

# Q1 Power UP

## Resource Management Excellence

Dedicated to the advancement of resource and workforce management thought leadership, best practices and standards. Our purpose is to elevate how the world plans and manages its people.

### Methods



#### Best Practices and Standards

Leveraging the Just-in-Time Resourcing (JITR)<sup>®</sup> framework to enable efficient, scalable, and real-world implementation of best practices.

### INSIGHTS



#### Market Research

Providing actionable market research and benchmarking data to empower organizations to assess performance, identify trends and gaps, and drive continuous improvement.

### COLLABORATION



#### Industry Events

Collaborative events and forums that connect resource and workforce management professionals, foster knowledge exchange, and inspire collective growth.

### EDUCATION



#### RM Training and Certification

Equipping individuals and teams with the skills, knowledge, and confidence to lead and execute resource and workforce management at the highest level.

### ADVICE



#### RM Advisory Services

Enabling organizations to build their resource management capability or accelerate their journey to a mature RM function in pursuit of RM excellence.

**ESTABLISHED IN 2016**



**Ryan Childers**  
**Managing Director**  
**Resource Management Institute**

Ryan Childers is the Managing Director of the Resource Management Institute (RMI). With specific expertise in Global Resource Management, Ryan was an early adopter and implementer of the Just-in-Time Resourcing<sup>®</sup> brand of human capital management solutions. His passion for the resource management discipline is central to his role leading this important industry institute.

Ryan holds an MS in Information and Communication Sciences and BS in Management from Ball State University.

# Resource Management Excellence

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- 02** RM Excellence
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- 05** RMI Updates and Resources



**We want to hear from you!**

**Please send questions via  
Zoom Q&A icon.**

**We will address questions  
offline following the event.**



RMI *Survey Series*  
Resource Management Institute  
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The RMI publishes research reports every quarter to help professionals compare their Resource Management/Workforce Management operations to their peer groups. Each report explores various aspects of running Resource Management operations.

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**FREE for RMI Members!**



This marked the 5th edition of our ongoing research into inhibitors to effective resource management, conducted in the first quarter of 2026. The intent of the study was to dive into the people, process, and technology challenges that continue to hold companies back from achieving stronger outcomes from Resource Management.

Insights for this study were gathered from a diverse group of professionals, including services executives, resource managers, resource management office (RMO) leaders, project managers, and delivery leaders. Participants represented 81 organizations across a broad spectrum of industries, including Professional and Consulting Services; Enterprise IT; Product Development; Marketing Agencies; Accounting, Audit, Tax, and Advisory Firms; and Law Firms.

## RESOURCE MANAGEMENT EXCELLENCE

When your organization can consistently and predictably:



**Get the right person  
in the right place  
at the right time**



- Deliver projects on-time, on-budget, and with good quality
- Achieve target utilization
- Produce satisfied customers
- Help drive better employee engagement



## Our Approach

1. Reveal the Inhibitors to Effective Resource Management – 2026
2. Deep Dive into Inhibitors
  - Data from 2026
  - Trend data going back to 2018
  - Identify the hot spots in each area

## Inhibitors to Effective RM



**67%**

### DATA

Lack of accurate or timely data to support resource management



**49%**

### AUTOMATION

Lack of automation tool(s) supporting the process



**40%**

### SUPPORT

Lack of organizational and/or executive support for RM



**30%**

### PROCESS

Lack of process design and/or implementation

\* Multiple responses allowed. Percentages may total to more than 100%

## Q7. The largest inhibitors we have to effective resource management are due to: (Check all that apply)\*

		2026	2024	2022	2020	2018
1	lack of accurate or timely data to support resource management	67%	NA	NA	NA	NA
2	lack of automation tool(s) supporting the process	49%	70%	61%	71%	71%
3	lack of organizational and/or executive support for RM	40%	51%	NA	NA	NA
4	lack of process design and/or implementation	30%	61%	65%	57%	65%
5	lack of dedicated and skilled resource managers	20%	22%	24%	35%	24%

Lack of accurate or timely data debuts as an option in 2026 and immediately tops the list at 67%. This reframes the problem from “we need better tools or process” to “we need better data flowing through them.”

