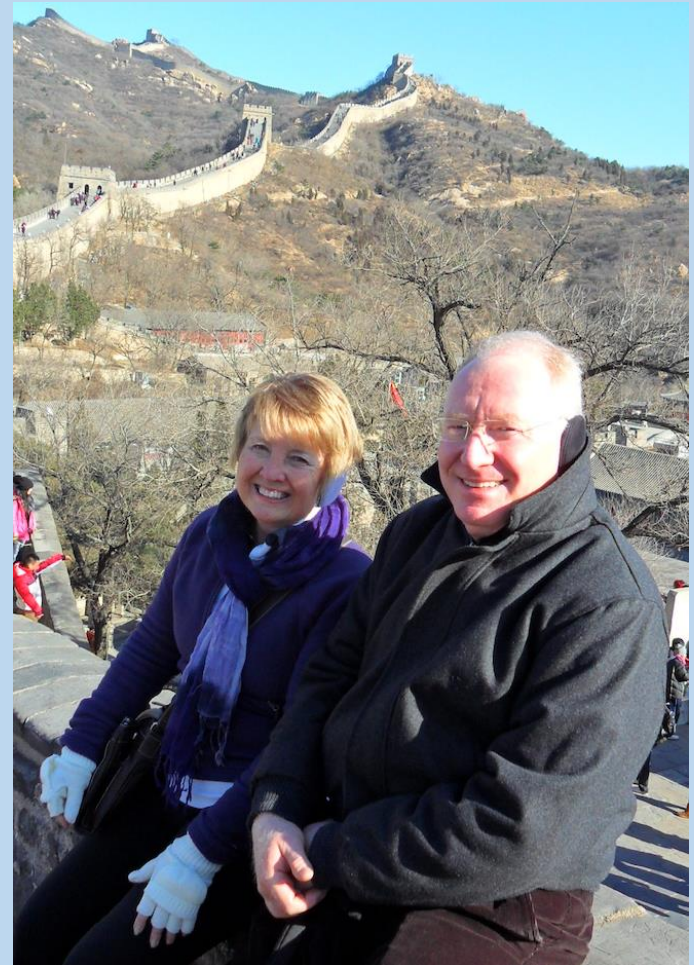# Welcome

Ronald L. Jacobs
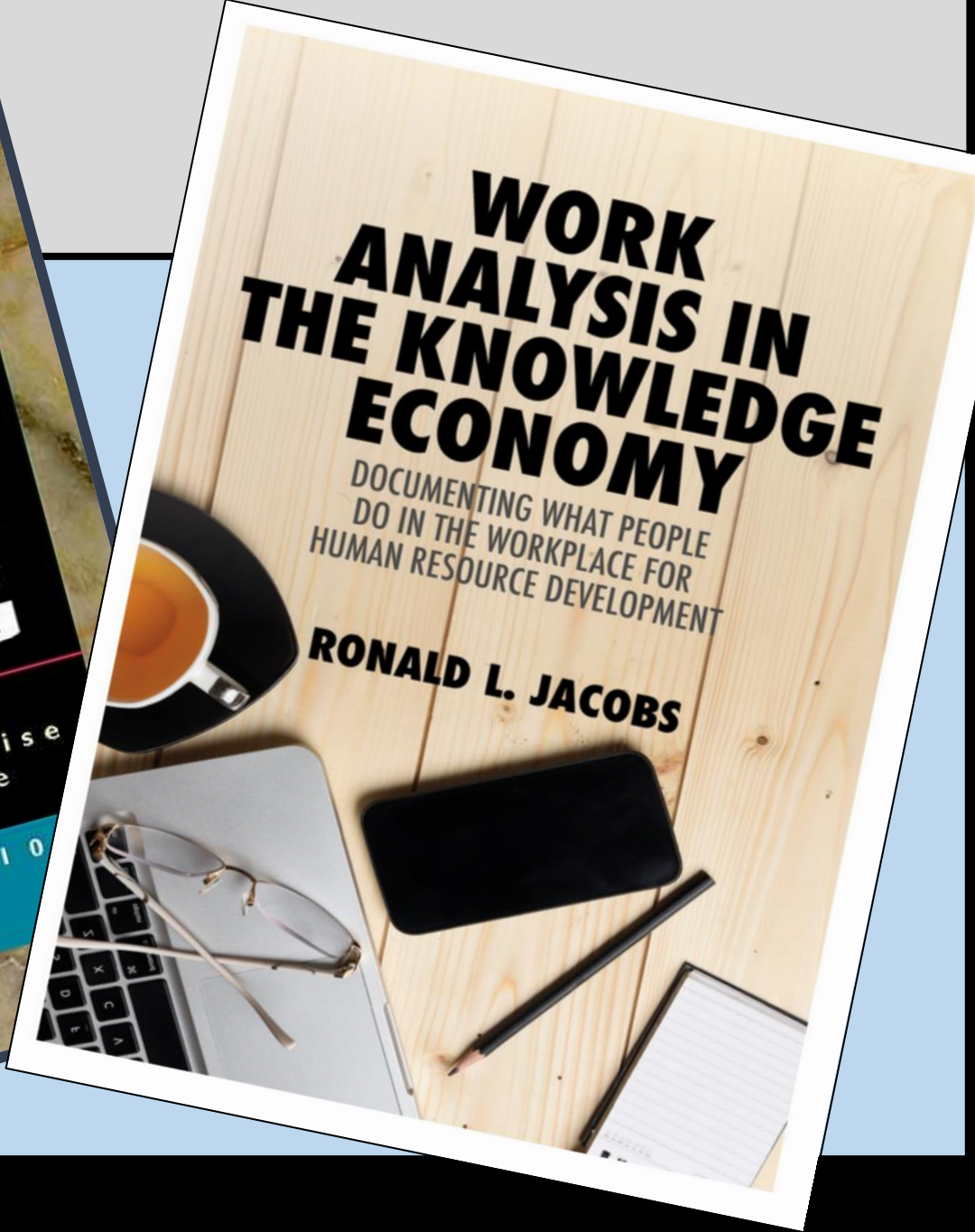