



*Presents the 6<sup>th</sup> Annual...*

# State of Resource Management

*Latest Research, Best Practices*  
*2020*

*Thanks to Our Sponsors:*



# Agenda

1

The RMI and RM Community

2

Resource Management Perspectives

3

Resource Management: Observations, Research and Best Practices

4

RMI Tools You Can Use

5

Wrap-up

# 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.

[www.resourcemanagementinstitute.com](http://www.resourcemanagementinstitute.com)

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
- Training and certification
- Industry collaboration/events

# Growing the RM Community

**530+ Member  
Companies and  
Growing**

**100% growth in past  
year!**

## **Resource Management Global Symposium**

2nd time event in 2019  
drew 138 people from  
10 countries and  
67 companies

## **Human Capital Intensive Service Providers:**

- Professional/Consulting
- Enterprise/IT
- Product development
- Marketing Agencies **NEW!**
- Other project-based work teams

# RMI Focused on Four Big Problems

## Project Performance

35 - 40% failure rates  
Time, Cost, Quality

Industry progress stalled. Does your business prioritize RM first (over PM and Quality processes)?

## Utilization

Too low, Unpredictable

What human capital intensive business does not care about personnel costs? What's the value of 1 point of utilization to your business?

## Customer Satisfaction

Internal and external customers

If your projects don't go well, what is the impact on customer satisfaction?

## Employee Satisfaction and Retention

Need for better employee engagement

RM holds some of the answers for better employee engagement leading to improved employee satisfaction and retention

Collaborate

Educate

Innovate

## Certification Program Schedule

Don't miss out on early bird pricing for both CP® online and classroom programs.

[Read More →](#)

## RMI Community



Find tools and information to solve problems, improve performance, and stay on top of your game.

[Read More →](#)

## 2020 RM Global Symposium



We are now accepting speaker applications for the 2020 Resource Management Global Symposium.

[Read More →](#)

## RM Classes & Schedules



RMI offers resource management classes and certification for project-based services teams.

[Read More →](#)

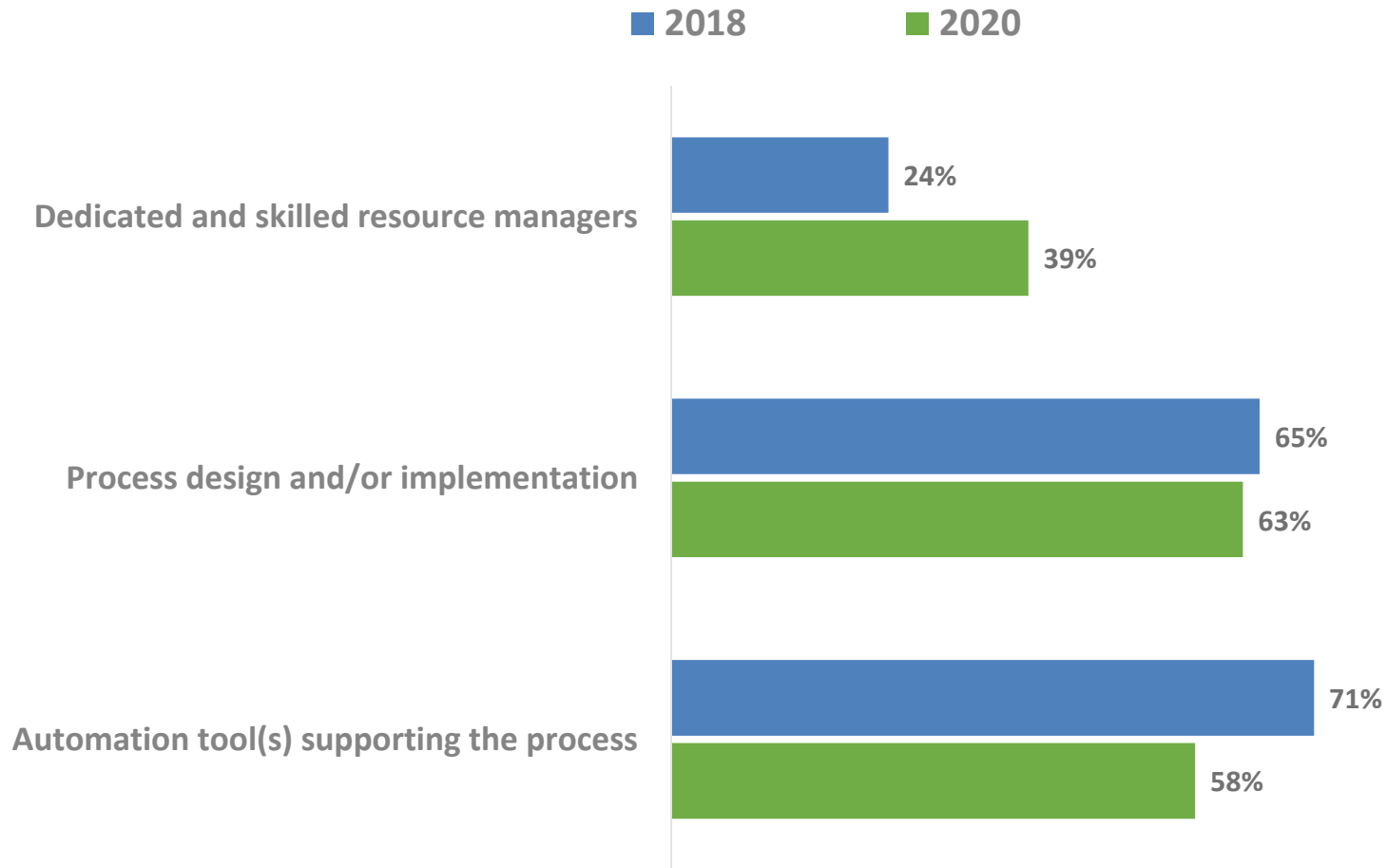
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# Resource Management

## Perspectives

## What gets in the way?

Largest inhibitors to effective resource management for project-based businesses are:



### KEY TRENDS:

- RM talent in greater demand
- RMI believes process as an inhibitor will continue to decline due to industry standardization (JITR)
- Automation tools improving – vendors are listening to RMI member input via research, Symposium, and other RMI events

Preliminary findings from  
RMI 2020 Research



# Perspectives on those Four Big Problems

## Project Performance

35 - 40% failure rates  
Time, Cost, Quality

## Utilization

Too low, Unpredictable

## Customer Satisfaction

Internal and external customers

## Employee Satisfaction and Retention

Need for better employee engagement

## Why?

Lack of RM specific process discipline

Lack of RM process education

Turnover of RM skilled resources

Insufficient automation

Project allocation methods linked solely to efficiency

# A Growing Industry Standard Process Solution for RM

\*Just-in-Time Resourcing®



## ➤ Industry benefits:

- Process standardization
- Documented processes
- Standardized training
- Community support
- Leading to more rapid time to value

Right Person, Right Place, Right Time!

# RMI Best Practice Summary - from Past 'State' Webcasts

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

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

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**Invest in your Resource Managers** – training and career paths

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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

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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**

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So what have we learned since RMGS19?

