

# **People Management Skills Matrix**

# Purpose of Module

To enable attendees to visually recognise varying levels of ability in a structured way. To develop focused training plans to maximise flexibility and to enhance the development of every individual.

# Agenda

- What is a Skills Matrix?
- What are the key elements of a Skills Matrix?
- How to we quantify the Skill Levels
- What is a Skills Matrix used for?
- How Skills Matrices focus training plans?
- How to develop a Skills Matrix.
- How to Skills Matrices drive improvements.
- Monitoring and control of plans.
- Skills Matrix Standard Format.
- Who should own the Skill Matrix?
- Upkeep of the Skills Matrix

# What is a Skills Matrix?

- It is an integral part of our Visual Management System (VMS).
- It is a simple visual tool to aid in the management, control & monitoring of skill levels.
- It displays all tasks & skills required to work in an area or team.
- It displays all current team members.
- For each team member it displays current competency/ability levels for each task.
- It is a simple tool to aid resource planning.

# What are the Key elements of a Skills Matrix?

•Team/Area:		<b>Skills/Tasks</b>					•Team/Area Leader:	•Date:
•Skills/Tasks •Name		•Milling	•Drilling	•Deburring	•Grinding	•Painting	•Riveting	•Name •Score
•Tom								
•Dick								14 24
•Harry		<b>Off Sick or on Holiday</b>						10
•Skills/Task •Score		3 12	8 12	8 12	5 12	4 12	← Scoring 12	35 72
•Skill Level Key								
		•Un-Trained	•Learner	•Practitioner	•Dev...			

**Team Members**

**Skills/Tasks**

**Possible Key Performance Indicator**

**Scoring**

# How do we Quantify the Skill Levels?

**Untrained:** No experience of the skill/task/work instruction/package.

**Learner:** Being taught the skill/task/work instruction/package.

**Practitioner:** Can carry out the skill/task/work instruction/package:

- » Safely.
- » To the correct quality standards, first time.
- » Without assistance.
- » To 1.5 times the standard cycle time i.e. is still not up to speed.

**Developer:** Can improve the skill/task/work instruction/package:

- » Safely.
- » To the correct quality standards, first time.
- » Work to the standard cycle time.

**Coach:** Someone who has the skill level of a Developer, but can train & develop others in carrying out the skill/task/work instruction/package:

- » Safely.
- » To the correct quality standards, first time.

Continued, Please Turn Over....

# How do we Quantify the Skill Levels?

- **In setting skill levels our aim is to be:**
  - » Objective.
  - » Consistent
  - » Fair to all employees.
- **Use our procedures, these should have necessary information on:**
  - » Standard Operations.
  - » Standard cycle times.
  - » Design Specifications.
  - » Quality Specifications.

# How do we Quantify the Skill Levels?

<b>Standard</b> <b>Criteria</b>	<b>Untrained</b>	<b>Learner</b>	<b>Practitioner</b>	<b>Developer</b>	<b>Coach</b>
<b>Standard Operation</b>	No Experience	Can do with assistance & reference to the Standard Operation.	Can do without assistance or reference to the Standard Operation.	Can improve the Standard Operation.	Can train others in the Standard Operation.
<b>Standard Cycle Time</b>	No Experience	Can complete the Standard Operation, slower than 1.5x Cycle Time	Can complete the Standard Operation, in 1.5x Cycle Time or quicker	Can work to the Standard Cycle Time or quicker.	Can work to the Standard Cycle Time or quicker.
<b>Design Specification</b>	No Experience	Can build to required specification only with assistance & reference to the Standard Operation.	Can build to the required specification without reference to the Standard Operation.	Can identify related specification errors.	Can train others to the required specification.
<b>Quality Specification &amp; Key Points</b>	No Experience	Understands quality specification & key points, but can not demonstrate them.	Can achieve required quality standards & can demonstrate reasons for key points.	Can take corrective quality actions.	Can train others in the quality standards.



# What is a Skills Matrix Used for?

- To establish all skills required in an area or team.
- To visually share information.
- To quickly identify current available skills and future requirements.
- To examine where our strengths & weaknesses are.
- As a day to day planning tool to use skills where they are most needed.
- As a planning tool to organise adequate cover for holiday & sickness.
- If done fairly, to keep employees motivated & reduce boredom.

Continued, Please Turn Over....

