



National Association of
Chemical Distributors



Developing and Maintaining a Strong Training Program

Jim Benning, Hubbard-Hall - March 27, 2019

Advancing **Stewardship**, Creating **Connections™**

Agenda



- Training & Responsible Distribution
- What is a Skills Matrix?
- What does a Skills Matrix Do?
- How to develop and use a Skills Matrix
- Exercise
- Questions



<https://biggeekdad.com/2019/01/a-test-for-teenagers/>





More than just Code V!!!

Code I - Responsible Distribution Training (1.F)

Code II - Compliance training for applicable Regulations (2.B, 2.C, 2.E.)

Code III - Driver Training (3.B)

Code IV - Handling & Storage (4.A, 4.E., 4.I, 4.J)

Code V - Job Procedures & Training (All Specifications)

Code VI - Hazardous waste disposal training (6.A)

Code VII - Emergency Response training (7.D, 7.E, 7.F)

Code IX - Training on qualifying customers

Code XIII - Security training (13.A, 13.C, 13.D, 13.E, 13.F, 13.G, 13.L)

Traditional Training Programs



Frequency of Training	Satisfies Function Specific Requirements?	Warehouseman (packaging/loading)	Drivers	Lab Worker	Ops. Management	Non-Ops Employees
EVERY 6 MONTHS						
Evacuation Drills		X	X	X	X	X
EVERY YEAR						
Contingency Plan		X	X	X	X	
Driver Check Ride			X			
Annual Emergency Eye Wash/Safety Shower		X	X	X	X	
Emergency Response Exercise		X	X	X	X	
Emergency Response Kits		X	X		X	
FDA Repack Procedures *	YES	X				
Fire Extinguisher		X	X	X	X	X
Formaldehyde Handling *	YES	X	X	X	X	
HazCom - MSDS Access		X	X	X	X	X
Hazardous Waste Training		X	X	X	X	
Medical Surveillance Program		X	X	X	X	
Personal Protective Equipment		X	X	X	X	X
Respirator Awareness		X	X	X	X	
Respirator Fit Test *		X	X		X	
Spill Response		X	X	X	X	
Tank Farm Hazardous Waste Proc.						
* If applicable						
NOTE: Information developed in 2006 based on DOT 126, HM Training's <i>Function Specific</i> category DOT 126, HM Training has four categories: General, Function Specific, Security, and Safety						

Traditional Training Programs



	Electrical	Emergency Response	Fire Extinguisher	First Aid
Regional / Area / Branch Manager			Annual	
Plant Manger	Initial & Changes	Annual	Annual	3 Years
Operations Manager	Initial & Changes	Annual	Annual	3 Years
Office Manager	Initial & Changes		Annual	
Customer Service Manager	Initial & Changes		Annual	
Sales Representative			Annual	
Regulatory & Training Specialist	Initial & Changes	Annual	Annual	3 Years
CSR/Inventory			Annual	
Chemist			Annual	
Secretary/ Administrative Assistant			Annual	
Warehouseman	Initial & Changes		Annual	
Maintenance	Initial & Changes		Annual	
Mechanic	Initial & Changes		Annual	
Acid Personnel	Initial & Changes		Annual	
Chlorine Personnel	Initial & Changes		Annual	
Solvent / CCS Personnel	Initial & Changes		Annual	
Tractor Driver			Annual	
Truck Driver			Annual	
Emergency Responder	Initial & Changes	Annual	Annual	3 Years
Supervisor	Initial & Changes	***	Annual	3 Years

What is a Skills Matrix?



By Definition:

- A table that clearly shows the skills required & held by individuals in a team, and the skills gaps within a team.
- One of the most simple, but highly effective, tools available to assess training needs.
- Easily reviewed and updated, and presents the skills of team members in a single chart.
- A management tool used to identify strengths and weaknesses within an organizations workforce.
- Used to help determine where critical training needs exist.

