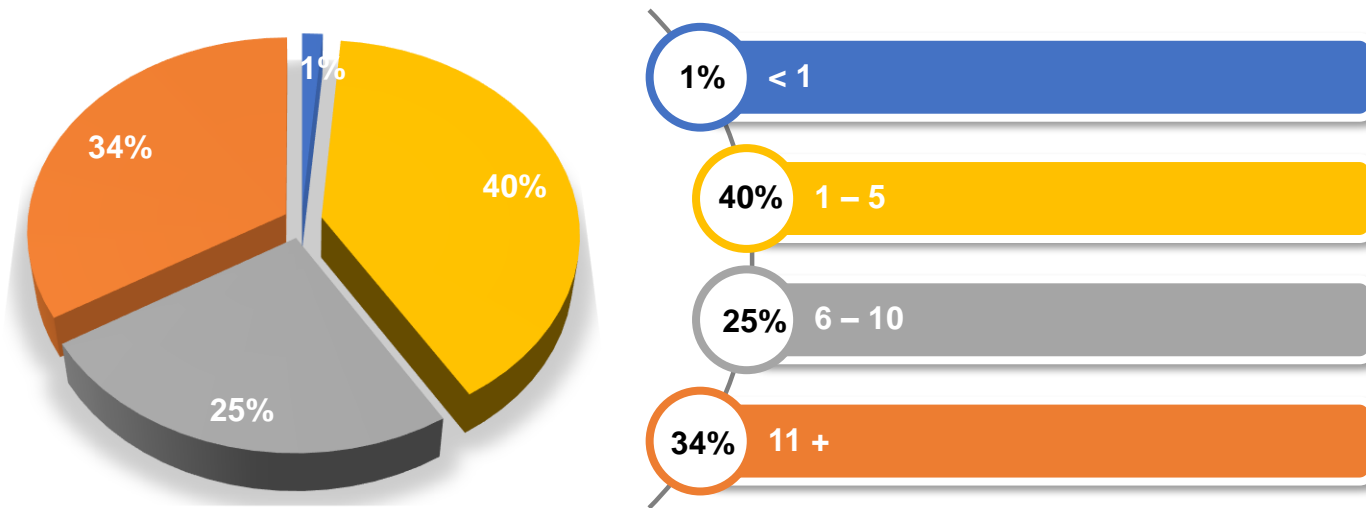
- Middle Management
- Operations Manager managing a Resource Manager

Q9. What is your annual salary? (optional)



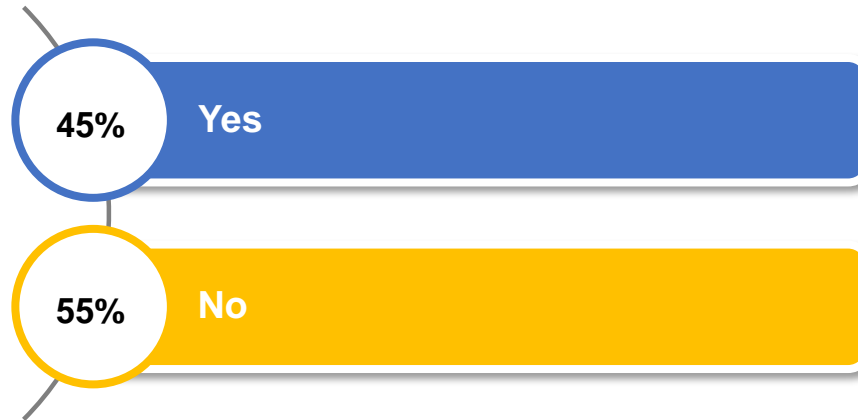
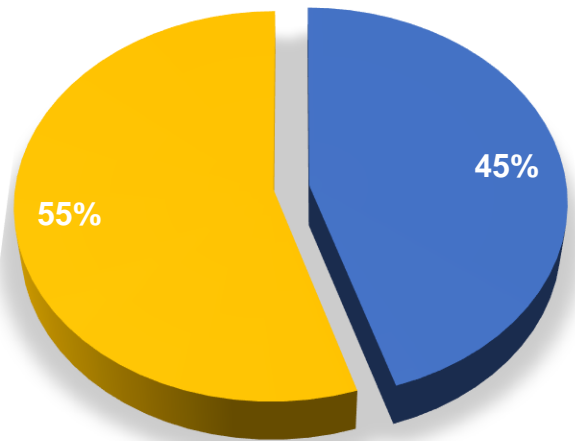
74% of RMO leaders have an annual salary over \$110,000, which is on par with the previous survey. RMs are more evenly distributed with nearly half earning more than \$90,000.

Q10. How many years have you been a resource manager/RMO leader?



