

Training Effectively

On-the-Job:

The Four Step Method



What is Structured OJT?

Structured OJT is defined as prepared hands-on skills training conducted in the work environment or as close to it as possible

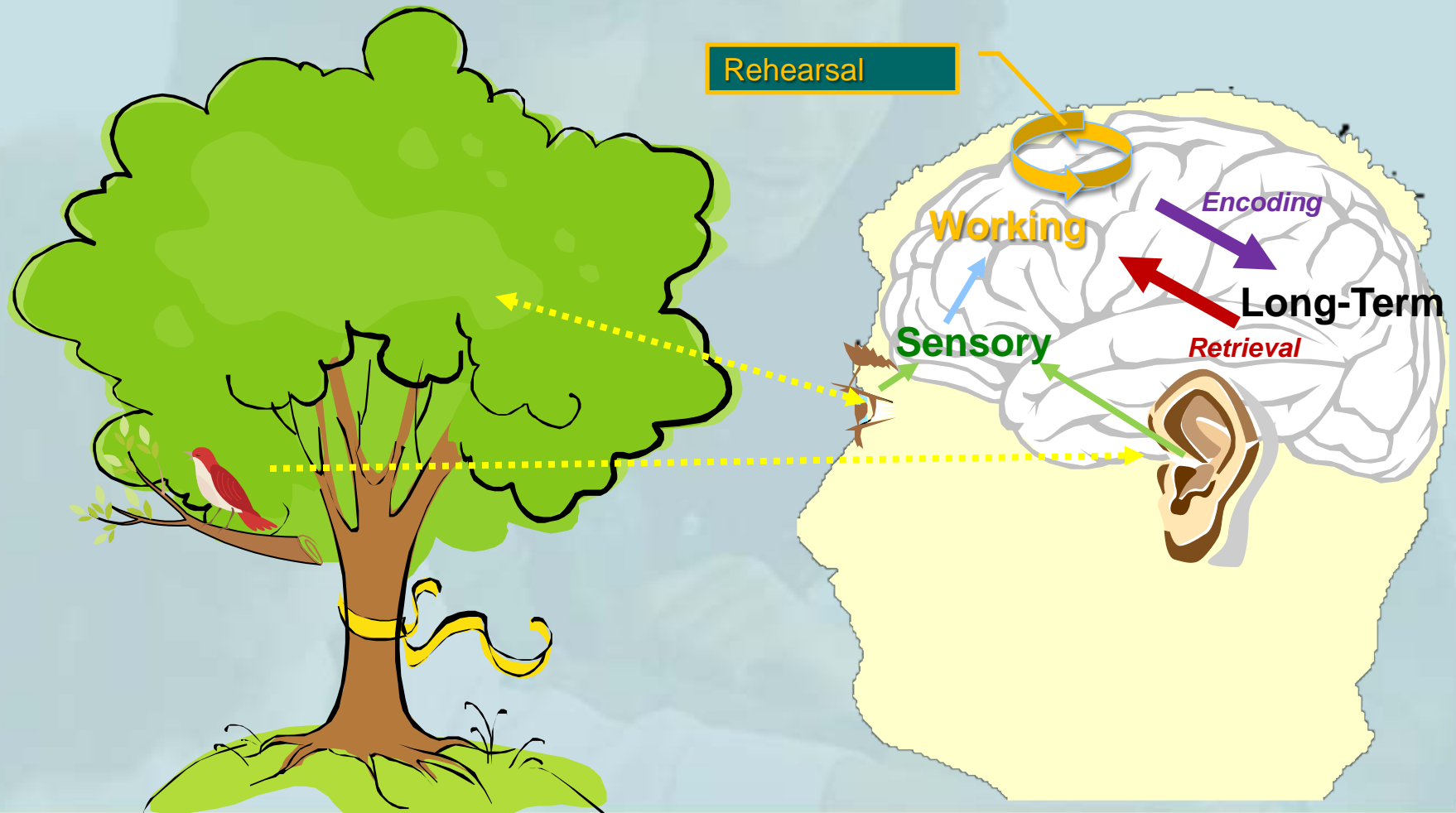
Why the Four-Step Method?



Best Practices

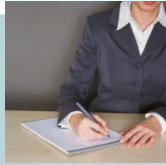
- Organizational support
- Select and train trainers
- Analyze the task steps, key points, and standards
- Structure and present the training
- Evaluate the program

Cognitive Information Processing



Source: Clark, R. C. (1999). *Building expertise: Cognitive methods of training and performance improvement*. Washington, D.C.: ISPI.

The Four-Step Method



- Prepare – Be ready to build skills



- Show & Tell- explain and demonstrate the tasks and standards.



- Try-out- Give learner hands-on practice and make sure they understand. Continue until you know he/she knows.



- Follow up – back on the job and performance coaching.



Prepare

- 1. Break the whole into parts
- 2. Select steps and key points.
- 3. Define the order



What are we preparing?

- **Tasks**
 - Verb + Noun (i.e. Send e-mail.)
- **Standards**
 - How well should they be able to do it? Based on what standard?
- **Learning Objectives**
 - What do we want them to be able to do/know/act as a result of the training?
- **Job Breakdowns**
 - Used during the training to ensure consistent training.



What are we Preparing?

- Prepare the Employee
 - Put the employee at ease.
 - Give an overview of what is to be trained.
 - Ask the employee what he or she already knows.
 - Let them know WIIFM (What's in it for me!)
 - Put them in a position to be able to observe.



Show & Tell

- **Show** the employee how to do the whole job.
 - Explain the key steps of the job.
 - Demonstrate task.
- **Show** the employee again how to do the process, step by step.
 - Comment on each step while doing it.
 - Answer any questions.
- **Show** the whole process again, without comment. Ask questions.

Try-out

- Let the employee **do** the whole job – with assistance, if necessary.
- Let the employee **do** the whole job while the trainer (or an experienced employee) watches.
- Have the employee **do** the whole job and describe what he or she is **doing**.



SOJT Matrix

Trainer

Show & Tell

Try-out

	1	2	3	1	2	3
Actions	Explaining Answering ?s	Highlights Asking & Answering ?s	Asking & Answering ?s	Asking ?s	Asking ?s	Asking ?s
	Asking ?s	Asking & Answering ?s	Asking & Answering ?s	Asking & Answering ?s	Highlights Asking & Answering ?s	Explaining & Answering ?s

Advantages

- It gives the learner a “chance” to learn without feeling he or she has to get it right the first time.
- It lets the trainer get a good feel for the learner’s ability to do the job.
- It helps to ensure learning.



Follow-Up

- Assigning a third - party or mentor to work with them.
- Telling the employee where he/she can go for help.
- Making sure that they feel comfortable speaking up if they have a question.
- Giving continuous feedback.