Resource Management Institute

Presents the 8th Annual…

State of Resource Management

Latest Research, Best Practices

2022

Thanks to Our Sponsor:

Mavenlink

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

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/Q&A

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

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

We provide our members:

- Best practice definition and development
- Market research and white papers
- Training and education
- Industry collaboration/events

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Growing the RM Community

900+ Member Companies

Rapid growth over our 5 year history

Resource Management Global Symposium

And

RMI Connect

New!

A Growing List of Human Capital Intensive Service Providers:

- Professional/Consulting
- Enterprise/IT
- Product development
- Marketing agencies
- Accounting, Audit, Tax and Advisory firms
- Other project-based work teams e.g. legal, construction, etc.

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

RMI Focused on Four Big Problems

Project Performance

35 - 40% failure rates
Time, Cost, Quality

Industry progress stalled. Does your business prioritize RM/WFM 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, or service execution not done well, what is the impact on customer satisfaction?

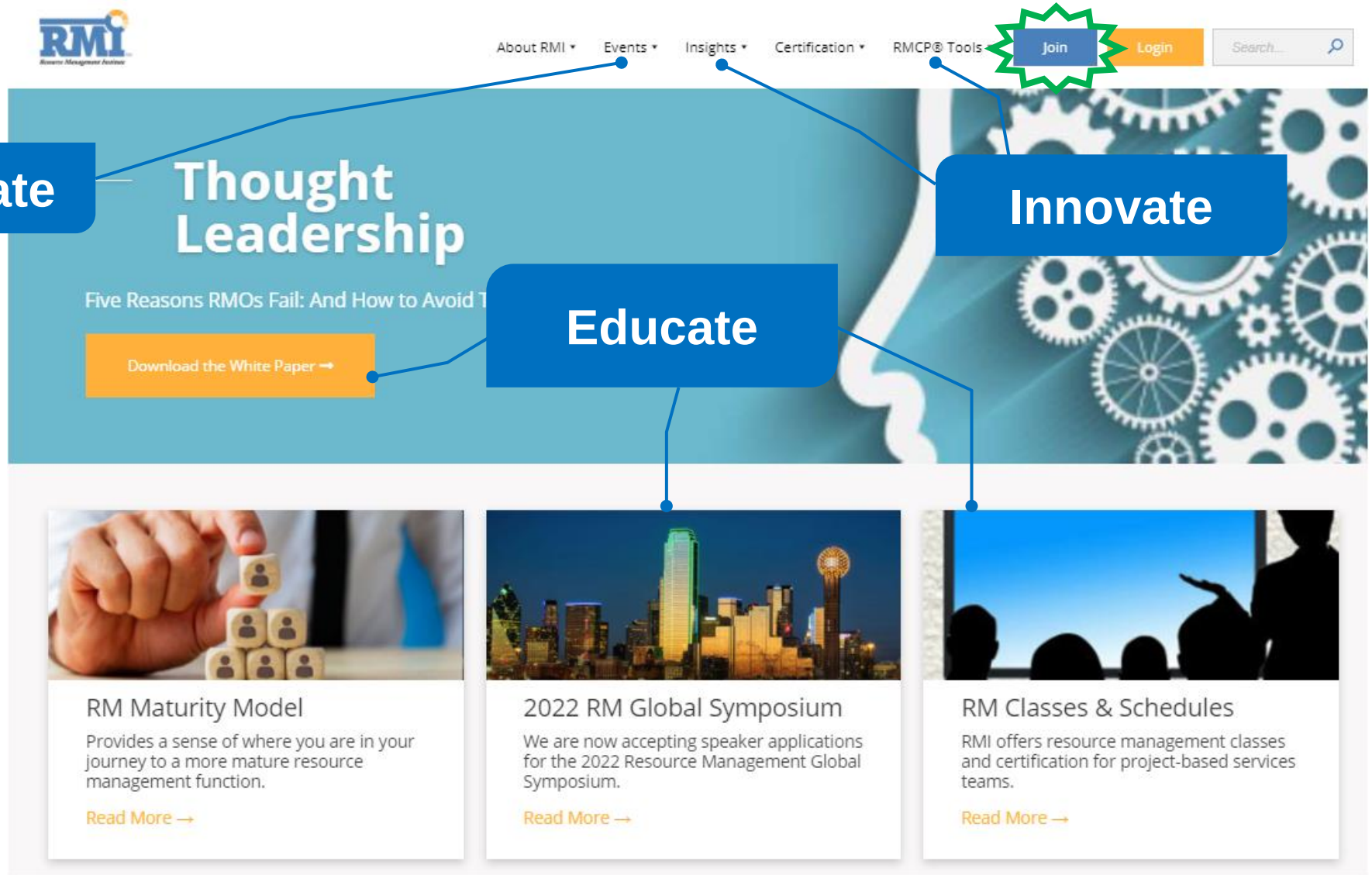
Employee Satisfaction and Retention

Need for better employee engagement

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

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

www.resourcemanagementinstitute.com



Collaborate

Innovate

Educate

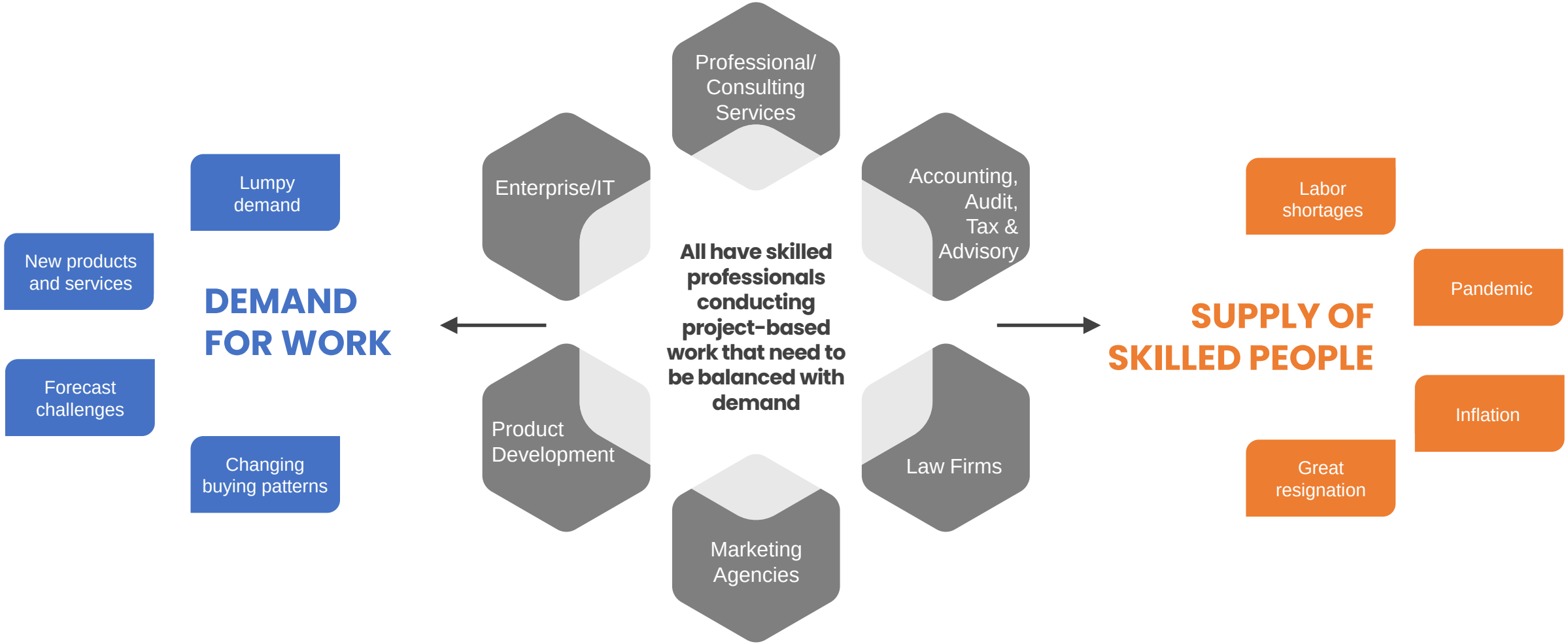
© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Resource Management

