



Presents the 5th Annual...

State of Resource Management

Latest Research, Best Practices

2019

Thanks to Our Sponsors:



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RMI Mission



The RMI is dedicated to the advancement of resource and workforce management thought leadership, best practices and standards, globally recognized credentials that certify resource and workforce management expertise, and tools and resources necessary for effective and efficient management of human capital intensive businesses.

www.resourcemanagementinstitute.com

We are helping companies via better resource management to achieve improvements in:

- Project performance
- Resource utilization
- Customer satisfaction
- Employee engagement/retention

We do this by providing:

- Best practice definition and development
- Market research and white papers
- Training and certification
- Industry collaboration/events

Growing the RM Community

300+ Member Companies and Growing

100% growth in past year!

Human Capital Intensive Service Providers:

- Professional/Consulting
- Enterprise/IT
- Product development **NEW!**
- Field and support

Resource Management Global Symposium

1st time event in 2018 drew nearly 100 people from 8 countries and 47 companies

RMI Now Focused on Four Big Problems

Project Performance

35 - 40% failure rates
Time, Cost, Quality

Utilization

Too low, Unpredictable

Customer Satisfaction

Internal and external customers

Employee Satisfaction and Retention

Need for better employee engagement

Why?

Lack of RM specific process discipline

Turnover of RM skilled resources

Insufficient automation

Project allocation methods linked solely to efficiency

Lack of RM process education

Collaborate

Innovate

Educate



2019 State of Resource Management
Webcast will share key trends and the latest industry research.

[Read More →](#)

RMI Community



Find tools and information to solve problems, improve performance, and stay on top of your game.

[Read More →](#)

RM Global Symposium



Thanks to all of our speakers and attendees for a fantastic inaugural Symposium. Two great days of learning and collaborating with RM experts and practitioners from around the globe.

RM Classes & Schedules



RMI offers resource management classes and certification for Professional/Consulting Services organizations and Internal IT Operations.

[Read More →](#)

2
2

Resource Management

Perspectives

Perspectives on Those Four Big Problems

Project Performance

35 - 40% failure rates
Time, Cost, Quality

Industry progress stalled. Does your business prioritize RM first (over PM and Quality processes)?

Utilization

Too low, Unpredictable

What human capital intensive business does not care about personnel costs? What's the value of 1 point of utilization to your business?

Customer Satisfaction

Internal and external customers

If your projects don't go well, what is the impact on customer satisfaction?

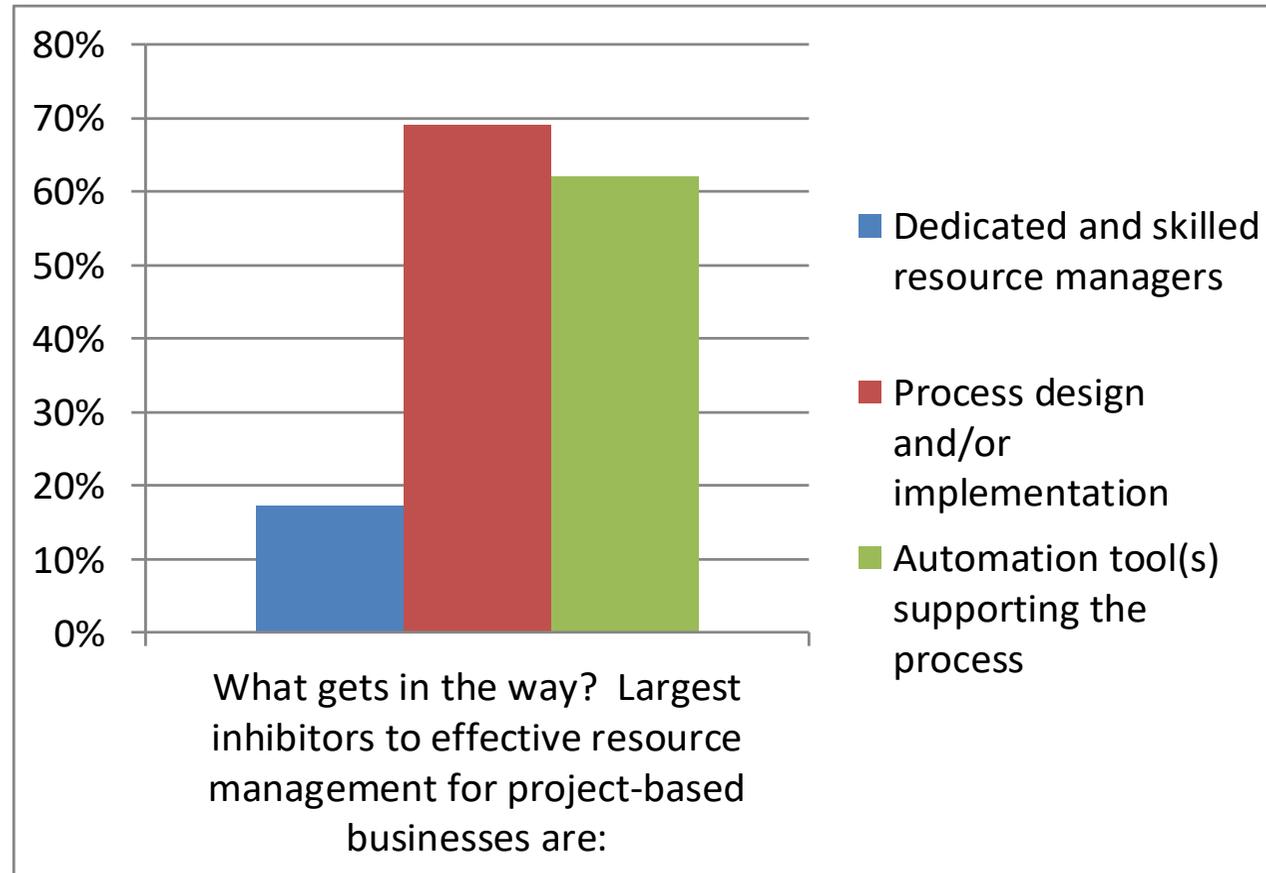
Employee Satisfaction and Retention

Need for better employee engagement

RM holds some of the answers for better employee engagement leading to improved employee satisfaction and retention

What gets in the way? Largest inhibitors to effective resource management for project-based businesses are:

From our
2018
Research!



Definitely
not on
autopilot!

RMI Research 2018

Benefits of Better Resource Management

Improved project performance (time, budget, quality)

Improved utilization of human capital – doing more with same or less

Better customer satisfaction (internal and external customers)

Reduced attrition / Improved employee satisfaction –
better employee engagement

Reduced management time involved in staffing issues

A Growing Industry Standard Process Solution for RM

Just-in-Time Resourcing®



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

Right Person, Right Place, Right Time!

*Global Resource Management methodology

3

Resource Management

Observations, Research and Best Practices

Enterprise/IT

Internal IT/Shared IT Services

PS/CS

Professional and Consulting Services

PD

Product Development

New!

RMI Best Practice Summary - from Past 'State' Webcasts

1

Use a **centralized approach to RM** with transparent visibility enterprise-wide to all available resources.

2

Benchmark operational efficiency **using 2080 for your utilization denominator**. Adjust for different work situations e.g. type of work, vacation standards, etc. by adjusting your targets

3

Implement a **documented RM process** with supporting training

4

Focus **on metrics that matter** – Project performance, utilization, customer and employee retention/satisfaction

5

Build and operate a **Resource Management Office (RMO)** to manage RM for your enterprise

6

Invest in your Resource Managers – training and career paths

7

Let your process requirements drive a **use-case driven selection process for automation tools**. Process design should precede PSA/PPM tool selection

8

Leading delivery organizations have a **three part (business planning, forecasting, staffing) approach to forecasting and capacity planning** to meet the dynamic needs of the business.