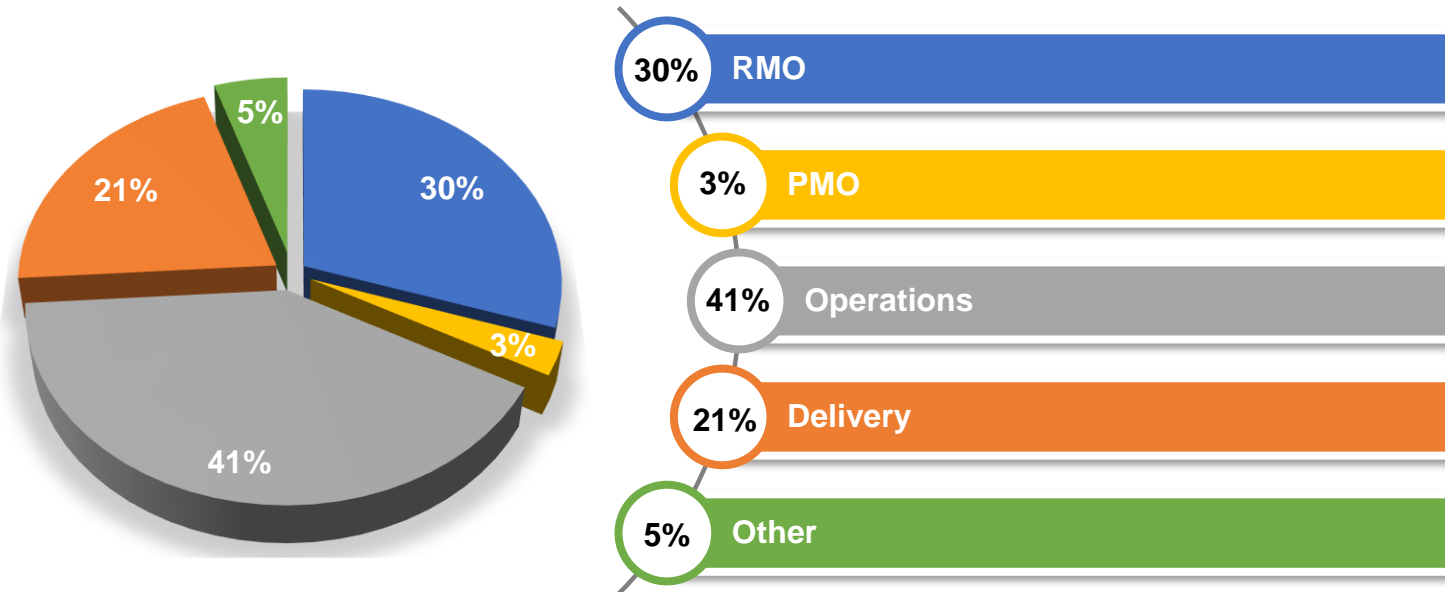
The survey had a good cross-section of respondents who have been in their roles for varying amounts of time, 59% over 5 years, an increase of 10%.

Q11. Does your company have a defined career path for RMs?



While improvements have been made, there is still 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.

Q12. Where do you report?

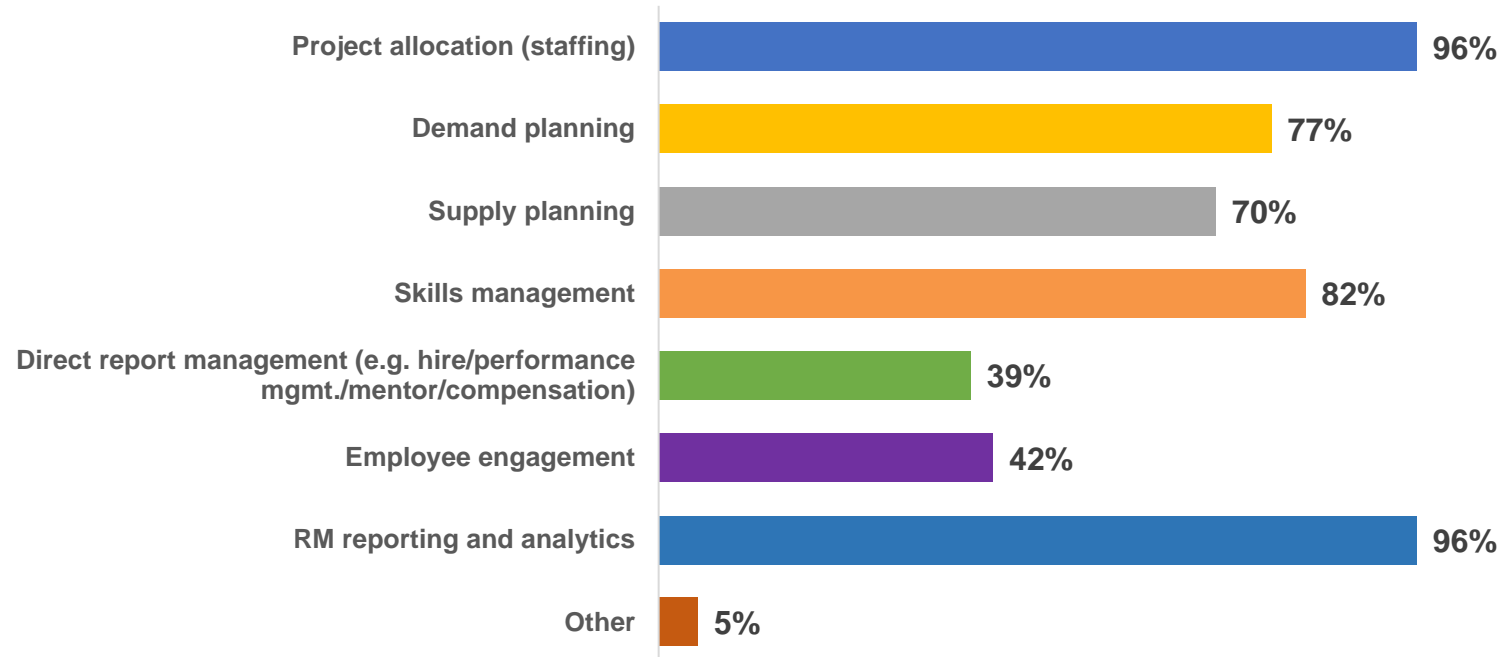


We continue to see growth of the RMO concept; however, the industry still employs many different approaches to reporting structures. The RMI recommends the RMO construct as a way to build core competency in RM/WFM while insulating the team from any siloed behavior which may be resistant to a centralized approach to RM.

