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# State of Resource Management

*Latest Research, Best Practices*  
**2023**

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# Resource Management

## Welcome

Dedicated to the advancement of resource and workforce management thought leadership, best practices, and standards

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Project Performance  
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Customer Satisfaction  
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RMI offers resource management classes and certification for project-based services teams.

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**Resource Management**

**Perspectives**

# Mega Trends in the Workforce

2021–2031

## Domestically<sub>1</sub>

- The U.S. population growth rate is slowing from 1.3% in mid-2000's to .7% by 2031
- Less people are participating in the labor force. It is projected to decrease from 61.7% to 60.1%
- GDP expected to grow 2.1% annually over same period

## Globally<sub>2</sub>

- India is forecasted to unseat China as the most populous country on the planet in 2023
- The United Nations forecasts half the world's population will come from 8 countries by 2050:
  - *Democratic Republic of Congo, India, Pakistan, Egypt, Ethiopia, Nigeria, Philippines, Tanzania*

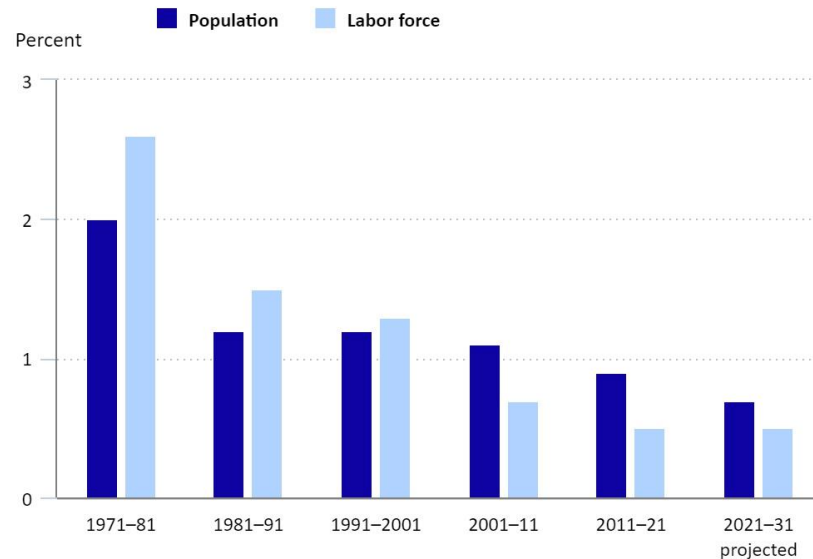
2021–2050

# The Great Resignation, Reshuffle or Retirement?

Labor force participation rate is shrinking faster than the population growth is declining.

Interesting generational dynamics in labor force participation. Historically high 'over-65' levels will exacerbate future labor supply levels.

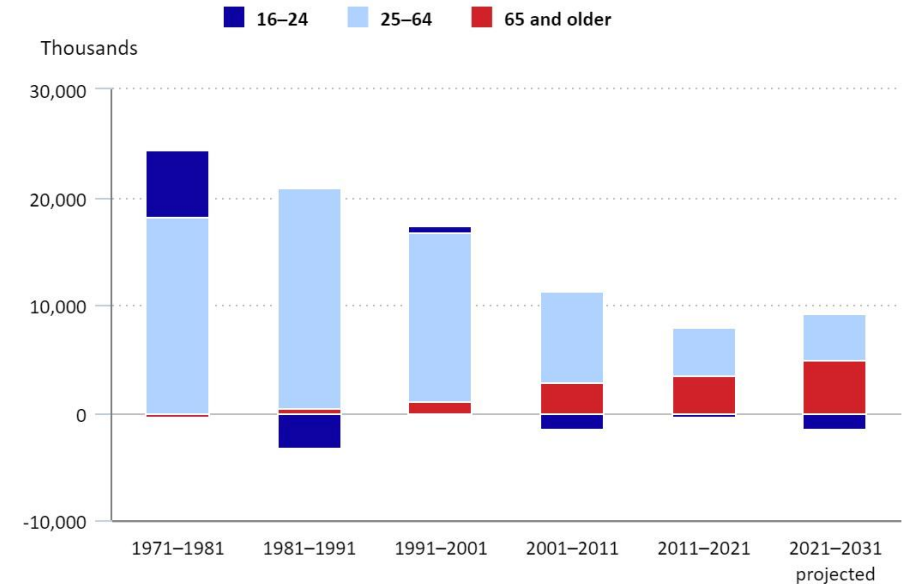
Chart 6. Population and labor force growth, 10-year compound annual rates of change, for selected periods and 2021–31 projected



Click legend items to change data display. Hover over chart to view data.  
Source: U.S. Bureau of Labor Statistics.



Chart 5. Labor force change, by age group, for selected periods and 2021–31 projected



Click legend items to change data display. Hover over chart to view data.  
Source: U.S. Bureau of Labor Statistics.