Example: Shipping Skills Training Matrix

MULTI-FUNCTION WORKER TRAINING TIMETABLE

Date:	02/01/19	●	4	= 100% Performance: Operator can complete all standardized work for that operation within takt and be able to train other operators for that operation.
Team Leader:	Julissa	●	3	= 75% Performance: Operator can perform all standardized work in that operation with minimal assistance to meet takt.
Value Stream:	Waterbury	◐	2	= 50% Performance: Operator can perform some of the standardized work in that operation but will require additional assistance to perform all the standardized work.
Team / Cell:	Shipping/Receiving	◐	1	= In Training: Operator understands basic operation but needs frequent supervision to complete.
		○	0	= Not Trained: Operator not allowed to perform basic operation.

Process or Operation Name		SHIPPING	Ship Saverance/Sweeney W/MT's	Stamping (LG, MT, Tail, Str.Job, HIM labels)	Ship PPA (on-line quotes)	Ship Fedex SMPkg & HAZ	Ship UPS SM Collect/NH	Printing brand HS labels	Compatability of Haz.Mat. (9 and 8, 6 and 8)	Warehouse Transfer	Printing pick tickets	Calendar orders print and Brand H BOLs	Open order report	Empty Return Paperwork	Customer labels	IATA, IMDG	Export brand X	Pulling CofAs, CofCs	RECEIVING	Printing PO's	Reading & Scanning CofA's	Cycle Counts	Deviation Forms	Shuttle Transfers (TF)	RMA's	Whse Color Code & Report	Scheduling Deliveries/Full Loads	REMARKS				
																												CAPABILITIES		Performance Needs (Work Manner)		
																												Jan	Current			
#	↓ NAME	→ Ideal Number Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3		3	3	3	3	3	3	3	3					
4	Cathy		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
6	Daile		◐	◐	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○				
7	Julissa		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
8	Liz		○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○				
9	Mike		○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○				
10																																
11																																
12																																
13																																
14																																
Jan	Status at Beginning of Year		3	3	2	2	2	2	2	2	2	2	1	2	2	2	2	2	3		3	3	3	3	3	3	2	2	Team Leader Instructions			
Jul	Current		3	3	2	2	2	2	2	3	3	3	3	3	3	2	2	3		3	3	3	3	3	3	2	2					
Remarks																																
Job Needs																																
(Production Change)																																

What is a Skills Matrix?



- A tool for staff development, resource allocation and succession planning.

