



Resource Management During Economic Uncertainty



Ryan Childers
Managing Director

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® brand of human capital management solutions. His passion for the resource management discipline is central to his role leading this important industry institute.

Prior to leading the RMI, Ryan spent several years leading the Training practice at RTM Consulting, a role he maintains today, and as a consultant, helping clients accelerate growth and implement operational best practices, delivery methodologies and Just-in-Time Resourcing®. His professional experience also includes serving in a number of leadership positions in Professional Services and corporate strategy at Ontario Systems (now Finvi) and working in systems deployment at Accenture.

Ryan holds an MS in Information and Communication Sciences and BS in Management from Ball State University. Ryan has been a frequent speaker and panelist at Technology Services Industry Association (TSIA) events and has served on the RMI's advisory board.



Dedicated to the advancement of resource and workforce management thought leadership, best practices, and standards

RM Thought Leadership and Best Practices



Market Research and White Papers

Globally Recognized RM Training and Certification



**Over 3,000 Member
RM Community**



Industry Collaboration Events

Just-in-Time Resourcing (JITR)[®]
Brand of Global Resource Management



Project Performance
Resource Utilization
Customer Satisfaction
Employee Engagement

ESTABLISHED IN 2016

Welcoming New Members: Join the RMI



About RMI ▾

Events ▾

Insights ▾

RMCP® Certification ▾

RMCP® Tools

Join

Login

Search...



Collaborate

RMI Connect: October 3 and 5, 2023

A virtual forum focused on helping project delivery teams with improving Resource Management Maturity.

Learn More →

Innovate

Educate

RMI Member Benefits

- Access to RMI insight and white papers on RM best practices
- Access to RM market research
- Invitations to RMI events
- Access to recordings of previous RMI events



RM Maturity Model

Provides a sense of where you are in your



RMGS 2023

Thank you to our attendees, speakers,



RM Classes & Schedules

RMI offers resource management classes

www.resourcemanagementinstitute.com

Today's Agenda

- Perspective on Resource Management
- Leading Resource Management Practices to Become More Proactive
- Interactive Q&A



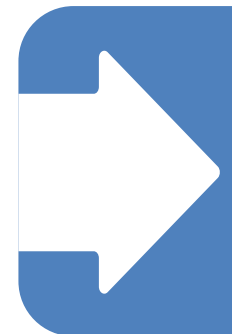
We want to hear from you!

We will be taking questions for our Q&A at the end.

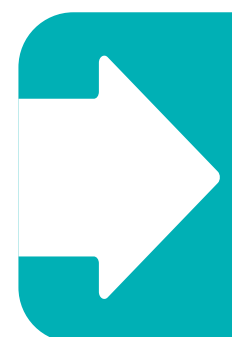
RMI Perspective on Resource Management

RM is Critical to Success in PS

 Labor is the single biggest cost line item for service providers

 RM is the primary driver of project performance and customer service

 It's all about getting the right person, with the right skills, in the right place, at the right time!

 PSOs must have discipline behind our most strategic asset – Our people!

Today's Reality

For a growing professional services business, outside factors like a down curve in the economy can expose holes in the financial and resource data you wish you had visibility into.

Traditional Factors

- Utilization Pressure
- Capacity Constraints
- Maintaining a Skilled Workforce
- Project Profitability
- Employee Satisfaction
- Customer Satisfaction



Today's Factors

- Global Pandemic
- Remote Workforce
- The "Great Resignation"
- Economic Down Turn
- Layoffs
- Employee Engagement Concerns

What Good Looks Like

WHEN YOUR SERVICE DELIVERY FUNCTION CAN

CONSISTENTLY AND PREDICTABLY:

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



- Support project excellence – on-time, on-budget, good quality
- Achieve target utilization
- Produce satisfied customers
- Improve employee engagement

Key Ingredients

Effective Resource Management Requires:

1. Highly skilled resource managers (RMs)
2. An agreed enterprise process specific to resource management
3. Effective use of RM process automation technology (PSA)

