

RECRUITMENT, TRAINING AND DEVELOPMENT

LECTURE 9: ON JOB TRAINING METHODS

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Lecture learning outcomes:

At the end of the lecture you will be able to:

- i. Understand the concept of on job training**
- ii. Discuss types of on job training**
- iii. Explore advantages and disadvantages.**

ON JOB TRAINING

- On-the-job training (OJT) refers to new or inexperienced employees learning in the work setting and during work by observing peers or managers performing the job and trying to imitate their behavior

Selection of the training methods depends on the programme objectives, the trainees, the confidence of trainers among others. The following should be considered:

- 1) The method selection depends on what actions the trainees are supposed to take after finishing the course.
- 2) The duration of the training programme and the availability of time.
- 3) The training setting at the disposal of the trainer.
- 4) The level of knowledge about the trainees available to the trainers.
- 5) While selecting a participative experiential method, care should be taken that the trainer selects proven exercises,

Regardless of the specific type, effective OJT programs include:

1. A policy statement that describes the purpose of OJT and emphasizes the company's support for it.
2. A clear specification of who is accountable for conducting OJT..
3. A thorough review of OJT practices (program content, types of jobs, length of program, cost savings) at other companies in similar industries.
4. Training of managers and peers in the principles of structured OJT
5. Availability of lesson plans, checklists, procedure manuals, training manuals, learning contracts, and progress report forms for use by employees who conduct OJT.
6. Evaluation of employees' levels of basic skills

On-The-Job Training Methods

- **Self-Directed Learning.** Self-directed learning has employees take responsibility for all aspects of learning— including when it is conducted and who will be involved. Trainees master predetermined training content at their own pace without an instructor

Job Rotation: This type of training involves the movement of the trainee from one job to another. The trainee receives job knowledge and gains experience from his supervisor or trainer in each of the different job assignments.

Coaching: The trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides feedback to the trainee on his performance and offers him some suggestions for improvement

Job Instruction: This method is also known as training through step by step. Under this method, trainer explains the trainee the way of doing the jobs, job knowledge and skills and allows him to do the job. The trainer appraises the performance of the trainee, provides feedback information and corrects the trainee

Committee Assignments: Under the committee assignment, group of trainees are given and asked to solve an actual organisational problem. The trainees solve the problem jointly. It develops team work.

Apprenticeship: Apprenticeship is a formalized method of training curriculum program that combines classroom education with on-the-job work under close supervision. The training curriculum is planned in advance and conducted in careful steps from day to day.

Cross-training. This method allows employees to experience other jobs, which not only enhances employee skills but also gives companies the benefit of having employees who can perform more than one job. Cross-training also gives employees a better appreciation of what co-workers do and how their own jobs fit in with the work of others to achieve company goals.

Demonstrations. Demonstrations are attention-grabbers. They are an excellent way to teach employees to use new equipment or to teach the steps in a new process. They are also effective in teaching safety skills. Combined with the opportunity for questions and answers, this is a powerful, engaging form of training

Business Games. Business games require trainees to gather information, analyze it, and make decisions. Business games are primarily used for management skill development. Games stimulate learning because participants are actively involved and because games mimic the competitive nature of business

Role Plays -Role plays have trainees act out characters assigned to them. Information regarding the situation (e.g., work or interpersonal problem) is provided to the trainees

Behavior Modeling

Behavior modeling presents trainees with a model who demonstrates key behaviors to replicate and provides trainees with the opportunity to practice the key behaviors

Action Learning

Action learning gives teams or work groups an actual problem, has them work on solving it and committing to an action plan, and then holds them accountable for carrying out the plan. Companies use action learning to solve important problems, develop leaders, quickly build high-performance teams, and transform the organizational culture

Six Sigma and Black Belt Training

Six Sigma and black belt training programs involve principles of action learning. Six Sigma provides employees with measurement and statistical tools to help reduce defects and to cut costs. Six Sigma is a quality standard with a goal of only defects per million processes

Internship

Internship is one of the on-the-job training methods. Individuals entering industry in skilled trades like machinist, electrician and laboratory technician are provided with thorough instruction through theoretical and practical aspects

Job instruction Technique: This method is very popular in the States for preparing supervisors to train operatives. The JIT method requires skilled trainers, extensive job analysis, training schedules, and prior assessment of the trainee's job knowledge. This method is also known as “training through step-by-step learning.” It involves listing all necessary steps in the job, each in proper sequence.

Demonstration and Examples (or Learning By Seeing): In the demonstration method, the trainer describes and displays something, as when he teaches an employee how to do something by actually performing the activity himself and by going through a step-by-step explanation of “why” and “what” he is doing.

TECHNOLOGY'S INFLUENCE ON TRAINING AND LEARNING

- New technologies have made it possible to reduce the costs associated with delivering training to employees, to increase the effectiveness of the learning environment, and to help training contribute to business goals. New training delivery and instructional methods include online learning (also called e-learning), distance learning, simulations, virtual reality, expert systems, electronic support systems, and learning management systems. New technologies have influenced the delivery of training, training administration, and training support.

TECHNOLOGY AND LEARNING ENVIRONMENT

- The Internet is primarily responsible for creating revolution in learning. Internet technology has permitted the development of electronic networks that integrate voice, video, and data connections among learners, instructors, and experts
- Technology has allowed learning to become a more dynamic process.

TECHNOLOGY AND MULTIMEDIA

- Technology developments allow the use of a number of different media for training. Multimedia training combines audiovisual training methods with computer-based training. Multimedia training methods include computer-based training, CD-ROM, e-interactive video, the Internet, video, virtual reality, and simulations. Multimedia training integrates text, graphics, animation, video, and audio, and often the trainee can interact with the content.

COMPUTER-BASED TRAINING

- Computer-based training (CBT) is an interactive training experience in which the computer provides the learning stimulus, the trainee must respond, and the computer analyzes the responses and provides feedback to the trainee.

ONLINE LEARNING:

- **The Internet, Web-Based Training, E-Learning, and Learning Portals** The Internet is a widely used tool for communications, a method for sending and receiving communications quickly and inexpensively, and a way to locate and gather resources such as software and reports. To gain access to the Internet, you need a personal computer with a direct connection via an existing network or a modem to dial into the Internet

Advantages of On-the-Job Training:

- It is directly in the context of job
- It is often informal
- It is most effective because it is learning by experience

Advantages cont...

- It is least expensive
- Trainees are highly motivated
- It is free from artificial classroom situations

Disadvantages of On-the-Job Training:

- Trainer may not be experienced enough to train or he may not be so inclined.
- It is not systematically organized
- Poorly conducted program may create safety hazards.

Summary

- On-the-job training has the advantage of giving firsthand knowledge and experience under actual working conditions. While the trainee learns how to perform a job, he is also a regular worker rendering the services for which he is paid. The problem of transfer of trainee is also minimised as the person learns on-the-job. The emphasis is placed on rendering services in the most effective manner rather than learning how to perform the job.

References

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A Handbook of Human Resource Management Practice. Armstrong Michael. A, London, England,2006