Notable Other Responses:

- Partner
- I have responsibility for the RMO and PMO globally within Professional Services
- CEO
- People Director

Q13. What are your responsibilities as a resource manager in your organization (check all that apply)*



Similar to what was reported by employers, resource managers state they are primarily responsible for project allocation, reporting and analytics, demand planning, and skills management.

* Multiple responses allowed. Percentages may total to more than 100%

Notable Other Responses:

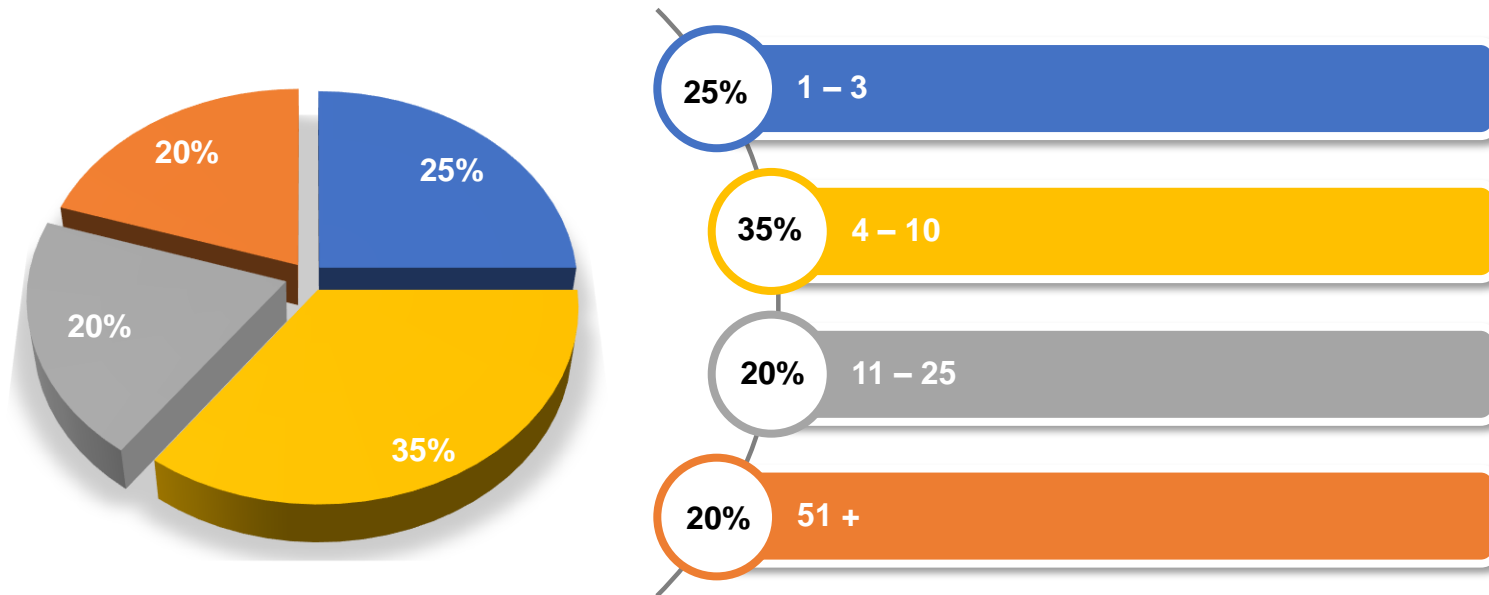
- Strategic partner management
- Vendor Manager, PPM Tool Expert/Trainer, Process & Documentation
- Contingent Workforce and RM Op Ex
- Business development, sales, proposals, budgets

