

Multiskilling

Jonathan Fletcher

Property Services Manager



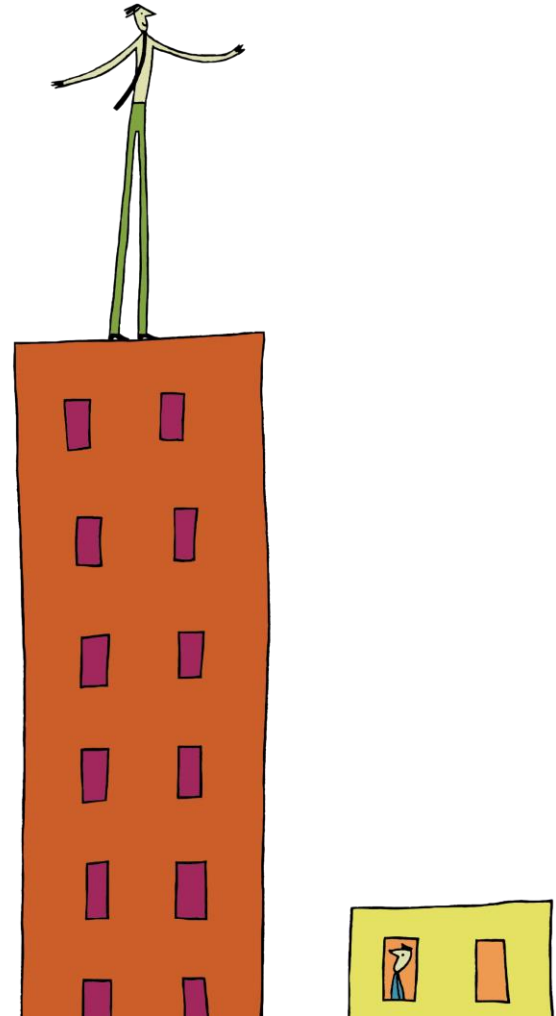
Isos Property Services (IPS)

- IPS was formed following a merger of several organisations, consisting of:
 - Milecastle Housing
 - Castle Morpeth Housing
 - Nomad
 - Enterprise 5

The merger was called “Better as One”.

As part of this process modernization of the terms and conditions of the workforce were deemed necessary and multi skilling was established as being an essential part of this, due to the widespread geography of the Isos housing stock.

Stock coverage: Berwick, Stockton on Tees, East coast across to Carlisle.



Multiskilling vs Multitrade

Multiskilled

- Being a multi skilled tradesperson means you are proficient and competent in the required trade skills to fulfill the following:
 1. To carry out all of the works required to complete a whole job repair approach
 2. The work is completed by one person
 3. To carry out the work efficiently and to the right quality standard

Multitrade

- Being a multi trade tradesperson means you are proficient and competent in a number of trades over and above your core trade.
- This multi trade ability can be gained through courses or through extensive experience allowing the ability to complete a whole range of trade tasks, e.g. plumbing, joinery, plastering, tiling, painting and brickwork.

Multi skilling Specifics

We identified tasks for each core trade that we associated with whole job repair, such as:

- Removing and re-fixing a kitchen sink when replacing worktops
- Replacing isolated tiles or a row of tiles when replacing a bath or basin
- Replacing skirting or architraves when plastering walls
- Replacing a bath panel and frame when replacing a bath
- Plaster patches or making good walls following replacing windows or doors and linings



Multi Skilling Assessment

The assessment was carried out in two stages.

Stage 1: An individual self-assessment

- Each tradesperson was asked to undertake a self assessment based on their knowledge of the work and the multi skilling requirements of the post.
- The three definitions of multiskilling set the main principles that govern the self assessment.
- Also review skills against the specific multi skill tasks set out for each role.
- If the tradesperson believes that they have the necessary competencies to be multi skilled they will then move onto Stage 2



Multi Skilling Assessment

Stage 2: Team Leader Review

- The second stage requires the tradesperson and Team Leader to review the self assessment and agree that the individual has the additional skills required to be multi skilled and/or to identify any skill gaps that require additional training.
- If the tradesperson and Team Leader decide that they do not have the necessary competencies yet, the skills gap will be identified and assessed.
- If the skills gap is relatively minor, training provision will be put in place to ensure the operative is competent and confident undertaking the tasks when on site.



Points that Apply to Assessment

Medical Exceptions

- Any aspects of the multiskilling work that can't be undertaken for medical reasons, these will be discussed with the Team Leader with support from Organisation Development.
- Operatives would still be accepted into the multiskilling scheme if they only had one or two minor areas.
- However, if the exceptions are substantial operatives will not be able to join the scheme.

Assisted Repairs

Assistance from another tradesperson to complete repairs will be given in the following circumstances:

- In order to comply with Health and Safety requirements which are identified through the risk assessment for the work.
- Where the volume or type of additional work to achieve the whole job repair sits unreasonably outside of your core trade.

Financial Implications

Training Costs

- There are costs associated with providing each operative with the necessary training. Training was done by Tyne Metropolitan College (contact pat.blyth@tynemet.ac.uk) at the IPS Newburn Training Facility.

Tradesperson Payment

- Operatives are paid an enhancement on their salary when they are certified as being multi-skilled.

Multi Skilling Tools & Equipment

- Each operative is provided with the necessary hand tools to assist them to undertake multi skilling tasks associated with “whole job repair”. These tools are assigned to the operative during their employment and returned when they leave.

Managing Process

- **Team Leaders** - Manage operatives and work on site, maintaining quality and standards.
- **Schedulers / DRS Scheduling & Appointment System** – A skills matrix for each operative will allocate works and include “whole job repair” tasks.
- **New Fleet** – Bespoke design & racking to accommodate multi skilling tasks for all operatives.