Over the last few cycles, organizations did invest in process and platforms. Now the bottleneck has moved upstream to data quality, timeliness, and integration, which is exactly what we see here and will see in the tool/automation detail questions (Q15–Q16).

\* Multiple responses allowed. Percentages may total to more than 100%

# Observation 02

## Process Discipline and RM Data Quality Are Now Inseparable



Reliable RM data is moving from a differentiator to a minimum requirement.

The pursuit of smarter insights and faster decision-making exposes a hard truth: intelligence is only as strong as the data behind it.

The limiting factor won't be tools or ambition, but the quality, consistency, and completeness of the data flowing through RM processes and into our systems.

**And most still have data quality and reliability issues to resolve.**

#1



**59%**

**ADHERENCE**

Processes are not consistently followed

## Q11. Regarding process support for resource management as an inhibitor, our current RM process is: (Check all that apply)\*

		2026	2024	2022	2020
1	not consistently followed	59%	58%	NA	NA
2	not effectively implemented	31%	32%	44%	40%
3	not supported with good process training	22%	28%	31%	28%
4	overly complex or burdensome	21%	NA	NA	NA
5	not properly designed	19%	32%	31%	27%
6	not an inhibitor for us	19%	13%	17%	19%

On process, we've made real progress. Design issues are down to 19%, implementation and training both improved since 2022. But the big rock that hasn't moved is adherence at 59%.

With data now the top inhibitor to effective RM, this explains why the data stays messy: when processes aren't consistently followed, you get incomplete or late entries, which then harm forecasting, staffing accuracy, and utilization reporting. In other words, process adherence is the upstream driver of our data problem.

\* Multiple responses allowed. Percentages may total to more than 100%

## Q12. Regarding process support for RM, we need/plan to develop better processes for: (Check all that apply)\*

		2026	2024	2022	2020	2018
1	forecasting and capacity planning	75%	78%	81%	75%	85%
2	managing our skills inventory	55%	67%	65%	64%	62%
3	governance of our RM processes	54%	63%	62%	64%	65%
4	skills development and sourcing	52%	56%	55%	49%	45%
5	project staffing	40%	44%	52%	36%	47%

On where to focus process improvement, the market keeps pointing to forecasting and capacity as the top need every cycle. Right behind it: skills inventory and governance, both still above 50%. The practical move is to shore up those three: standardize demand data, deploy interlock processes, get roles and skills clearly defined, and tighten governance so the standard path becomes the easiest path. That's how we reduce the data inhibitor and finally move increase adherence to RM processes.