# 3

## Resource Management

Observations, Research and Best Practices



**PS/CS** Professional and Consulting Services

**MA** Marketing and Creative Agency



**E/IT** Internal IT/Shared IT Services

**PD** Product Development

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# Observation #1

Developing and implementing effective RM processes  
remains a challenge for most companies

# RM Process Support

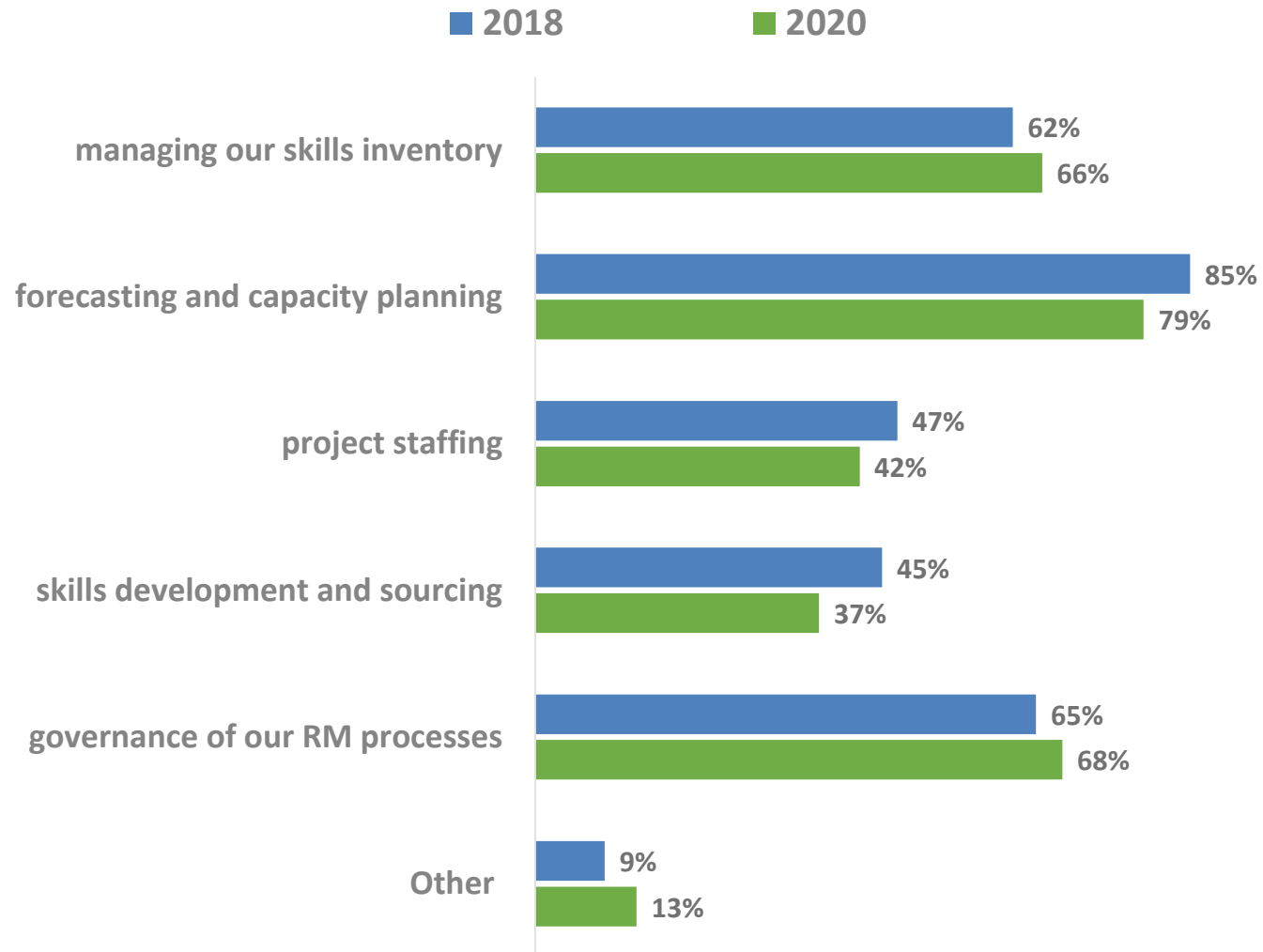


## KEY MESSAGE:

- RM process issues including development, implementation and training are impediments for many

Preliminary findings from  
RMI 2020 Research

# RM Process Priorities



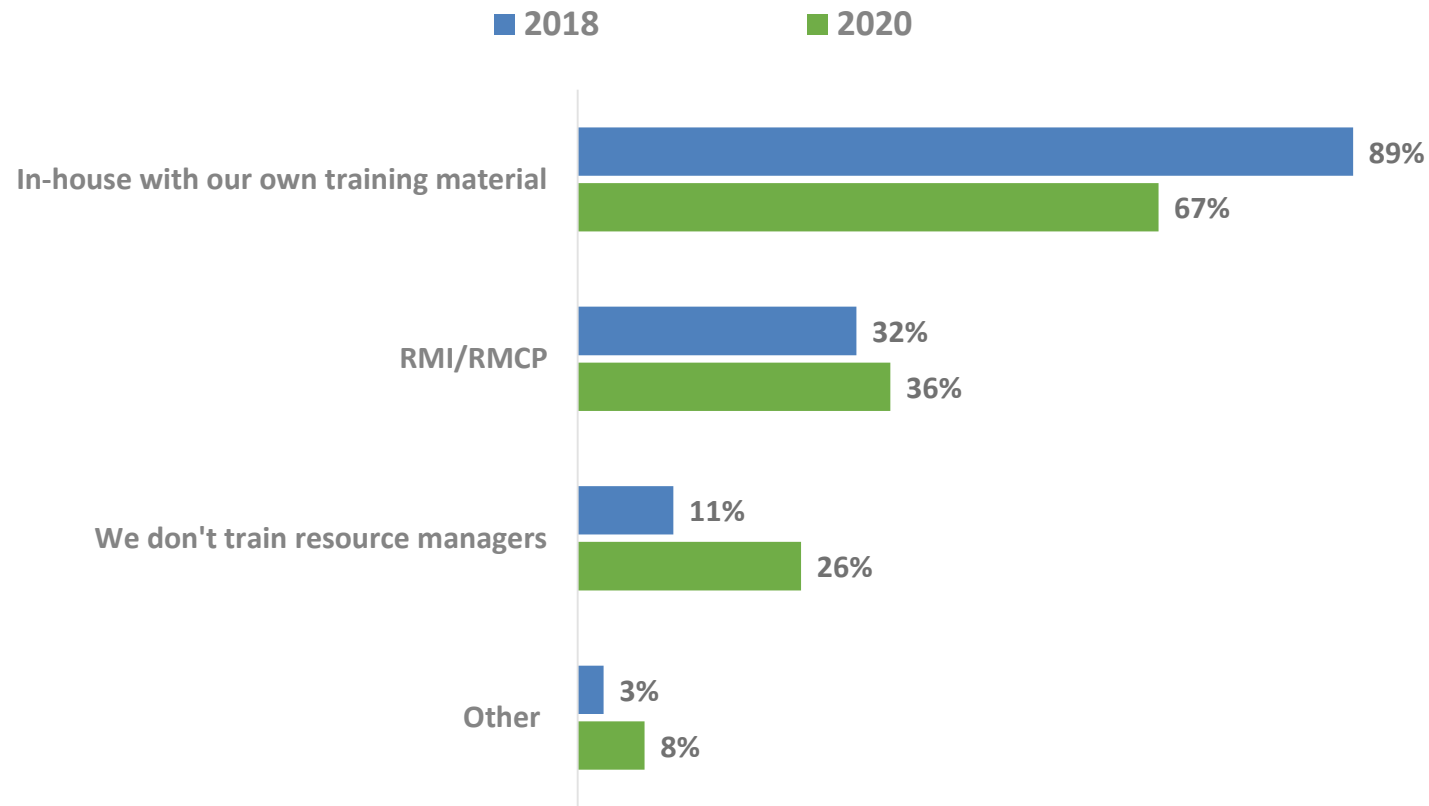
## KEY TREND:

- Forecasting and the skills inventory/management remain the largest priority for most

Preliminary findings from  
RMI 2020 Research



# RM Training Support



## KEY TRENDS:

- Commercial training growing while in-house and custom are declining
- Troubling trend regarding 'we don't train' for RMs

Preliminary findings from  
RMI 2020 Research

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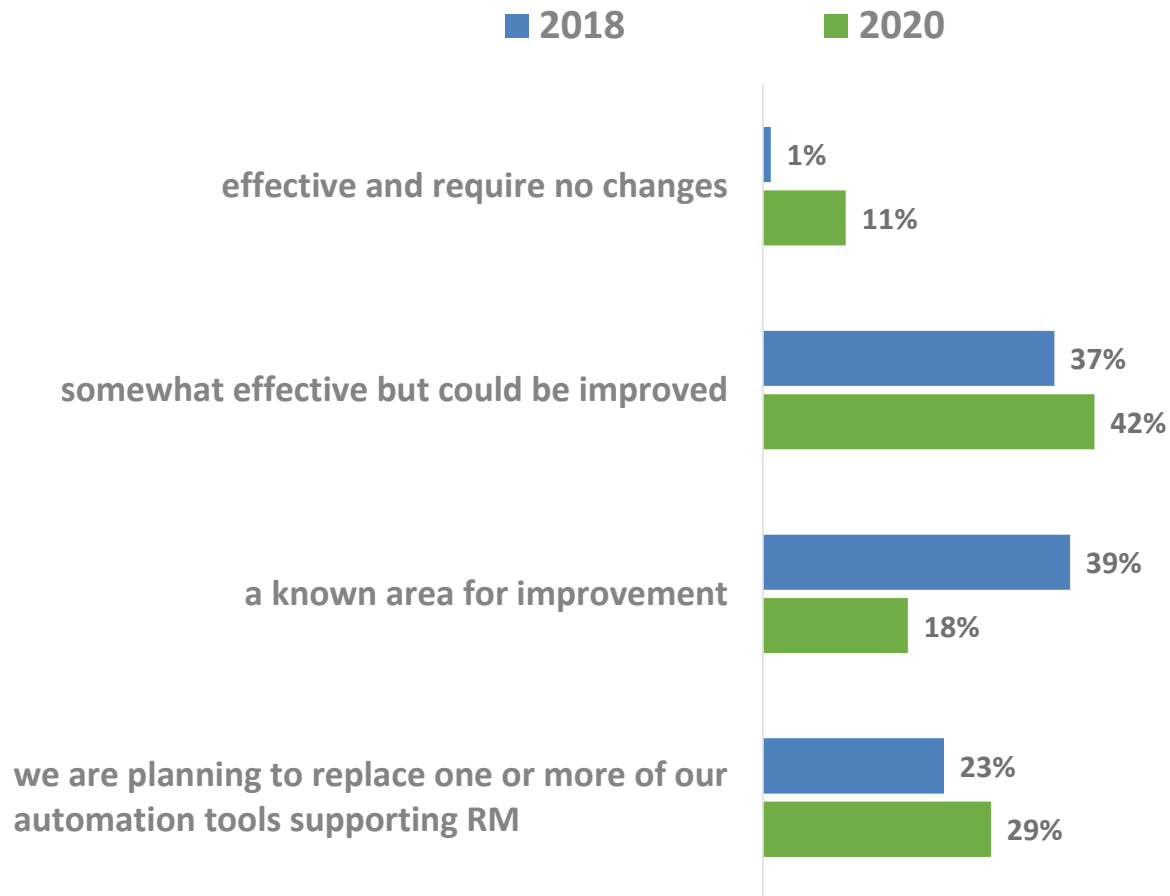
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## Observation #2

Automation tools are getting better but more is needed

# RM Automation Tools

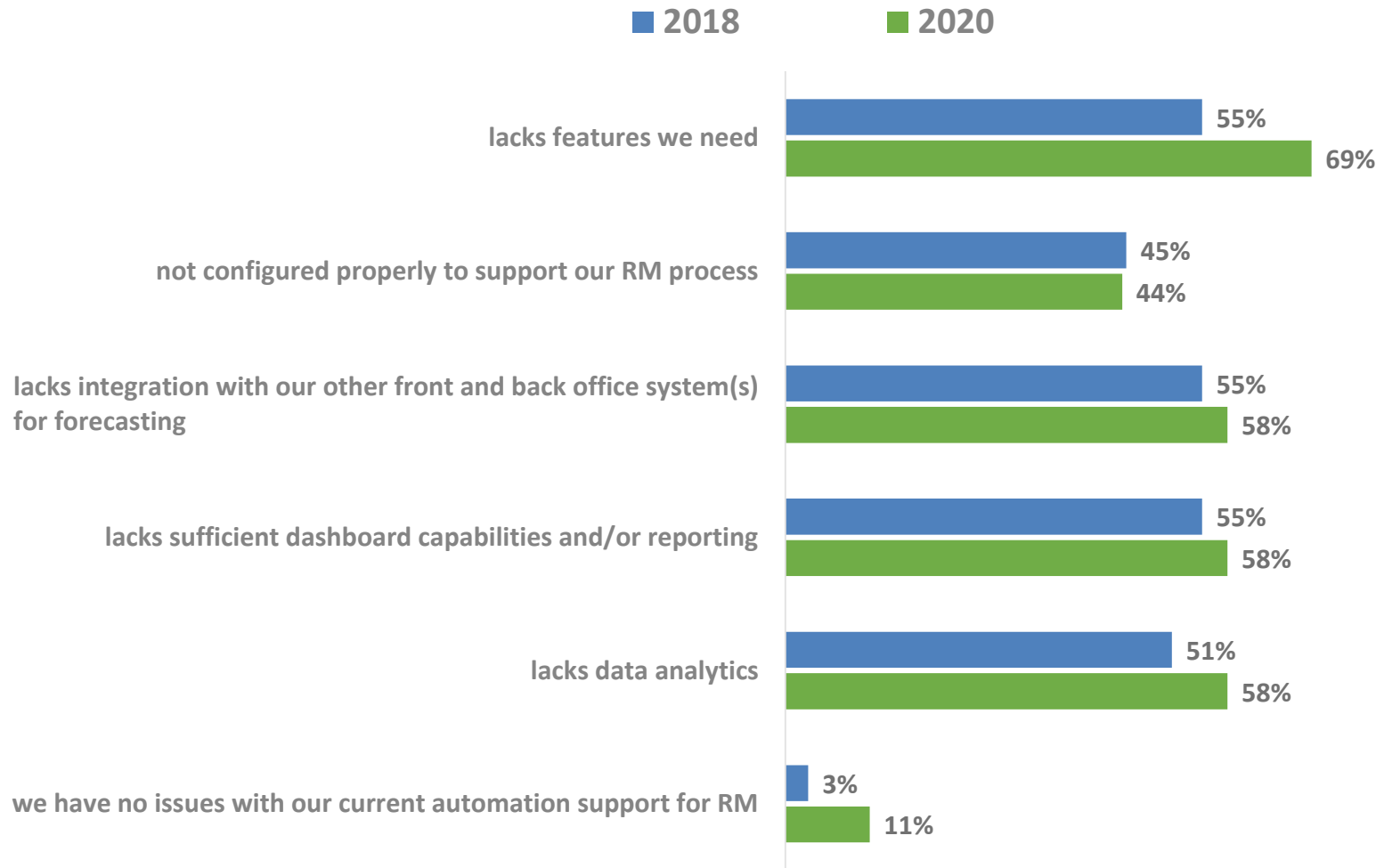


## KEY TRENDS:

- In general user satisfaction with automation tools is improving
- From other RMI research use of spreadsheets remains an issue but is also improving
- Accelerating trend to replace old PSA/PPM solutions with newer generation tools