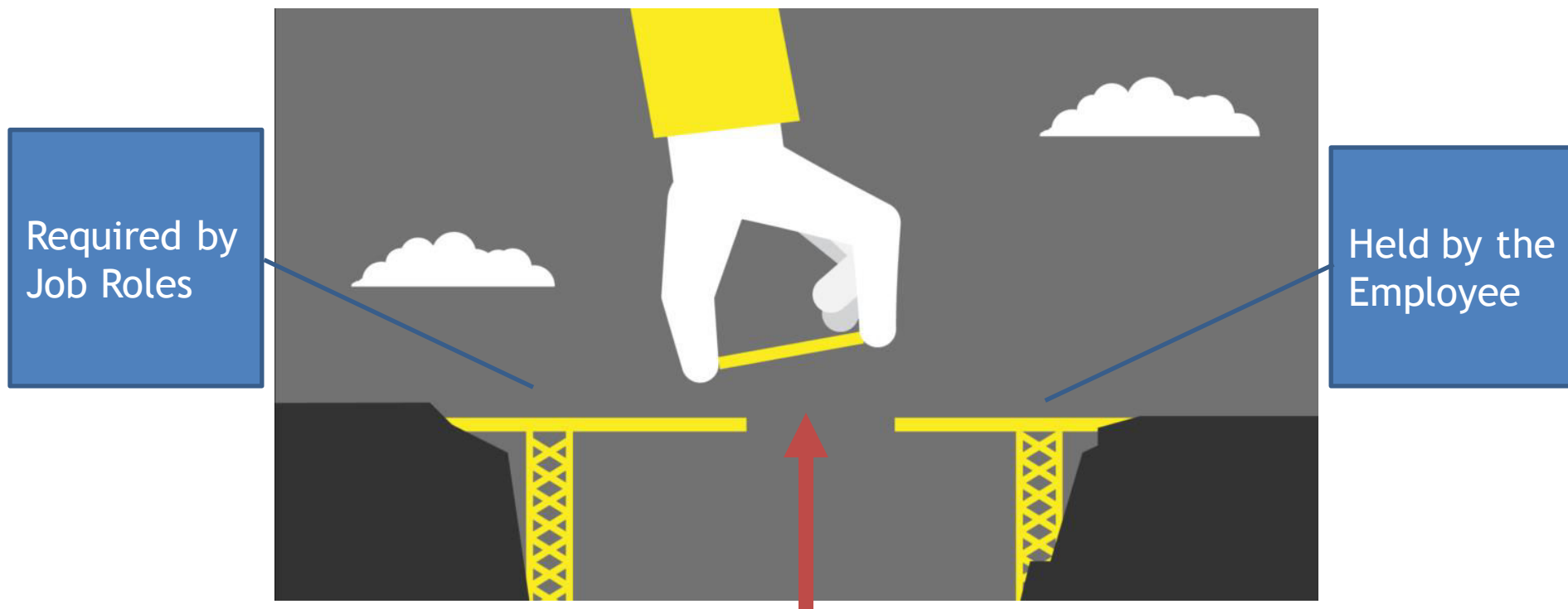
A Skills Matrix will help you to:

- ✓ Review the skills and competences required for roles within the team
- ✓ Assess training needs
- ✓ Identify gaps in skills within the team
- ✓ Build commitment to the development of new skills.

What does a Skills Matrix Do?



Identifies the Knowledge, Skills and Competencies:



