



Power UP

Five Ways Resource Management Brings Business Value

June 17, 2020

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RMI Mission



The RMI is dedicated to the advancement of resource and workforce management thought leadership, best practices and standards, globally recognized credentials that certify resource and workforce management expertise, and tools and resources necessary for effective and efficient management of human capital intensive businesses.

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We are helping companies via better resource management to achieve improvements in:

- Project performance
- Resource utilization
- Customer satisfaction
- Employee engagement/retention

We do this by providing:

- Best practice definition and development
- Market research and white papers
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RMI offers resource management classes and certification for project-based services teams.

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Five Ways Resource Management Brings Business Value

#1: Data-based RM = Improved Decision Making

“The goal is to turn data into information, and information into insight.” – Carly Fiorina, former executive, president, and chair of Hewlett-Packard Co.

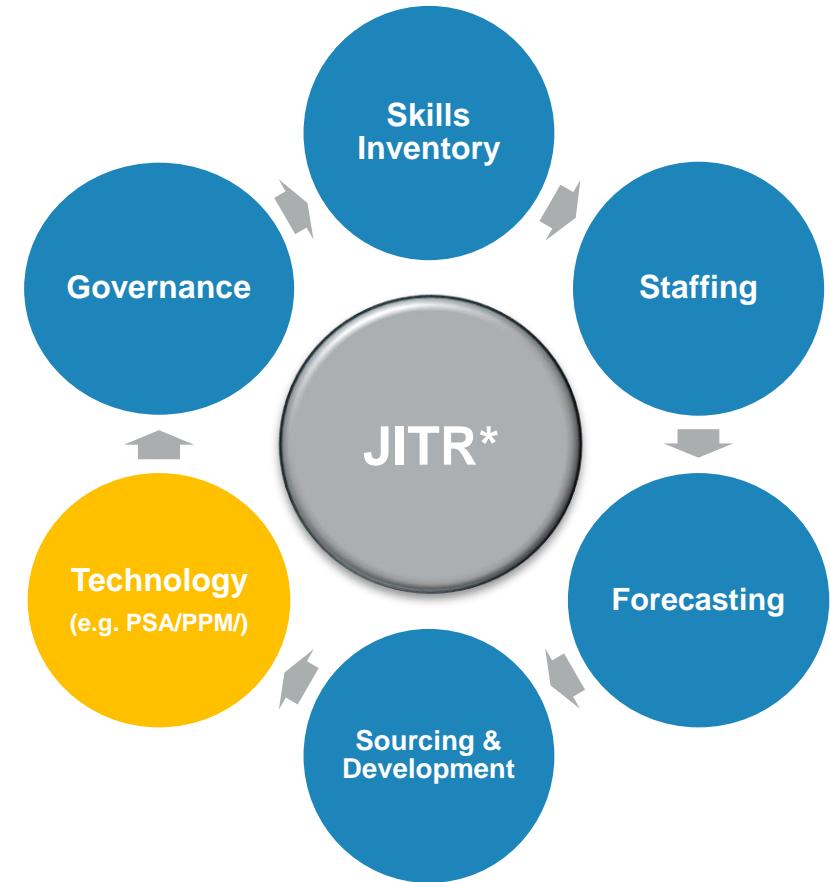
“You can have data without information, but you cannot have information without data.” – Daniel Keys Moran, an American computer programmer and science fiction writer.

- People are our most valuable/expensive asset therefore require thoughtful investment and deployment
- **Data supports fact based choices**
- Good data makes automation more capable
- **Facts remove noise in the system**

#1: Data-based RM = Improved Decision Making

Getting to data-based means:

- Putting the **data-intensive JITR elements** in place
- Ensuring the data is accurate and up-to-date
- Implementing a good **automation tool** to turn information into insights and actions



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#2: RM Enables Better Project Prioritization

Balancing supply and demand is a constant challenge.

