

Crew Skills Matrix

Know what your crew can do. Know what they can't do yet. Build the cross-training plan from the gaps.

Companion to: *Fix the System*, Chapter 27. **Who uses it:** the maintenance supervisor and maintenance manager. **When to use:** build once, update after every cross-training event, review quarterly. Post at the supervisor station or keep in the shift binder.

Section / Shift: _____ Supervisor: _____ Date last updated: _____

PART 1 — Skills Matrix

Skill level codes:

- **(Y)** — Can do independently (no guidance needed, safe to deploy alone at any hour)
- **G** — Can do with guidance (needs an experienced tech present for first few repetitions)
- — — Cannot do yet (no experience with this task or equipment)

Add technician names in the header row. Add critical tasks/equipment in the left column. Extend the grid as needed.

[illegible]

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Coverage gap definition: any task or equipment where fewer than 2 technicians on this shift can do it independently ((Y)). Mark in the Coverage Gap column.

PART 2 — Coverage Gap Summary

List each gap from Part 1. Assign a cross-training plan for each.

Task / Equipment	Current Coverage (# of (Y))	Risk If Gap Unaddressed	Technician to Train	Trainer	Method	Target Date	Completed
		High Medium Low			Job shadow-Guided repair Independent with job plan		
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		High Medium Low			Job shadow-Guided repair Independent with job plan		
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Risk rating guidance:

- **High:** Asset is critical (production-stopping failure or safety exposure), failure mode is foreseeable, and gap creates night/weekend coverage risk.
- **Medium:** Asset is important but not single-point, or gap only affects one shift.
- **Low:** Asset is non-critical or multiple substitutable skills exist.

Address High-risk gaps first, before the next shift rotation.

PART 3 — Development Log

Record every cross-training event. This is the evidence that the matrix is being maintained, not just declared.

Date	Technician	Task / Equipment	Event Type	Trainer / Observer	Outcome	Matrix Updated?
			Shadowed Guided Independent		Passed — upgrade to (Y)- Needs more reps — stay at G Not ready — stay at —	
			Shadowed Guided Independent		Passed Needs more reps Not ready	
			Shadowed Guided Independent		Passed Needs more reps Not ready	
			Shadowed Guided Independent		Passed Needs more reps Not ready	
			Shadowed Guided Independent		Passed Needs more reps Not ready	

			Shadowed Guided Independent		Passed more reps Not ready	
			Shadowed Guided Independent		Passed more reps Not ready	
			Shadowed Guided Independent		Passed more reps Not ready	

Training is complete when: the technician executes the task independently using the job plan, with the trainer present but not directing. Shadow events alone do not upgrade the matrix rating.

PART 4 — Quarterly Review Checklist

Run this review every 90 days. Takes 20 minutes.

- ☐ Matrix reviewed against current crew roster — any new hires or transfers reflected
- ☐ Any (Y) entries that should be downgraded (e.g., technician hasn't performed this task in 12+ months)
- ☐ New critical tasks or equipment added since last review
- ☐ High-risk coverage gaps from last quarter: closed or escalated to manager
- ☐ Cross-training events from the last 90 days logged in Part 3
- ☐ One cross-training goal set for next 90 days and assigned to a specific trainer and date

Manager review completed by: _____ **Date:** _____

How to Read This Matrix in 60 Seconds

Any column with fewer than two (Y) marks is a coverage gap. Any row with no (Y) marks at all describes a technician who has not been developed for any critical task — investigate whether this is intentional (specialization) or an oversight.

The matrix is healthy when: every critical task has at least two (Y) marks per shift, the G marks are moving toward (Y) over time, and the — marks are being addressed in order of risk.

From Fix the System by Ivan Getov. Companion to Chapter 27: The Supervisor's Job. getov.xyz/toolkit/fix-the-system/ch27/crew-skills-matrix. Free. No email required.