Preliminary findings from  
RMI 2020 Research

# RM Automation Tools – Tool Inhibitors

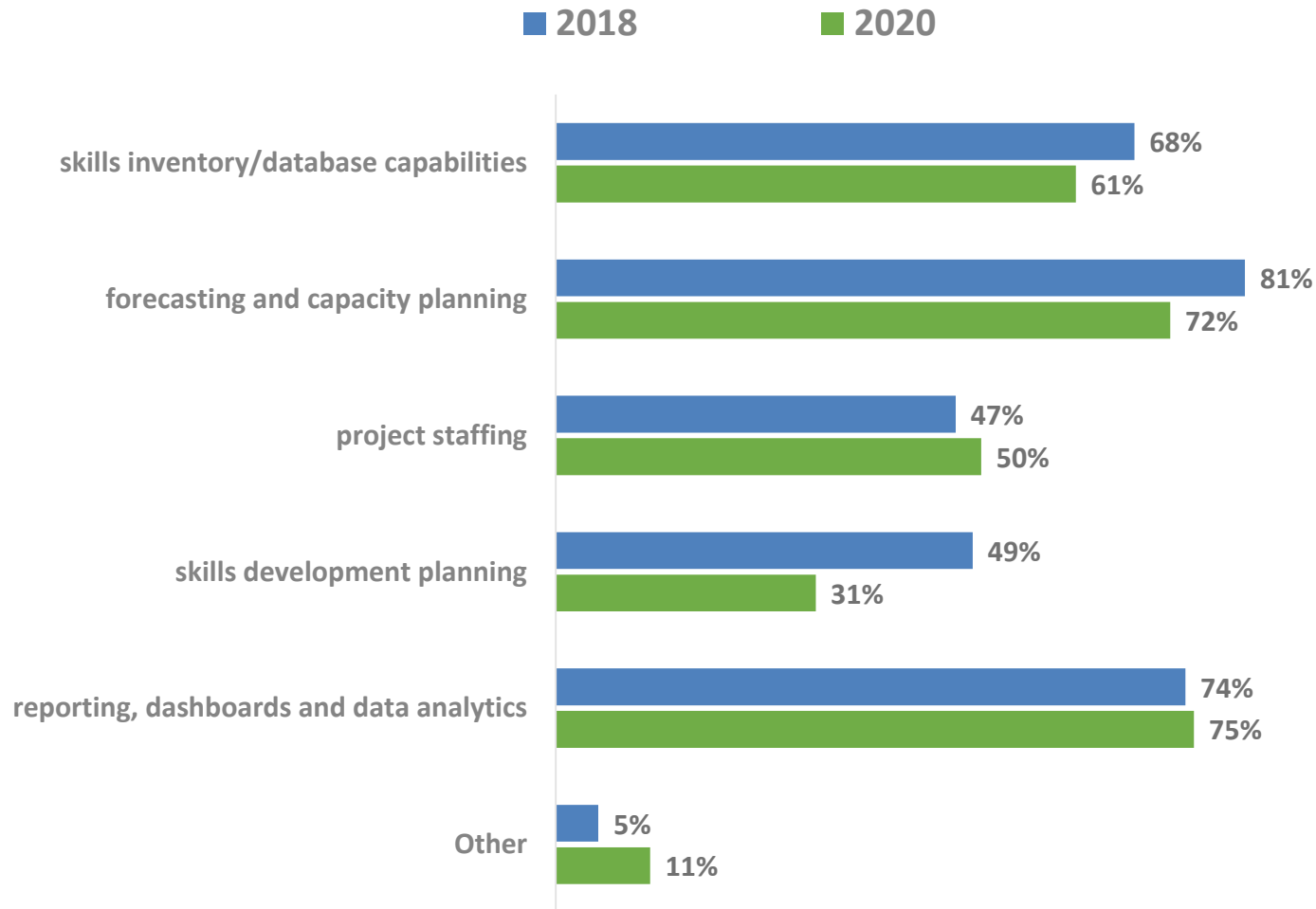


## KEY TRENDS:

- As RMOs become more sophisticated demand for more advanced features is growing
- Optimization via improved alignment of process with solution configuration remains an area for improvement
- Better integration and actionable data support continue to top the 'future needs' list

Preliminary findings from  
RMI 2020 Research

# RM Automation Tools – Priorities

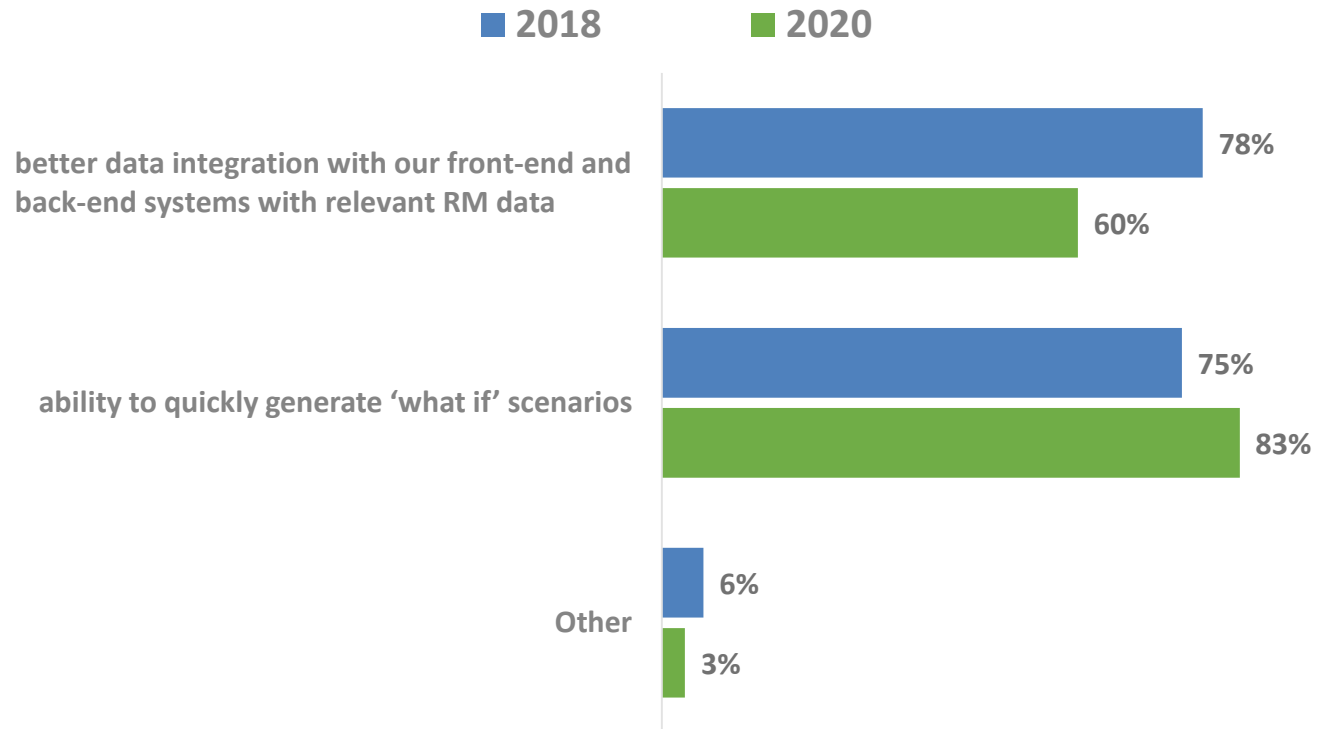


## KEY TRENDS:

- User satisfaction in priority areas like skills and forecasting is improving
- Getting more actionable data remains a big focus for most