With the right data, RM processes should:

For projects involving **external** customers:

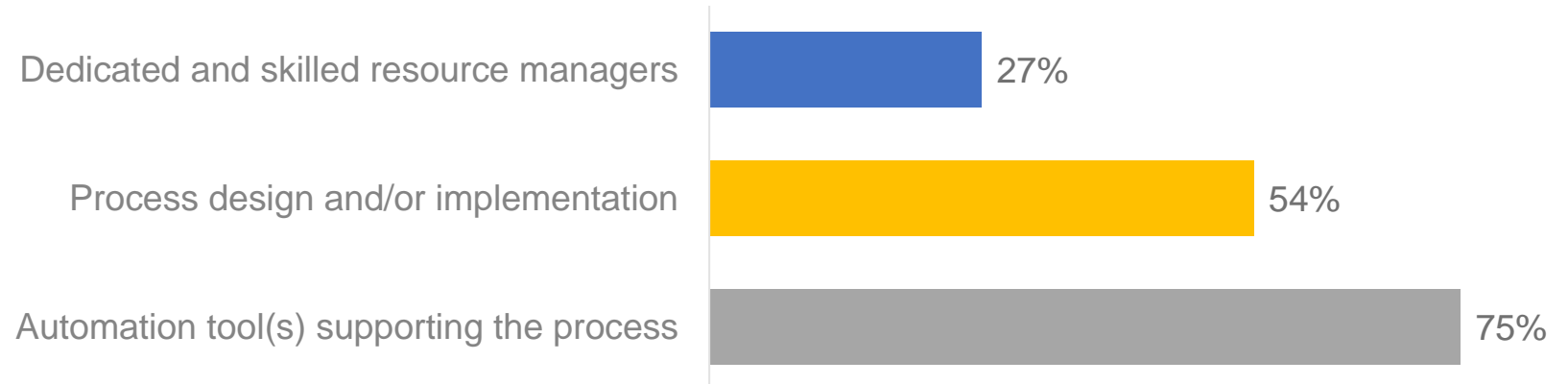
- Facilitate rapid re-optimization to maximize revenue opportunities
- Shorten time to staff to improve customer responsiveness

For projects involving **internal** customers:

- Identify where ALL my resources are deployed to ensure they are working on the right things
- Prioritize those projects with a likelihood of being launched and completed in a timely way

#3: RM Leads to Improved Business Outcomes

- 01** Project performance – on-time, on-budget, and good quality - all lead to more **revenue and/or effective reduction of tech debt!**
- 02** Utilization – predictable achievement of benchmark levels
- 03** Better customer experience / satisfaction



#3: Follow these RMI Best Practices to Achieve Improved Business Outcomes

01

Use a **centralized approach to RM** with transparent visibility enterprise-wide to all available resources

02

Benchmark operational efficiency **using 2080 for your utilization denominator**. Adjust for different work situations e.g. type of work, vacation standards, etc. by adjusting your targets

03

Implement a **documented RM process** with supporting training

04

Focus **on metrics that matter** – Project performance, utilization, customer and employee retention/satisfaction

05

Build and operate a **Resource Management Office (RMO)** to manage RM for your enterprise

06

Invest in your Resource Managers – training and career paths

07

Let your process requirements drive a **use-case driven selection process for automation tools**. Process design should precede PSA/PPM tool selection

08

Leading delivery organizations have a **three part (business planning, forecasting, staffing) approach to forecasting and capacity planning** to meet the dynamic needs of the business

09

A properly designed skills database and process will include defining skills by role, implementing regular updates by employees, and conducting proper validation of employee data by management or SMEs

10

Processes should be developed to **better balance priorities for project allocations** between the need for business efficiency (utilization) **with organizational objectives for employee engagement and retention**

#4: RM Enables More Engaged Employees



Employee Engagement Mini-whitepaper series

Making Talent Retention Job #1

Randy Mysliviec – Managing Director

Key Finding

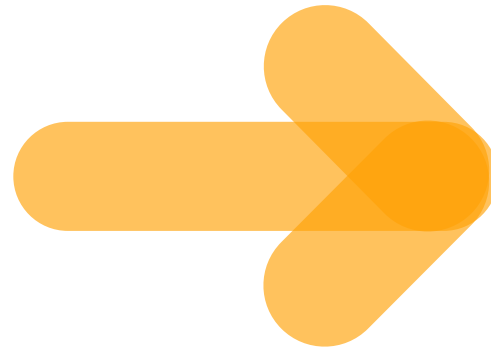
The kind of work I do every day, my enjoyment of that kind of work, and a sense that *my work is aligned with my career aspirations and goals* are fundamental to how ‘engaged’ I am with the company I work for.

