Next Generation Resource Management Solutions

Executive Summary

The RMI and ProServe Metrics collaborated on this study, Next Generation Resource Management Solutions, to gather insights from services leaders and resource managers across a range of industries. This study explored the future of resource management solutions—how technology, data, and strategy are converging to shape next-generation practices.

Insights for this study were gathered from a diverse group of professionals, including services executives, resource managers, resource management office (RMO) leaders, project managers, and delivery leaders. Participants represented 50 organizations across a broad spectrum of industries, including Professional and Consulting Services; Enterprise IT; Product Development; Engineering; Marketing Agencies; and Accounting, Audit, Tax, and Advisory Firms.

The findings from this study reveal that while technology adoption is underway, many organizations still rely on fragmented and manual resource management practices—underscoring the need for integrated solutions that align with the evolving convergence of technology, data, and strategy. At the same time, there's a noticeable shift toward more strategic, people-centric practices, where data accessibility, team synergy, and employee development are becoming just as critical as traditional metrics like utilization.
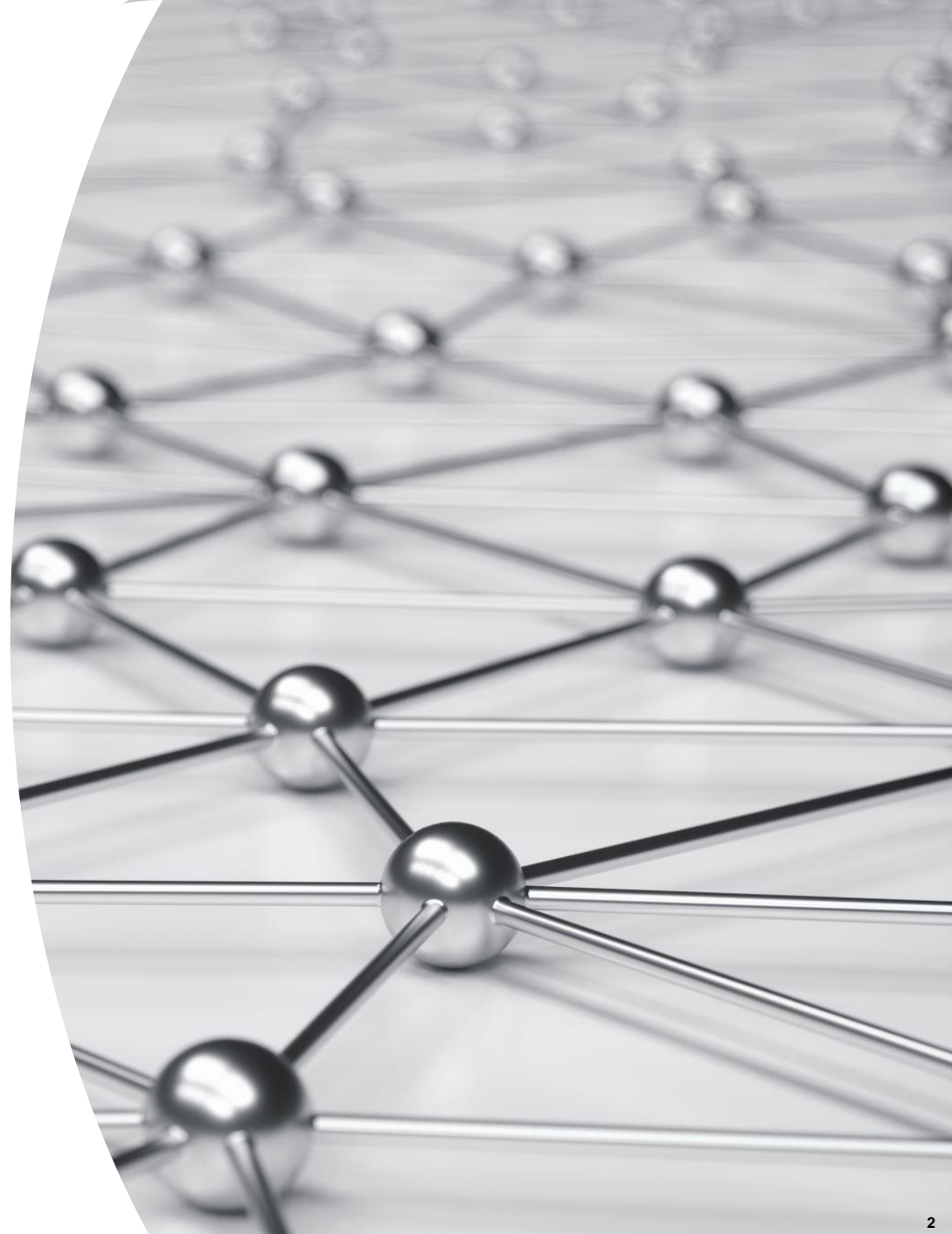
Survey Questions

Q1: What type of organization do you represent?

Q2: What is your level in your organization?

Q3: Which option best describes your role?

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

Q5: On average, how many people are staffed on a typical project in your organization?

Q6: On average, how many active projects does a practitioner work on simultaneously?

Q7: What tools do you currently use for resource management? Check all that apply

Q8: What PSA/PPM system are you using?

Q9: What are the primary reasons for not using resource management functionality in your PSA/PPM tool? Check all that apply

Q10: How much time per week do you or your team spend searching for internal information about people, skills, availability, and project history?

Q11: What data do you currently use when staffing/resourcing a project? Check all that apply

Q12: In an ideal world, which of these factors would be most helpful in compiling a project team? Check all that apply

Q13: What metrics is your resource management organization primarily measured on? Check all that apply

Q14: Which of the following are your biggest challenges in resource management? Check all that apply

Q15: How interested would you be in using a natural language interface (like ChatGPT) to query your organization's resource management data?

Q16: Which AI-powered capabilities would be most valuable for your resource management?

