RMO Organizations

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Survey Background

1. The industry's most in-depth look yet at the role of the Resource Management Office (RMO) in three different project-based domains conducted in 1Q/2019.

2. Input from 44 different companies including IT services, professional services and product development executives and managers, resource managers and resource management office leadership.

3. Professional/Consulting services and Enterprise/IT services made up 93% of the respondents. Recently added to the Survey Series is input from Product Development orgs representing 7% of respondents.

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Survey Questions

1 **What type of organization do you represent?**

a) Professional or Consulting Services (PS or CS)
b) Enterprise/IT (E/IT)
c) Product Development (PD)
d) Other

2 **How many resources in total does your organization manage as part of a resource management process or function(s)?**

a) <50
b) 51-99
c) 100-199
d) 200-499
e) 500-999
f) 1000-2999
g) 3000+

3 **What resource management model do you currently have in place?**

a) Centralized
b) Decentralized
c) Hybrid of a) and b)

4 **Are the delivery resources in the organization considered assets of the:**

a) Enterprise
b) Enterprise business unit
c) Manager or department
d) Other

5 **Do you currently have a Resource Management Office (RMO)?**

a) Yes
b) No

6 **Do you have more than one RMO?**

a) Yes
b) No

7 **How many people make up the staff of the RMO or on average per RMO?**

a) 1
b) 2-5
c) 6-10
d) 11-25
e) 26+

8 **Where does the RMO organizationally report?**

a) CxO
b) Delivery or product executive
c) Finance
d) PMO
e) Business unit executive
f) Other

9 **What are the primary responsibilities of the RMO? (check all that apply)**

a) RM process development and governance
b) Project assignments (allocations)
c) Demand planning
d) Supply planning
e) RM Reporting
f) Employee advocacy or management
g) Other

10 **What are the primary success metrics of the RMO? (check all that apply)**

a) Project staffing timeliness
b) Resource utilization
c) Resource forecasting accuracy
d) Employee retention
e) None defined
f) Other

11 **What roles or functions are part of your RMO? (check all that apply)**

a) RMO lead
b) Resource managers
c) Resource analysts
d) Other

12 **Does the RMO have responsibility for or authority to determine what automation tool (PSA/PPM) you are using?**

a) Yes
b) No

13 **How many resource managers do you have?**

a) 1
b) 2-5
c) 6-10
d) 11-25
e) 26+
f) 0 - we have no RMs

14 **Where do your resource managers report?**

a) RMO
b) Delivery Manager
c) Operations Manager
d) Other

15 **How many resources is the typical resource manager responsible for (planning and deployment)?**

a) <25
b) 26-49
c) 50-74
d) 75-99
e) 100-199
f) 200+

16 **Our resource managers are responsible for (check all that apply):**

a) Project allocation (staffing)
b) Demand planning
c) Supply planning
d) Skills management
e) Direct report management (e.g. hire/performance management/mentor/compensation)
f) RM reporting
g) Other

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Key Takeaways

1. Overall industry adoption of the Resource Management Office (RMO) concept is accelerating with clear trending data since our last survey with data on RMOs.

2. Investment levels and reporting structures are trending toward ‘industry norm’ status, with PS/CS furthest ahead, E/IT catching up, and PD more nascent of the three domains that dominate this research report.

3. RMO responsibilities are clearly evolving quickly. Their remains too much focus on the (necessary) administrative tasks best suited to an RMO, and not enough focus on the strategic value the RMO can bring to any enterprise when it comes to supply and demand planning, skills development, and employee engagement. The RMI is working to accelerate this needed evolution of the RMO in all industry domains.

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Professional and Consulting Services (PS/CS) Responses

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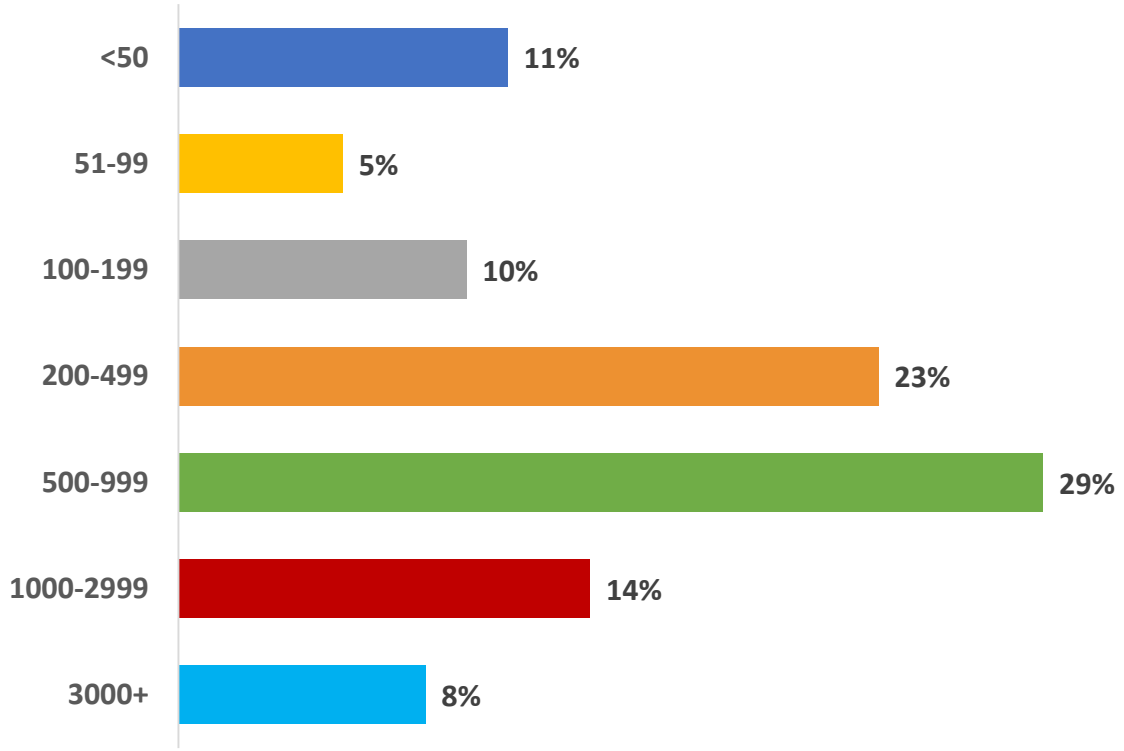
Q2: How many resources in total does your organization manage as part of a resource management process or function(s)? – PS/CS



The survey had a good cross-section of different size companies.

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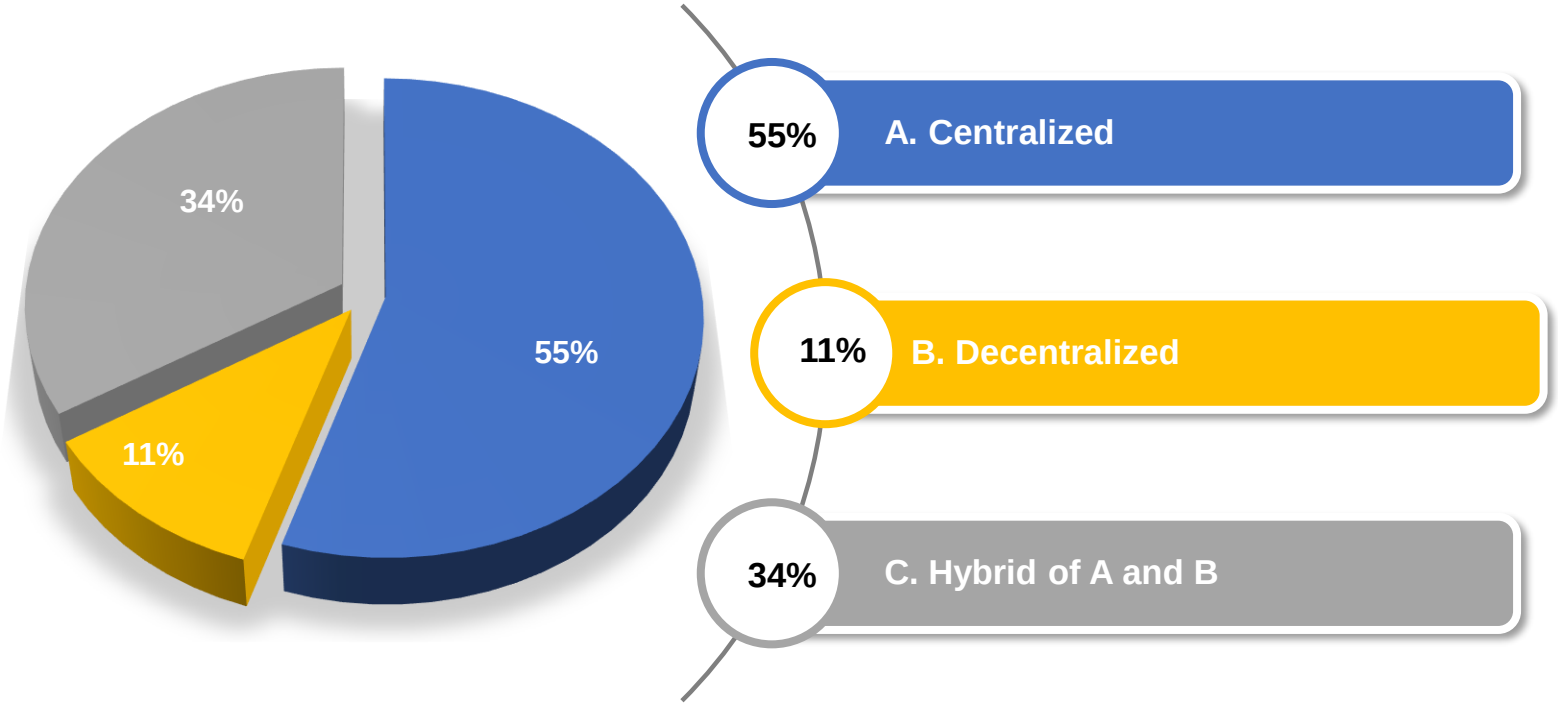
Q3: What resource management model do you currently have in place? – PS/CS



Consistent with RMI recommended best practice, a majority of organizations operate RM centrally with a third using a hybrid structure. Prior RMI research provides evidence that centralizing RM operations leads to improved overall utilization.

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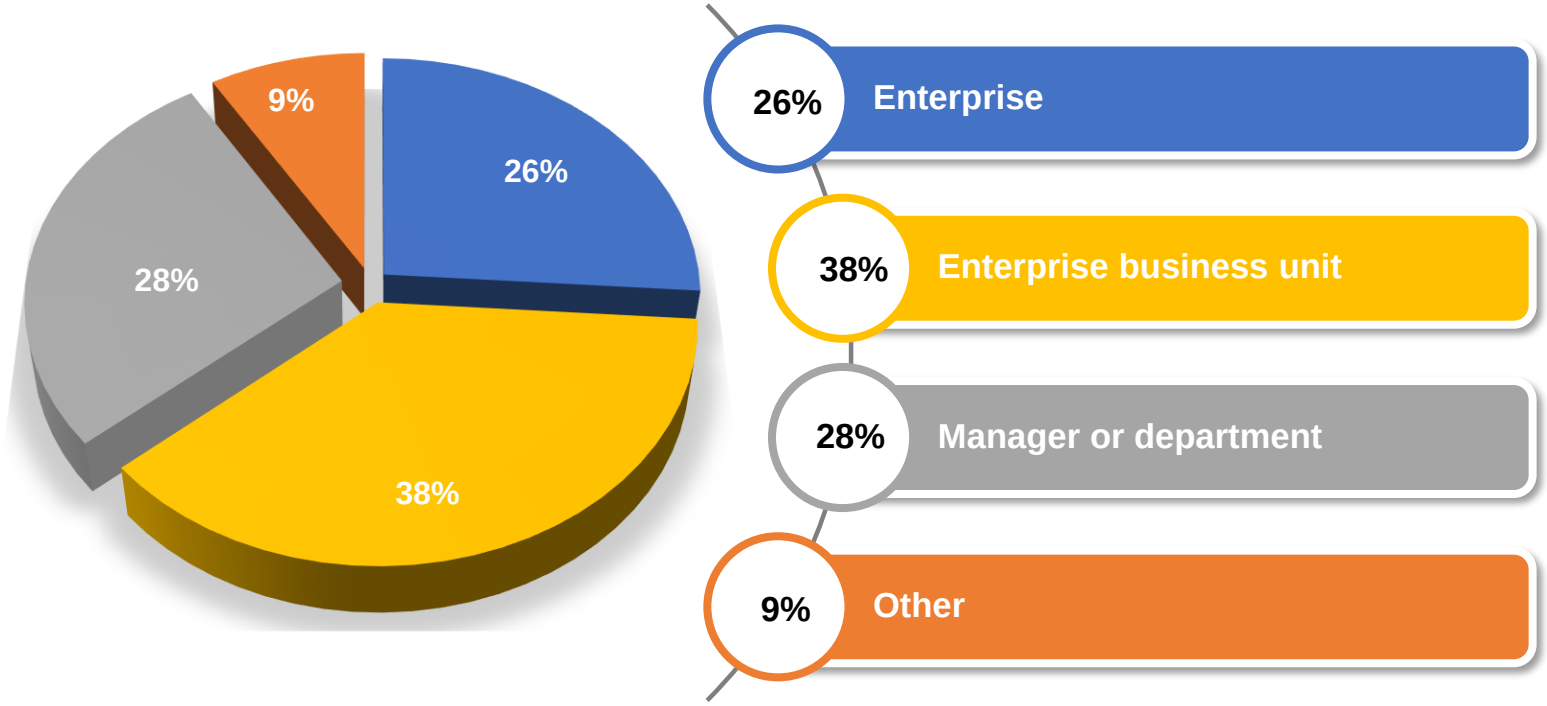
Q4: Are the delivery resources in the organization considered assets of the: – PS/CS



One of the leading inhibitors to good RM performance is the existence of organizational silos leading to barriers when it comes to staffing efficiency. In really large organizations some regionalization may make sense if the critical mass of those sub-groups are large enough.

Other:

- Both Enterprise and Manager
- Mostly regional alignment, with some extra specialty teams
- All of the above, depending on the what resource is requested
- Staffing vs. Consulting
- Organization

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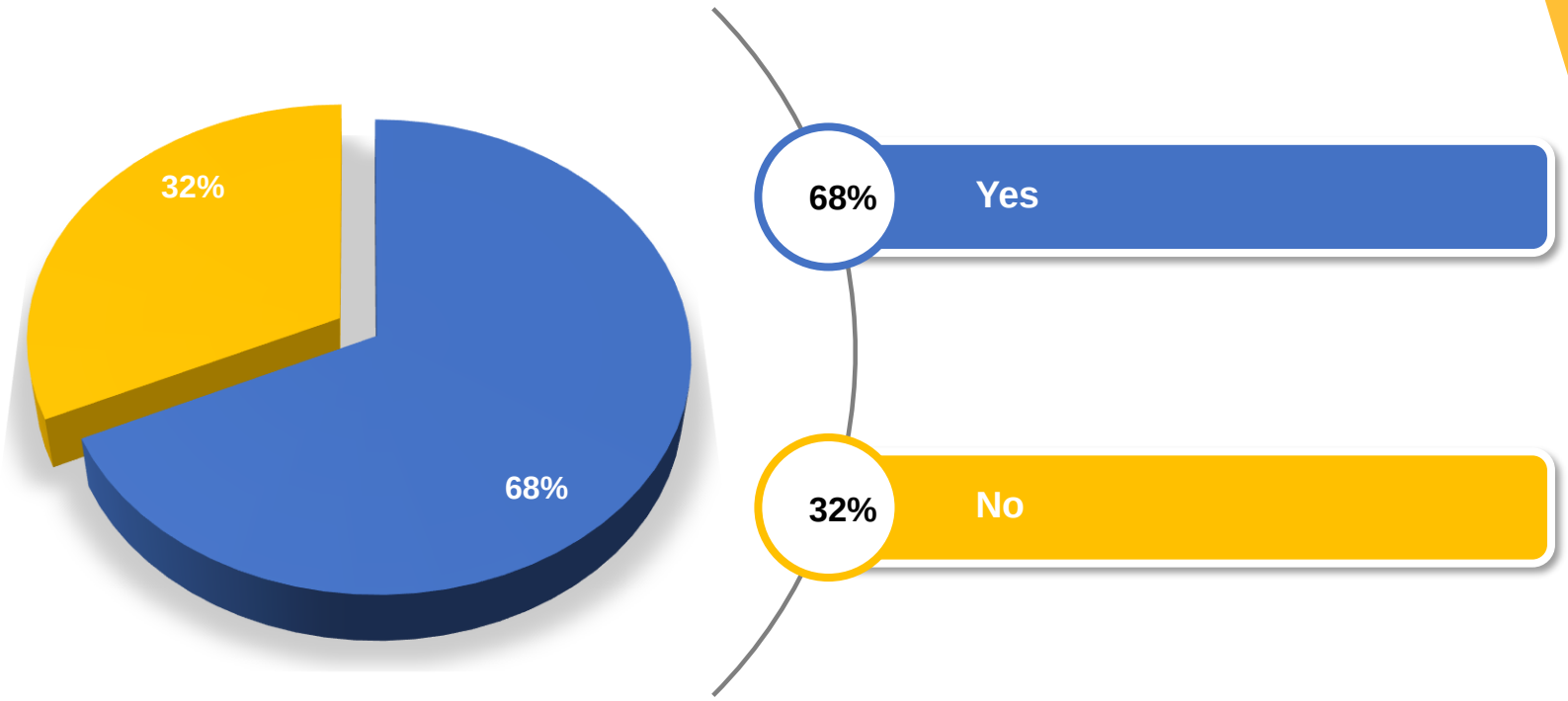
Q5: Do you currently have a Resource Management Office (RMO)? – PS/CS



The creation of an RMO, an RMI recommended best practice, is gaining momentum in the PS/CS domain with more than two-thirds with an RMO. In some really small enterprises RMO-like effectiveness can be achieved at some level provided someone owns the responsibilities which are normally part of an official RMO function.

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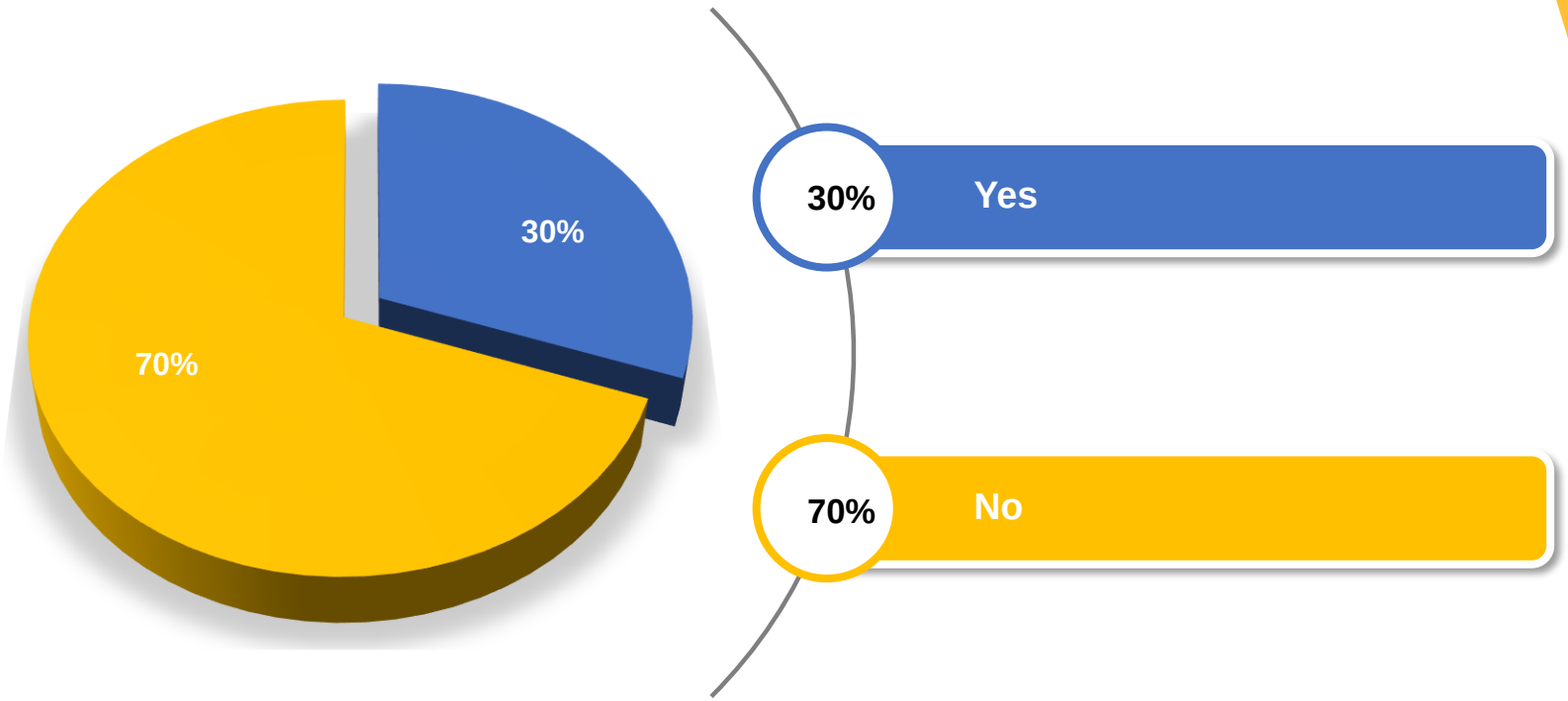
Q6: Do you have more than one RMO? – PS/CS



RMI experience is that where multiple RMOs exist, inefficiencies of operation and sub-optimal performance follow. Provided the duplicate RMOs operate using a common framework or process, some of those inefficiencies can be mitigated.

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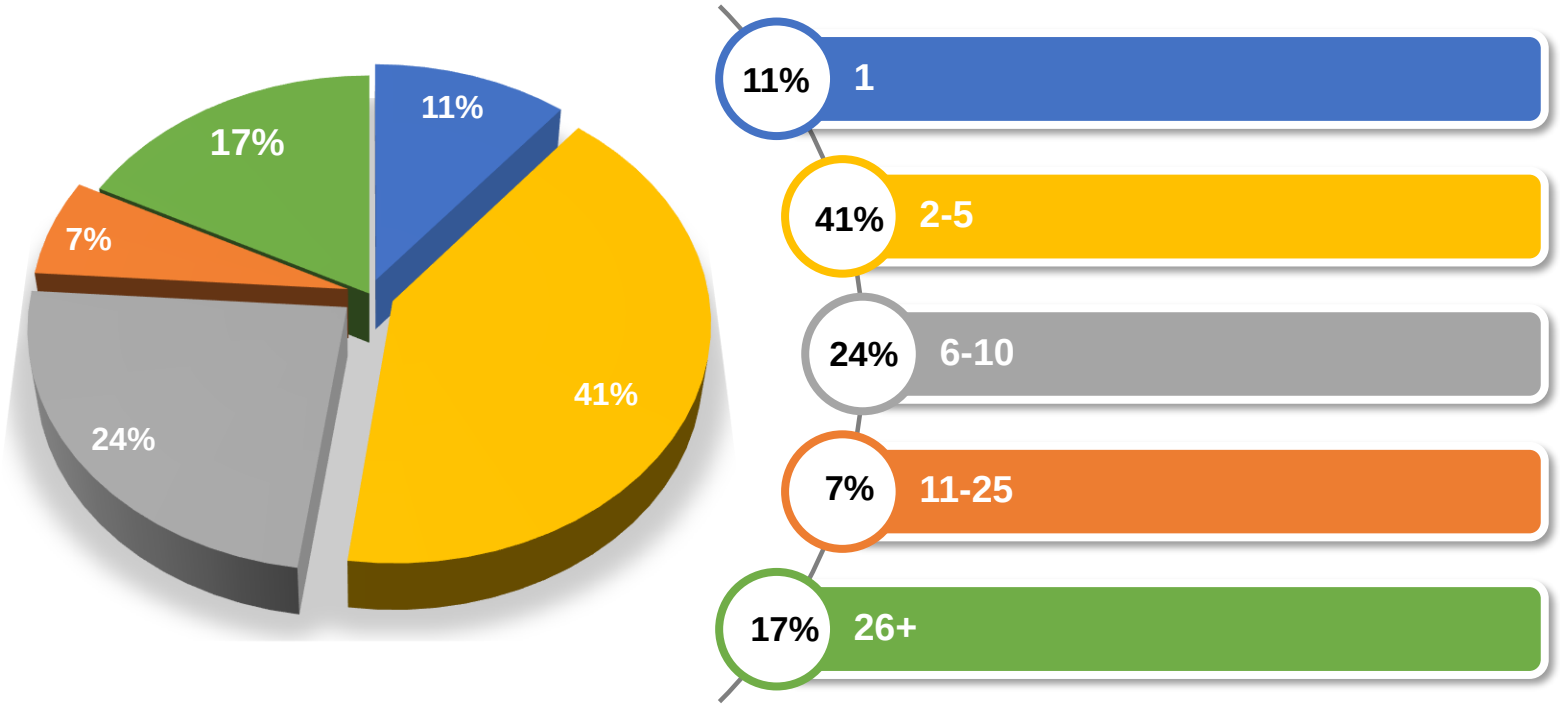
Q7: How many people make up the staff of the RMO or on average per RMO? – PS/CS



The RMI has observed RMOs getting larger as organizational maturity grows and value realization of good RM become more visible in the enterprise.