Employee Engagement has become an important role for the RMO, and a need for new ways of collaborating with HR and delivery, especially where scalable capabilities are needed!

How the RMO (and good RM processes) can Help

Key drivers of turnover

- Career Development
- Work-Life Balance (burnout)
- Sense of Purpose
- Bad Manager
- Personal issues
- Compensation and Benefits



RMO/RM best practice includes:

- Capturing employee career wants/needs, and relevant personal wants/needs e.g. travel desires in the skills database – this is where process and technology enable scalable employee engagement support. Have a cadence for regular updates.
- Redefining project allocation priorities/algorithms to incorporate employee engagement objectives more in balance with other criteria

Collaboration with HR and the Delivery Teams Important

#5: RM is Your Foundation For Strategic Labor Planning

Strategic labor sourcing, talent and cost management will define the service delivery battleground of the future.

How do we:

- Retain the best and the brightest?
- Lower hourly cost per person while labor costs as a whole are rising?
- Achieve flexible and reliable sourcing of talent?

RISING LABOR COSTS

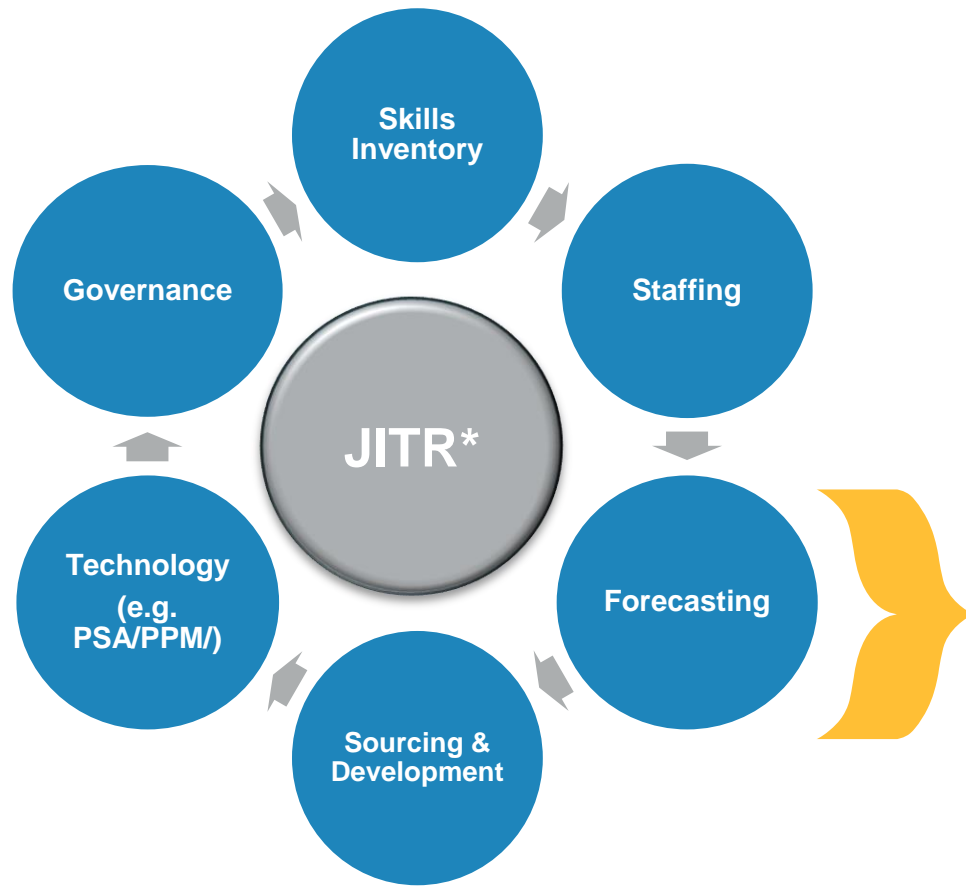
SOURCING COMPLEXITY

COMPETITION

GIG ECONOMY



#5: RM is Your Foundation For Strategic Labor Planning



Armed with timely accurate data, plan to source labor that is more cost effective by:

- Creating a 'best view' of the future
- Identifying your gaps when comparing supply vs. demand
- Analyzing past use of labor vs. future view – were we optimized?
- Creating a reoptimized view of how/where you plan to source for your given time horizon
- Aggregating resource needs to drive better deals when sourcing from a vendor
- Encouraging competition for my work