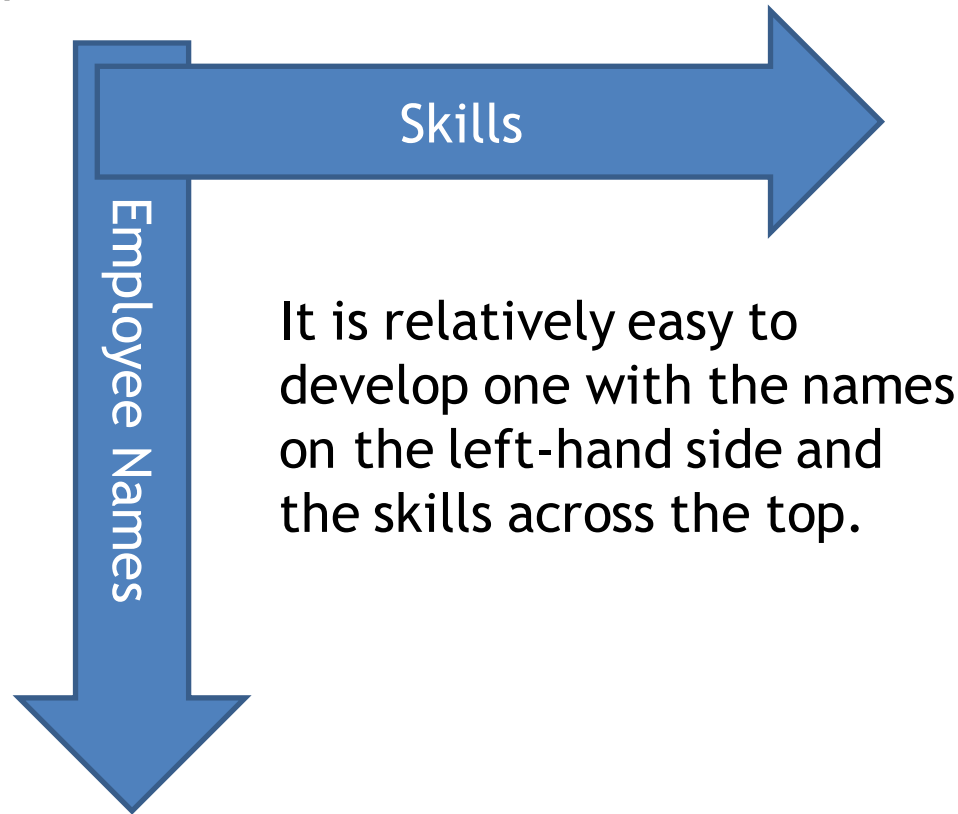
Identifies any gap between the two

Developing a Skills Matrix



Leadership:

Responsibility for the development of skills so that the individual and overall team performance can be enhanced.








Identify Required Skills



- Identify the key tasks or roles that your team must fulfill to be effective and achieve its goals.
- Refer to Job Descriptions for the team.
- Consider new tasks and skills that may be required of your team in the near future.
- Break the job roles down into some key areas, and create a Skills Matrix for each area.
- Use a coding system to show who has the skills required, and who requires training.

Example Coding System



	4	= 100% Performance: Operator can complete all standardized work for that operation within takt and be able to train other operators for that operation.
	3	= 75% Performance: Operator can perform all standardized work in that operation with minimal assistance to meet takt.
	2	= 50% Performance: Operator can perform some of the standardized work in that operation but will require additional assistance to perform all the standardized work.
	1	= In Training: Operator understands basic operation but needs frequent supervision to complete.
	0	= Not Trained: Operator not allowed to perform basic operation.
		Blank = Does not require training in this area in future

What is a Skills Matrix Used for?



To establish all skills required in an area or team.

To visually share information. Have it posted in the department.

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 organize adequate cover for holiday & sickness.

If done fairly, to keep employees motivated & reduce boredom.

Skills Matrix - Design & Benefits



Provide a visual representation to **clearly** & **concisely** show :

- ❖ The Sets of Knowledge & Skills (Competencies) required within a Successful Branch, Section or Department
- ❖ Existing Levels of Knowledge & Skills (Competencies) of Each Member of Staff in that Branch, Section or Department
- ❖ Knowledge & Skill Gaps
- ❖ Staff Flexibility
- ❖ Training & Development Needs of Each Member of Staff
- ❖ Knowledge & Skills Required by New Staff (at Time of Recruitment)
- ❖ Results of Training & Development Efforts & Initiatives