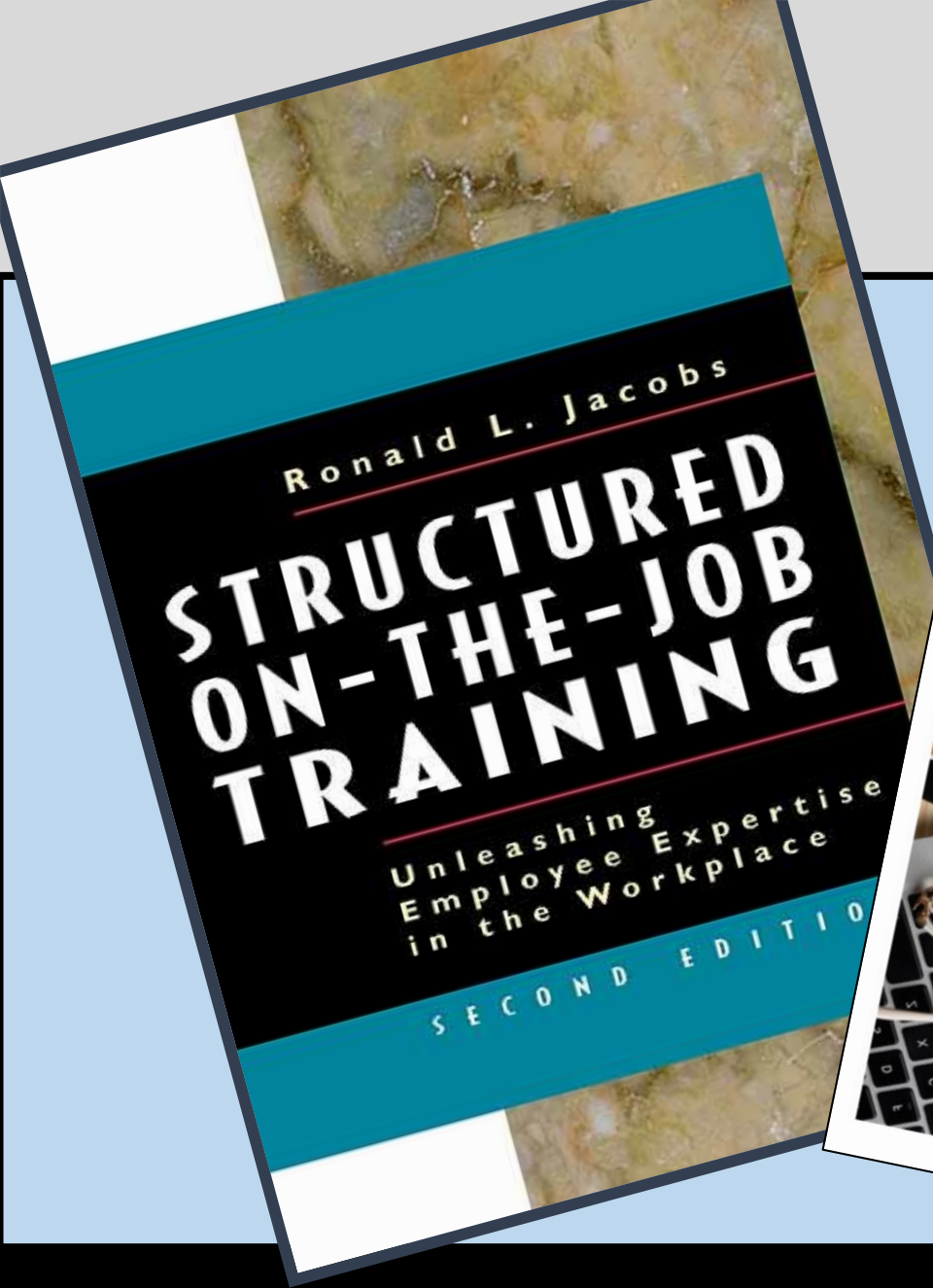
STRUCTURED ON-THE-JOB TRAINING