# What is a Skills Matrix Used for?

- It highlights training needs for our most important resource....our employees.
- To monitor & control training effectiveness.
- To increase flexibility by allowing people to master a broad range of skills.
- To drive improvements as part of a Visual Management System (VMS).
- To increase the effectiveness of an area and the entire business.
- To match the demands of the business.

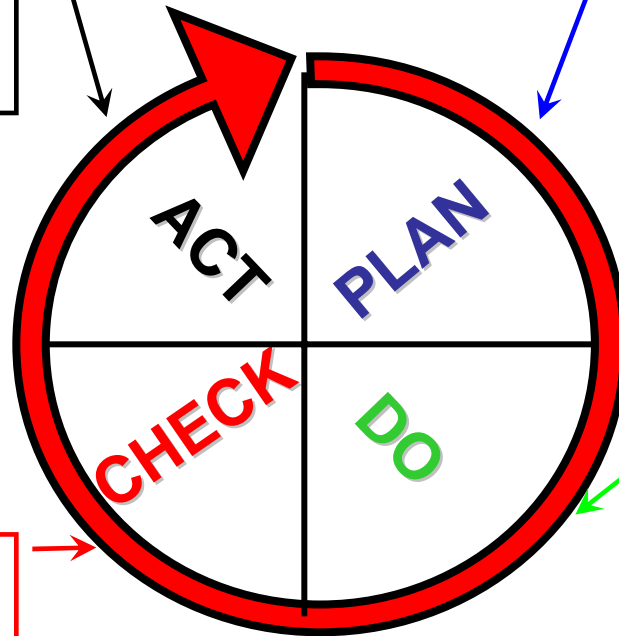
# How Skills Matrices Focus Training Plans

- It highlights training needs for our most important resource....our employees.
- To monitor & control training effectiveness.
- To increase flexibility by allowing people to master a broad range of skills.
- To drive improvements as part of a Visual Management System (VMS).
- To increase the effectiveness of an area and the entire business.
- To match the demands of the business.

# How to Develop a Skills Matrix

**Make visual on the skills matrix the ability or competency for each team member against each task.**

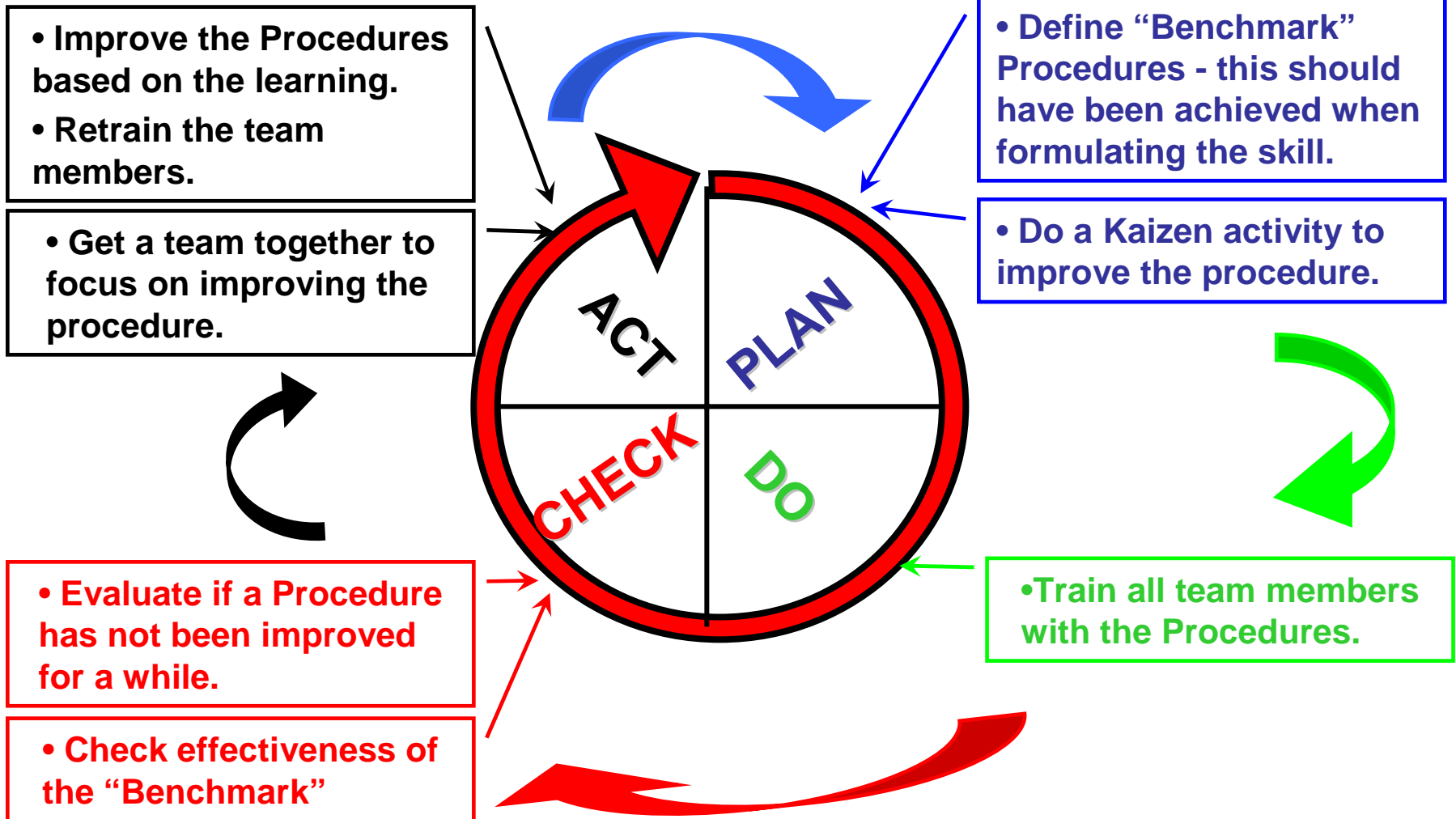
- Establish all tasks required in the team or area.
- Establish all the team members.