Q17: If a platform could provide instant, intelligent answers to complex staffing questions while tracking advanced metrics like individual delivery impact and team synergy, in what areas would it bring value to your organization?

Q18: Assuming a solution could deliver measurable improvements in project outcomes, utilization and margin, what would be an acceptable total annual cost for your organization?

Key Observations

1   **Fragmented Tooling Signals a Need for Integration**
Despite the availability of PSA/PPM/RPM platforms, many organizations still rely heavily on spreadsheets and in-house developed tools. This fragmentation suggests that existing systems may not fully meet user needs, and there's a clear opportunity for more integrated, user-friendly platforms that unify data and workflows.

2   **Strategic Metrics Are Gaining Ground**
While utilization remains the metric resource management organizations are primarily measured on, organizations are increasingly measuring client satisfaction and employee retention as indicators of resource management success. This shift reflects a broader strategic focus on value delivery and workforce experience, not just operational efficiency.

3   **Data Accessibility Is a Major Bottleneck**
A significant portion of respondents report spending more than 5 hours per week searching for internal data on people, skills, and availability. This points to a critical gap in data visibility and searchability, which hampers agility and decision-making—especially in dynamic project environments.

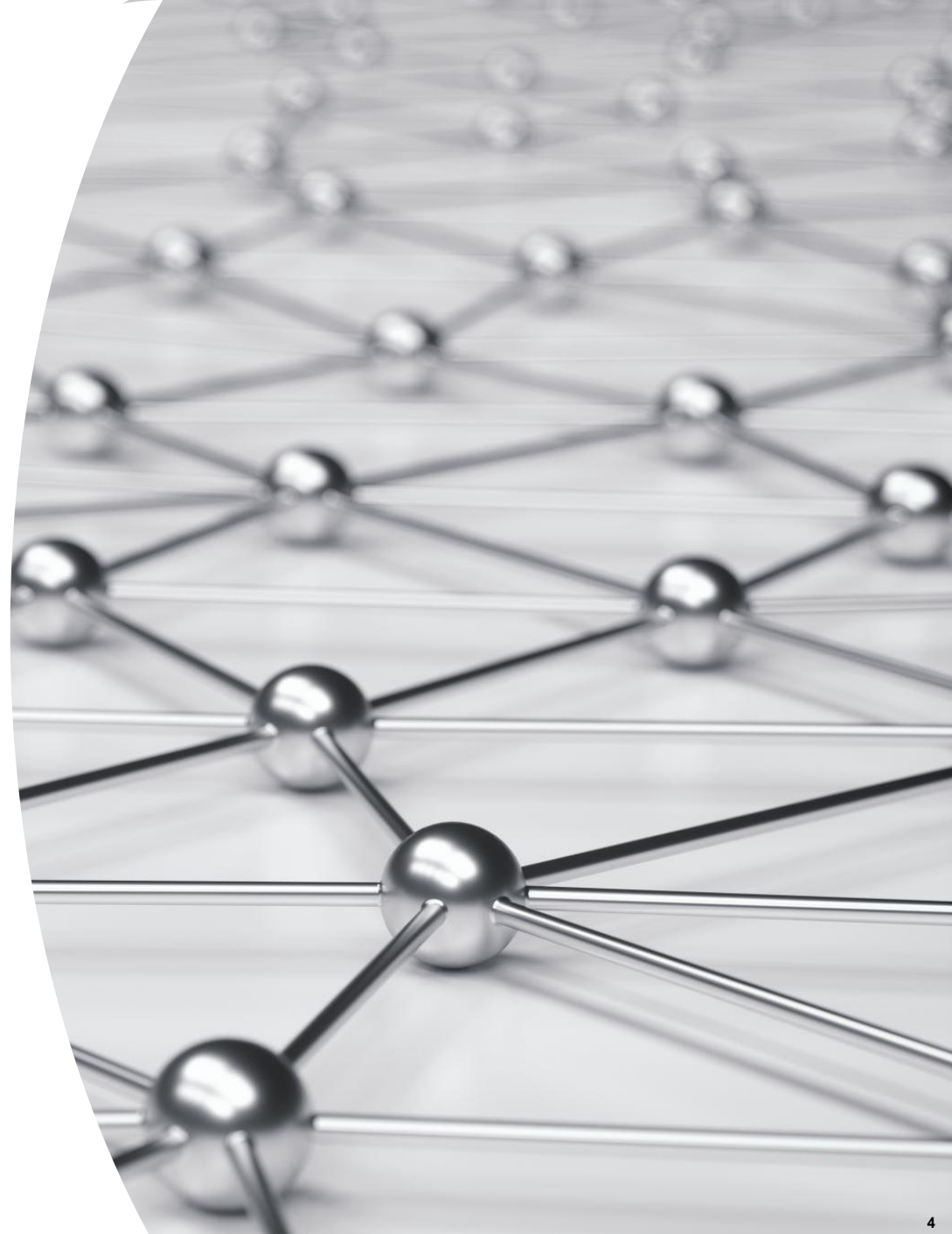**4**   **Appetite for AI-Driven Interfaces**
Over half of respondents expressed interest in using natural language interfaces (like ChatGPT) to query resource data. This signals a readiness for AI-powered tools that can simplify complex staffing decisions, reduce manual effort, and improve responsiveness.
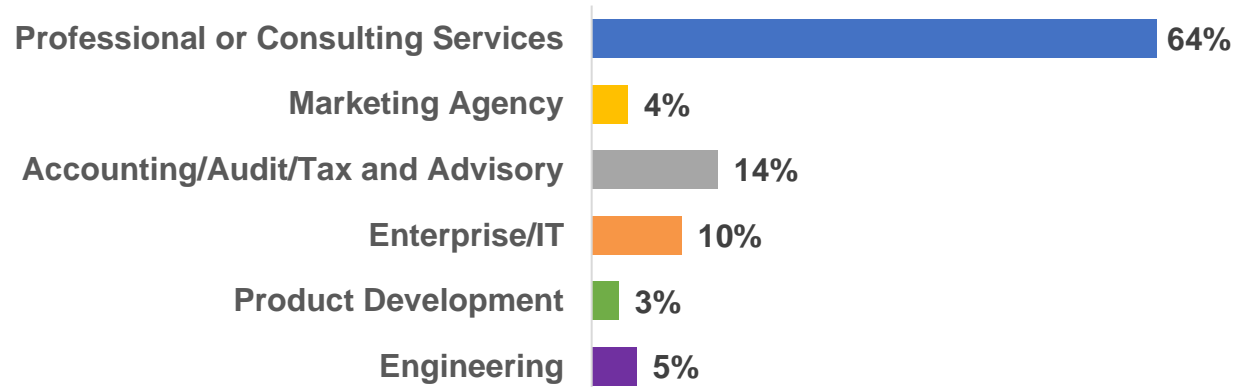
5   **Holistic Staffing Strategies Are Emerging**
When asked about ideal factors for building project teams, respondents prioritized soft skills, team synergy, and employee development goals alongside technical skills and capabilities. This reflects a growing emphasis on people-centric planning that balances delivery needs with long-term talent growth.
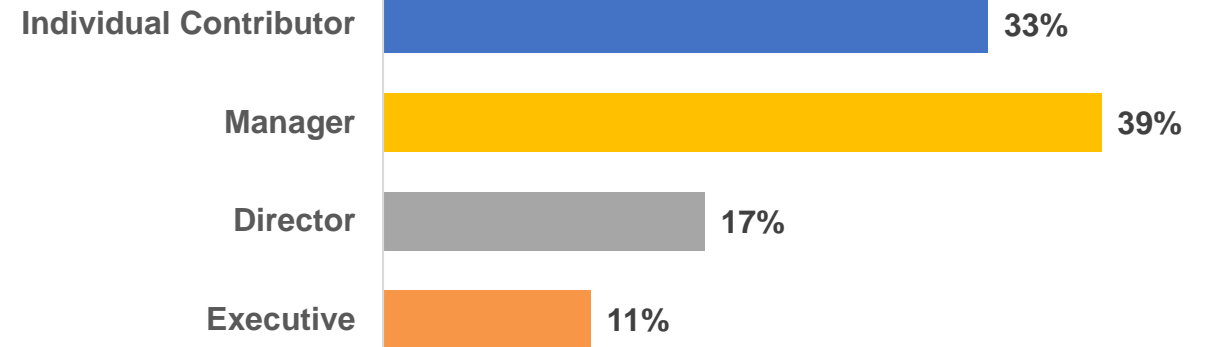
Demographics