Workshop

Introduction

- HRD professor – OSU and U of Illinois

- Consultant to clients globally

- Over 300 master's degree graduates

- Over 75 PhD graduates

- HRD Scholar Hall of Fame – Academy of Human Resource Development

- Hall of Fame – Association of Adult and Community Education Association

Ronald L. Jacobs

STRUCTURED ON-THE-JOB TRAINING

Unleashing Employee Expertise in the Workplace

SECOND EDITION

WORK ANALYSIS IN THE KNOWLEDGE ECONOMY

DOCUMENTING WHAT PEOPLE DO IN THE WORKPLACE FOR HUMAN RESOURCE DEVELOPMENT

RONALD L. JACOBS

التدريب على رأس العمل المنهجي
إطلاق العنان لخبرات الموظفين في أماكن عملهم

ترجمة د. شريف بن جاسم العبدالوهاب
تأليف رونالد جايكبس

الطبعة الثانية

체계적 현장직무 교육훈련,
S-OJT

STRUCTURED ON-THE-JOB TRAINING

로날드 L. 제이콥스 지음 | 이찬 옮김

crpdu

營管理 012

結構化在職訓練
STRUCTURED ON-THE-JOB TRAINING

作者 雷諾·傑卡伯斯 (Ronald L.Jacobs)　譯者 林宜瑄

發揮員工職場上的專業能力
Unleashing Employee Expertise in the Workplace

今日的競爭環境中，
人力資本是企業追求優勢的核心競爭力，
員工持續的學習促使組織持續的學習，
員工的成長是企業不斷成長的原動力。

成功與傑出的組織，
倚賴的是員工有效解決問題、做出正確決策，
由於任務日益複雜，員工本身也要做出相應的調整。
企業實施在職教育訓練就是要提昇企業對外的競爭能力。

本書使讀者對S-OJT的架構有初步的理解，並探討S-OJT的執行
更提供了解、發展與使用S-OJT的全腦導引，
最根本的目標在於改善現行的訓練方式，
以大幅提升員工在職場上的能力與專長。

中國生產力中心
CPC CHINA PRODUCTIVITY CENTER

最经济更高效的培训
企业通向卓越之路的

[美] 罗纳德·杰克斯 著
谢金峰译

NEW 新经济·新管理丛书

员工岗位
培训手册

制胜培训秘诀

全新修订版

ST ructure
On-The-Job
raining
d

中华工商联合出版社

My Goals

1. Re-introduce structured on-the-job training (S-OJT)

2. Introduce SiTUATE – the digital version of S-OJT

3. Learn more about your challenges

My Goals for You

A. Think about changes in work

B. Tell others about S-OJT

C. Be impressed how S-OJT has been used

D. Get the reason for SiTUATE

E. Tell others about SiTUATE

F. Think about using this information

What are your goals?

Agenda

10am
- Get Started

- Work has changed – Just look around

- Structured On-the-Job Training

- SiTUATE

- Lunch – Discussion

1pm
- Close

Work has Changed

- Fastest growing jobs can be done remotely

- 150 million new technology jobs in five years

- 84 percent of employers expand remote working

- Digital transformation means opportunity, but . . .

