ALLOCATE

OneView

Maritime and Defence Workforce Deployment

Different worlds, same challenges

Executive Summary

At first glance, it might appear that maritime organisations and defence forces are worlds apart but probe a little deeper and there are many similarities, especially when it comes to the key challenges they share. Challenges such as knowing what workforce is available and where it is located, training personnel to enable them to perform at their very best and then deploying the best-skilled people to various projects or missions around the world, while keeping them safe and compliant within finite budgets.

Defence forces must be adaptable and responsive, and this depends on their commanders' ability to take informed decisions quickly and then deploy properly trained troops with the right logistics and support. Against a backdrop of mounting pressures on defence budgets, they must also be able to forecast unit costs and resourcing over time. Similarly, maritime industries such as those working in the energy sector operate in highly dangerous conditions to deliver large, complex projects on time, on budget and in a safe working environment. Equally, shipping and cruise lines need to ensure their consignments and passengers are transferred safely to the right place, at the right time and at the right cost or, in the case of passengers, with the best possible onboard experience.

Along with the constant struggle to achieve maximum operational performance and cost-effectiveness, both the maritime and defence sectors depend on the same thing - a highly skilled workforce that is often in short supply.
Effective workforce deployment is essential, and the best approach is to combine automated technology with people and processes to encourage consistent ways of working, boost team collaboration, share knowledge and learning and so create a safe workplace at all times.

This White Paper focuses on three key areas - People, Planning and Scheduling and Communications to demonstrate what the maritime and defence sectors can learn from each other by deploying the latest workforce and resource optimisation solutions available today.

People

People are the driving force within all organisations but in the maritime and defence sectors, where talent is often scarce, maintaining a well-motivated and capable workforce is often more difficult. Running a maritime or defence organisation is complex, time sensitive and is totally dependent on recruiting, managing, retaining, and looking after people. Making the best use of the latest technology is key to delivering five essential elements:

- **Tighten up data** – start by having up to date personnel records and use the information to track and assign individuals in a timely fashion.

- **Check skills, competencies, qualifications, and licences** – managing them correctly will ensure troops and crew undertake the necessary developmental training and are the best fit for a given role in order to create high-performing teams.

- **Attract the best then keep them** – consider ways to help troops and crew members self-serve their working lives. Outline their goals clearly and give them the tools and autonomy to do their jobs. Introduce meaningful training so that employees have a clear career path and feel more engaged and inspired to make a real difference to their organisation. In all of this remember praise and recognition are powerful motivating influences.

- **Put compliance into practise** – discovering that key staff do not have the right certificates or travel documents as they are about to board a vessel could incur significant and costly project delays. Likewise, in conflict zones it is of paramount importance that troops have completed the mandatory pre-deployment training. Any oversight could spell disaster and lead to loss of life. Knowing about the latest standards and regulations relating to employment, occupational health or safety is one thing, putting them into practise is another. This is only achieved by staff adhering to compliance and assurance policies and putting in place comprehensive training and data capture programmes.

- **Maintain cost control** – increased consolidation in the maritime industry is an opportunity as well as a threat, as company mergers seek to combine their workforces efficiently and cost-effectively. At the same time, the changing dynamics of future military conflict are placing a much-increased priority on highly skilled troops (e.g. Cyber) to operate in a constantly evolving environment. Carefully managing budgets maximises workforce efficiencies whilst minimising labour costs.

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People in action - how technology can help

From keeping track of existing talent, filling important skills gaps and training, to compliance management and cost control, Allocate OneView supports five essential elements to make the most of - and keep - valuable human capital:

Dynamic, real-time information provides clarity and insight into the availability of crew or troops, their knowledge, expertise and qualifications. This makes it easy to deploy and assign them to the right mission or project in a timely manner.

One centralised platform connects effortlessly with ERP and HR systems to develop an effective skills matrix. This captures the knowledge, qualifications and certifications of individual workforce members and matches them against specific job roles, assignments or projects.

Attract the best and keep them by adding self-service capabilities to empower staff to view their schedules, state their preferences, book time off and see what their colleagues and team members are up to – anytime, anywhere.

Put compliance management into practice by carefully capturing and storing every single piece of evidence relating to compliance activities. This helps improve safety and builds a culture of safety awareness. It also provides a valuable audit trail and helps minimise the risk of financial penalties when demonstrating compliance to external auditors and regulators.

Maintain cost control by having clear visibility of all people and assets. This puts leaders and managers in control of their budgets including building in contingency to accommodate unforeseen or unplanned events and emergencies.