**Measure team members against procedures & performance measures.**

- Develop all procedures for all tasks.
- Define skills required for each task.
- Define level of ability/competency.
- Define how we measure performance.

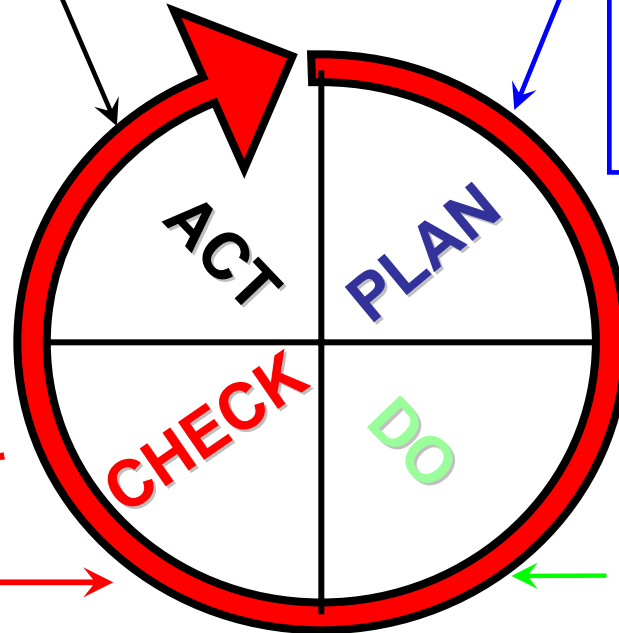
# How Skills Matrices Drive Improvements



# Monitoring and Control of Plans

- Troubleshoot abnormalities from the standard.
- Introduce new improvements & re-train.
- Review & update Personal Development Plan.

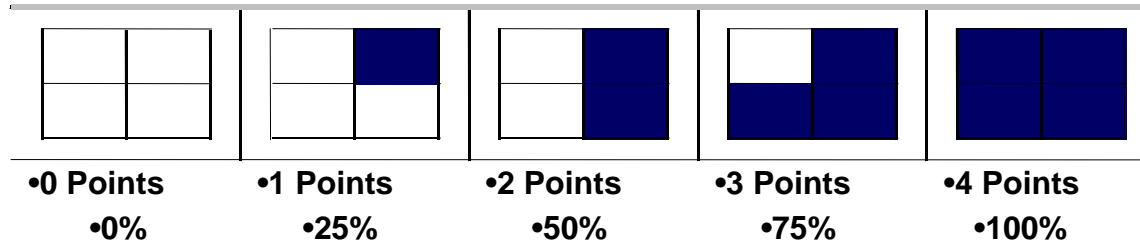
- Assess performance & compliance against procedures - Do "Gap" Analysis.
- Assess improvement against training & development plans - Do "Gap" Analysis.



