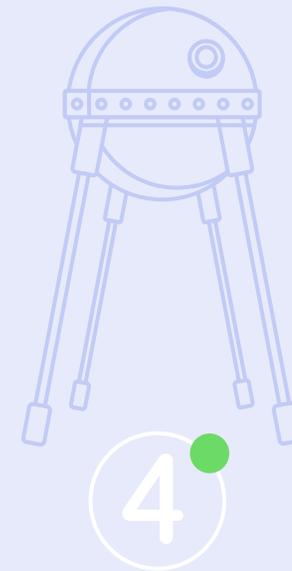
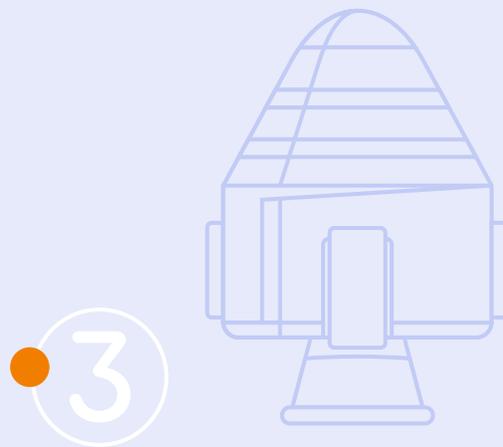
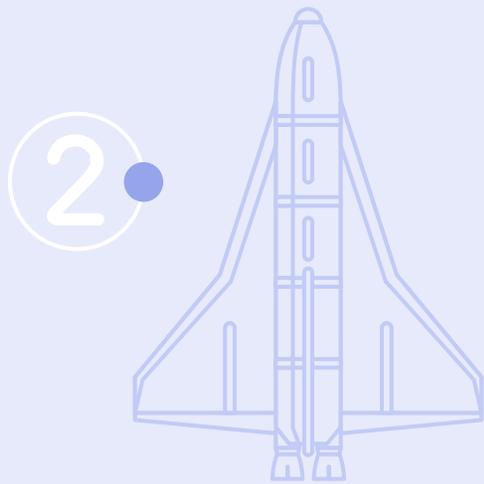


# Sharing Critical Resources Between Projects in Aerospace and Defense



In a multi-project organization, it's critically important to ensure that the most important projects are staffed with the right resources. But what if these resources are required for several initiatives at the same time? Here's what you need to know to ensure the right distribution of employees across projects.



## Why is it challenging to staff aerospace and defense projects?

### Increasing number of initiatives

The aerospace and defense industry is actively developing these days (testing and implementing innovation technologies, space market growth, research and development, increasing demand for weapons, etc.), so the number of initiatives to be implemented is also growing. In addition, aerospace and defense projects are often long-term, so when a company intakes new initiatives, they inevitably overlap. At the same time, the number of employees to staff these projects is finite, which means that one team member can be required for several projects at the same time. Hiring new team members can be counterproductive in a great number of cases: it's costly, time-consuming, and the return on investment will be lower than expected.

### Talent challenges

In addition to the growing number of projects and the need to share critical resources, aerospace and defense companies face talent challenges. There are several reasons for that:

- 1 the growing demand for tech-savvy employees capable of working with latest technologies;
- 2 the increased competition for digital workforce with other industries that implement digital technologies;
- 3 the number of people reaching the retirement age is high compared to the number of young specialists.

Having to deliver the increasing number of orders with the limited resources poses the need for pinpoint accuracy in their distribution between projects.

# 4 STEPS TO THE RIGHT DISTRIBUTION OF CRITICAL RESOURCES ACROSS A MULTI-PROJECT ENVIRONMENT

## Step 1. Set the right priorities

To be able to allocate resources to concurrent projects efficiently, you have to set priorities between them: the most constrained projects will require critical resources first and foremost. In addition, setting the right priorities will help your team members be more efficient: they are unlikely to be trapped by bad multitasking or overwhelmed with their tasks and stressed. When every team member puts their effort into critical tasks, the chances for successful project delivery increase exponentially.



## 2

**Step 2. Plan resources' capacity**

As the number of initiatives in the pipeline is increasing, there's always demand for more capacity. Resource capacity planning is about forecasting the number of employees required to staff current and upcoming projects as well as bridging the gap between the resource demand and available supply. It's a fundamental resource management tool that ensures seamless work of a multi-project environment with a shared resource pool. Resource capacity planning will allow you to avoid resource shortages (which in turn can lead to project delays and budget overrun) as well as ensure that all projects running in a company will be staffed with necessary resources.



### Step 3. Take care of employees' workload

To ensure that critical resources will be utilized with maximum efficiency across all projects in the environment, you need to mind the people's workload. The most common mistake peculiar to managing a multi-project environment is overloading employees. Managers are often tempted to assign more work and push team members to deliver more and faster. But it's a failed strategy – due to dependencies between projects, just one overloaded employee can become a bottleneck that hampers the work of the whole project environment. In contrast, when team members have a balanced workload, they are far more productive and engaged, and there are less chances for making mistakes, rework, or any unexpected difficulties in the workflow.





#### **Step 4. Choose the right resource management solution**

It's impossible to manage several complex aerospace and defense projects using spreadsheets. The powerful resource management solution will contribute to a half of the success. Another half will depend on making the right management decisions. Here's how an RM solution ensures maximum efficient distribution of critical resources across multiple projects.

#### **It prioritizes tasks within the project portfolio.**

- 1** An RM solution takes into account real-time and historical information to automatically calculate priorities across all tasks of the project environment. The priorities are recalculated every time new changes appear in the portfolio.

**It makes it possible to optimize employees' workload.**

2

In particular, it signalizes when a team member is likely to become overloaded and makes it possible to detect idleness. In both cases, a project/resource manager has a chance to adjust the workflow, so that the team members have a realistic workload.

**It contributes to maximum efficient resource allocation.**

3

An RM solution analyzes the information on all employees' skills, capacity, and availability to suggest a perfectly matching candidate for completing a certain project task.

**It bridges the resource demand with the supply.**

4

You can forecast what resource demand you're going to have in the future based on the current and upcoming projects and take timely measures to avoid possible resource shortages.

**It facilitates making informed decisions.**

5 Allocating resources, deciding on intaking a new initiative, or making any other project/resource management decisions becomes much more simple with scenario analysis: you can try out various changes to the environment, see their consequences, and choose the best possible option.

**It tracks resources' performance.**

6 This is the most important indicator that makes it possible to assess the state of things and forecast further workflow development in a multi-project environment.

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