## Q2: Capture, Perfect, Automate – Getting Demand Data Right

\* Multiple responses allowed. Percentages may total to more than 100%



**99%**

**See room to improve**

**43%**

**A known area for improvement**

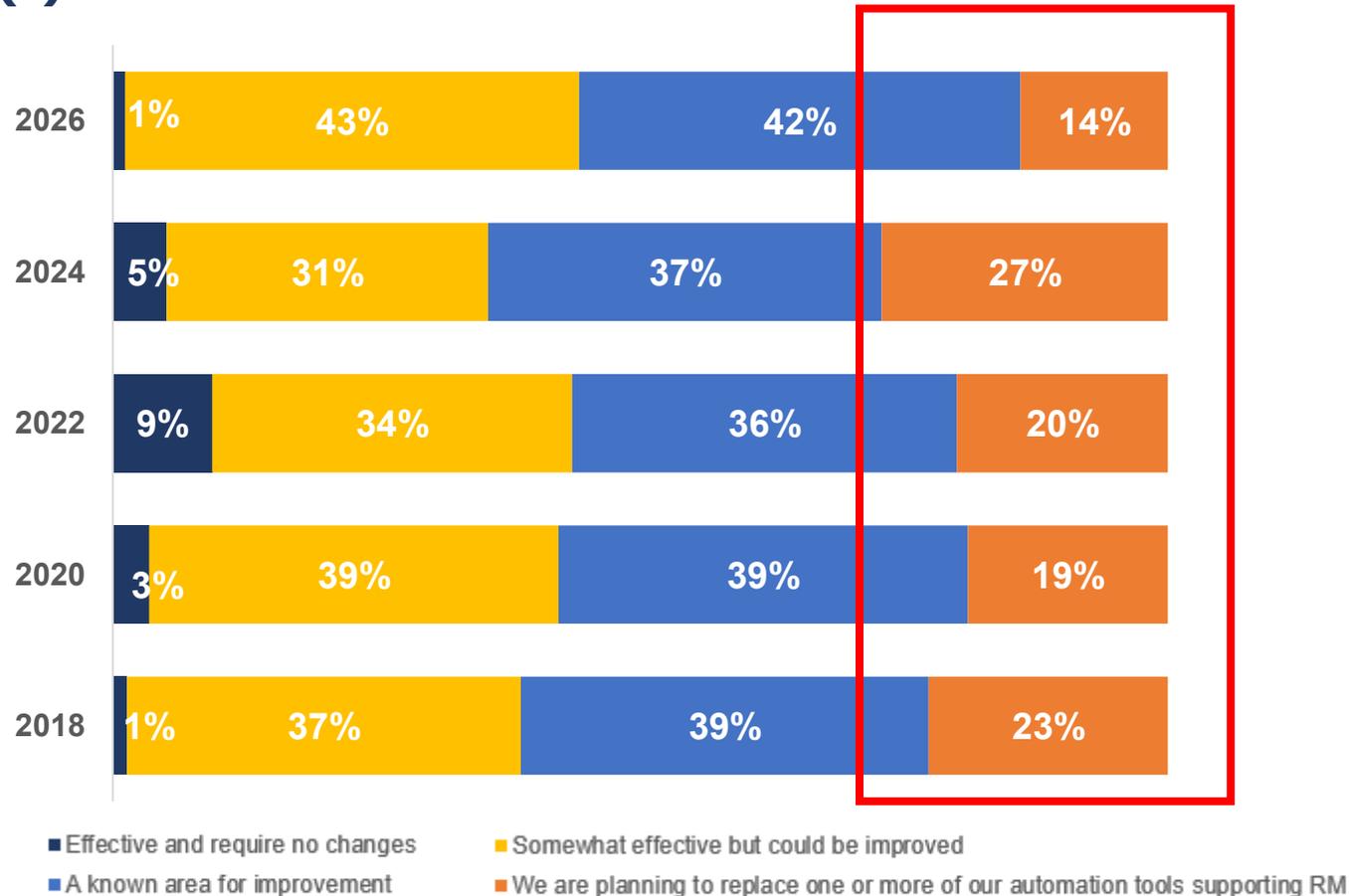
**42%**

**Somewhat effective but could be improved**

**14%**

**Planned for replacement**

## Q14. Regarding automation tool(s) support, our current tool(s) for RM are:



On tool effectiveness, respondents have cooled on rip-and-replace. Only 14% plan to swap out tools this year, down from 27% in 2024. Most are now in 'somewhat effective' or 'known issue' territory. That tells us the next gains come from configuration, integration, and data standards, not just buying a new platform. Stabilize the system of record, fix the big integration gaps that damage RM data, and deploy a few dashboards that make adherence visible.

## Q15. Current inhibitors in our automation support for RM include: (Check all that apply)

		2026	2024	2022	2020	2018
1	lacks integration with our other front and back-office system(s)	64%	67%	54%	60%	55%
2	lacks features we need	57%	64%	62%	71%	55%
3	lacks sufficient dashboard capabilities and/or reporting	51%	67%	55%	61%	55%
4	not configured properly to support our RM process	48%	53%	45%	51%	45%
5	we do not have issues	4%	6%	7%	5%	3%

The 2026 story is less about missing vendor features and more about integration, configuration, and data discipline. Integration remains the top automation inhibitor, with 64% of organizations reporting issues, consistent with prior studies and directly tied to ongoing data accuracy and timeliness problems. Feature gaps have declined to 57%, down from peaks in 2020, suggesting technology providers and teams have closed many capability gaps. Reporting and dashboard limitations have eased to 51%, reflecting better native analytics and BI usage.