SERVICES TEAMS SERVING INTERNAL CLIENTS

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

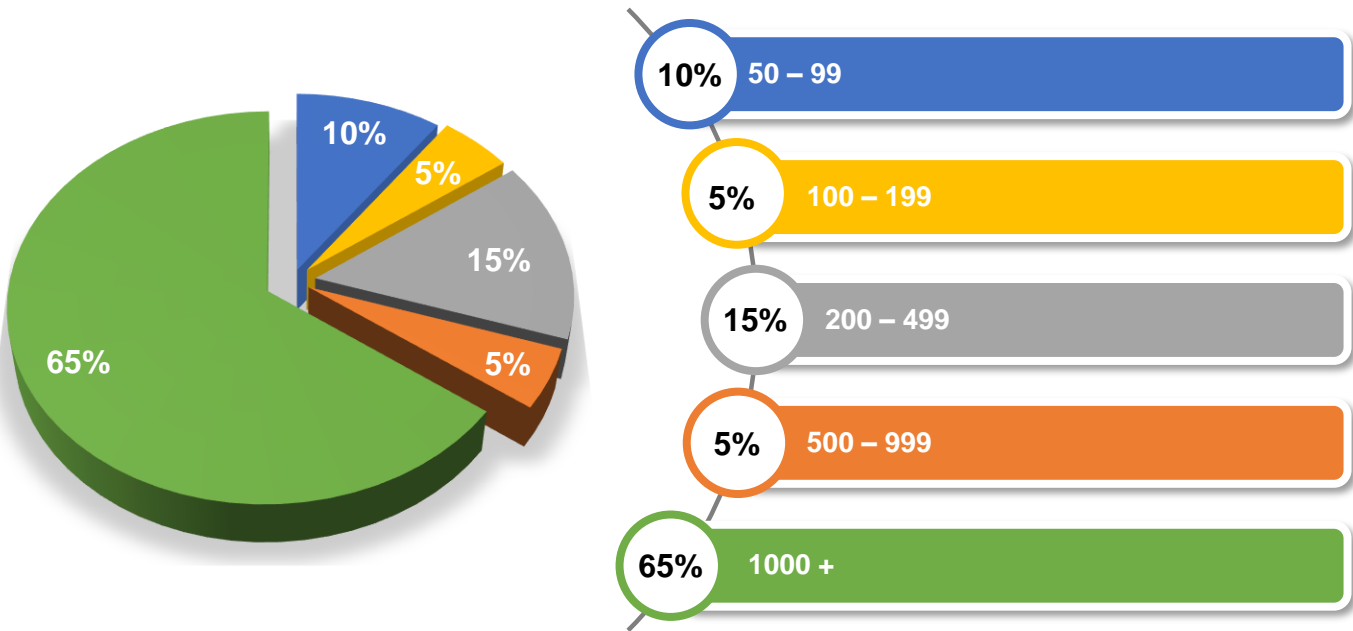
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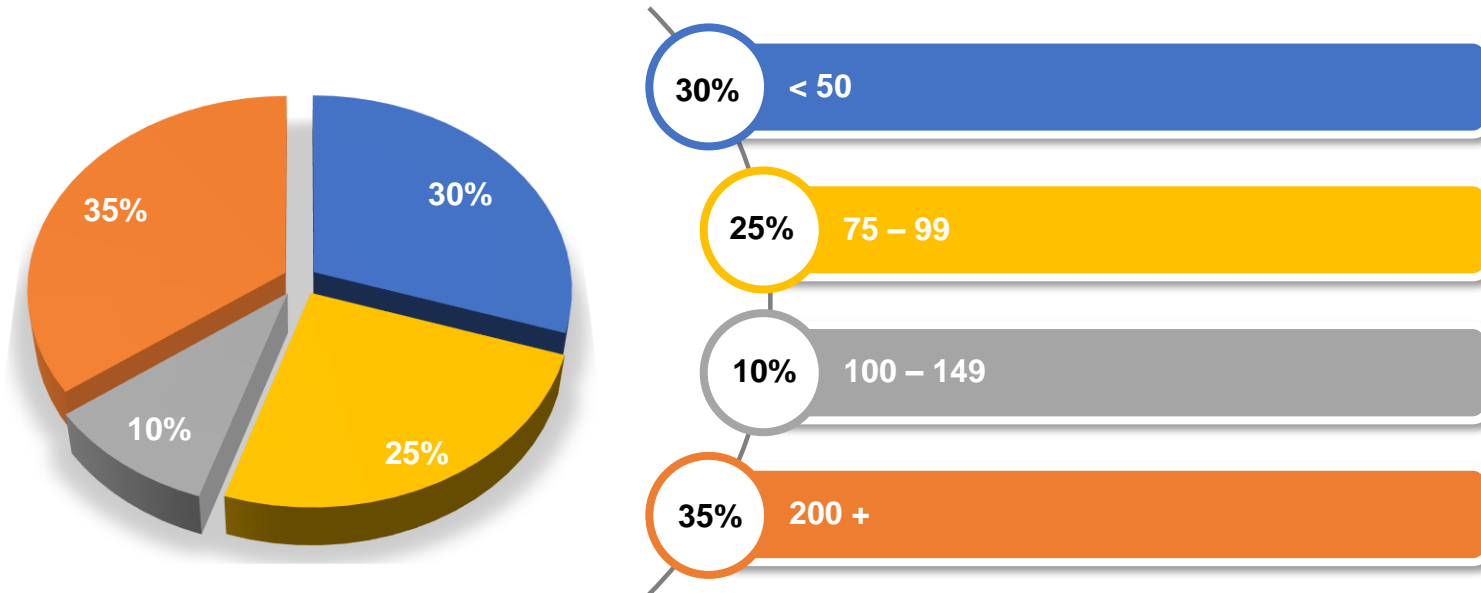
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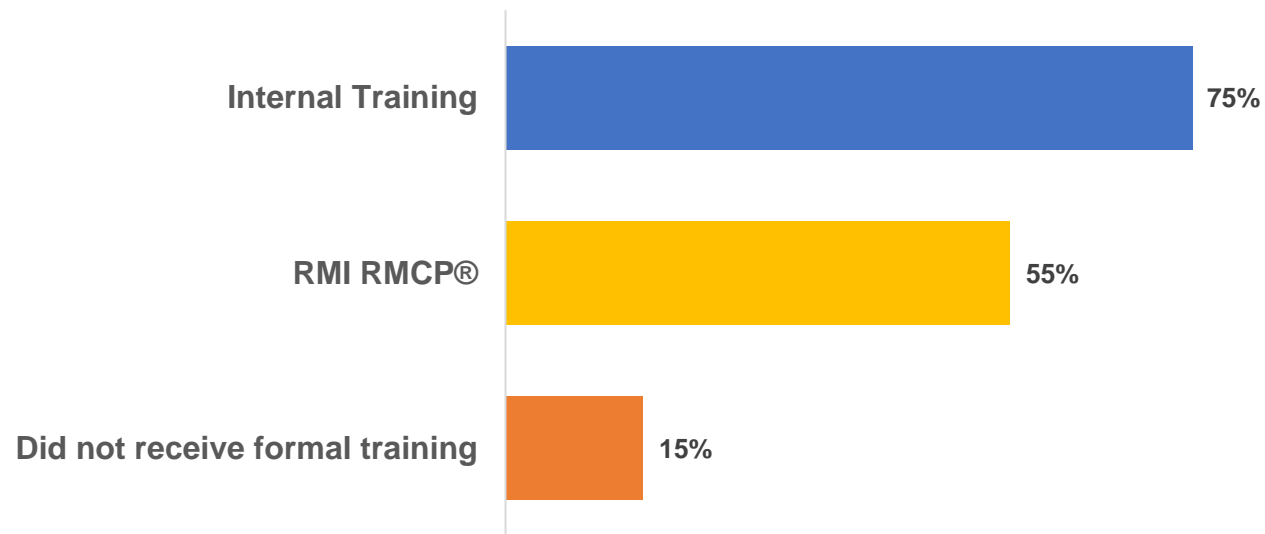
Q5. How many resources do you manage (individually)?