Domain
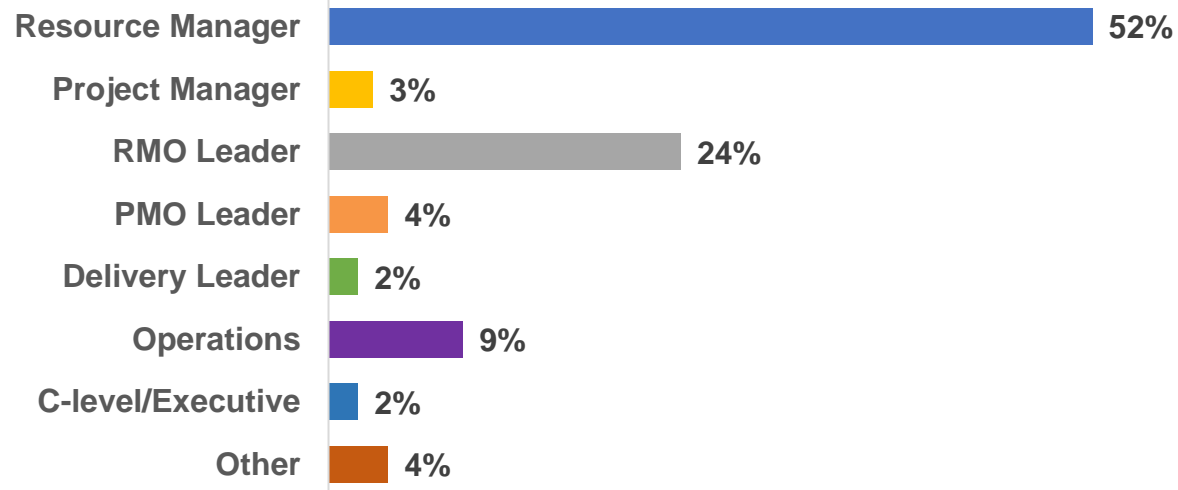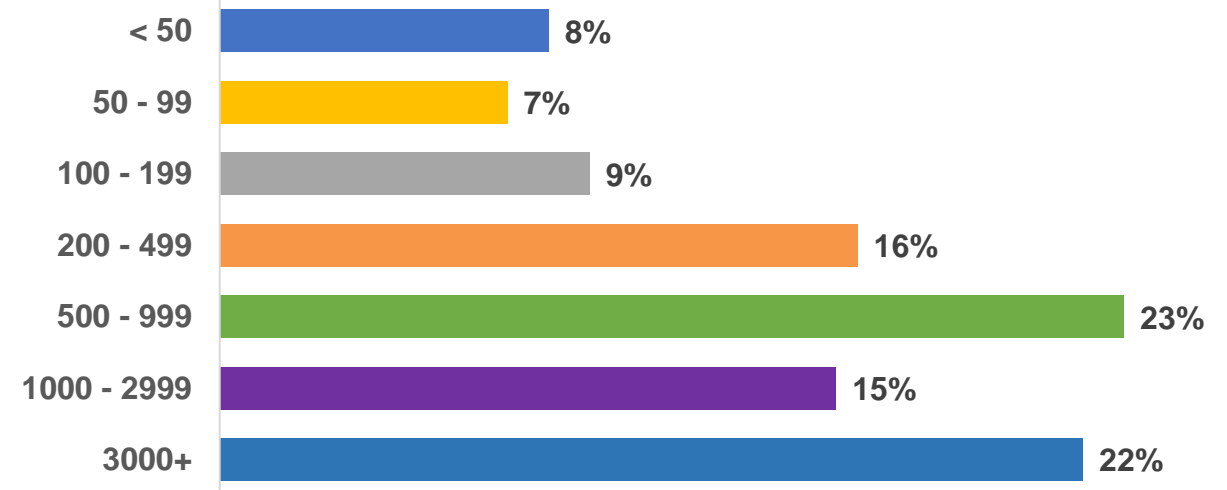
Category	Percentage
Professional or Consulting Services	64%
Marketing Agency	4%
Accounting/Audit/Tax and Advisory	14%
Enterprise/IT	10%
Product Development	3%
Engineering	5%

