Developing Effective On-the-Job Training
Jonathan Stuart, Ph.D.
PIPELINE Speaker Series IV – March 14, 2019

PIPELINE PROGRAM
INDUSTRY-BASED. EMPLOYER-DRIVEN. DUAL-TRAINING EXPERIENCE.

DEPARTMENT OF LABOR AND INDUSTRY
Quick Review

- Private Investment, Public Education, Labor and Industry Experience

- An innovative approach to address current and future workforce needs in key industries of Agriculture, Advanced Manufacturing, Health Care Services and Information Technology

- A mechanism to develop dual-training programs that are industry-based and employer-driven
Employment-Based Training

Structured on-the-job training

Taking a variety of forms

Related Instruction

with a chosen training provider

- Powerful learning
- Engaged employee
- Benefit to all

Benefit to all
PIPELINE Program Strategies

- **Industry Councils:** *Inform* and *direct* PIPELINE Program on industry trends and needs through discussion and strategic planning aimed to expand dual training.

- **Competency Councils:** *Define* and *identify* specific occupational competencies for the four key industries.

- **Dual-Training Consulting:** *Create* and *disseminate* dual-training resources for employers, employees and dual trainees: toolbox, grants, and expanding mentorship networks to set up dual training.
CREATING EFFECTIVE ON THE JOB TRAINING

PIPELINE Program Speaker’s Series
March 14th 2019
Jonathan Stuart, PhD
Structured OJT as a System

Training Inputs
- Employees – newer & seasoned
- Tools/Machines - products
- Skill Standards
- Leadership

Training Process

Training Outputs
- Improved workflow
- Better products or services
- Retained & Motivated Employees

Effective/Strategic Employee Development at Your Company
The planned process of developing task level expertise by having an experienced employee train, model, or mentor another employee while performing a job.

- Addresses gaps in education, employability & succession
- Increases employee motivation
- Requires strategic HR management
TRAINING ACTIVITY

Making a Paper Hat

Use your instruction sheet and blank piece of paper to construct a small paper hat.
**Structured OJT as a System**

**Training Inputs**
- Employees – newer & seasoned
- Tools/Machines - products
- Skill Standards
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**Training Process**

**Training Outputs**
- Improved workflow
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**Effective/Strategic Employee Development at Your Company**
HOW DO WE GET STARTED?

1. Identify the task level performance you expect for a given job/position.

2. Evaluate how your current training supports employee development (and where there are other formal education resources to meet performance expectations).

3. Plan the best format for your OJT program (see PIPELINE’s handout overview).
“TRAINERS” AS A HUGE KEY TO SUCCESS

• Involve them in the OJT development
• Provide training
• Reward their investment

• Pick a “know it all”
• Expect them to keep up with “production” levels
Link training back to specific task areas that you can evaluate within a given timeframe. Measure results!

Gather effective feedback from trainees and trainers.

Evaluate the impact of OJT on the individual, process, and organizational levels.
Machinist/CNC Operator

On-The-Job Training is hands-on instruction completed at work to learn the core competencies necessary to succeed in the occupation. The OJT plan does not need to include all of the competencies listed below, may add additional competencies, and does not need to follow any specific order. The employer may lay out how best to approach OJT for their specific place of work.

Possible modes of OJT may include job shadowing, meeting attendance, side-by-side work with a mentor, other mentorship, specific project evaluated by colleague or supervisor, etc.

Employee Name: [Employee Name]  
Anticipated Completion Date: 7/1/2018

On-the-job Training

<table>
<thead>
<tr>
<th>Specific Competencies</th>
<th>Trainer</th>
<th>Mode of OJT</th>
<th>Start Date</th>
<th>Completion Date</th>
<th>Hours Complete</th>
<th>Hours Require</th>
<th>% Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Housekeeping &amp; Maintenance:</td>
<td>Name</td>
<td>[type date]</td>
<td>[type date]</td>
<td>0</td>
<td>1</td>
<td>0</td>
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</tr>
<tr>
<td>Preventative Maintenance—Machine Tools:</td>
<td>Name</td>
<td>[type date]</td>
<td>[type date]</td>
<td>0</td>
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<td>0</td>
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<tr>
<td>Tooling Maintenance:</td>
<td>Name</td>
<td>[type date]</td>
<td>[type date]</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Benchwork and Hand Tools:</td>
<td>Name</td>
<td>[type date]</td>
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**Medical Assistant**

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<table>
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<tr>
<th>Employee Name: [Employee Name]</th>
<th>Date: 2/5/2018</th>
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<td><strong>Safety - Operating:</strong> with attention to safety within a medical setting, as well as Evacuation/Safety</td>
<td>Name</td>
<td>[type date]</td>
<td>[type date]</td>
<td>0</td>
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<tr>
<td><strong>Maintain Good Patient Environment:</strong> - Practice infection control and hazard management. Clean and sterilize instruments and keep in orderly manner.</td>
<td>Name</td>
<td>[type date]</td>
<td>[type date]</td>
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<tr>
<td><strong>Vitals:</strong> Accurate take and record vital information: temperature, height, weight, pulse, respiration, blood pressure</td>
<td>Name</td>
<td>[type date]</td>
<td>[type date]</td>
<td>0</td>
<td>1</td>
<td>0</td>
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<tr>
<td><strong>Patient Care:</strong> Assist with medical procedures, adherence to guidelines</td>
<td>Name</td>
<td>[type date]</td>
<td>[type date]</td>
<td>0</td>
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OJT Cycle

Planning

Strategic Decisions on Program Goals and Industry Standards

Training Interventions

Design Training Timeframes, Identify Materials, and Select Trainers

Assessment

Scheduled Learning Opportunities

Reflection & Revisions

Ongoing changes, adjustments, and improvements

Performance Evaluation Tasks
Thanks for your engagement this morning!

- Jonathan
stua0042@umn.edu
“YOU DON’T LEARN TO WALK BY FOLLOWING RULES. YOU LEARN BY DOING, AND BY FALLING OVER.”

RICHARD BRANSON – FOUNDER OF VIRGIN GROUP
**On-The-Job Training** is hands-on instruction completed at work to learn the core competencies necessary to succeed in the occupation. The OJT plan does not need to include all of the competencies listed below, may add additional competencies, and does not need to follow any specific order. The employer may lay out how best to approach OJT for their specific place of work.

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Thank you.

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