# CRUCIAL CROSS TRAINING AND JOB TRANSITION

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# CRUCIAL CROSS TRAINING AND JOB TRANSITION

The purpose of cross-training is to ensure that employees can perform tasks outside of their regular roles whenever needed. This practice can lead to increase **staff effectiveness**, flexibility and efficiency.

- Flexibility

- Motivation

- Internal hiring

# CRUCIAL CROSS TRAINING AND JOB TRANSITION

- **Flexibility**

Cross-training your employees ensures that you are not solely reliant on certain individuals to perform specific tasks. If someone is out sick, on vacation or takes maternity leave, you have someone ready to fill their role without interrupting productivity. It gives your team or department more flexibility when one of the usual responsibility-holders is not at work.

# CRUCIAL CROSS TRAINING AND JOB TRANSITION

- **Motivates employees**

By providing employees with opportunities to learn new skills, you can highlight your investment in their professional development which can make team members feel more valued, self-confident and enthusiastic at work. This can also keep them engaged and focused, which can increase motivation.

# CRUCIAL CROSS TRAINING AND JOB TRANSITION

- **Promotes internal hiring**

Employees who receive cross-training learn a wide variety of skills and responsibilities which can expand their career opportunities within the organization. By overseeing this training, you can better match individuals' strengths and skills to specific projects, departments or new job opportunities. Managers can often see which employees are most eager and talented to take on new responsibilities that can lead to leadership positions.

# CRUCIAL CROSS TRAINING AND JOB TRANSITION

- **Helps employees develop new skills**

Through cross-training, employees not only, learn new skills; but also, how to implement them. Therefore, when they're called upon to use these skills, they'll feel confident that they can contribute in a positive way to meeting department goals.

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- **Improves teamwork**

Implementing peer-to-peer cross-training can foster a stronger team mentality within your business. Having employees train one another helps create a **collaborative environment** where individuals are more willing to work together. It also provides some relief to employees because it increases the number of people they can ask for assistance.

Cross-training can also encourage empathy, as people can better understand the requirements of other roles and understand key components, like how long tasks take and what tools they need.

# CRUCIAL CROSS TRAINING AND JOB TRANSITION

**Set the goals of your program**

When developing a cross-training program for your organization or team, you first need to establish your objectives. Identifying your goals helps you more clearly define the program so that you can tailor it to meet your needs. Once you have set your program goals, share them with your employees. Employees who understand the purpose of the training know how to keep themselves on track to accomplish the greater goal.

- Some examples of goals include:

  Adjusting to changes in standards or regulations

  Improving the flexibility of the team or organization in preparation for a busy season

  Preparing for organizational change, such as growth or restructuring

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**Determine a structure for your cross-training**

There are two types of structures you can use when cross-training employees. Your decision may depend on the size of your business or the type of employees you oversee. Choose the one that makes the most sense for achieving your goals and is most realistic in terms of the training process. Your choices include:

- **Job enlargement:** Job enlargement expands individuals' jobs by training them on tasks at the same skill level as their current role. While this training does not increase the employees' level of responsibility or authority, the additional duties can add variety to their job. The enlargement of A/P due to building projects.

- **Job enrichment:** Job enrichment expands individuals' jobs by training them on tasks that give them more responsibility or authority. Preparing a payroll data entry employee to becoming a payroll manager.

# CRUCIAL CROSS TRAINING AND JOB TRANSITION

**Identify employees to cross-train**

Your first criteria should be areas of the department that most need cross-training, whether they are currently understaffed or will be in the future, or if they have less experienced employees.

By implementing cross-training, you can help resolve some of those issues and improve productivity. You can also identify participants based on individual employee interest levels. Those who are eager to learn new skills will be enthusiastic about participating and ensuring the program's success.

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**Use the most experienced teachers**

Cross-training works best when the most seasoned employees are involved in the training. These are employees who are most familiar with the company's processes so they can offer specific advice to their trainees and provide a positive training experience.

Set time aside to assess your more experienced employees and determine who you believe could best train others. You may base this decision on their level of experience or whether you think their personality and style of work enables them to be an effective trainer.

# CRUCIAL CROSS TRAINING AND JOB TRANSITION

**Motivate your employees to participate**

Some employees may see cross-training as additional work, so get them to embrace the process by sharing its benefits. Aside from helping the whole team or organization achieve its objectives, discuss how it can help each employee reach their professional goals, such as career advancement.

You can also increase interest by allowing individuals to choose which roles or responsibilities they are most interested in as opportunities for growth. By doing this, you give them a sense of ownership within the program.

Employees who feel like they have a choice in which additional tasks they assume are likely to feel more motivated than if they received an assignment for a new responsibility to learn.

