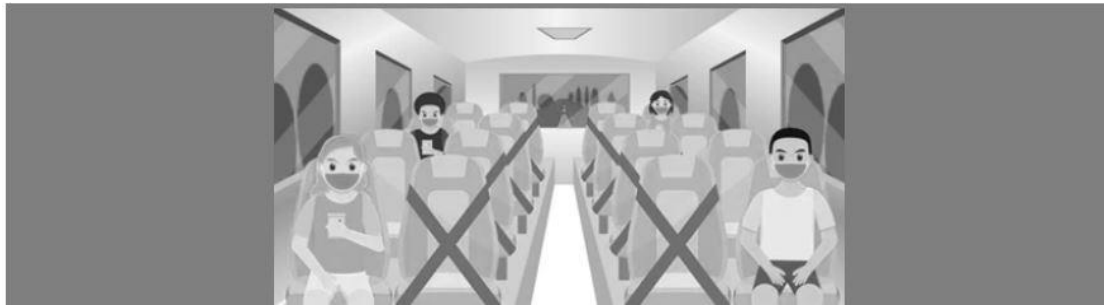




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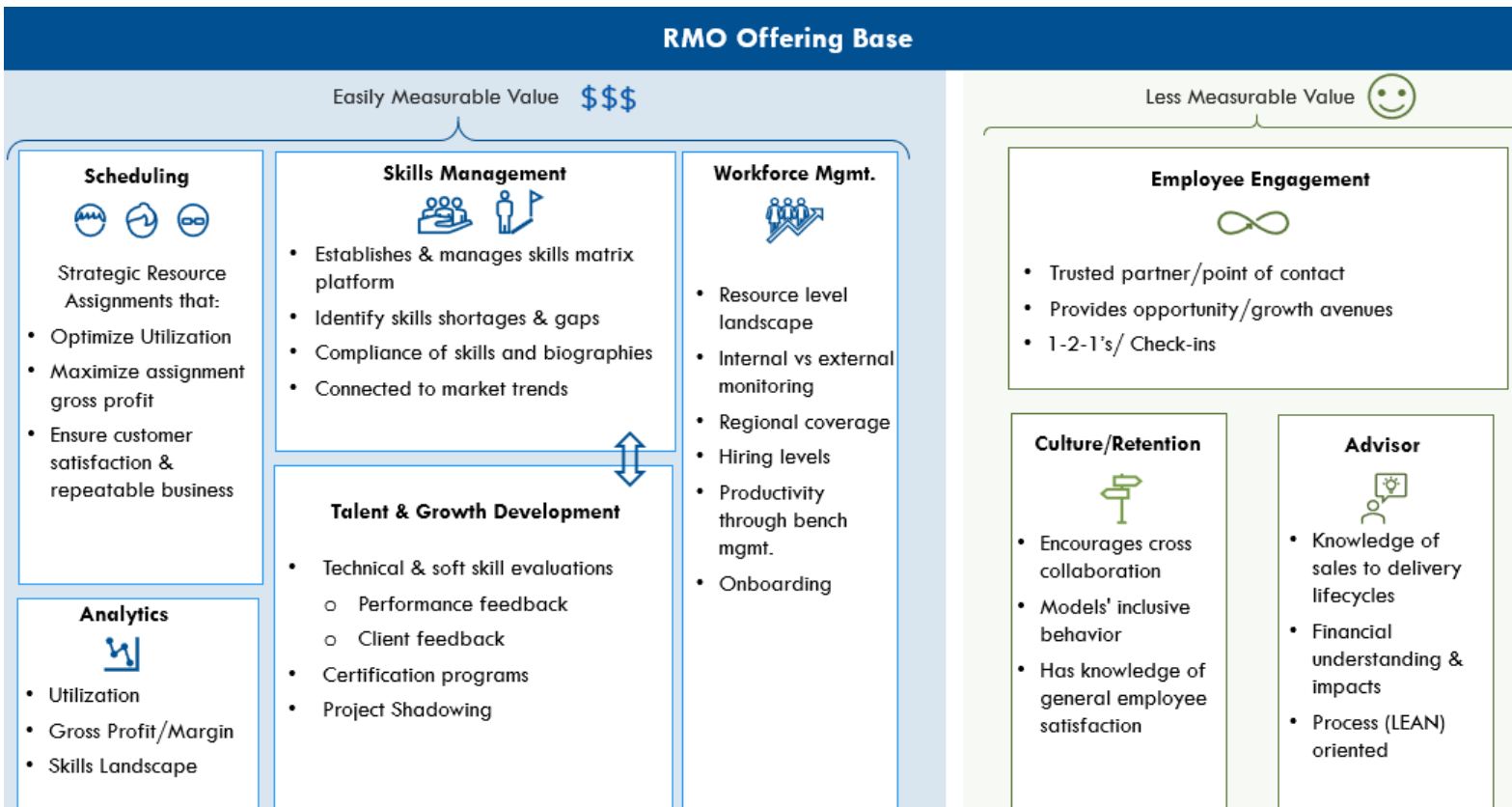
Resource Management Office – Where Do We Sit?

