**Introduction**

The Skills & Training Matrix is a collection of spreadsheets (or matrices) which visually summarizes the skills and training outcomes, and requirements of all current staff within each position and functional area within the ANU’s Facilities and Services Division.

The matrices should provide supervisors with a simple guide to current staff member’s existing and expected skills, qualifications and training requirements for their respective roles, and to provide insight for further staff training or development requirements and planning for necessary skills.

**Objective**

The Skills & Training Matrix is designed to establish the minimum qualifications, skills and training requirements that are to be expected for all positions within the Division, as defined in the Position Descriptions and the Pre-Employment Work Environment Report (PEWER) for each position. This will enable supervisors to define the minimum requirements that are expected for all current staff members in their respective position within their functional area, and to evaluate existing individual staff skills and qualifications against the established requirements for their respective position.

In particular, the matrices should enable supervisors to identify any improvement areas (e.g. as a result of potential deficiencies or shortages) in current staff skills which require attention, and assist supervisors to implement procedures for increasing, improving and/or maintaining existing staff skills. This will ensure that established requirements can be satisfied continuously, and that effective staff performance is maintained within the Division.

The Skills & Training Matrix should serve as a benchmark from which supervisors can determine the effectiveness of staff development procedures in relation to staff performance outcomes within their respective position and functional area. By evaluating the effectiveness of the procedures and outcomes, supervisors can thus better plan for facilitating necessary staff skills in line with expected minimum requirements for particular positions.

That is, the Skills & Training Matrix will assist in training needs analysis to be conducted, thereby enabling the Division to take a proactive approach to learning and development, and planning training requirements on an annual basis.

1. Establish minimum requirements expected for all positions within each functional area, by reviewing Position Description and PEWER.

2. Define minimum requirements expected for all current staff members in their respective position, reviewing skills, qualifications, training, and items categorised in the F&S Skills & Training Matrix.

3. Evaluate existing individual staff skills and qualifications against established requirements for their respective position.

4. Identify any improvement areas in current staff skills, qualifications and training.

5. Implement procedures for increasing, improving and/or maintaining existing staff skills, qualifications and training.

6. Determine the effectiveness of staff development procedures in relation to staff performance outcomes.

7. Better planning to facilitate necessary staff skills, qualifications and training in line with expected minimum requirements for particular positions.
Position Matrix (Minimum Requirements)

The Position Matrix identifies the minimum qualifications, skills and training requirements for each position, in comparison with all current positions (by functional area) within the Division. The requirements for each position will depend upon the nature of work performed, level of authority, and expected training needs and learning outcomes.

The minimum requirements include:
- statutory certification,
- workplace procedures,
- health surveillance,
- level of involvement in a range of systems, policies and procedures,
- staff induction,
- professional development requirements, and
- expected memberships/participation to various organisational bodies or events.

The expected minimum requirements for each position are indicated by a cross X.

Staff Matrix

The Staff Matrix identifies all current staff members individually by functional area within the Division, in comparison with the assumed necessary qualifications, skills and training for each specific individual member.

In some cases, individual staff members may have higher qualifications or more skills or training than what is expected for their specific position; this additional information will be included in some areas because it can provide useful consideration for further management and planning for necessary skills and deployment of staff with particular skill sets (e.g. to support Remote Sites).
Completing the Skills & Training Matrix

The successful completion the Skills & Training Matrix will require the advice of supervisors within each functional area, in order to accurately identify relevant minimum requirements for each position within their respective area.

This can involve supervisors consulting with current staff members in order to determine the existing skills of each individual staff member, and evaluate this in comparison with expected minimum requirements for the particular staff member in their respective position.

When collecting data from staff, supervisors should ensure that the data collected reflects the true and fair reality of existing or expected staff skills within the functional area. Supervisors should be responsible for submitting completed matrices or information directly to the F&S HR team.

Supervisors should discourage their own staff members from submitting information, especially where there is a risk of misrepresentation of data by individual staff members that does not get checked by supervisors. That is, supervisors have a responsibility to approve any particular staff minimum requirements as they become fulfilled by individual staff members.

Ongoing Maintenance of the Skills & Training Matrix

Supervisors have a responsibility to notify the F&S HR team of any new or revised requirements, as well as any occurrences of commencing or leaving staff members, in order to ensure the accuracy of the Skills & Training Matrix.

Furthermore, when updating for particular qualifications or training session completions for each staff member, supervisors should ensure that any (official) supporting documentation (e.g. certifications) exists from which delegated HR staff can request for when substantiating fulfilment of expected minimum requirements.

The matrix will be continually updated by the F&S HR team tracking current staff, new hires and separations, and will be reviewed an on an annual basis.

For More Help
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