Example: Shipping Skills Training Matrix

MULTI-FUNCTION WORKER TRAINING TIMETABLE

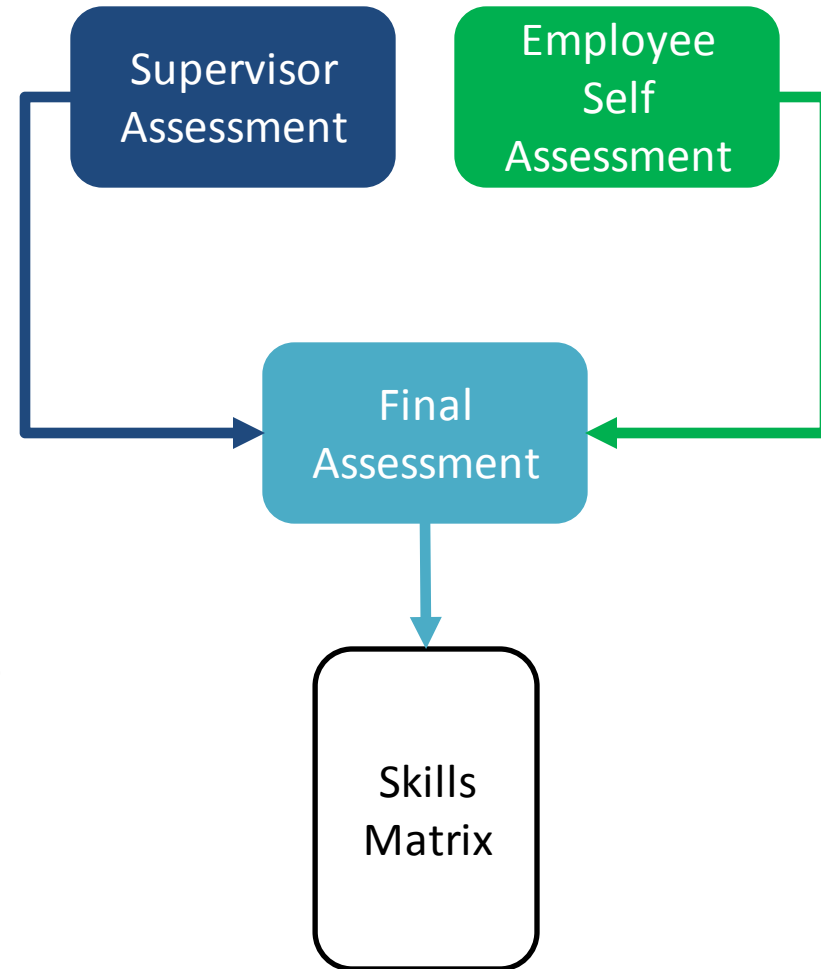
Date:	02/01/19	●	4	= 100% Performance: Operator can complete all standardized work for that operation within takt and be able to train other operators for that operation.
Team Leader:	Julissa	●	3	= 75% Performance: Operator can perform all standardized work in that operation with minimal assistance to meet takt.
Value Stream:	Waterbury	◐	2	= 50% Performance: Operator can perform some of the standardized work in that operation but will require additional assistance to perform all the standardized work.
Team / Cell:	Shipping/Receiving	◐	1	= In Training: Operator understands basic operation but needs frequent supervision to complete.
		○	0	= Not Trained: Operator not allowed to perform basic operation.

Process or Operation Name		SHIPPING	Ship Saverance/Sweeney W/MT's	Stamping (LG, MT, Tail, Str.Job, HIM labels)	Ship PPA (on-line quotes)	Ship Fedex SMPkg & HAZ	Ship UPS SM Collect/NH	Printing brand HS labels	Compatability of Haz.Mat. (9 and 8, 6 and 8)	Warehouse Transfer	Printing pick tickets	Calendar orders print and Brand H BOLs	Open order report	Empty Return Paperwork	Customer labels	IATA, IMDG	Export brand X	Pulling CofAs, CofCs	RECEIVING	Printing PO's	Reading & Scanning CofA's	Cycle Counts	Deviation Forms	Shuttle Transfers (TF)	RMA's	Whse Color Code & Report	Scheduling Deliveries/Full Loads	REMARKS				
																												CAPABILITIES		Performance Needs (Work Manner)		
																												Jan	Current			
#	↓ NAME	→ Ideal Number Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	3		3	3	3	3	3	3	3	3					
4	Cathy		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
6	Daile		◐	◐	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○				
7	Julissa		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
8	Liz		○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○				
9	Mike		○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○				
10																																
11																																
12																																
13																																
14																																
Jan	Status at Beginning of Year		3	3	2	2	2	2	2	2	2	2	1	2	2	2	2	2	3		3	3	3	3	3	3	2	2	Team Leader Instructions			
Jul	Current		3	3	2	2	2	2	2	3	3	3	3	3	3	2	2	3		3	3	3	3	3	3	2	2					
Remarks																																
Job Needs																																
(Production Change)																																

Assessment Process



- **Supervisor Assessment**
 - Employee's Supervisor rates the employee's Knowledge, Skills and Competencies.
- **Employee Self Assessment**
 - Employee rates their own Knowledge, Skills and Competencies (independent of, and without prior knowledge of, the Supervisor's ratings).
- **Final Assessment**
 - The Supervisor meets with the Employee to compare and discuss the two sets of ratings and any differences between them. Ideally the Supervisor and Employee determine the final rating together.
- **Matrix**
 - Final Assessment ratings are added to the Skills Matrix