Five RM Future Megatrends – from RMGS18

1

RMOs will become the norm in most human capital centric service operations, and on an equal footing with PMOs

2

The rise of the 'uber' workforce will make RM capabilities table stakes

3

Fluid strategic sourcing will provide cost and flexibility differentiation

4

RMOs will be essential to 'employee engagement' strategies

5

Comprehensive data analytics assisted by **artificial intelligence** will be the next big thing for PSA/PPM/RPM vendors

So what have we learned since RMGS18?

Observation #1

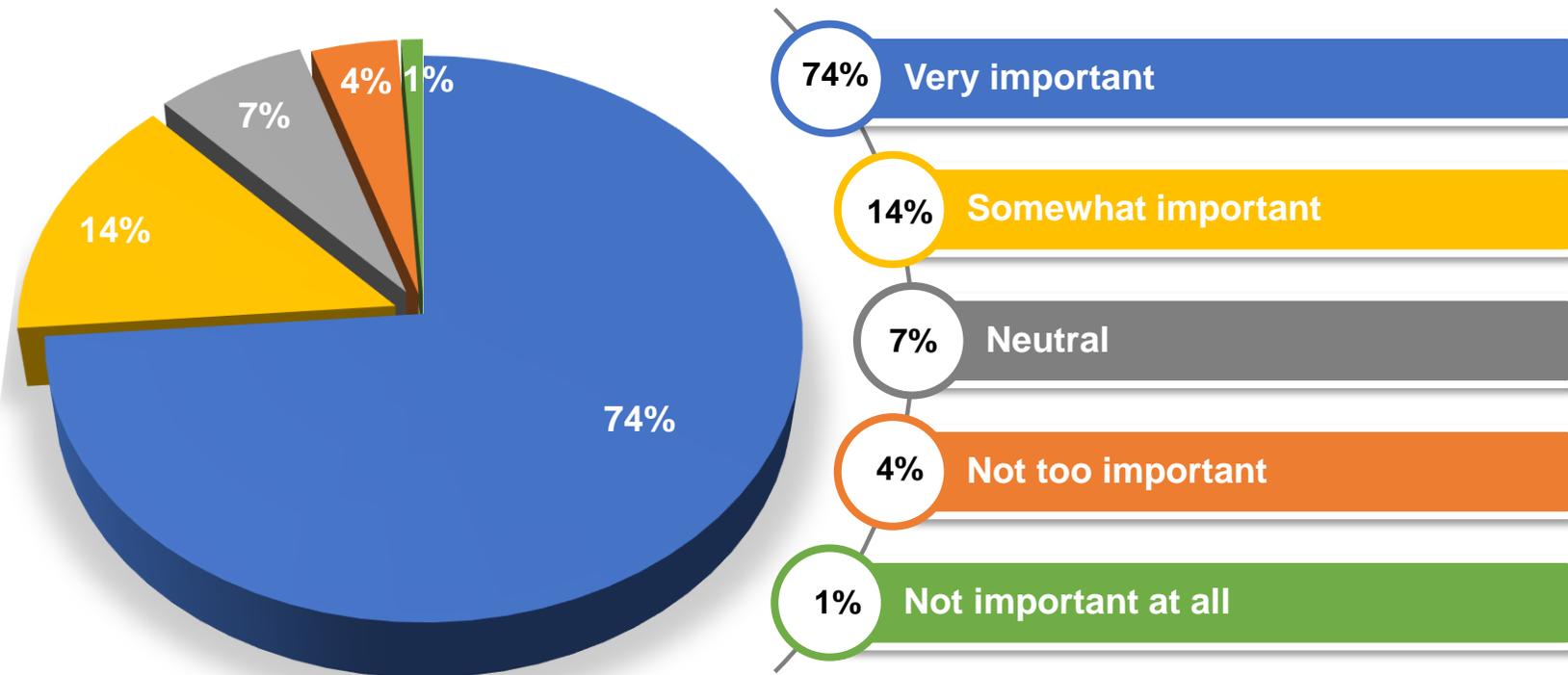
Survey data indicates companies are increasingly prioritizing the importance of utilization, however, closing the gaps in design of proper metrics, reporting and assigning clear accountability for utilization performance are still a work-in-progress for many companies.



Resource Management Survey Series:

Utilization

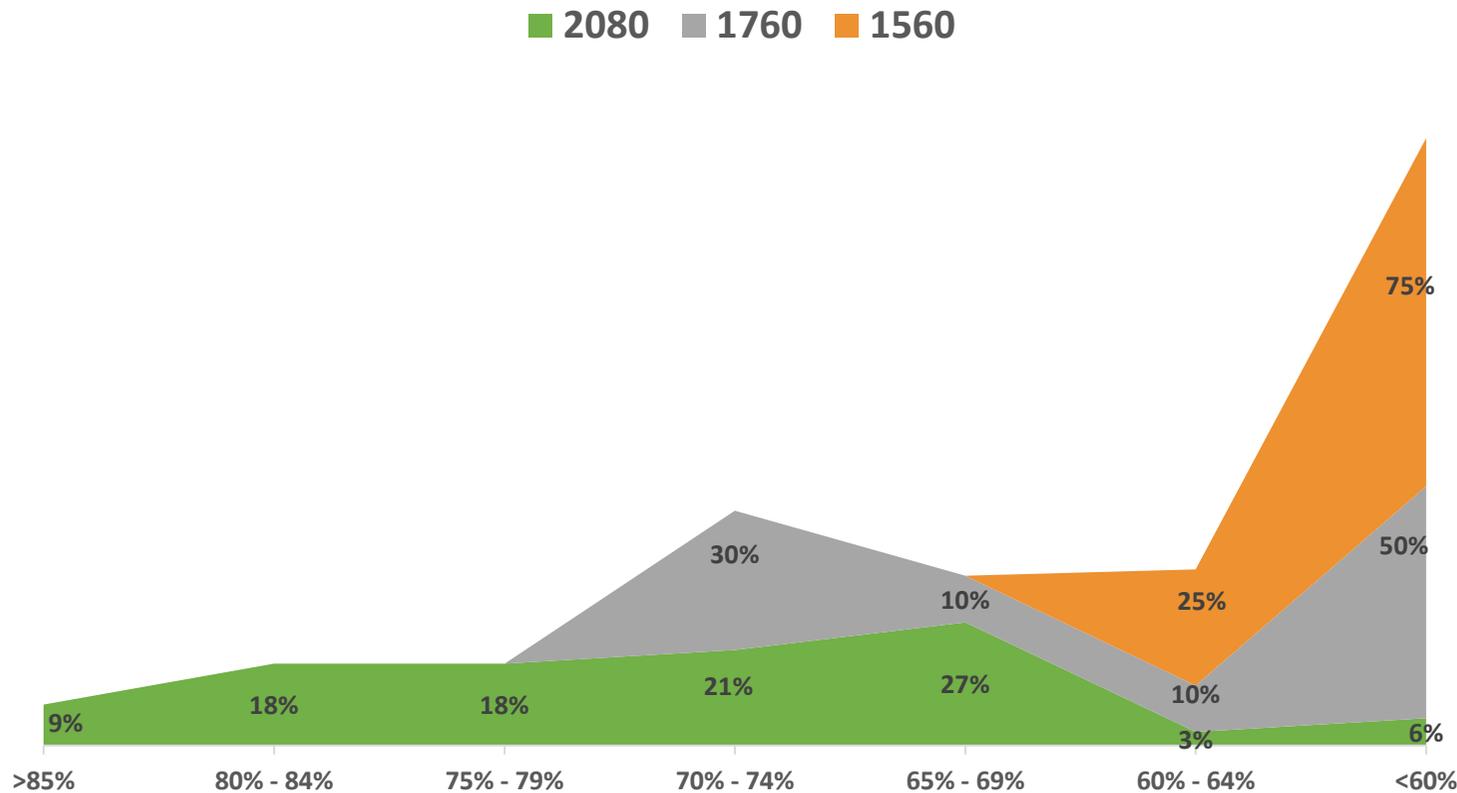
Utilization performance for our company is:



A majority see utilization as important. Billable service providers (PS/CS) were most interested (and have had this as a priority for some time), while project-based E/IT teams were next, followed by Product Development organizations. Both E/IT and PD teams are paying more attention to utilization now than at any time since the RMI began collecting data on this.