Perspectives

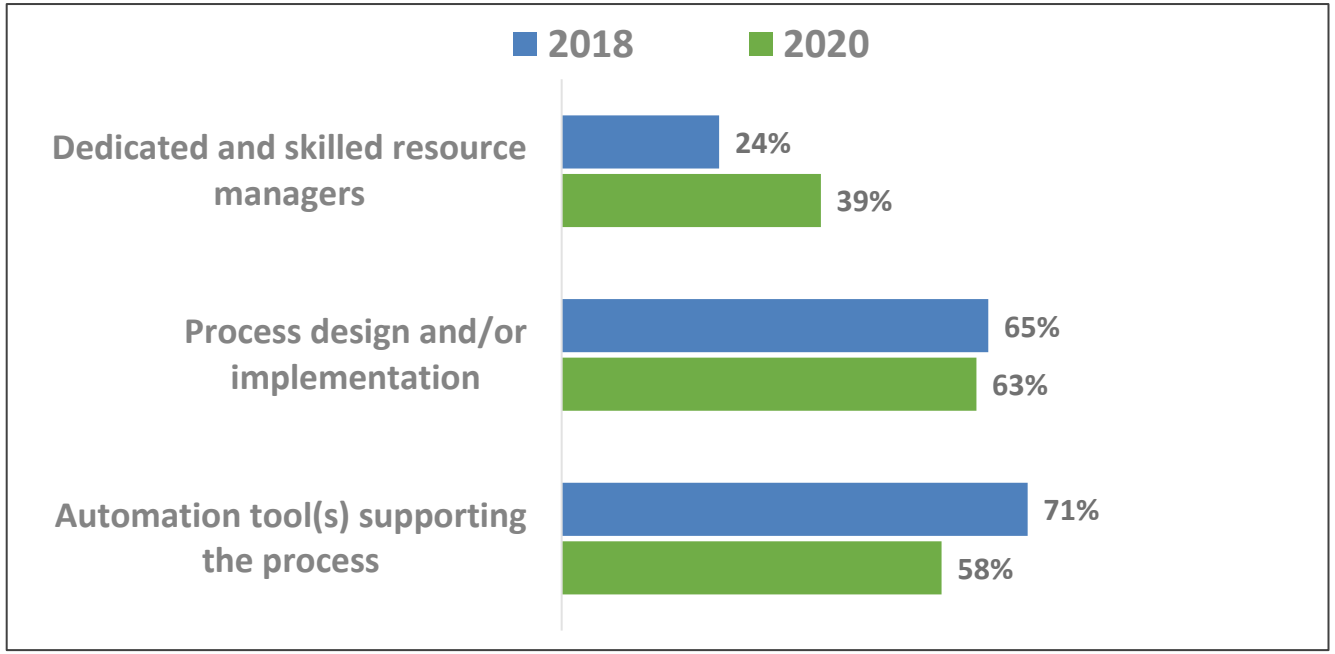
© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Balancing Supply and Demand is Critical for Service Success!



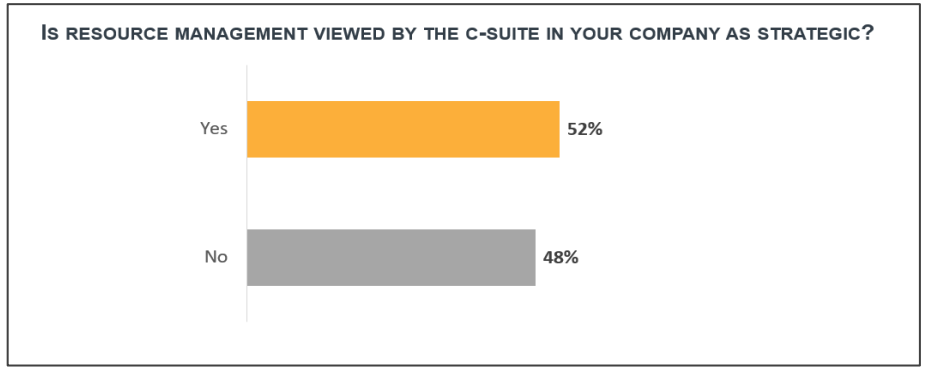
© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

But the Industry is Far From Stabilizing their Resource Management Processes



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 members input via research, Symposium, and other RMI events
- ***Utilization improvements***
- Not everyone committed to RM

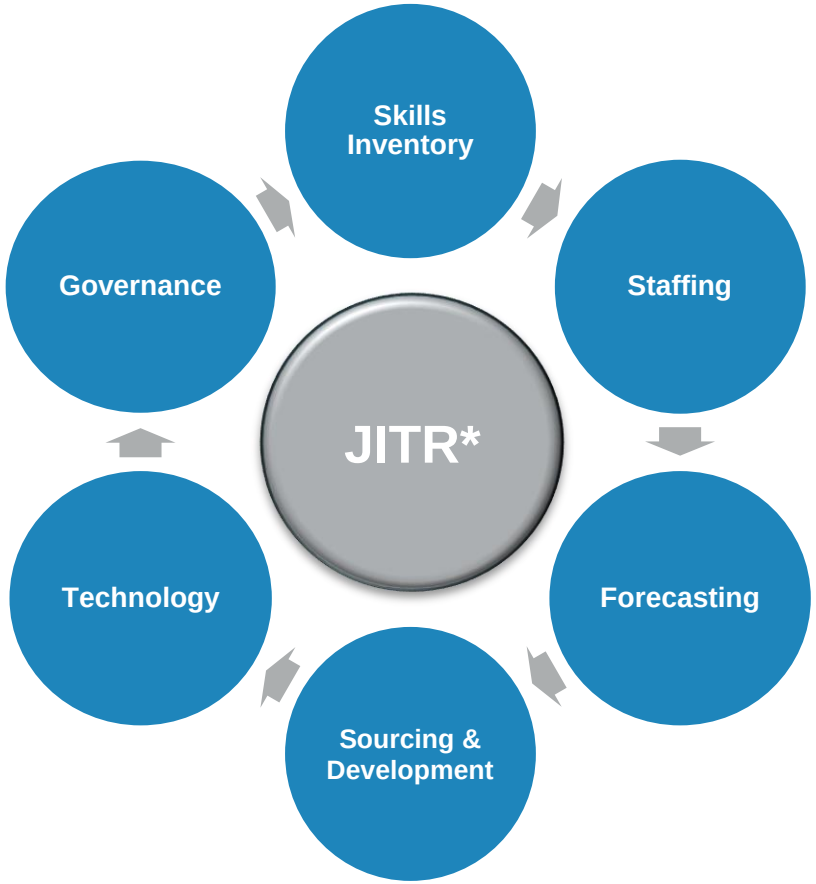


RMI 2020 Research

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

A Growing Industry Standard Process Solution for RM

*Just-in-Time Resourcing®



Right Person, Right Place, Right Time!

