



# APSE Solutions

## Process Benchmarking: Multiskilling

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# What's in a name?

- Multiskilling
- Cross skilling
- Upskilling
- Core skills +
- Flexible skills
- Completion/Finishing Skills

etc, etc, etc.....

# Definitions



“**The** training of a single employee in multiple skill-sets.”

“**The** practice of training employees to do a number of different tasks.

# PRACTICE



## Definition:

“doing something regularly in order to be able to do it **better**”.

Therefore,



How do you regularly train your employees to deliver various skill-sets and do things better?

# Benefits of Multiskilling



- Motivation and development of staff
- Formal targeted training with direction and focussed on business needs
- Encouragement of teamwork
- Right first-time jobs
- Improved service delivery for Customer
- Improved productivity as downtime is reduced due to increased skills base
- Cross cover of skills in event of absenteeism, sickness etc
- Nationally recognised qualifications where appropriate; skills are validated

# Barriers to Multiskilling?



- Variations in pay/salaries across trade groups
- **Perceived “deskilling” of trades**
- Trade Union representation
- Perceived poor quality of finished work
- Customer Satisfaction
- Training Costs
- Political pressures
- **“That’s the way we have always done it!”**



# **Let's consider a move to Multiskilling?**



# Historical Practices



- Single Trade activities
- Multiple visits to complete repair
- Bonus incentive schemes
- Job protection
- TUs - Trade protection
- Single trade apprenticeships
- Ineffective use of Fleet



# What to Consider?

- What is your objective?
- Consult - What does your customer want?
- Workforce Planning
- Training requirements
- Pros and Cons
- Efficiency savings
- Staff Retention
- Can it be used across the whole service?
- How can you use resources effectively?

# Some Considerations for Managers



- Leadership
- Cost Implications – Training, Productivity, running costs
- TU Engagement
- Evolution!
- Reputation
- Risk Management



# Risks

- Disputes
- Reduction in Quality
- Reputation
- Cost Control
- Staff Retention
- Performance Management



# Skills Matrix

- Develop Skills Matrix for all trade groups
- Identify Training requirements to complement Skills Matrix
- Detail activities to be incorporated into matrix.
- Consult with Trade groups

# Skills Matrix Example



Trade	Joiner	Electrician	Plumber	Heat. Tech	Painter	Plasterer	Slater	Bricklayer	Glazier	Labourer
<b>Activity</b>										
1. Plaster patching of walls & ceilings	✓	✓	✓	✓	✓	Core Skill	✓	✓		✓
2. Lift & relay timber flooring	Core Skill	✓	✓	✓						
3. Remove & replace boxings & panels	Core Skill	✓	✓	✓		✓			✓	
4. Ames Taping	✓				✓	Core Skill	✓			✓
5. Ceramic Tiling	✓	✓	✓	✓	✓	✓	✓	✓		✓
6. Slab laying						✓	✓	Core Skill		Core Skill
7. Fencing – Timber Palisade	Core Skill						✓			Core Skill
8. Drainage Work			Core Skill	✓						Core Skill
9. Upvc Window & door repairs	Core Skill								✓	
10. Gutter cleaning & repairs			Core Skill		✓	✓	✓			Core Skill
11. Drain down water system to house		✓	✓	Core Skill						
12. Lift & relay carpets	✓	✓	✓	✓	✓	✓				Core Skill
13. Install & replace garage doors	Core Skill								✓	✓
14. Remove & replace electrical bonding to pipework	✓	Core Skill	✓	✓	✓	✓				
15. Replace shower (Plumb/Electrical)		✓	✓	✓						
16. Patch plasterboard	Core Skill	✓	✓	✓	✓	Core Skill				
17. Erection & Dismantling of mobile scaffolds	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
18. Small cement/concrete works	✓	✓	✓	✓	✓	Core Skill	Core Skill	Core Skill	✓	Core Skill
19. Remove/replace light pendants	✓	Core Skill	✓		✓	✓				
20. Remove/replace bath panels	Core Skill	✓	✓							
0		Core Skill	✓	✓						
22. Apply silicone seal / mastic pointing	Core Skill	✓	✓		✓	✓	✓	✓		
23. Remove/replace ironmongery	Core Skill				✓				✓	
24. Painting of new timbers small patches to walls etc.	✓	✓	✓	✓	Core Skill	✓	✓		✓	✓
25. Repair small areas of textured coatings	✓	✓	✓	✓	Core Skill	Core Skill	Core Skill			✓
26. Render repairs / patching						Core Skill	Core Skill	✓		
27. Removal and replacement of WC or WHB	✓		Core Skill	Core Skill						

# Activity Descriptions



Activity	Description / Scope of work to be carried out
<b>1. Plaster patching of walls &amp; ceilings</b>	<p>Plaster work requiring to be reinstated following the repair / replacement / installation of electrical/plumbing/heating services e.g.</p> <p><b>Electrical</b></p> <ul style="list-style-type: none"><li>• Plaster patch around sockets, switches, and exposed conduits.</li><li>• Holes left after removal of redundant electrical equipment.</li><li>• Plaster patches around conduits, trunking etc. penetrating through walls or ceilings</li></ul> <p><b>Plumbing</b></p> <ul style="list-style-type: none"><li>• Plaster patch around sanitary ware and pipe work</li><li>• Holes left after removal of redundant plumbing equipment.</li><li>• Plaster patches around pipes etc. penetrating through walls or ceilings</li></ul> <p><b>Heating</b></p> <ul style="list-style-type: none"><li>• Plaster patch around boiler equipment and pipe work</li><li>• Holes left after removal of redundant heating equipment.</li><li>• Plaster patches around pipes etc. penetrating through walls or ceilings</li></ul>
<b>2. Lift &amp; relay timber flooring</b>	<p>Removal and replacement of timber flooring to allow access to be gained to undertake electrical / plumbing / heating works to enable job completion. Insert additional dwangs to support cut timbers / joints.</p> <p>Item also includes the replacement of flooring with new timbers to match existing floor. This should be initially assessed by the individual to establish if it can be undertaken by them or if it requires to be referred back to the Team Leader to identify alternative resources.</p>

# Summary



“Multiskilling”

Does it suit you?





Any Questions?

**LOCAL SERVICES**

**LOCAL SOLUTIONS**