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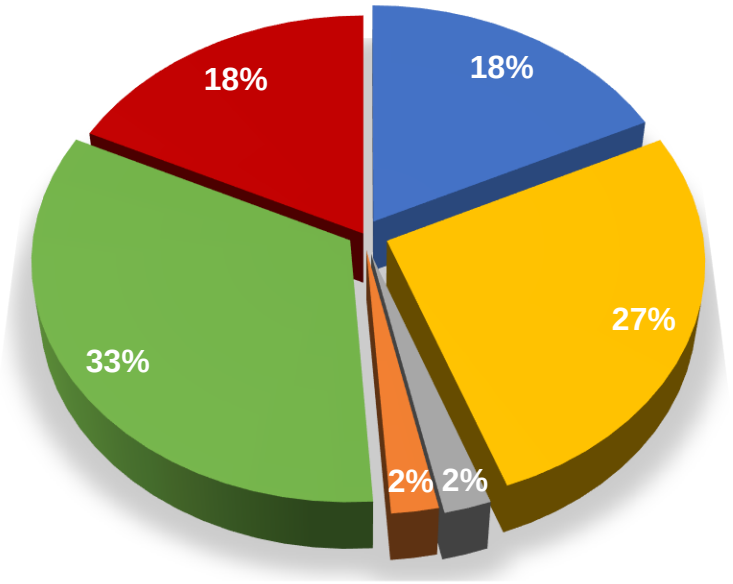
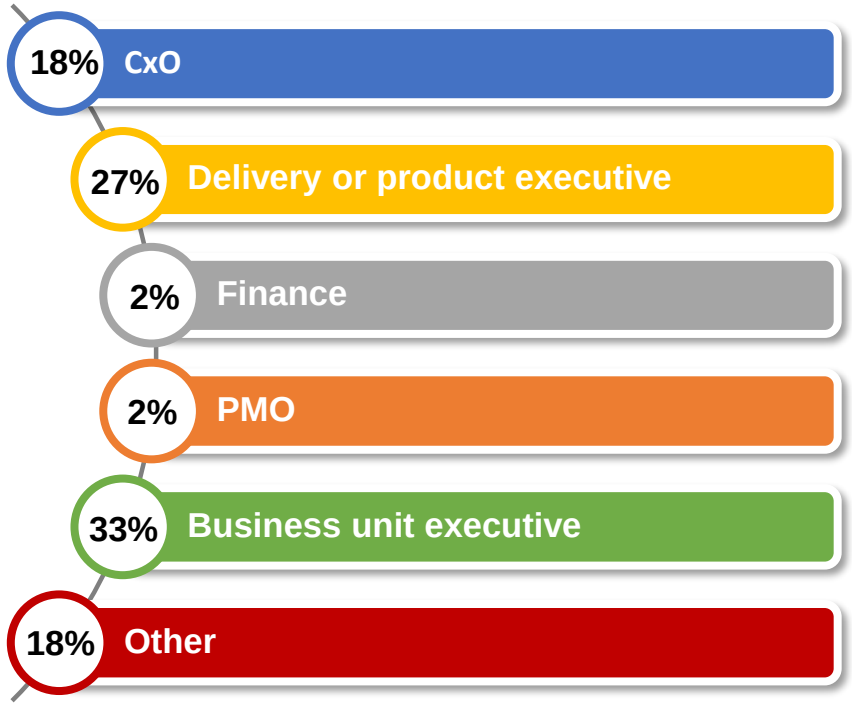
Q8: Where does the RMO organizationally report? – PS/CS





There are many variables to consider when it comes to RMO organizational reporting. An important element to consider is to report the RMO someplace where it can operate ‘neutrally’ and make more decisions with less influence from the silos or departments in the organization. Enabling the RMO with needed authority over RM processes with an ‘equal seat at the table’ is an RMI recommended best practice.

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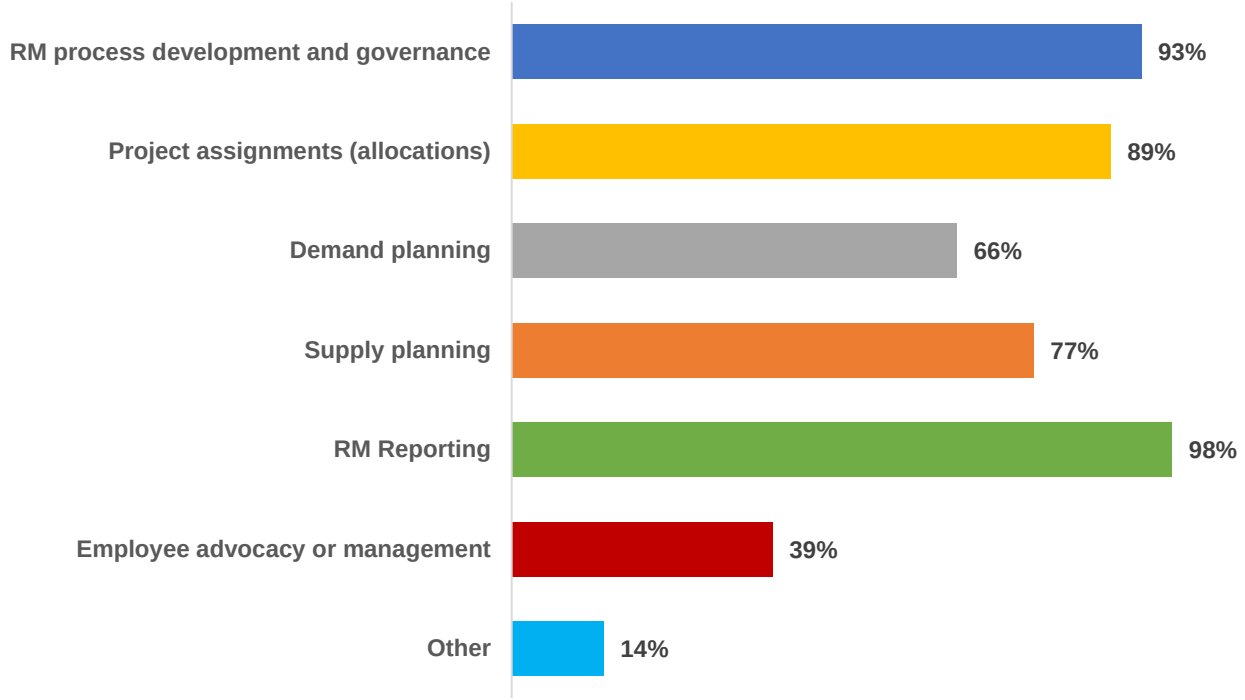
Q9: What are the primary responsibilities of the RMO? (check all that apply) – PS/CS



For process development and governance, and project allocations, we expected to see those score high on this survey. We would also have expected to see demand/supply planning much higher. Encouraging was the growing role the RMO is now playing in things related to employee advocacy and management, leading to improved employee engagement.

Other:

- All above applies to employees, we own subcontractor process
- Skills database
- Utilization Metric Accountability
- Vendor Management, negotiations
- Forecasting
- Bench Management

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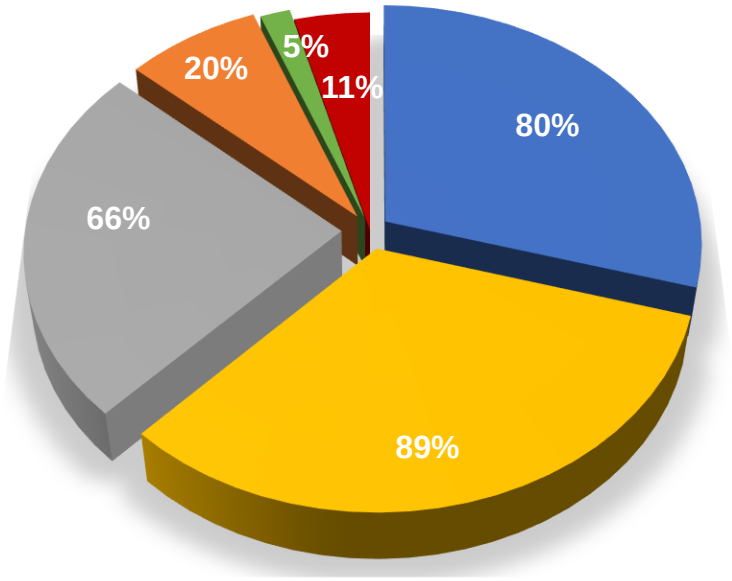
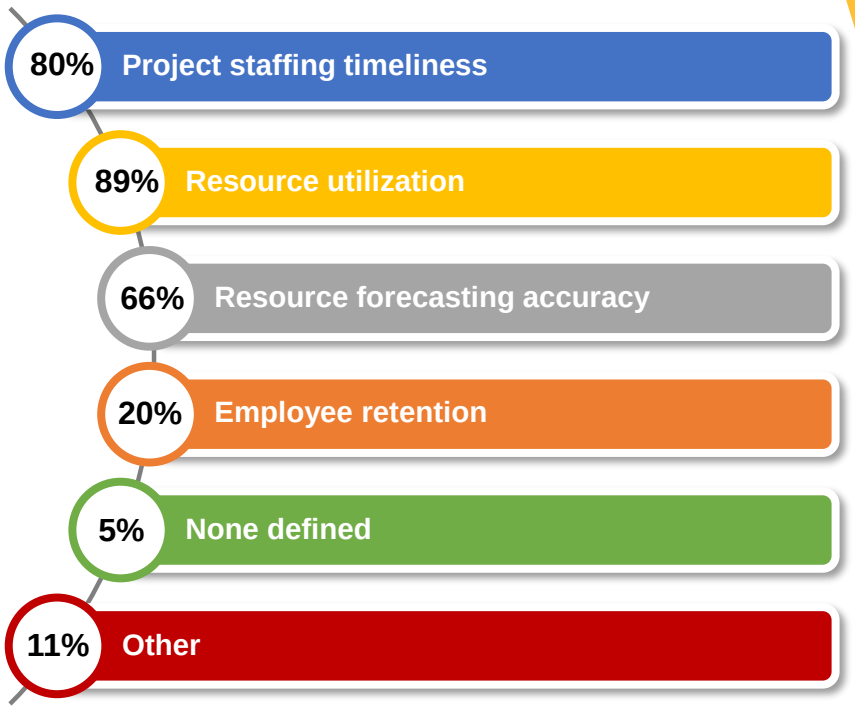
Q10: What are the primary success metrics of the RMO? (check all that apply) – PS/CS





RMI recommended best practice for metrics is to tie RM results to the things that matter: project performance, cost control, customer and employee satisfaction. Clearly more and more we are seeing RMOs with the right metrics that matter.

Other:

- Resource Billings
- Supply/demand reporting - gaps, etc.
- Role-cost exceptions, revenue attainment, partner mix
- Supply/ demand business insights
- Internal placement rate

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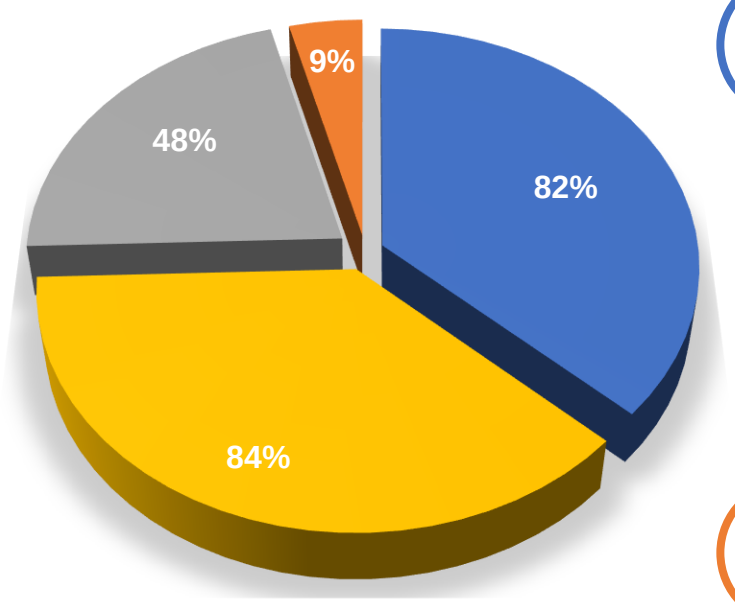
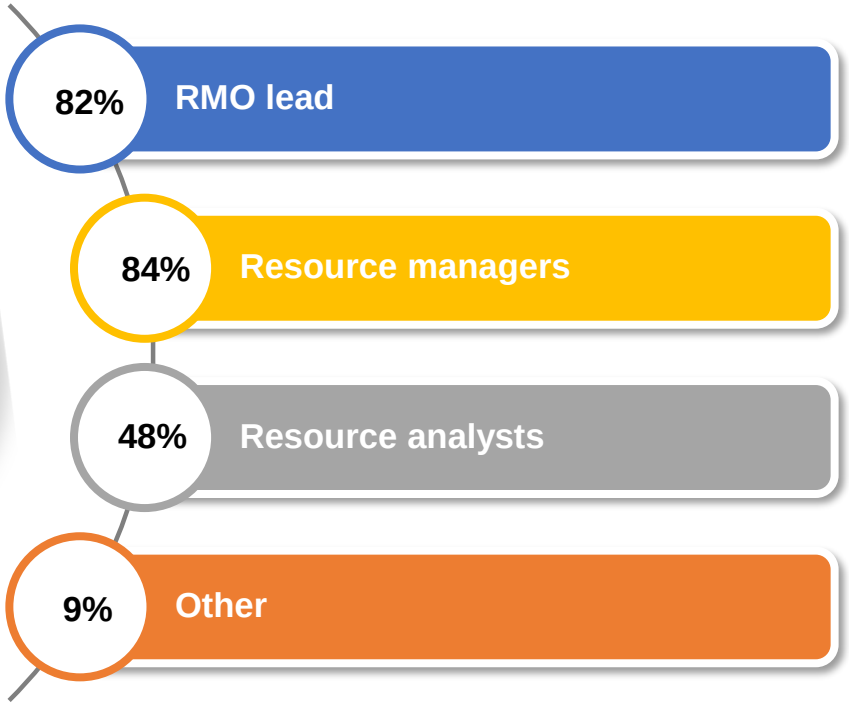
Q11: What roles or functions are part of your RMO? (check all that apply) – PS/CS





No real surprises here and good news that more organizations recognize the importance of data collection and analytics, normally a function assigned to resource analysts.

Other:

- Resource Planners (same as managers functionally)
- RM Administrator and Partner Coordinator
- Associate Resource Analysts
- Account partners and practice partners

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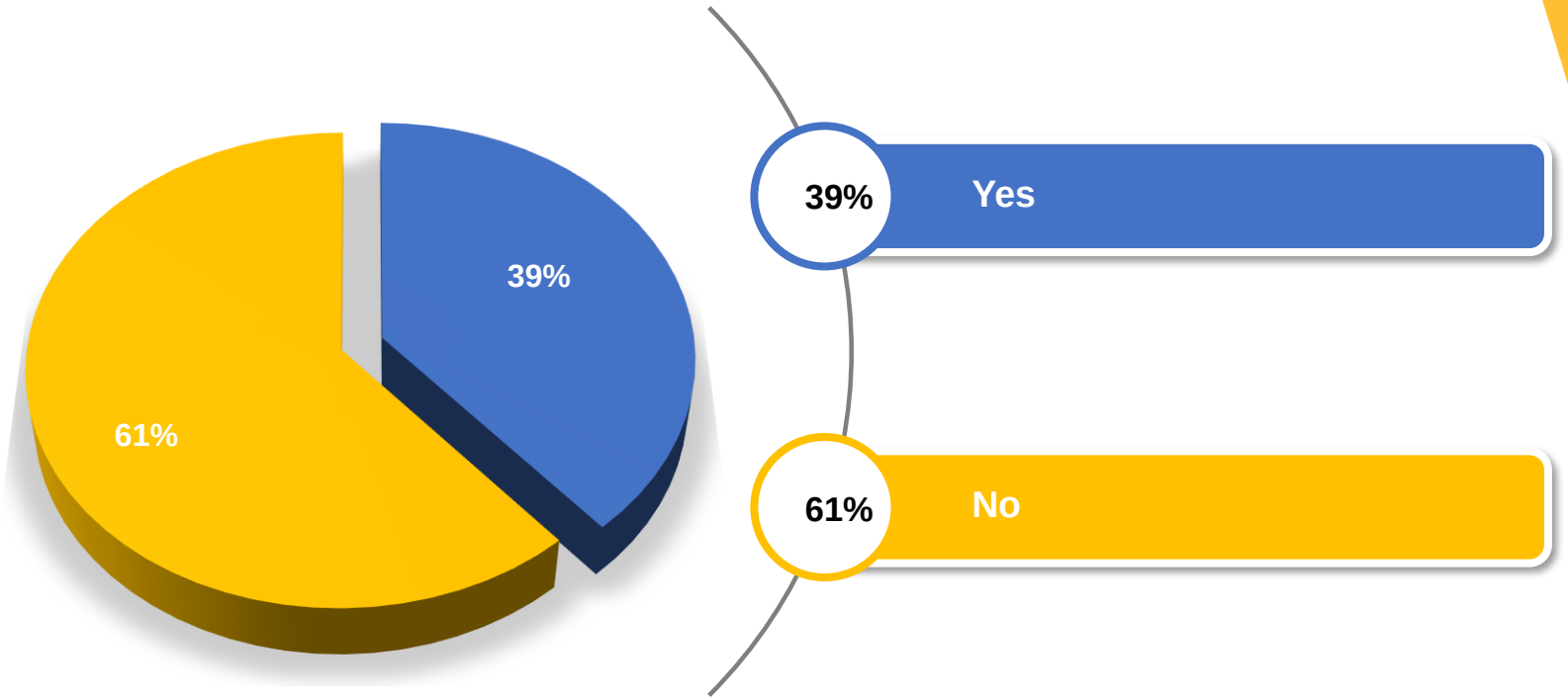
Q12: Does the RMO have responsibility for or authority to determine what automation tool (PSA/PPM) you are using? – PS/CS



The good news is 39% have input into the selection of their automation tool. However, the 61% who don't are likely those same companies and users who from earlier surveys told us they were unhappy with their PSA/PPM tool.

With RM awareness growing in the PS/CS community, we think the RMO will play an increasingly larger role in PSA/PPM selection, configuration, and adoption.

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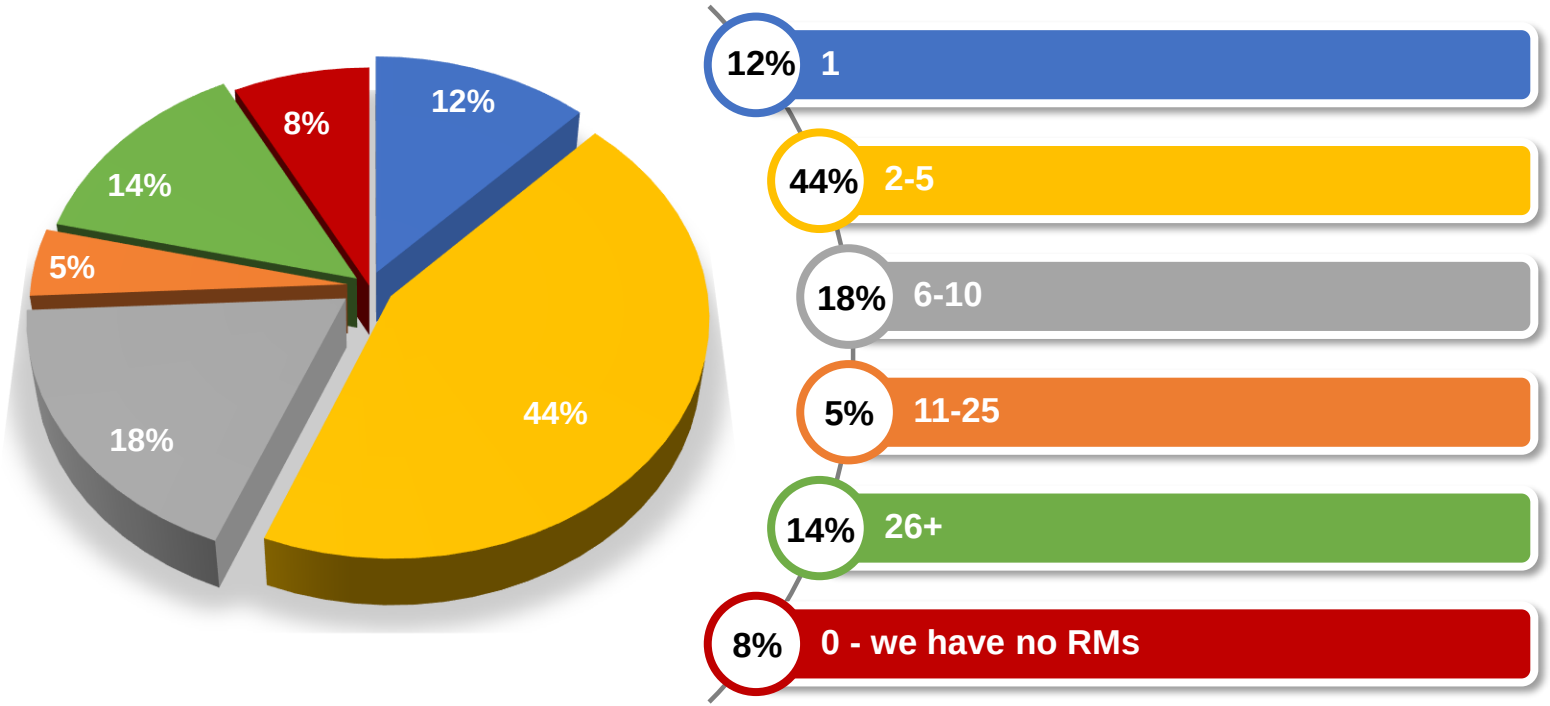
Q13: How many resource managers do you have? – PS/CS

A resource manager is defined as someone responsible for project staffing and assignments of delivery resources. They may have other responsibilities as well.



The industry has come a long way in the past 15 years. The role of the resource manager is still nascent by industry standards, but definitely growing rapidly.

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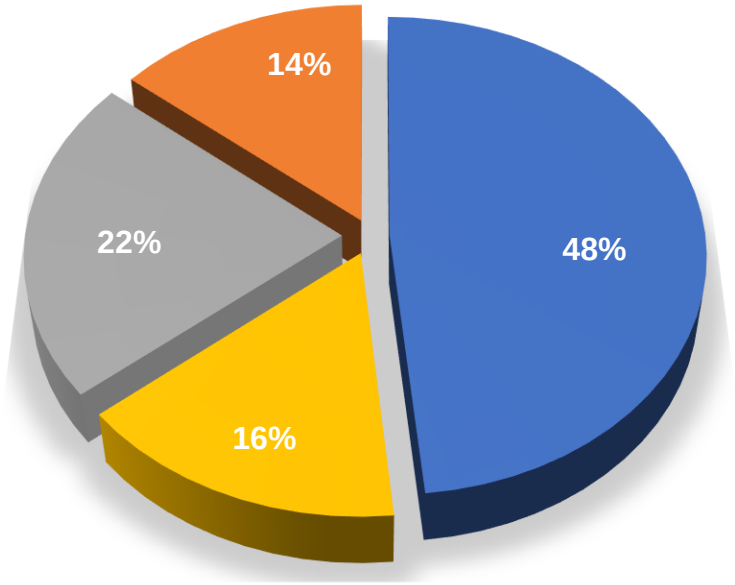
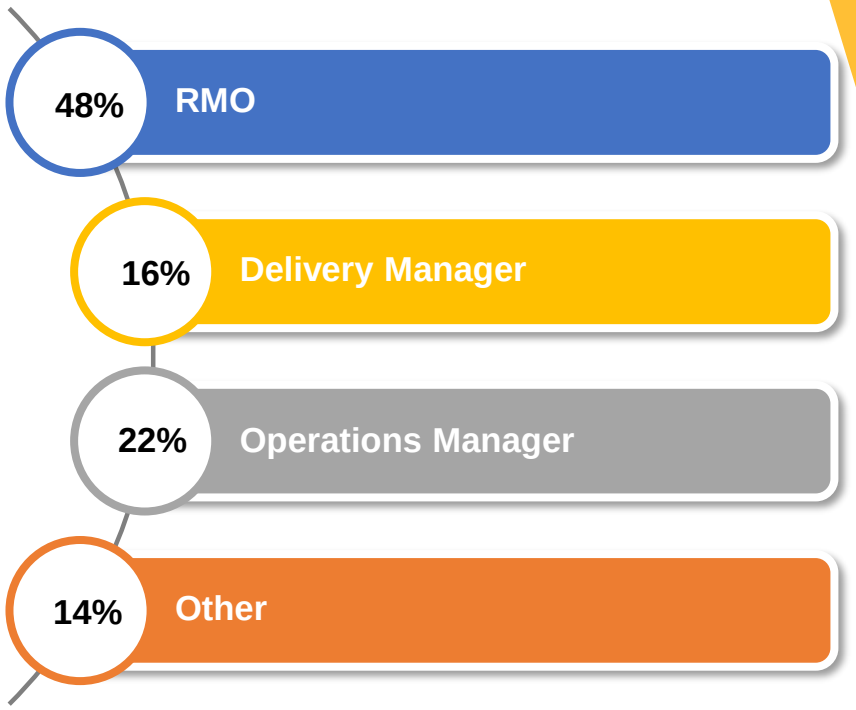
Q14: Where do your resource managers report? – PS/CS





Standardization of resource manager reporting structures has some way to go. To achieve the 'neutrality' of the RMO function, efficiencies of centralization, and breakdown of organizational silos, the RMI recommends reporting resource managers to the RMO in PS/CS teams. In certain enterprises where the responsibilities of the RMO are centralized under a different name or function, those same benefits can certainly be achieved.

