Implementing Job Rotation and Cross-Training for Your Team: A Webinar for Managers

Presented by Max Muller
Benefits
Cross-Training:
1. Creates a flexible work force
2. Leads to better coordination
3. Motivates the work force
4. Increases marketability
5. Enables employees to understand organizational goals
Benefits Cross-Training:

6. Increases retention
7. Supports family-friendly policies
8. Improves productivity over time
9. Allows for succession planning
Benefits

1. Keeps work interesting
2. Supports new learning
3. Develops self-esteem
4. Enables employees to grow and learn
5. Provides recognition and reward
6. Makes employees more marketable
7. Allows for family-friendly policies
Write a clear goal.
1. Is there a true return on investment to a cross-training program at your organization?

2. What job sets should you have cross-training for?
Mission Critical

Repetitive
Organizational buy-in
5 Elements of a Cross-Training Program

1. Define the scope of the training.
2. Identify the objectives.
3. Develop specific content.
4. Determine training methods.
5. Employ metrics linked to program objectives.
Scope

1. What job sets will be cross-trained?
2. How long should the effort take?
3. How often will the trainee revisit the department to maintain his or her skills?
4. What’s your capacity?
5. How often will the program be offered?
6. What do you want to train on?
7. Who will be in charge of the program?
8. Who are the trainers for the program?
Objectives

- Specify what the participant will be able to do and understand.
- Describe the important conditions under which the individual will demonstrate competence.
Identify Expected Outcomes

• Job enrichment
• Skill building
• Job mastery
## Job Description

### Duties and Tasks

<table>
<thead>
<tr>
<th>No.</th>
<th>Category</th>
<th>Details</th>
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<tbody>
<tr>
<td>1.</td>
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<td>3.</td>
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<td>4.</td>
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<td>5.</td>
<td>Complexity</td>
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<td>6.</td>
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<td>7.</td>
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<td>8.</td>
<td>Percentage</td>
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- Job enrichment
- Skill building
- Job mastery
Job Description

Content

- Job enrichment
- Skill building
- Job mastery

Environment

- Normal working conditions
- Unpleasant conditions
- Physical risks
Content

Job Description

Tools and Equipment

• Specific tools and equipment
• Personal protective equipment and clothing

• Job enrichment
• Skill building
• Job mastery
Job Description

Relationships

- Supervision given and received
- Relationships with internal people
- Relationships with external people

Content

- Job enrichment
- Skill building
- Job mastery
Arrange the objective and activities in a sequence that corresponds to the order in which the tasks are to be performed on the job.

- Must-knows
- Need-to-eventually-knows
- It-would-be-nice-to-knows
Multifaceted Approach

Listening  Pictures  Experiencing
Hear.  See.  Do.
Employers should:

1. Provide overviews of the material to be learned.

2. Relate the new information or skills to the employee’s goals, interests, or experiences.

3. Reinforce what the employees learned by summarizing the program’s objectives.
Developing Motivation

1. Explain the goals and objectives.
2. Relate the training to the interests, skills, and experiences of the employees.
3. Outline the main points.
4. Point out the benefits of training.
Participation
Describe a time when you ...

Describe the circumstances under which you most recently ...

Tell me about a time when you ...
Give an example of a time in which you ...

Tell me about a specific job experience in which you ...

Give me an example of a specific occasion when you ...
Describe a situation in which you were called upon to ...

What did you do in your last job in order to ...

How often in the past year were you called upon to ...
Tell me about a time when you didn’t want to ________.

Describe a situation in which you felt __________.
Methods of Evaluating Training

1. Student opinion
2. Supervisor’s observations
3. Objective measurement
1. Were parts of the content already known and unnecessary?

2. What material was confusing?

3. Was anything missing?

4. What did the employees learn, and what did they fail to learn?

Use pre- and post-skill assessment.
1. If a job analysis was conducted, was it accurate?
2. Was any critical feature of the job overlooked?
3. Were the important gaps in knowledge and skill included?
4. Was material already known intentionally omitted?
5. Were the instructional objectives presented clearly and concretely?
6. Did the objectives state the level of acceptable performance expected?
Ask:

7. Did the learning activity simulate the job?
8. Was the learning activity appropriate for the kinds of skills required?
9. Was the presentation organized and clear?
10. Were the employees motivated to learn?
11. Were the employees allowed to participate actively?
12. Was the employer’s evaluation of the program thorough?
<table>
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+ Expert
+ Basic
 Needs work

Not eligible
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• Increased flexibility and versatility
• Appreciated intellectual capital
• Improved individual efficiency
• Increased standardization
• Better teamwork and coordination
• Heightened morale
1. Develop a reasonable timeline.

2. Determine costs.

3. Create a training schedule

4. Communicate with the staff.

5. Choose your trainers and trainees carefully.

6. Make evaluation a fundamental part.
Do

- Be clear with the staff why and how the program will be run.
- Present it as a learning opportunity, job enrichment, and something that will benefit everyone.
- Be clear about objectives.
- Emphasize that everyone needs to pitch in.
Don’t

• Implement the program in fits and starts.
• Cross-train during busy periods.
• Enlist participants who resist.
• Give the impression that cross-training is an opportunity to coast.
• Allow participants to dismiss the process.
Welcome to Implementing Job Rotation and Cross-Training for Your Team: A Webinar for Managers

Q&A
Thank you for joining us today!