

IBM Canada

Identification of the required competencies in the maintenance service

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Plan of the presentation

- Intro Lucie
- Context - IBM Bromont
and mandate on the
Competencies at
maintenance René
- Job plan Lucie
- Actions to undertake René
- Follow-up /
results for IBM René

Introduction

- Presentation
- Undertaken tasks at Bromont
- Experience with VE / functional analysis
- Use of FA to see the future mission of the department and its requirements?
- Mandate

Context at Bromont

- Presentation
- Competencies Teams:
 - In place since 1996
- Mandate of the team
 - Define broad competencies that the maintenance employees need to have to face the changing environment of the future
- Responsibilities
 - Evaluate environment
 - Define competencies
 - Propose a plan
 - Validate
 - Follow-up
 - Feedback from employees

Competencies teams

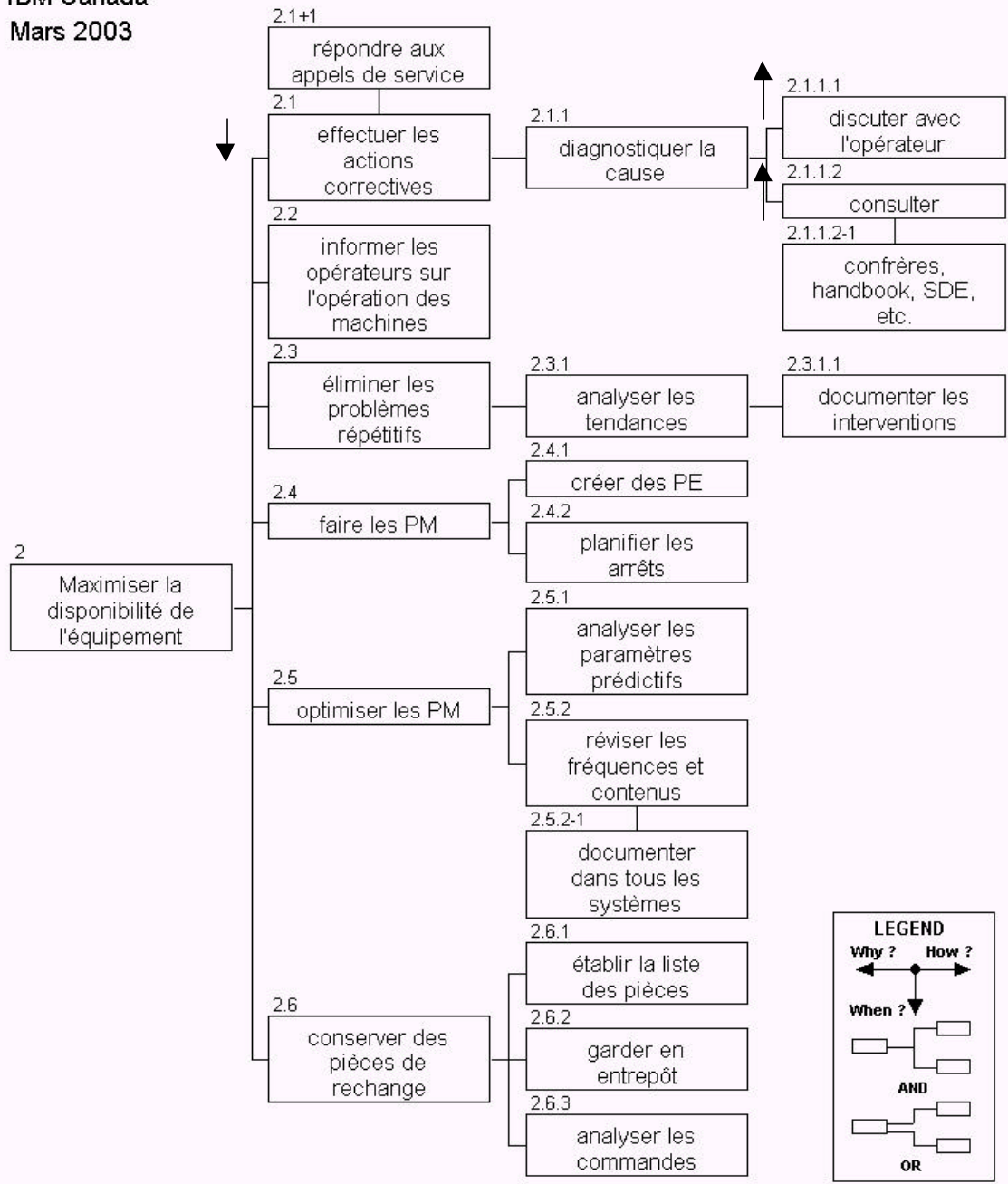


Mandate

- Mandate of the maintenance team
 - Identify the mission of the maintenance service in the future
 - Identify the required competencies to acquire

Job Plan

- Functional tree, all the activities to do
- Impact of the influence factors on these activities
- Identification of the competencies



Job Plan (cont 'd)

- Table of priorities
 - 3 criteria (FMDA)
 - Priority index (no actions)
 - Sort by priority

Actions

- Table of competencies sorted

Exemple:

competency	How far behind	Criticality	nb of perso.	Priority index		Actions
troubleshooting	5	5	5	125	1	Very important, adapt problem solving to context, see what is done outside
english	5	3	5	75	1	Give classes until the young crowd learning english in school now arrives on market!
Project mgmt	3	5	5	75		Already in progress
Networks	5	3	5	75	1	TNT2, coming this year

- Identification of priorities (judgment of work team)
- Identification of actions

TO DO

- 5 categories of priorities:
 - Short term: troubleshooting, english, networks, SDE, mechanical, multimedia
 - Second priorities
 - Follow-up on actual training courses already available (18 training courses)
 - Training to adapt to the maintenance service
 - Training by exchanging employees (transfer of competencies, information technologies, engineering)

Short term action plan

Fall 2003 - Measurement of reality :

- Install interactive voting mechanism:
 - Choose a dozen of high priority competencies
 - Vote, big sample (about 100 / 170 persons)
 - Analyze trends
- Short list of 3 to 4 competencies

Action plan (cont 'd)

Beginning 2004:

- Development plan for the selected competencies
- Deployment plan to the targeted population

Results of FA

- Consensual definition of the mission of the maintenance service in the future
- Validation of the list of activities of the service
- Clear vision for all the team
- Concrete results quicker (list of required competencies requisites prioritized)
- Use of job plan in another situation

Thank you