

Workforce Development Panel Presentation

Hixson Metal Finishing
*2.1.1 Job Skills & Cross-
Training Certification Process*

Process Overview

- ✈ **2.1.1 Job Skills & Cross-Training Certification Process**
- ✈ How is job skills training and certification accomplished?
- ✈ How does your organization ensure that processes selected are linked to key priorities for improvement?
- ✈ How is cross-training accomplished?
- ✈ How is the team of master trainers maintained and expanded?
- ✈ How is the training and cross-training program reviewed?



Our Key Practices



✈ Job skills assessment matrix

✈ Identify processes that have:

- ✈ Cross training need
- ✈ High waste
- ✈ Poor cycle time
- ✈ Bottleneck
- ✈ Only one certified operator



✈ Managed process list

✈ Assign roles to each process

- ✈ Champion, Process Owner, SME's, Master Trainer

✈ Identify metrics to measure success and weaknesses within the process

✈ Visual Work Instructions

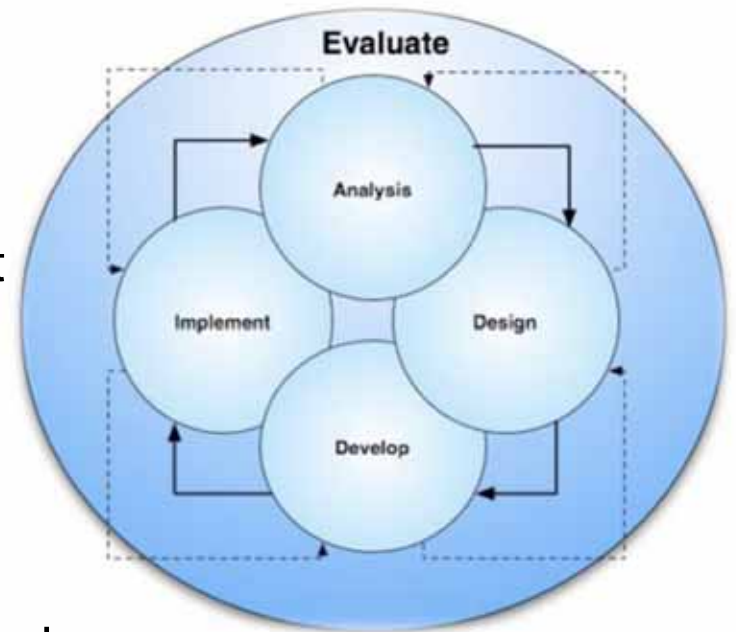
✈ Provided as training aids for standard processes

✈ Developed for complex processes with many opportunities for failure



Our Key Practices

- ✈ Competency Based Training (CBT)
 - ✈ Self-paced training
 - ✈ Focused on performance
 - ✈ Demonstrating competence of job skills
 - ✈ Multiple learning modules
- ✈ ADDIE Model for training development
 - ✈ 1. Analysis
 - ✈ 2. Design
 - ✈ 3. Development
 - ✈ 4. Implementation
 - ✈ 5. Evaluation
- ✈ Training completion surveys for feedback
 - ✈ Trainees provide feedback via surveys upon completion
- ✈ Graduation Ceremonies
 - ✈ Recognition



Things We Did Right

- ✈ Designated training facility
 - ✈ Removed from distractions
 - ✈ Equipped with state-of-the art equipment
- ✈ Competency must be demonstrated to advance
 - ✈ Training should be learner-paced
- ✈ Provide employee recognition when course is complete



Things We Learned



- ✈ Natural tension between production needs and training needs
 - ✈ Training must be a priority
- ✈ “Quick Training” is ineffective training
 - ✈ You cannot talk to 35 people in a room for 30 minutes and have effective training
- ✈ Performance objectives must be developed prior to training material
 - ✈ Material will become too broad and ineffective if clear performance objectives are not identified



Questions



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