RMs are evenly spread out. 55% manage under 100 resources while the other 45% manage 100 or more resources. Those on either end of the spectrum (less than 50 and 200 +) are in line with data from our previous survey on this topic.

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

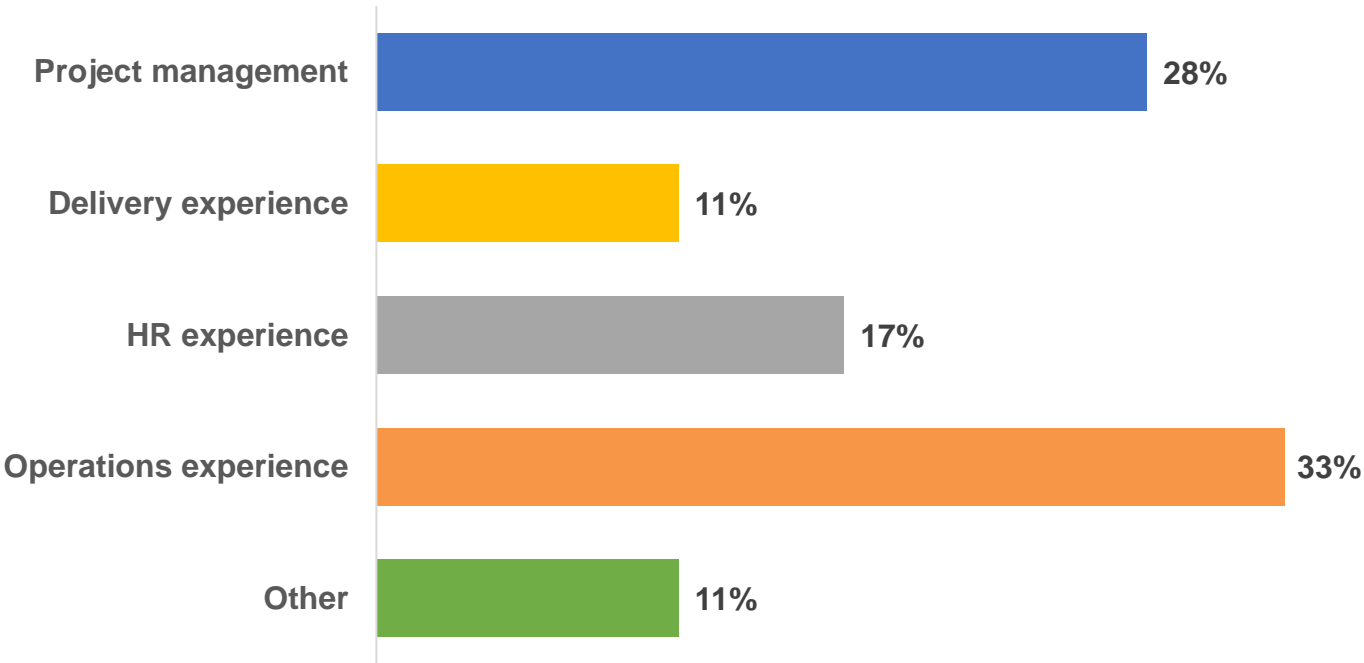
Q6. How were you trained for your role? (select up to 2 options)*



More organizations are relying on either internal training or the RMI's RMCP® certification. From our previous survey, we saw a notable drop, from 46% to 15%, in respondents reporting they did not receive formal training. This is an encouraging sign.

* Multiple responses allowed. Percentages may total to more than 100%

Q7. What was your primary background/experience prior to becoming a resource manager?

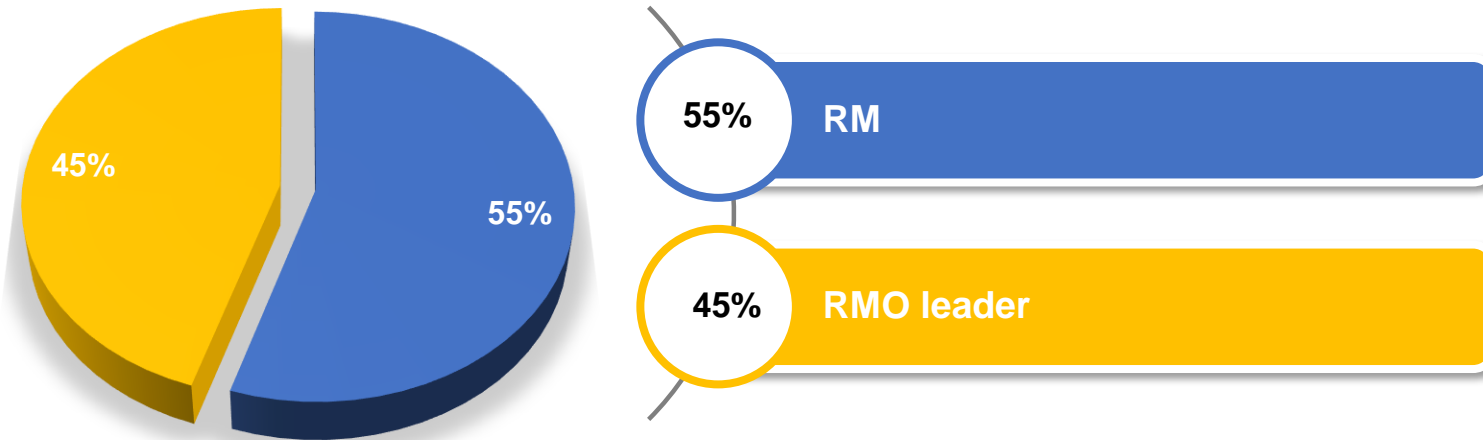


Operations, followed by Project Management, tends to be the background of choice for E/IT and PD organizations when looking for RMs.