Level in Organization

Category	Percentage
Individual Contributor	33%
Manager	39%
Director	17%
Executive	11%

Role

Category	Percentage
Resource Manager	52%
Project Manager	3%
RMO Leader	24%
PMO Leader	4%
Delivery Leader	2%
Operations	9%
C-level/Executive	2%
Other	4%

Resources Managed

Category	Percentage
< 50	8%
50 - 99	7%
100 - 199	9%
200 - 499	16%
500 - 999	23%
1000 - 2999	15%
3000+	22%

Q5: On average, how many people are staffed on a typical project in your organization?

- 1 - 2 people: 7%
- 3 - 5 people: 44%
- 6 - 10 people: 31%
- 11 - 20 people: 7%
- More than 20 people: 11%

Q6. On average, how many active projects does a practitioner work on simultaneously?

Category	Percentage
1 project	9%
2 - 3 projects	40%
4 - 5 projects	33%
6 - 8 projects	11%
More than 8 projects	7%
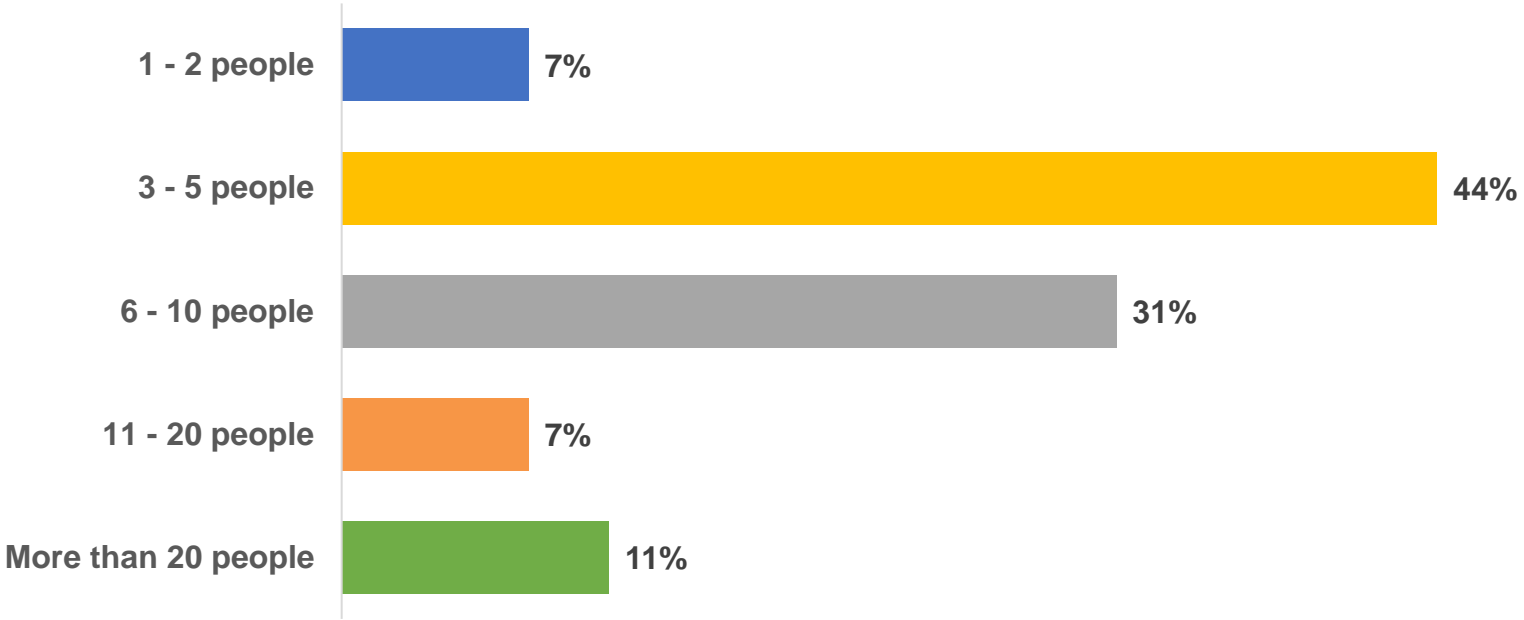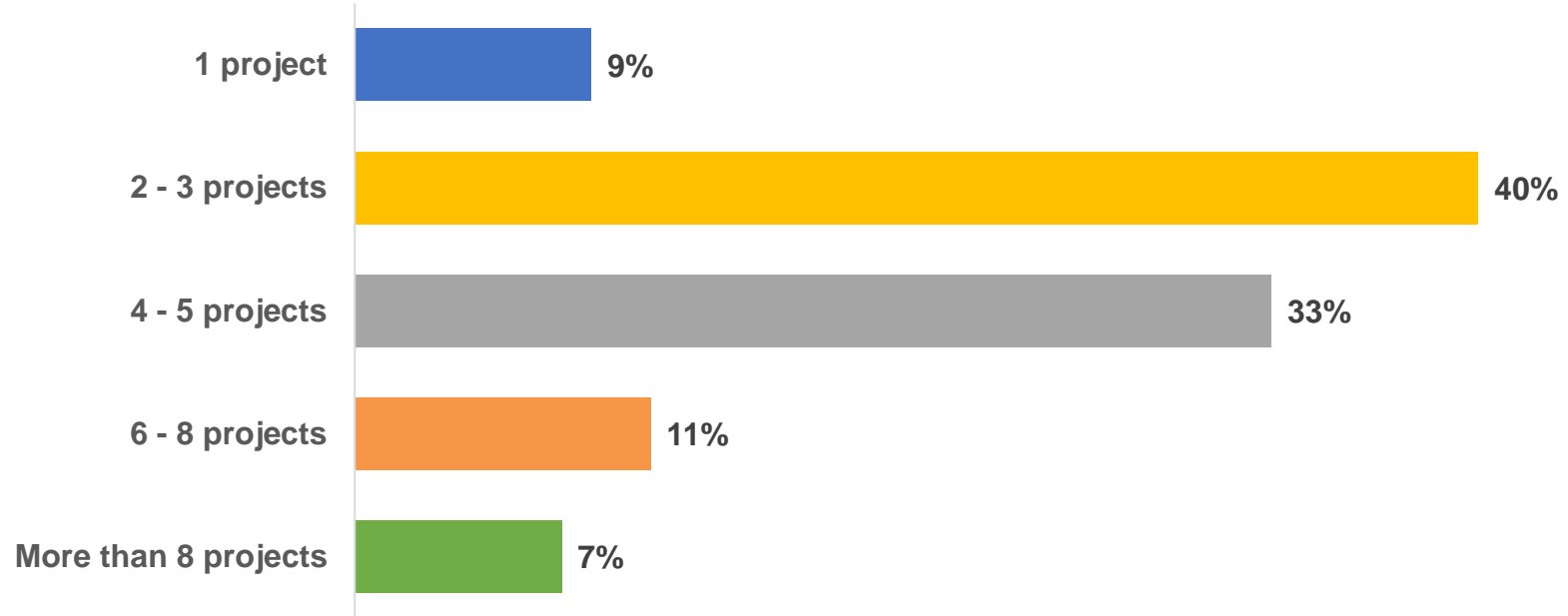
1	PSA/PPM/RPM tool	79%
2	Spreadsheets (Excel, Google Sheets)	70%
3	Email/informal communication	48%
4	CRM system	30%
5	In-house developed software	28%
6	Other	2%