Average Utilization – PS/CS (data is normalized to 2080 denominator)

Opportunity Exists to Make Gains Via Metrics Best Practice



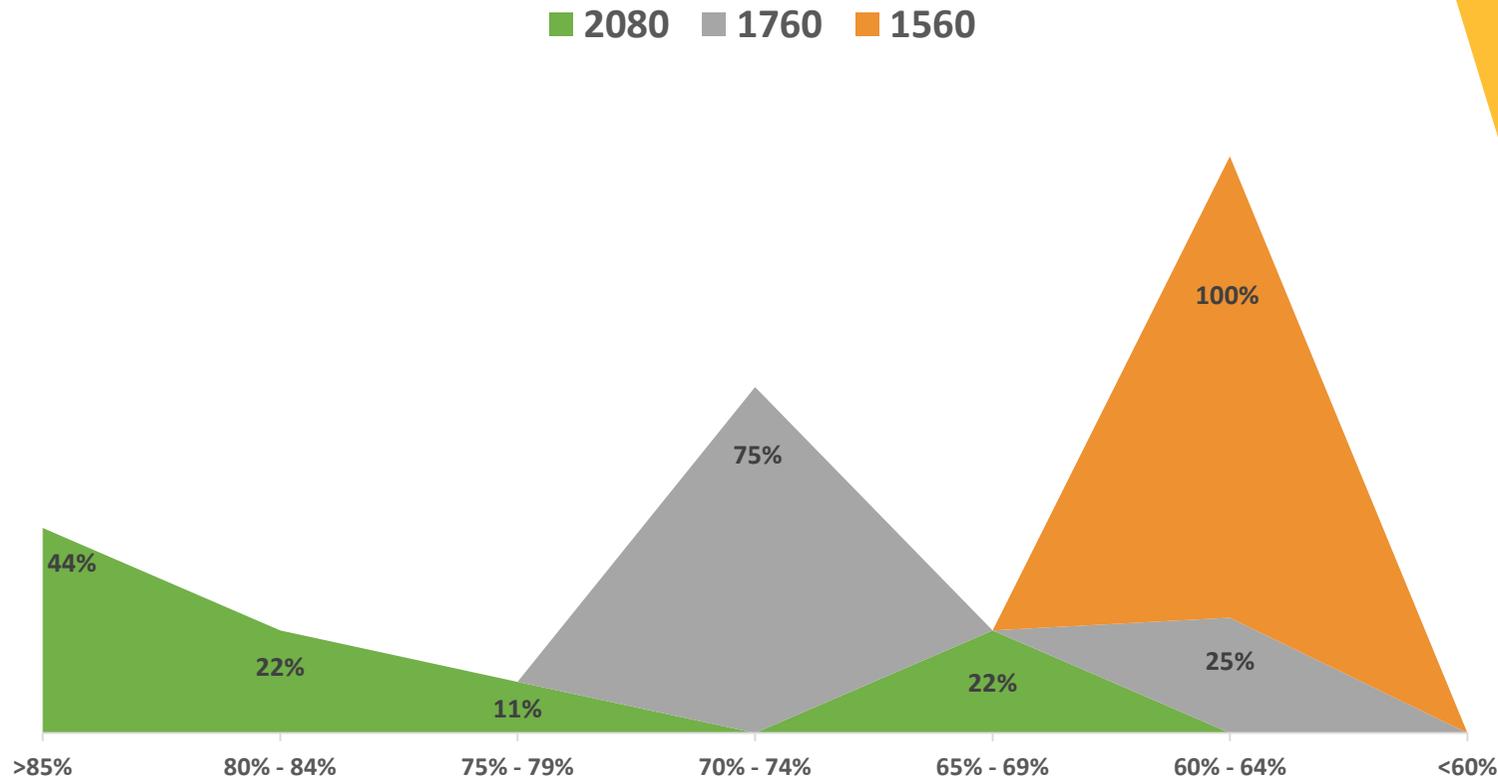
The data strongly supports the RMI's recommendation to adopt the 2080 standard for the denominator of the utilization metric.

This data, which normalizes (provides an apples to apples comparison) reported utilization, shows how dramatic the deterioration of utilization occurs as the denominator is lowered.

This occurs for many reasons, mostly by rationalization of why 'we are different' and therefore must adopt a different standard. Some can be attributed to human behavior with a desire to depict the best possible outcome when compared to peer groups.

Average Utilization – E/IT (data is normalized to 2080 denominator)

Opportunity Exists to Make Gains Via Metrics Best Practice



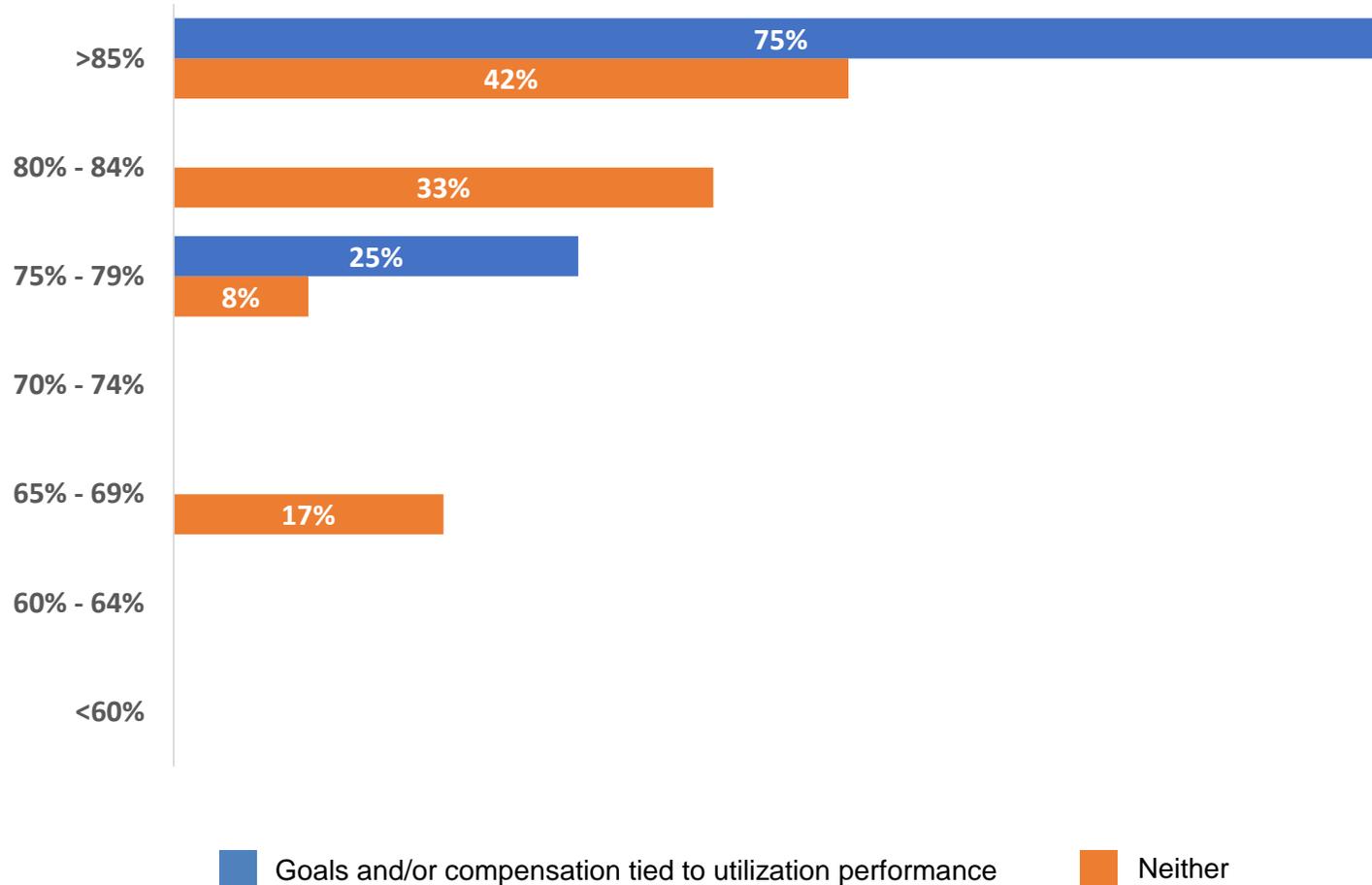
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Average Utilization – E/IT