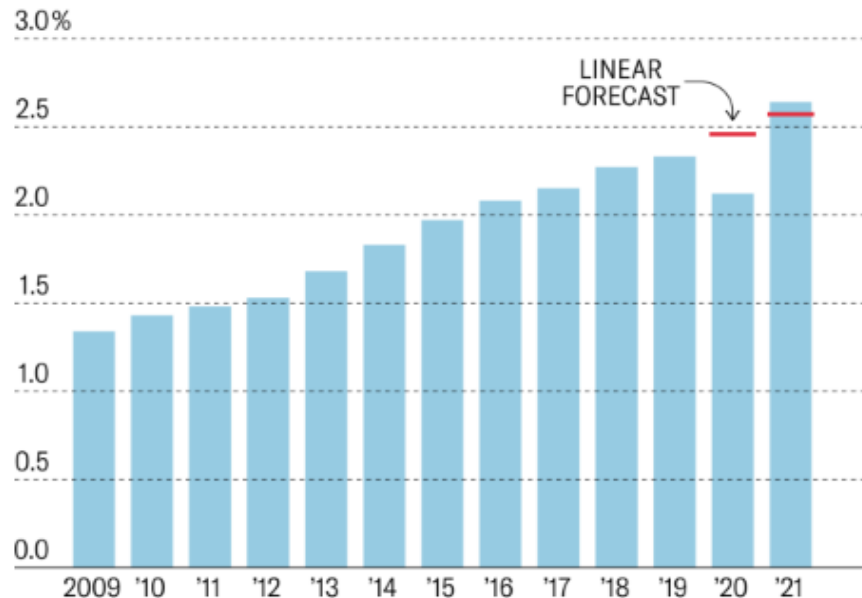


# The Great Resignation, Reshuffle or Retirement?

## Average Monthly Quit Data

Data on total employment from 2009 through 2019 reveals that the Great Resignation is not a pandemic-driven anomaly.

### Share of workers voluntarily leaving jobs



Source: Bureau of Labor Statistics, author's calculations



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Trend of quits has been steadily rising

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COVID-19 hit the 'Pause' button

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Resignations slowed as workers held onto jobs in 2020

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Led to acceleration of workers leaving their jobs due to postponing their plans for change.

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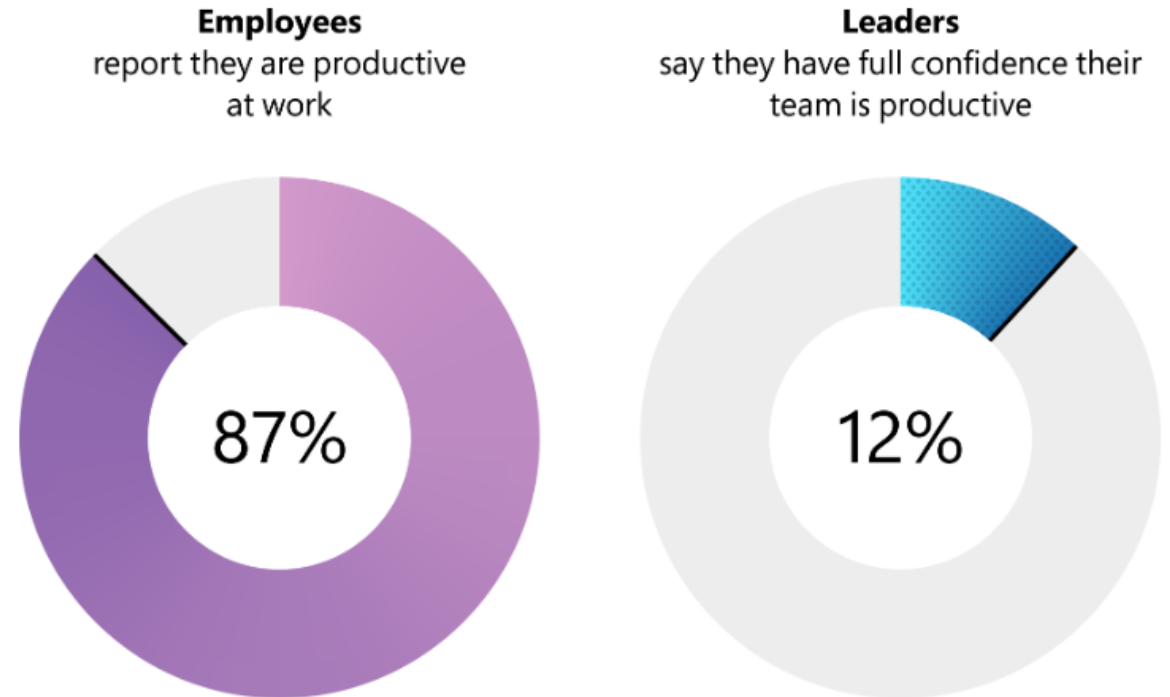


# What About Remote Working?

- A recent metro-area survey states that companies have passed the 50% mark for employees returning to the office.
- The data suggest we are settling into a new normal of remote and hybrid working.
- To address the Productivity Paranoia, work clarity is key.
- The predominant reason people come into office is for each other. Employees seek engagement. <sup>4</sup>

## Productivity Paranoia

There is a stark disconnect between the portion of leaders who say they have full confidence their team is productive (12%) and the portion of employees who report they are productive at work (87%).