Other:

- PMO
- Director of Operations
- HR Partner
- We call it EPM, but it's basically an RMO
- Professional Services Program Office
- Divisional Manager
- No RMs at present, although we may soon have an RMO
- VP Services

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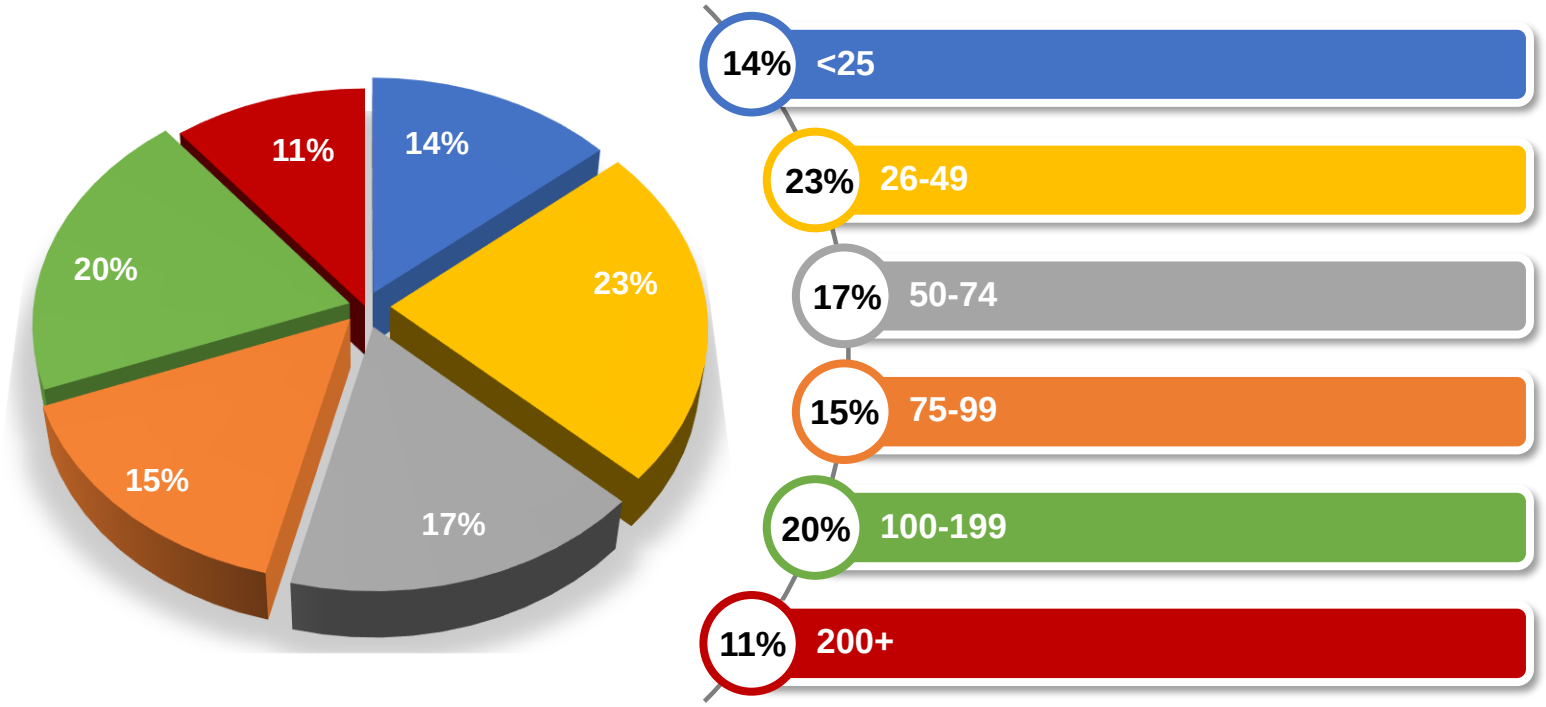
Q15: How many resources is the typical resource manager responsible for (planning and deployment)? – PS/CS



There are many variables that drive the right balance of investment in RMs relative to the overall delivery population they are expected to manage. Those variables include but are not limited to: project turnover, project complexity and size, organizational RM maturity, product or portfolio makeup, geographic dispersion and more.

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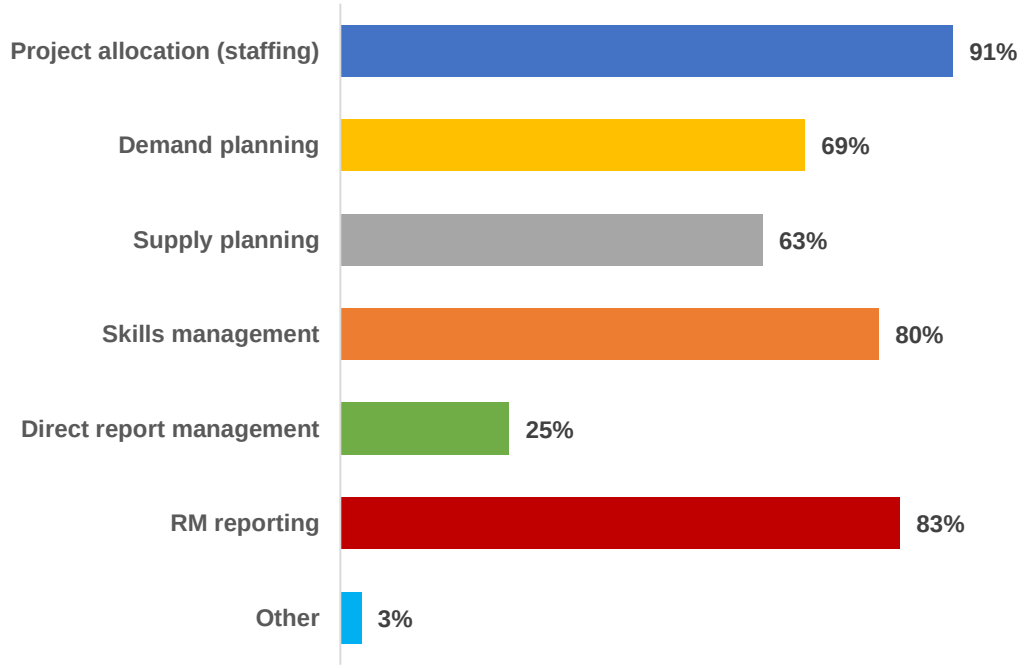
Q16: Our resource managers are responsible for (check all that apply): – PS/CS



This data implies that current RMs today have more administrative duties than strategic duties as noted by focus on staffing and reporting, and less focus on supply/demand balancing. The focus on skills management is a more strategic function and that is moving in the right direction.

Other:

- Above is based on our RMO plans
- End-to-end requisition process

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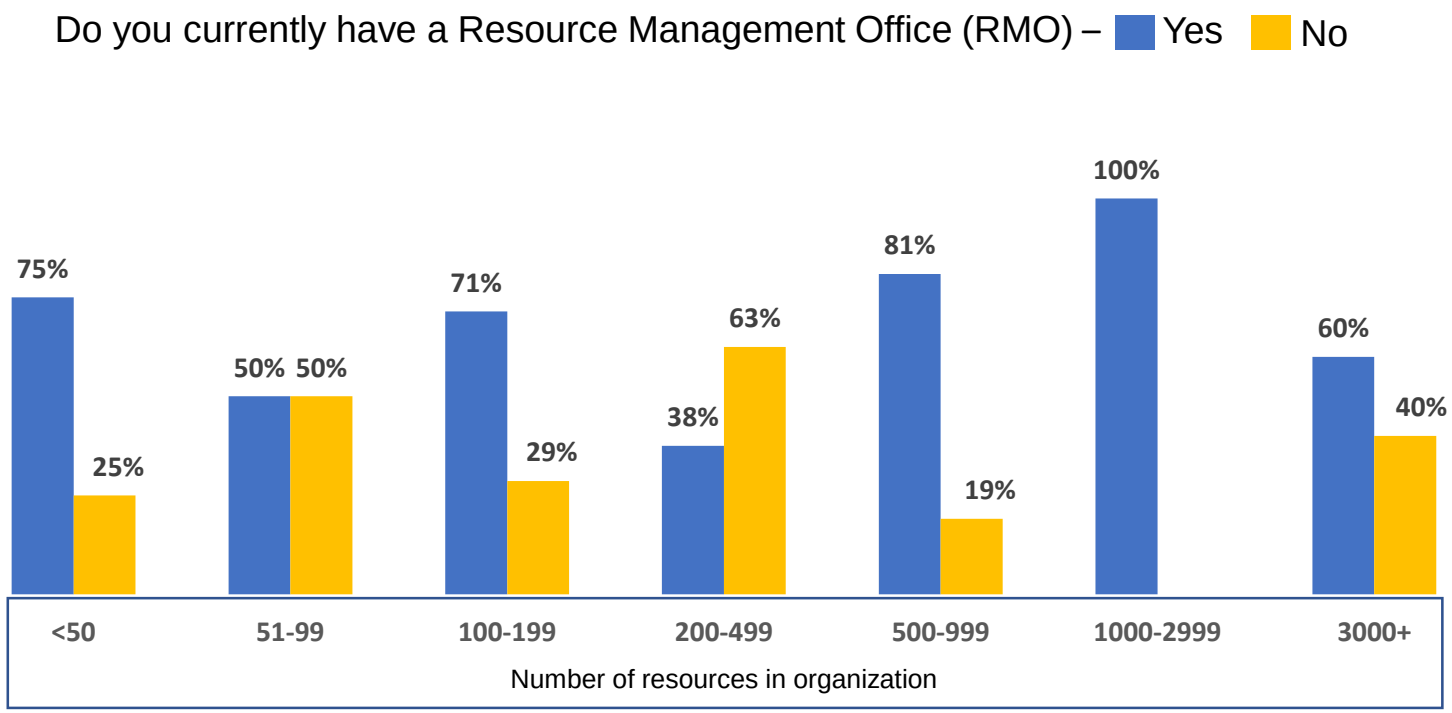
Analysis: Number of resources in organization vs. presence of RMO – PS/CS



Regardless of enterprise size, the majority of PS/CS teams have RMOs in place. Trend data since we last measured this is up from just two years ago.

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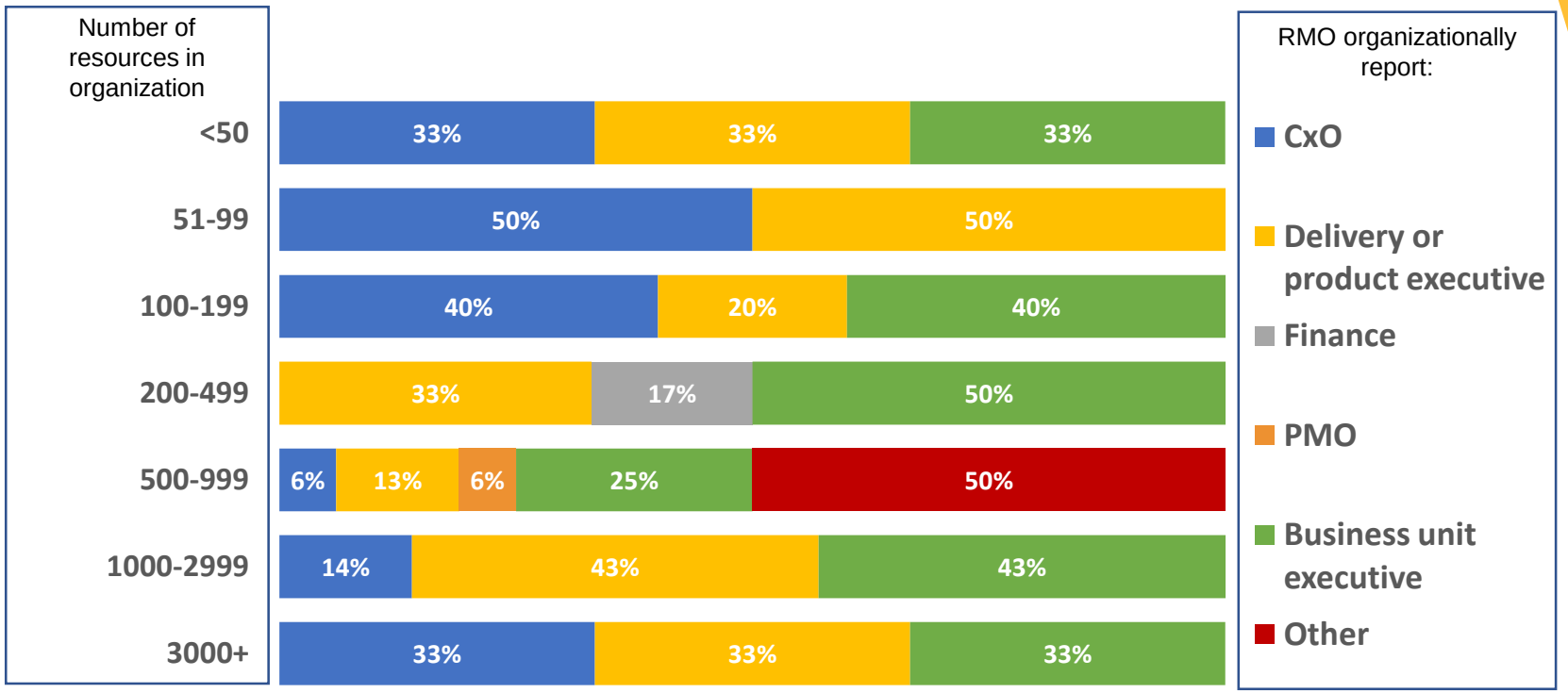
Analysis: Number of resources in organization vs. RMO reporting – PS/CS



Size of the enterprise definitely influences where the RMO reports. RMI recommended best practice is to report the RMO someplace where both neutrality and authority are enabled for RMO operations.

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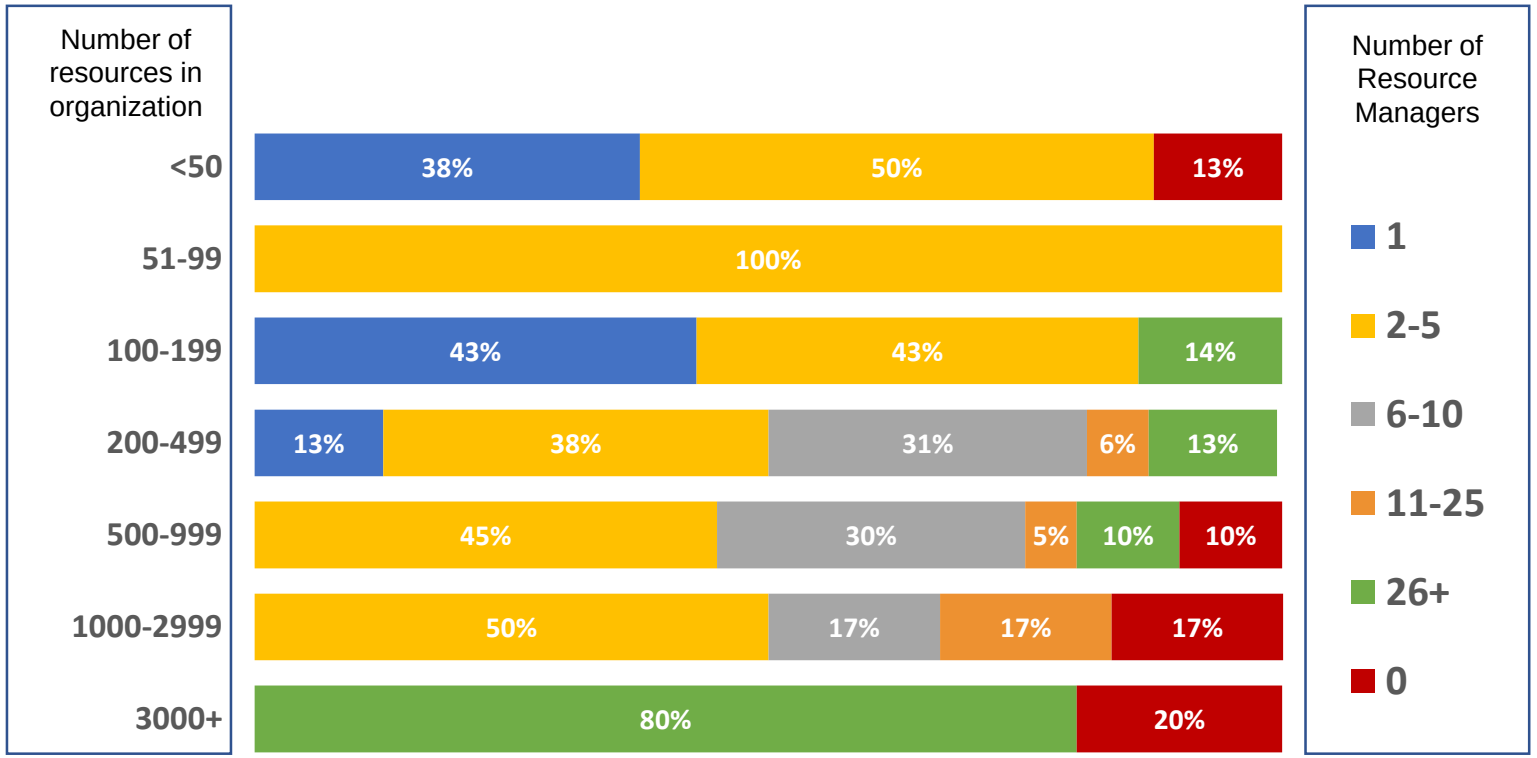
Analysis: Number of resources vs. number of Resource Managers in organization – PS/CS



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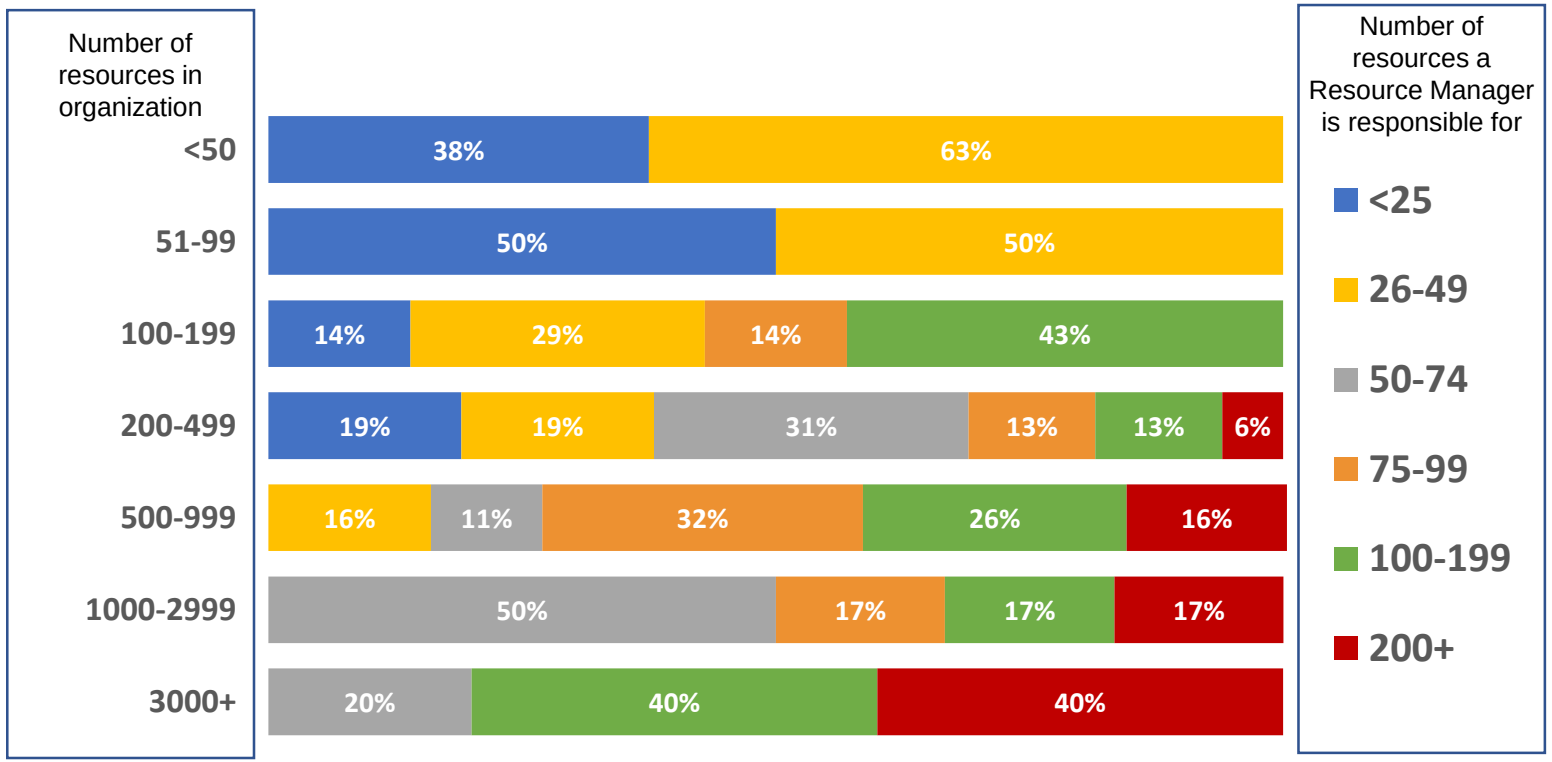
Analysis: Number of resources in organization vs. number of resources a Resource Manager is responsible for – PS/CS



Project size, duration and turnover among other variables drives an appropriate level of investment in RM operations staffing. Other key drivers are maturity of the RMO and available automation tools to minimize manual efforts. The industry has come a long way in the past 15 years. The role of the resource manager is still nascent by industry standards, but definitely growing rapidly.