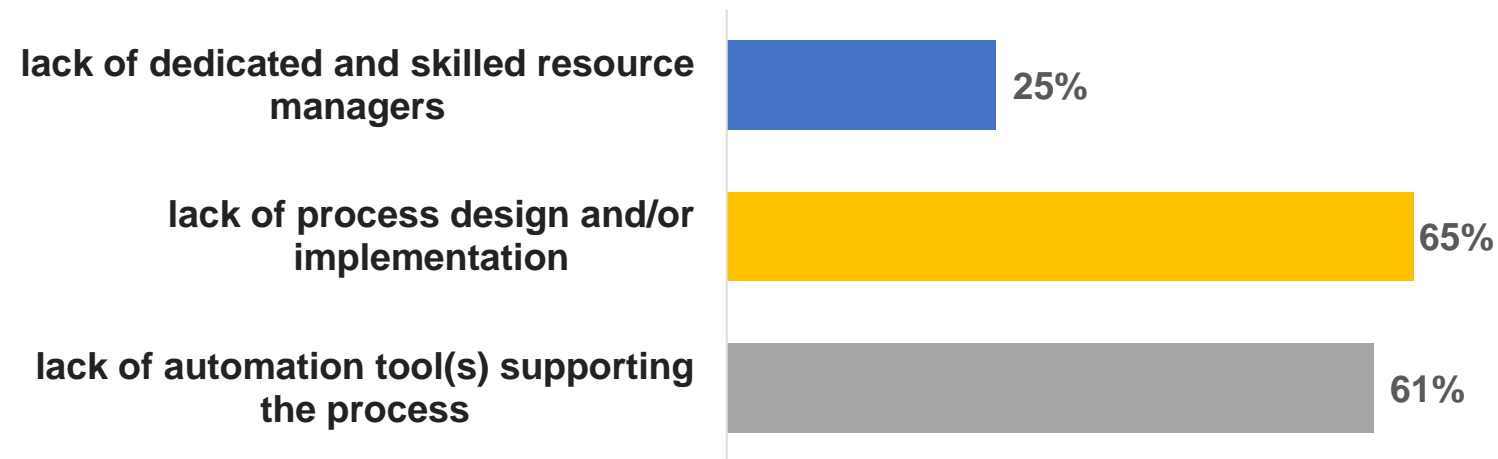
Too many companies relegate RMs to a staffing role – the role is so much more than that and

Big enterprises often waste valuable time trying to develop their own RM process because they are 'unique'. Adopting an industry standard which you customize is simply better and enables a common taxonomy and training standard.

workflow and process needs.

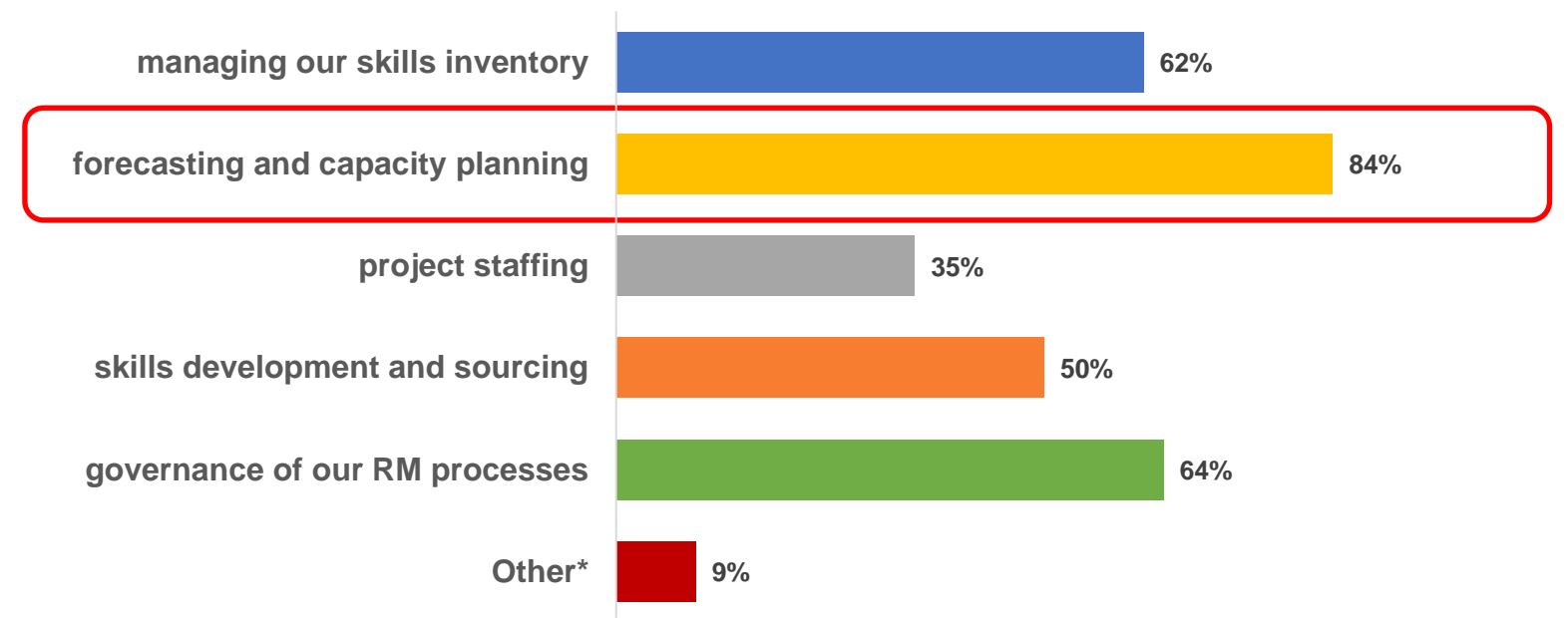
What Gets in the Way?