Preliminary findings from  
RMI 2020 Research

# RM Automation Tools – Data Analytics Priorities



## KEY TRENDS:

- Industry software has made it easier to integrate systems (front and back-end)
- The RMO community is becoming more sophisticated and is looking to use the power of the computer to model out scenarios for resource planning and deployment

Preliminary findings from  
RMI 2020 Research

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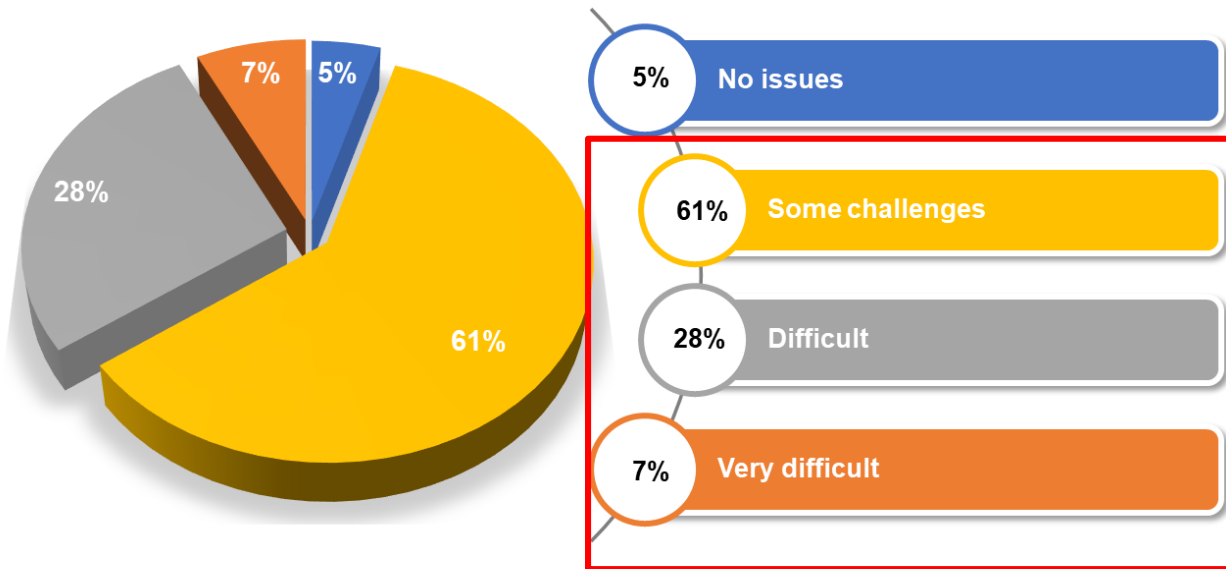
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## Observation #3

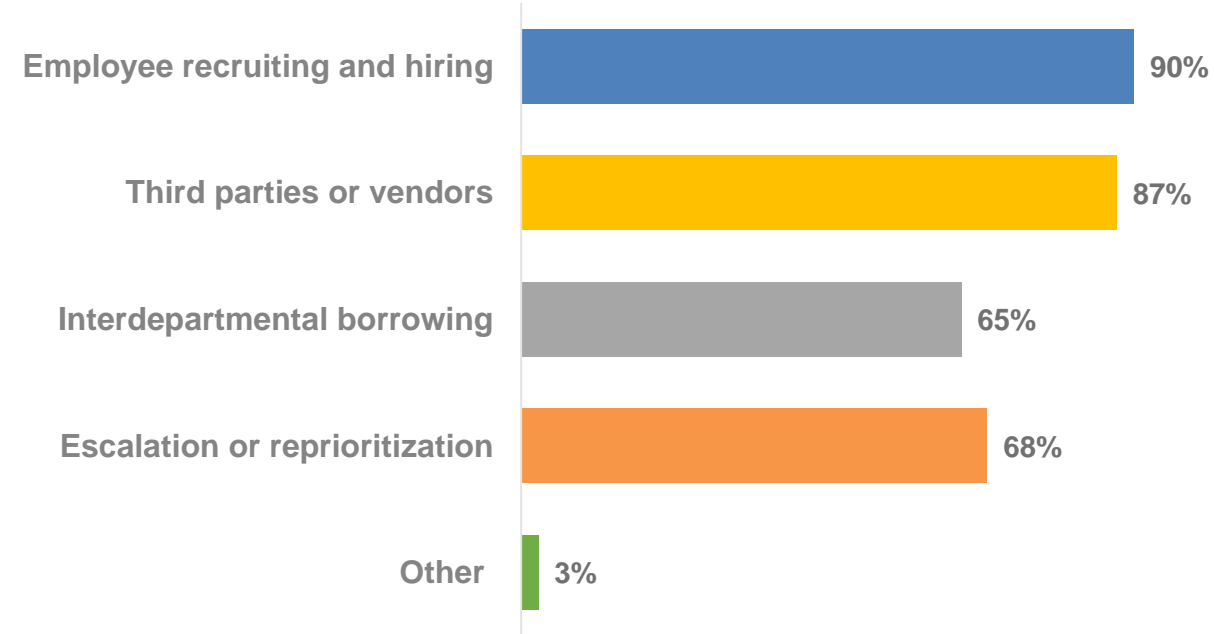
Sourcing strategies are evolving as the talent wars have heated up. Good RM can play an important role in sourcing and employee engagement.

# Finding Talent is Challenging for Most Companies

What is the current status of finding available talent?



What are the elements of your sourcing strategy?