- Delivery of services shifting to digital

- Work will become more knowledge based

World Economic Forum, February 21, 2021

Work has Changed

- Work from home

- Personal safety – vaccination policy

- Real-time communications

- Digital transformation – SCADA

- Smart factories

- Managing performance

- Online learning

Work has Changed

- Many of the changes were destined to occur

- Our global experience has accelerated the changes

- How to respond is a global issue – skills development

Work has Changed

Simpler Times – Unloading New Production Equipment

ZimmerBiomet plant, Jinghua, China, 2010

Structured On-the-Job Training

- Traditional on-the-job training makes sense, but is unpredictable and unreliable

- Structured on-the-job training (S-OJT) is different – it's planned

- S-OJT introduced in 1986 to train lab technicians on QC tests

- Research on S-OJT demonstrates financial benefits
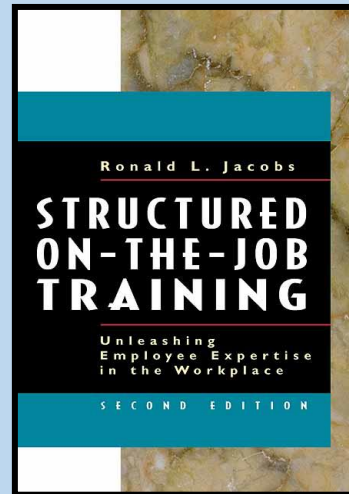
- Best when match between learning and doing

Structured On-the-Job Training

Training Within Industry (TWI)
1940 - 1945

- Job Instruction Training (JIT)
- Job Relations Training (JRT)
- Job Management Training (JMT)

Structured On-the-Job Training (S-OJT)
1986 – present

OSU Project: Capital City Products
First and Perry Streets
https://www.aak.com
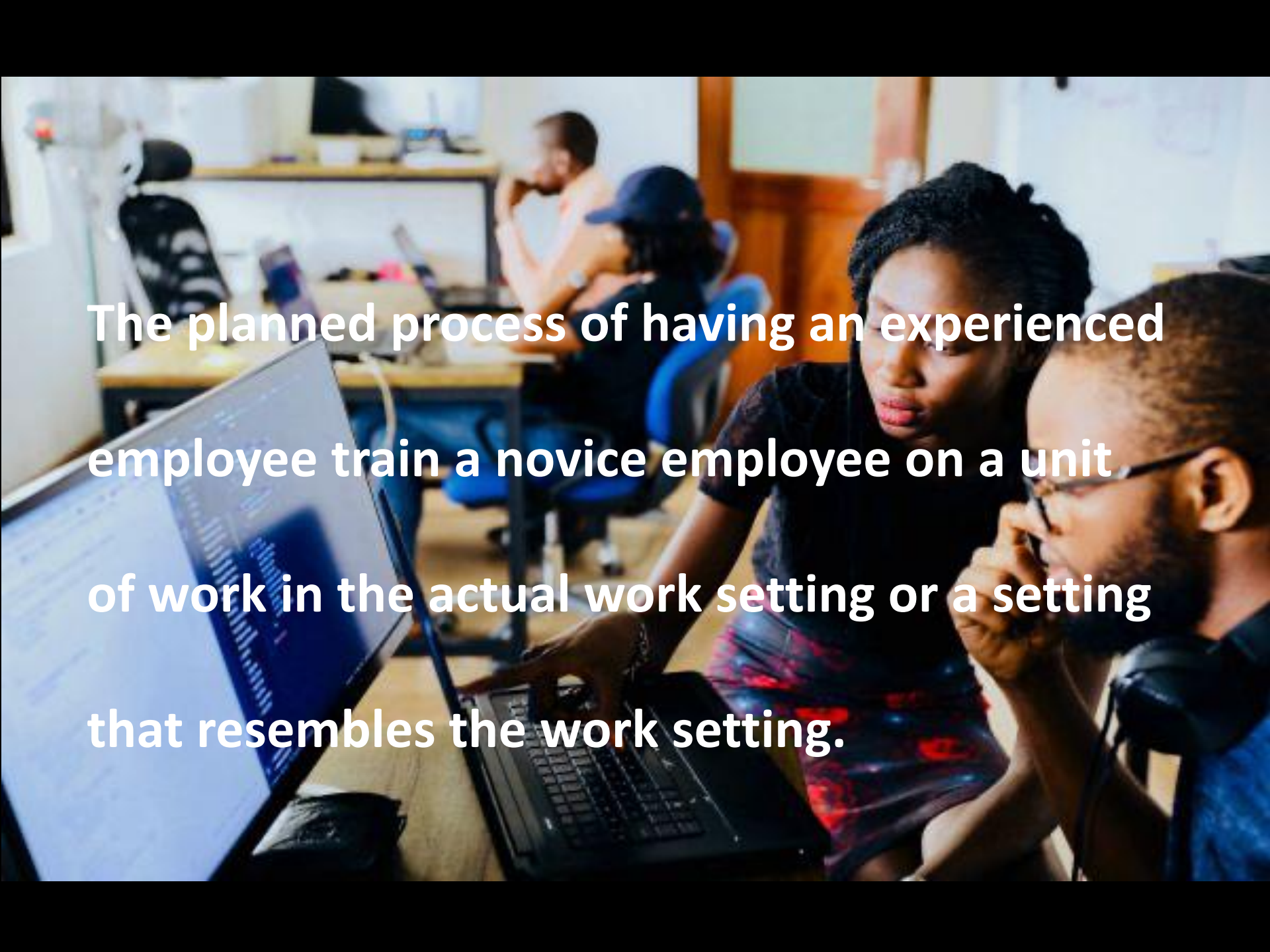
First article (1987)