Planning and Scheduling

Success depends on having the right person in the right place at the right time supported by the right infrastructure, equipment, and logistics. In maritime and defence organisations that consist of thousands of people deployed around the world, success might seem like an impossible goal. Thankfully, the automation provided by today's workforce deployment technology makes light work of optimising both people and resources.
Look from within and then let technology be the enabler:

- **Focus on capabilities to take timely decisions, deploy and plan ahead**
  These are all essential functions in the defence and maritime sectors. Military capability management depends on a five-point process: define, plan, generate, employ, and evaluate to ensure forces are properly trained, equipped, and deployed. Maritime companies often adopt a similar step-by-step approach to planning and scheduling by assessing and where necessary, supplementing their existing talent and resources, and then matching them against the specific requirements of individual client projects.
  Allocate OneView is designed to support the defence and maritime sectors planning processes from optimising organisations and scheduling activities, to achieving optimum levels of output delivered by swift and timely decision-making.

- **Capture critical time-sensitive information**
  Allocate OneView's ability to provide a single repository of accurate, relevant, and up to date information means that everyone is working from the same, unified view of data. Therefore, no assumptions have to be made to account for the inaccuracy of data. Commanders and staff in the military can quickly assess the capabilities needed, the training and readiness shortfalls in available forces, and then take the remedial action required. Their counterparts in the maritime industry are able to create a digital officer matrix to determine which senior crew members should work together to provide the relevant levels of experience to pilot a vessel.
  Both sectors can refine or completely reconfigure their organisations and actively manage their deployments, commitments, personnel, and equipment at the click of a button. Moreover, the unique timeline management capabilities of Allocate OneView enable users to analyse current resource outlay and plan military readiness targets to achieve future requirements or to prepare for planned mergers and acquisitions in the maritime industry.

- **Management of big data**
  Large, complex organisations rely on accurate, real-time data, past and present, to highlight issues and trends and take corrective action. This is crucial when tackling mission-critical or fast changing situations found in the maritime and defence sectors.
  The ability of Allocate OneView to manage big data in the cloud or by integrating seamlessly with other data sources (HR, ERP, project management and payroll systems) facilitates intelligent and efficient decision-making at every level in the organisation.

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Communication

Good communication makes all the difference and can be greatly enhanced through the use of the latest optimisation technology such as Allocate OneView. Maritime organisations work in some of the most dangerous conditions in the world in the same way that defence forces operate in hostile, highly volatile environments. Today's automated solutions bring order to chaos by highlighting risks and safety concerns before problems occur. Entirely process-driven, they encourage consistent ways of working whatever the situation.

Good communication leads to greater coordination, cooperation, and productivity. It is intrinsically linked to motivation, by galvanising and motivating workforces to achieve their best. Make the most of automation to share a common set of goals and update a diverse workforce on future plans and deployments in an instant.

Good communication can also encourage and stimulate new thinking and innovation. When it comes to attracting fresh, especially younger talent, for example, communication is a part of being in tune with their generation. On the surface, Millennials might appear not to care after they clock off, but they still want to add value. Their approach to collaboration is just different. Embrace the newer ways people network today, including on digital platforms. Whatever channel you use, make communication relevant, interactive, and regular.

Communication can be greatly enhanced through the use of the latest optimisation technology

So much more than simple scheduling

Allocate OneView goes beyond people scheduling. It is a strategic tool that transforms the challenges of scale, organisational complexity, skills shortages and compliance management into real opportunities to achieve:

Optimal resourcing and a single source of the truth across an organisation's multiple groups, tiers and skills.

Staff engagement by maintaining satisfaction levels and improving retention rates.

Timely, fast and accurate planning and decision-making where demand and circumstances constantly change; it facilitates the use of informed scenario options matched to associated costs.

Seamless integration with HR and other data-rich business systems improves the accuracy of all information and provides a single source of data that can be trusted and used by everyone, anywhere.

Compliance management by tracking performance against changing legislation and reducing the risk of failure.

The many benefits of the cloud delivered by OneView's web-based architecture and simple User Interface make it easy to access from any device and any location. It also offers the proven benefits of scalability, configurability, integration, security and a cost-effective Pay-As-You-Go business model.

Conclusion

Workforce deployment in the maritime and defence sectors is all about maintaining cadence. In the same way that music has a regular rhythm, it is time to have everyone working to the same drumbeat and going in the same direction, whatever industry they come from. Bring military or ship-shape precision and discipline to people, processes, metrics, and reviews across the organisation through the use of Allocate OneView and you will be rewarded with a cohesive workforce that is in perfect tune. In turn, when it comes to meeting deadlines and delivering key objectives, there are clear advantages to accelerating informed decision-making and delivering the right capabilities to the right place at the right time and at the right cost, so that your people are safe and always at the top of their game.

About this paper:

This is one of a series of papers exploring key business issues faced by complex organisations in resource scheduling and discussing the ways in which Allocate OneView can help address these challenges.

To find out more about any of the topics discussed in this report, please email: marketing@allocatesoftware.com