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# Resource Management

Observations, Research & Leading Practices

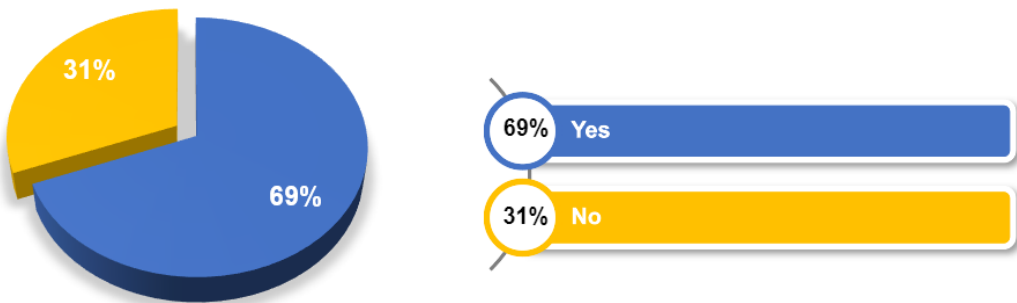
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## Observation #1

Resource Management keeps growing and becoming more relevant

# Growing Presence of RMOs

Do you currently have a RMO?

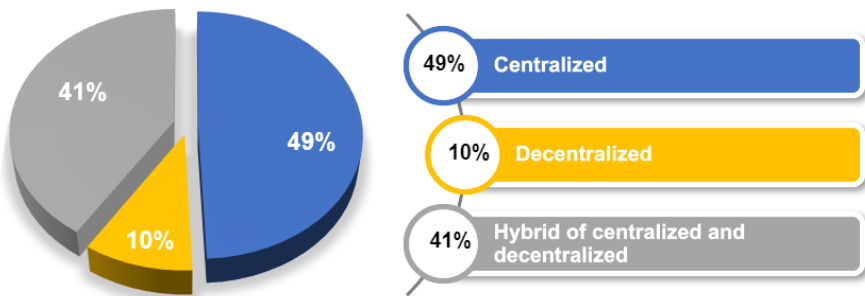


Presence of an RMO among member organizations remains high, though unchanged at 69%.

For organizations that have RMO model in place, 49% have a centralized model.

However, between 2019 and 2021 there was an increased shift of 7% towards Hybrid model (41%).

What RMO Model do you have in place?



# RMO Scope and Functional Responsibilities

- If you have not established a clear charter for your RMO, then do this first.
- For new or existing RMOs, closely assess and define the scope of your RMO.

Area	Sub-Area	Typical Industry RM Functions	
		Responsible	Not Responsible
Staffing		<ul style="list-style-type: none"><li>• All staffing and tracking of resources to delivery projects &amp; assignments</li><li>• Proactive monitoring of bench and roll-offs</li><li>• All third party staffing</li></ul>	<ul style="list-style-type: none"><li>• Non-billable resources</li><li>• Client management and oversight teams (typically)</li></ul>
Demand Planning & Forecasting		<ul style="list-style-type: none"><li>• Establishing a delivery management or staffing committee</li></ul>	
		<ul style="list-style-type: none"><li>• Maintain resource forecast and capacity plan based on needs of the organization (vertical, practice, function, role)</li><li>• Establish "interlock" process for continuous data validation with identified stakeholders (Sales, Verticals, DMOs &amp; PMOs)</li></ul>	<ul style="list-style-type: none"><li>• Revenue forecasting support</li></ul>
	Resource Monitoring	<ul style="list-style-type: none"><li>• Every resource should have an assigned RM</li><li>• RM should develop a working knowledge of each assigned resource and monitor the welfare of the resources (skills, desires, assignments, aspirations)</li><li>• Work with delivery leads to take positive resource action for a resource (job rotation, skills acquisition, etc.)</li></ul>	<ul style="list-style-type: none"><li>• Directly managing resources</li><li>• Managing the career development of the resource</li></ul>
Staff/ Supply Management	Skills Profile & Taxonomy Mgmt.	<ul style="list-style-type: none"><li>• Leading, facilitating and supporting the development of taxonomy, job families, and reviews by delivery teams</li></ul>	<ul style="list-style-type: none"><li>• Actually defining what skills should and should not be in the skills inventory</li></ul>
	Skills & Profile Data Management	<ul style="list-style-type: none"><li>• Establishing skills management guidelines for delivery team and individuals</li><li>• Monitoring skills management compliance. Ensure data integrity</li></ul>	<ul style="list-style-type: none"><li>• Policing or being the "bad cop" on skills updates by resources. This needs to come from delivery leadership</li></ul>
	Third Party / Contractors	<ul style="list-style-type: none"><li>• Executing staffing process for partner resources.</li><li>• Including in capacity planning reporting and tracking (only RM)</li><li>• Conduct forecasting interlock with strategic sourcing partners</li></ul>	<ul style="list-style-type: none"><li>• Onboarding partner resource</li><li>• Partner strategy, pricing and financials (PSA invoicing...)</li><li>• Partner resource delivery quality</li></ul>
Sourcing	Recruiting Support	<ul style="list-style-type: none"><li>• Assist delivery teams in tracking timing of new recruits</li><li>• Develop and maintain recruitment pipeline</li></ul>	<ul style="list-style-type: none"><li>• The specific status of the recruiting pipeline at the team or individual level</li></ul>
	Training & Development	<ul style="list-style-type: none"><li>• Devise and support the monitoring of skills development</li><li>• Ad hoc analysis of skills and capabilities of staff</li></ul>	<ul style="list-style-type: none"><li>• Overseeing skills development programs</li><li>• Tracking individual resource progress for skill progression</li></ul>
Governance		<ul style="list-style-type: none"><li>• Utilization reporting</li><li>• Resource Supply analysis</li><li>• Resource Demand analysis</li><li>• Skills &amp; profile (i.e. resumes) compliance &amp; completeness</li></ul>	<ul style="list-style-type: none"><li>• Anything revenue and profit related</li><li>• Customer satisfaction measurement/surveys</li><li>• PSA maintenance and config.</li></ul>