SiTUATE – Digital version of S-OJT
2020 –

- S-OJT features
- Integrated components

Video Clip – Unstructured OJT

The planned process of having an experienced employee train a novice employee on a unit of work in the actual work setting or a setting that resembles the work setting.

Key Points

Planned Process
- Design process
- Delivery steps
- Change process

Experienced Employee
- Knows the task
- Qualified trainer

Novice Employee
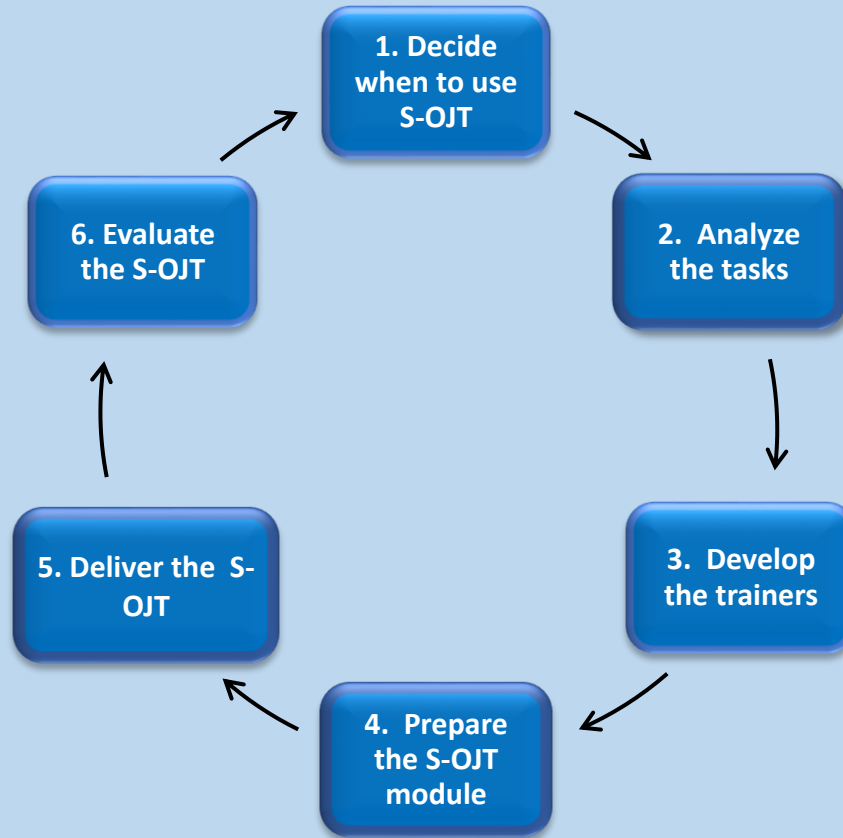- Right person
- Right time
- Right content