Largest inhibitors to effective resource management are:

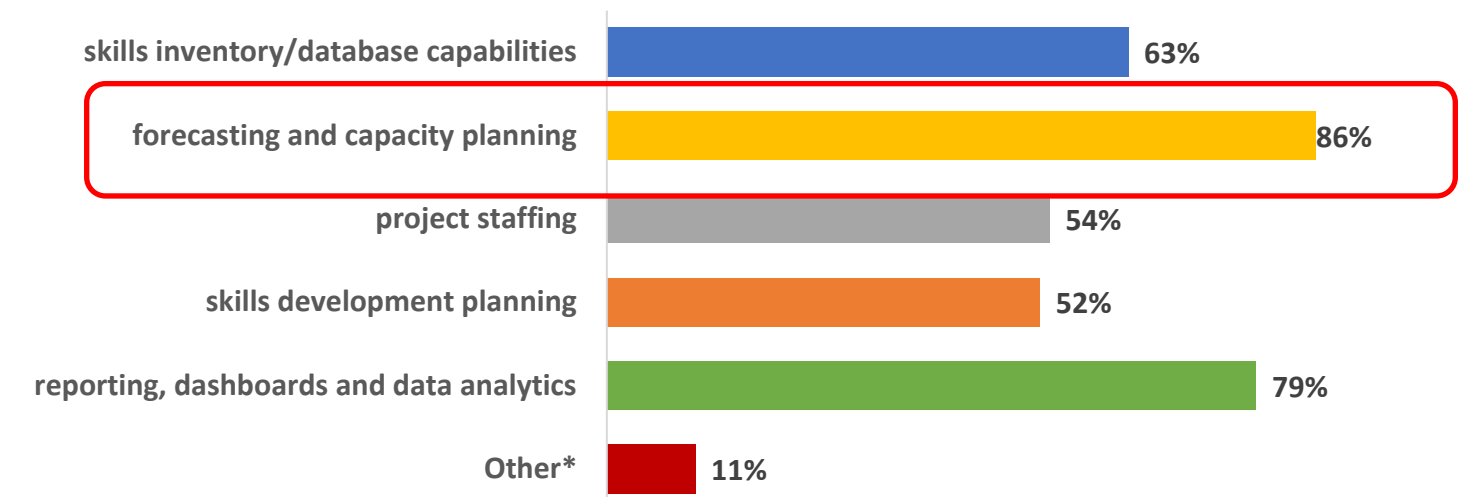


RMI Research published Q1 2022

Biggest Process Shortfalls*



Biggest Automation Shortfalls



For Today's Webcast

Focus On: 3 Leading Resource Management Practices to:

- ✓ Execute resource management processes efficiently and consistently
- ✓ Effectively characterize supply and demand
- ✓ Adopt a more proactive approach to forecasting and capacity planning

To build a more resilient operational flow for your
PSO today and in the future

01

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

02

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

03

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

04

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

05

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

06

Invest in your Resource Managers – training and career paths

07

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

08

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

09

Leading delivery organizations have a **robust capability for capacity planning/forecasting** to meet the dynamic needs of the business

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**

Enterprise RM Process

Poll: Does your organization have a documented Resource Management process?

- A. Yes we have a documented RM process in place.
- B. We are currently implementing a RM process.
- C. We have a RM process planned in the next 6-12 months.
- D. No, we do not have a RM process in place or planned

Enterprise RM Process

“Big enterprises often waste valuable time trying to develop their own RM process because they are ‘unique’. Adopting an industry standard which you customize is simply better and enables a common taxonomy and training standard.”



Enterprise RM Process

What is JITR?

Just-in-Time Resourcing® (JITR)

- Scalable commercial grade process solution for RM
- In use by hundreds of enterprises worldwide
- Ideal for any Professional Services Organization (PSO)
- Enables a common taxonomy for RM
- Documented and supported by robust certification training and RMI community



Characterizing Our Supply

Fundamental Building Block

WHO DO WE HAVE?

WHAT DO THEY KNOW?

WHERE ARE THEY?

ARE THEY AVAILABLE?