If you have ever watched the movie Forest Gump, you may remember the scene where Forest Gump steps onto his elementary school bus for the first time and due to his physical limitations (leg braces), all the kids express their ill desire for him to sit next them by saying “**This seat is taken**”. However, despite how he might look one sweet and smart young girl (Jenny) offers Forest her open seat next to her and they become friends for life.



Now you are probably wondering, *how on earth does this have ANY relevance to resource management?* Well, if you have been a part of this offering for a while, you have likely witnessed companies struggle with where to **situate** a Resource Management Office (RMO) and who should really own it. Companies have battled between positioning it within Delivery or PMO, Operations and even HR/Talent and include frequent moves of the RMO because some of its functionality and goals overlap into any one of those listed business units. To try and figure out where we should “sit” on the corporate bus lets investigate the functionality and offerings of today’s RMO world.

Ok so Resource Management has been around for a couple decades now but is still considered a newer offering in the industry, with many companies still unfamiliar with its concepts. With that, the battle between tactical vs strategic vs measurable resource management is still to this day being assessed to determine what the most ideal RMO offering should look like. As a resource manager you are often having to make many simultaneous decisions that affect both revenue and employee satisfaction but rarely do these decisions positively impact both (even though it’s proven that employee satisfaction can impact our return of investment but that’s for a later edition). This can put Resource Managers in an emotionally conflicted position and divided between their values and their mission.



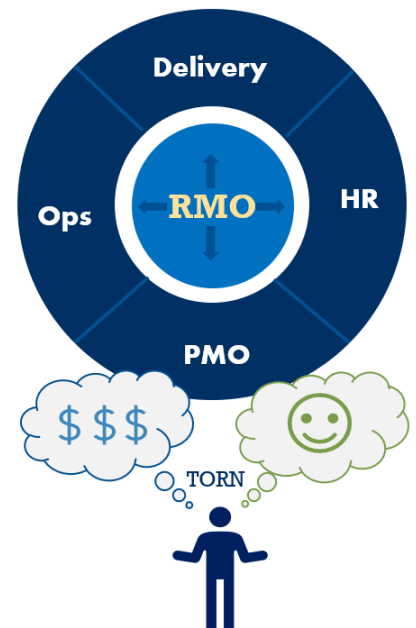
Core personality traits of a Resource Manager include empathy, inclusion, and a people first approach with active investment in employee growth and engagement. This is critical since we know that happy and engaged employees can drive positive performance, demonstrate core company values which equates in the RMO world to simpler and secure assignments and who doesn't want that? These shared interests cross over with themes that are typically owned within HR and Learning & Development, which is why it's not unusual to see RMO positioned within the HR line of business.

As previously mentioned, our traits (**empathy over engineering**) are often conflicted by the necessity to operate from our tactical best practices, focused toward maximizing utilization and profitability. Depending on how the business is financial performing, it can impact which resource decision tree branch's we need to lean on harder (without hopefully breaking them). *Example: Do I need to increase my billable capacity to achieve more revenue for this quarter? Do we have people with low utilization or redundant skills that need HR review? How are our resourcing decisions impacting our gross profit and have we made cost savings without hindering quality?* To successfully assess where we may need to adjust our resource model or assignment approach, we must be knowledgeable of our current business posture and operate in partnership with the delivery business leaders. Having visibility into current state landscape, including their purchase & ledger we can help delivery leaders achieve their financially driven targets.

OK So Where Should We Sit?

Based on our need to understand offering models, skills, current business posture, financial strategies and still maintain relationships at the ground level, I conclude that RMO operates most successfully within the organization that owns delivery. However, based on personal experience RMO can thrive in any one of the listed "organizational seats" IF it maintains mutually, **solid** relationships with its peer groups and company culture fosters an approach focused on support, collaboration, and inclusion.

What a company who is considering investing in RMO needs to know, is the value on which this organization truly brings, across many areas. Yes, resource profitability is at its core and we will always promote that as a primary benefit but we must (in our current employment crisis) highlight the less measurable functions, Resource Mangers has to offer. Functions that drive positive employee engagement, satisfaction, productivity, and well-being that's tied to key culture and retention programs. After all they too have a price tag attached if not managed well, that tag is just not as visible as perhaps delivered revenue.



The Resource Management Institute (RMI) offers materials and expertise to help business owners understand the positive impacts and benefits of implementing RMI best practices and methodologies.