There is value in linking goals/compensation to utilization performance



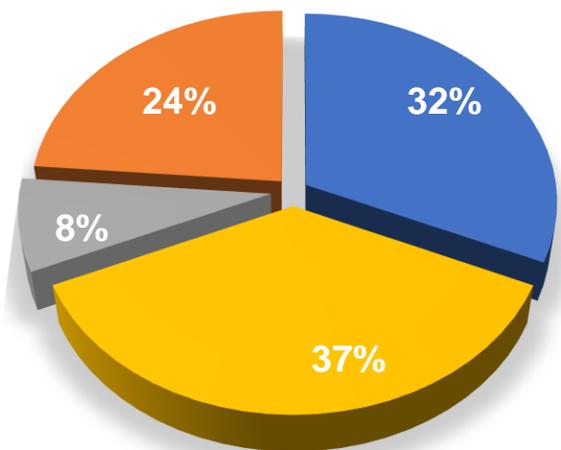
The data was compelling as to the value of linking goals and compensation to utilization performance for the E/IT respondents. For PS/CS the data was mixed. For PD we did not have enough responses to this question.

The RMI recommends using appropriate incentives to drive utilization behavior in the right direction.

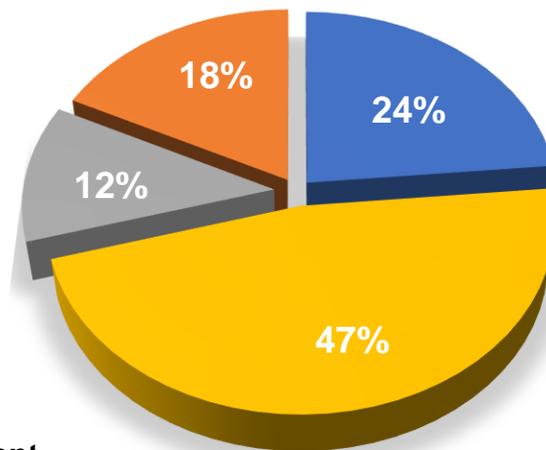
My PSA, PPM or RPM tool helps me with measuring and reporting utilization results?

■ To a great extent ■ To some extent ■ Neutral ■ The tool is not sufficient

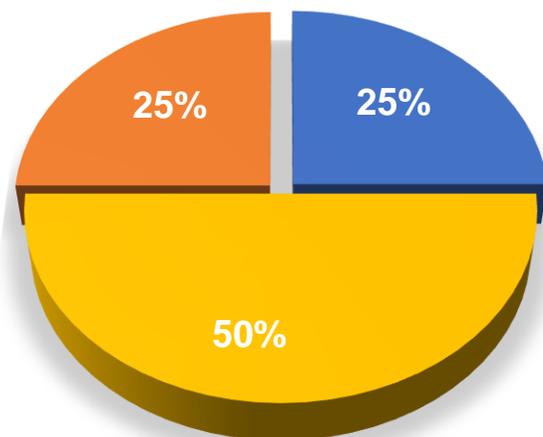
Professional or Consulting Services



Enterprise/IT



Product Development



The good news is roughly two thirds of respondents get helpful support from their automation tool(s). But the data also suggests the tool vendors have more to do to improve tracking, analysis and reporting capabilities.

The survey also shows the continued dependence in these same organizations regarding use of spreadsheets to supplement their PSA/PPM/RPM tool of choice.

Observation #2

A well designed skills database and associated processes for input and maintenance are fundamental to effective resource management. Our survey data shows this is a major pain point for users. Three RMI best practices for the design and management of an effective skills database are:

1. Defining skills by role
2. Ensuring regular updates to the skills database by employees
3. Conducting proper validation of employee provided data by management or SMEs

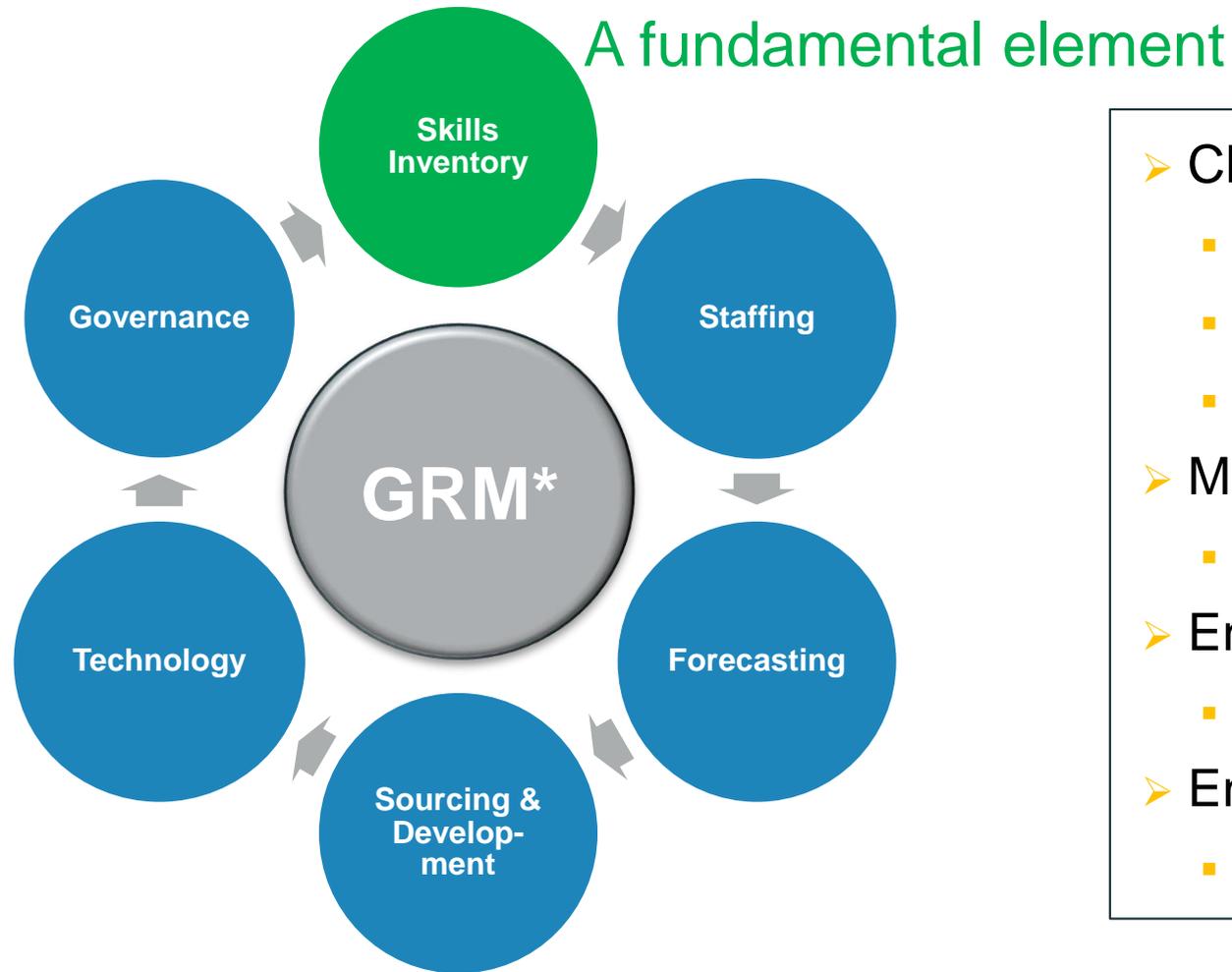
This is a terrific opportunity not only for users, but for automation tool vendors to fill an important industry gap.