\* Multiple responses allowed. Percentages may total to more than 100%

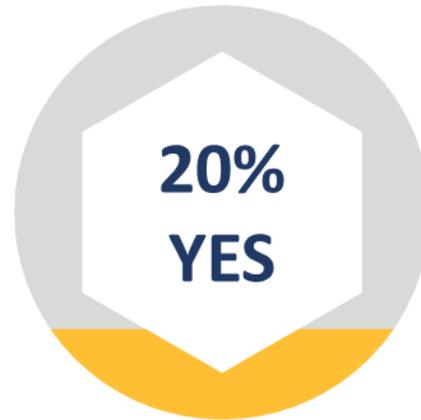
## Q16. Regarding future automation tool support for RM, we need/plan to address these current automation deficiencies: (Check all that apply)

		2026	2024	2022	2020	2018
1	forecasting and capacity planning	82%	81%	81%	77%	81%
2	reporting, dashboards and data analytics	66%	80%	78%	75%	74%
3	skills inventory/database capabilities	57%	69%	61%	64%	68%
4	skills development planning	45%	49%	60%	48%	49%
5	project staffing	37%	44%	54%	49%	47%

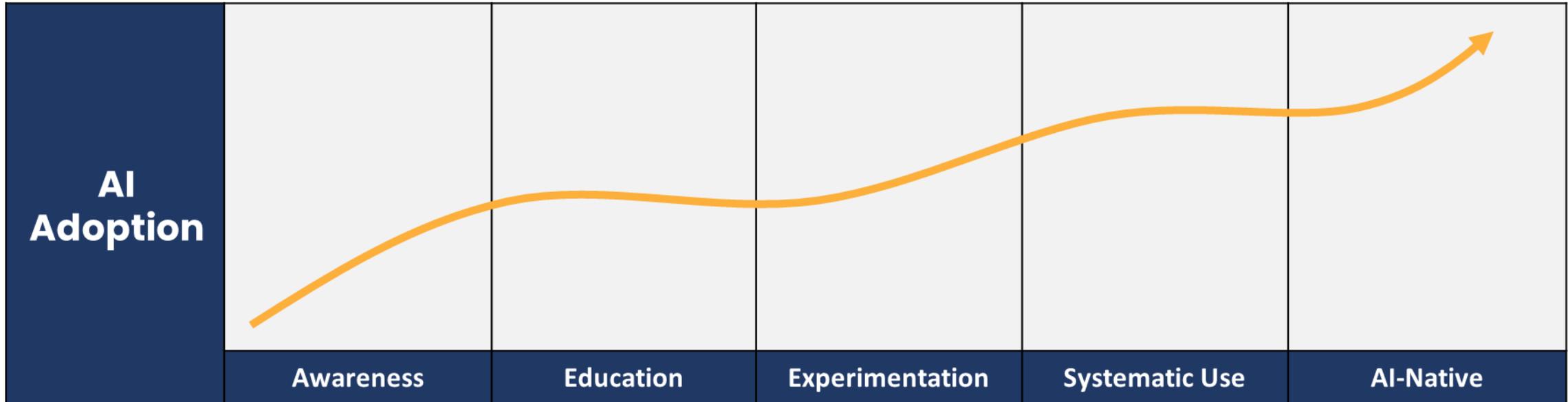
Overall, the focus shifts toward forecast quality, analytics, and the underlying skills data required to power them. This aligns with data being the top inhibitor to effective RM and with the need to improve adherence and governance.

\* Multiple responses allowed. Percentages may total to more than 100%

## Q17. Are you currently using any kind of artificial intelligence features to support your resource management initiatives?



AI adoption in resource management is still in its early stages, with 80% of organizations not yet using any AI features. The 20% who have begun experimenting are applying AI in limited, tactical ways, mostly for data insights, workflow automation, skills intelligence, and basic forecasting. Overall, the low adoption rate reflects not a lack of interest but a lack of readiness; most organizations must first improve data quality, integration, and process consistency before AI can deliver real value.