* Multiple responses allowed. Table depicts % of respondents that selected each option.

- Certinia
- CMap
- CSA
- Dayshape
- EpicFlow
- GRM
- In-house tool
- Kantata
- KeyedIn
- MatchMaker
- Meisterplan
- Microsoft Dynamics
- Microsoft Project Server
- NetSuite
- Planview
- PowerApps
- Prostaff
- RAVE

- Resource Guru
- Rocketlane
- RSS
- Salesforce
- SAP
- Scoro
- ServiceNow
- Smartsheet
- StreamTime
- SuiteProjects Pro
- Vantage point
- Workday
- Wrike

Note: Respondents provided PSA/PPM system names via a free-text field. Responses were consolidated for consistency and to highlight common themes.
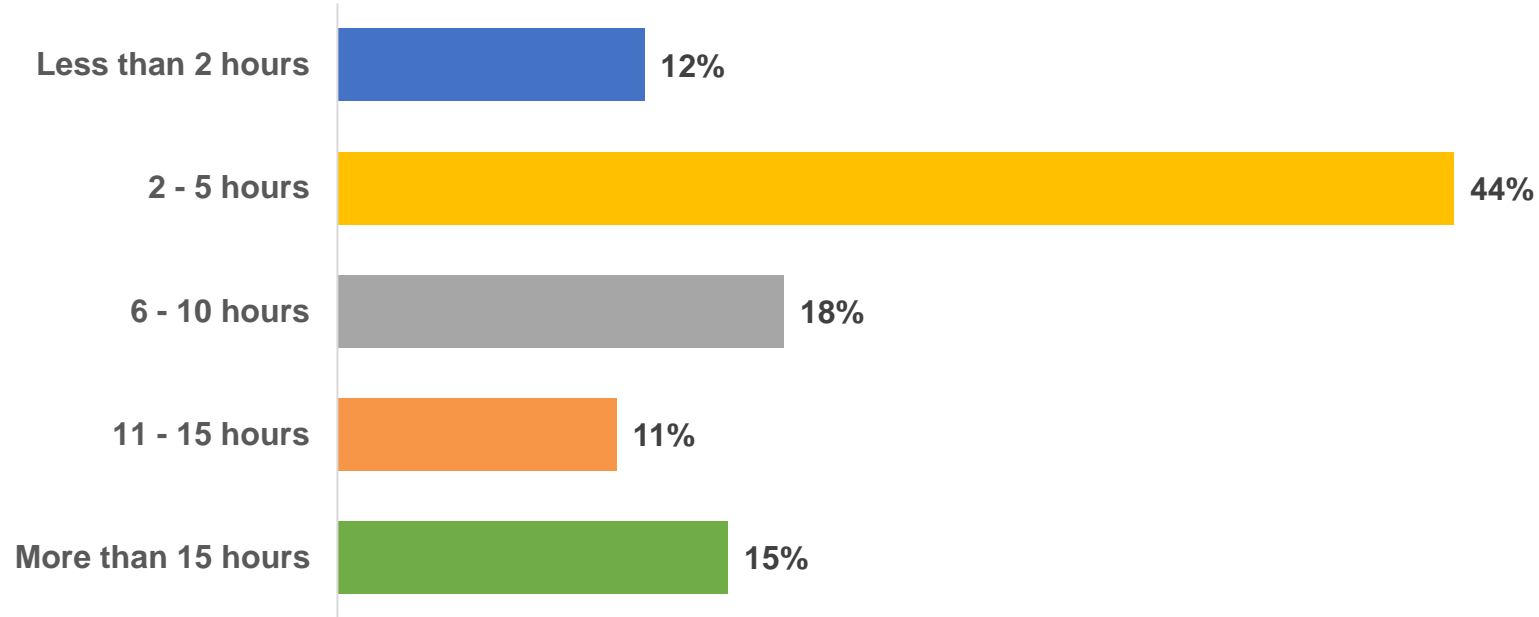
Q9. What are the primary reasons for not using resource management functionality in your PSA/PPM tool? Check all that apply*

1	Missing critical data we need	33%
2	We do use it exclusively	30%
3	Poor reporting/search capabilities	24%
4	Difficult/time-consuming to use	21%
5	Too expensive for all users	11%
6	Other	27%

Notable Others:

- Reporting Issues
- Lack of Functionality we need
- No PSA in Place
- Use a stand-alone RM solution instead

- Processes still being standardized
- Lack of knowledge

Note: "Other" responses were consolidated to highlight common themes.