Resource Management Survey Series:

Skills Tracking and Management

Just-in-Time Resourcing®



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

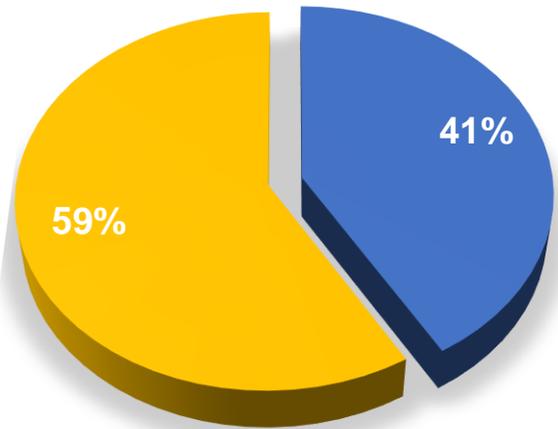
Right Person, Right Place, Right Time!

*Global Resource Management methodology

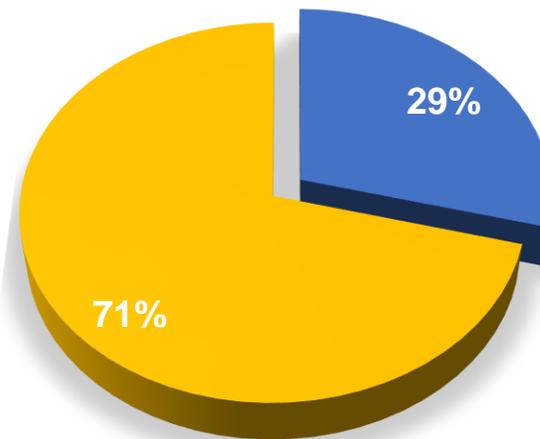
Does your current skills database effectively support your business needs?

■ Yes ■ No

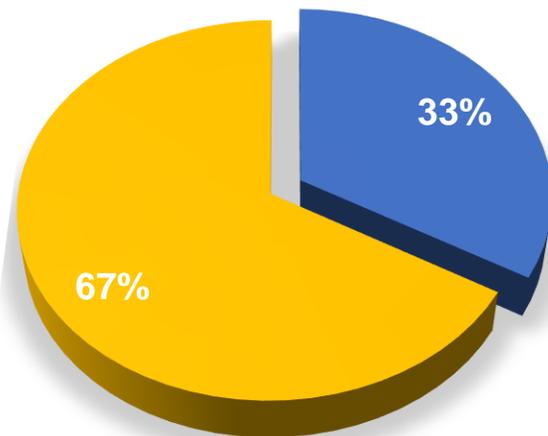
Professional or Consulting Services



Enterprise/IT



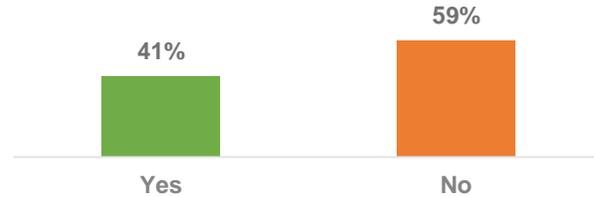
Product Development



The skills database, fundamental to effective RM, is a pain point for most.

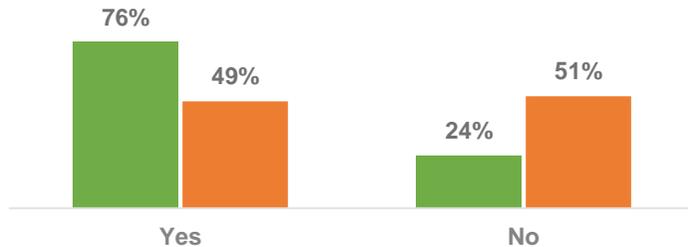
Analysis (PS/CS): Leaders in creating and using an effective skills data base do the following:

Does your current skills database effectively support your business needs?

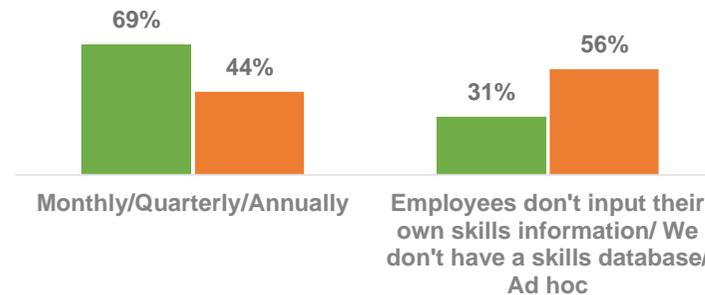


Three RMI best practices for building an effective skills database were confirmed with this survey data.

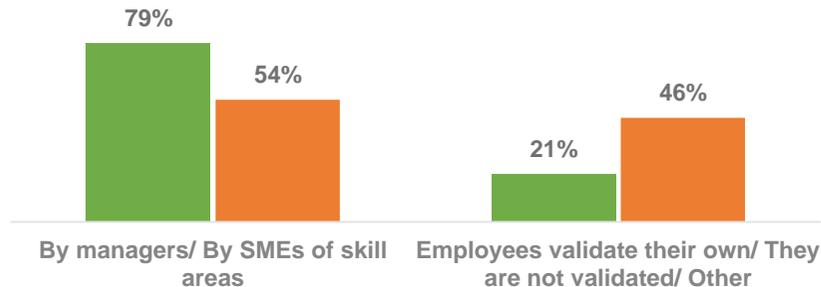
Do you have skills defined for each role?



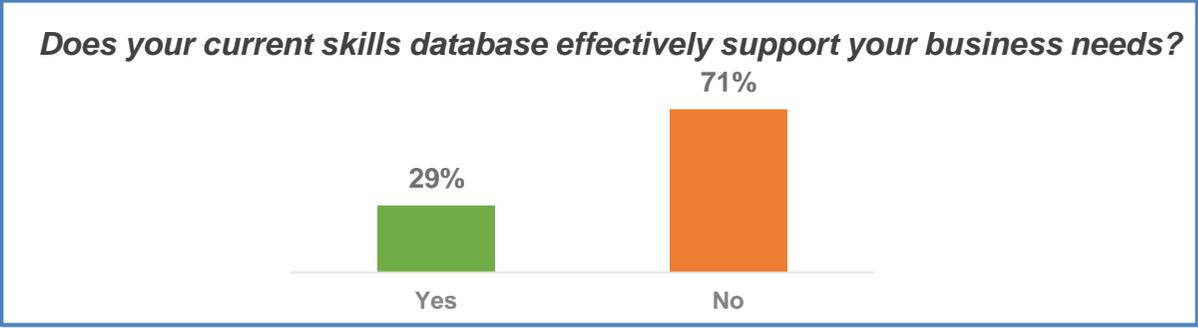
How often do employees update their skills in the skills database?



How is skills information in the skills database validated?