Notable Other Responses:

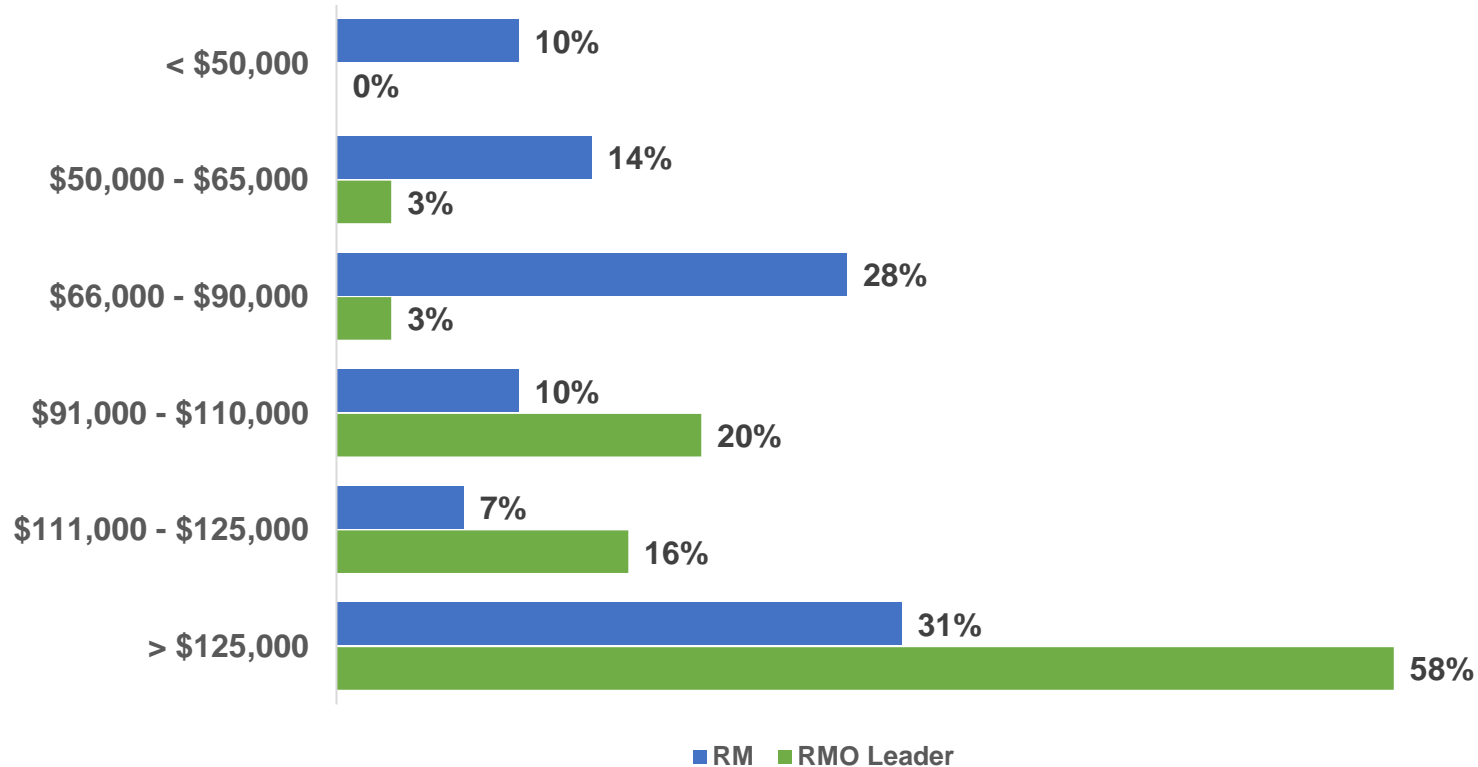
- Workforce
- IT Contract Management, Service Assurance Management

Q8. Are you an RM or RMO leader?