Industry benefits:

- Process standardization
- Documented processes
- Standardized training
- Common taxonomy for RM
- Community support
- …and, better resource related business outcomes!

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

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

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***

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

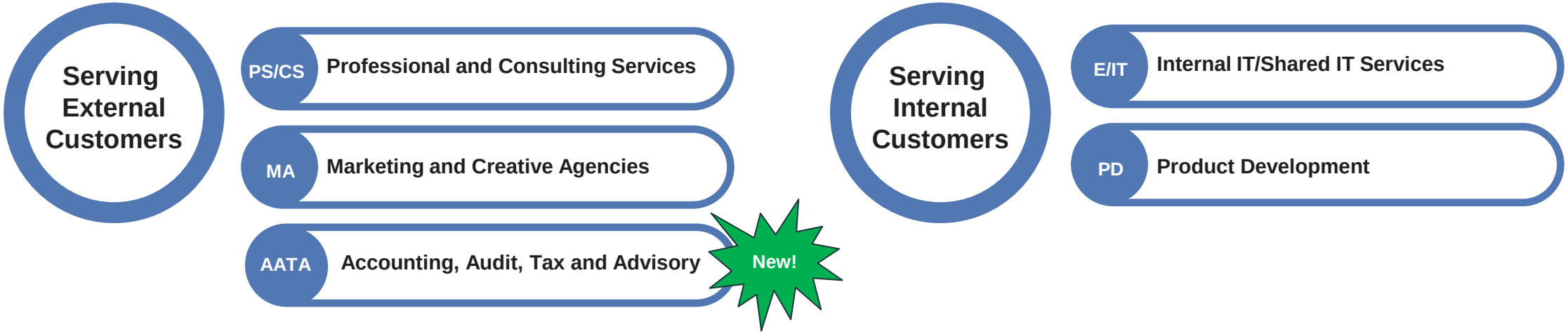
So what have we learned since State of Resource Management/2021?

(March, 2021)

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

3 Resource Management

Observations, Research and Best Practices



…and other project-based work teams such as field services, legal firms, construction, aviation, and more.

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Observation #1

Resource Management and Workforce Management are two similar disciplines that will soon merge

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Comparing RM & WFM

Resource Management

- Professional Services
- Accounting, Audit, Tax and Advisory Firms
- Marketing Agencies
- IT Organizations
- Consulting & IT Services
- Product Development

- Project or engagement based work
- Lower volume, higher skill activities and workers
- Resource capacity more closely correlated to revenue generation and growth

Workforce Management

- Contact Centers
- Hardware (Field) Services
- SW Support Centers
- Retail
- Manufacturers

- Task and shift based work
- Higher, unplanned volume of work, lower skill requirements
- More focus on cost reduction and doing more with less

In all cases, it is about getting the right person to the right place at the right time!

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Resource Management: Just-in-Time Resourcing®

In our view, RM is a broader view of the WFM function and encapsulates a more holistic view of all resources.

Just-in-Time Resourcing® (JITR)

- Forecasting, staffing and scheduling are still core functions. There are some variance to these processes based on the service model being provided. Planning horizons for WFM need to be longer and support lead times for sourcing and development.
- Skills Inventory involves how to manage and structure data for a dynamic and ever-changing staff and resources. Keeping resources engaged, properly skilled and optimally utilized.
- Sourcing and Development helps address the challenges with sourcing new talent via recruiting, contracting or partnering. Additionally, the training and ongoing development of our teams.
- Technology is essential for process enablement for any model and currently WFM is very fragmented to specific service models or even by sub-function.
- Governance helps ensure teams are measuring and monitoring the right metrics and operational results.

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Summary Observations

WFM tends to be too narrow and heavily focused on cost reduction.

Service models are becoming less distinct, the lines are getting blurred. There is more overlap in the type of service and the type of resource performing the work.

RM views the function more widely, with balanced focus on effectively building the right supply of resources and continually growing and developing the team while meeting the demands of the business.

WFM starts with: “I have services or tasks to perform, how do I deploy resources to complete them?” whereas…

…RM fundamentally starts with “I have resources, how do I make them productive?”

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

How WFM Can Benefit from Resource Management

- Every company likely has departments using WFM and some using RM
- Adopting a longer planning horizon and improving data accuracy for forecasting/capacity planning e.g. 4-6 months will help WFM planning be more proactive
- Expanding the role and design of the employee/contractor database will give you more planning value from this database as described earlier
- Process improvements typically lead to utilization improvements
- Move from cost reduction focus to a better balance of cost and effectiveness
- Makes how you manage resources a strategic advantage

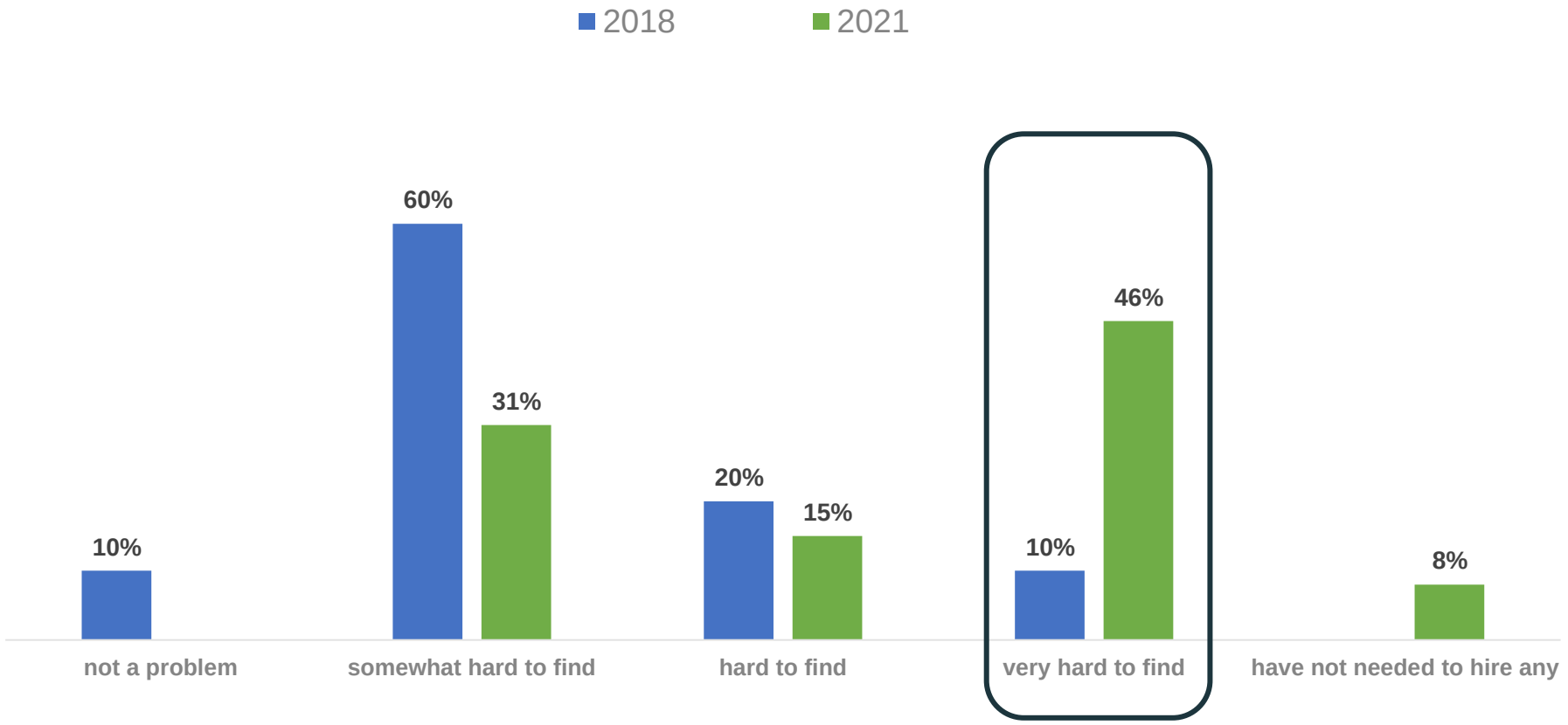
© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Observation #2