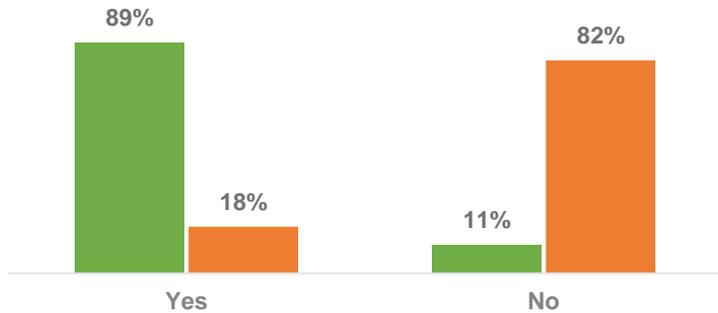


Analysis (E/IT): Leaders in creating and using an effective skills data base do the following:

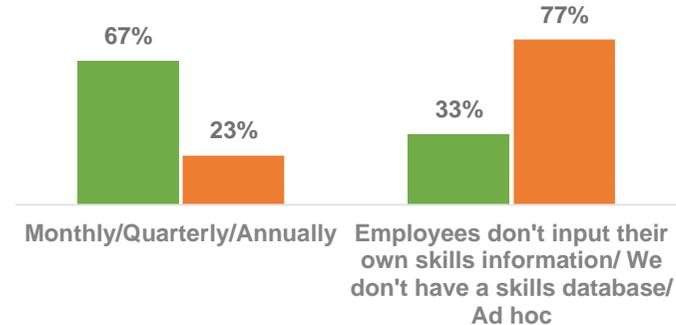


Three RMI best practices for building an effective skills database were confirmed with this survey data.

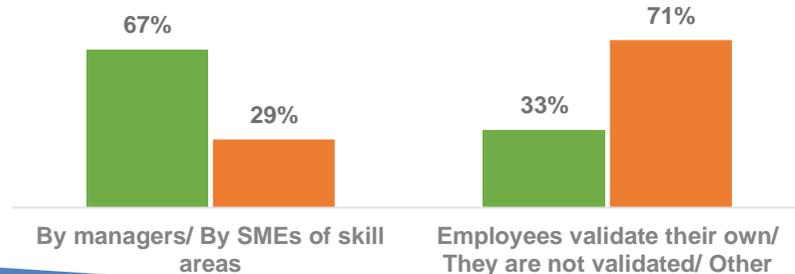
Do you have skills defined for each role?



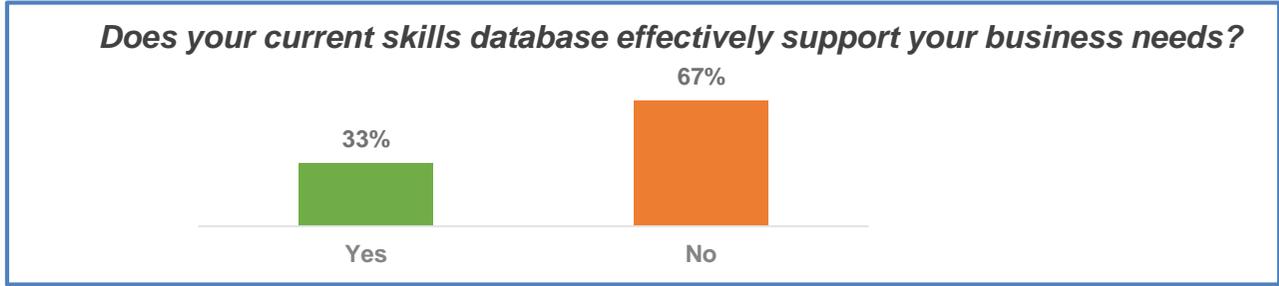
How often do employees update their skills in the skills database?



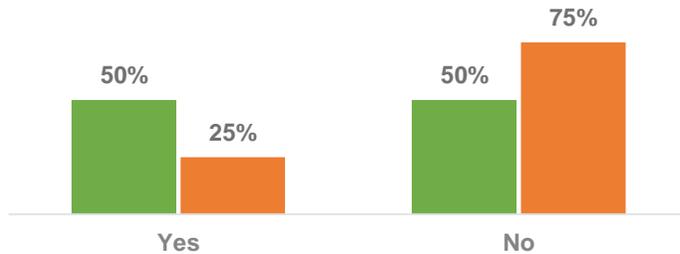
How is skills information in the skills database validated?



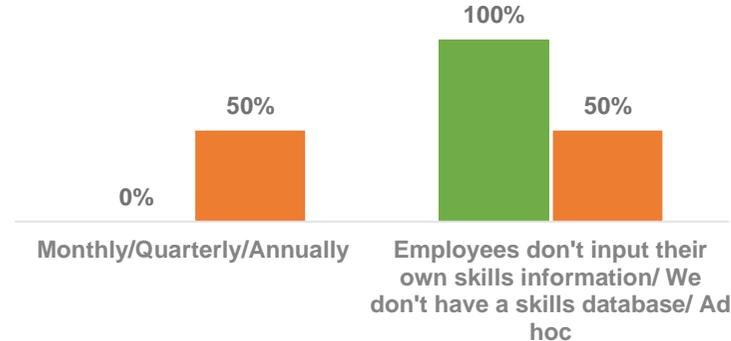
Analysis (PD): Leaders in creating and using an effective skills data base do the following:



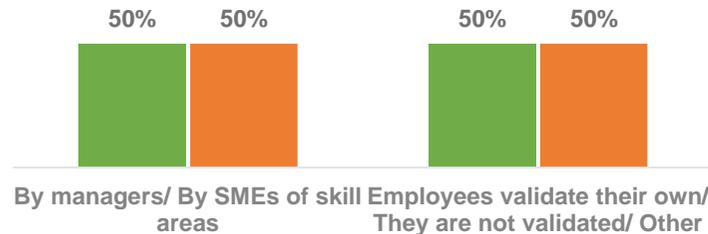
Do you have skills defined for each role?



How often do employees update their skills in the skills database?

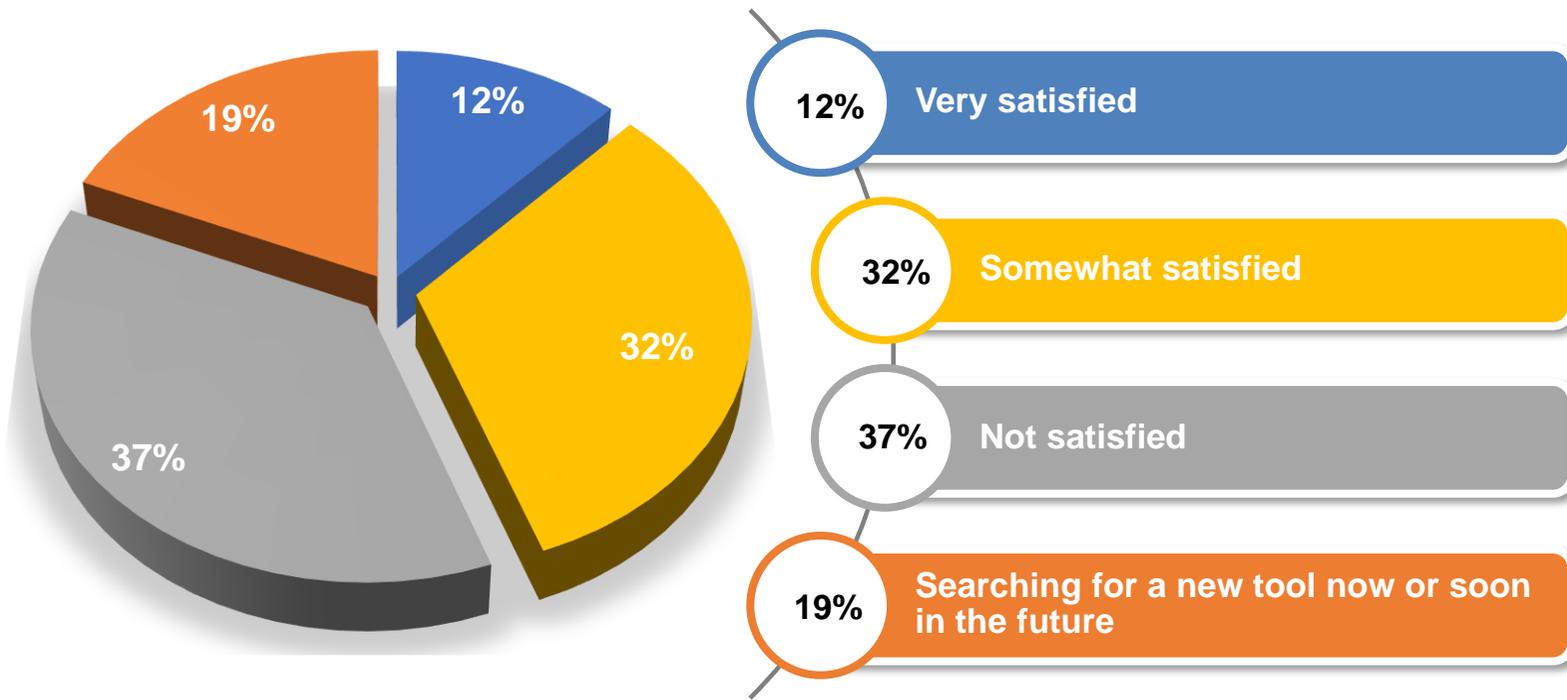


How is skills information in the skills database validated?



