

Managing TRAINING & DEVELOPMENT

Issue 03-05
 May 2003
 www.ioma.com

THE LEADING SOURCE OF INFORMATION ON LEARNING & PERFORMANCE DEVELOPMENT

Performance Management 5 Ways the Training Dept. Can Enhance Your Firm's Performance Management

The excitement of automated performance management systems, which admittedly save supervisors' time and produce timely performance management reviews, may be leading your organization to the least fruitful part of the talent management process—administration. With the focus on “how,” they may be overlooking the crux of performance management: helping employees—and the organization overall—improve performance.

continued on page 7

Innovative Programs An 8-Step Method for Affordable, Team-Driven On-the-Job Training

While management is cutting your training budget, they're still expecting you to deliver more and better programs. So is there an obvious solution to more-training-with-less-budget dilemma? Yes. On-the-job training (OJT), a tried and true method that organizations have relied on for years. Many training managers assume however, that traditional OJT can fall short of its goal, because it assumes that if the training is good, it changes the trainees' attitude and subsequent behavior on the job.

continued on page 11

IN THIS ISSUE:

Performance Management
 5 Ways the Training Dept. Can Enhance Your Firm's Performance Management 1

Innovative Programs
 An 8-Step Method for Affordable, Team-Driven On-the-Job Training ... 1

Training Cost Control
 Brandon-Hall.com Report Highlights 15 Low Cost LMS 2

IOMA Announces Best Training Programs Award Winners 3

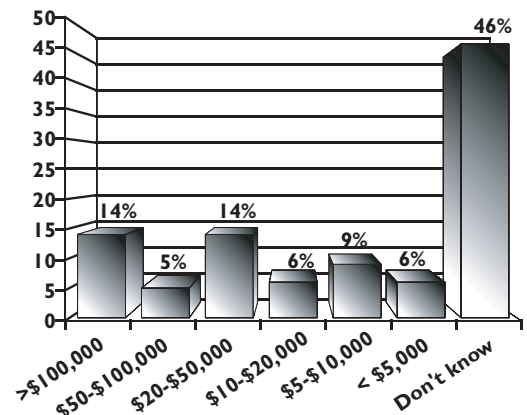
Training Manager Pay
 Two Studies Show Median Annual Comp. Hovers Near \$70,000 6

Training & Development News 8

MTD Calendar 14

Training Managers' Forum 15

Breakdown of training budgets available for LMS purchases see pg 2



(Source: Brandon-Hall.com)

change in an organization.”

For 360-degree feedback to be effective, organizations must train people on how to give feedback so it is beneficial and prepare employees to receive the feedback and act on it, Donini said. “The information is only as good as what people do with it,” he added.

Conducting comprehensive, multi-rater feedback every year is pointless and will likely result in information overload for all employees involved, Donini cautioned. Instead, he recommends using focused follow-up questions that ask only how the employee is performing on the one or two areas they're working on in their action plan.

► **Have clear consequences.** If employees' pay outcomes are not consistent with the conversation about their performance, the process begins to lose credibility. Avoid a situation where employees see a wide disparity in performance results but everyone receives the same pay raise every year.

► **Be honest and provide clarity.** Some employers try to convince employees that the performance management feedback they receive is not related to their pay by providing performance reviews in January and pay reviews in June. They are not fooling many, Gonzalez cautions. “Usually, employees see through that, and the system loses credibility.”

The most important step is to help employees use the information they receive by creating simple developmental plans. The plans should home in on one or two key areas that will have the greatest impact on employees' development or on achieving the organization's goals. □

IOMA on the WEB

IOMA's Business Management Supersite has been heralded as one of the top sites to visit for no-nonsense, business management information. **LINKS - DISCUSSIONS - ARTICLES - and MORE**

— www.ioma.com —

“As a source for business management information, IOMA.com proves it knows its business.” — *Sales & Marketing Management*

CAN'T FIND THE ARTICLE YOU NEED? Need Information and Statistics NOW? Visit IOMA's sister site with more than 9,000 articles:

— www.managementlibrary.com —

For help using the IOMA site, e-mail info@ioma.com Sign up for your FREE e-zines at the site!!