Scoping your RMO

Can your RMO do more? Should your RMO do more?

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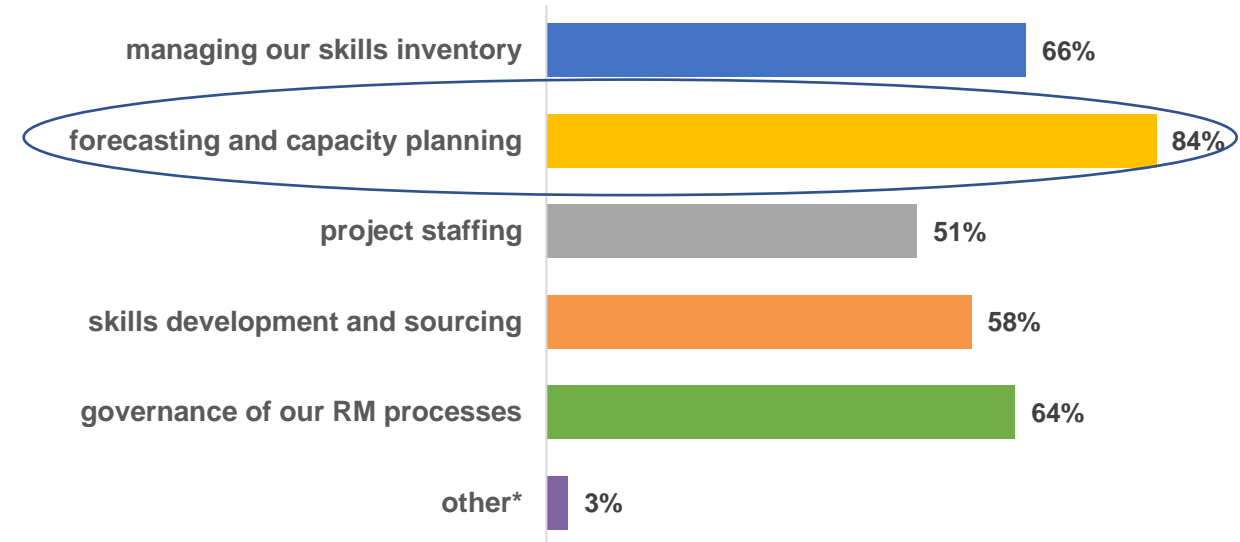
## Observation #2

Resource Forecasting is all about the data

# Forecasting

- 61% believe their organizations recognize importance of Forecasting to a great extent. <sup>6</sup>
- 84% believe Forecasting is largest inhibitor to effective RM. <sup>7</sup>
- Quality and ownership issues for demand data continue to be the persistent challenges to effective forecasting.

## What is largest inhibitor to effective RM?



Q1 2022 RMI Survey Series: Inhibitors to Effective RM <sup>7</sup>

# Addressing Data Quality

**If we only had more  
reliable data from  
sales!!**



80% - 85% of our demand exists in our backlog of work. How come we struggle to forecast the information we control?