* Multiple responses allowed. Table depicts % of respondents that selected each option.

Less than 2 hours — 12%
2 - 5 hours — 44%
6 - 10 hours — 18%
11 - 15 hours — 11%
More than 15 hours — 15%

Q11. What data do you currently use when staffing/resourcing a project? Check all that apply*

1	Technical skills and availability	97%
2	Previous client/industry experience	73%
3	Soft skills and personality fit	58%
4	Billing rate/cost	56%
5	Employee development goals	55%
6	Other	13%

Notable Others:
- Certifications
- Degrees
- Feedback from Stakeholders
- Access to Specific Customers
- Functional Skills

- Language Skills
- PM Preference
- Resource Type (FTE vs Contractor)
- Role
- Work Location

Note: "Other" responses were consolidated to highlight common themes.

* Multiple responses allowed. Table depicts % of respondents that selected each option.

Q12. In an ideal world, which of these factors would be most helpful in compiling a project team? Check all that apply*

1	Technical skills and availability	96%
2	Previous client/industry experience	76%
3	Soft skills and team synergy	70%
4	Employee development opportunities	70%
5	Billing/rate cost optimization	66%
6	Performance ratings/delivery impact	59%
7	Other	8%

Notable Others:
- Associate Preference
- Client Preference
- Firm Strategy
- Insight into the Client and Engagement (e.g., client preparedness, extension possibility, SOW status)

- Language Skills
- Project Risk
- Resource Type (FTE vs Contractor)
- Time Zone
- Utilization Optimization
- Work Location

Note: "Other" responses were consolidated to highlight common themes.

* Multiple responses allowed. Table depicts % of respondents that selected each option.

Q13. What metrics is your resource management organization primarily measured on? Check all that apply*

1	Utilization rates	91%
2	Project delivery on time/budget	37%
3	Revenue per consultant/profitability	31%
4	Client satisfaction scores	27%
5	Employee satisfaction/retention	14%
6	Other	9%

Notable Others:
- Backlog health
- Bench management
- Booked vs actuals variance
- Forecast accuracy
- Job rolling
- Maturity model average
- New hire interactions
- Number of requests/fulfillments per RM
- Resource schedule balance

- RM × HR touchpoints
- Skills population in PSA/PPM/RPM
- Speed to staff
- Turnaround time
- Value delivered to the organization
- We do not have hard metrics that the RMO is responsible for or measured

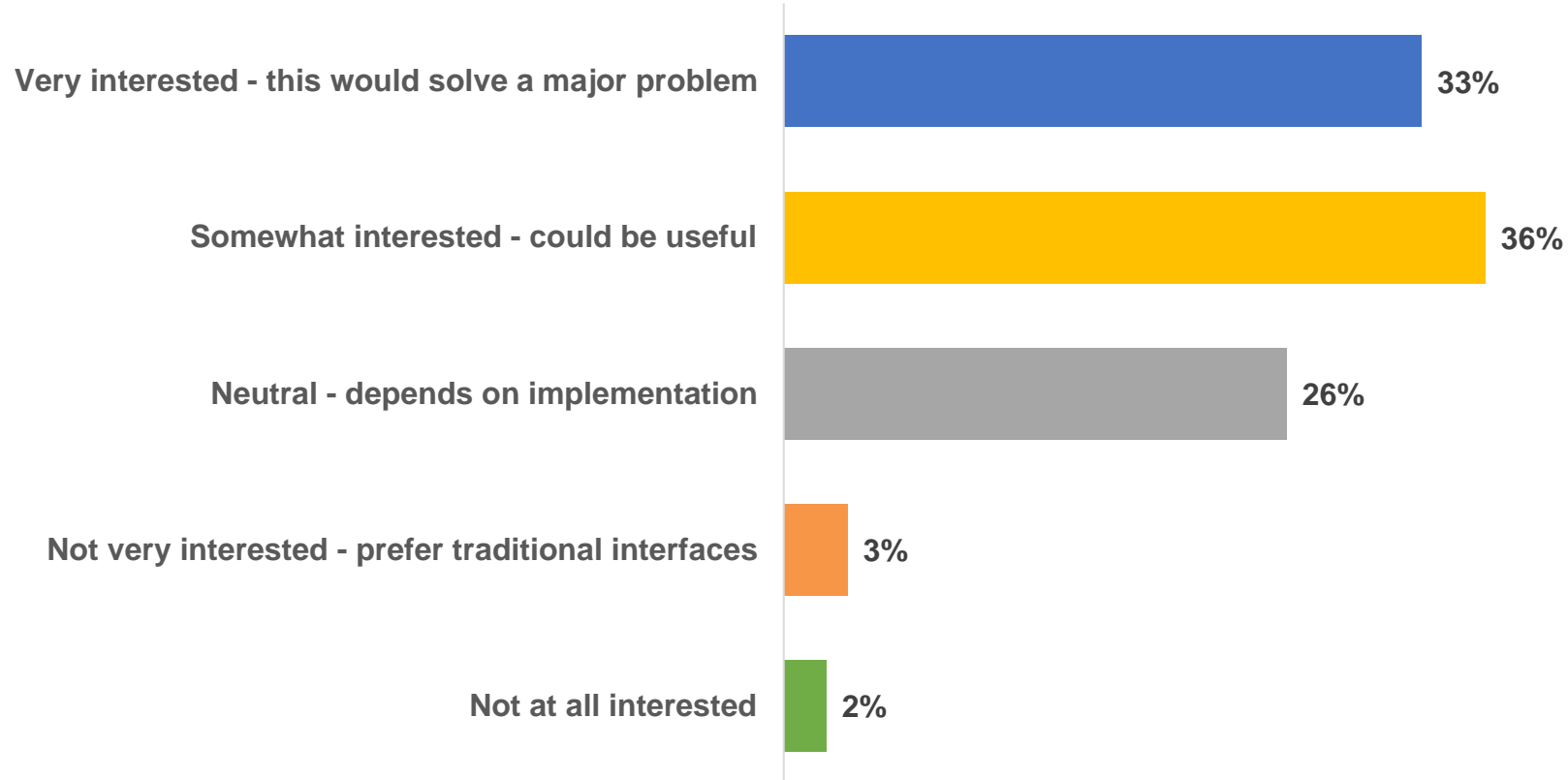*Note: "Other" responses were consolidated to highlight common themes.*