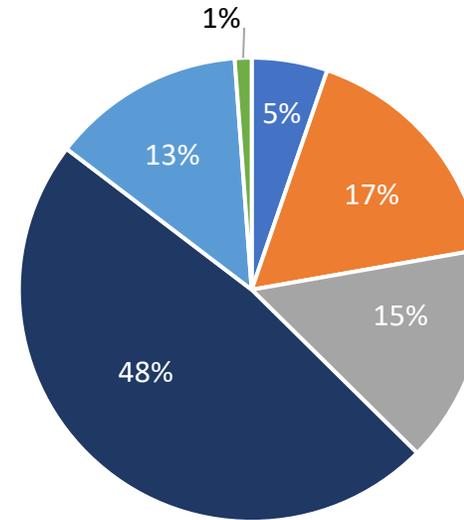


In Practice	Awareness	Education	Experimentation	Systematic Use	AI-Native
	<p>Exposure to AI concepts, tools, and potential.</p> <p>Curiosity without action.</p>	<p>Learning about AI capabilities, risks, and use cases.</p> <p>Attending formal or informal training, webinars, articles, etc.</p>	<p>Trying tools like ChatGPT, Copilot, or AI apps.</p> <p>Use is ad hoc, exploratory, and often siloed.</p>	<p>AI is embedded into workflows or routines.</p> <p>Teams or individuals use AI consistently for productivity, decision-making, or collaboration.</p>	<p>AI is a core part of how work or life is done.</p> <p>Autonomous agents, co-creation, and proactive AI support are the norm.</p>

Q1

## Where is your organization along the AI adoption curve?

*Nearly half of organizations are experimenting.*

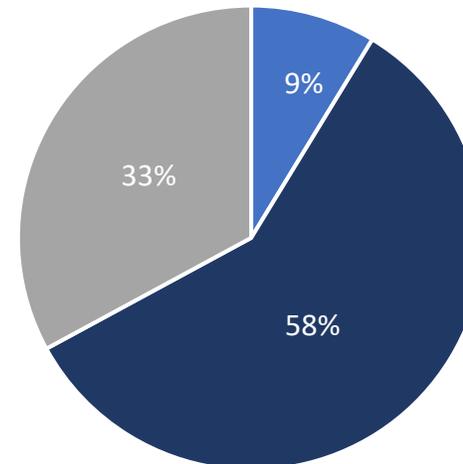


- Haven't Started At All
- Awareness
- Education
- Experimentation
- Systematic Use
- AI-Native

Q2

## Where does your RM function sit on that same adoption curve?

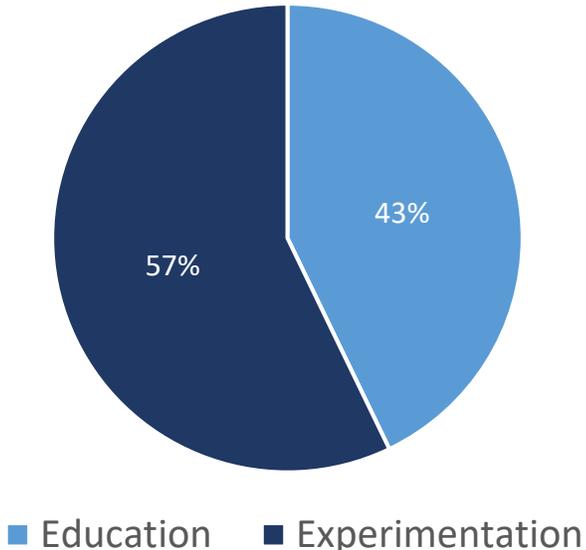
*RM is not keeping pace with organizational AI movement.*



- Further Ahead
- Lagging Behind
- Same Stage

## Q18. Where is your resource management function along the AI adoption curve?

*Experimentation has picked up from what we saw at RMI Connect and our Q4 Power Up.*