Resource Management talent is in short supply and getting worse – what can you do?

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Demand for Resource Managers is Rising



RMI 2018/2021 Research

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

What Can You Do?

Find people internal or external with the right profile for a resource manager and train them

- Check out recent RMI research on the profession of the Resource Manager
- RMCPs have access to a sample job description from the RMI site

Train them in JITR or your company's RM process of choice

Make RMs more productive with the best RM automation software you can find

Build a (more) effective RM onboarding program

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Effective Resource Management Requires Art and Science

To be successful, Resource Managers need a well rounded set of skills:

General Business/Company

RM Process Knowledge

Professional Skills

General Business/Company – ***"foundational"*** - back office, company and HR norms of how does your company conduct business – e.g. time and expense tools/policies, security and HR training, performance review process training, etc.

RM Process – ***"required hard skills"*** the core of executing the Resource Manager role – knowledge of RM policies, practices, data, and tools

Professional Skills – ***"necessary soft skills"*** – the ART of being a good Resource Manager

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

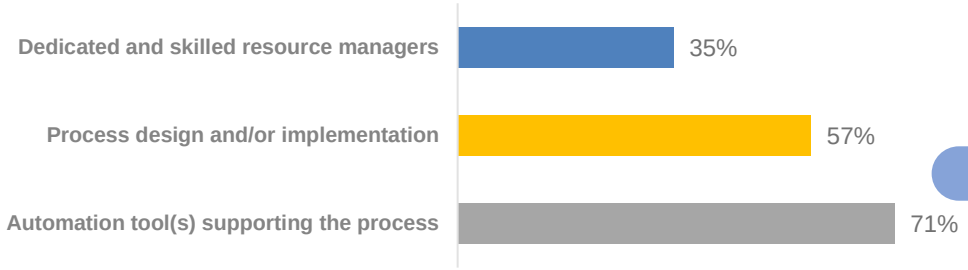
Observation #3

Forecasting is critical yet companies still struggle with how to get reasonably accurate demand forecasts over a sufficient time horizon.

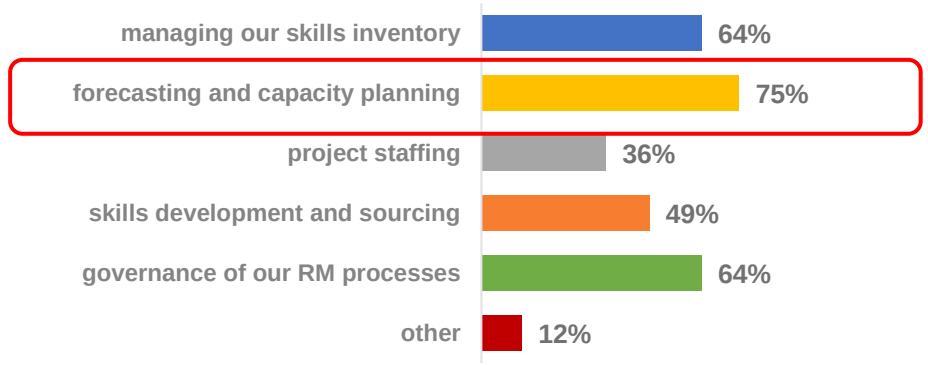
© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Forecasting Remains a Challenge

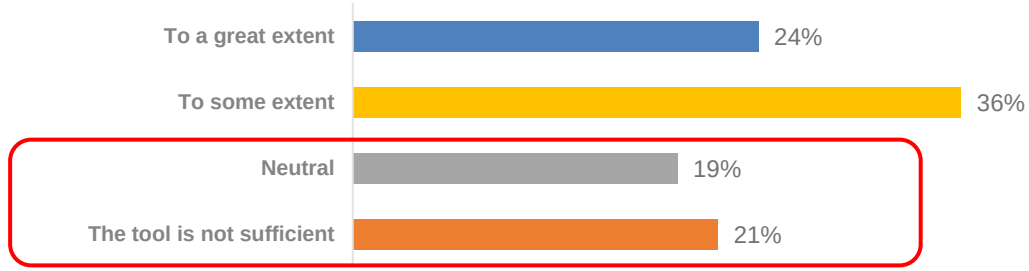
The largest inhibitors we have to effective resource management are due to (check all that apply):



For future process improvements we need/plan to develop better processes for (check all that apply):



How satisfied are you with your Resource Management automation solution (tool) regarding capabilities for forecasting and capacity planning?



RMI 2020/2021 Research

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Why is Forecasting and Capacity Planning so Important?