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Q14. Which of the following are your biggest challenges in resource management? Check all that apply*

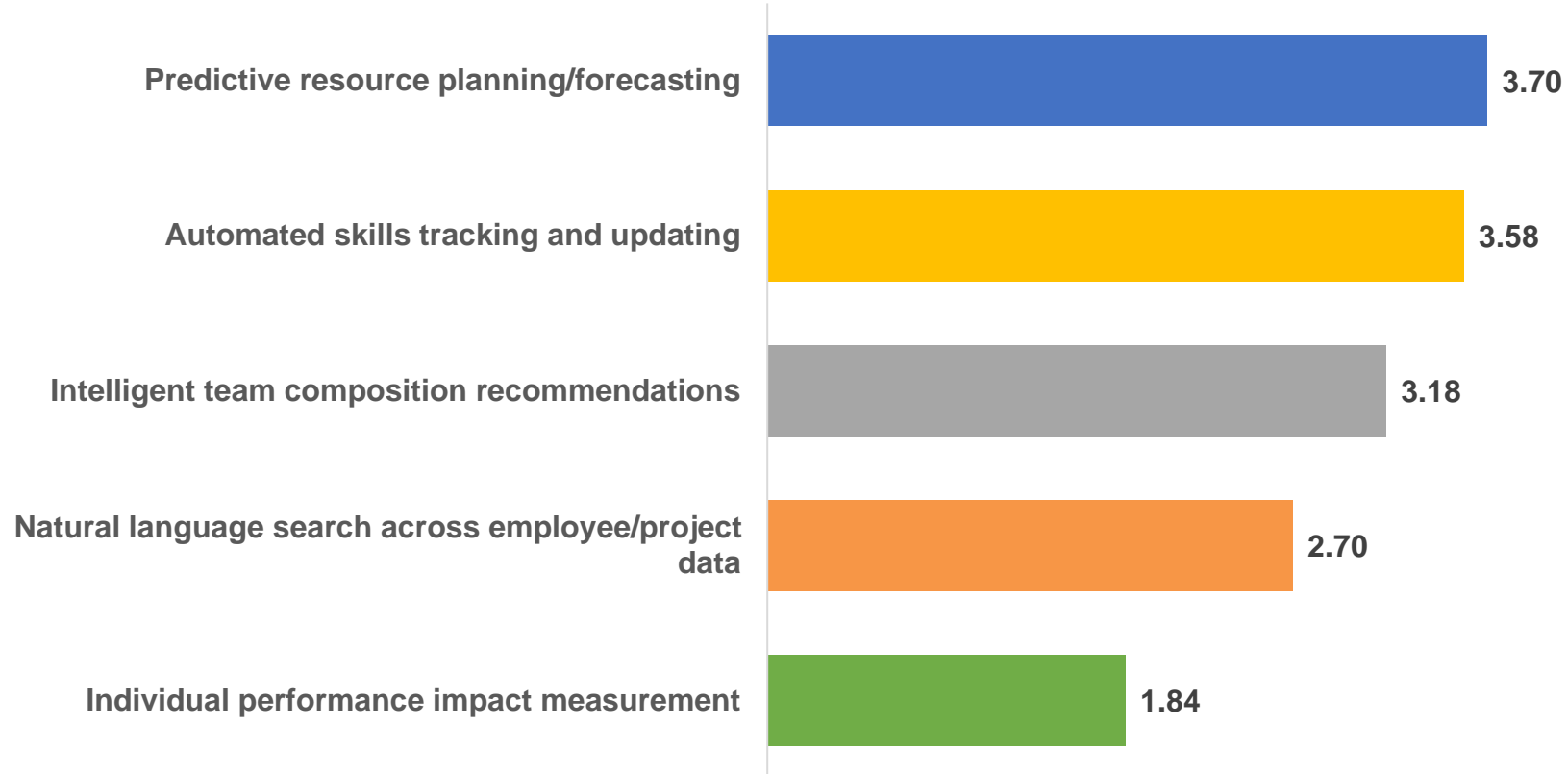|		
1	Determining who is actually available	52%
2	Measuring impact beyond billable hours	51%
3	Finding consultants with the right skills	48%
4	Getting quick answers to complex questions	43%
5	Accessing historical performance data	15%
6	Other	13%

Other:

- Understanding demand early enough, lacking skills/roles tied to demand, lacking a tool that uses AI to match demand and supply to make staffing recommendations,
- Manager pushback hesitation to centralize/collaborate
- Scenario planning for 6 months out
- Assignment data quality/accuracy

- PSA limitations - cumbersome workflows, limited reporting, reliance on external tools
- Capacity Forecasting
- Scenario planning
- Forecasting
- Accuracy and completeness of the demand funnel, advancing PSA to enable skills-based capacity planning

- Career path and salary
- Understanding the entire portfolio value and being able to prioritize correctly where one resource is working on many tasks in parallel.

