Employee Engagement
Mini-whitepaper series

Building a Scalable RM Process to Execute your Employee Engagement Strategy

Part 3 (of 3)

Randy Mysliviec – Managing Director

Resource Management Institute
855-786-2555 x509
info@resourcemanagementinstitute.com   www.resourcemanagementinstitute.com

Introduction

This mini-whitepaper series is dedicated to this important topic of Employee Engagement and intended to accomplish two important objectives: 1) share new techniques being developed by the RMI to help the industry conceive new ways of engaging employees to improve employee satisfaction and retention, and making it easier for employees to engage with their employers 2) highlight specific opportunities for collaboration of the RMO with the HR and Delivery teams to address what we will highlight as cross-functional solutions. Key to these new Employee Engagement solutions will be how do we do this at scale!

If you have not read Part 1 of this mini-whitepaper series, Making Talent Retention Job #1, or Part 2, Enabling the Engaged Employee Culture, I would highly recommend reading both before reading this final Part 3. Suffice to say regarding what I wrote about in Part 1, with the rapidly growing millennial population, emerging growth of Gen Zers, and the decline of boomers in the workforce, employers need to figure out how to address the important drivers of employee attrition. Also, in Part 1 I concluded there are two primary drivers which continue to stand out as important to address particularly as it relates to millennials (but not limited to them):

1. The kind of work I do every day, my enjoyment of that kind of work, and a sense that that work is aligned with my career aspirations and goals is fundamental to how 'engaged' I am with the company I work for.
2. A shared sense of purpose and the feeling I am doing something important, not just for me or my company, but for the broader good is also part of what makes me want to be 'engaged'.

Important to note again is that there are certainly other drivers such as compensation, the work environment, the relationship with my immediate manager, work/life balance and more. But our studies in this area put these two 'conclusions or key drivers of dis-engagement' at the top of our list.

Making retention job #1 will be top of the priority list for most if not all people-centric services teams. In Part 3 of this series, I will review some actionable steps to enabling and building a scalable RM process to support your employee engagement strategy.

Linking the RM Process to Employee Engagement Processes

Important to linking your RM process with the employee engagement process is doing so in a manner where automation enables execution at scale. This requires a collaboration of the RMO,

HR and Delivery functions since all have contributing roles and processes to coordinate. Key to this step are:
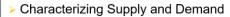
- Creation of a well-designed skills database that identifies project allocation related criteria, including high-priority wants and skills development needs of employees.

- Utilizing a staffing algorithm that balances these (skills development needs) criteria with the typical efficiency criteria more commonly used e.g. skills match and availability.

- Provisioning reporting to track how well the actual allocations are going relative to both efficiency (utilization and time to staff), project effectiveness, and employee engagement.

While these three things seem fairly straight forward, they will prove more challenging to implement early on since 1) these processes are often new to most enterprises 2) the supporting automation tools e.g. PSA or PPM or HCM systems do not necessarily provide these capabilities natively 3) probably most difficult will be the culture shift of organizations to face the hard economic choices of finding a better balance of efficiency with needs for more proactive and responsive engagement choices. On this last point, if successful, you may find that the lower cost of higher employee retention can offset staffing choices that do not always favor efficiency over employee development needs.

To describe how to evolve RM processes to enable better Employee Engagement, we use the growing industry standard Just-in-Time Resourcing® (JITR) process solution as a reference architecture for describing our recommendations. Similar to how Just-in-Time Manufacturing focused on getting materials and plant capacity aligned just-in-time, JITR focuses on human capital deployed in a project-based services environment to get the right people in the right place at the right time. The six elements of JITR are pictured below.

