Resource Management Maturity Model

	Level 1	Level 2	Level 3	Level 4	Level 5
Skills Inventory	• Role names are not standardized • No Skills Inventory	• Some framework for role definition, but not controlled • Skills are tracked in a decentralized manner • No process around skills input or updates	• Skills Inventory managed centrally across organization • Limited confidence in skills data and accuracy • Roles formally defined	• Skills Inventory managed centrally with documented governance process • Ongoing process for resources to update skills • Skills and roles are normalized across organizational boundaries • Role names and definitions consistently align with the rates and costs of resources •Third party/contractor resources incorporated into the skills data base	• Skills and roles are well known and understood by the organization with strong compliance • Skills inventory is utilized strategically to track employee aspirations and assist with employee engagement • Ongoing quality management process • Skills data is synchronized across HR and delivery systems
Staffing	• Staffing activity occurs after a deal is sold • Lack of clarity in understanding resource and role requirements of new projects	• Staffing is decentralized and performed by line managers for their resources • Requests for resources come from many sources and in many forms	• Staffing discussions occur prior to a deal being closed/won by sales • Staffing function is centralized, but still have requests coming in from many sources • Standardized way in which resources are requested and assigned	• Resource request process is well-defined and followed across the business including prioritization and resolution process for staffing conflicts. • Most new work streams have a defined resource plan and soft-booked resources prior to being closed/won by sales •Technology assists staffing process	• All new work streams have a defined resource plan and soft-booked resources prior to being closed/won by sales • Centralized RMO utilizes scenario planning for resource assignments • Staffing effectively balances employee satisfaction with meeting the demands of the business •Staffing allocations and scenario planning are heavily automated
Forecasting	• No visibility to upcoming demand for resources • No understanding of current supply by roles and teams	• Information about new opportunities is ad-hoc, purely financial, and lacks appropriate resource info • Limited understanding of current supply by role and team	• Ability to see open and assigned roles as well as where there's available capacity • Demand data exists, but a lack of confidence and accountability in sources of demand data • Some forecasting for the next 30-60 days	• Ability to forecast (with confidence) resource demand for the next 3-6+ months by roles needed • Interlock meetings occur with the teams who create and manage demand to monitor upcoming demand • Ability to overlay supply and demand to identify gaps or surpluses of resources	• Strong interlock process with demand sources that drives strategic, data-driven decisions • Ability to align available supply against forecasted demand at role and aggregate level • Consistently utilize data to report on trends and adapt based on the data • High confidence in forecast data 3-6 months out with continuous improvement processes in place
Sourcing and Development	• No connection between RM processes and sourcing supply and development	• Informal support for identification of hiring needs • Ad-hoc involvement for identification and mobilizing contractors for projects	• Hiring process initiated when new employee requisition identified • RM not driving identification of resource hiring • Staffing with partners is transactional and decentralized	• Well-defined and centralized contractor/third party management with focus on mix and cost targets • RM leveraged to pinpoint hiring needs • RM identifies critical staff talent development opportunities • Management identifies employee career wants and needs for incorporation into staffing decisions • Recruiting is a continuous process	• Warm-pool recruiting strategy in place and executed against • Long-term talent development strategy for every employee to drive employee engagement • Interlock established with contractors/third parties • Incorporate bottoms-up forecast to inform long term planning • Ability to understand cost of labor to drive sourcing decisions
Technology	• No enterprise business applications in place • Utilize non-standardized tools (i.e. spreadsheets)	• Overlap in system functionality with several systems in place • Some reliance on non-standardized tools (i.e. spreadsheets)	• Enterprise application in place to support RM (PSA/PPM) • Manual effort to integrate with other systems • Application in place with limited and inconsistent adoption and usage by teams	• Enterprise application in place with basic integration to ERP or CRM • Above average adoption and usage of RM application and reduced dependency on spreadsheets	• Application in place and fully automated integration with CRM, HCM, ERP, BI • Utilization of dashboards, reporting and analytics to drive business with minimal dependency on spreadsheets
Governance	• No documented RM processes • No monitoring or controls in place • No tracking of RM KPIs	• Ad-hoc RM processes exist • Monitoring happens in an ad-hoc manner and for limited RM functions	• RM processes documented and training provided • Consistent monitoring of RM process compliance • Some KPIs in place for RM functions	• Defined KPI's for RM performance and related process performance • Timely and accurate reporting and analytics of performance • Organizational accountability clearly defined • Developing continuous improvement processes	• Well defined accountability, monitoring and tracking of key RM processes • Real-time reporting and analytics on performance • Strong measurement of all aspects of RM performance • Continuous improvement processes in place
Organization	• RM is done organically by delivery team members • No dedicated RMs performing Resource Management	• Existence of RMs working directly for individual teams • Resources are viewed as belonging to individual teams	• Some capability for sharing resources across teams • RMO in place with a clear charter to define and execute processes across organization	• RMO is global, centralized model • RMO is organizationally positioned to be objective (free from influence of organizational silos) • Resources viewed as belonging to organization (vs. a particular department) • RMO starting to take responsibility for some key organizational metrics	• RMO is strategic global function with seat at the table • RMO invested in and supported like other operational functions • RMO is integral to achieving organizational goals (customer/employee/financial)

RM Maturity Model (Organizations Serving External Clients)

Level 1	Level 2	Level 3	Level 4	Level 5
No documented RM processes or tracking of RM KPIs	Ad-hoc RM processes exist, enabled by multiple systems and reliant upon non-standardized tools (i.e. spreadsheets)	RM processes documented and monitored for compliance	Timely and accurate data and analytics	RMO is strategic, global function with seat at the table
RM performed organically by delivery team	Resources viewed as belonging to individual teams	RMO with clear charter in place	Resources viewed as belonging to organization	Real-time data and analytics
No monitoring or controls in place	Monitoring happens in an ad-hoc manner for limited RM functions	Enterprise application in place to support RM (PSA/PPM)	RMO is centralized, global and positioned to be objective	RMO is integral to achieving organizational goals
No dedicated RMs	Existence of RMs working directly for individual teams	Some capability for sharing resources across teams	RMO starting to take responsibility for key organizational metrics	RMO invested in and supported like other operational functions