Maintaining Skills in an Organization

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Concept

- To develop a plan/process/strategy to bring new “skilled” individuals into the organization, to maintain existing “skills” in the organization, and to develop new “skills” in the organization.

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Maintaining Skills Outline

- Intake Process
- Refresher Process
- Upgrade Process

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Intake Process Characteristics

- Consistent
- Based on attrition and growth
- Based on defined “skills”
- Based on “generic skills” as opposed to “job specific skills”
- Based on potential to “learn”
- Based on “desire” to work
- Based on “good fit” with organization
- Includes a “training” component
- Fewest number of participants

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Refresher Process Characteristics

- Based on “defined skills” and/or “tasks”
- Based on frequency or defined interval
- Based on the concept of “re-certification”
- Focuses on “maintaining” as opposed to “enhancing” skills
- Requires Documentation
- Requires Administration
- May include a “training” component
- Largest number of participants

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Upgrade Process Characteristics

- Driven by technology, process improvement, capital improvement, etc.
- Requires strategic thinking/planning
- Focuses on “enhancing” as opposed to “maintaining” skills
- Includes a “training” component
- Usually impacts fewer individuals than Intake or Refresher process

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Training Method Matrix

	Co-Op	Apprentice Program	SOJT	Instructor Lead	Self-Directed	Vendor
Intake	X	X	X			
Refresher			X	X	X	X
Upgrade				X		X

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Definitions

- Co-Op Program:
  - A program usually between a Technical College or University designed to provide a student with “job experience” related to the student’s academic program.
- Apprentice Program:
  - A program consisting of supervised On-The-job training and supporting technical instruction.

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Definitions

- Structured On-The-Job Training:
  - Competency Based On-The-Job Training as opposed to “follow me around OJT”
- Instructor Lead Training:
  - Training in which the Instructor is responsible for the delivery of training, includes classroom and lab training

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Definitions

- Self-Directed Training:
  - Training in which the individual is responsible for “learning” within a structured curriculum design.
  - Examples include On-line learning and Computer Based Training.
- Vendor Training:
  - Training provided directly by a supplier or OEM

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Maintaining Skills in an Organization

A full presentation of this topic is available from Cushman Phillips,

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