Innovative Programs

An 8-Step Method for Affordable, Team-Driven On the Job Training

continued from page 1

Not necessarily so, confirms Diane Walter, president of Human Performance Applications, a Seattle-based consulting firm specializing in OJT. Walter has developed a new approach, called structured, team-driven OJT.

The concept evolved from a graduate school project to company-wide use at Boeing Co. and then on to Boeing's customers all over the world. “Because all employees are involved in creating the training, results go up right away and they stay that way. In fact, I don't know of a team that's started this that is not still doing it today.”

Why a team-driven approach? Team-driven OJT is based on adult learning theory, cognitive and social psychology, and the principles of instructional systems design, Walter explains. “Because of the team aspect—people discussing the task, writing the modules, the procedures—it's a dynamic system and you end up solving a lot of performance issues other than just training.”

A primer on team-driven OJT. Good news for budget- and time-strapped training professionals: Team-driven OJT is not hard to do and it's not expensive. Certain conditions are necessary for successful team OJT, however (see sidebar on page 12), but they're doable in almost any organization that's committed to the process.

Three interacting components drive the team-driven OJT process: The team job-task analysis, job instruction training, and human factors principles (see Figure 1 page 12). The third component—human factors principles—forms the basis of the whole team-driven system, Walter notes. It includes such things as communication, decision-making, teambuilding, workload management, and conflict resolution.

continued on page 12

Innovative Programs

An 8-Step Method for Affordable, Team-Driven On the Job Training

continued from page 11

Walter uses an eight-step model, described here briefly. Walter has also published a book called, *Training On the Job*, which is a step-by-step handbook that describes the process so completely that it will likely put her out of work, Walter jokes (order at amazon.com or astd.org. ASTD member price: \$36.95; non-member price: \$42.95).

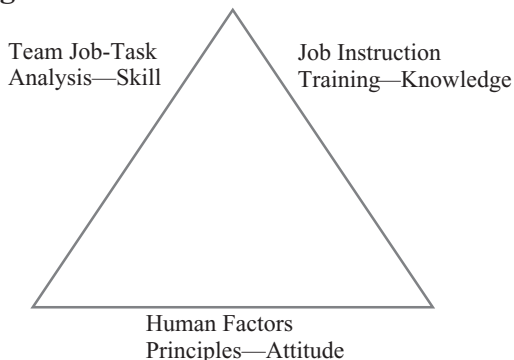
The 8-Step TeamOJT Model. Walter's 8-step training model looks like a standard training

Seven Prerequisites for Successful Team OJT

1. A *structured* on-the-job training system;
2. OJT must include: skill, knowledge, and *attitude*;
3. Must target the correct job tasks for OJT;
4. Training materials must be written specifically for OJT (including performance objectives);
5. Trained and certified OJT trainers;
6. Involvement of *all* employees;
7. A systems approach to OJT.

(Source of all data: Diane Walter, Human Performance Applications)

