How to Conduct On-The Job Training That Works!

Employee Management Conference
November 2011
OJT is the most frequently used training method..

But while there may be training, there may be little learning..

If the employee doesn’t learn, the employee hasn’t been trained
Topics We Will Cover

After this session, you will be able to:

• Understand when OJT is and isn’t the answer to performance issues.
• Prepare, conduct and analyze your OJT efforts.
• Perform the OJT process in one your specific situations.
Continuing on...

• What’s one thing you would like to learn today/what’s most difficult about OJT for you?

• Write down a situation that you believe calls for OJT.
Why OJT?

OJT helps people reach their full potential through:

• Teaching job skills and behaviors
• Helping employees improve performance

Bottom Line-OJT Helps Get Things Done!
Ten Principles of Adult Learning

Adults typically:
1. Prefer to learn at their own speed.
2. Learn faster when there is something in it for them.
3. Prefer training that is applicable to their world.
4. Like to be part of the learning experience.
5. Judge usefulness by past experience.
Ten Principles of Adult Learning

Adults typically:

6. Learn effectively from peers and recognized experts.
7. Learn better with their learning style.
8. Favor different sensory modes.
9. Learn pragmatically through hands-on.
10. Monitor their own learning and come up with their own answers.
How Do We Learn?

- Visual – we see
- Auditory – we hear
- Kinesthetic – we do
Common sense doesn’t always mean common practice!
Step 1: Prep

• Prepare Yourself
• Prepare Your Materials
• Prepare Your Location/Environment
• Prepare Your Trainees
OJT Model

Prep

Follow Up

OJT

Present

TRY
Step 2: Present

- On location
- Follow a logical sequence
- Be clear and concise
- Explain the reasons why
- Stress key points
- Avoid jargon and buzz words
- Speak at a moderate speed
- Be aware of non-verbal, both yours and theirs
- Be enthusiastic
Whole—Part—Whole Approach

• Begin with an overview of a specific learning objective and explain why it is important.
• Present and demonstrate each step necessary to complete that objective.
• Summarize by pulling all the parts back together.
CASE STUDY
When Demonstrating...

• Position the employee correctly so they can see the demonstration.
• Use manageable sections
• Demonstrate first at the expected work speed. This will establish standards. Don’t try to do it too fast.
• Demonstrate next at a slower speed.
• Use real materials if possible. If not possible, use realistic props.
• Deal with environmental issues.
Verifying that Trainees Understand

• Asking for questions
  – If they don’t have any, you might want to say, “One of the common questions I get is…”
• Have trainees repeat the instructions focusing on relevant points not every little detail.
• Test verbally for understanding by asking questions- keep questions short and to the point.
  – Should only need two or three questions.
  – Try to make them open ended.
OJT Model

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Step 3: Try

Training really isn’t done until the employee is given a chance to try the task.
Researchers estimate that people remember 20% of what they hear but up to 50% of what they see and hear. When they practice, it goes up to 90%.
Some Things to Consider...

• If a lot of tasks are involved, break them into manageable chunks.
• Give them breathing room if needed.
• If training a group, have those who excel at the task observe others.
• Evaluate the end result. Does the product or performance meet standard. (Consider developing a checklist.)
CASE STUDY
OJT Model

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OJT

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TRY

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TRY

Prep

Present
Step 4: Follow Up

• Make sure they understand the task.
• Don’t back away completely—make sure they understand your role.
• Observe when you get a chance-- focusing on providing feedback.
• Recognize success—progress!
• Don’t ignore mistakes.
• Step in when necessary.
• Gradually reduce the frequency of contact.
When to Intervene

• When they are in danger of causing harm to themselves or others around them.
• When they are making a major error that could cause harm.
• When they are doing the procedure incorrectly and it will effect what they do next.

*Mistakes can teach important lessons.*

*Just be certain that the lessons are not detrimental to the person or the process.*
The OJT process will be as good as those using it.
The process can’t train your people...but you can!