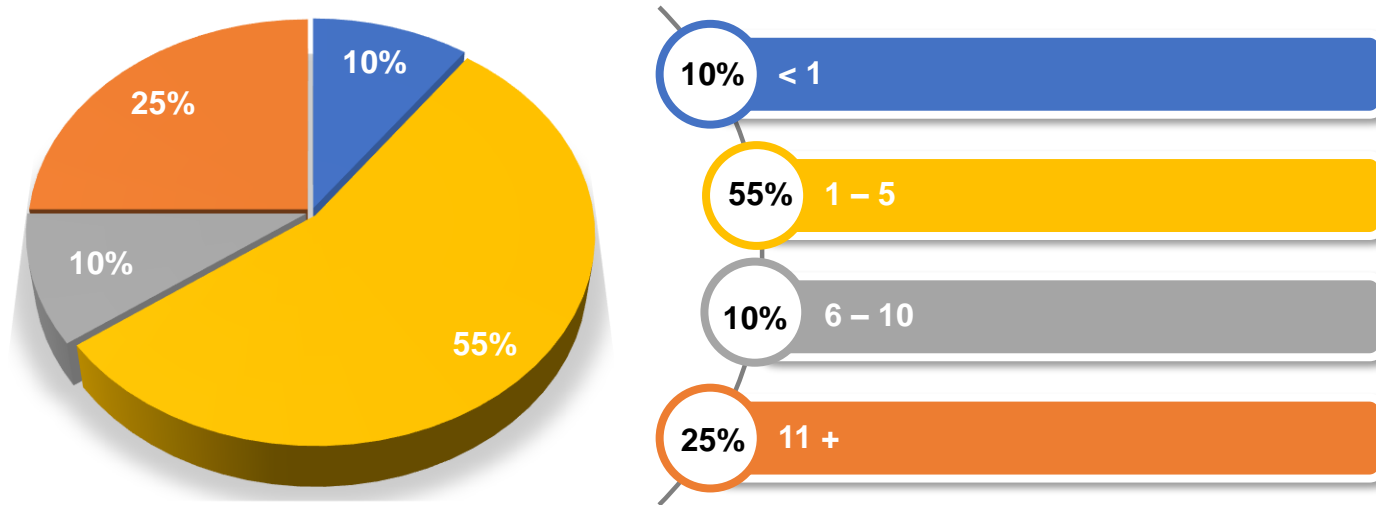
There was a good balance between those who are RMs vs. RMO leaders.

Q9. What is your annual salary? (optional)



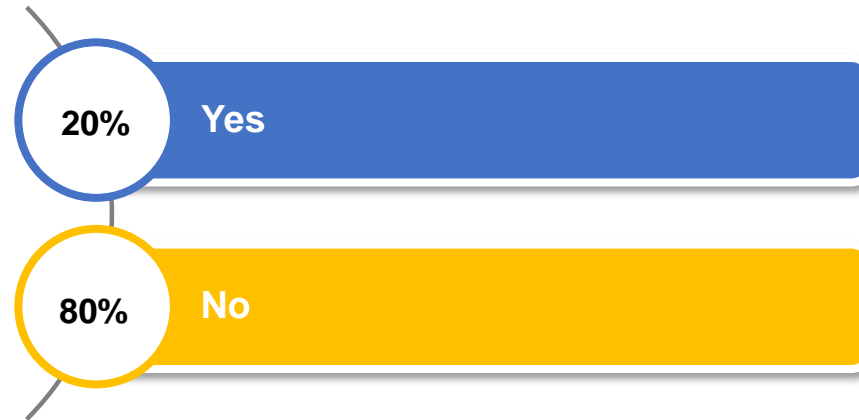
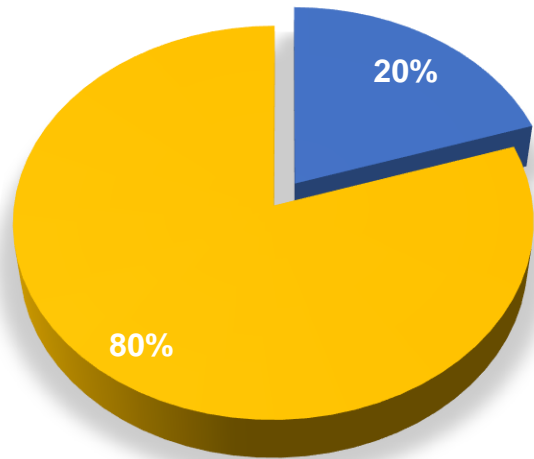
There is a wide range in annual salaries among RMs representing organizations service internal clients. The majority of RMO leaders earn an annual salary of more than \$125,000.

Q10. How many years have you been a resource manager/RMO leader?



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.

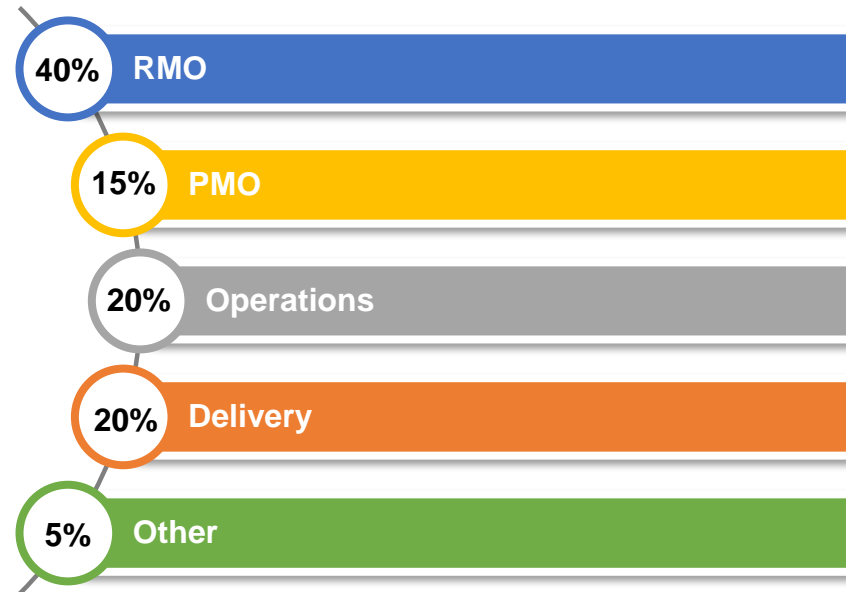
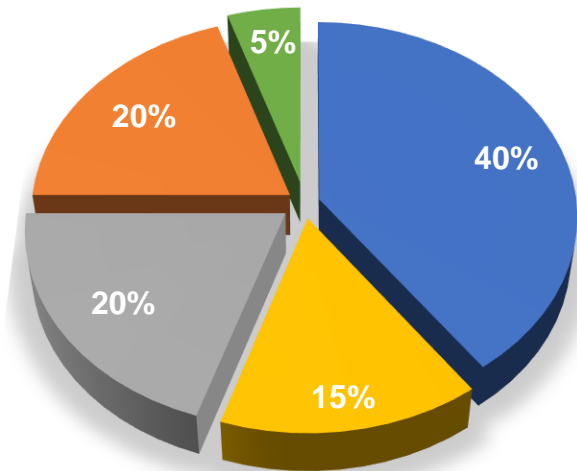
Q11. Does your company have a defined career path for RMs?