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Enterprise/IT Responses

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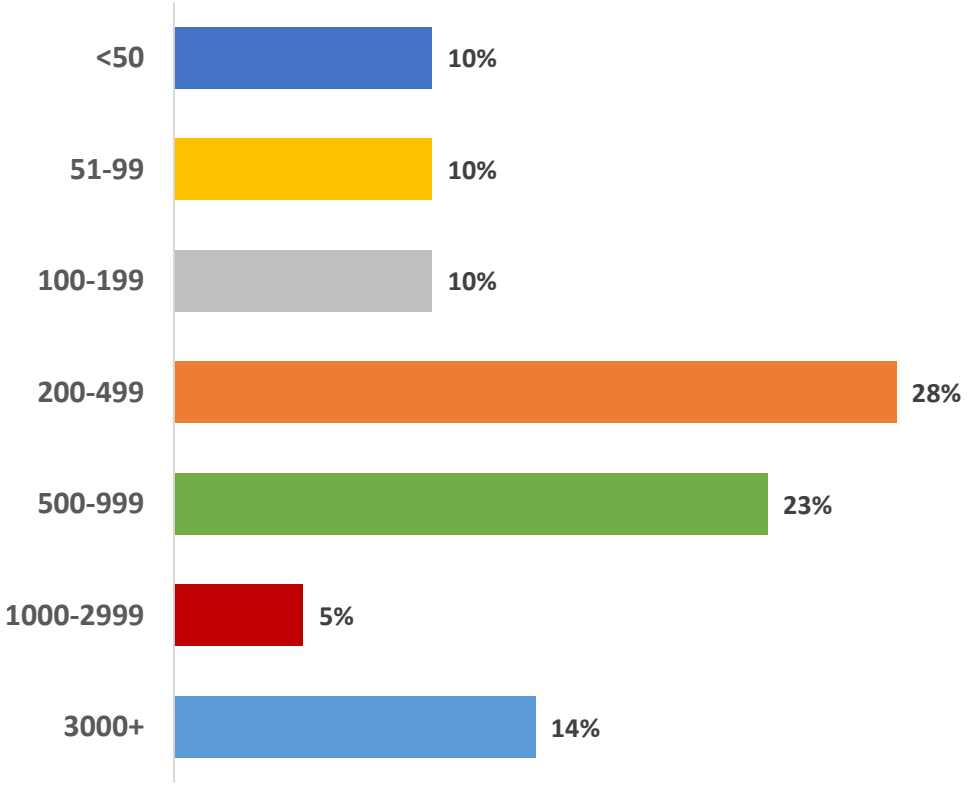
Q2: How many resources in total does your organization manage as part of a resource management process or function(s)? – E/IT



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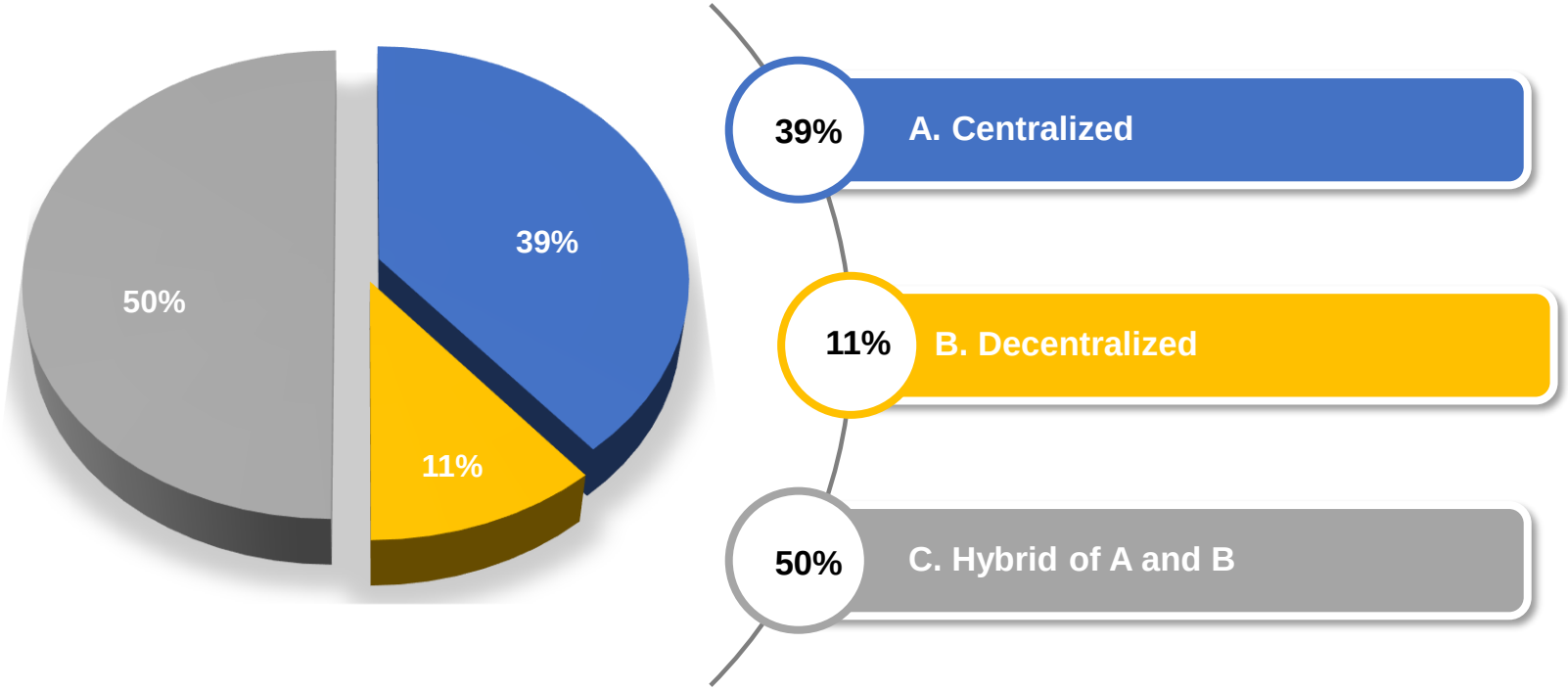
Q3: What resource management model do you currently have in place? – E/IT



E/IT organizations currently lag their PS/CS counterparts when it comes to centralizing RM. However, the trend is clearly towards centralization as our 1Q/2017 survey reported 22% of E/IT orgs had centralized their RM approach at that time. Prior RMI research provides evidence that centralizing RM operations leads to improved overall utilization.

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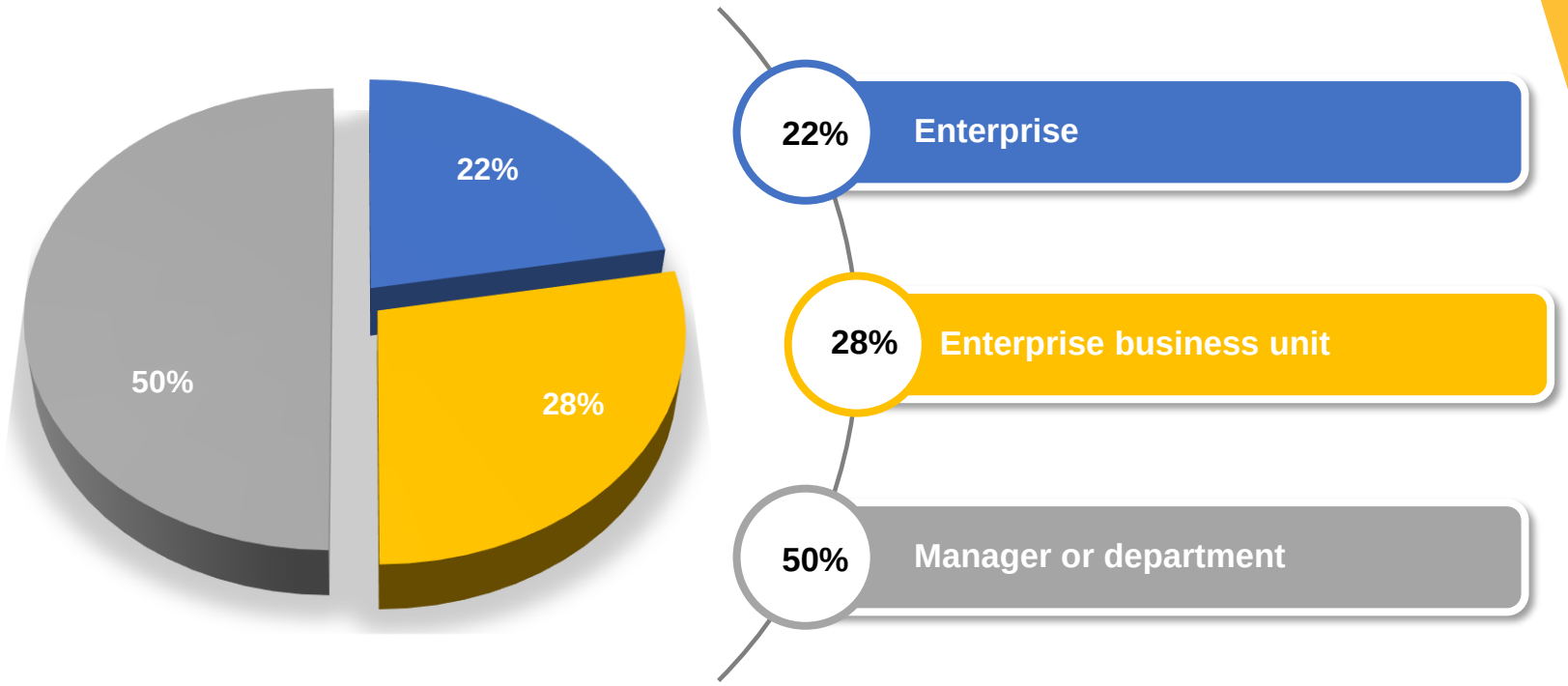
Q4: Are the delivery resources in the organization considered assets of the: – E/IT



One of the leading inhibitors to good RM performance is the existence of organizational silos leading to barriers when it comes to staffing efficiency. In really large organizations some regionalization may make sense if the critical mass of those sub-groups are large enough.

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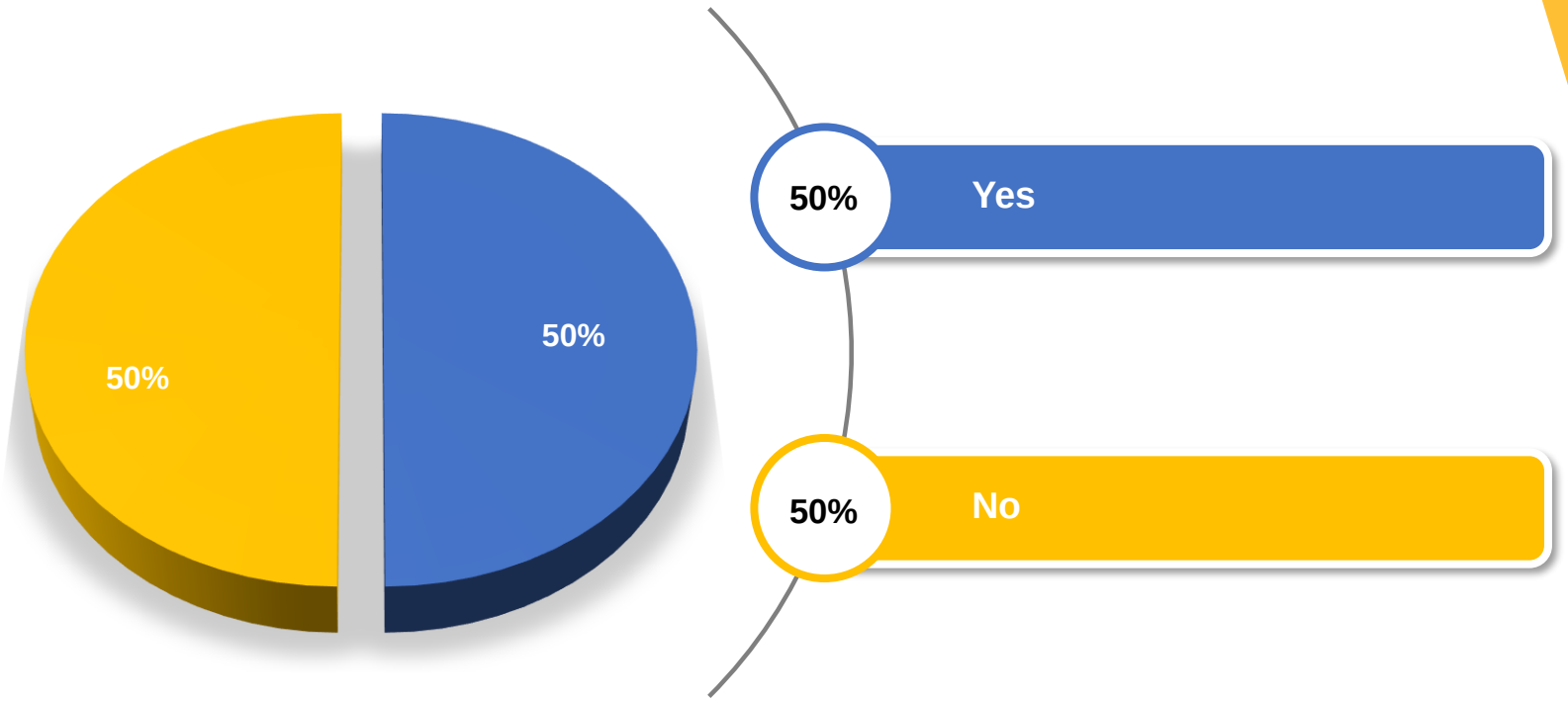

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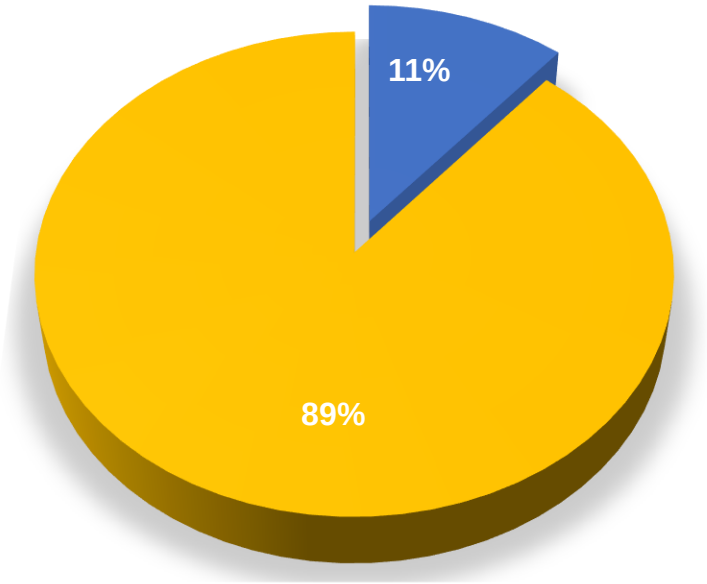
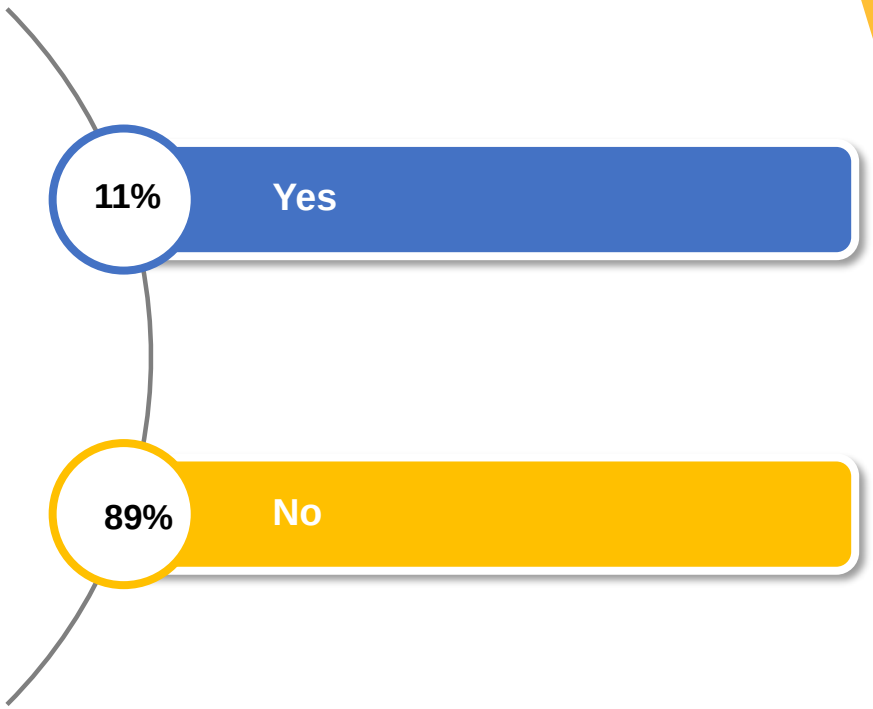
Q6: Do you have more than one RMO? – E/IT





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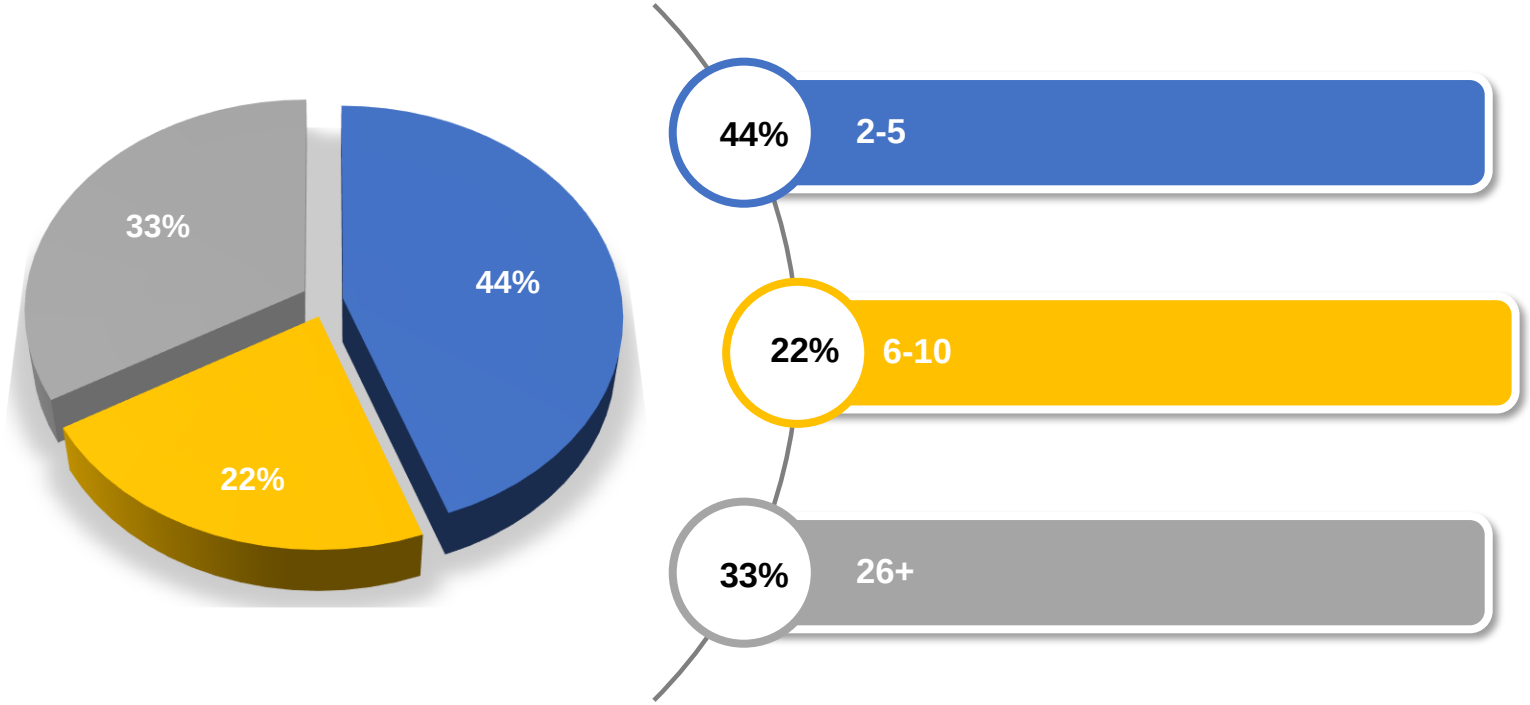
Q7: How many people make up the staff of the RMO or on average per RMO? – E/IT



The RMI has observed RMOs getting larger as organizational maturity grows and value realization of good RM become more visible in the enterprise.

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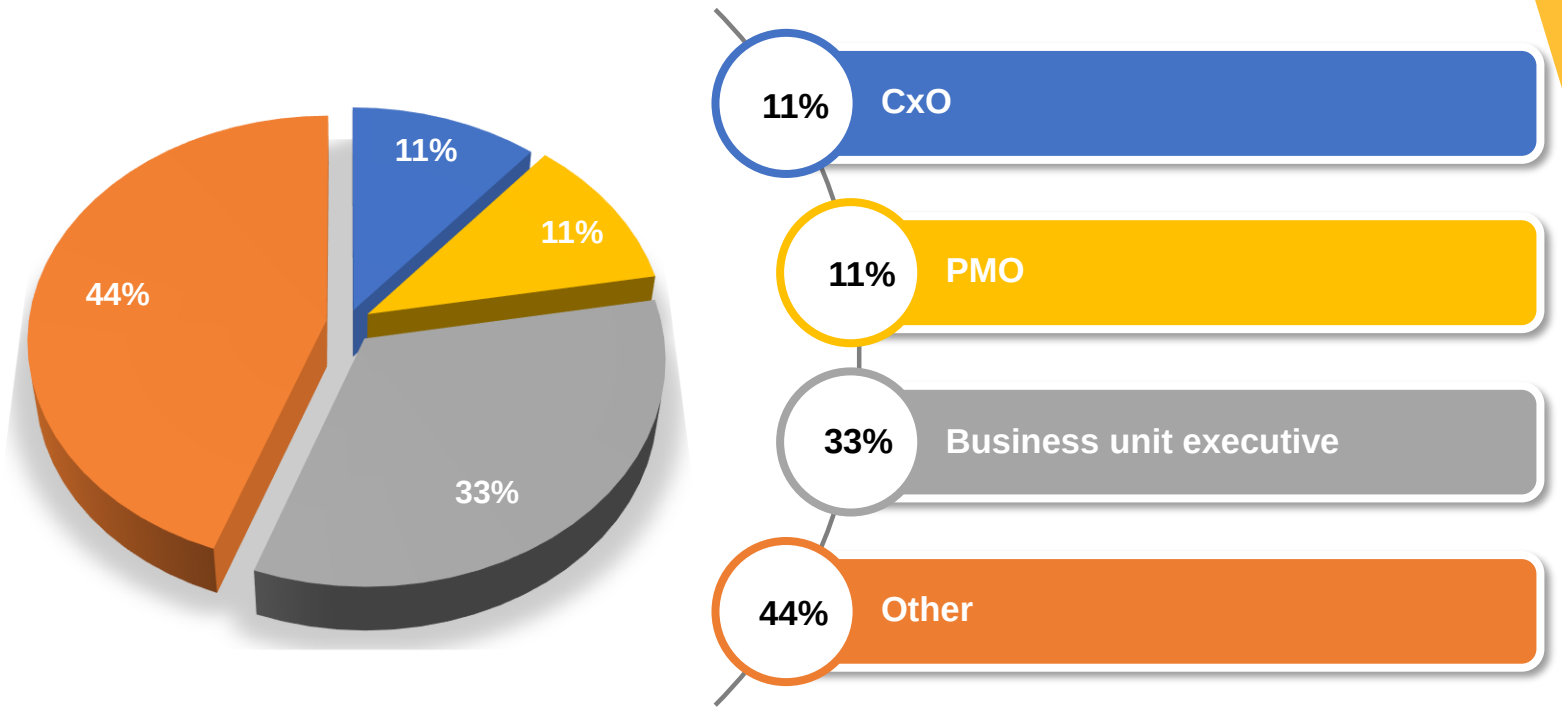
Q8: Where does the RMO organizationally report? – E/IT



There are many variables to consider when it comes to RMO organizational reporting. An important element to consider is to report the RMO someplace where it can operate 'neutrally' and make more decisions with less influence from the silos or departments in the organization. Enabling the RMO with needed authority over RM processes with an 'equal seat at the table' is an RMI recommended best practice.

Other:
- Business Assurance
- Director, Delivery Operations

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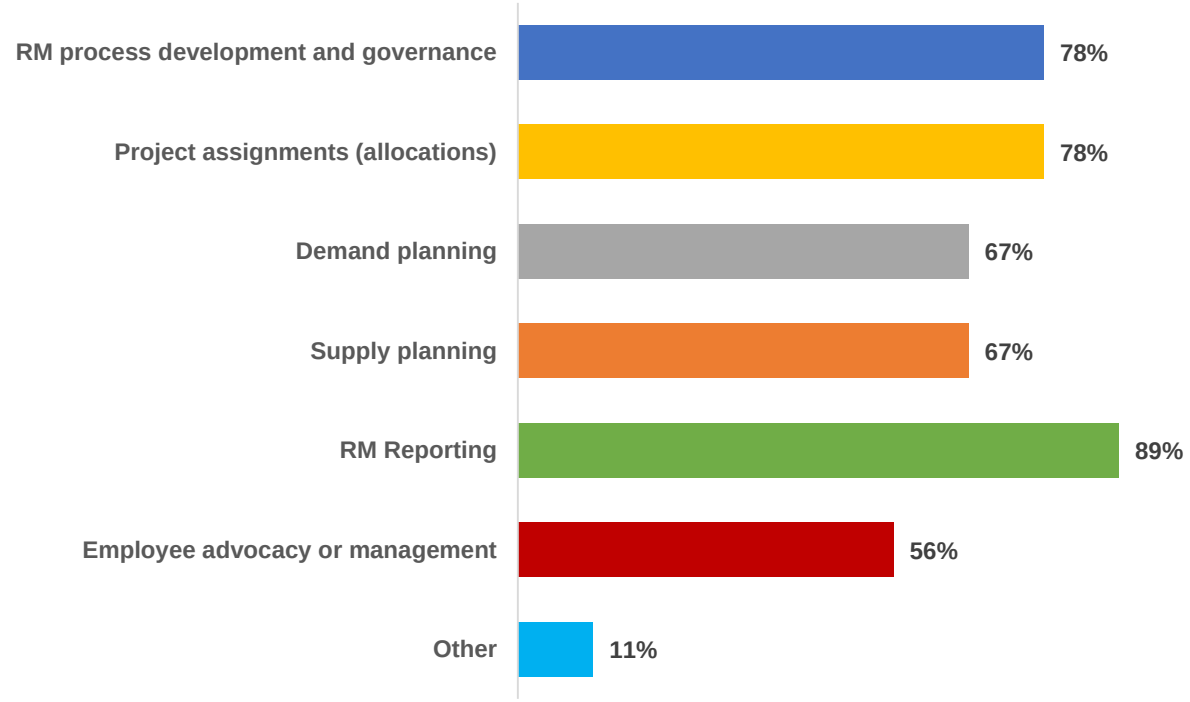
Q9: What are the primary responsibilities of the RMO? (check all that apply) – E/IT



For process development and governance, and project allocations, we expected to see high scores on this survey. We would have expected to see demand/supply planning higher as well. Encouraging was the growing role the RMO is now playing in things related to employee advocacy and management, leading to improved employee engagement.

Other:

- Performance management, salary administration, counseling, etc.

