

# RMCP® Spotlight



## **Nusrat De Oliveira**

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### ***What is one of your favorite hobbies?***

Baking! Baking! Baking! It is my “Think Tank” moment to get away from the day to day and be able to recalibrate.

### ***Why did you choose to work in resource management?***

I have been in core technology my whole career and was extremely comfortable doing what I do best. I needed a change that would challenge me completely and that would ignite my passion while staying close to technology. AWS had an open role to set up Resource Management in APJ and lead the function; while I did not know anything about resource management, I had core skills in large transformations in tech and operations as well as extensive project management skills, and I decided to jump on that wagon to learn and be curious and have been having a blast since then!

### ***What characteristics do you think make a good resource manager?***

1. You must LOVE talking/listening/influencing people. In this role, you talk to people the whole day, from sellers to consultants to business stakeholders, you are constantly negotiating the whole day to move the dial.
2. Understanding the business very clearly, being able to articulate it to others and how can resource management team be a partner with the business to achieve these outcomes.
3. Understanding the data and providing insights to the business in a meaningful way so that fast decisions can be made, but also help set the strategic direction. Resource Management Function is like the control tower of an airport, data is coming in constantly from all over the place, and we are in a very unique position to put all of this data together and help make informed decisions.
4. Have an eye for innovation and invent and simplify through automation. You want to be a strategic partner to the business and to do that, you need to find ways to automate the basic mechanics where human intervention is not required and introduce self-service where the user and customer experience is the key to success.

### ***What has been your biggest resource management challenge to date; and if you have overcome it, how?***

Lending consultants cross country, cross continents while being compliant to all laws has been a massive challenge. By profession, most of us in the resource managers team do not come from a legal/tax or immigration background and when we operate across so many countries in the world, it can be quite overwhelming to understand the laws of how each country operates and what visa is required to lend consultants to another country. Building that foundation and embedding it into our resource management process was not easy, and even harder to teach others. In order to get through this, and be compliant, we had to work with tax, legal and immigration teams to understand the challenge and potential solutions. This resulted in documenting details about each of the countries we operate in APJ and the rules we had to be aware of for each country. This documentation then evolved into a process documentation for resource managers, and a different one for stakeholders and reporting for the tax/legal and immigration team. During Covid, we seized the opportunity to invent and simplify these mechanisms based on feedback from the field and automated the process which reduced 50% of the effort and improved the application process from 2 weeks to <10 mins.