Ask yourself 3 questions:

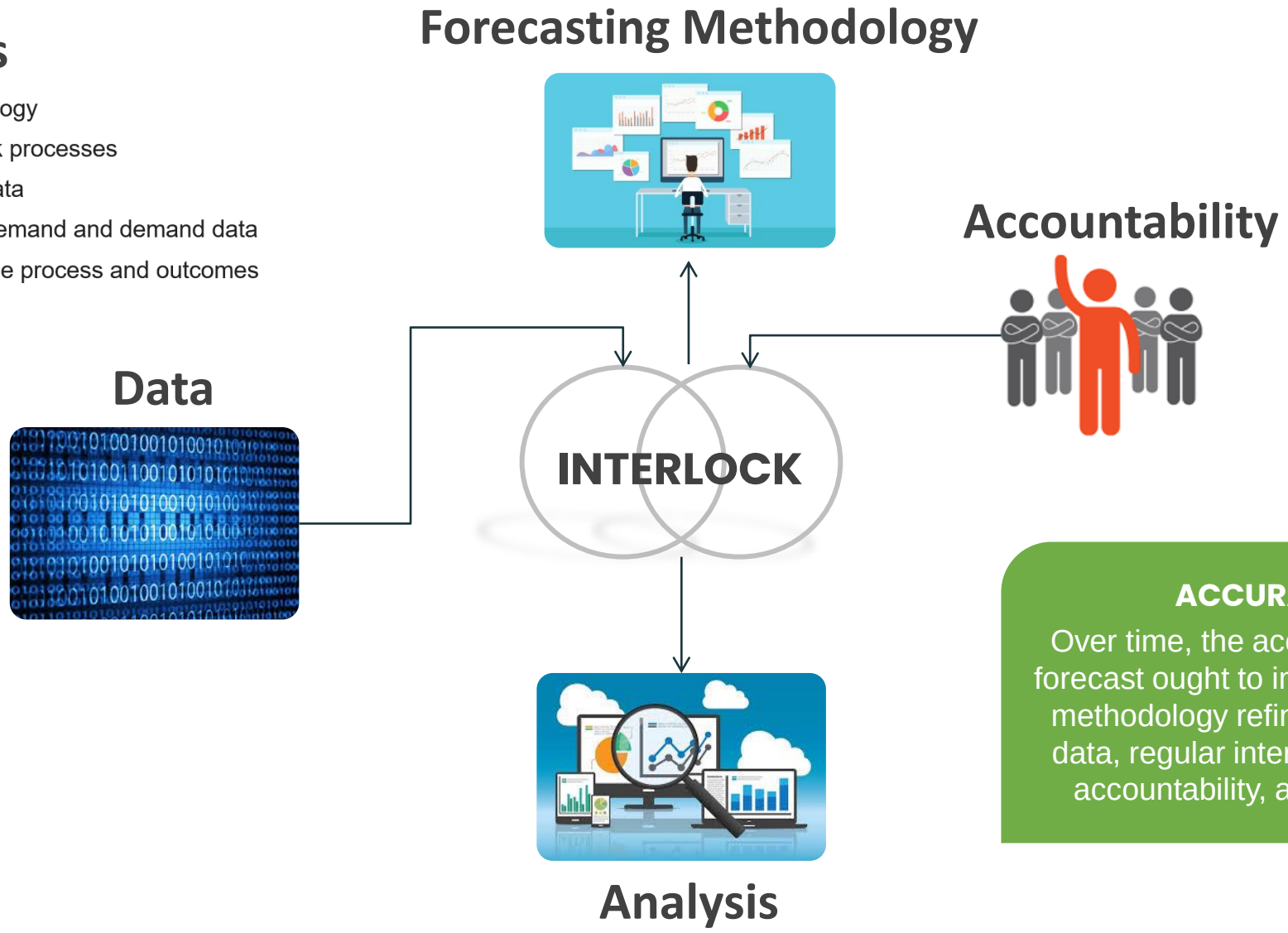
1. How long does it take to acquire, attrit or retrain human capital?
2. Over what time horizon do I have a reasonably accurate forecast for demand?
3. Does my current forecast leave us proactive or reactive when it comes to balancing supply and demand?

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

What Good Forecasting Looks Like *(Excerpt from Advanced RM course)*

Inhibitors

1. Lacking a formal methodology
2. No (or ineffective) interlock processes
3. Too much latency of the data
4. Incomplete or unreliable demand and demand data
5. Lack of accountability to the process and outcomes



ACCURACY

Over time, the accuracy of your forecast ought to improve through methodology refinement, better data, regular interlocking, more accountability, and analysis.

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Three Steps to Improving Forecasting Accuracy

STEP 1

Establish a process and baseline

- Define the parameters of inputs and outputs (data capture, analysis and reporting)
- Determine who needs to be involved and held accountable (see step 3)
- Document your forecasting process and educate those responsible
- Establish a baseline (either new or something historical where you have source data and assumptions documented)

STEP 2

Execute the process

- Educate people on the process and the value in doing it
- Put appropriate interlocks in place to support the process
- Get your RM process enabling technology solutions in place
- Execute the process and measure accuracy/progress
- Review forecast vs. actuals and re-examine disparities and drivers of those disparities

STEP 3

Ensure accountability and continuous improvement

- Consider metrics to measure and hold people accountable
- Use of a forecast accuracy index can be helpful. This can be applied to delivery, sales, other responsible parties.
- Make continuous improvement a must have and set progressive targets for forecast improvement and accuracy.

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Observation #4

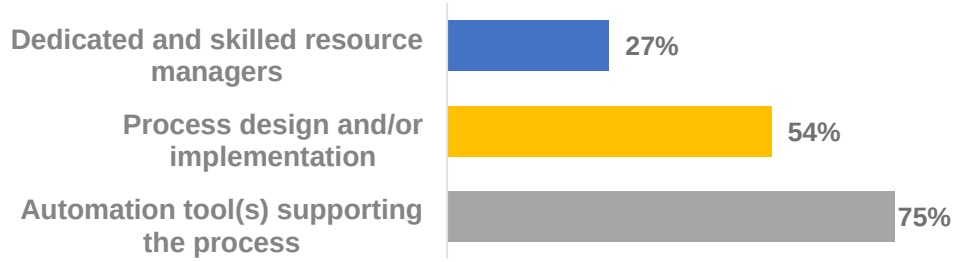
Resource Management maturity

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Current State of Resource Management Maturity

- Resource management is still a nascent discipline vs. project management or quality processes
- Companies still struggle with the basics of people, process and technology (see survey input)
- RM investments still lag other better understood business processes
- Good RM requires breaking down established norms such as:
  - Creating a centralized and transparent view to all enterprise resources
  - Forecasting resource needs at a granular level over a substantial time horizon e.g. 6 months
  - Leaving spreadsheets behind for more modern RM tools
  - All these add up to challenges for advancing RM maturity!