What It Does Not Do



- X A **Skills Matrix** does not measure an employee's job performance.
- X A **Skills Matrix** is not an appraisal of an employee's performance.
- X It is not to be used in the preparation of an employee's Service Rating

Benefits to the Employees

Provides input into the development of **Personal/Individual Development Plans**

Provides for **Learning Opportunities** and **Skill Development**

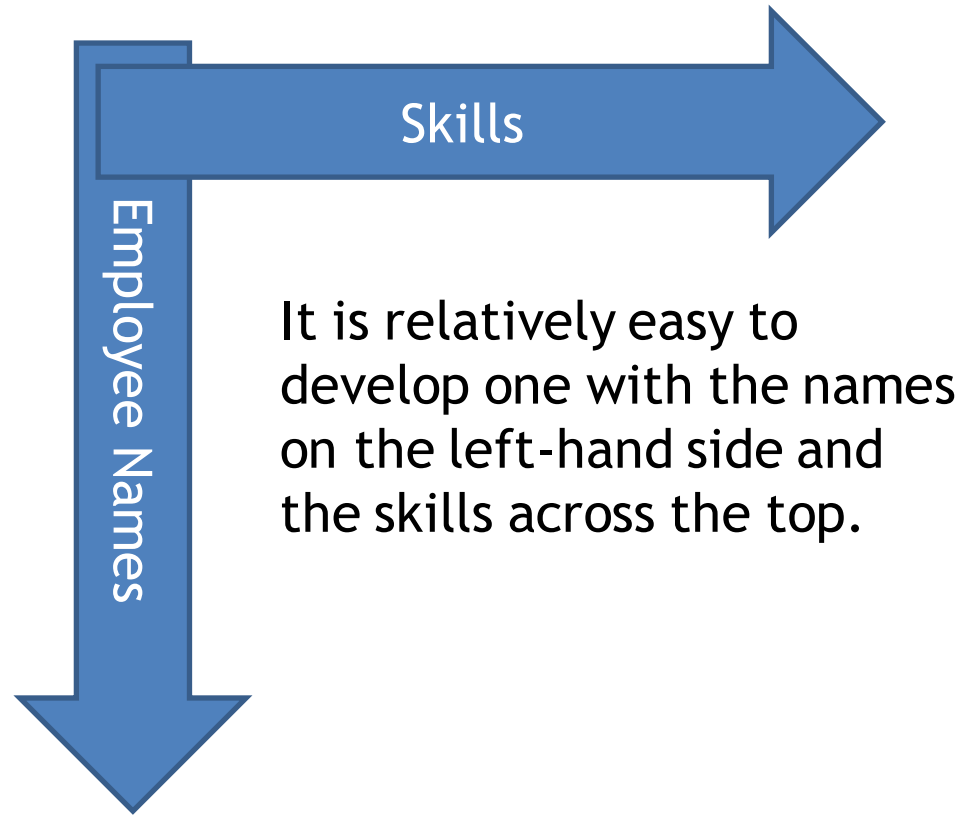
Provides an employee **Insight** into their personal capabilities, skill levels and training needs

Provides a clear understanding of performance **Standards** and **Expectations**

When done **fairly**, it can assist in keeping employees **Motivated** and **Engaged**

The word 'BENEFITS' is rendered in large, colorful 3D block letters. Each letter is supported by a small, white, stylized human figure, giving the impression that the letters are being held up or carried by people.

Exercise



A Skills Matrix:

- Is an integral part of our Visual Management System (VMS).
- Is a simple visual tool to aid in the management, control & monitoring of skill levels.
- 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.
- Is a simple tool to aid resource planning.

Questions?