# Root Cause Analysis

**Get to the real root cause of your data issues.**

*Caution, it might scare you*

## ***Root Cause***

The business is very fluid, constant change



Simplify what you sell and how you deliver

Project plans are very complex to manage (in the tool)



Revisit the approach for project structures

PMs do not have enough time



Revisit what it means to be a PM

## ***Potential Solutions***

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## Observation #3

### Employee Engagement: Rethinking RM's Role

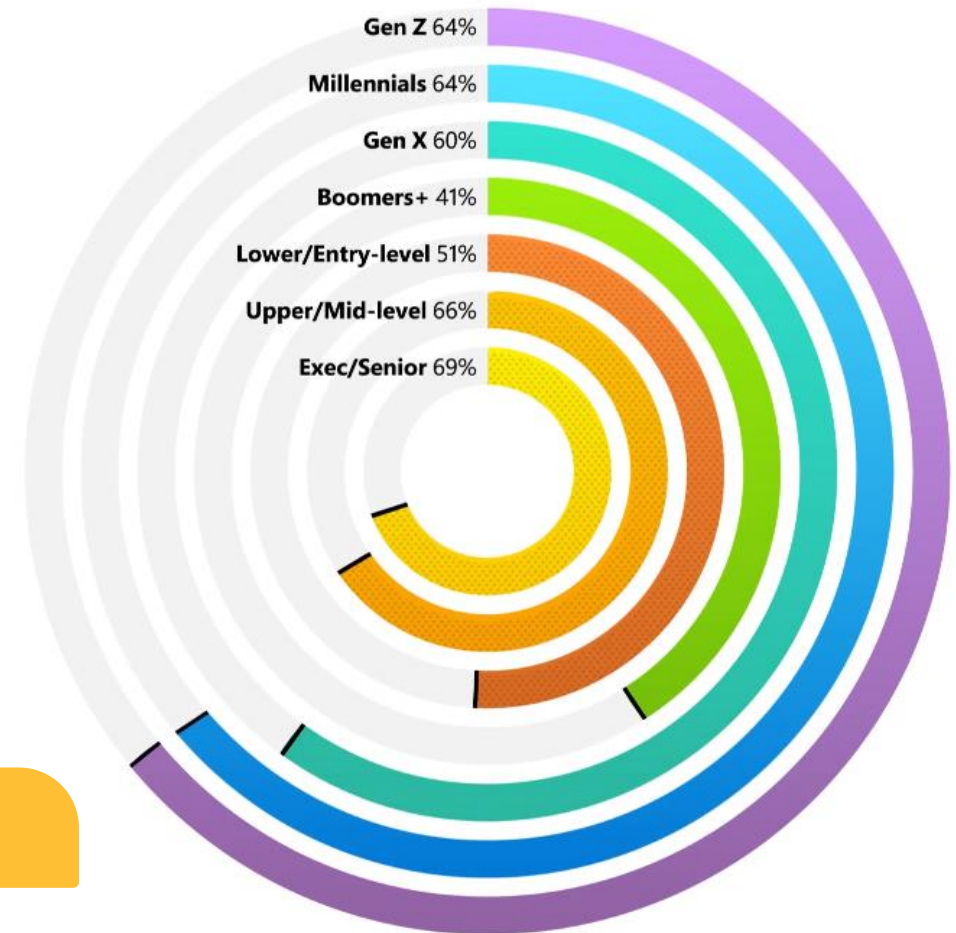
# Employee Engagement

- A critical element of engagement is **learning & development**. If employees can't learn and grow, they'll leave.
- Best leaders prioritize learning & development
  - 76% of employees would stay at their company if they could benefit from learning and development support <sup>4</sup>
- According to LinkedIn <sup>4</sup>
  - Skill sets for jobs have changed by 25% since 2015
  - This number is expected to double by 2027
  - Anticipate that the Top 10 skills for Project Managers, Engineers, IT professionals will change by 70% between 2015 - 2027

**Are you investing enough in your people?**

## If People Can't Learn, They'll Leave

Many workers feel that they need to leave a company to develop their skills.



# How RMOs Help with Employee Engagement

- Leveraging knowledge gained from employee's aspirational and developmental areas
- Ability to profile skills, capabilities and experience



- Providing more monitoring and visibility
- Bench management, assignment aging

- Balancing the needs of the individual and the organization
- Creating opportunities for employees

- Diversity, Equity and Inclusion
- Effective RM is about objectivity and transparency

**Think of it as re-recruiting your employees!**

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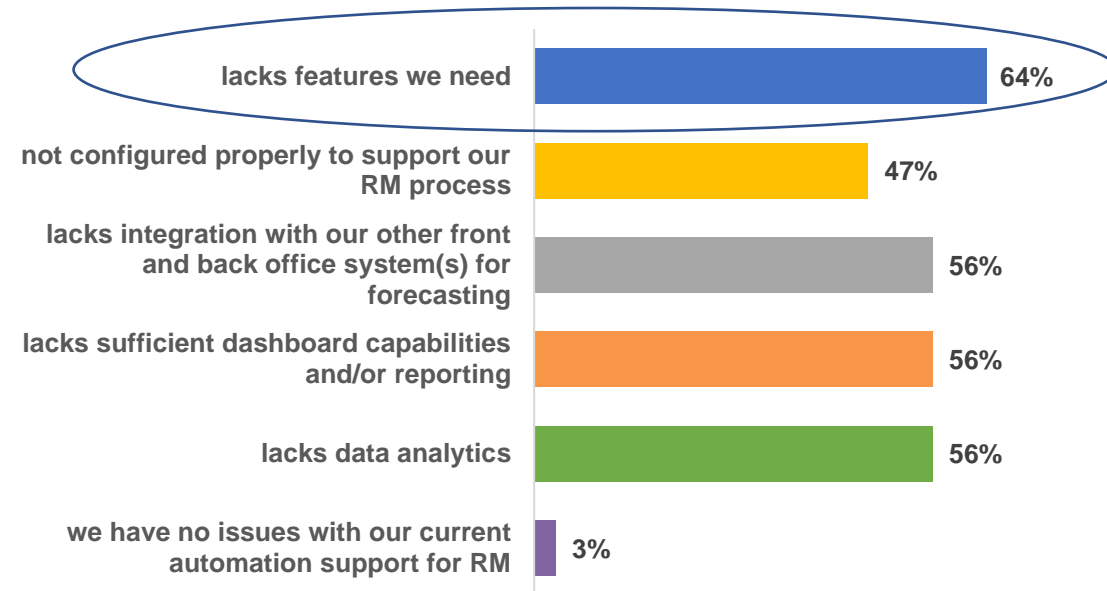
## Observation #4