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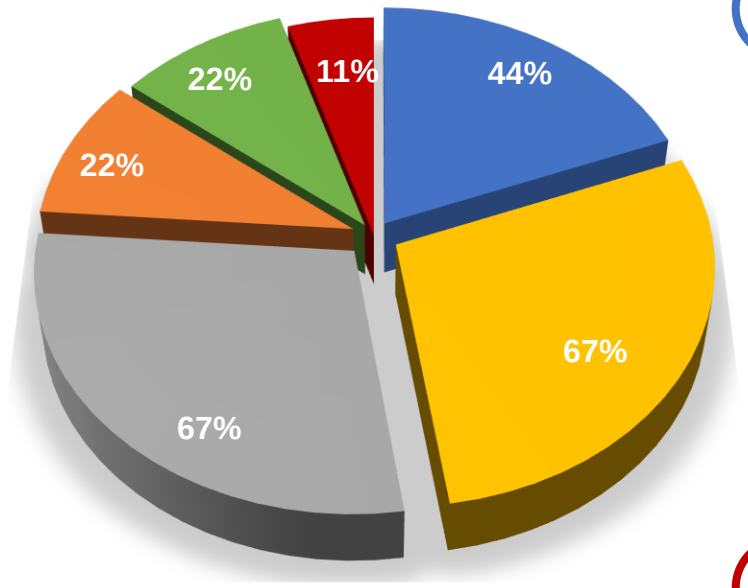
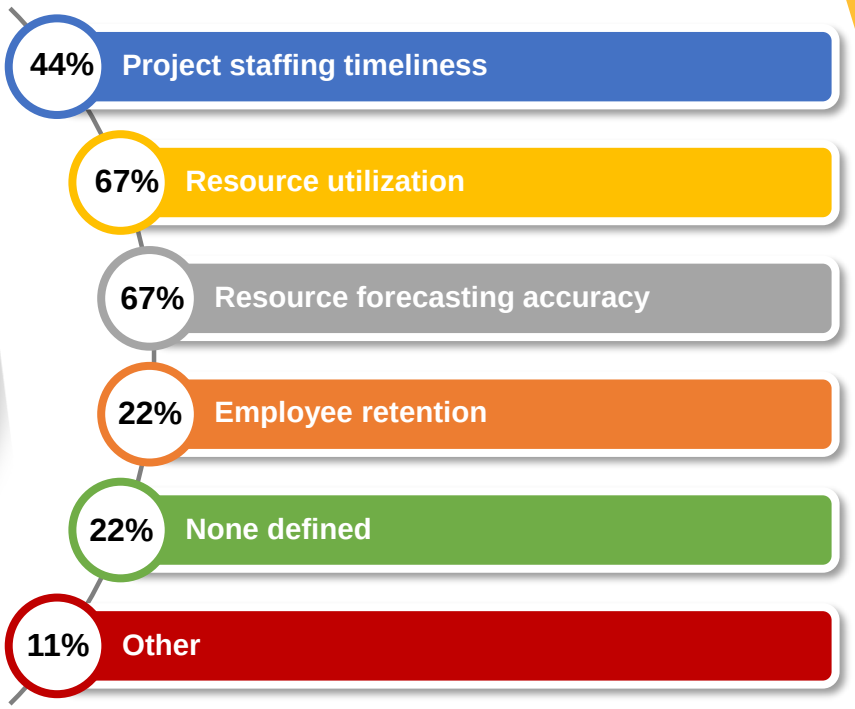
Q10: What are the primary success metrics of the RMO? (check all that apply) – E/IT





RMI recommended best practice for metrics is to tie RM results to the things that matter: project performance, cost control, customer and employee satisfaction. Clearly more and more we are seeing RMOs with the right metrics that matter.

Other:

- In addition to resource capacity management, associate development, retention, sourcing and tech debt.

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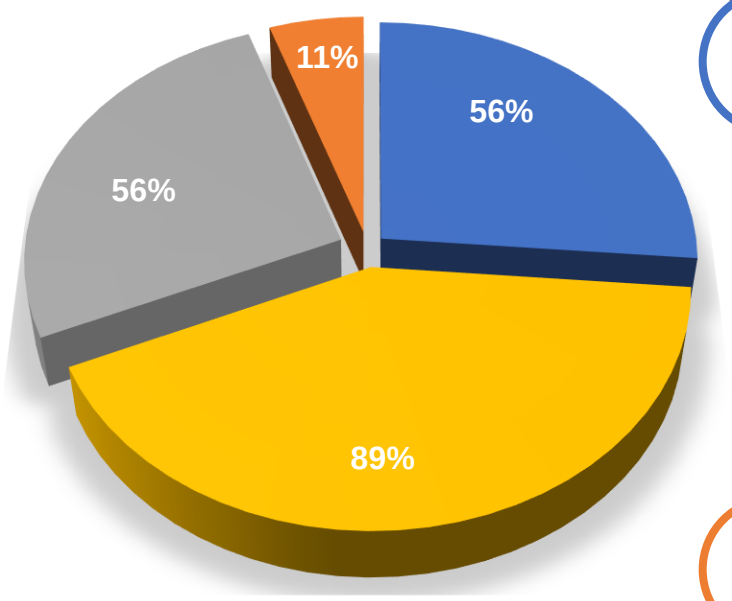
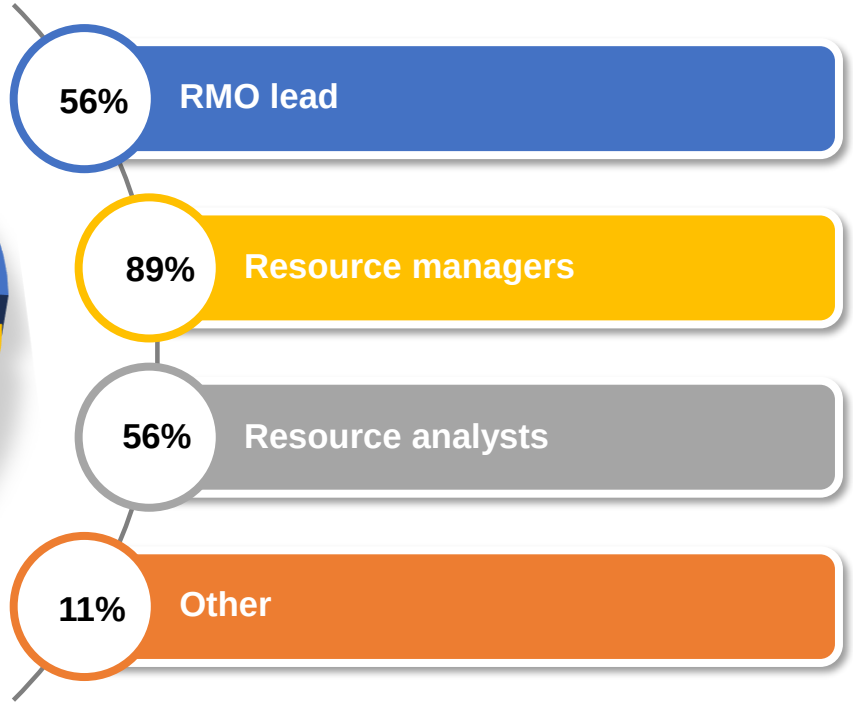
Q11: What roles or functions are part of your RMO? (check all that apply) – E/IT





No real surprises here and good news that more organizations recognize the importance of data collection and analytics, normally a function assigned to resource analysts.

Other:

- Resource Management Specialists

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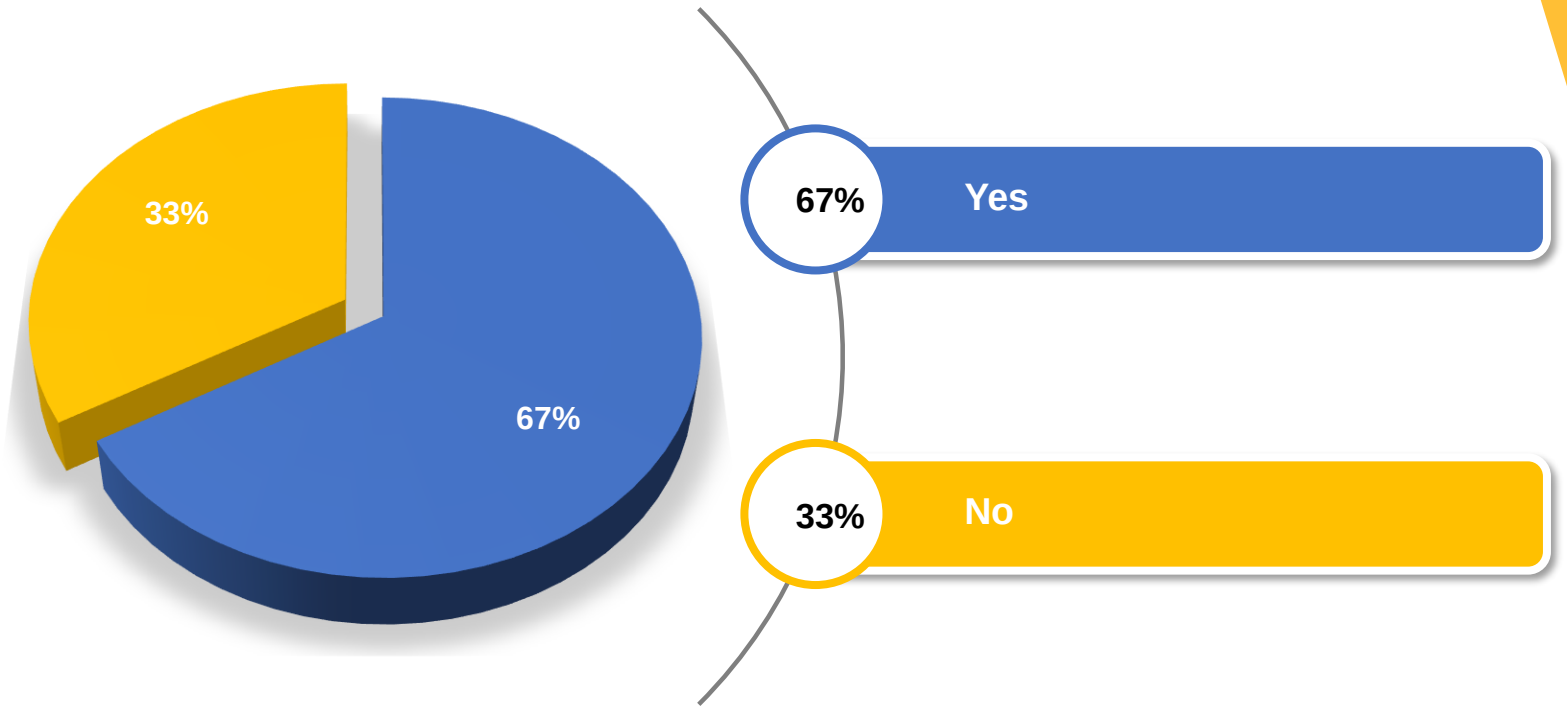
Q12: Does the RMO have responsibility for or authority to determine what automation tool (PSA/PPM) you are using? – E/IT



The good news is 67% have input into the selection of their automation tool. However, the 33% who don't are likely those same companies and users who from earlier surveys told us they were unhappy with their PSA/PPM tool.

With RM awareness growing in the E/IT community, we think the RMO will play an increasingly larger role in PPM selection, configuration, and adoption.

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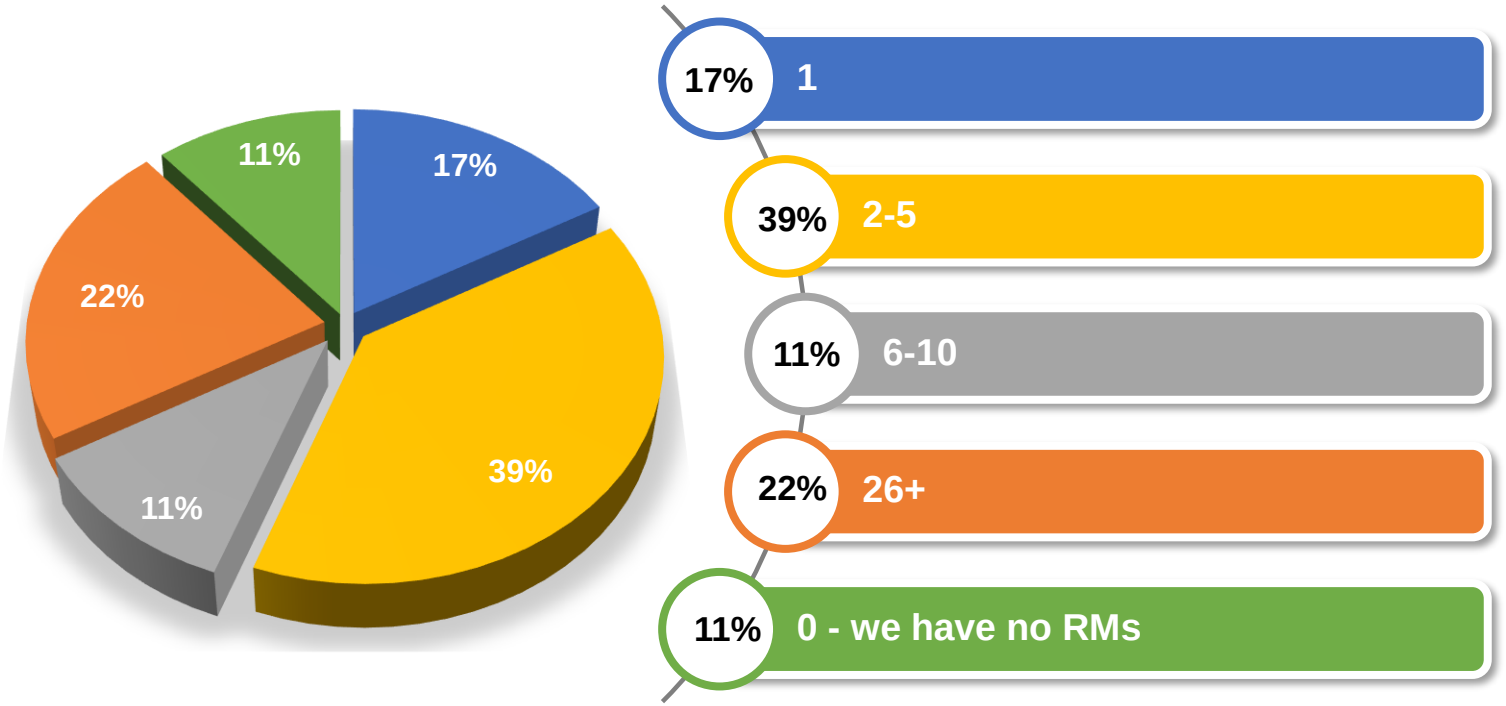
Q13: How many resource managers do you have? – E/IT

A resource manager is defined as someone responsible for project staffing and assignments of delivery resources. They may have other responsibilities as well.



The industry has come a long way in the past 15 years. The role of the resource manager is still nascent by industry standards, but definitely growing rapidly.

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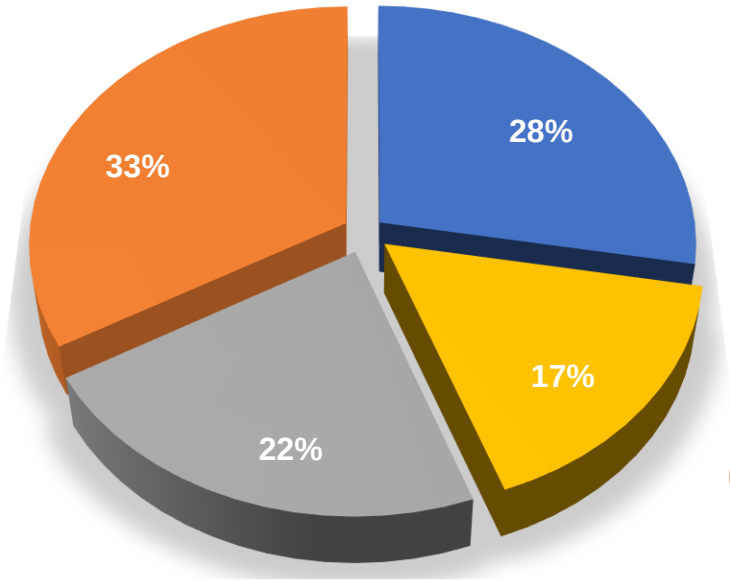
Q14: Where do your resource managers report? – E/IT



- 28% RMO
- 17% Delivery Manager
- 22% Operations Manager
- 33% Other

Standardization of resource manager reporting structures has some way to go. To achieve the 'neutrality' of the RMO function, efficiencies of centralization, and breakdown of organizational silos, the RMI recommends reporting resource managers to the RMO. In certain enterprises where the responsibilities of the RMO are centralized under a different name or function, those same benefits can certainly be achieved.

Other:

- Both project and operational directors and business area executives
- VP Corporate Projects
- PMO
- Senior Manager

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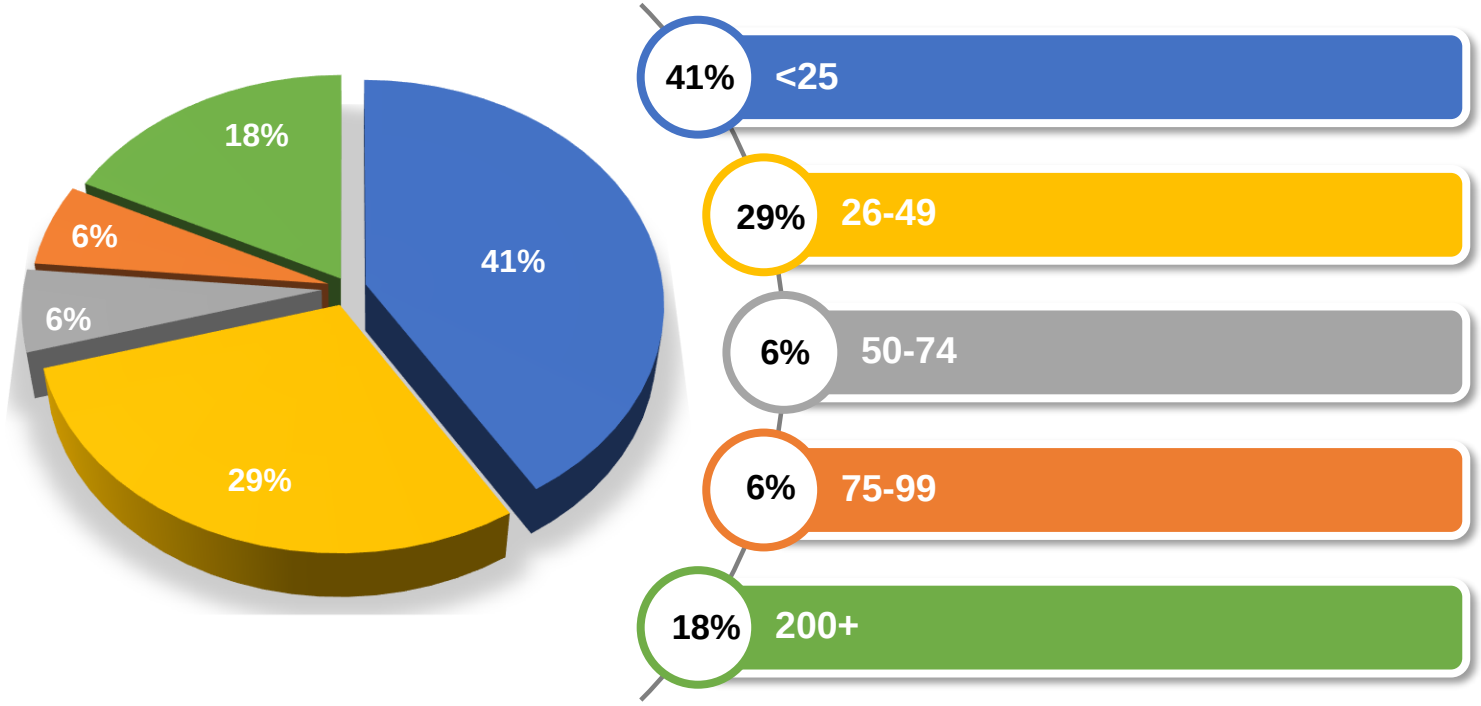
Q15: How many resources is the typical resource manager responsible for (planning and deployment)? – E/IT



There are many variables that drive the right balance of investment in RMs relative to the overall delivery population they are expected to manage. Those variables include but are not limited to: project turnover, project complexity and size, organizational RM maturity, product or portfolio makeup, geographic dispersion and more.

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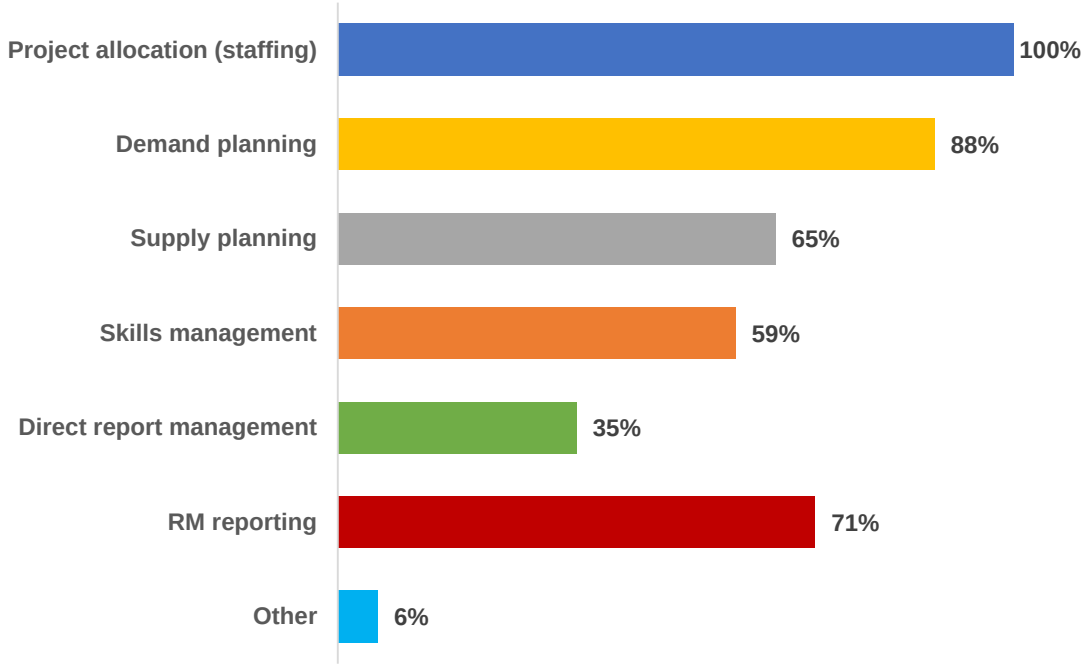
Q16: Our resource managers are responsible for (check all that apply): – E/IT



This data implies that current RMs today have more administrative duties than strategic duties as noted by focus on staffing and reporting, and less focus on skills and supply management and planning. The focus on demand planning is a more strategic function and that is moving in the right direction.

Other:

- Only one RM is responsible for overall Capacity Planning , the others are part-time commitments for Projects only

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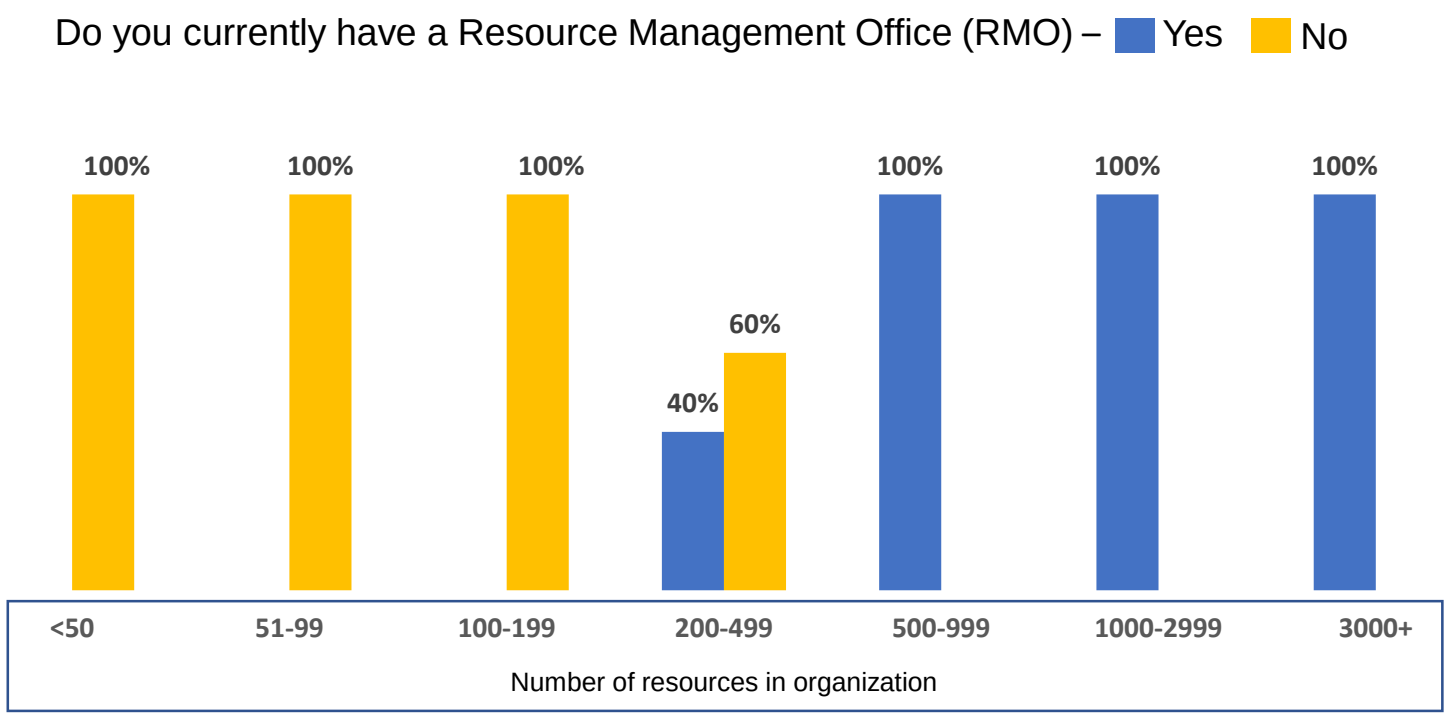
Analysis: Number of resources in organization vs. presence of RMO – E/IT



Trend data on RMO adoption is up since we last measured this just two years ago.