Define a schedule for re-assessment of the tasks or Work Instructions.

Conduct review of Work Instructions with a selection of team members.

# Illustrating Gap Analysis for a KPI



## •CURRENT STATE

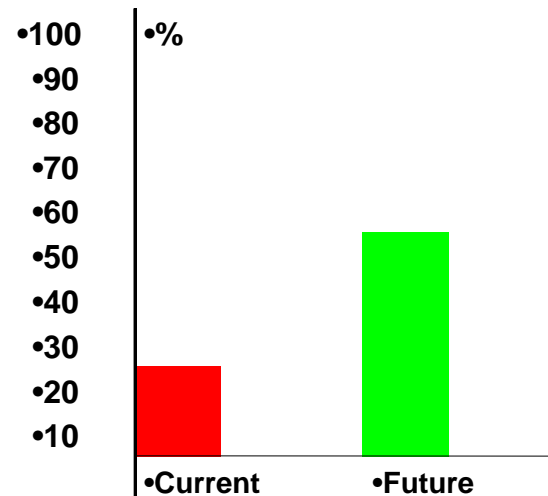
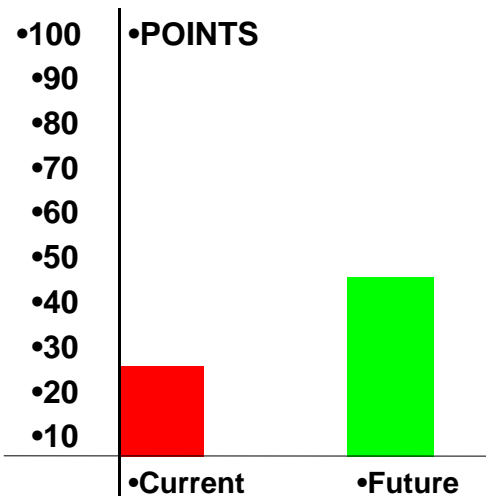
- 20 Points
- 20 Employees
- 80 Points Potential
- 80 Points Potential
- 25% Skill Level

## •FUTURE STATE

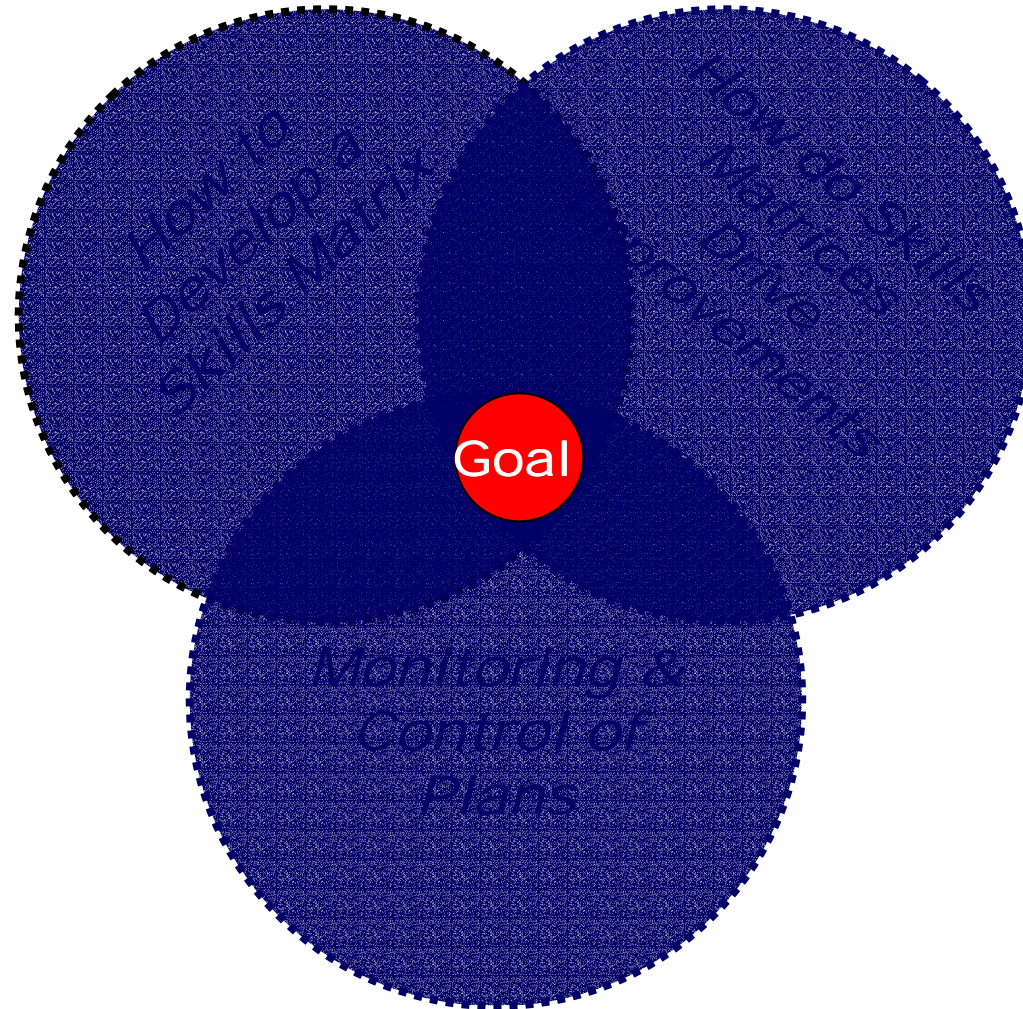
- 40 Points
- 20 Employees
- 80 Points Potential
- 80 Points Potential
- 50% Skill Level