Unit of Work
- Units of work
- Training Module

Work Setting
- Same location
- Similar location

Design Process

Delivery Steps

1. Prepare the trainee

2. Present the training

3. Require a response

4. Provide feedback

5. Evaluate performance

Delivery Steps

S-OJT Steps

BIOMET

1. Prepare the Trainee
  a. Explain the purpose of the training
  b. Explain the prerequisites and resources
  c. Explain how the training will be done

2. Present the Training
  a. Position the trainee
  b. Say and do each part
  c. Explain safety and quality information
  d. Give a summary of the training

3. Require a Response
  a. Ask trainee to practice saying and doing each part
  b. Ask trainee to explain safety and quality information
  c. Ask trainee to summarize the training

4. Provide Feedback
  a. Inform whether each response was correct
  b. Give help to ensure correct response
  c. Provide additional information

5. Evaluate Performance
  a. Observe trainee doing the task
  b. Require a complete chain
  c. Complete the performance check

S-OJT *Steps*

HONDA
The Power of Dreams

1. Prepare the Trainee
  a. Confirm that prerequisites have been completed
  b. Confirm that trainee has reviewed the module
  c. Explain how the training will be done
  d. Ask if the trainee has any questions

2. Present the Training
  a. Position the trainee
  b. Present an overview of the process
  c. Present an overview of the task
  d. Say and do each behavior
  e. Explain safety and quality information
  f. Summarize the task

3. Required a Response
  a. Ask the trainee to provide an overview the process
  b. Ask the trainee to provide an overview of the task
  c. Ask the trainee to say and do each behavior
  d. Ask the trainee to explain safety and quality information
  e. Ask the trainee to summarize the task

4. Provide Feedback
  a. Inform whether each response was correct
  b. Provide coaching and guidance as required
  c. Point out additional information about the task

5. Evaluate Performance
  a. Ask trainee whether he/she has learned the task
  b. Complete performance rating form
  c. Record results on trainee forms

Delivery Steps

Mentor Steps

شركة البترول الوطنية الكويتية
KNPC

1. Get Ready to Train
 a. Review the training guide with trainee
 b. Plan the training schedule and locations
 c. Prepare the training resources

2. Present the Training
 a. Position the trainee
 b. Explain and demonstrate each step
 c. Explain additional information

3. Require a Response
 a. Ask trainee to explain/perform each step
 b. Ask trainee to explain additional information
 c. Require practice until competence is achieved
 d. Have trainee record information in Activity Log

4. Provide Feedback
 a. Provide coaching and guidance as necessary
 b. Review information in the Activity Log
 c. Sign-off on each step of the Activity Log

Checker Steps

شركة البترول الوطنية الكويتية
KNPC

1. Get Ready to Check
 a. Meet and sit with the trainee
 b. Confirm trainees readiness for the review

2. Review the Activity Log
 a. Read through information for each step
 b. Compare information with the criteria:
   Was the information accurate?
   Was any information missing?
   Was any information inadequate?

3. Confirm Learning
 a. Ask questions to clarify information
 b. Ask questions to confirm understanding
 c. Ask questions to verify competence

4. Document the Learning
 a. Complete ratings on the Performance Check
 b. Submit the Performance Check
 c. Compete entries in the S-OJT Scorecard

Case Studies

| Companies | National Agencies | Apprenticeship Programs | Non-Governmental Organizations |

- Match between training and work outcomes

- Training content based on job and task analysis

- Range of jobs, types of work, work locations

- Prerequisites learned elsewhere, but drawn from task

- Measurable impacts

Organization	Issue	Outcomes
Capital City Products	New-hire QC lab technicians	• Reliable lab results • Reduced training time
Kenworth Truck Company	• Cross training • Pre-employment selection	• Reduced training time • Increased quality – hose routing, leaky windshields
GM – Fisher Guide, Columbus (Hollywood Casino!)	Support new team-based work design (Synchronous Work Groups)	• Reduced training time • Cross-training
Regional Hospital	Recently promoted first-line supervisors' to understand core values	Greater awareness of the organization's core values
Regional Bank	Development program for commercial loan officers	• Increased customer satisfaction • Number of approved commercial loans
Emerson – Global	New-hire service technicians	• Reduced time to develop technicians • Greater utilization of staff
Biomet	• Meet FDA requirements • Reduce material waste • Integrate with quality efforts	• FDA acceptance of S-OJT • 35% reduction of material waste • Reduced training time for operators
Furniture retailer	Develop hourly workers as store managers across 140 stores	• Improved selection policies • More reliable development process • Impact on retention