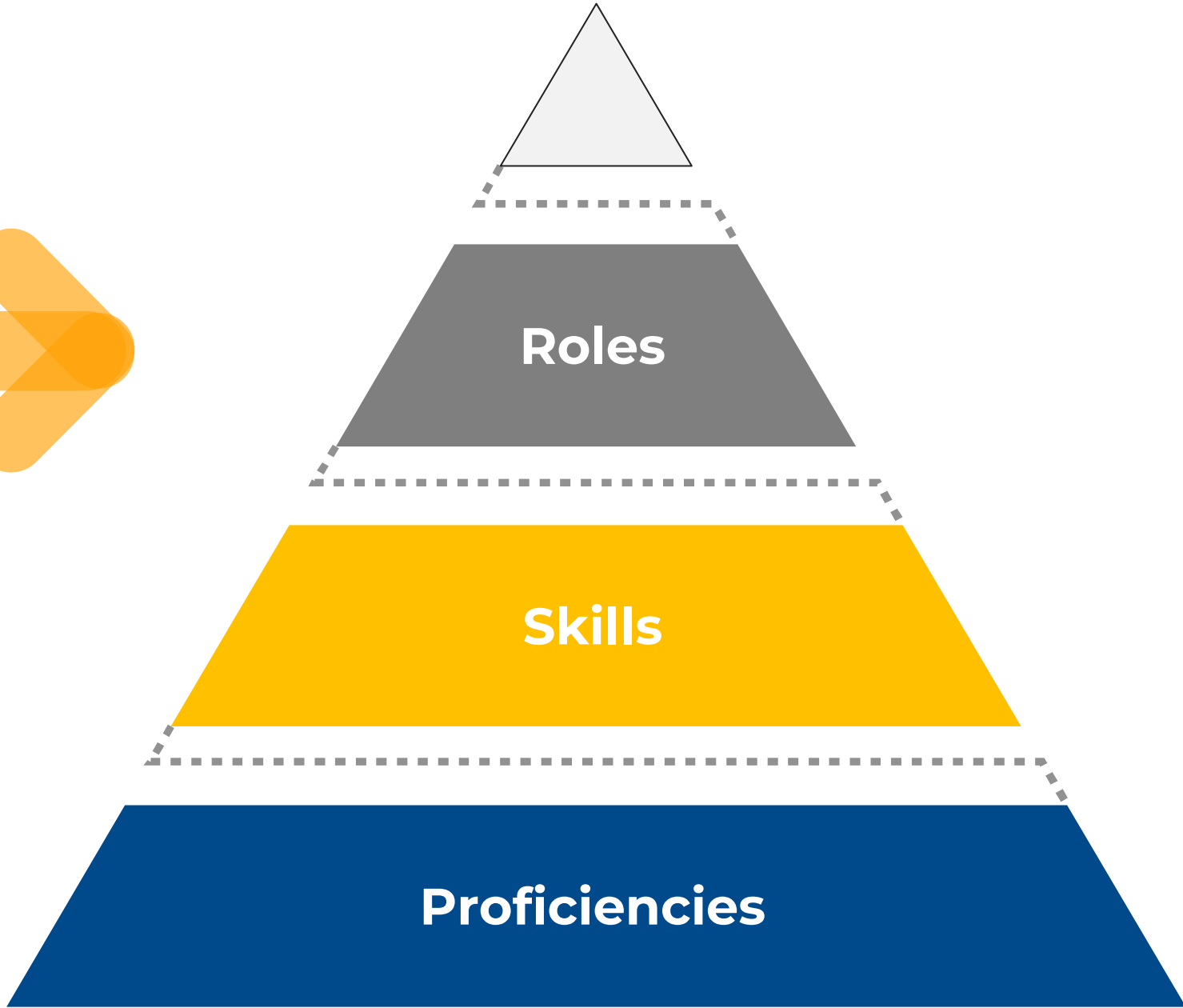
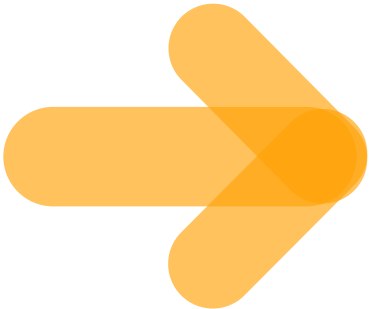
WHAT DO THEY WANT TO DO?