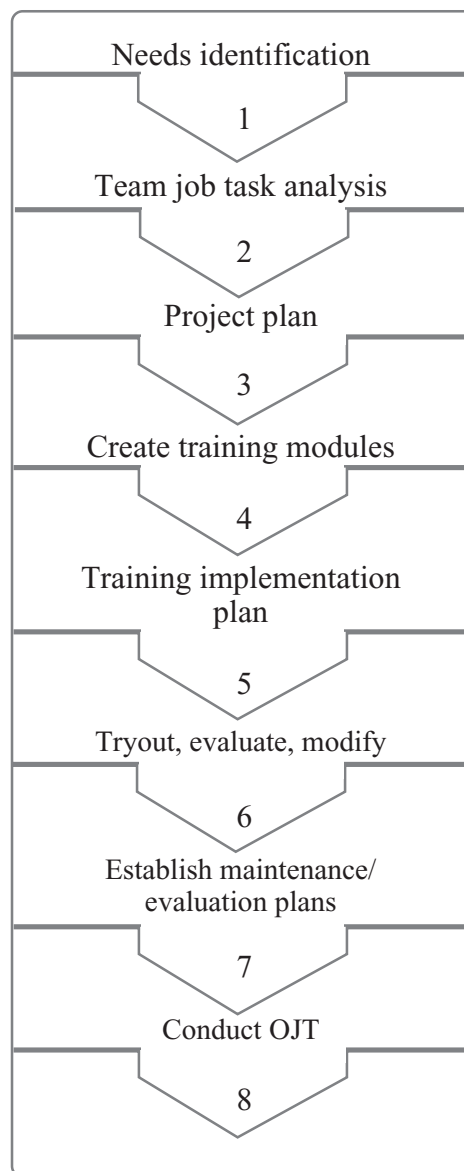
Figure 1. Team-Driven Structured OJT



plan in many ways (see Figure 2). Here's what makes it unique:

➤ *Teams develop the training materials.* Traditional OJT uses one or two subject matter experts (SME's) who analyze the jobs and prepare materials with little or no input from employees. The result is that trainees might "get it" and they might not. "If they own the training, decide what tasks to train and how, then it works for them—and it is likely to uncover and address the hidden causes of performance problems."

Figure 2. 8 Step Team OJT Model



Team-driven OJT is faster as well, says Walter. A team will capture the best, fastest, and most efficient way to do tasks, and “you get a better, user-friendly product.” (Note: She has tested this theory and it has proven itself against the traditional method.)

You might devote six to 18 months just to do the task analysis for traditional OJT. With team OJT, Walter says, you can complete a task analysis in about two hours. A team can write simple, two-column format training modules quickly once they're experienced in the technique—about two to four modules an hour, Walter says.

Approval teams of SMEs or other knowledgeable people verify completeness and accuracy of training modules and make sure they're compatible with other procedures and processes.

Teams also rely on an in-house advocate who makes sure management buys into the team OJT process and acts as a liaison with other departments to find out who needs training.

A team administrator types up the materials each team works on and then maintains and updates training materials as time goes on.

► *Team job task analysis.* This is the process teams follow to break down job tasks into bite-sized chunks (also perfect chunks for e-learning applications, Walter notes).

The team facilitator asks the team two key questions:

1. *What do you need to know to be able to do to perform this job task?* This could be supervisor training, overhauling an engine, performing an inspection, learning a new piece of software, and so on. The team brainstorms the task and records the steps required.
2. *Can you teach and can someone learn each one of these tasks in a half hour?* The team goes through each task asking that question. If they're unsure, or if there is any debate, the answer is always no, Walter explains. The team repeats the process until it gets all “yes” answers, which means each task has been broken down into components that can be taught in a half hour.

Training modules are a simple, two-column format. Column one is an action word and object that describes what the trainee must do. This is a memory-jogger for the trainer. Column two describes the when, where, why, and how you do it. “The second column has enough details that a trainee can take that module and practice on their own after one or two training sessions.”

An important step: As soon as the modules are written and as soon as practical, take the modules onsite, try them out, make sure they work, says Walter. (Note: There's a checklist of what to look for in Walter's book.)

► *The human factor component.* Job related conditions affecting task performance are very important. People are sometimes hampered in doing their jobs not because they don't know how to do them but because of external factors. They might have the wrong or incorrect information or the parts are not available when they need them, for example. These problems can be solved during the training module writing, Walter notes. (Walter has included a human factors checklist in her book.)

When do you conduct the training? The norm for most companies is about one hour per week. “This doesn't sound like much,” Walter agrees, “but once teams get up to speed, they can crank out two to four modules an hour. Many have been able to get this going in a week.”

Team-driven OJT is appropriate for first-time or refresher and recurrent training. You can conduct the training anywhere a specific pre-defined job exists. It's easily integrated into other training programs, such as classroom and e-learning.

“This is an ongoing process that never stops. Once you get employees accustomed to identifying tasks, they start seeing tasks everywhere that they need training on.”

Other companies using TeamOJT include Nestle's, Northwest Airlines, Genetics Institute, Precision Castparts Corp., and the U.S. Army.

Contact Walter at 206-447-0860; diane@teamojt.com; www.teamojt.com. □