Organization	Issue	Outcomes
KNPC – Kuwait	New-hire engineers for 31 disciplines in refineries	• Reduce development time • Increase reliability • Flexibility • Nationalization goals
OJT 2000 Initiative, Workforce Development Agency, Singapore	Provide SMEs access to formal training programs	• Off-the-shelf S-OJT programs • Staff training
S-OJT Project, HRD Korea, Ministry of Employment and Labor, South Korea	Support for 2nd and 3rd tier SMEs	• Reduced training times • Increased training hours • Connect with NCS
Ansan Polytechnic College, Ansan, South Korea	Increase quality of lab learning and provide methodology to local hospitals	• Adapt NCS to curriculum
Chinese telecommunications company	Train customer's engineers on back-shop operations	• Engineers suitcase training to customer locations
Doroob Project, Saudi Arabia,	Provide young women access to training to enter the workforce	
Engender Health https://www.engenderhealth.org	NGO focusing on women's and men's health issues in developing countries,	• Project in Ethiopia for a digital platform for S-OJT

S-OJT Impacts

- **Training Efficiency**

  Does one training approach achieve training outcomes faster, and is the cost less than the value of the training outcomes?

- **Training Effectiveness**

  Does one training approach result in superior work outcomes, and is the training cost less than the value of the work outcomes?

S-OJT Impacts

- Reduced training times – 1:2

- Financial benefits – $1 invested yields $2 - $8 return

- Fewer defects

- Greater first-time quality

- Fewer safety issues

- Higher productivity

- Greater confidence, retention

SiTUATE – Criteria

- S-OJT key points

- Seamless S-OJT process

- Flexible delivery – virtual or in-person

- Make it easier, without changing the result

- Value-added components

SiTUATE

Trainees   System Time: 11:34:31 AM

Logout   Dashboard   Help ⌄

acme

Analyze Work   Training Guides   Training + Meetings   Trainers + Trainees   Evaluations + Reports   Settings

Training Schedule Details

Description	Location

Resource Library

📄 Job Analysis - Learn More

📄 Skills Gap Analysis Final Report

SiTUATE Announcements

All SiTUATE customers will have the ability to completely customize their dashboards. You can have at-a-glance metrics and KPIs at your fingertips.
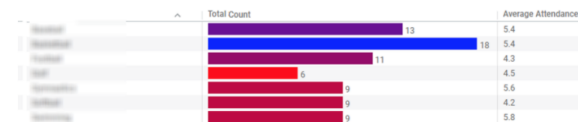
Find a Trainee

ALPHA LOOKUP

[Trainee Name] 🔍

Advanced Search

All Trainees

Key Metrics

Training Completion per Department

	Total Count	Average Attendance
	13	5.4
	18	5.4
	11	4.3
	6	4.5
	9	5.6
	9	4.2
	9	5.8

SiTUATE

- **Analyze Work** – Job Analysis, Task Analysis, Skills Gap Analysis, Occupational Analysis

- **Training Guides** – Trainer, Trainee, Onboarding, S-OJT Train-the-Trainer Module

- **Training + Meetings** – Schedule and Conduct S-OJT, Schedule and Conduct Analysis

- **Trainers + Trainees –** Manage Trainers, Manage Trainees

- **Evaluation + Reports -** Training Evaluation, Training Audit

SiTUATE – Success

1. Prepare	2. Set-Up	3. Implement	4. Manage
a. Identify client requirements b. Conduct S-OJT awareness training c. Conduct training on work analysis d. Design SiTUATE solution e. Plan SiTUATE roll-out	a. Configure SiTUATE solution b. Integrate with existing solutions c. Establish SiTUATE policies d. Conduct SiTUATE user training e. Develop training documents f. Certify SiTUATE trainers	a. Prepare Training Plans b. Schedule SiTUATE with trainees c. Deliver SiTUATE by trainers d. Record training results e. Schedule meetings with SMEs f. Conduct meetings with SMEs g. Provide customer support	a. Monitor SiTUATE outcomes b. Improve SiTUATE design c. Prepare SiTUATE case studies d. Share SiTUATE results e. Update client agreement
• SiTUATE staff • Client Contacts • Client Managers • Platform Provider	• Platform Provider • Client Contacts • SiTUATE Staff	• Trainers • Trainees • Platform Provider • SiTUATE Staff	• Client Contacts • SiTUATE Staff • Platform Provider