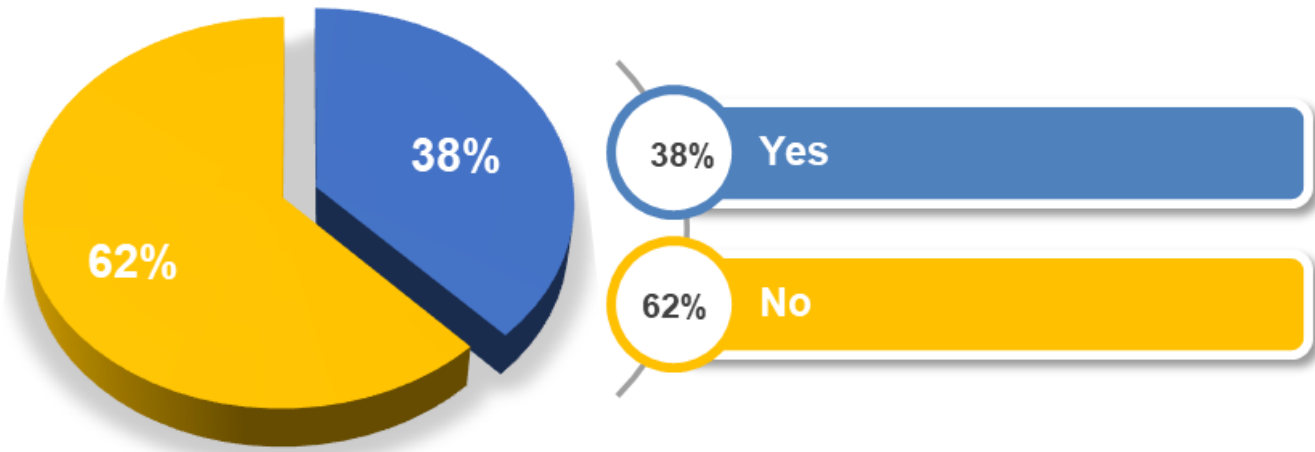
Characterizing Our Supply

The **Skills Inventory** is a fundamental building block

RMI BEST PRACTICE
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



Does your current skills database effectively support your business needs?



Putting the Foundation in Place

Establish a single normalized list of roles and skills across business units, departments, etc. Socialize the list with supply and demand.

Utilize technology (i.e. commercial PSA/PPM/RPM system) to house skills data.

Balance the number of skills needed to plan work. Organize skills into logical categories/subcategories.

Utilize skills data to enable assignments, capacity planning, and assessments of team strengths / weaknesses in skill areas.

Establish policies and procedures to govern how skills are updated to stay fresh and in alignment with the needs of the business.



Becoming More Proactive

Poll: How far out can your company forecast at a granular level, skills and capacity needs?

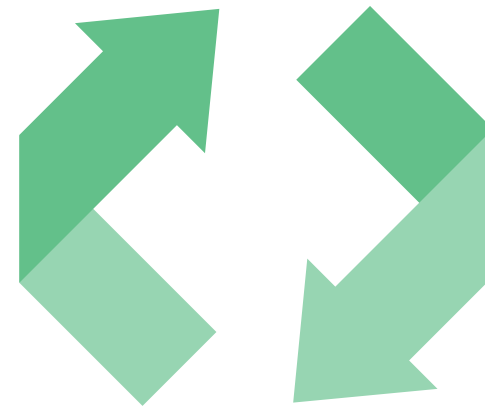
- A. < 1 month
- B. 1 month
- C. 2 months
- D. 3 months
- E. 4-6 months
- F. > 6 months

Forecasting and Capacity Planning

Resource Forecasting improves an organization's ability to proactively meet the needs of our future demand, ensure effective utilization of our team, and has a positive impact on delivering projects on time and on budget.

Demand Forecast

Defines demand by client, project, and role over the next 30 to 180 days



Supports the definition of actions necessary to prepare available resources to meet the needs of forecast demand