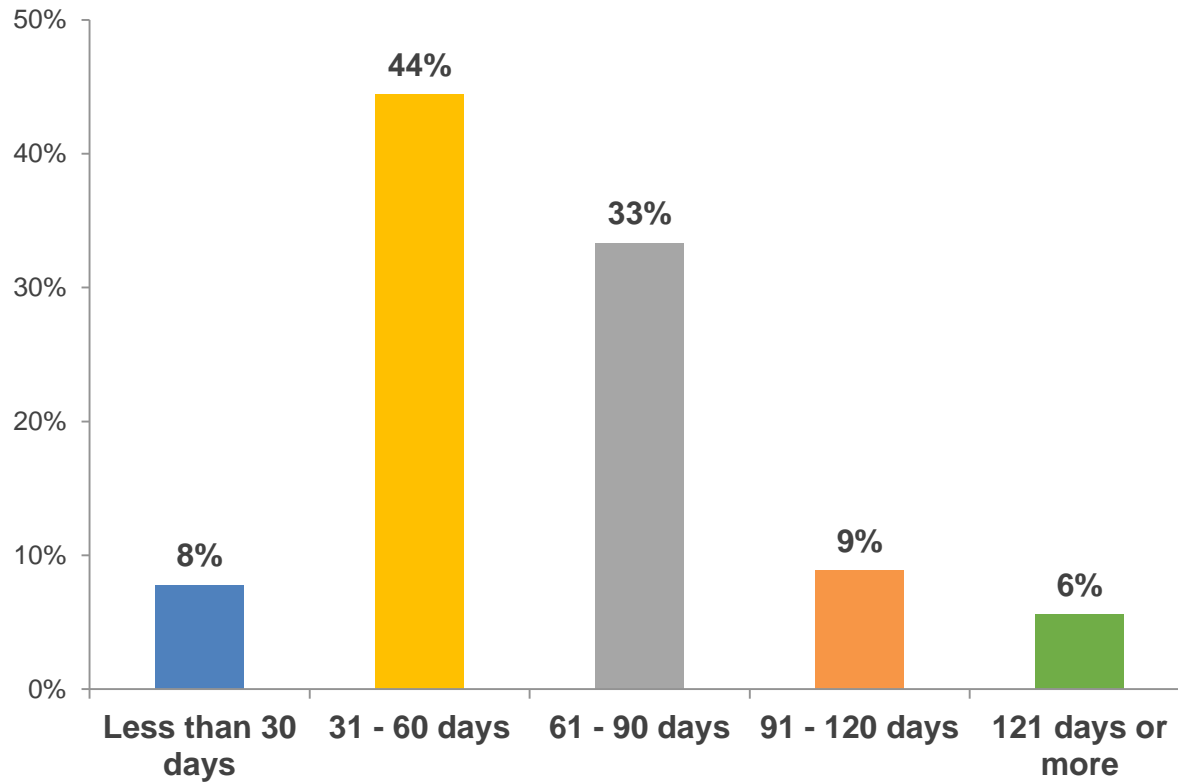


Companies Adopting 'All-in Methods' to Address Talent Needs

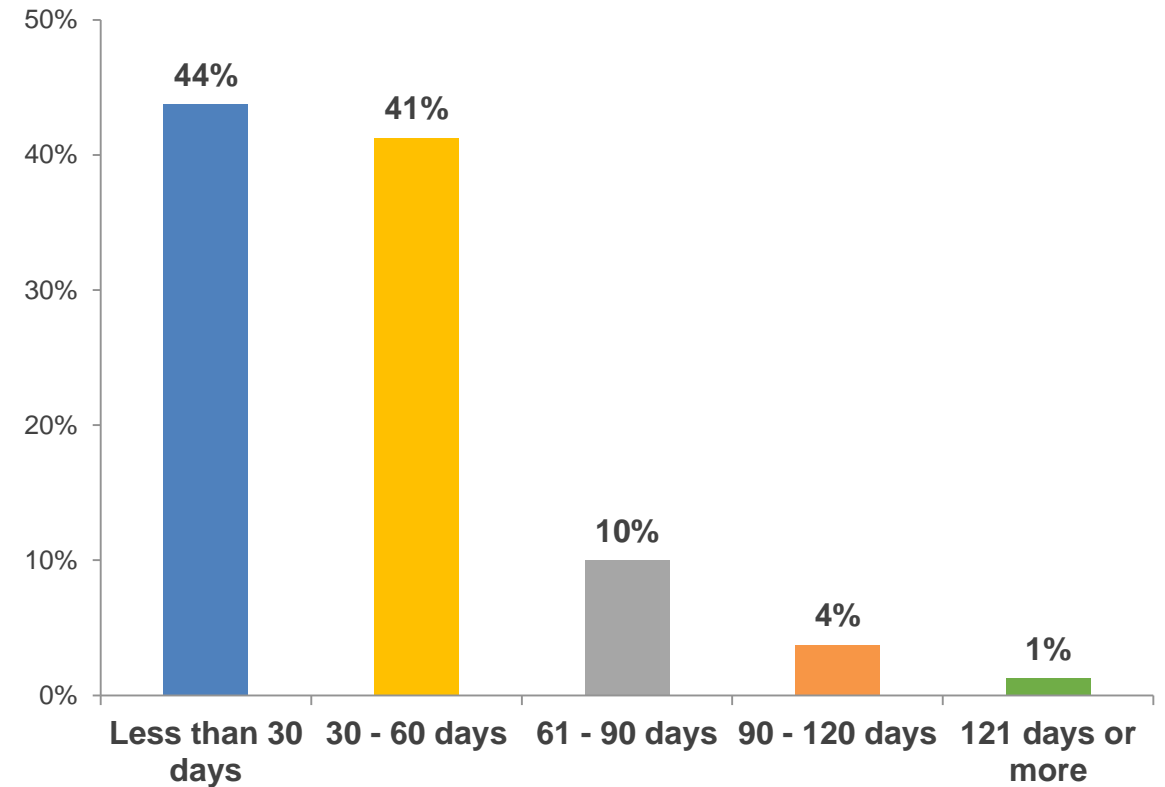
Source:  
RMI Sourcing Strategy survey 4Q/2019

# Finding Good Talent Takes Time

The average time it takes to recruit and on-board an employee from start to first productive day is:



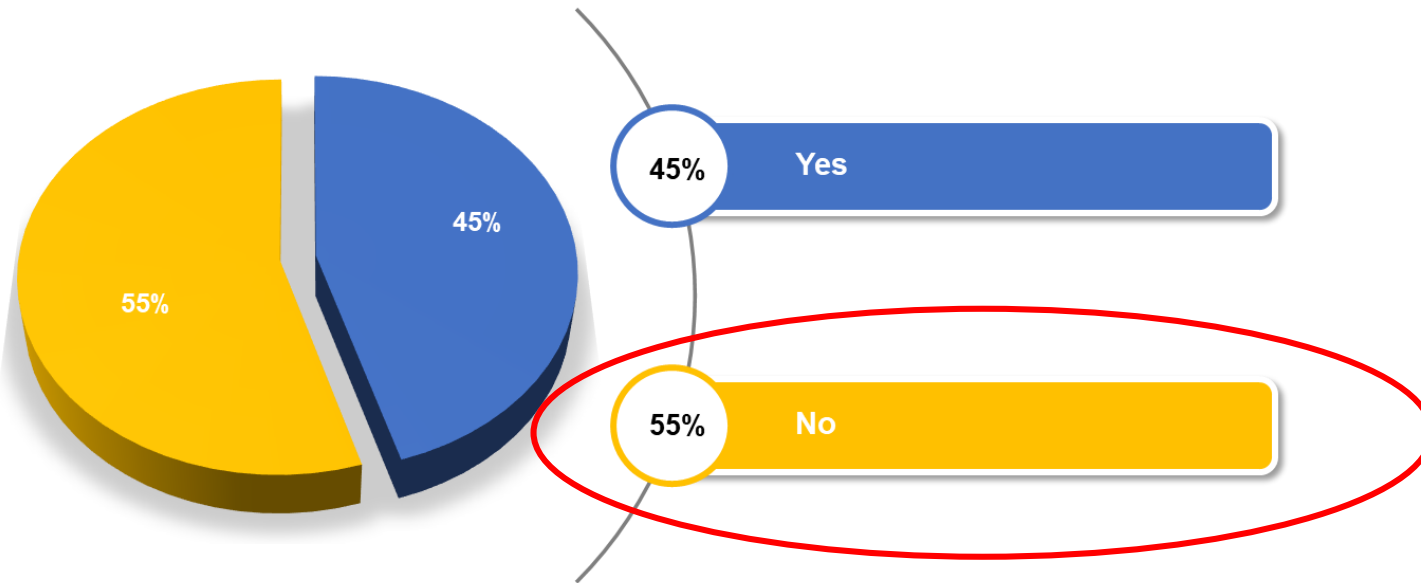
The average time it takes to recruit and on-board a third party resource from start to first productive day is:



Source:  
RMI Sourcing Strategy survey 4Q/2019

# Automation Tools Should Be Your Friend

My PSA/PPM/RPM tool helps us with effectively identifying surplus or gaps in our capacity plans in time for us to effectively rebalance our resources?