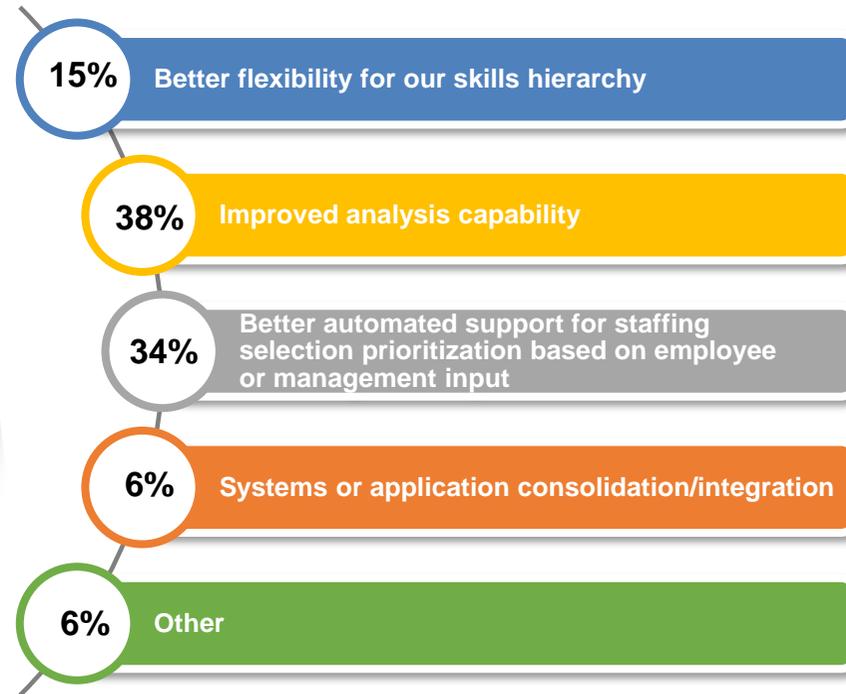
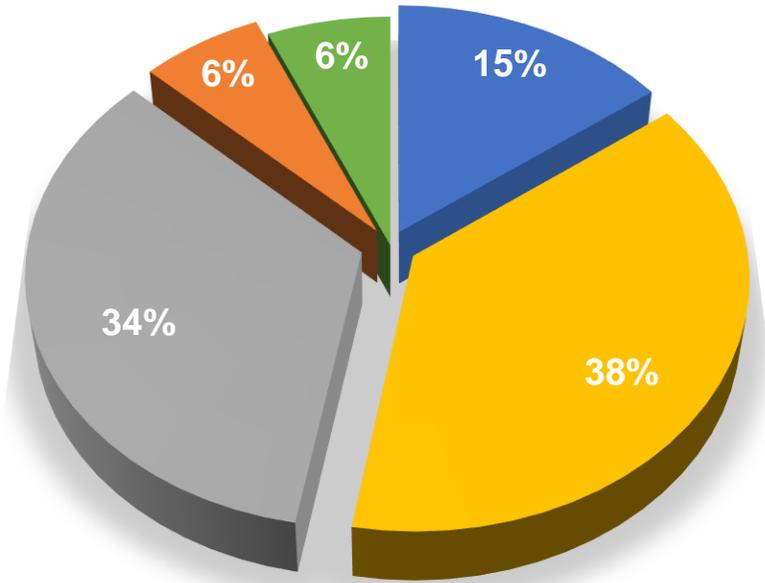
The sample size for PD was too small to collect statistically valid data. The RMI believes in future surveys if we are able to expand PD participation, support for RMI best practices in this area will be confirmed.

We are satisfied with our PSA/PPM/RPM tool(s) regarding capabilities for skills tracking and management?



A majority are not satisfied with their automation tool(s) for skills tracking and management, and many are searching for a replacement. These findings are entirely consistent with past RMI research identifying opportunities for PSA/PPM providers to improve capabilities for tracking and managing skills.

Our highest priority for PSA/PPM/RPM improvements related to skills management and tracking is:



Flexibility, analytics, and more sophisticated capabilities for project allocation made up the predominance of identified needs for PSA/PPM application enhancements related to skills tracking and management.

Observation #3

RMOs appear to be growing as the entity of choice for managing RM processes, and their responsibilities are growing/evolving as well.



Resource Management Survey Series:

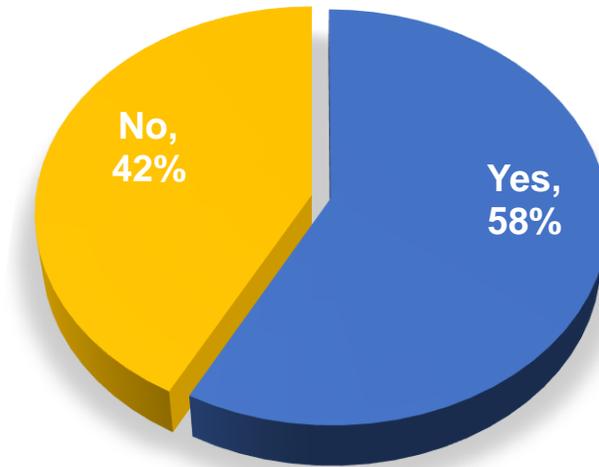
RMO Organizations

(preliminary findings only – still open – please take the survey!)

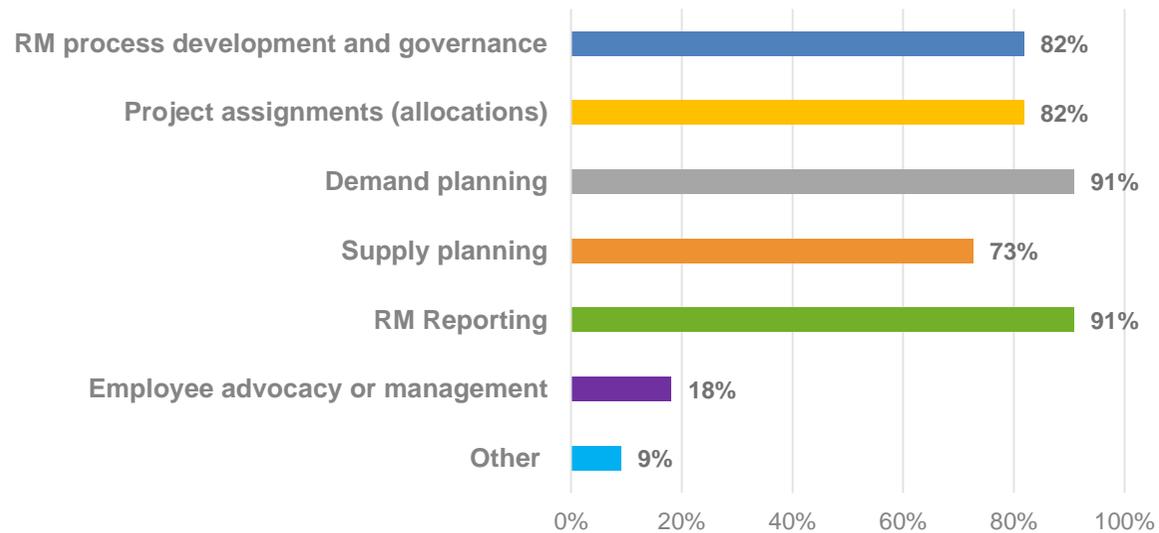
<https://resourcemanagementinstitute.com/rmi-survey/>