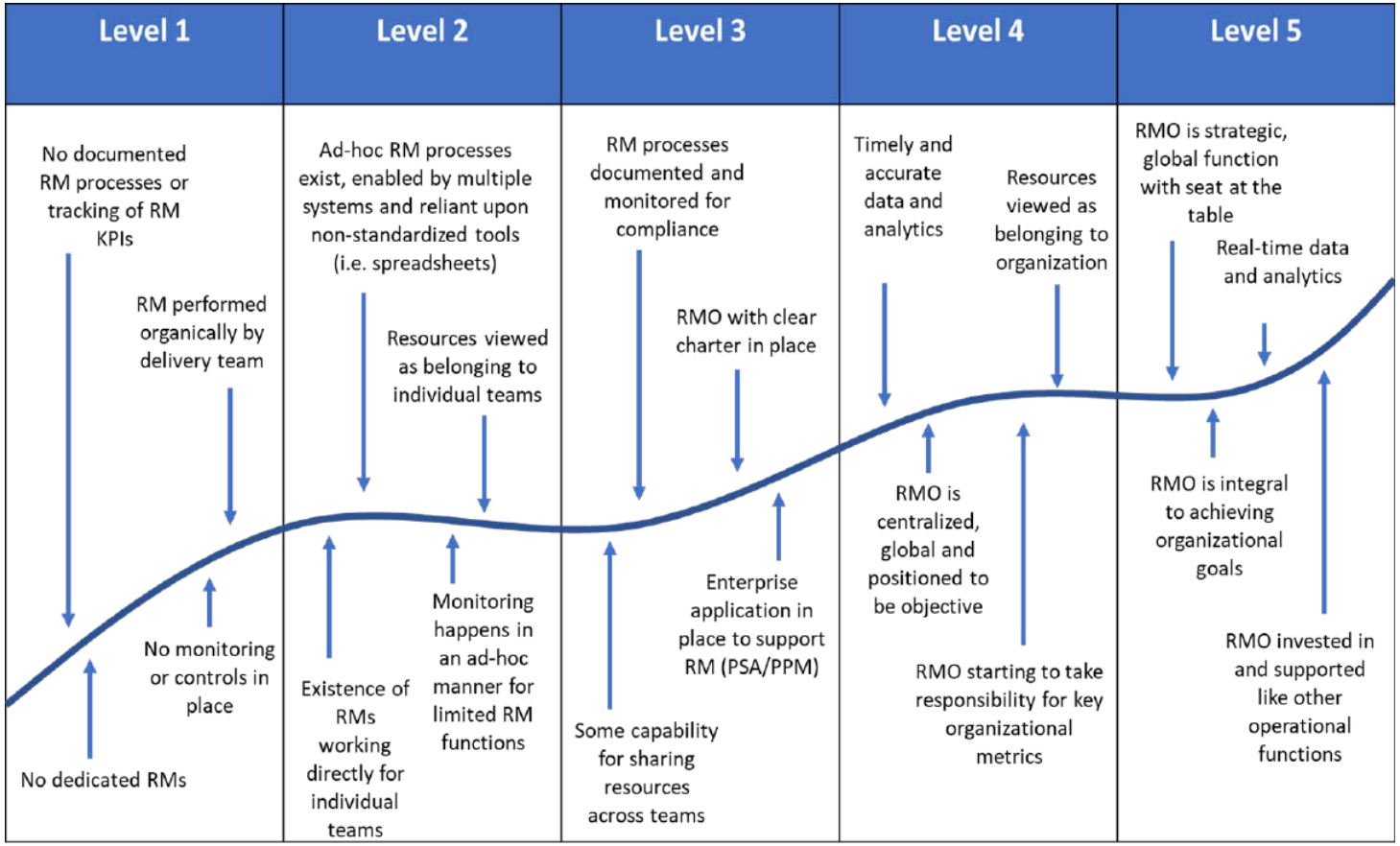
2020 RMI Survey:
Inhibitors to Resource Management



© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Start With Knowing Where You Are

Use the RMI RM Maturity Model



Legend

Level 1 & 2	Represents a non-existent function, or RM processes that are providing the organization little to minimal benefit.
Level 3	Demonstrates you have invested in RM capabilities and processes and are starting to get the basics right, but shortcomings exist causing you to still be more reactive and less strategic.
Level 4	Shows that RM in your organization is adding value. It is more proactive than reactive. RM is more integrated into the service delivery model.
Level 5	You are an industry leader in a specific area or overall. RM is strategic for the organization and a critical element for meeting organizational objectives and creating competitive advantage via resource management capabilities.

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Best Practices for RM Transformation

- **Once you have baselined your RM Maturity, build a targeted transformation plan**
- Define your RM process improvement plans with a clear set of goals
  - The most successful firms build a plan to get there with a step change approach including expectations of benefits and how quickly they will accrue.
  - Communicate these goals to your cross-functional teams
- Use your targeted process design to determine needed automation tool support, usually solutioned in the form of a PSA/PPM/RPM/WFM tool
- Secure organizational agreement to both of the above items as well as needed investments and ongoing funding
- Build your Resource Management Office (RMO) including staffing the RMO with experienced resource managers (train people if you are unable to find already skilled resource managers)
- Train the RMO team, and needed cross-functional teams on a common set of RM processes
- Execute your agreed process and commit to **continuous improvement**
- Communicate progress, actions, activities and successes to your cross-functional internal partners

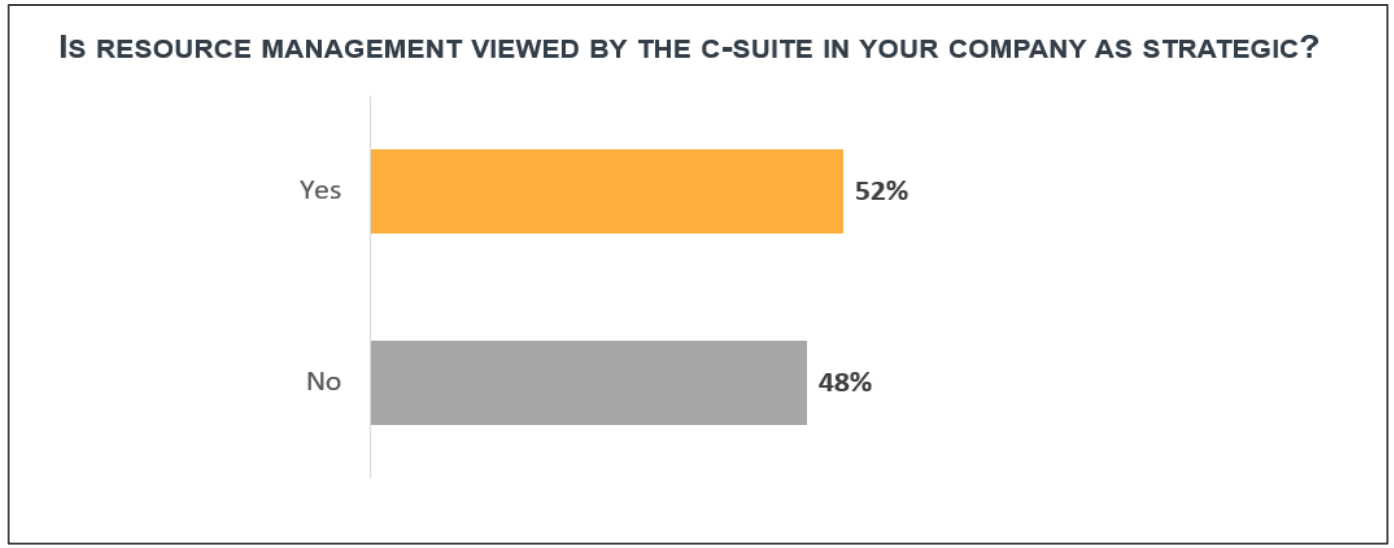
© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Observation #5

Resource Management automation technology is too disconnected from the enterprise mainstream

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Is Resource Management Strategic in Your Company?