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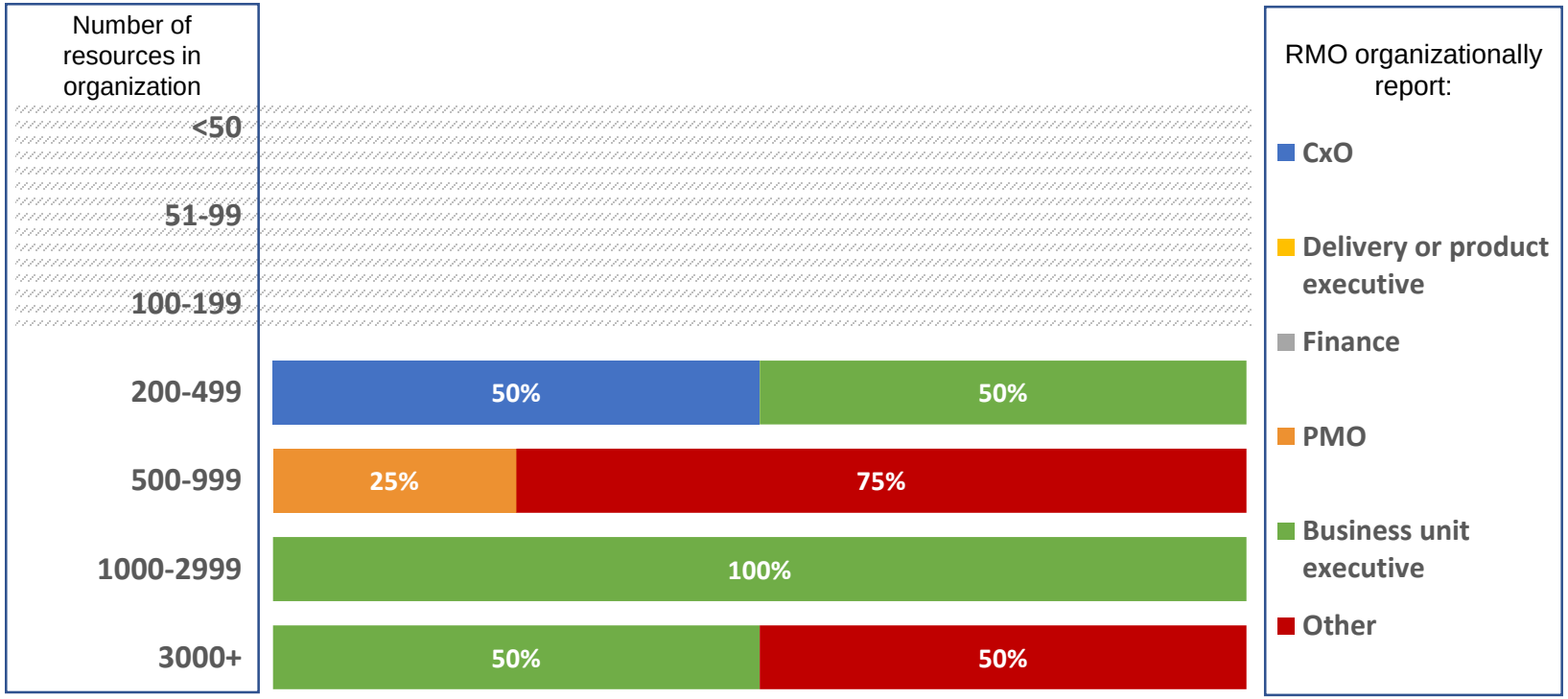
Analysis: Number of resources in organization vs. RMO reporting – E/IT



Size of the enterprise definitely influences where the RMO reports. RMI recommended best practice is to report the RMO someplace where both neutrality and authority are enabled for RMO operations.

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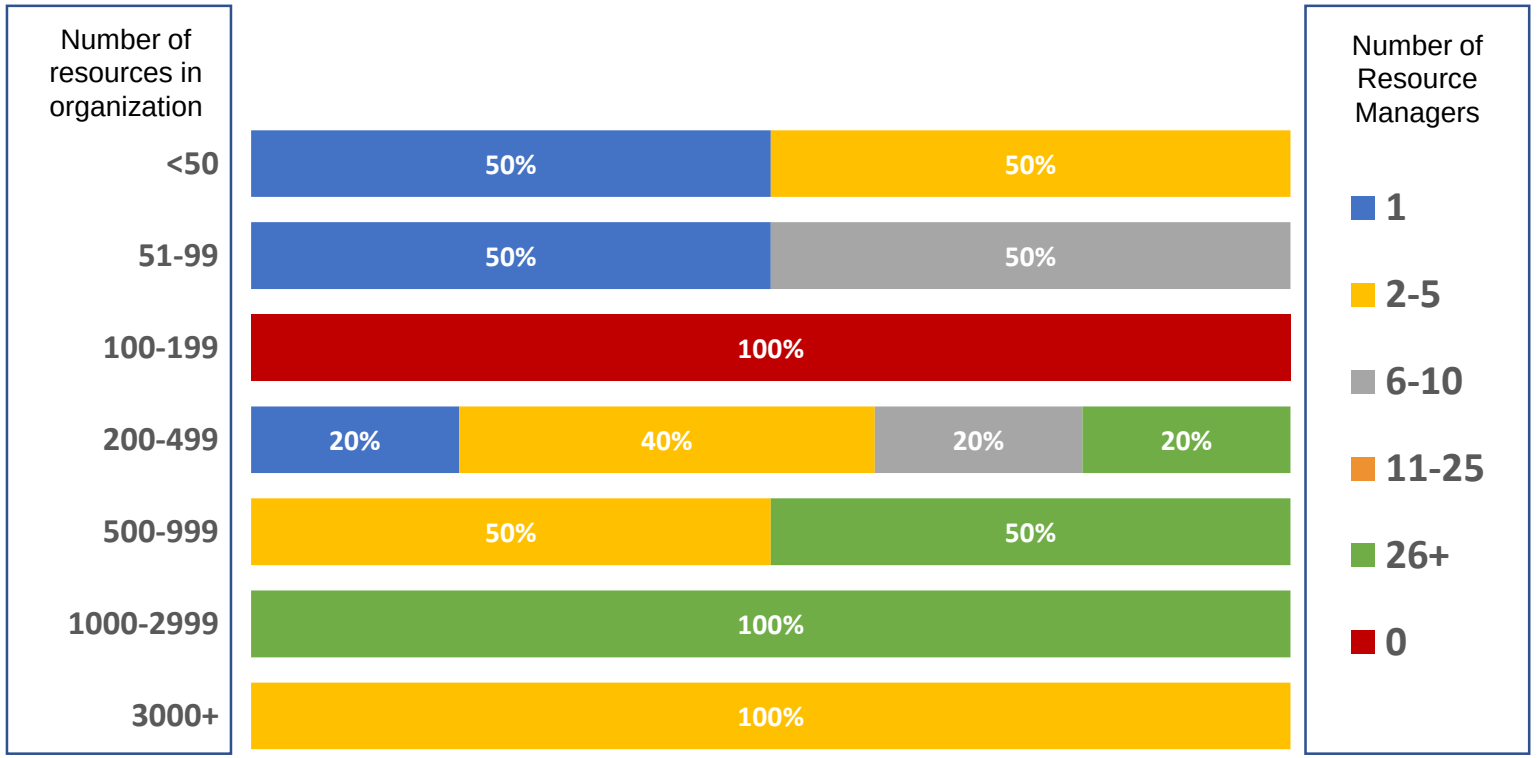
Analysis: Number of resources vs. number of Resource Managers in organization – E/IT



There are many variables that drive the right balance of investment in RMs relative to the overall delivery population they are expected to manage. Those variables include but are not limited to: project turnover, project complexity and size, organizational RM maturity, product or portfolio makeup, geographic dispersion and more.

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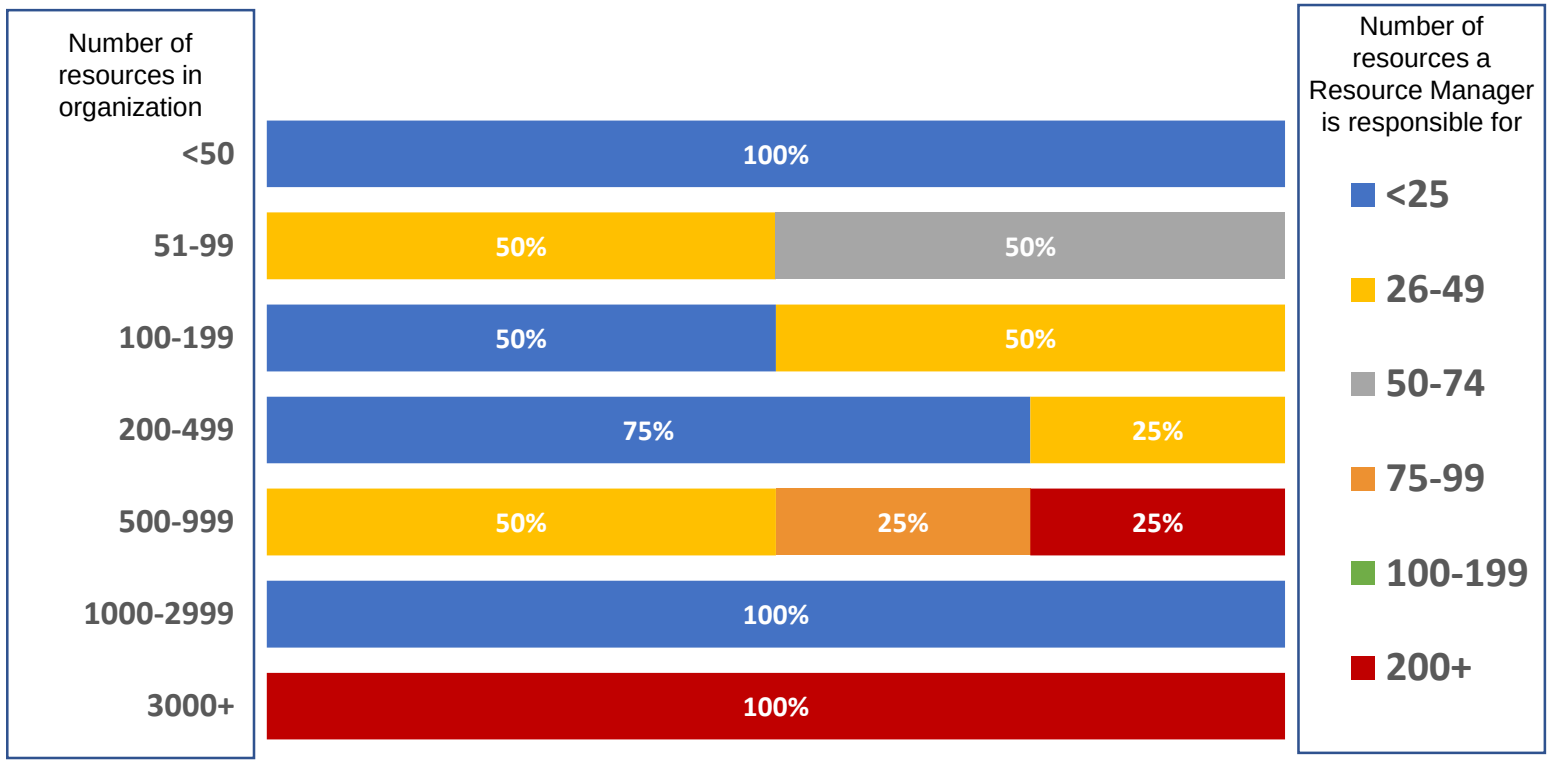
Analysis: Number of resources in organization vs. number of resources a Resource Manager is responsible for – E/IT



Project size, duration and turnover among other variables drives an appropriate level of investment in RM operations staffing. Other key drivers are maturity of the RMO and available automation tools to minimize manual efforts. The industry has come a long way in the past 15 years. The role of the resource manager is still nascent by industry standards, but definitely growing rapidly.

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Product Development Responses

Note: Product Development is a new focus group for the RMI and this survey had only a small number of respondents from those organizations. As our respondent base and product development membership grows, this data will become more valuable to those organizations. The results in many cases are not too dissimilar from the PS/CS and E/IT.

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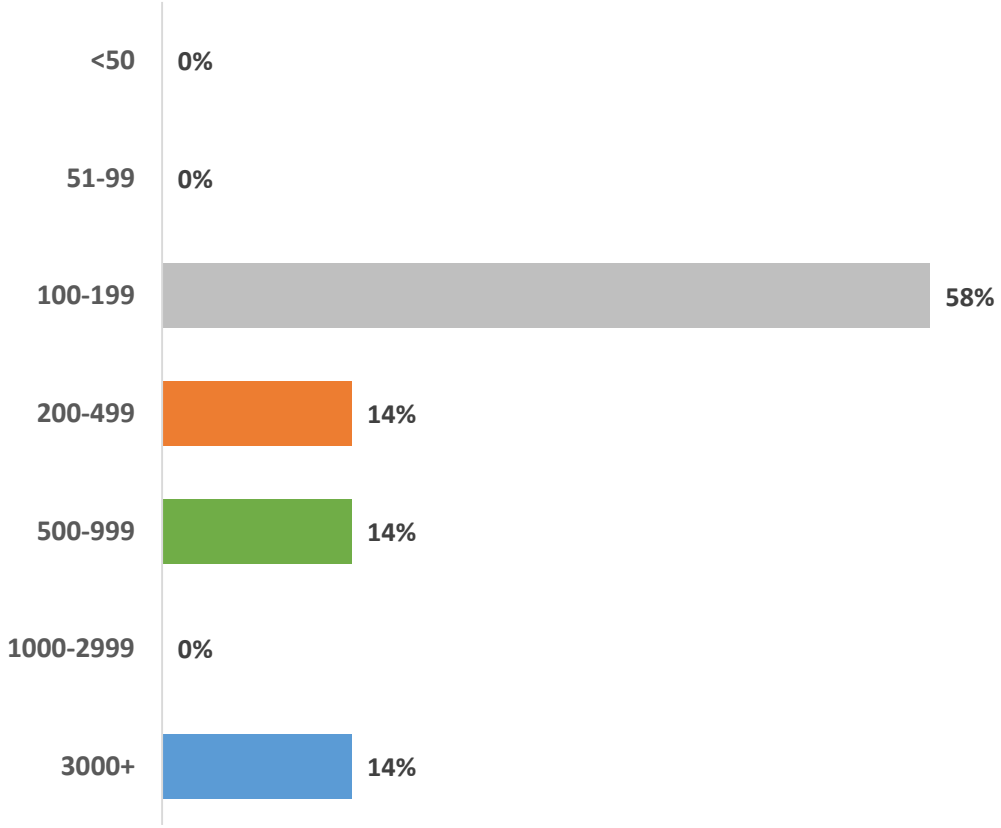
Q2: How many resources in total does your organization manage as part of a resource management process or function(s)? – PD



The survey had a good cross-section of different size companies.

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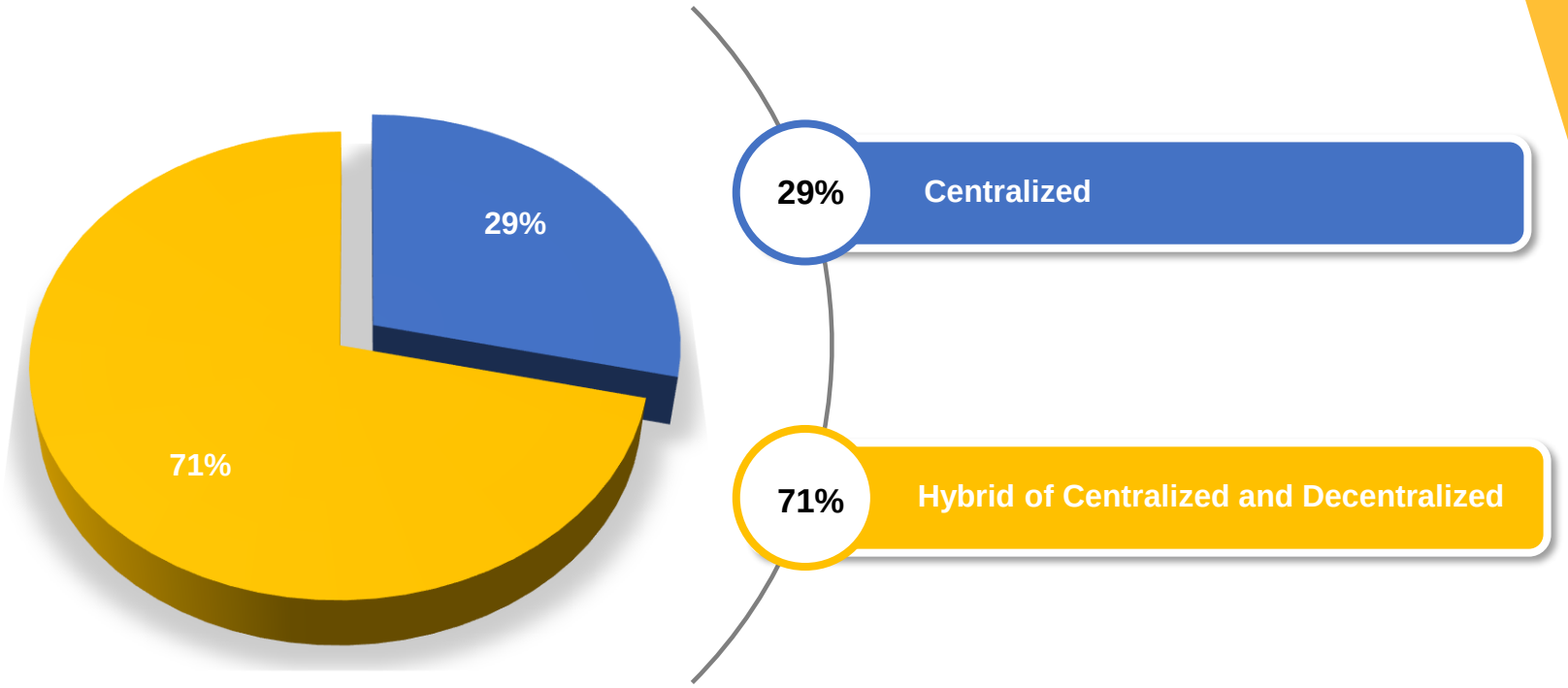
Q3: What resource management model do you currently have in place? – PD



PD organizations currently lag their PS/CS and E/IT counterparts when it comes to centralizing RM. Prior RMI research provides evidence that centralizing RM operations leads to improved overall utilization.

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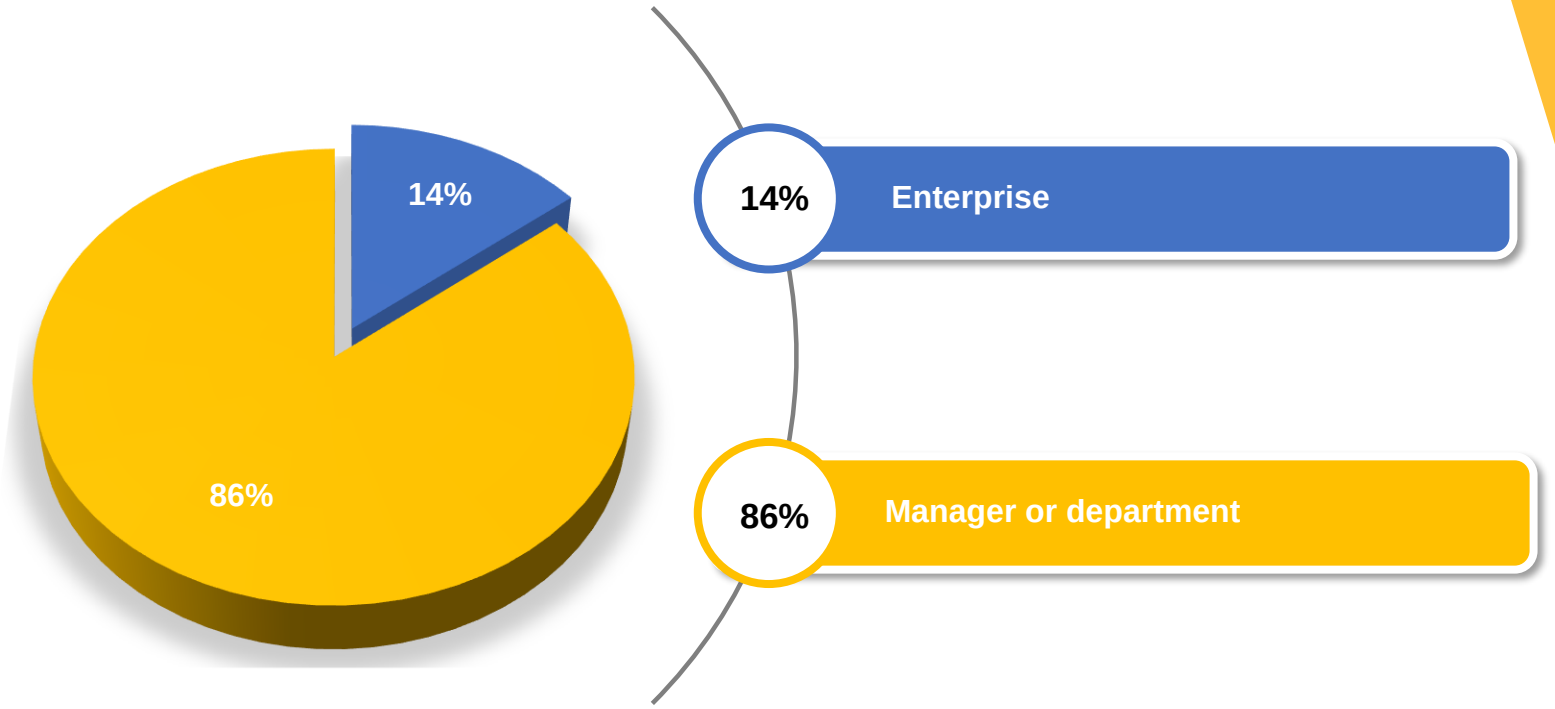
Q4: Are the delivery resources in the organization considered assets of the: – PD



The concept of RM centralization is more nascent in PD. With a tightening labor market, we are already seeing the winds of change creep into PD when it comes to RM focus and discipline. While certain products require different skills making sharing more difficult, the identification of common skills which can be shared will become more important.

One of the leading inhibitors to good RM performance is the existence of organizational silos leading to barriers when it comes to staffing efficiency. In really large organizations some regionalization may make sense if the critical mass of those sub-groups are large enough.

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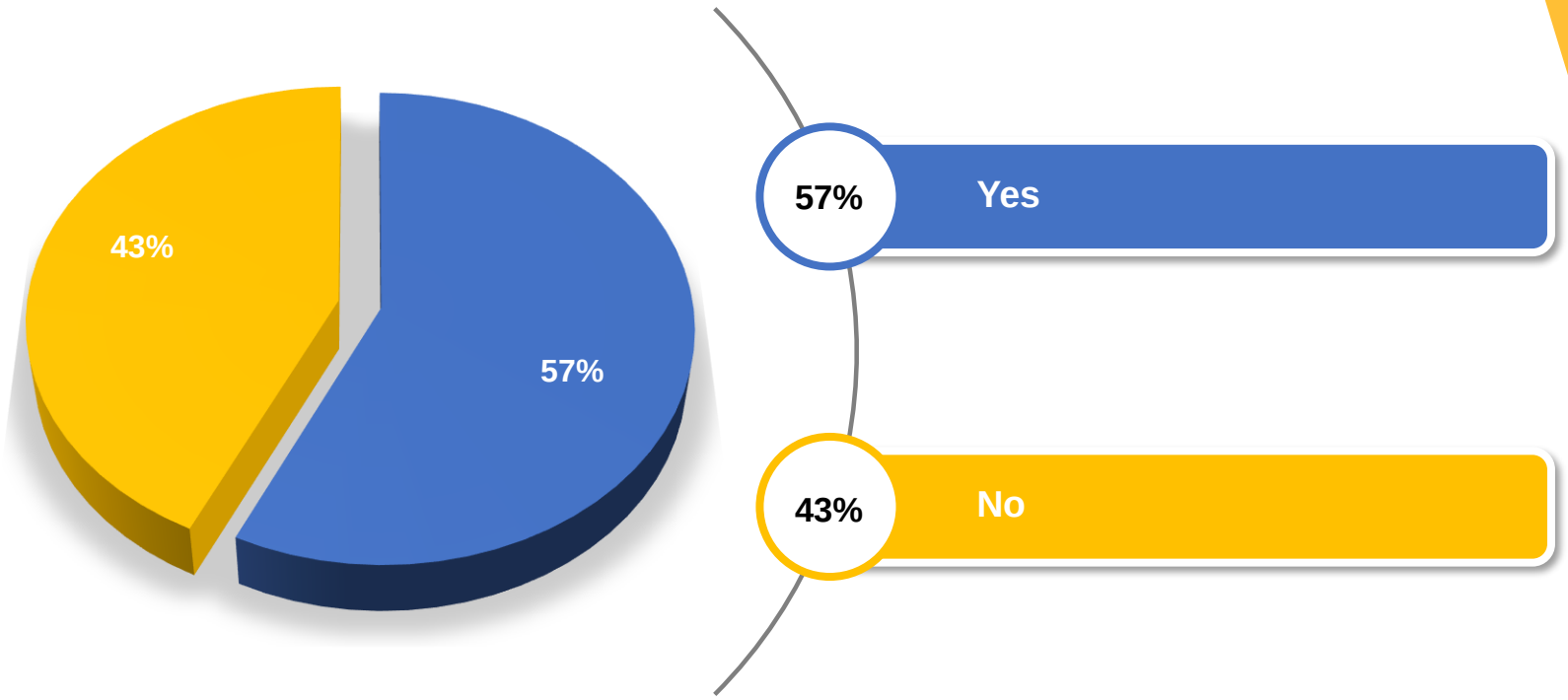
Q5: Do you currently have a Resource Management Office (RMO)? – PD



The creation of an RMO, an RMI recommended best practice, is gaining momentum in the PD domain with 57% now reporting they have an RMO. In some really small enterprises RMO like effectiveness can be achieved at some level provided someone owns the responsibilities which are normally part of an official RMO function.