*Just-in-Time Resourcing® (JITR)

➢ Characterizing Supply and Demand
   ▪ Resource Skills Inventory
   ▪ Process Staffing requests
   ▪ Forecasting future needs
➢ Managing Talent
   ▪ Sourcing & Development
➢ Enabling / Automating JITR Processes
   ▪ Technology
➢ Ensuring Compliance
   ▪ Governance

There are three elements of JITR (or whatever your RM process is) that will require some transformation. They include the Skills Inventory, the Staffing Process, and Governance elements - in that order:

1. **Skills Inventory:** Fundamental to any RM process, the skills inventory is where we store information on the capability and capacity of the delivery team, supported by a recurring process to keep this information current and accurate. The skills inventory is ideally enterprise wide, unlocking any potentially siloed resources. The skills inventory would contain information (at a minimum) on who (e.g. delivery or technical personnel) we have, what skills they have, and where they are located. Current project commitments including roll-off dates need to be stored either in this database or someplace accessible to your application supporting the staffing process. In support of better employee engagement, employee development needs, career plans and aspirations should also be stored in the skills inventory. When combined with forecast data, a forward-looking gap analysis can be developed to identify shortfalls or surpluses for management attention and action. This information is ideally managed in a PSA/PPM solution.

2. **Staffing Process:** Staffing is the continuous process of matching available resources for all active and potential projects. Ideally this process views all resources in a centralized manner, in lieu of all too common decentralized approaches that are often labor intensive and sub-optimized. The assignment process should incorporate the ability to best match available capacity to project needs, <u>while also advancing the opportunity for the employee via assignments in line with their desired project types and development needs</u> whenever possible. Hopefully the company's services automation tool automates the vast majority of these staffing choices, leaving unfilled needs for management attention.

3. **Governance:** Like any other mission critical business process, the establishment of metrics, dashboards, corrective action/continuous improvement processes are necessary to achieve consistent and predictable results. As your RM processes are transformed to enable improved employee engagement, be sure that you define and publish reports on employee engagement progress, and provide the ability to make employee specific inquiries needed to support specific needs or reviews.

Closing Thoughts on Employee Engagement

The impact to every business when it comes to finding and retaining talent is undeniable and more challenging than ever. With the rapidly growing millennial population, emerging growth of Gen Zers, and the decline of boomers in the workforce, employers need to address the drivers of employee disengagement. Traditional HR approaches alone are no longer enough. Making retention job #1 will be top of the priority list for most if not all people centric services teams.

About the Author

With 40+ years of IT experiences including 18 years with IBM serving IT departments around the globe, Randy Mysliviec now leads RTM Consulting and the Resource Management Institute. Acknowledged by industry sources as an expert in Global Resource Management (GRM) and author of the Just-in-Time Resourcing® brand of solutions, Randy advises multi-national companies with the complex challenge of operating IT services teams serving the global market. He is a founding member of the Technology Professional Services Association (TPSA – now TSIA - the Technology Services Industry Association) and served as a member of the TPSA Advisory Board.

About the Resource Management Institute (RMI)

The Resource Management Institute is dedicated to the advancement of resource and workforce management thought leadership, best practices and standards, globally recognized credentials that certify resource management expertise, and tools and resources necessary for effective and efficient management of human capital-intensive businesses. The Resource Management Institute was created to provide the resource and workforce management community a vehicle to advance the discipline of resource and workforce management, and further the interests of the people who make up this community and the companies they work for. Visit us at www.resourcemanagementinstitute.com and on LinkedIn.

About RTM Consulting

Specializing in Resource Management, Project/Portfolio and Knowledge Management, and Services Business Optimization, RTM Consulting helps IT hardware, software and support services organizations achieve the benefits associated with successful services portfolios. With its unique Just-in-Time Resourcing® solutions and Business Acceleration Services, RTM Consulting helps large, medium and small firms move beyond theory to practical application of industry best practices and achievement of exceptional results in the shortest possible period of time. For more information please contact RTM Consulting at info@rtmconsulting.net or www.rtmconsulting.net.

Resource Management Institute
855-786-2555 x509
info@resourcemanagementinstitute.com   www.resourcemanagementinstitute.com