Session 505

HELP!

We're Implementing OJT:

A Plan for Success

Presented by:

Instructional Design Associates

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We're Implementing OJT:
A Plan for Success

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Desired knowledge or experience:

Working knowledge of OJT principles, experience in working with OJT trainers sand OJT training efforts

Objectives:

At the completion of this session you will:
- be able to benchmark your current or planned OJT system
- know the six components of a successful OJT system
- be able to design checklists for your specific OJT application.
- realize the differences between production and maintenance OJT.

Your Facilitator:

Dr. Levine is president of Instructional Design Associates, a consulting company that specializes in course development, instructor training, working with companies re-engineering their training departments; and in turnaround situations, helping companies adapt to significant culture or product changes. He has worked with companies such as Lexus and Toyota, Osram Sylvania, BASF, Caterpillar, State Street Corporation, ABB and Novartus.

Chuck has had over thirty years of experience as a trainer and consultant and has held training management positions at Raytheon and Honeywell corporations. He has had a long association with the Technical Instructors' Institute at The University of Wisconsin and taught ISO9000 seminars at Bryant College in Smithfield, RI. Chuck is also a regular presenter at national training conferences on the subject of On The Job Training and instructional design.

He holds a Doctorate in Educational Technology from the Catholic University of America in Washington, D.C.; and a Master's in Education and a B.S in Electrical Engineering from Northeastern University in Boston, Massachusetts

OJT
Training systems

Three views of OJT

❶ Characteristics of successful OJT systems

– Performance based

● Benchmark exercise

❷ What it takes to be successful

– Components of successful OJT systems

● Reality check exercise

❸ How you get there

– Common problems and solutions

● Next step exercise

Characteristics of Successful OJT Training

- **Structured**
    - » OJT procedures have been written and are part of the quality manual.
    - » Using the checklists, the trainer can explain to the student what they need to do to succeed on the job before the training starts.
    - » Student performance on the checklists is used as part of the new hire or employee review process.

- **Timely**
    - » Training delivered where and when the student needs it.
    - » Training time and chunk size are appropriate to the student and job.

- **Evaluation / Accountability**
    - » Standardized evaluations are established for all tasks.
    - » Students are tested on OJT skills and that performance is recorded.

- **Premeditated**
    - » Trainers are given adequate time top prepare training, develop training aids and collect training materials.
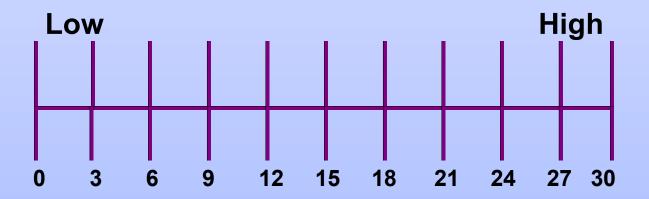
- **Consistent**
    - » Training does not vary by trainer, shift or location.
    - » All students complete training with the SAME set of core skills.

- **Human**
    - » Trainer is trained in training techniques and can change instructional strategies as required by student, time or content requirements.

OJT Benchmark Worksheet

- Benchmark Exercise

Low   **High**

| 0 | 3 | 6 | 9 | 12 | 15 | 18 | 21 | 24 | 27 | 30 |

training unstructured	training structured
skills dumped on student	skills taught when needed
no student evaluation	intense student evaluation
no prep time or materials	trainer prep time/materials
no training consistency	high training consistency
no trainer training	intense trainer training

Components of a successful OJT System

- **A. Management Support**
  - » budget, personnel, assigned time for training activities
  - » management attention levels including plant / corporate
- **B. Trainer Support Process**
  - » dotted line to management structure outside department
  - » assigned time for training and development activities
  - » trainers included in sign-off of production procedure revisions before they are implemented
  - » escalation procedure for trainer - student problems
- **C. Train - The - Trainer Program**
  - » required for all trainers and possibly supervisors
  - » provides training skills, buy-in to the OJT process and use of the checklists
- **D. OJT Training Materials**
  - » checklists, job aids, training plans, practice, demonstration and evaluation materials
- **E. Tracking and Report Generation**
  - » ability to track and report on OJT activity to meet GMP/ISO requirements
- **F. OJT Training Procedure**
  - » responsibilities of trainers, management, students, etc.
  - » Paperwork flow for completed checklists / training records

Components of an OJT System

- **D: OJT Training Materials Strategy**
  - Two Strategy Choices
    - *Job aid* based training
      or
    - *Trainer* based training
  - » Trainer Based Training
    - Materials:
      - checklists
      - procedures
      - demo / practice / eval. materials
        - » consistent across all trainers
- **C: OJT Train – the – Trainer Program**
  - » Key to successful implementation
  - » High impact exercises
    - from telling to coaching
    - from doing *for* to doing *with*
  - » Contain three types of activities
    - training skills
    - practice training
    - introspection exercises
  - » Course length of 1 - 3 days

Common OJT Problem Areas

- **Common Problem Areas**
  - » **Management Support / Resources**
    - – Time, personnel, budget, support
  - » **Buy-in**
    - – Supervisors, production personnel
  - » **Training – production conflict**
    - – Measured on production
      - training gets in the way
  - » **Expectation mismatch**
    - – Instructions vs. reality
    - – No concept of the work it takes to implement OJT
  - » **Wrong program strategy**
    - – Job aids vs. trainer strategy
    - – Basic education vs. skills apprenticeship
    - – One person does everything

- **Some thoughts on OJT Implementation**
  - » **OJT is a vital part of customer satisfaction and quality**
  - » **Implementing OJT may involve changing organizational structure**
  - » **Get "buy in" from all levels**
  - » **OJT is a business decision influenced by:**
    - – GMP, ISO9000
    - – profit, quality
    - – customer satisfaction
    - – other unknown variables

C: OJT Train - the - trainer Program

- **Three day program**

DAY 1	DAY 2	DAY 3
Introduction / outline	Is it a training problem?	Video taped coaching exercise - students conduct 10 min. coaching session that is videotaped and critiqued
What is OJT? Learning curves	Introspection exercise - - Instructor styles - Identifying students	
Four step training model		
LUNCH	LUNCH	LUNCH
Practice Training exercise	Practice training exercise	Wrap-up Course critique Presentation of certificates
Introspection exercise	Prep time for video	

Some Thoughts on OJT Implementation

- OJT is a vital part of customer satisfaction and quality
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- Get "buy in" from all levels

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Common Problem Areas

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Production vs. Maintenance OJT

- **Production**
  - » small number of tasks performed regularly
  - » checklists can contain the universe of skills / job tasks
  - » training: trainer - student format
- **Maintenance**
  - » large number of tasks preformed irregularly
  - » checklists contain general skills, can not contain universe of job tasks
  - » training: apprenticeship format