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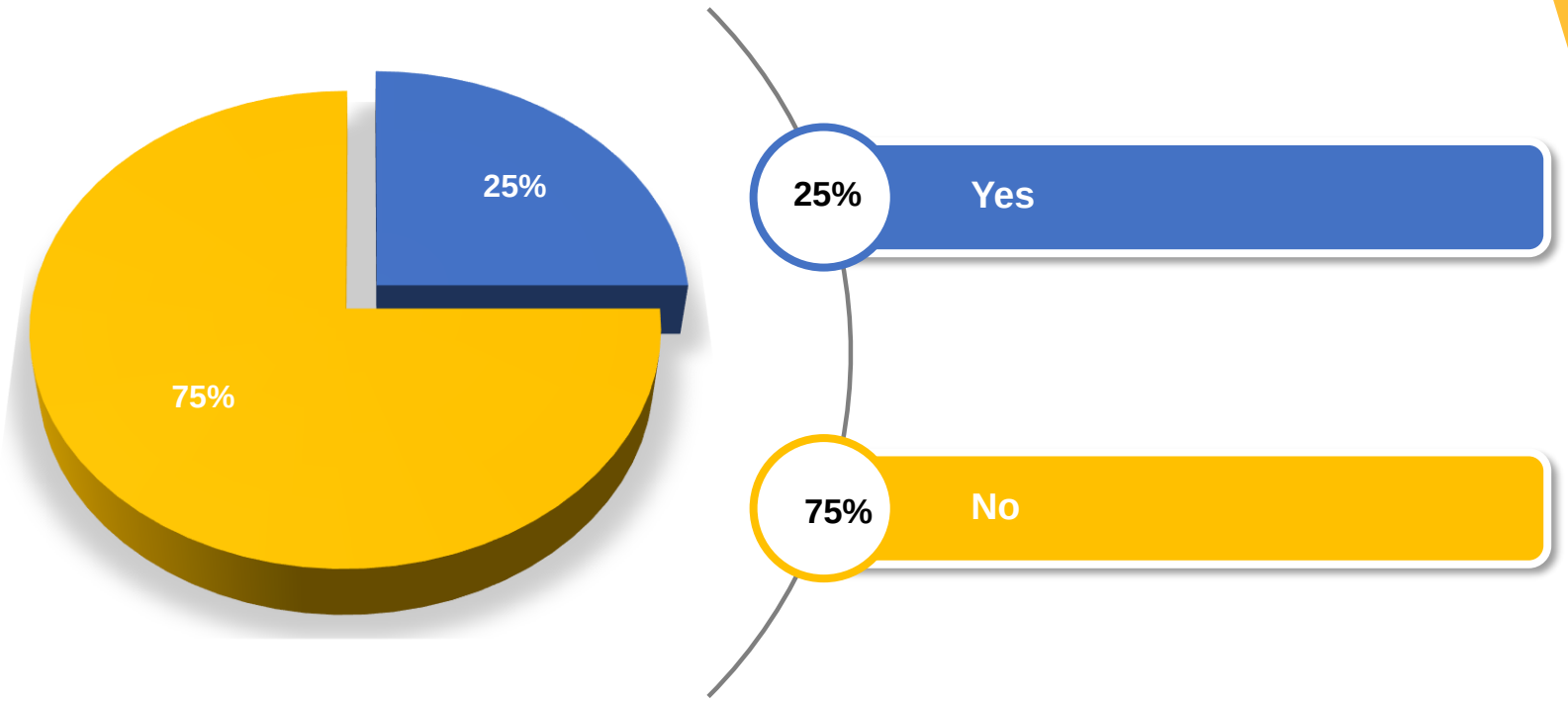
Q6: Do you have more than one RMO? – PD



RMI experience is that where multiple RMOs exist, inefficiencies of operation and sub-optimal performance follow. Provided the duplicate RMOs operate using a common framework or process, some of those inefficiencies can be mitigated.

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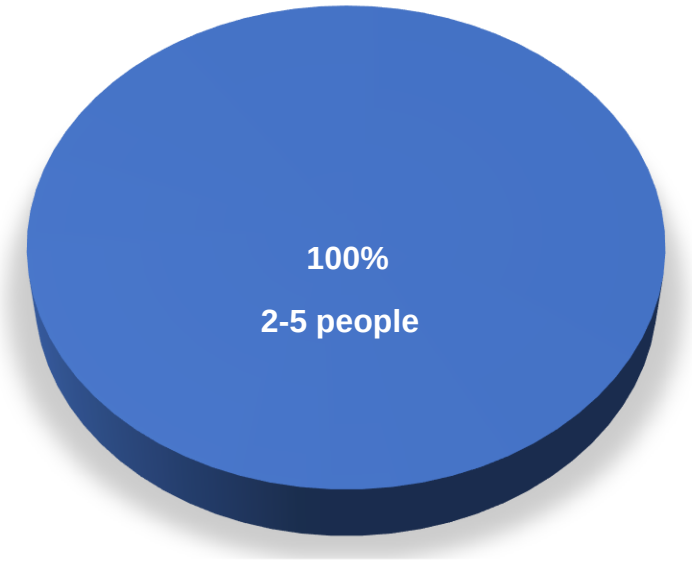
Q7: How many people make up the staff of the RMO or on average per RMO? – PD



The RMI has observed RMOs getting larger as organizational maturity grows and value realization of good RM become more visible in the enterprise.

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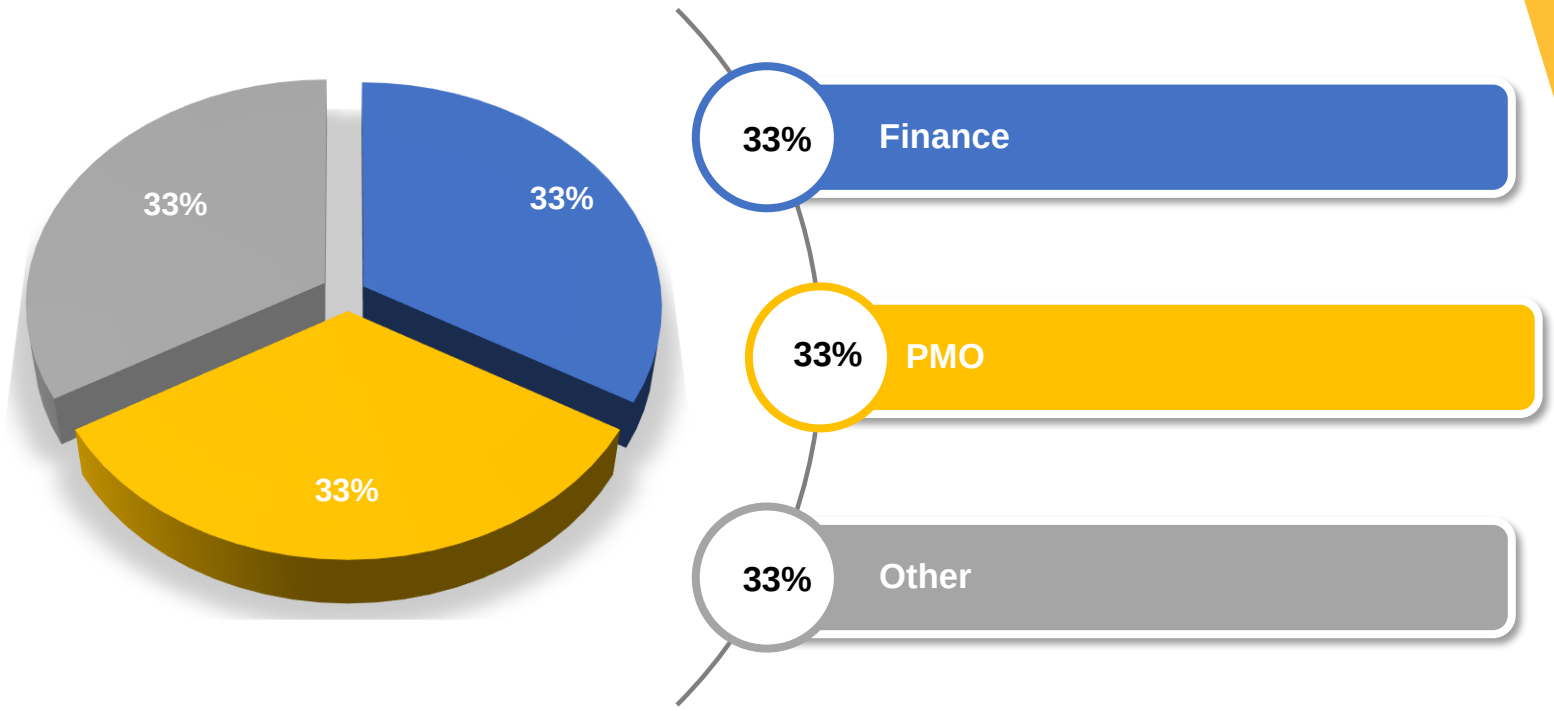
Q8: Where does the RMO organizationally report? – PD



There are many variables to consider when it comes to RMO organizational reporting. An important element to consider is to report the RMO someplace where it can operate ‘neutrally’ and make more decisions with less influence from the silos or departments in the organization.

Enabling the RMO with needed authority over RM processes with an ‘equal seat at the table’ is an RMI recommended best practice.

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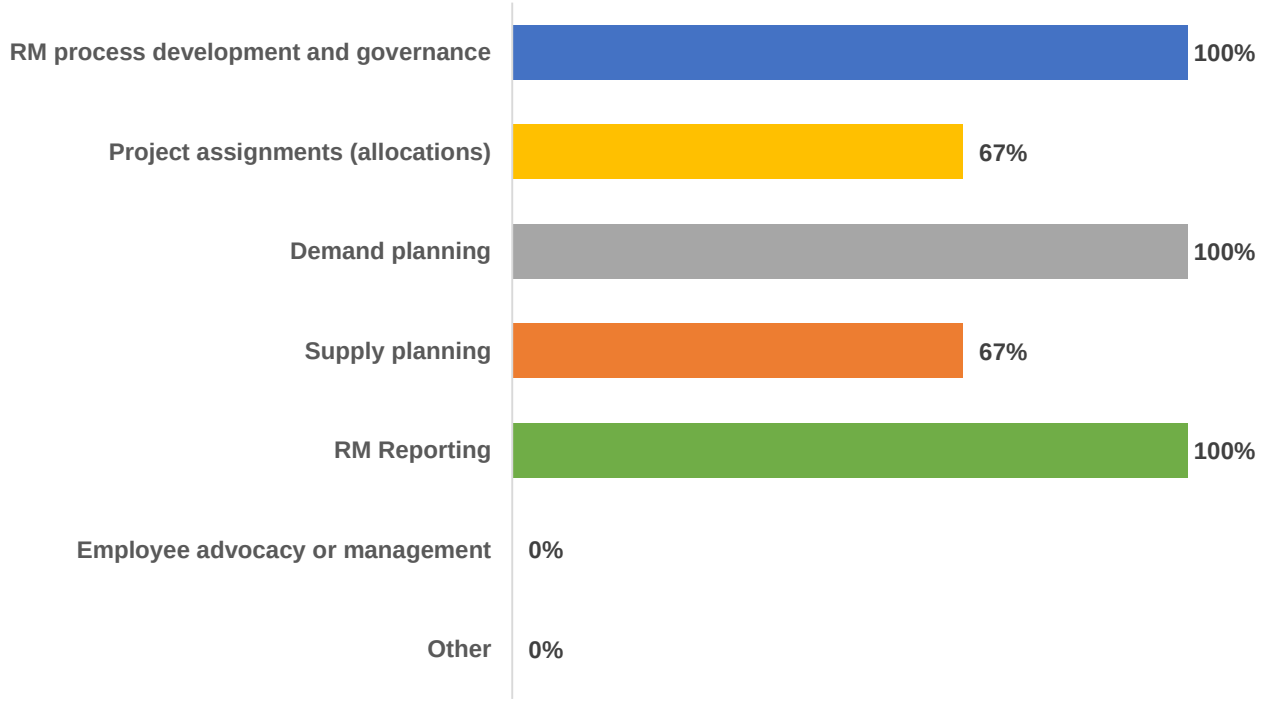
Q9: What are the primary responsibilities of the RMO? (check all that apply) – PD



For process development and governance, and reporting, we expected to see high scores on this survey. We would have expected to see supply planning higher. Encouraging to see demand planning, a more strategic role for the RMO with such a high score. An opportunity area for PD is the growing role for RMOs to participate in employee engagement programs including employee advocacy and management, leading to improved employee engagement.

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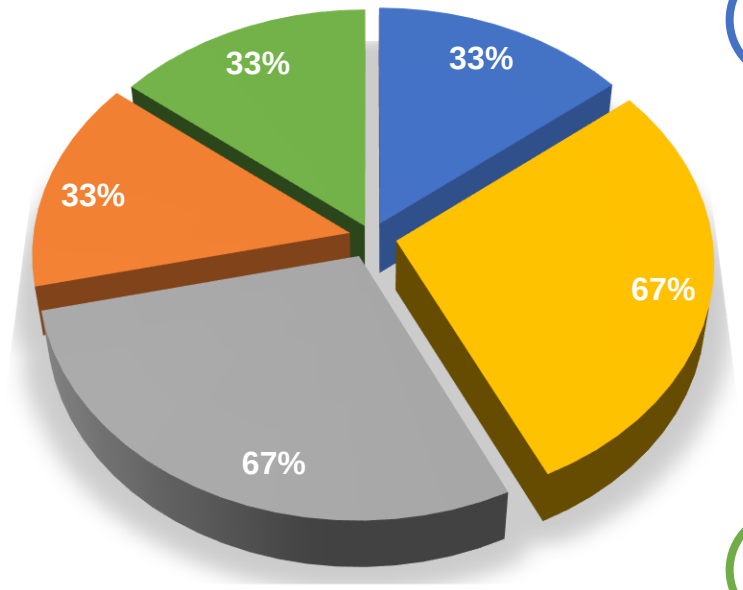
Q10: What are the primary success metrics of the RMO? (check all that apply) – PD



- 33% Project staffing timeliness
- 67% Resource utilization
- 67% Resource forecasting accuracy
- 33% Employee retention
- 33% None defined

RMI recommended best practice for metrics is to tie RM results to the things that matter: project performance, cost control, customer and employee satisfaction. Clearly more and more we are seeing RMOs with the right metrics that matter.

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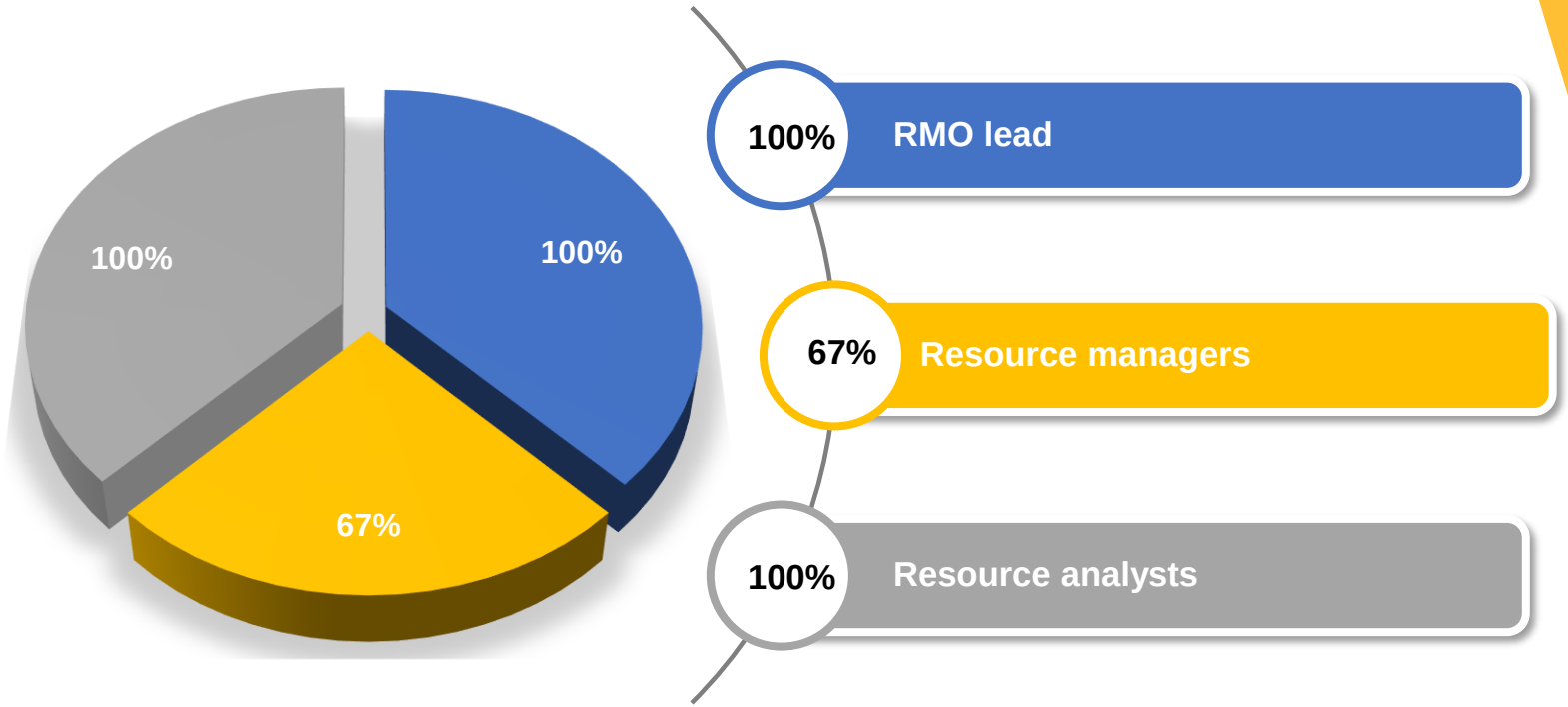
Q11: What roles or functions are part of your RMO? (check all that apply) – PD



No real surprises here and good news that more organizations recognize the importance of data collection and analytics, normally a function assigned to resource analysts.

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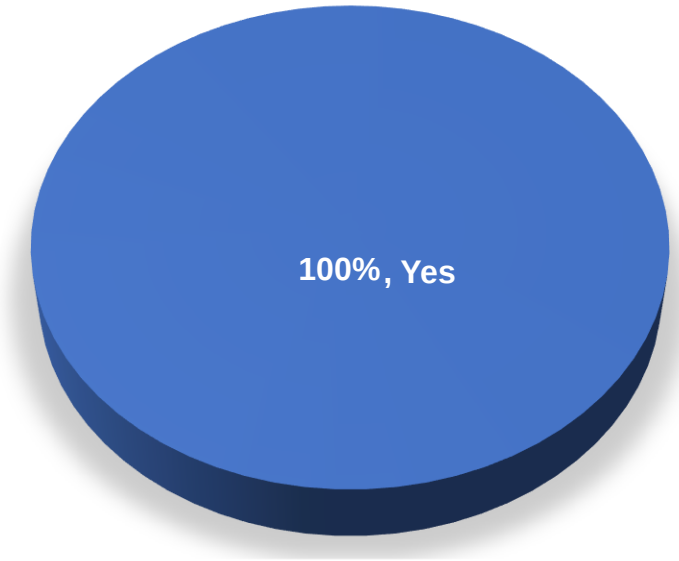
Q12: Does the RMO have responsibility for or authority to determine what automation tool (PSA/PPM) you are using? – PD



Great news that 100% have input into the selection of their automation tool.

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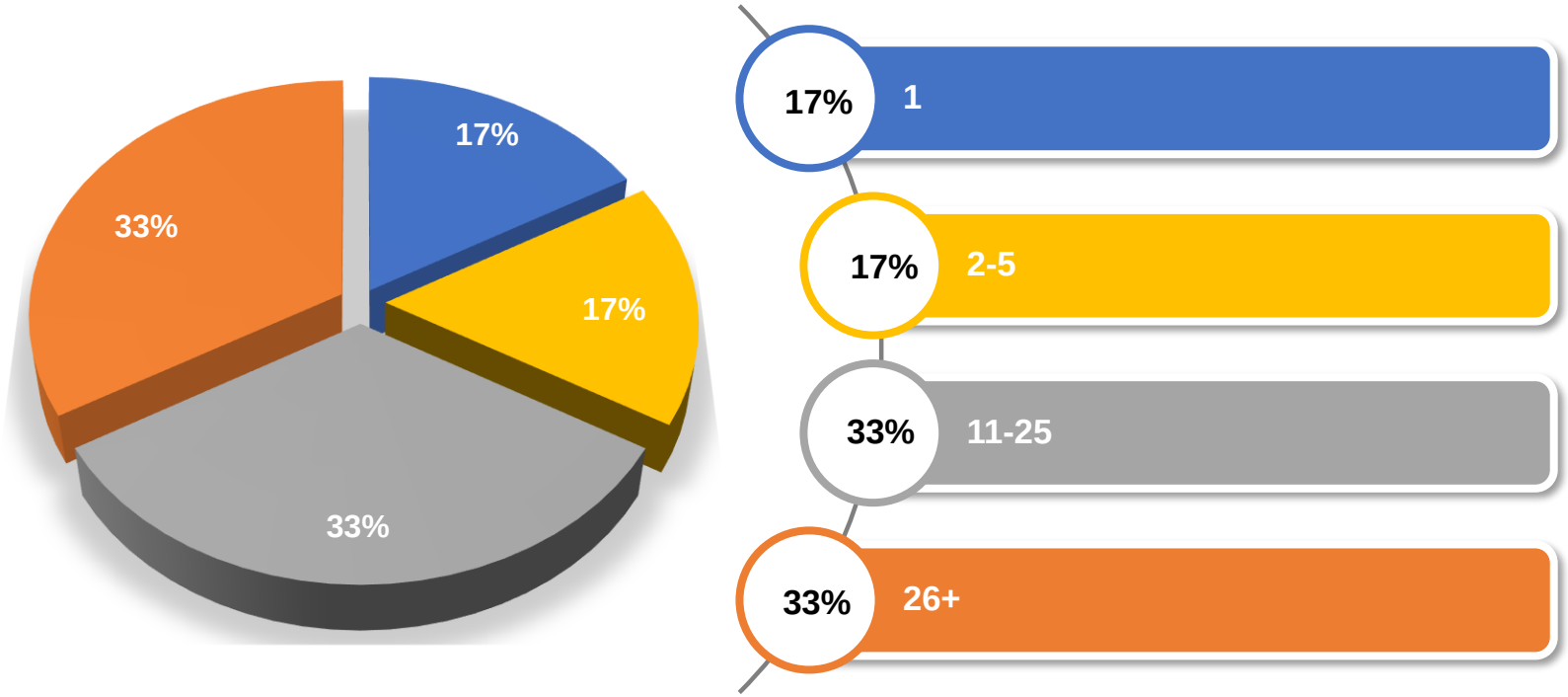
Q13: How many resource managers do you have? – PD

A resource manager is defined as someone responsible for project staffing and assignments of delivery resources. They may have other responsibilities as well.



The industry has come a long way in the past 15 years. The role of the resource manager in PD is still nascent, but definitely growing.

