

# Contents

<i>Preface</i> .....	X
<b>Introduction</b> .....	1
Rationale for On-the-Job Training	
Organization of the Facilitator's Guide	
Organization of the Individual Training Modules	
<b>Background Readings in <i>Training On the Job</i> *</b> .....	5
<b>Planning the Workshop</b> .....	7
Suggested Preparation Steps	
Materials Needed to Conduct the Workshop	
Participant Materials	
Understanding the Icons	
Tips for Tailoring	
Room Set-Up	
Things to Do	
About the Author	
<b>Train-the-Trainer: On-the-Job Training Skills Workshop</b> .....	17
Workshop Objectives	
<b>Section 1 Introduction to Structured OJT</b> .....	19
Training Plan for Module 1 .....	20
Module 1: Introduction to Structured OJT .....	21
Unstructured OJT	
Structured OJT	
Training Plan for Module 2 .....	23
Module 2: The OJT Trainer .....	24
What Makes a Good OJT Trainer?	
Key Trainer Competencies	
OJT Trainer Councils	

\* This Guide is to be used in conjunction with the book, *Training On the Job* by Diane Walter.

## Contents (continued)

<i>Section 2 Getting Ready to Train</i> .....	27
Training Plan for Module 3 .....	29
Module 3: Conducting A Team Job Task Analysis .....	30
Two-Question Technique	
Identifying Prerequisite Tasks	
Training Plan for Module 4 .....	33
Module 4: Writing Training Modules .....	34
Training Modules	
The Two-Column Format	
Action Steps and Action Substeps	
Graphics	
Training Plan for Module 5 .....	37
Module 5: Writing Performance Objectives .....	38
The Performance Statement	
The Condition	
The Standard/Criteria	
Training Plan for Module 6 .....	40
Module 6: Writing Training Module Cover Sheets .....	41
Contents of the Cover Sheet	
Training Plan for Module 7 .....	43
Module 7: Four Adult Behavioral and Learning Styles .....	44
The Relationship Between Behavioral and Learning Styles	
Identifying Behavioral/Learning Styles	
Characteristics and Applications for Each Style	
Training Plan for Module 8 .....	48
Module 8: Preparing Individual Training Plans.....	49
Assessing Prior Skills, Knowledge, and Experience	

## Contents (continued)

Selecting and Sequencing Training Modules	
Documentation for Individual Training Plans	
Training Plan for Module 9 .....	52
Module 9: Introducing the Five-Step OJT Cycle .....	53
The Self-Directed Role of Trainees	
The Five Steps for Delivering OJT	
<b>Section 3 Conducting On-the-Job Training</b> .....	<b>57</b>
Training Plan for Module 10 .....	59
Module 10: Conducting Pre-Meetings .....	60
Materials to Bring to the Pre-Meeting	
Agenda for the Pre-Meeting	
Training Plan for Module 11 .....	62
Module 11: Preparing for Training Sessions .....	63
Trainer Preparation	
Trainee Responsibilities	
Training Plan for Module 12 .....	65
Module 12: Communication Skills: Coaching, Feedback, Active Listening, and Open-ended Questions .....	66
Elements of Communication	
Coaching	
Feedback	
Active Listening	
Open-ended Questions	
Training Plan for Module 13 .....	70
Module 13: Cycle Step One: Trainer and Trainee Establish A Shared Mental Model .....	71
Trainer Actions	
Trainee Actions	

## Contents (continued)

Training Plan for Module 14 .....	74
Module 14: Cycle Step Two: Trainer Demonstrates A Task As Trainee Observes .....	75
Trainer Actions	
Trainee Actions	
Training Plan for Module 15 .....	77
Module 15: Cycle Step Three: Trainer Coaches Trainee During Performance of the Task .....	78
Trainer Actions	
Trainee Actions	
Training Plan for Module 16 .....	81
Module 16: Cycle Step Four: Trainer Observes Trainee Perform Task and Gives Feedback ... ..	82
Trainer Actions	
Trainee Actions	
Training Plan for Module 17 .....	85
Module 17: Cycle Step Five: Trainer and Trainee Debrief.....	86
Trainer Actions	
Trainee Actions	
Training Plan for Module 18 .....	89
Module 18: Evaluating and Documenting Performance .....	90
Evaluating Trainee Performance	
Documenting Trainee Performance	
Evaluating and Documenting Trainer Performance	
<b>Participant Handouts .....</b>	<b>93</b>
<b>Prepared Flipcharts .....</b>	<b>151</b>

## **Contents (continued)**

**Appendix A ..... A-1**  
**Overhead Transparencies**

**Appendix B .....B-1**  
**Four Adult Behavioral and Learning Styles**