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Q15. How interested would you be in using a natural language interface (like ChatGPT) to query your organization's resource management data?

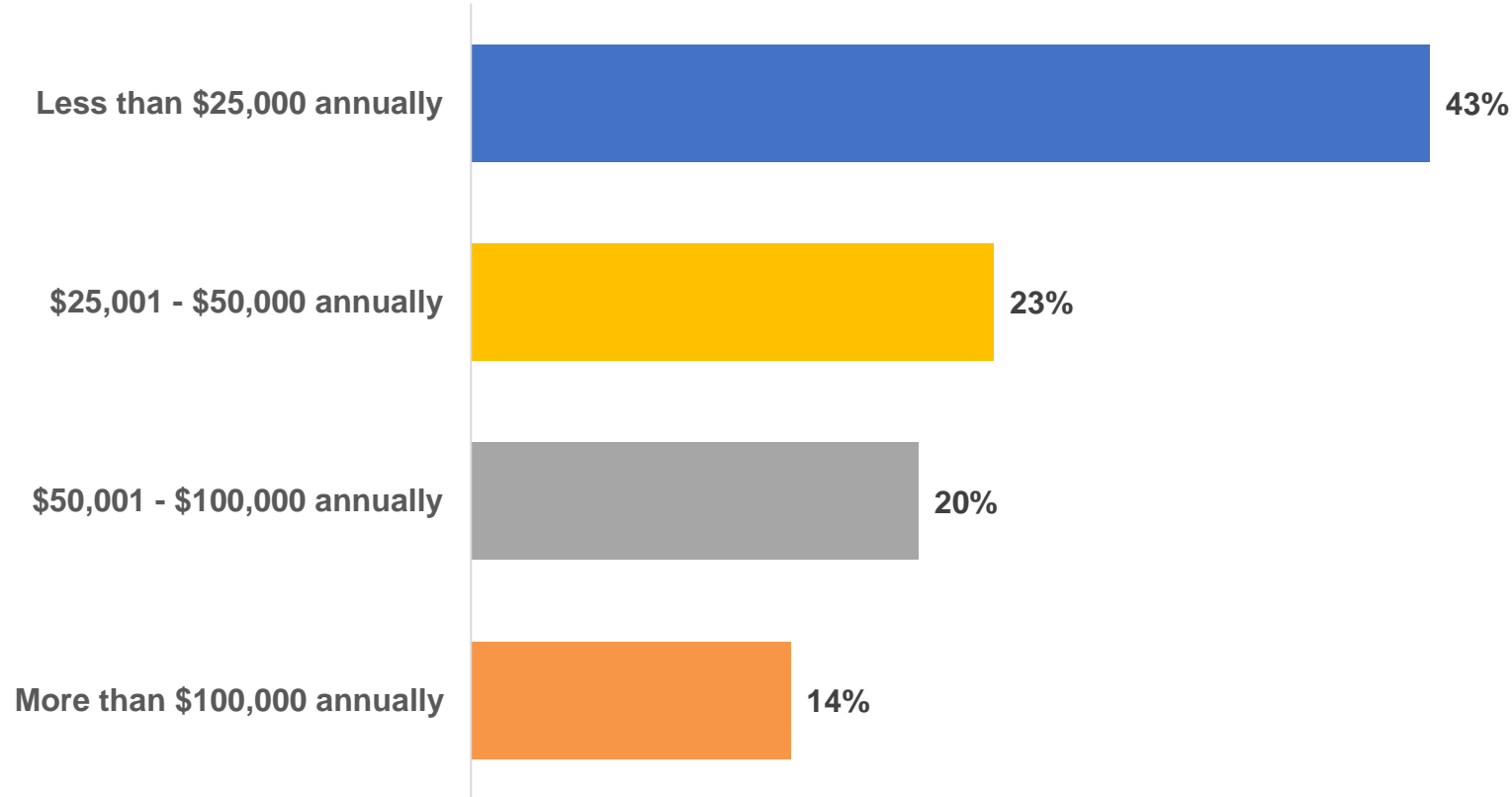Very interested - this would solve a major problem — 33%

Somewhat interested - could be useful — 36%

Neutral - depends on implementation — 26%

Not very interested - prefer traditional interfaces — 3%

Not at all interested — 2%

Q16. Which AI-powered capabilities would be most valuable for your resource management?

Capability	Value
Predictive resource planning/forecasting	3.70
Automated skills tracking and updating	3.58
Intelligent team composition recommendations	3.18
Natural language search across employee/project data	2.70
Individual performance impact measurement	1.84

Q17. If a platform could provide instant, intelligent answers to complex staffing questions while tracking advanced metrics like individual delivery impact and team synergy, in what areas would it bring value to your organization?

1	Faster decision-making	82%
2	More strategic resource planning	82%
3	Higher resource utilization (e.g., 2+ percentage point improvement)	57%
4	Improved employee development/retention	44%
5	Increased project success rates	38%
6	Improved project margins (e.g., 2+ percentage point improvement)	36%
7	Better client satisfaction	30%

* Multiple responses allowed. Table depicts % of respondents that selected each option.

Q18. Assuming a solution could deliver measurable improvements in project outcomes, utilization and margin, what would be an acceptable total annual cost for your organization?

Less than $25,000 annually — 43%

$25,001 - $50,000 annually — 23%

$50,001 - $100,000 annually — 20%

More than $100,000 annually — 14%

Key Observations

1   **Fragmented Tooling Signals a Need for Integration**
Despite the availability of PSA/PPM/RPM platforms, many organizations still rely heavily on spreadsheets and in-house developed tools. This fragmentation suggests that existing systems may not fully meet user needs, and there's a clear opportunity for more integrated, user-friendly platforms that unify data and workflows.

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