## KEY FUNCTIONALITY:

- What if projections
- Ability to handle talent categories e.g. employees vs. third parties
- Minimal spreadsheet dependency or none
- Data analysis, reporting and dashboarding

Source:  
RMI Sourcing Strategy survey 4Q/2019

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# Observation #4

RMOs are here to stay

# Five RM Future Megatrends – from RMGS18

1

***RMOs will become the norm*** in most human capital centric service operations, and on an equal footing with PMOs

03

***Fluid strategic sourcing*** will provide cost and flexibility differentiation

02

***The rise of the 'uber' workforce*** will make RM capabilities table stakes

04

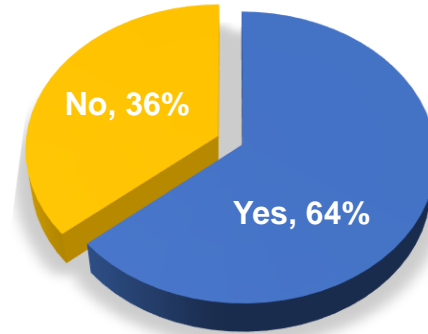
***RMOs*** will be ***essential to 'employee engagement'*** strategies

05

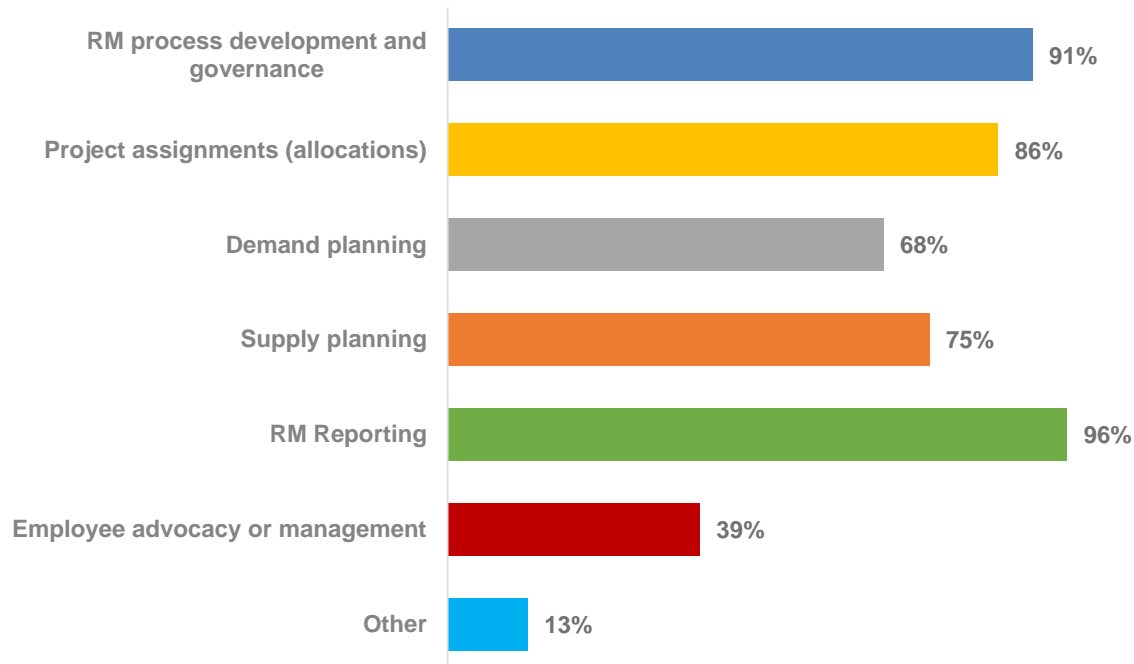
***Comprehensive data*** analytics assisted by ***artificial intelligence*** will be the next big thing for PSA/PPM/RPM vendors

# RMO Organizations

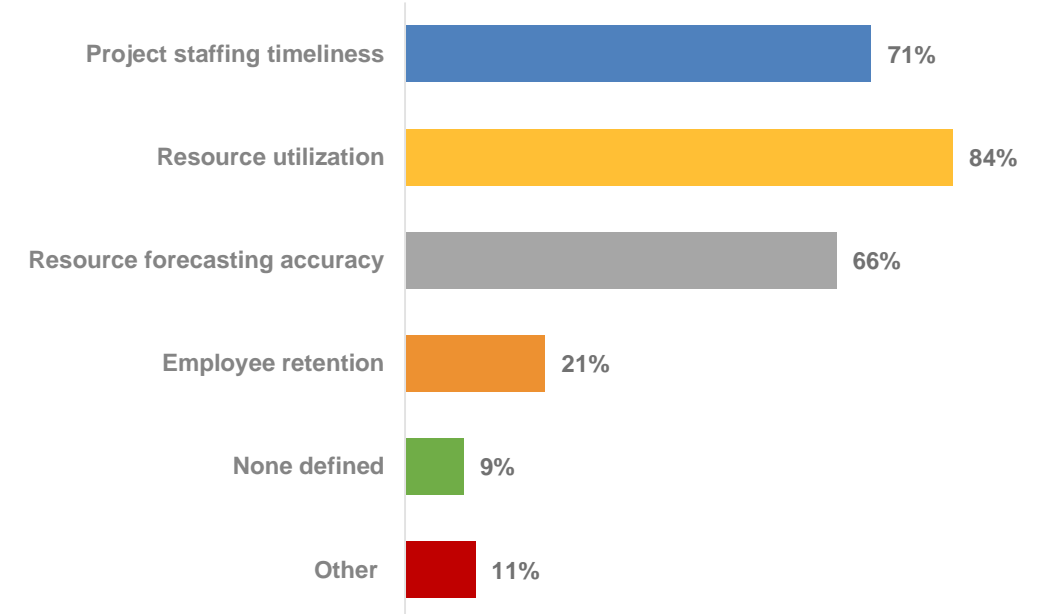
Do you currently have a Resource Management Office (RMO)?



What are the primary responsibilities of the RMO? (check all that apply)



What are the primary success metrics of the RMO? (check all that apply)





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## Observation #5

The need for and potential applications for Artificial Intelligence (AI) is growing