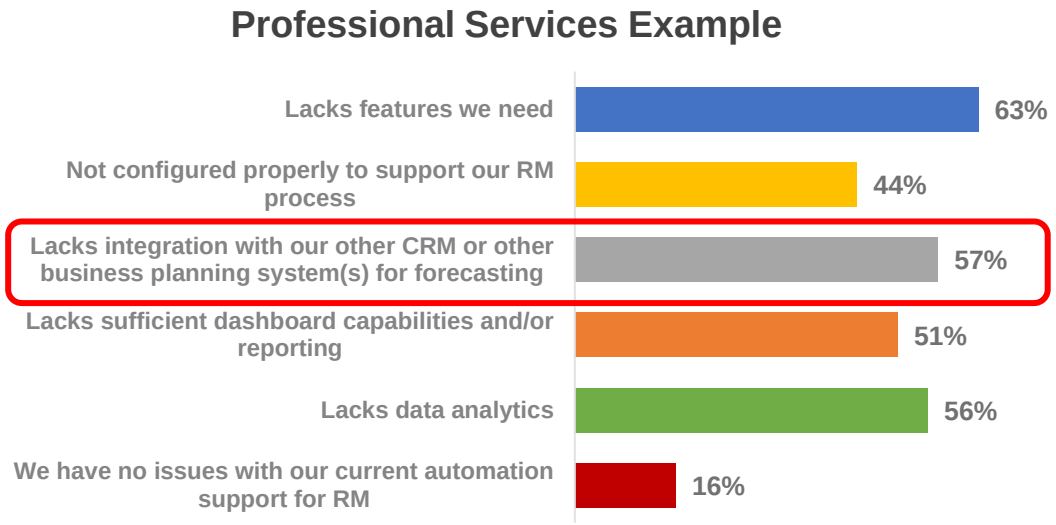
Not everyone committed to RM therefore this environment manifests itself in less than needed commitment to right level of investments and managerial focus

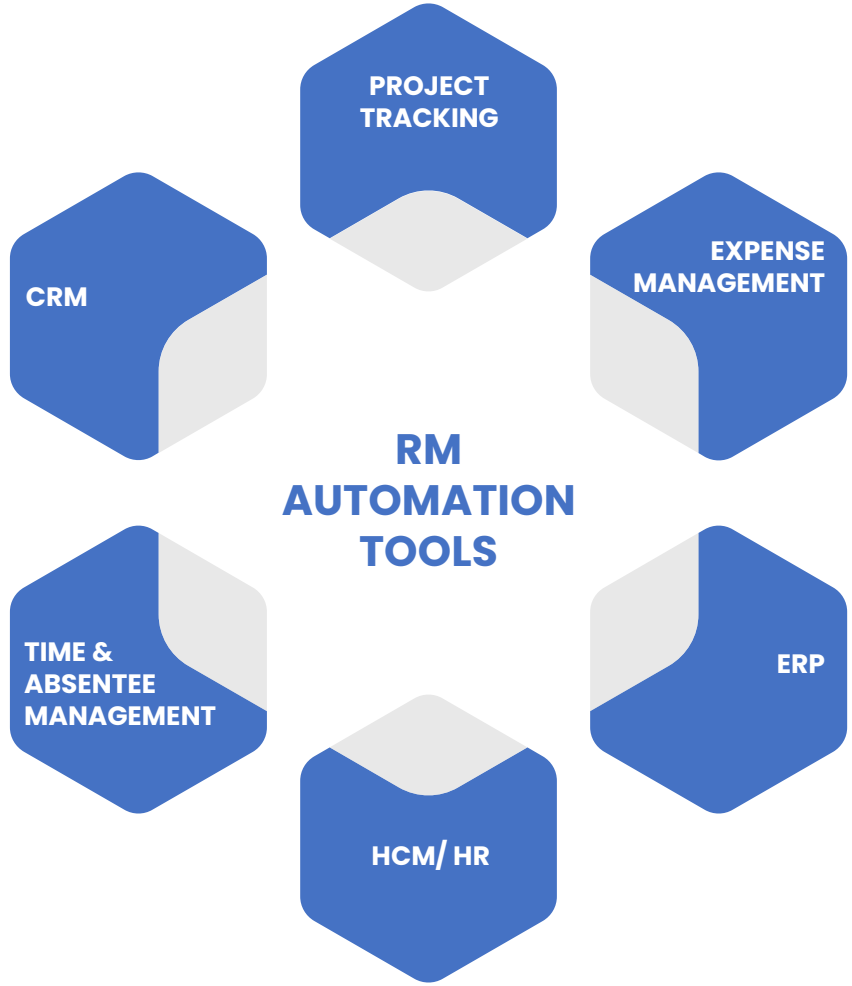
RMI 2021 Research

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

How Well Integrated is Your Resource Mgt Toolset?

- Resource management draws information from many places and needs to support cross-functional process adherence as well
- Integration with these core systems is vital
- Data redundancy and integrity is always an issue with poorly integrated environments





RMI 2020 Research

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

How do we change the C-suite mindset to put more focus on this problem?

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Emphasize Why Resource and Workforce Management are Important

On average, 75% of a service business annual spend is for labor

UTILIZATION

What is each point of utilization worth to your business?

PROJECT PERFORMANCE

What is the cost of 35 - 40% project failure rates?

Services comprise the ‘glue’ for business solutions

CUSTOMER SATISFACTION

Internal and external customers – what is the value of happy customers?

EMPLOYEE SATISFACTION AND RETENTION

What is the value of a more stable resource population?

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Selling Strategic RM to C-suite (excerpt from RMI Strategic RM course)

- Baseline what RM is / is not and fundamentals
- Focus on the competitive advantage/value RM can enable
- Use your own examples of where good RM led to superior outcomes
- Agree to a realistic build-up plan to achieve target results
- Gain a commitment to what's needed to achieve the plan:
  - Data 'ownership' supplemented by the right automation technology
  - Process adherence and governance
  - Stay on leading edge of analysis tools and capability
  - Cross functional participation (demand, delivery, finance, HR)
- Develop a change management plan with a role for C-suite executives
- Lots of communication including C-suite communications

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Or Try This…Remind them of ‘Lean’

Manufacturing then	Just-in-Time Manufacturing
1970s	**2022**
Human capital intensive	Robotics
High inventory carrying costs	Near zero inventory carrying cost
Manual project tracking	Production management automation
Reactionary demand management	Sophisticated forecasting/supply chain

Lower Cost

Better Quality

More Predictable

Inefficient → Lean

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Drawing a Parallel to Resource Management

Resource Management then	Just-in-Time Resourcing®
1990s	**2022**
Departmental silo's	Centralized management
Disparate systems and spreadsheets	Integrated PSA/PPM
Reactionary demand management	Sophisticated forecasting/capacity planning
Economics first priority	Balanced goals for economics, customer and employee sat

Lower Cost

Better Quality

More Predictable

Inefficient → Lean

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

RMI Tools You Can Use

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

RMI Tools You Can Use

Go to www.resourcemanagementinstitute.com for:

- Research and whitepapers
- Power UP webcasts
- RM Maturity Model
- Self-assessment guides
- Utilization calculator
- Collaboration tools / Forum
- Other events/webcasts
- RMCP® grads have an even broader toolkit

All Free for RMI Members!

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Third Annual Resource Management Global Symposium

April 28-29, 2022: Dallas, TX
'Future Proofing Resource Management'

Learn. Collaborate. Innovate.