Effective forecasting will be critical

HR things happen in cycles of months, not days or weeks

A flexible RM model will make strategic sourcing a reality

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Resource Managers

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Collaborate with Industry Peers

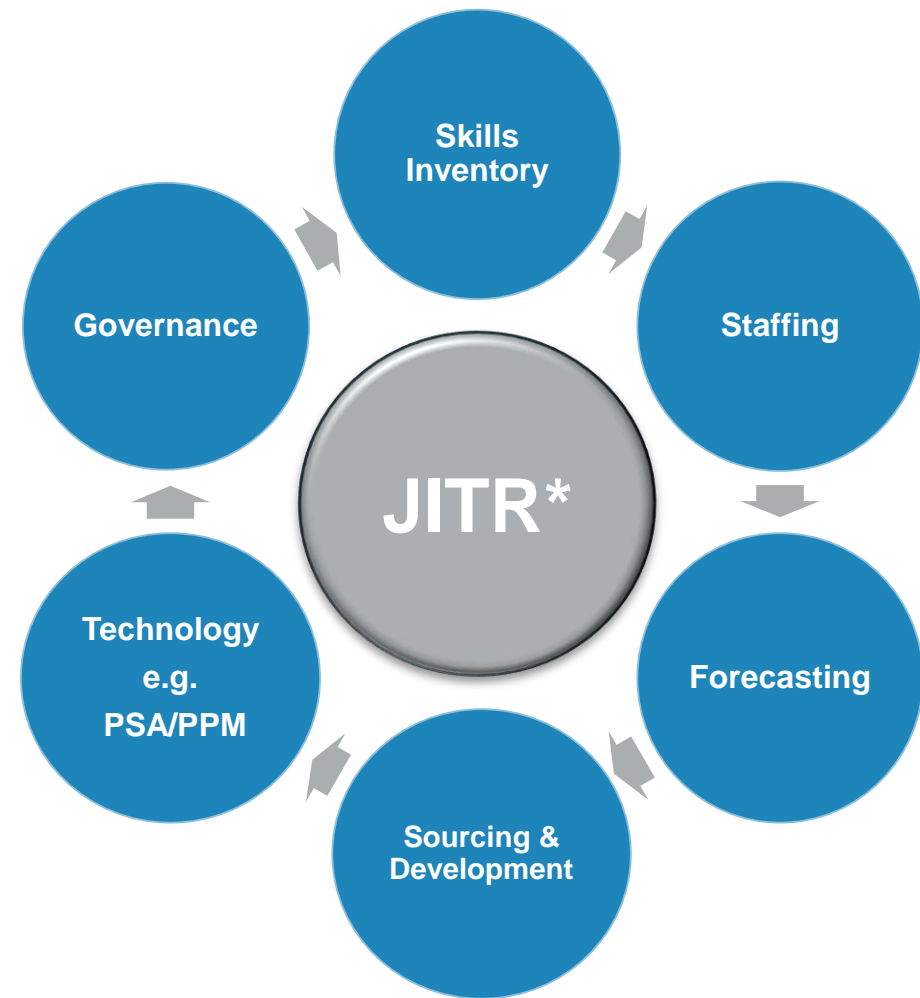


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JITR = Just-in-Time Resourcing®

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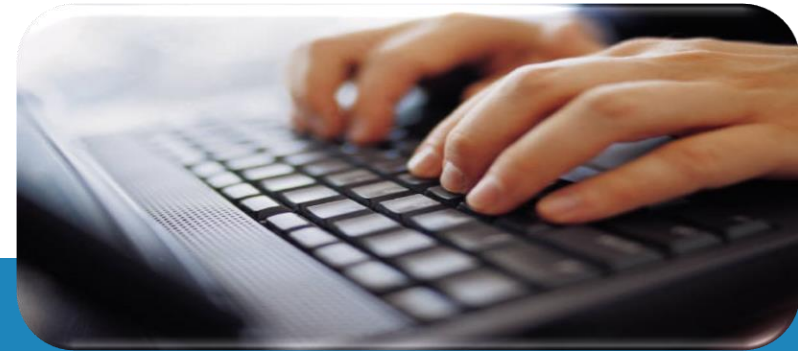
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Q&A

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