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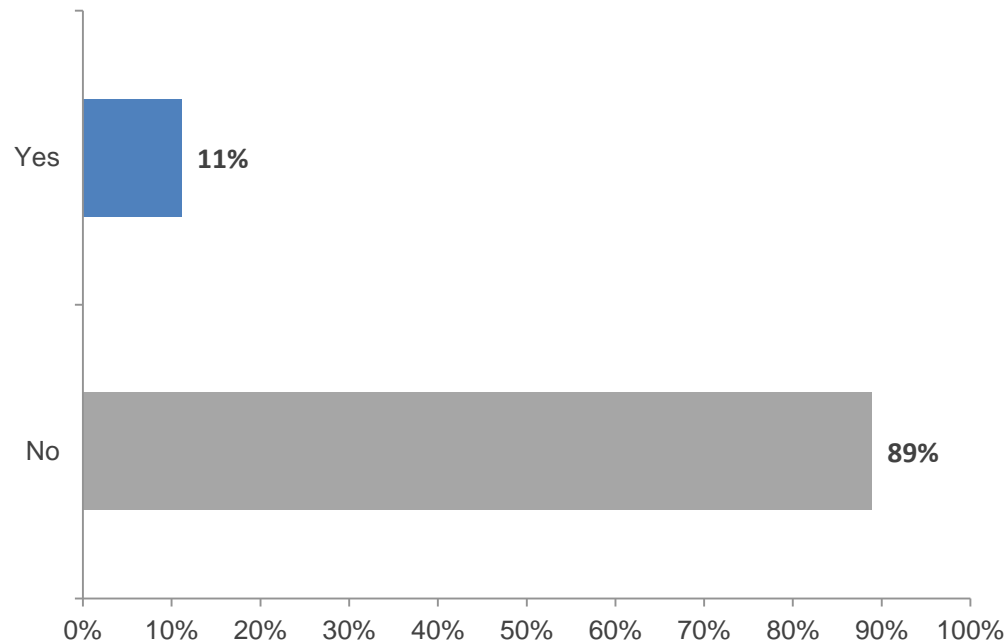
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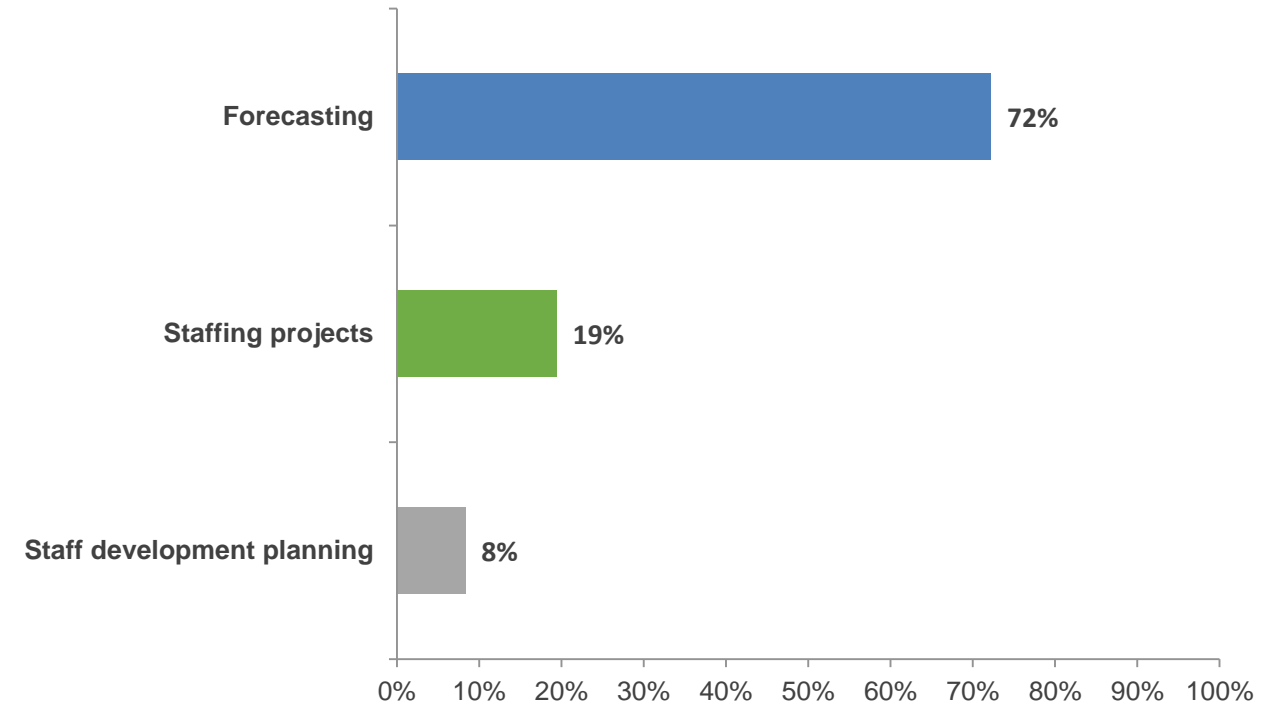
***Comprehensive data*** analytics assisted by ***artificial intelligence*** will be the next big thing for PSA/PPM/RPM vendors

# AI Needs Growing

Are you using any kind of artificial intelligence features to support your resource management initiatives?



Artificial intelligence capabilities would be most helpful to us for:



Preliminary findings from  
RMI 2020 Research

4

## RMI Tools You Can Use

# RMI Tools You Can Use

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Go to [www.resourcemanagementinstitute.com](http://www.resourcemanagementinstitute.com) for:

- Research
- Whitepapers
- Collaboration tools / Forum
- Power UP Sessions
- Other events/webcasts
- RMCP® grads have an even broader toolkit

**All Free!**

# 5

## Wrap Up

# Perspectives on Those Four Big Problems

## Project Performance

35 - 40% failure rates  
Time, Cost, Quality

## Utilization

Too low, Unpredictable

## Customer Satisfaction

Internal and external customers

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Need for better employee engagement

## Why?

Lack of RM specific process discipline

Lack of RM process education

Insufficient automation

Project allocation methods linked solely to efficiency

Turnover of RM skilled resources



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## *Resource Managers*

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Practices

Gain  
Access to  
RMCP®  
Resource  
Center

Collaborate  
with  
Industry  
Peers



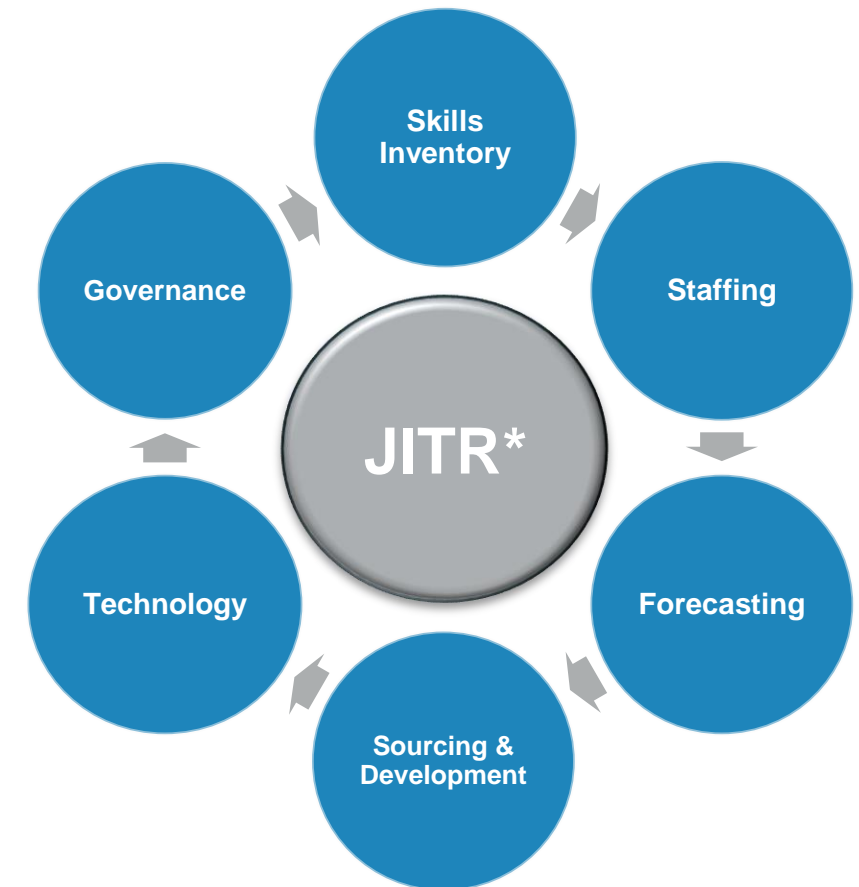
# RMCP® Overview

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- Interactive lectures, case study workshops
- Certification exam
- Re-certification process

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\$1,895/person online  
\$1,795/person on-demand
- Student pays travel expenses
- Materials and testing fee included
- Earn PDUs for your PMI Certifications
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  - 8.50 PDUs for on-demand version

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# Q&A

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