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**Follow up with participants**

After your employees have participated in cross-training, set up one-on-one meetings to gather their feedback. At the meeting, ask them what they enjoyed about the program, where they saw issues and if they have any suggestions on how to improve the training program. You may also learn about any other cross-training opportunities they would be interested in trying.

# CRUCIAL CROSS TRAINING AND JOB TRANSITION

**Implement a job rotation program**

Typically, managers and large systems use job rotation programs to foster future managers, focusing on individuals with potential for specific career development. These individuals receive an assignment to different departments or functions to develop their understanding of the system and how it runs.

Understanding how a variety of departments within the organization function can help these employees make better, more strategic decisions, prioritize projects and goals and treat their employees with more empathy and understanding

# SUCCESSION PLANNING

**High potentials**, also known as "top talents "or "accelerated candidates" are believed to have the best chance to rapidly grow their capabilities and fill strategic roles in the near future.  Also, referred to in some areas as to " grow your own" within your system. This can represent a critical investment of time and resources.

## DEFINE POTENTIAL CONSISTENTLY

Propensity to Lead

Brings Out the Best in Others

Authenticity

Receptivity to Feedback

Learning Agility

Culture Fit

Passion for Results

Adaptability

Conceptual Thinking

Navigates Ambiguity

# SEPARATE POTENTIAL FROM PERFORMANCE FROM READINESS

- The three concepts of potential, performance, and readiness are often confused

  - Potential – The likelihood that a candidate can develop into a successful leader with significantly expanded, higher level leadership responsibilities.

  - Performance – A candidate's level of success in executing objectives in their current (past) roles. Includes demonstration of required competencies.

  - Readiness – The degree to which a candidate's experiences, knowledge, and personal attributes meet the requirements for the role or job family.

# DEFINE POTENTIAL CONSISTENTLY

A candidate must first confirm a solid tack record of past performance. The use of the 10 factors in the previous slide are the real differentiators for potential in an accelerated development. Taken as a whole, they address motivations, learning orientation, and the propensity to deal with ambiguous, complex and dynamic nature of strategic roles.

# SEPARATE POTENTIAL FROM PERFORMANCE FROM READINESS

- Remember, past performance is an indicator for future performance, but only when the challenges and roles remain consistent.  Since significantly new and different challenges lie ahead for "high potentials", it is critical to differentiate and evaluate potential and readiness.

# INVOLVE TEAM MEMBERS IN THE PROCESS

Engage team members from the very start of the process. Communication is vital to attain buy-in, set expectations, and establish processes, roles, and accountabilities. Remember to include the importance of the time-line of hiring and cross-training. Not everyone understand the significance of effect cross-training.

# INVOLVE TEAM MEMBERS IN THE PROCESS

- Team members, can serve as guardians of the system's talent. They can serve as "scouts" at different times during the year bringing potential candidates to your attention. By adopting the language and definitions into their observations and dialogue on a consistent basis, team members will be better equipped to spot potential candidates more proactively. This could mean uncovering potential talent that might not be discovered by only thinking of potential candidates once a year.

# TIME-LINE FOR EFFECTIVE HIRING

- Mentoring and training of a new position is essential to the operation of the school system. If the training starts too late it leaves the department vulnerable to events beyond your control.

# TIME-LINE FOR EFFECTIVE HIRING

Creating and Implementing a Successful plan is paramount to yield successful results.

- Identify the specific task for which training is needed
- Identify the proper people who will be capable of preforming the training tasks. Match the skill set and learning capability of the potential candidates with the skills of a required position
- Schedule adequate funds, time, training materials, and facilities to accomplish the training.

# TIME-LINE FOR EFFECTIVE HIRING

- Remember that cross-training potential candidates from within represents an excellent way to cultivate leadership within the organization.
  - Morale is big in this economy and employees that believe they are valued will work harder.
  - Cross-training within the system promotes efficiency ad can help to maintain staying in the budget.

  Training employees, including the leaders, to take on functions other than their own will help to achieve operational readiness, while promoting teamwork among employees across the department

# TIME-LINE FOR EFFECTIVE HIRING

Depending on the role of the upcoming position will determine the length of the training process.

>   CSFO – 3 to 6 months
>
>   Accounting/Local School Specialist – 3 to 6 months
>
>   Payroll Specialist – 3 months
>
>   A/P Bookkeeper – 3 months
>
>   Local School Bookkeeper – 3 months

It may not be feasible to cross-train with existing employees so cross-training within the department is a wise investment.

## RECAP

Cross-training employees can aid in their professional development while also helping your business meet its overall goals.

Cross training can also identify employees that could lead to potential candidates for succession planning .

# RECAP

Creating and Implementing a Successful plan is paramount to yield successful results.

- Identify the proper timeline for planning purposes.

- Schedule adequate funds, time, training materials, and facilities to accomplish the training.

- Cross-training from within is an excellent way to cultivate potential leadership.

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