## Q19: How are you using AI to support RM initiatives?

Category	Usage
<b>Data &amp; Insights</b>	<ul style="list-style-type: none"> <li>Using AI to provide additional insights on RM data.</li> <li>Running analysis outside the PSA system.</li> </ul>
<b>Skills &amp; Talent Intelligence</b>	<ul style="list-style-type: none"> <li>Building an in-house tool to pull resumes, project notes, and client feedback to improve skills reporting and tracking.</li> <li>Using a skill database enhanced by AI.</li> <li>Leveraging our PSA's integrated AI for skills forecasting.</li> </ul>
<b>Process &amp; Workflow Automation</b>	<ul style="list-style-type: none"> <li>Using AI for Interlock Prep.</li> <li>Automating workflows that connect Slack to spreadsheets.</li> <li>Sending automated reminders for timesheets and other operational tasks.</li> <li>Using AI to consolidate or summarize project information.</li> </ul>
<b>Staffing &amp; Delivery Enablement</b>	<ul style="list-style-type: none"> <li>Creating resource templates (e.g., estimating weekly hours by project size) that can be imported into the RM tool.</li> <li>Employing an AI agent that reads contracts to identify scope.</li> </ul>
<b>Platform-Embedded or Custom AI</b>	<ul style="list-style-type: none"> <li>Using AI built into the ServiceNow RM module, with more improvements in development.</li> <li>Using in-house agents or Copilot to develop apps, support project planning, and integrate</li> </ul>

## Q20: What are the biggest inhibitors to adopting AI in resource management in your organization? (check all that apply)



**BANDWIDTH**  
Lack of bandwidth to experiment with AI tools



**CONCERNS**  
Concerns about accuracy or risk



**DATA**  
Lack of clean/usable data



**SKILL GAP**  
Lack of the right skills within RM team

AI adoption is constrained primarily by lack of bandwidth to experiment (71%), signaling overloaded teams and no time for proofs of concept. Dirty or unusable data (53%) blocks model reliability and undermines trust. Accuracy and risk concerns (47%) reflect governance, security, and bias fears that stall deployment. A skills gap within the RM team (41%) limits effective use and integration. Remedy: ring-fence time for pilots, launch a data-quality sprint, implement risk guardrails, and upskill RM.

# What 2026 Demands from RM

## The 2026 Play

### Strengthen the Discipline

This is where RMOs stay the course in their pursuit of RM excellence, focusing on the core processes, data, and discipline that make resource management effective at scale.

- Standardized, repeatable RM processes
- Trusted, actionable RM data
- Clear RMO governance and decision rights
- Discipline in planning and commitment to continuous improvement



### Explore the Intelligence

In parallel, RMOs should actively explore emerging intelligence capabilities; building comfort, practical experience, and momentum through hands-on use.

- Progress comes from engagement, not waiting for full maturity before taking action
- Start with personal productivity
- Practical experimentation
- Hands-on skill and capability development



01

## **Strengthen the Discipline: Continue the pursuit of RM maturity and RM Excellence**

Focus on the core: standardize demand data, deploy interlock processes, get roles and skills clearly defined, and tighten governance so the standard path becomes the easiest path.

02

## **Automation: Target integration improvement**

Integration issues are the #1 automation inhibitor and the root cause of RM's data latency problem. Fixing them turns your toolset into a reliable data engine rather than a source of manual cleanup.

03

## **Explore the Intelligence: Get going with AI**

Start with personal productivity to get acclimated with AI, and then more on to small high-value, data-ready use cases that strengthen data rather than depend on perfect data.



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## In-Person (Classroom)

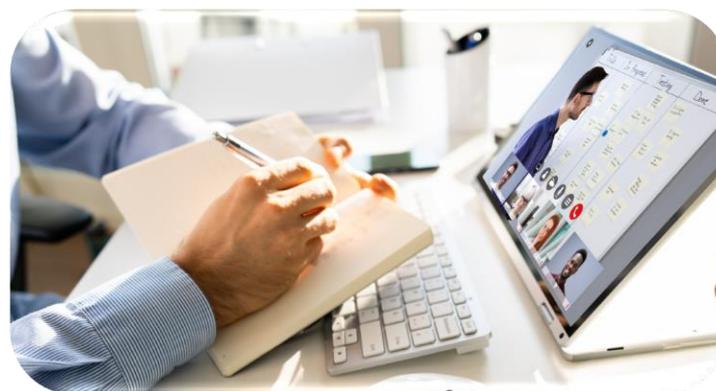
- April 20-23 (Indianapolis, IN)



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