Skills Assessment & Task Analysis

Critical Process Issues

PROCESS RESEARCH & OPTIMIZATION

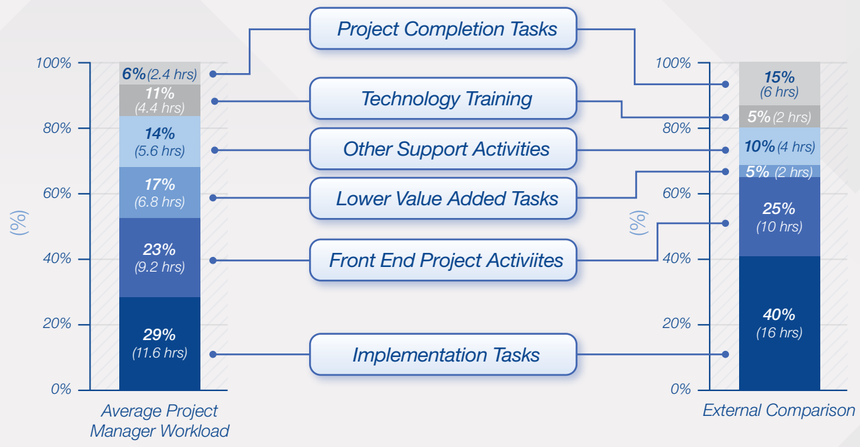
3301 Bonita Beach Rd. SW • Bonita Springs, FL 34134
239-322-3210 | info@processreopt.com | **www.processreopt.com**

© 2020 Process Research & Optimization

Analysis and Sample Output

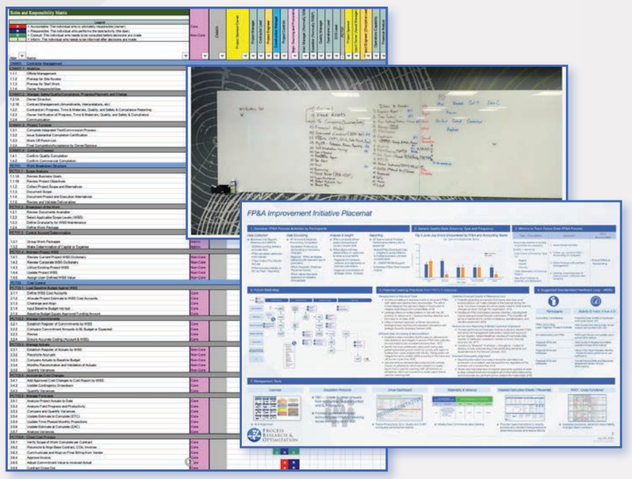
Current Tasks & External Comparison

External Comparison & Emerging Technologies



Primary Issues Facing Skills Assessment and Task Analysis Executives

Activity Charts, Systems Documentation, Procedures and Discussions



Skills Assessments - Internal and External

Content

- Mechanical Aptitude
- English & Math Comprehension
- Attention to Detail / Following Instructions
- Problem Solving
- Safety Protocol Knowledge
- Fine Motor Skills
- Fitness, Strength and Agility

Tools

- Standard Job-Based Tests
- Standard Subject-Based Tests
- Simulations
- Situational Judgment Tests

Individual Activities are Readily Grouped into Four Categories

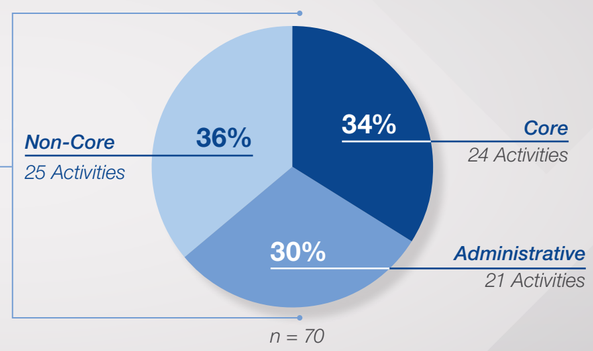
Core
Engineering and project management tasks that are directly linked to delivering a capital project at the mills.

Non-Core
Support or preparation activities that provide content or scheduling information for a Capital Project.

Administrative
Tasks that are in support of the overall operation of the business (performance reviews, email management, HR activities, EcoSys training, etc.).

Lower Value Added
Waste as idle time, re-work, updating, re-checking, reconciling invoices, data re-entry, re-forecasting, or re-planning.

Activity Grouping
(% of activities)



Solutions Approach

Future State Action Plan: Project Manager Inconsistent Methods

Suggested Resolution Actions

1. *Examine each major activity (5-10) for consistency across all project managers, beginning with all tasks driving the majority of the workload (eg.)*
   - EcoSys Entry
   - Project Approval
   - Project Prioritization
   - Budget Approval
   - Project Planning and Schedule
   - Forecasting
   - Qlik Report Usage
   - Post-Project Documentation
2. *Document the most effective routine dependent on project size and adherence to EcoSys requirements*
   - Develop sequence based on greatest benefits to the organization
3. *Review document work procedures and define reasons for non-adherence*
   - Clarify reasons for out of standard procedures
   - Enforce adherence where justification is limited
4. *Define workload impact of altered routines and impact on resource planning*
   - Link standardized process to work-to-time relationship
   - Compare forecasted completion time to actuals
5. *Re-establish training programs and instill the discipline to adhere to the newly standardized process*
   - Prototype newly standardized process
6. *Construct ongoing survey to understand learning and compliance to new routines*
   - Document output from survey
   - Address non-compliance one-on-one
7. *Develop a "Cheat Sheet" with summary level routines that can be used in the future*
   - Simple desktop "placement" versions
8. *Document in detail the workload impact linked to improving consistently utilized routines*
   - Confirm across the organization

Sample Skills Issue

Project Managers have differing methods of processing (e.g. - Front End Planning / Forecasting / Qlik Report Usage) work and executing tasks. Standardizing the top 5 major tasks across the organization is necessary.

Associated Skills & Tasks

 # 9, 12, 14, 16, 24, 25, 27, 28, 29, 34, 37, 41, 47