Supply Forecast

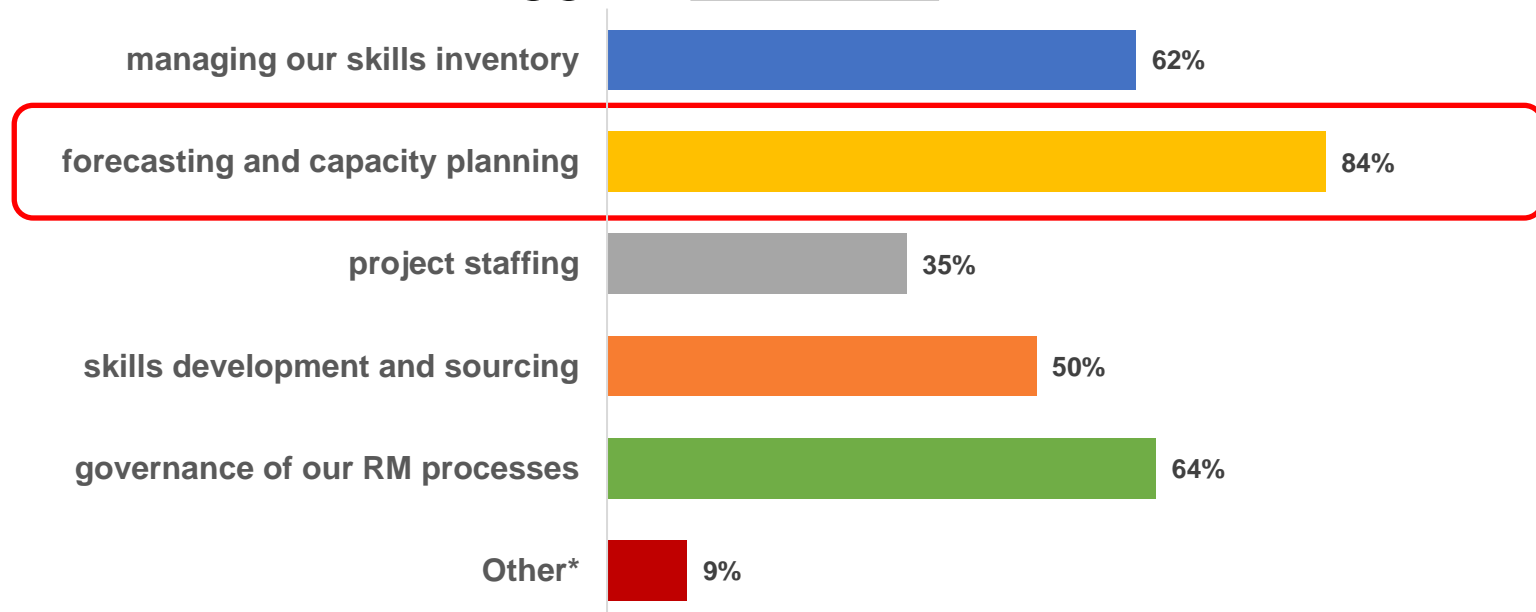
Identifies sources of available (or to-be available) resources within the existing resource pool(s)

Forecasting and Capacity Planning Continue to be a Challenge

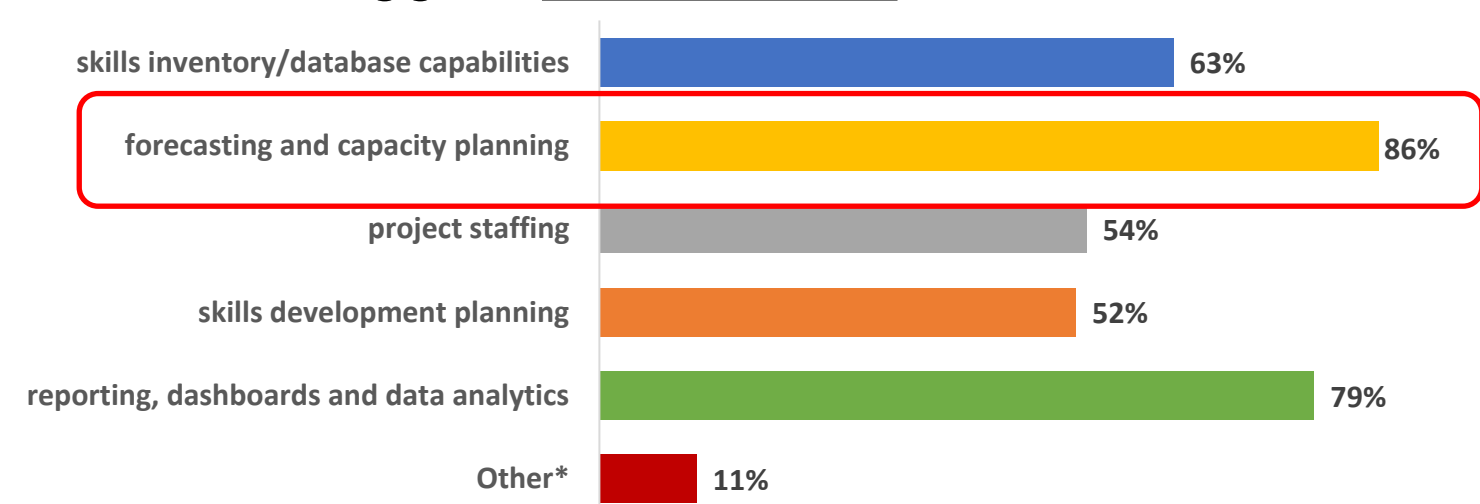
The #1 inhibitor to effective resource management



