

PIPELINE Program Speaker Series IV:

Developing Effective On-the-Job Training, Jonathan Stuart, Ph.D.

Notes from audience

Date: 03/14/2019, 9:00 AM – 10:30 AM

Location: Department of Labor and Industry, 443 Lafayette Rd, St. Paul, MN

Welcome and introductions

For those of you who joined us for the listen in option – thank you! We apologize that it was difficult to hear audience members in the room. Unfortunately, a snowplow hit our phone line recently, which forced us to do a work-around, so the sound options in the room were less than optimal. I've captured some of the notes from the meeting here.

PIPELINE Program Refresher: Dan Solomon

- Quick review of PIPELINE dual-training model, industries and strategies

Developing Effective On-the-Job Training, Jonathan Stuart, Ph.D.

Please see the accompanying PDF version of the power point presentation for any other details.

Input from the Audience

- It is vital to remember that on-the-job training benefits the learner, but it also is very powerful for the mentor/teacher on the job. It is recognizing that individual as one who has extensive knowledge and who is qualified to share that knowledge.
- Dynamic Group developed an apprenticeship program that lasts 30 months – OJT is the key component.
- One impact of on-the-job training could be some jealousy – positive jealousy. Those who are learning are viewed as lucky; those who are training are viewed as high achievers.
- We have noticed that there is an extensive trickle effect. The employees who are part of on-the-job training are making a connection with an individual at work, and are able to delve into personal life and develop a friendship in addition to a positive working relationship.
- This ripples into the dual trainee's or employee's family life. If that person has children, they see that their Mom/Dad has a positive work place, and that child is interested in work in a different way.

Following the hat folding exercise:

- Pictures transcend language – across languages.

- Technical writing could be a huge component of training. While there are experienced workers and subject matter experts, it is important to have a person skilled at writing the steps down in a clear, concise manner.
- Companies investing in their workers is very important.
- It is vital to standardize the work in order to train in it.
- Some people do not want to be mentors or mentees. Why not do something a little less formal, like an “SQS – Stupid Question Session”. People who do not want to mentor or be mentored may still be up for answering questions about their jobs.
- Along those lines, what about the “village idiot” mentality? It can help to capture the process from fresh eyes by bringing someone in who has never seen the process before.

When it comes to developing OJT...

- Involving trainees and trainers from the beginning is crucial.
- Train the trainers!
- What about using technology, like a go-pro? We haven’t had success with that, but would love it if we did?
 - Comment on that: We found that a go-pro actually helped the trainers more than the trainees, because the trainers could see the process to figure out where they went wrong in the training or to figure out where they need to enhance their training.
- One employer said they moved from a pass/fail, complete/incomplete, to more of a periodic refresher approach.
- An employer also shared the phrase, “Guide from the side, not a sage on the stage.”
- BTD Manufacturing, based in Lakeville and Detroit Lakes, shared that they have a progression that allows the trainee to share their newly learned skills with every level of leadership. It gets the entire company on board and makes sure that everyone knows one another. It has been a response that has reduced their turnover, as the input was that employees were leaving because they weren’t connected enough to leadership or the company’s mission. Now everyone is connected.