RM Technology: Capture, Perfect, Automate

# Optimizing Technology

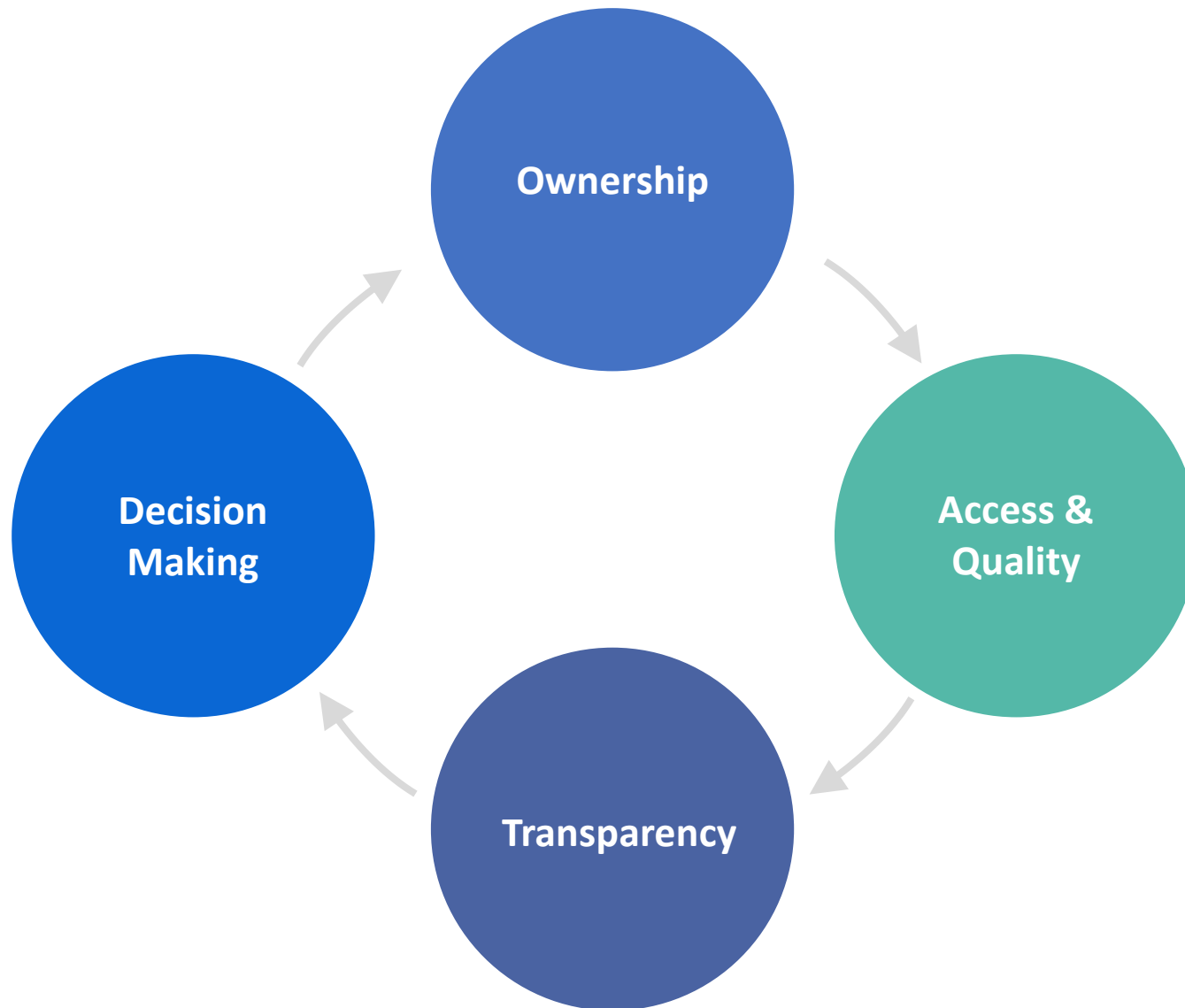
- Lack of technology features is consistently raised as inhibitor to RM by RMI survey respondents
- Lack of features is not the whole problem
  - Q1 2022 RMI Survey Series topic *Inhibitors to Effective RM* reports inhibitors in technology and process design are equally problematic
- Solve the RM process design problem first, then support it with a proper technology solution

## Technology inhibitors of RM automation



Reference: 7

# Capture and Perfect, then Automate



- Have you clearly identified who owns and is responsible for the data? Is it realistic?
- Garbage in, garbage out. How much rigor do you have on data quality and governance?
- Sunshine is the best disinfectant. There should be very little to hide.
- Do you have a framework that drives quick consensus on the required action.