There continues to be room for improvement in delivering career opportunities for RMs who work for E/IT and PD companies. Only 20% feel that their companies provide a defined career path, which is in line with the previous survey.

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

Q12. Where do you report?

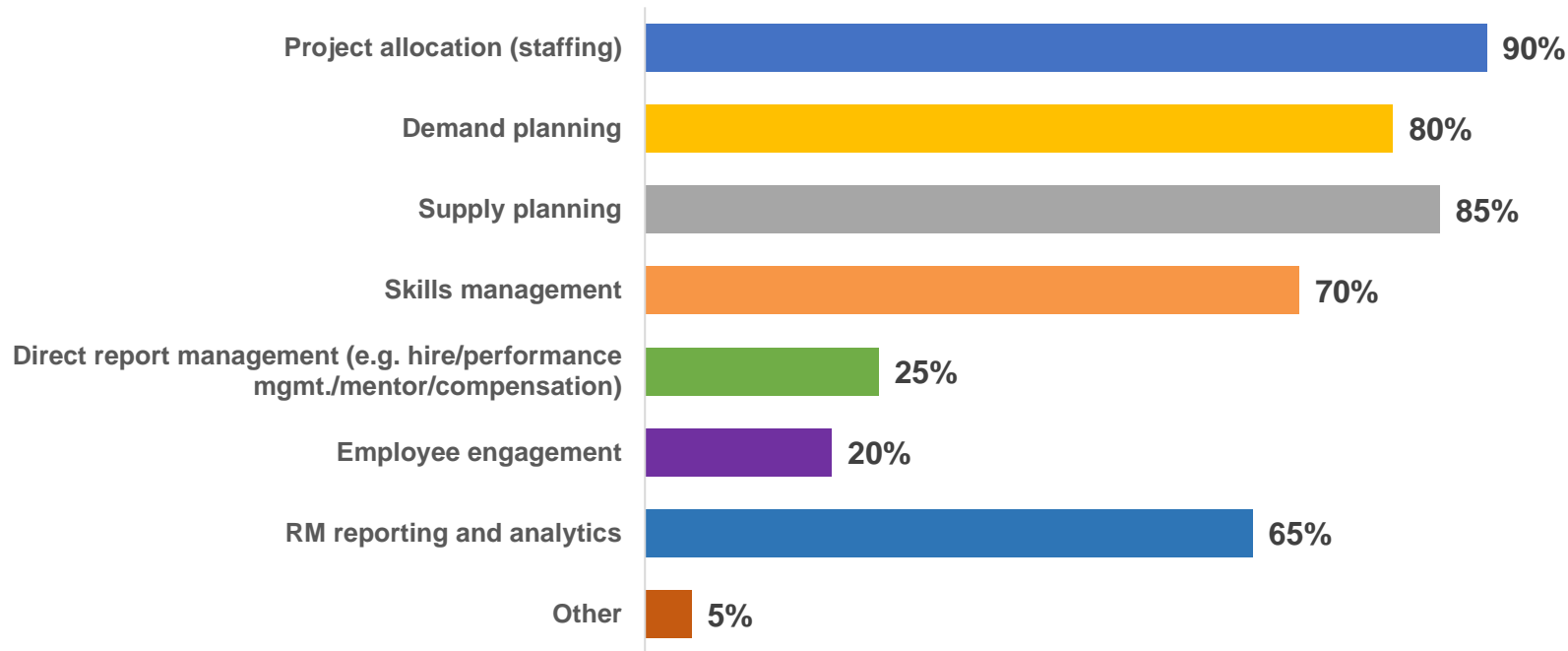


40% of respondents from E/IT and PD organizations report to the RMO, a sizeable increase over the previous survey. The RMI believes more E/IT and PD orgs will adopt the RMO construct as more companies realize the benefits of RM centralization.

Notable Other Responses:

- Head of Infrastructure

Q13. What are your responsibilities as a resource manager in your organization (check all that apply)*



Resource managers in organizations serving internal clients state they are primarily responsible for project allocation, supply planning, demand planning, skills management, and reporting analytics.

* Multiple responses allowed. Percentages may total to more than 100%

Survey Summary



Key Takeaways

- 1 Overall industry adoption of the Resource Management Office (RMO) concept and centralization of resource management continues to grow. Both are RM best practices and drivers of better project and utilization outcomes.
- 2 There continues to be too much focus on the (necessary) administrative tasks best suited to an RMO, and not enough focus on the strategic value the RMO can bring to any enterprise when it comes to supply and demand planning and management, skills development, and employee engagement.
- 3 Formal RM training has increased, with a notable rise in internal training and the RMCP® certification. This is a topic the RMI is keenly interested in supporting to help member organizations move the needle.
- 4 Finding skilled RMs continues to be difficult for companies. Employers are primarily looking for previous resource management experience when hiring. Given the shortage of RMs and company-to-company churn, RMOs should focus on building more RMs from within and establishing career paths to help retain them. This is a big opportunity for improvement for RMOs across the industry.





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