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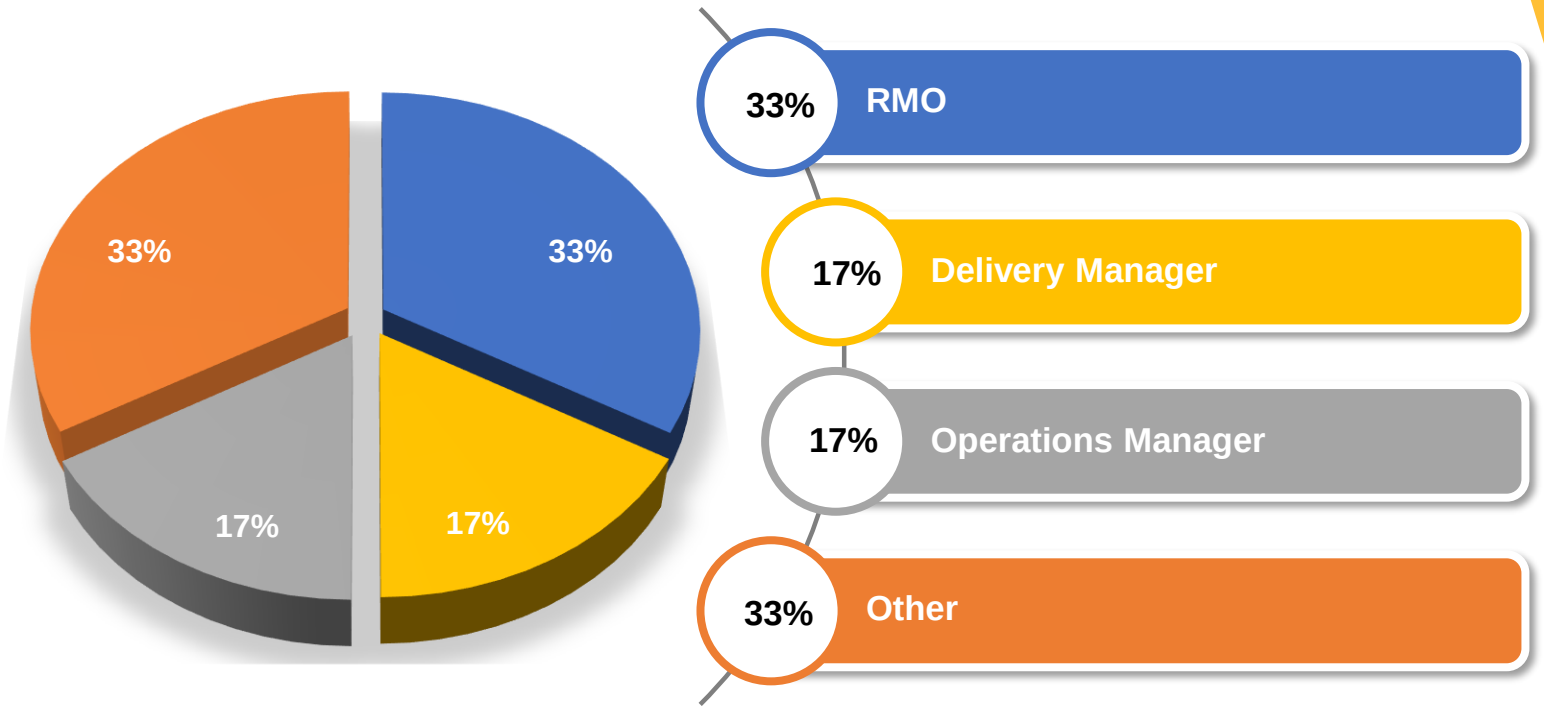
Q14: Where do your resource managers report? – PD



Standardization of resource manager reporting structures has some way to go. To achieve the ‘neutrality’ of the RMO function, efficiencies of centralization, and breakdown of organizational silos, the RMI recommends reporting resource managers to the RMO. In certain enterprises where the responsibilities of the RMO are centralized under a different name or function, those same benefits can certainly be achieved.

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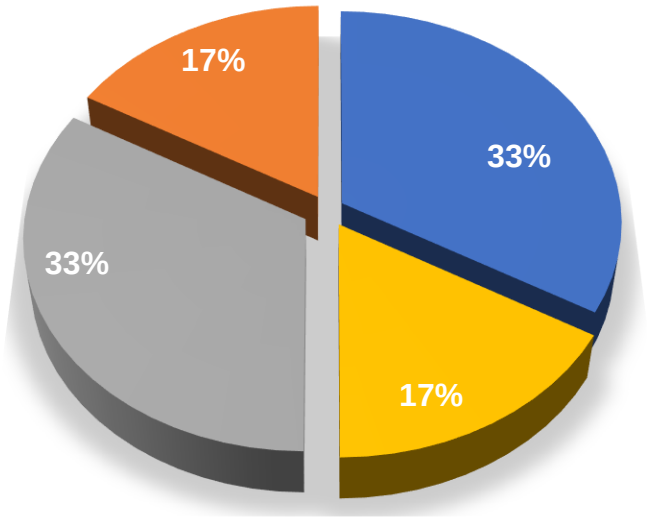
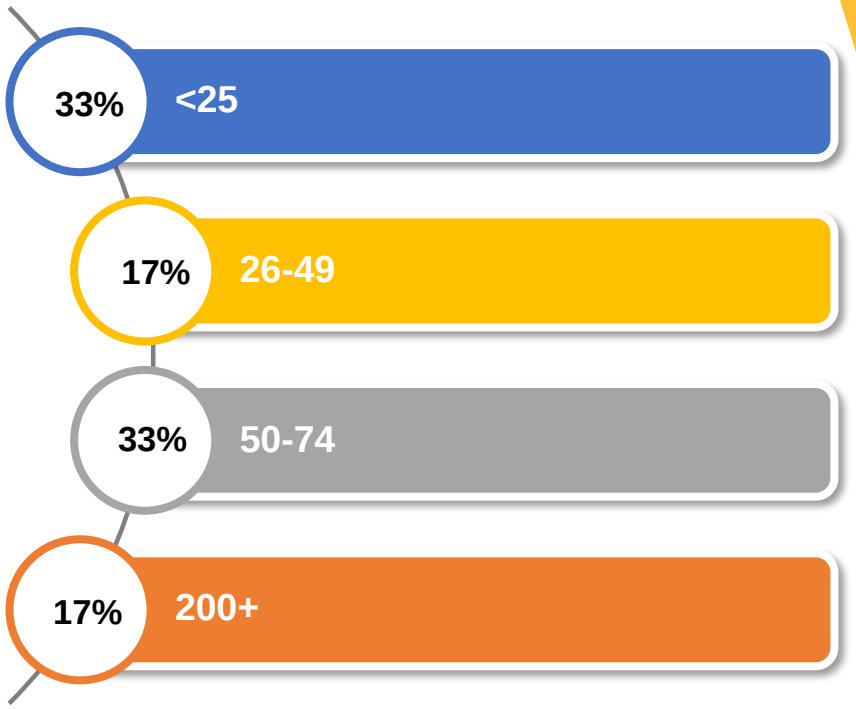
Q15: How many resources is the typical resource manager responsible for (planning and deployment)? – PD





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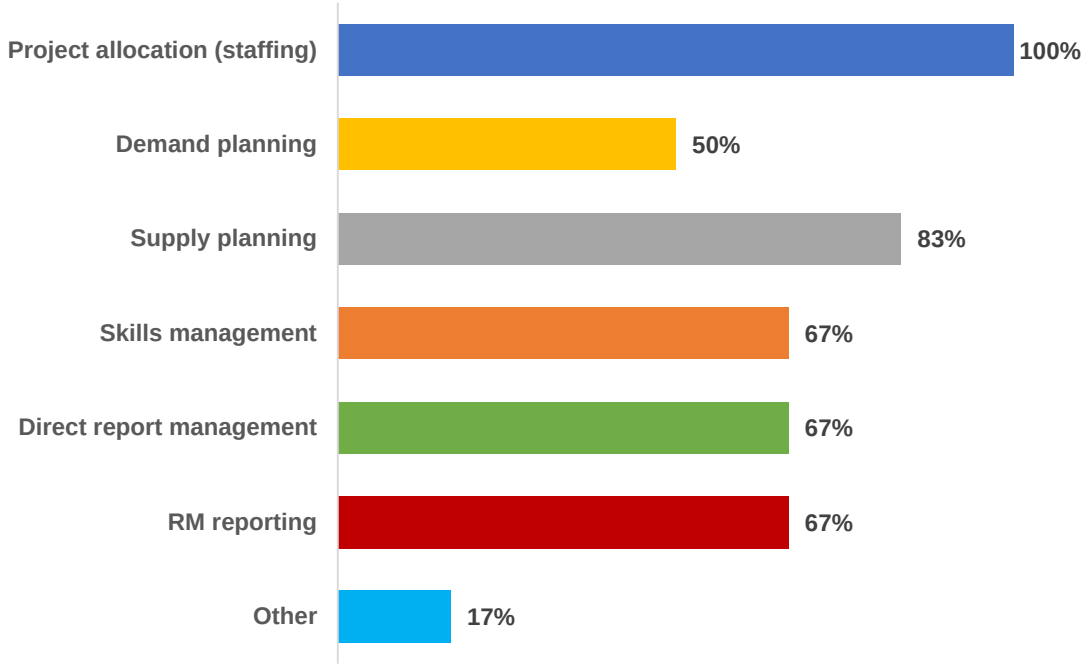
Q16: Our resource managers are responsible for (check all that apply): – PD



This data implies that current RMs today have more administrative duties than strategic duties as noted by focus on staffing, and less focus on other responsibilities that are strategic for today's resource managers.

Other:

- Technical oversight, department oversight

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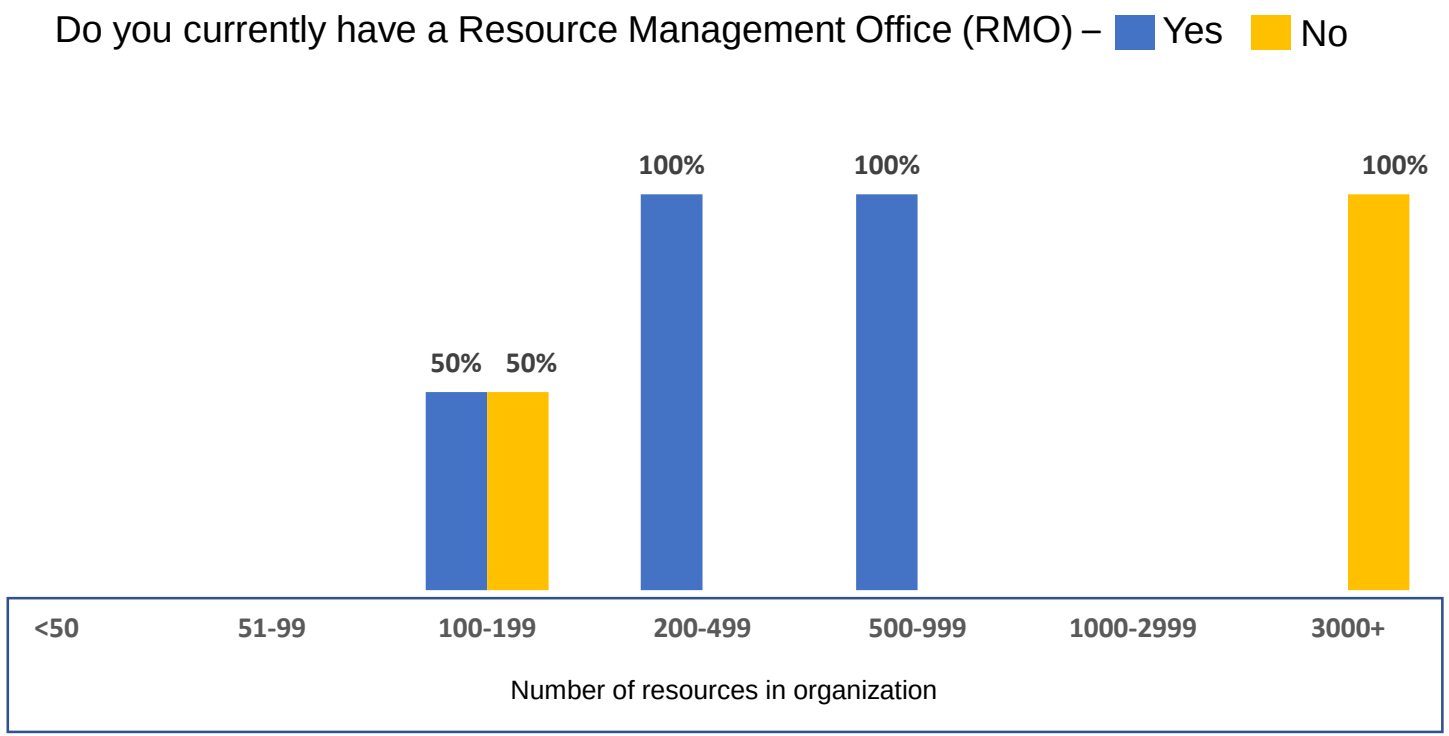
Analysis: Number of resources in organization vs. presence of RMO – PD



Research on RMO adoption in PD is something the RMI just began focusing on. We are looking forward to tracking trends in RMO developments in the future.

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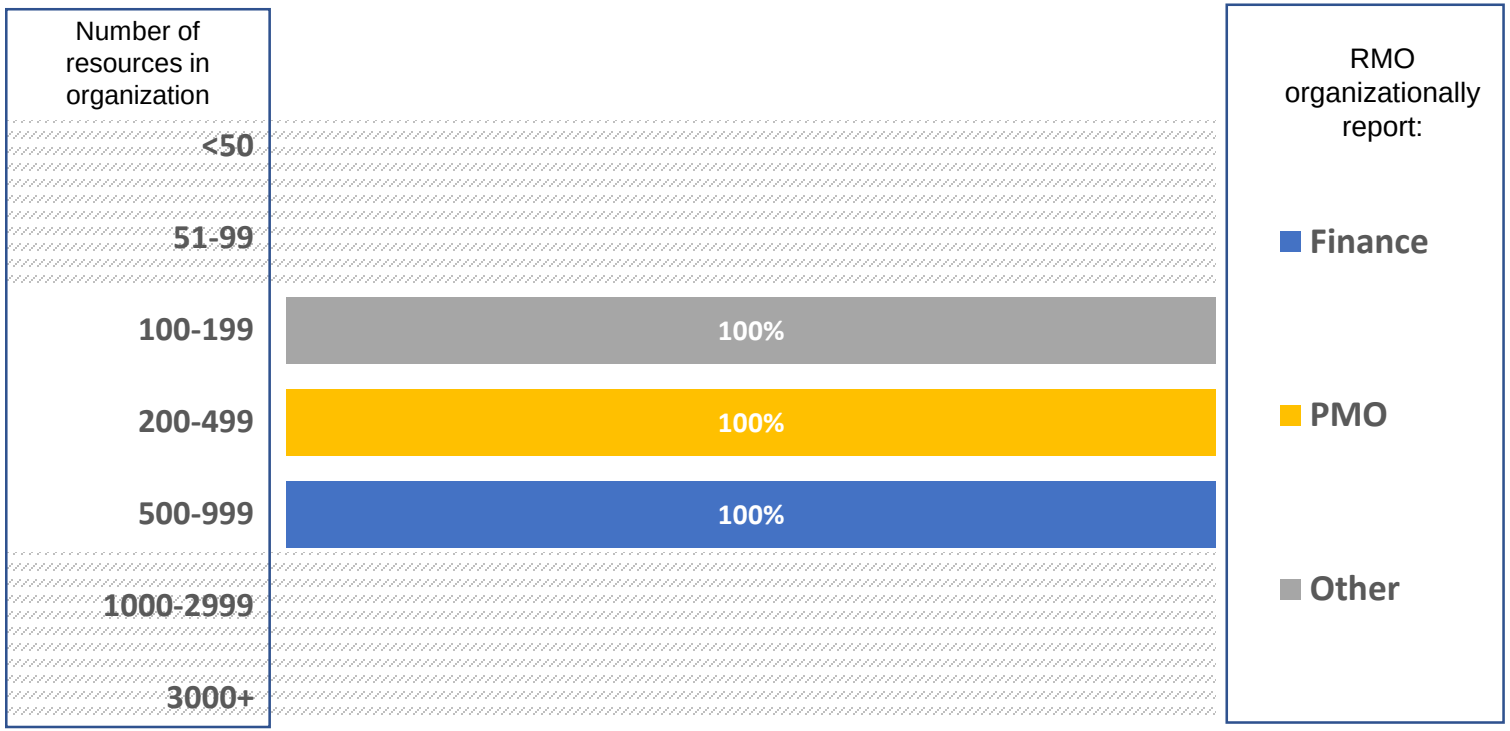
Analysis: Number of resources in organization vs. RMO reporting – PD



Size of the enterprise definitely influences where the RMO reports. RMI recommended best practice is to report the RMO someplace where both neutrality and authority are enabled for RMO operations.

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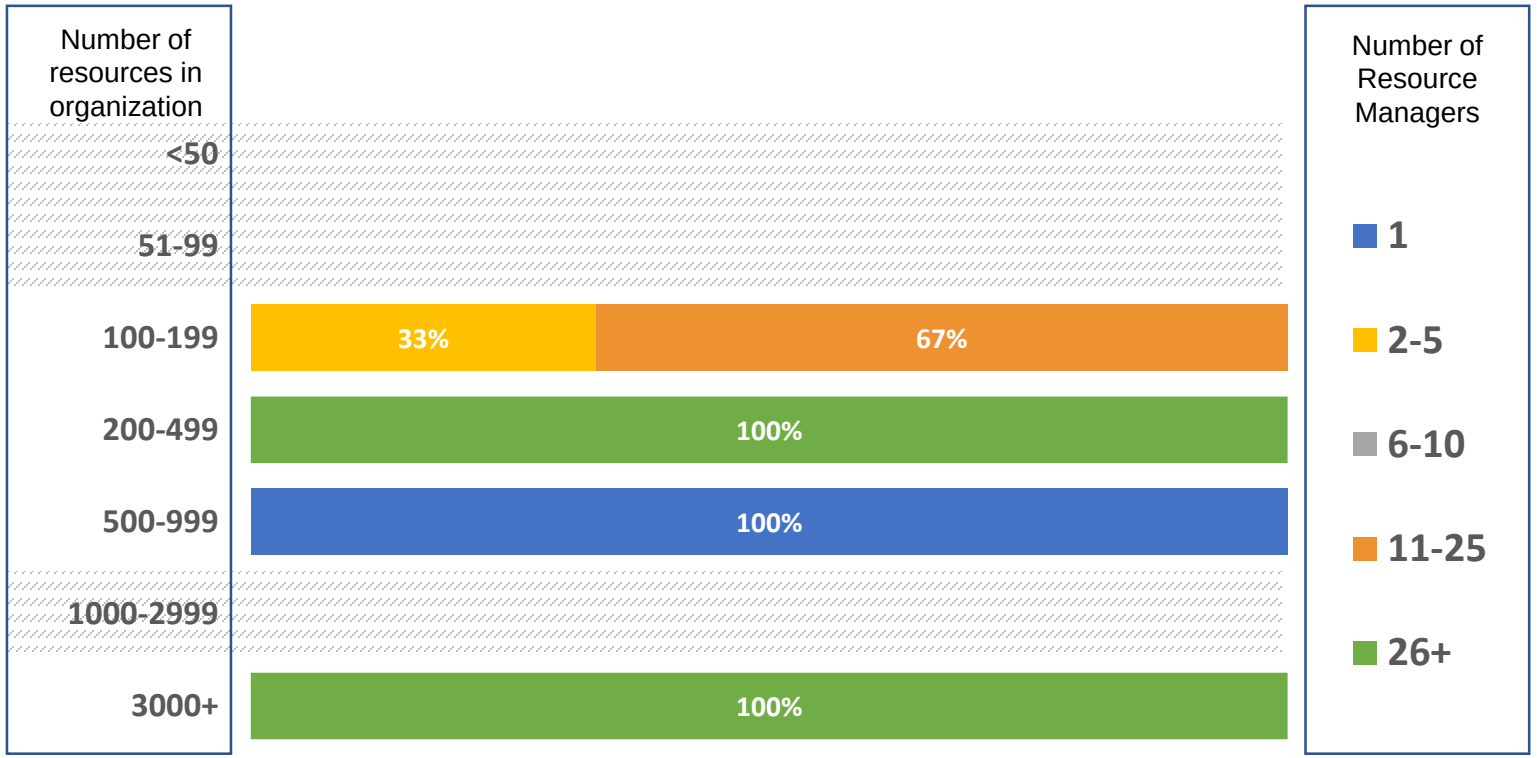
Analysis: Number of resources vs. number of Resource Managers in organization – PD



There are many variables that drive the right balance of investment in RMs relative to the overall delivery population they are expected to manage. Those variables include but are not limited to: project turnover, project complexity and size, organizational RM maturity, product or portfolio makeup, geographic dispersion and more.

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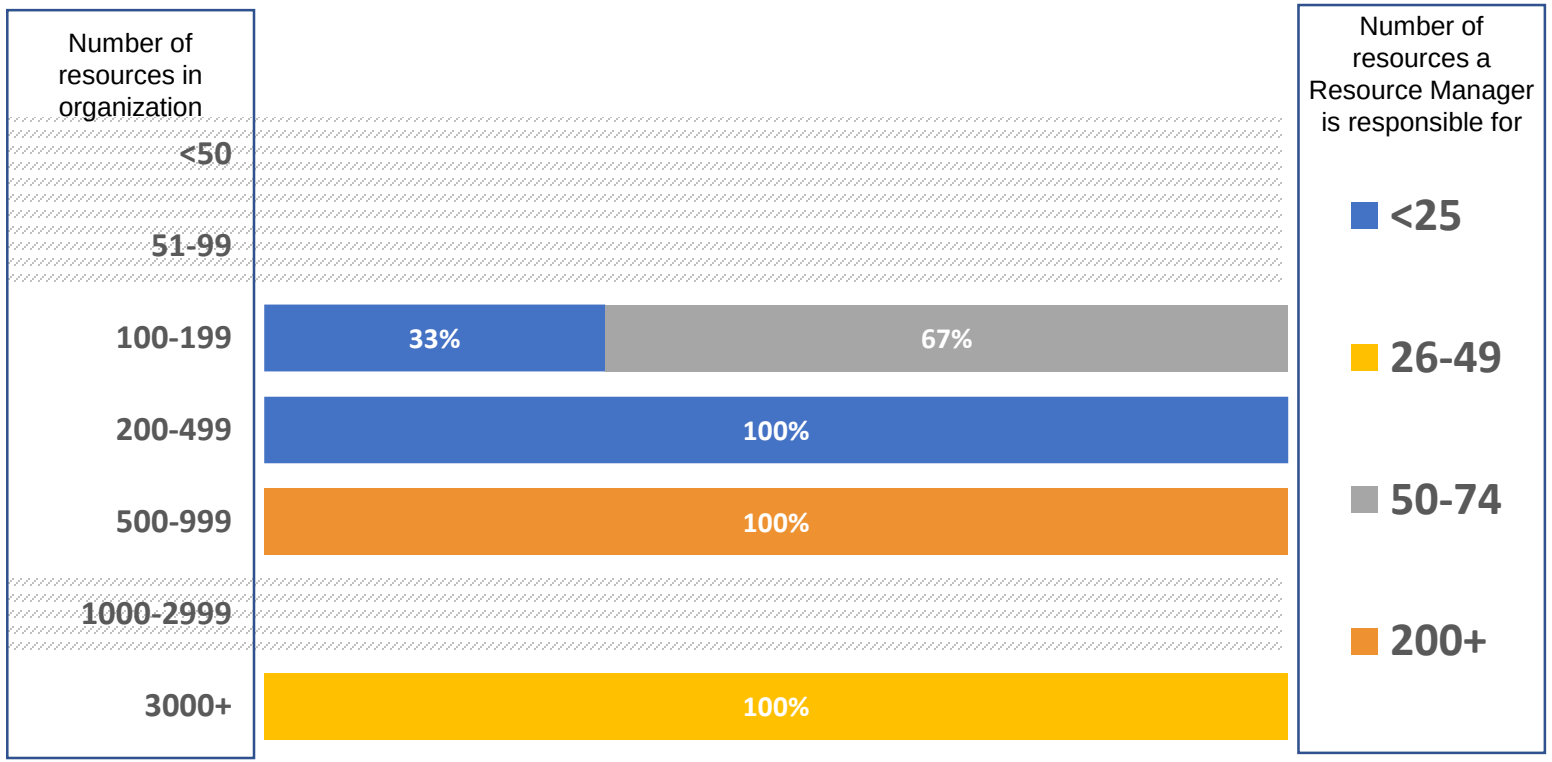
Analysis: Number of resources in organization vs. number of resources a Resource Manager is responsible for – PD



Project size, duration and turnover among other variables drives an appropriate level of investment in RM operations staffing. Other key drivers are maturity of the RMO and available automation tools to minimize manual efforts.

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Survey Summary

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RMO ORGANIZATIONS
Survey Summary

1. Overall industry adoption of the Resource Management Office (RMO) concept is accelerating with clear trending data since our last survey with data on RMOs.

2. Investment levels and reporting structures are trending toward ‘industry norm’ status, with PS/CS furthest ahead, E/IT catching up, and PD more nascent of the three domains that dominate this research report.

3. RMO responsibilities are clearly evolving quickly. Their remains too much focus on the (necessary) administrative tasks best suited to an RMO, and not enough focus on the strategic value the RMO can bring to any enterprise when it comes to supply and demand planning, skills development, and employee engagement. The RMI is working to accelerate this needed evolution of the RMO in all industry domains.

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