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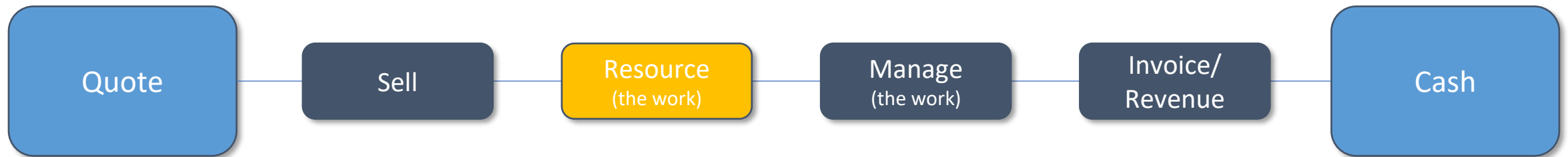
## Observation #5

Think Bigger



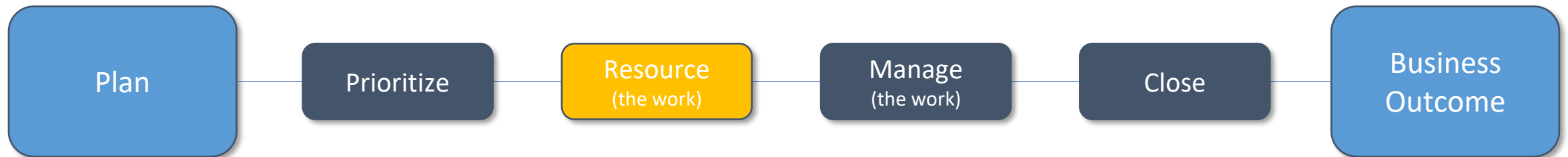
# Quote to Cash

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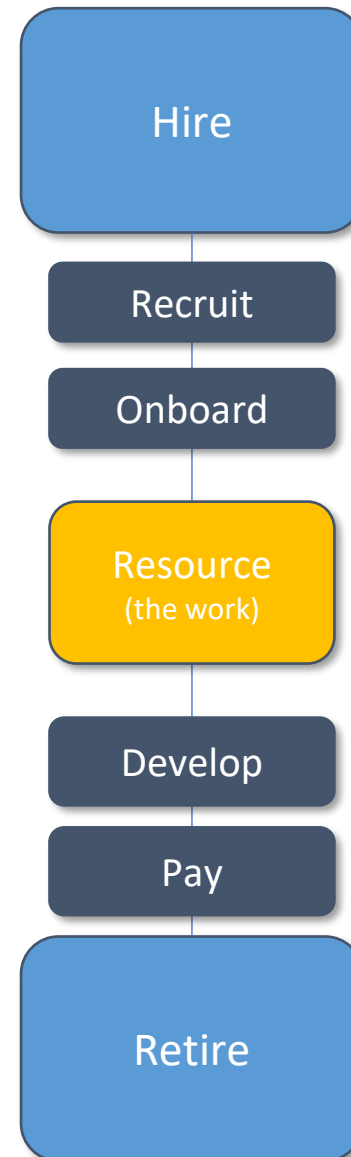
# Enterprise Planning & Execution

