

INTERNAL CONSULTING RESOURCE OPTIMIZATION

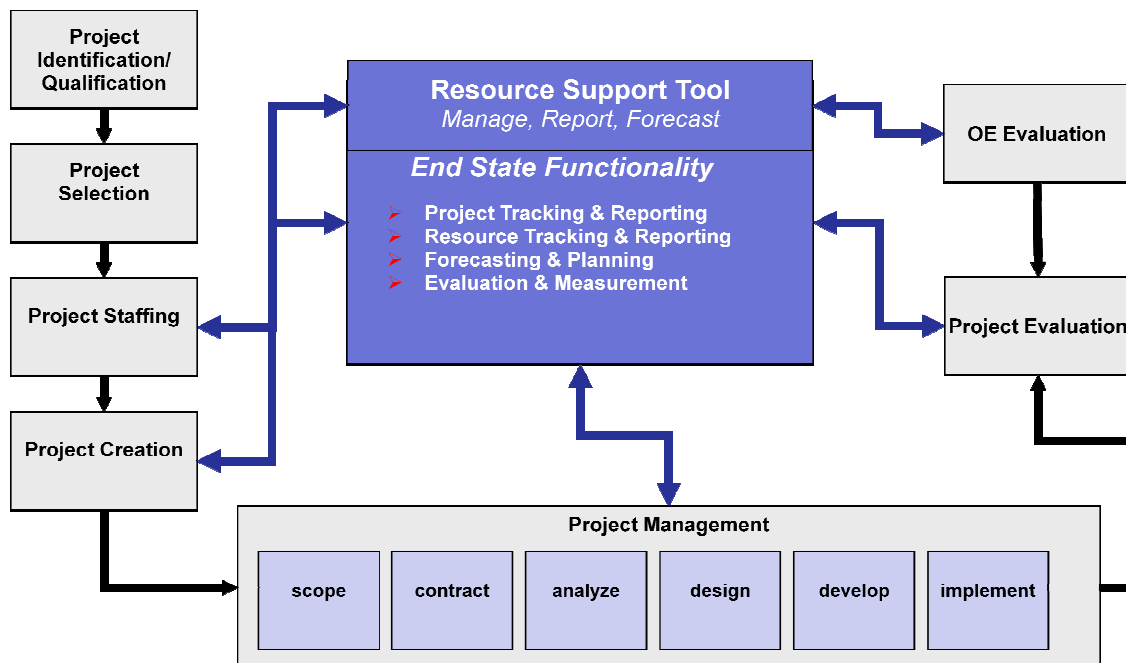
Wherever demand for scarce human capital is high, as with most internal groups, it is imperative that individual resources are matched to projects where their capabilities will contribute to the greatest operational impact.

Internal Consulting groups are often faced with navigating through multiple operational challenges:

- Inability to catalog consultant experience along standard attributes limits the ease of staffing qualified resources for client engagements
- Lack of knowledge about the pool of available skills leads to the assignment of external contractors to tasks where internal resources are adequately qualified
- Unclear linkage between client engagements and internal group service offerings creates the incorrect perception that external consultancies are more capable, or better prepared to manage the entire engagement lifecycle

Internal Consulting Resource Management Approach

The appropriate mix of processes, roles and tools can support resource optimization for internal groups. Processes supporting the resourcing group's projects must first be reviewed end to end, from initial project identification through to evaluation. Key roles, such as Team Leaders / Project Managers who will drive the staffing and management processes should then be established. Finally, points where the process can be supported by simple tools are identified.



Example Tools

An example of a resource management tool is provided below. The tool allows group leaders to inventory their consultants' experience and assign them to the appropriate client engagements. In this example, the tool provides detailed views of a consultant's previous client engagement experience, language, tools, and technology skills, and a list of the management consulting service areas that the internal consulting group has provided to the enterprise.

CONSULTANT DASHBOARD

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SKILLS

Languages

Language	Proficiency
Arabic	Expert
Confucese	Expert
Greek	Intermediate
French	Basic
*	

Tools and Technology

Tool and Technology	Proficiency
L/L++	Intermediate
Frontpage	Basic
Java	Expert
TCP/IP	Expert
HTML	Intermediate
*	

CV CREDENTIALS

Entry Date	Account	Industry	Internal Experience	Description	Service Areas
6/29/2006	First National Holdings	Pharmaceutical Drug	<input type="checkbox"/>	Led an intensive review of operations for a global pharmaceutical company spanning nearly fifteen US Operations groups to reduce costs while efficiently meeting service requirements. Developed and orchestrated process for engaging Operations leadership, gathering data, and communicating findings and recommendations. In a subsequent phase, designed potential shared service organizational model.	Business Area Analysis Activity Analysis Organization Architecture
6/29/2006	First National Holdings	FS Investment Bank	<input checked="" type="checkbox"/>	Managed selection and placement of hundreds of interim workers (temporary employees) performing a diversity of roles within the financial services industry. Responsible for managing a \$7 million staffing initiative with a global investment bank. Collaborated with numerous US bank leaders to define capability requirements and performance objectives. Managed quality assurance efforts across the many departments in which	Talent Mgmt Learning & Performance Support Data Modeling
6/29/2006	First National Holdings	Telecommunications	<input checked="" type="checkbox"/>	Led the management and enablement of over 40 Credit and Collections initiatives as part of a 3-year, \$500 million transformation program for a major telecommunications company's residential credit and accounts receivable management organization. Designed and implemented processes, policies and tools to expedite progression of initiatives from inception to implementation and performance management.	P3M Office (FMO) Portfolio Management Monitoring Tools (Scorecards, Dashboard)
6/29/2006	First National Holdings	Government	<input type="checkbox"/>	Led the strategy, delivery and management of a technology (Siebel) and business process workforce transformation for a prominent government agency. Designed and implemented hiring processes, competency models and employee performance criteria for over 25 distinct roles, developed and implemented knowledge transfer methodologies, learning strategy, and employee retention strategy.	Change Delivery Deployment Planning Learning & Performance Support
6/29/2006	First National Holdings	Telecommunications	<input checked="" type="checkbox"/>	Led a content management initiative that improved the consistency of information provided to customers across multiple channels, including a consumer website, IVR (interactive voice response) and several call centers employing thousands of customer facing representatives. Facilitated and coordinated information sharing and data collection across channels to identify and ultimately eliminate content inconsistencies. This	Knowledge Mgmt Business Process Design Workflow Modeling

Such a resource management tool, when operated in conjunction with pragmatic data update processes, ensures that the information needed to optimize staffing decisions is available on demand:

- Experience that the consultant has earned before and after joining the Internal Consulting group is inventoried by industry, organization, and management consulting service area.
- Acquired skills are inventoried by proficiency level. Other attributes that may be inventoried include knowledge, orientation, etc.
- A well-defined update process is used to keep the inventory of credentials and skills current; consultants update their credentials during on-boarding, at the close of an engagement, and prior to the annual performance review
- Automated queries may be selected to locate credentials, experience or skills; to propose staff for client engagements; and to identify capability gaps which may inform hiring decisions
- Pre-programmed reports send out queried information in user friendly formats

Internal consulting groups exist to drive their companies' key initiatives, so they need to be known as the go-to source for the right skills when needed. A resource management tool provides information that adds credibility to staffing decisions, directing consultants to impactful client engagements effectively, and maintaining the group's proximate advantage over external competitors.