•(Potential Performance Graph in Points)

•(Potential Performance Graph in %)



# Illustrating Gap Analysis for a KPI



# Skills Matrix Standard Format

•Team/Area:				•Team/Area Leader:			•Date:
•Name	•Skills/Tasks						
•Skill Level Key							
	•Un-Trained	•Learner	•Practitioner	•Developer	•Coach		

# Who Should Own the Skills Matrix?

- It depends on what information it is visualising:
  - **Team Leader**: This should visualise the information relevant to their own team.
  - **Cell Leader**: This should visualise the information relevant to the cells under their control.
  - **Manager**: This should visualise the information relevant to their areas of responsibility.
  - **Head of Business**: This should visualise the information relevant to their areas of responsibility.

# Example of Team Leader Skills Matrix

•Team/Area:		•Station 1			•Team/Area Leader:			•Date:
•Skills/Tasks •Name		•Milling	•Drilling	•Deburring	•Grinding	•Painting	•Riveting	•Name •Score
•Tom								11 24
•Dick								14 24
•Harry								10 24
•Skills/Task •Score		3 12	8 12	8 12	5 12	4 12	7 12	35 72
•Skill Level Key								
		•Un-Trained	•Learner	•Practitioner	•Developer	•Coach		

# Example of Cell Leader Skills Matrix

•Team/Area:		•Assembly				•Team/Area Leader:		•Date:
•Skills/Tasks •Name		•Station1	•Station2	•Station3	•Station4	•Station5	•Station6	•Name •Score
•A Shift								17 24
•B Shift								22 24
•C Shift								12 24
•Skills/Task •Score		9 12	9 12	10 12	10 12	7 12	6 12	51 72
•Skill Level Key								
		•Un-Trained	•Learner	•Practitioner	•Developer	•Coach		

# Example of A Managers Skills Matrix

•Team/Area:		•Assembly			•Team/Area Leader:			•Date:
•Skills/Tasks •Name		•Station1	•Station2	•Station3	•Station4	•Station5	•Station6	•Name •Score
•A Shift								17 24
•B Shift								22 24
•C Shift								12 24
•Skills/Task •Score		9 12	9 12	10 12	10 12	7 12	6 12	51 72
•Skill Level Key								
		•Un-Trained	•Learner	•Practitioner	•Developer	•Coach		

# Up keep of a Skills Matrix

- It should be handwritten!!!
  - Having a computer generated standard format is fine.
- What if someone does not do a job for a while, do they keep the same skill level?
  - Their Skill Level should be frozen, pending an assessment of the skill in question.
  - The skills matrix should indicate that the person needs to be assessed beside the skill in question.
  - A date should be agreed with the employee when they are going to be re-assessed.
  - After the assessment, the skills matrix should be updated.

# Purpose of Module

To enable attendees to visually recognise varying levels of ability in a structured way. To develop focused training plans to maximize flexibility and to enhance the development of every individual.

**Did we?**