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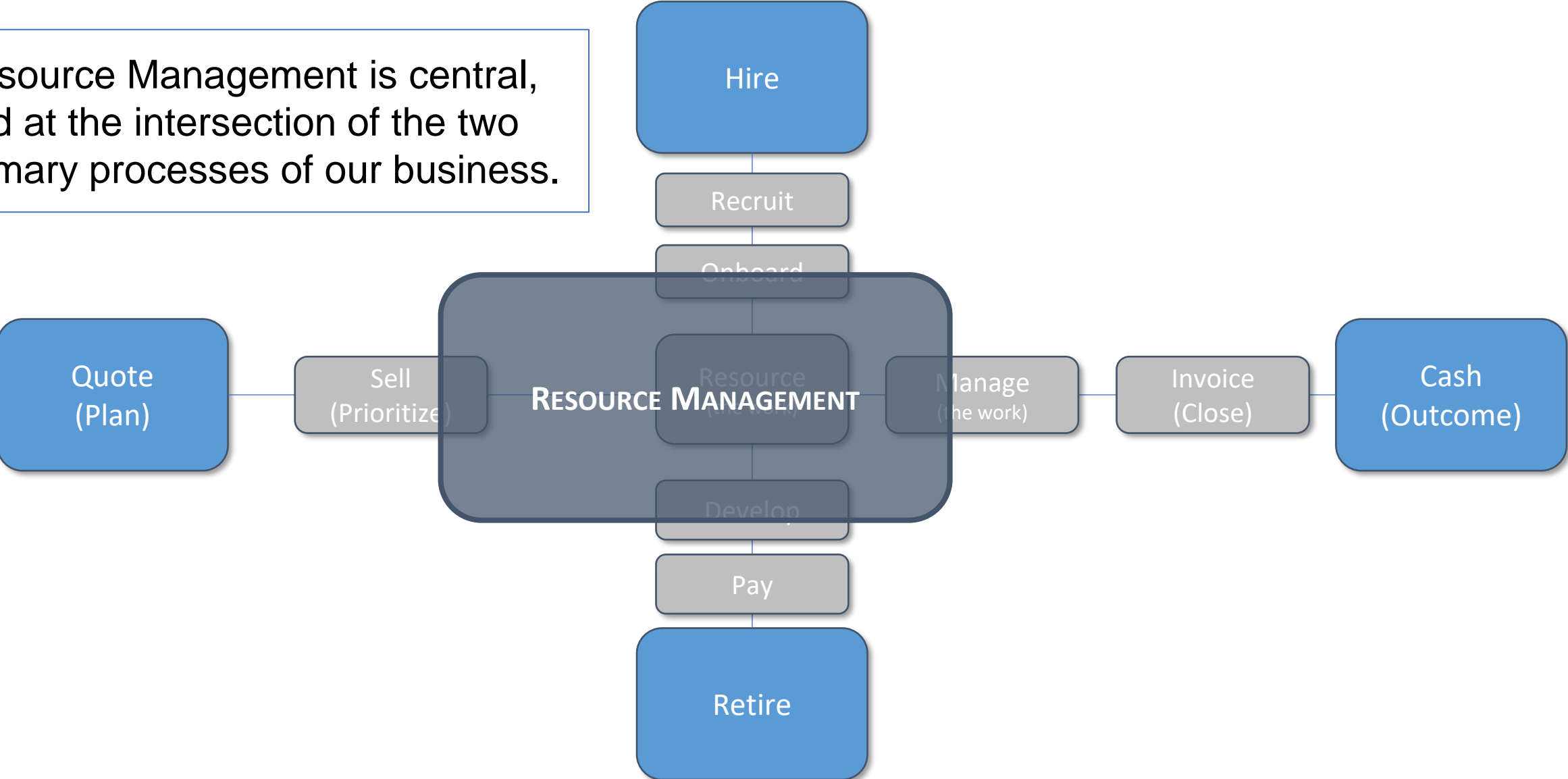
# Hire to Retire

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# RM is Central to our Businesses

Resource Management is central, and at the intersection of the two primary processes of our business.



## Strategic RM/WFM

### Services RM/WFM

Professional Services

Support Services

Field Services

Managed Services

Services Organization

### Enterprise RM/WFM

Product Development

Engineering

IT

PMO

Enterprise Organizations

# More Common than Different

## Just-in-Time Resourcing®



- Skills, experience and profile data are valuable across the enterprise.
- Sourcing & development strategies can be standardized and support more redistribution of talent across teams.
- Staffing and forecasting approaches will vary, but still build from the same fundamentals of modeling supply and demand.

# 4

## RMI Tools and Events

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# Upcoming RMI Events and Research

Event	Update
<b>RMGS 2023</b>	<ul style="list-style-type: none"><li>• Scheduled for <u>April 20-21, 2023</u> in Dallas, TX</li></ul>
<b>Quarterly Power UP sessions</b>	<ul style="list-style-type: none"><li>• Our next PowerUp will be <u>March 15th</u>, "Trends and Best Practices for Skills Management."</li><li>• Additional 2023 PowerUp topics: "Trends in Digital Transformation for Resource Management," "Effectively Managing Resources Across Teams," and "Best Practices in Forecasting."</li></ul>
<b>Quarterly market research</b>	<ul style="list-style-type: none"><li>• Q4 2022 survey on Skills Tracking and Management has been published.</li><li>• Our Q1 survey on RMO Organizations (trends survey) is open.</li><li>• Additional 2023 research topics: The Profession of the Resource Manager (trends), Resource Management Governance Processes (first time survey), and Digital RM Automation Tools (trends)</li></ul>

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- Certification exam
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  - **\$1,995** after March 17, 2023
  - Bundle with RMGS registration
- **RM Soft Skills: April 19, 2023**
  - Special one-day in-person event
  - Bundle with RMGS registration
- **Next Level RM: April 19, 2023**
  - Special one-day in-person event
  - Bundle with RMGS registration
  - Includes Advanced and Strategic RM courses



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- **August 22–24, 2023 (Cincinnati, OH)**
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- **November 7–9, 2023 (tbd.)**
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# 5 Wrap Up/Q&A



Q & A

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