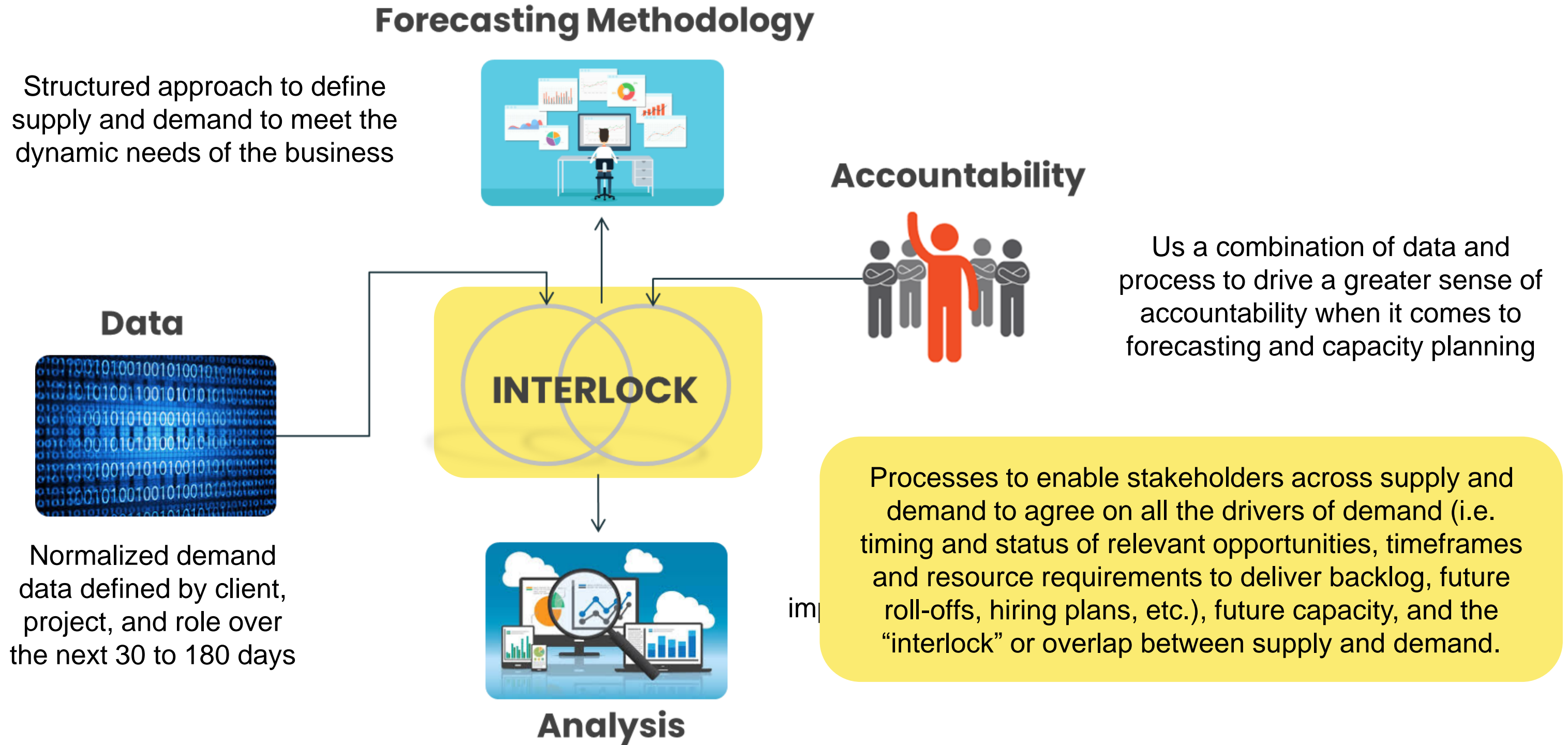
Biggest Process Shortfalls*



Biggest Automation Shortfalls*



Key Elements of Effective Forecasting



Inhibitors to Effective Forecasting and Capacity Planning

- 01 Lacking a formal methodology and baseline
- 02 No (or ineffective) interlock process
- 03 Too much latency of the data
- 04 Incomplete or unreliable demand and demand data
- 05 Lack of accountability to the process and outcomes

Addressing Data Quality Issues

Quality and ownership issues for demand data continue to be the persistent challenges to effective forecasting and capacity planning.

“If we only had more reliable data from sales!”

“We get a pipeline report! But, it doesn’t tell me what resources we need.”

“The pipeline doesn’t include possible extensions to existing, in-flight engagements.”



Challenges with Data

OPPORTUNITY PIPELINE

Backlog typically comprises 80%+ of the total demand capacity of your forecast

BACKLOG OF DELIVERY WORK

- The biggest issue with demand data is that it is often not in a format that helps to form a resource plan.
- Demand data does not include all drivers of demand.
- The key to managing the demand data is to define **WHO** should define the resource requirements, **HOW** will they do it, and **WHEN** will they inform RMO for action.

- Management of active delivery is about PMs and Delivery Leads keeping their plans and resource needs up to date.
- There is a correlation between well managed project plans and good resource planning.