EARLY BIRD DISCOUNT: $1,249 (through Feb 15th, 2022)

Registration after Feb 15, 2022: $1,349

www.resourcemanagementinstitute.com/symposium

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Resource Management Certified Professional (RMCP)®

First-of-its-kind certified professional skills development program for:

Resource Managers

Learn Best Practices

Gain Access to RMCP® Resource Center

Collaborate with Industry Peers

Plus a copy of a robust commercial-grade resource management process

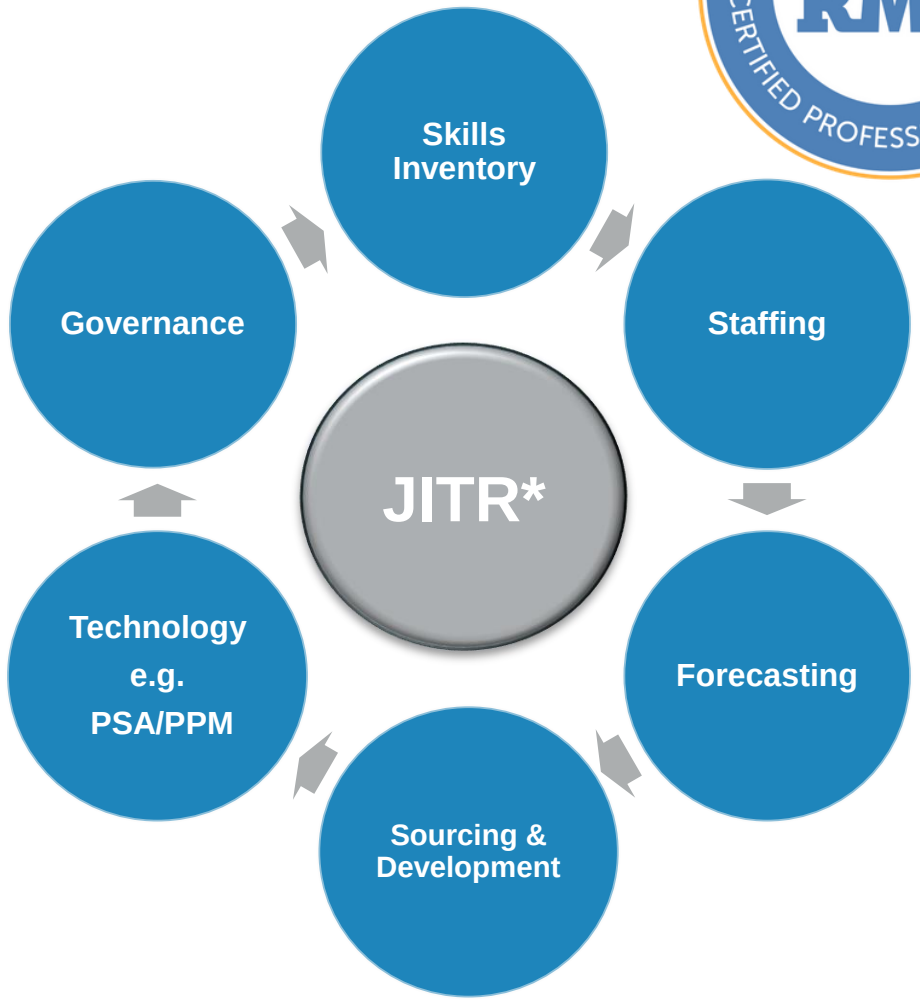
© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

RMCP® Overview

- Prerequisite study
- 3-day classroom, 6-week online instructor led sessions (2 hrs. each), and on-demand format
- Interactive lectures, case study workshops
- Certification exam
- Re-certification process

- Pricing*:
  - $1,995/person in-class
  - $1,895/person online
  - $1,795/person on-demand
- Student pays travel expenses
- Materials and testing fee included

*Price subject to change. Volume pricing available upon request.



Just-in-Time Resourcing® (JITR)

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Upcoming RMCP® Programs

In-Person RMCP

- **February 22-24, 2022 (Cincinnati, OH)**
  - **$1,995**
- **April 25-27, 2022 (Dallas, TX)**
  - **$1,895** now through March 25, 2022
  - **$1,995** after March 25, 2022
- **May 10-12, 2022 (Cincinnati, OH)**
  - **$1,895** now through April 10, 2022
  - **$1,995** after April 10, 2022

Online RMCP

- **starts February 2, 2022**
  - **$1,895**
- **starts May 25, 2022**
  - **$1,795** now through April 25, 2022
  - **$1,895** after April 25, 2022
- **starts July 26, 2022**
  - **$1,795** now through June 26, 2022
  - **$1,895** after June 26, 2022

ADVANCED RM COURSE

- **In-person (Dallas, TX)**
  - April 27, 2022
- **Online**
  - Starts September 15, 2022

$799 (offered exclusively to RMCPs)

RMCP® ON-DEMAND VERSION AVAILABLE 7 X 24 FOR $1,795

RMGS Bundled Pricing available (see website for details)

Apply today at:
http://resourcemanagementinstitute.com/apply/

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

RMI Training and Certification Programs

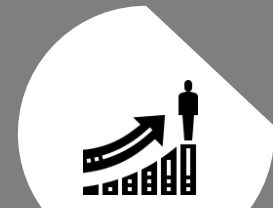
Intro to RM

The Introduction to Resource Management course is designed to provide foundational competency development for professionals new to resource management

RMCP® Certification

This first-of-its-kind professional certification program is specifically designed for promoting resource management competency development for RM professionals

New!



Next Level RM Development

Targeted at RMO Leaders and RMCPs, the Strategic RM and Advanced RM courses provide insight into advanced RM concepts and best practices

New!

Resource Management Soft Skills

The Resource Management Soft Skills development program focuses on enhancing the soft skills resource managers need to complement their process, business, and systems knowledge. Participants learn how to: effectively communicate and build relationships with stakeholders at all organizational levels, set and manage expectations, and challenge existing ideas and push back on 'bad' behavior.

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Three Other Ways We Can Help

ASK THE EXPERT ADVISORY
hourly advisory – sign up online via the website

RM STRATEGIC ADVISORY SERVICES
packaged assessments –
send inquiries to info@resourcemanagementinstitute.com

RTMC CONSULTING SERVICES
from assessments and consulting, to full RMO buildouts –
send inquiries to info@resourcemanagementinstitute.com

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

5 Wrap Up/Q&A

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Thanks to Our Sponsor

The Mavenlink Industry Cloud for Professional Services™ enables agencies, consultants and professional services organizations to optimize resources and elevate operational performance to build a thriving business. A resource-first architecture, enables resource managers to field the best team, every time and see up-to-the minute progress against timelines and budgets so projects run smoothly, predictably, and profitably. With Mavenlink's purpose-built technology services businesses can support clients like never before.

Visit www.mavenlink.com to learn more.

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.

Q & A

Resource Management Institute

855-786-2555 Ext. 509

Info@ResourceManagementInstitute.com

www.resourcemanagementinstitute.com

@RMICommunity

Group: Resource Management Institute

© 2007- 2022 RTM Consulting, Inc. / RMI. All Rights Reserved.