Preliminary Data only for RMO Organizations

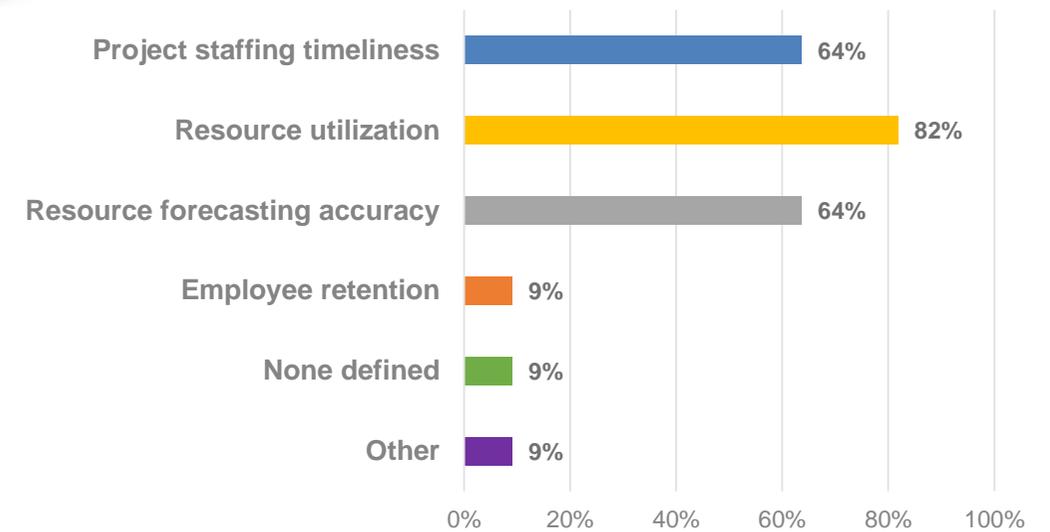
Do you currently have a Resource Management Office (RMO)?



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



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



Observation #4

With a tightening labor market intensifying competition for talent, employee engagement has become a hot new topic focused on employee retention and morale. The RMO can play an important role teamed with delivery and HR on this critical industry need.

From RM Futures Presentation at the 2018 RM Global Symposium: Employee Engagement and the RMO



- Workforce stability will still be important
- Millennials have different expectations – hint: it's not just \$
- Traditional HR can help but is not by itself the answer, nor is just good management
- How we engage people more in line with their aspirations and motivators is key
- Where in the enterprise will we have a transparent view into what people want, and what we need done – the RMO!

Employee Engagement: Mini-whitepaper series - Part 1



Employee Engagement Mini-whitepaper series

Making Talent Retention Job #1

Randy Mysliviec – Managing Director

Key Finding

The kind of work I do every day, my enjoyment of that kind of work, and a sense that my *work is aligned with my career aspirations and goals* is fundamental to how ‘engaged’ I am with the company I work for.

Important role for the RMO, and a need for new ways of collaborating with HR and delivery, especially where scalable capabilities are needed!

RMI Best Practice Summary - from Past 'State' Webcasts

1

Use a **centralized approach to RM** with transparent visibility enterprise-wide to all available resources.

2

Benchmark operational efficiency **using 2080 for your utilization denominator**. Adjust for different work situations e.g. type of work, vacation standards, etc. by adjusting your targets

3

Implement a **documented RM process** with supporting training

4

Focus **on metrics that matter** – Project performance, utilization, customer and employee retention/satisfaction

5

Build and operate a **Resource Management Office (RMO)** to manage RM for your enterprise

6

Invest in your Resource Managers – training and career paths

7

Let your process requirements drive a **use-case driven selection process for automation tools**. Process design should precede PSA/PPM tool selection

8

Leading delivery organizations have a **three part (business planning, forecasting, staffing) approach to forecasting and capacity planning** to meet the dynamic needs of the business.

9

A properly designed skills database and process will include defining skills by role, implementing regular updates by employees, and conducting proper validation of employee data by management or SMEs.

10

Processes should be developed to **better balance priorities for project allocations** between the need for business efficiency (utilization) **with organizational objectives for employee engagement and retention**

4

RMI Tools You Can Use

RMI Tools You Can Use

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All Free!

15 Wrap Up

Perspectives on Those Four Big Problems

Project Performance

35 - 40% failure rates
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Customer Satisfaction

Internal and external customers

Employee Satisfaction and Retention

Need for better employee engagement

Why?

Lack of RM specific process discipline

Turnover of RM skilled resources

Insufficient automation

Project allocation methods linked solely to efficiency

Lack of RM process education

Resource Management Certified Professional (RMCP)®

First-of-its-kind certified professional skills development program for:

Resource Managers

Learn Best Practices

Gain Access to RMCP® Resource Center

Collaborate with Industry Peers



RMCP® Overview

Get a robust industry standard process solution too!

- Prerequisite study
- 3-day classroom or 6-week online instructor led sessions (2 hrs. each)
- Interactive lectures, case study workshops
- Certification exam
- Re-certification process

- Pricing: \$1,895 per person*
- Student pays travel expenses
- Materials and testing fee included
- Earn PDUs for your PMI Certifications
 - 16.25 PDUs for in class version
 - 13.25 PDUs for online version

*Price subject to change.



Just-in-Time Resourcing®

*Global Resource Management methodology

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Cincinnati, OH

April 9 - 11

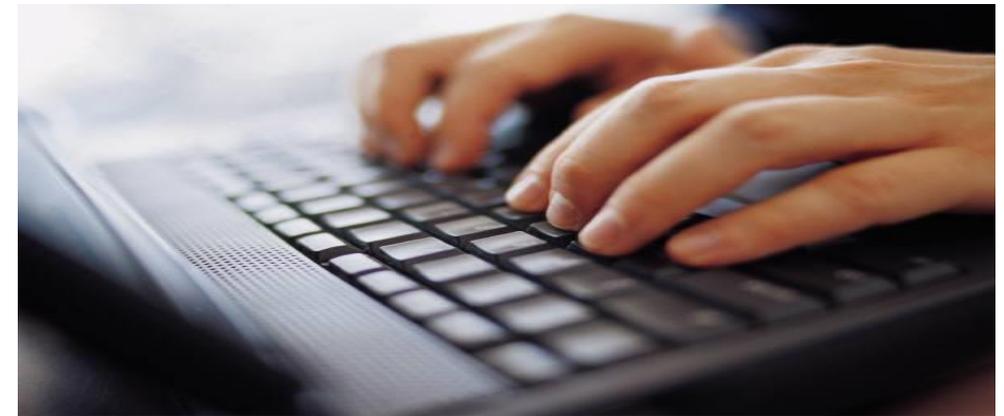
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May 22

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Q&A

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Randy Mysliviec



- Managing Director, RMI
 - Acknowledged expert in Global Resource Management (GRM).
- Began career with 18 years at IBM
 - Helping IT departments worldwide build and run better IT operations
 - Serving in a variety of sales, marketing, and general management roles.
- Formerly SVP, Consulting Services for Convergys
 - Successfully managing and growing a multi-hundred million dollar service business with 1,600 employees in 31 countries across six continents.
- After IBM, Randy was VP and GM at Seer Technologies
 - Application development software and services firm
- B.S. from California Polytechnic State University, San Luis Obispo, California where he majored in Business Administration with a concentration in Management Information Systems.
- Randy is also a licensed instrument rated private pilot.