Three Steps to Improve Forecasting and Capacity Planning

STEP 1

Establish a process and baseline

- Define the parameters of inputs and outputs (data capture, analysis and reporting)
- Determine who needs to be involved and held accountable (see step 3)
- Document your forecasting process and educate people on the value in doing it
- Establish a baseline

STEP 2

Execute the process

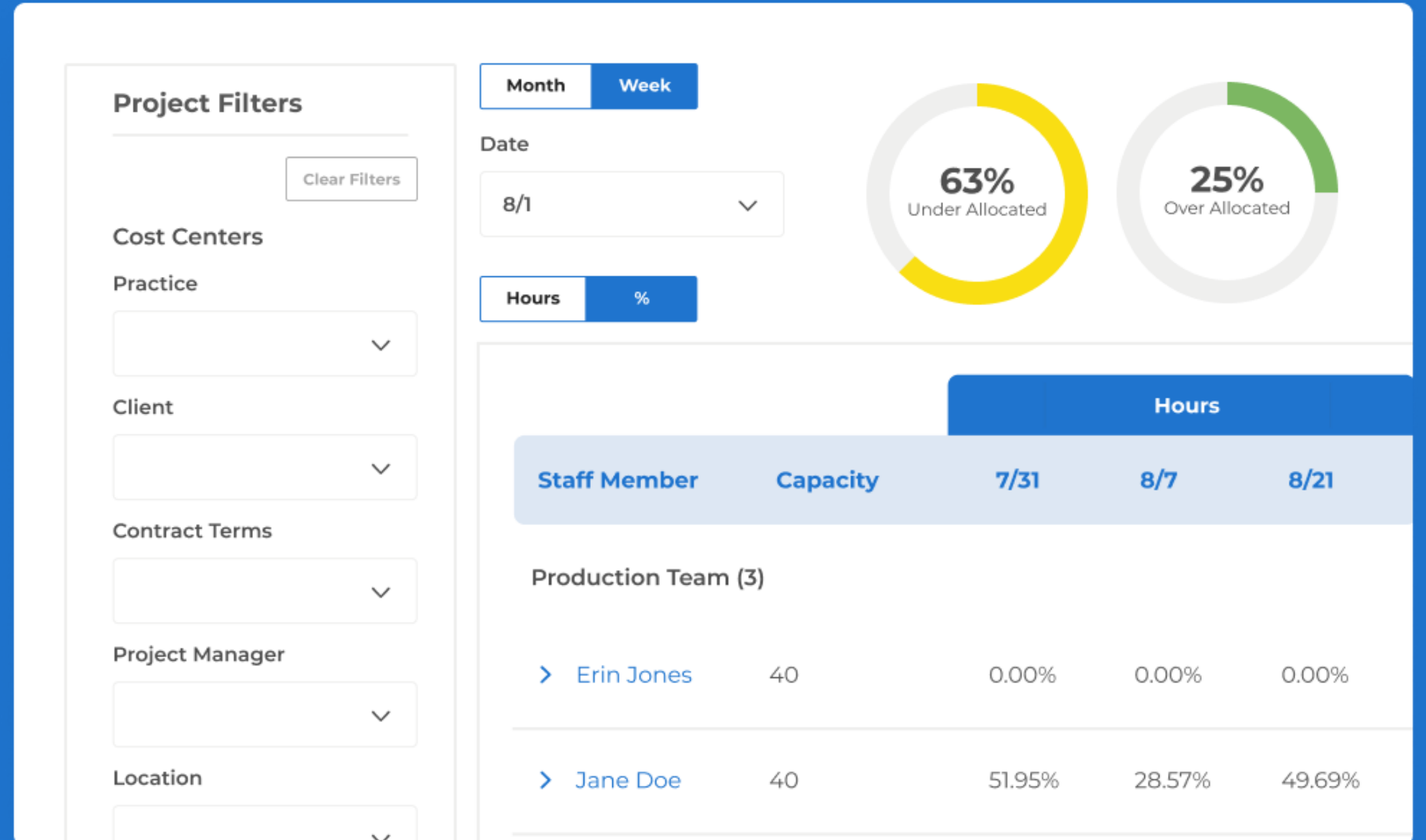
- Put appropriate interlocks in place to support the process
- Utilize technology to enable the process
- Execute the process and measure accuracy and progress
- Review forecast vs. actuals and re-examine disparities and drivers of those disparities

STEP 3

Ensure accountability and continuous improvement

- Consider metrics to measure and hold people accountable
- Make continuous improvement a must have and set progressive targets for forecast improvement and accuracy.

A little about BigTime



Thank you!



marketing@bigtime.net
bigtime.net/demo

Q&A