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## **OJTP “On the Job Training Program”**

**The creating of excellent professional operation teams that makes a difference**

**By: Eran Shechter**

“On the Job Training Program” (OJTP) could be the program that will help you to increase the intellectual capital in your company, reduce time investment in learning to qualification, build excellent and professional operating teams that will make a difference.

### **CHECK IT OUT:**

- Ⓢ Are you really satisfied with the performance level of your operator's crews?
- Ⓢ Are you certain that they will be as highly trained as to be capable of solving operational problems correctly in real time? Or maintaining high operational standards all along the shift?
- Ⓢ Can you count on them to receive, learn and operate new technologies and equipment as fast and as efficient as possible? What can you do to achieve it?
- Ⓢ Do you actually know what and how your operators are trained for and do you have the means to monitor it?
- Ⓢ Is your ISO quality assurance documenting and checking the training infrastructure and activities? Can you know how effective and efficient your investment in HR professional development?
- Ⓢ Where is the practical knowledge that was built out of the everyday experience of your operators and supervisors? Is that knowledge leave the company every day at the end of the shift? Do you want to gather, manage and develop that knowledge as a company asset? Do you know how?
- Ⓢ In a competitive business that uses basically the same technology and methods, the human resource is the element that makes it possible to improve, to innovate, and to grow and to be the best. Can you say it about your HR?



**IF these questions are on your management agenda, you might find some interesting ideas in the next pages.**



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**INTRODUCTION TO OJT**

Any industrial organization uses training programs to create productive and professional HR. It is a well known fact that the quality of the HR has a significant influence on the operational and productive results.

OJT is the most common training method in industries. As a training system if applied properly, OJT has several important advantages in creating effective and productive learning process. (It is relatively cheap, It contains a hands-on experience, it allows real time evaluation of the trainee' and it is preventing the gaps between formal training and real life tasks.)

**WHY ARE THERE PROBLEMS IN THE APPLYING OF OJT?**

The problem is that most organizations do not have the tools to plan and manage OJT learning process. Therefore OJT as the basic training system at work suffers problems and disadvantages that eventually damage both effectiveness and efficiency of the training.

By the creation of systematic and logical program for OJT planning implementation, there can be a **solution** for the problems. **Some of the benefits of using the OJTP are presented in the table below:**

BENEFITS OF OJTP	INSTEAD OF
① <b>Accurate objectives and goals and standardized training programs.</b>	No accurate goals and objectives are established in order to create standards and training plan.
① <b>Methodical training development and detailed training curriculums.</b>	No training and planning methods applied. The training to each trainee' is different and depends on vague instructions.
① <b>Skilled trainers and mentors.</b>	Most trainers and mentors do not have the skills and the means to teach effectively.
① <b>A controlled, monitored and supervised learning process.</b>	A non-formal learning process with no means to control, to manage or to be supervised by management.
① <b>Keeping the knowledge as a company asset, and use it in full to improve HR.</b>	A reduction of knowledge passed to the trainees because each trainer teaches only part of the knowledge that was passed to him/her.
① <b>Quality assured training (ISO) monitored by Quality Assurance Department.</b>	There are no real quality standards (ISO) to check and improve effectiveness of the learning and achieving meaningful qualifications. OJT is not monitored properly by the Quality Assurance Department.
① <b>Effective &amp; efficient training based on performance analysis</b>	There are hidden costs because of ill-training, re-training, teaching of bad habits and mistakes.



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## **THE OJT PROGRAM (OJTP) DEVELOPMENT**

The OJTP development for operators and supervisors aims to create a set of systematic tools to apply an effective and productive OJT, using progressive training development techniques used in governmental, industrial and military organizations. The development program emphasizes professionalism, excellence, expert skills, cooperation and teamwork and core organizational knowledge. The products of the program are:

- ④ A long term training program for increasing levels of skills and knowledge for operators.
- ④ Practical tools to plan and apply OJT for the mentors.
- ④ Qualification tests for each level.
- ④ Tools for evaluation and training process quality assurance.
- ④ Organizational tools to supervise the OJT.
- ④ Trained OJT instructors & mentors.

## **RESULTS**

The results of adopting the OJTP are:

- ④ **A significant Reduction of time investment** in learning to qualification. In a shorter time frame the operators becomes competent and ready for the tasks and demands of their operational jobs.
- ④ **Increasing the intellectual capital of the company, by turning personal knowledge into a company documented and growing asset.**
- ④ **Increasing product and process quality.**
- ④ **Reducing of redoing and reworking.**
- ④ Teaching the correct and relevant knowledge shows **increasing of results in production and reducing of human mistakes.**
- ④ **An established and documented quality assurance system for training process and results within the ISO.**
- ④ There are also important organizational benefits such as better HR management, improving rate of intellectual capital standards, meeting organizational visions and goals, etc...

The OJTP Program has been implementing in industrial organizations since 1995.

According to client's feedback, the OJTP is very well integrate in the plants and was expand beyond the production area to the maintenance, product design and graphic departments. The HR is considered highly trained qualified in any standard of skill evaluation.

Customers who were applying OJTP, shows reports of constant progress of improving performances in production and increases their market share. According to their reports, The OJTP had a major influence on these results.



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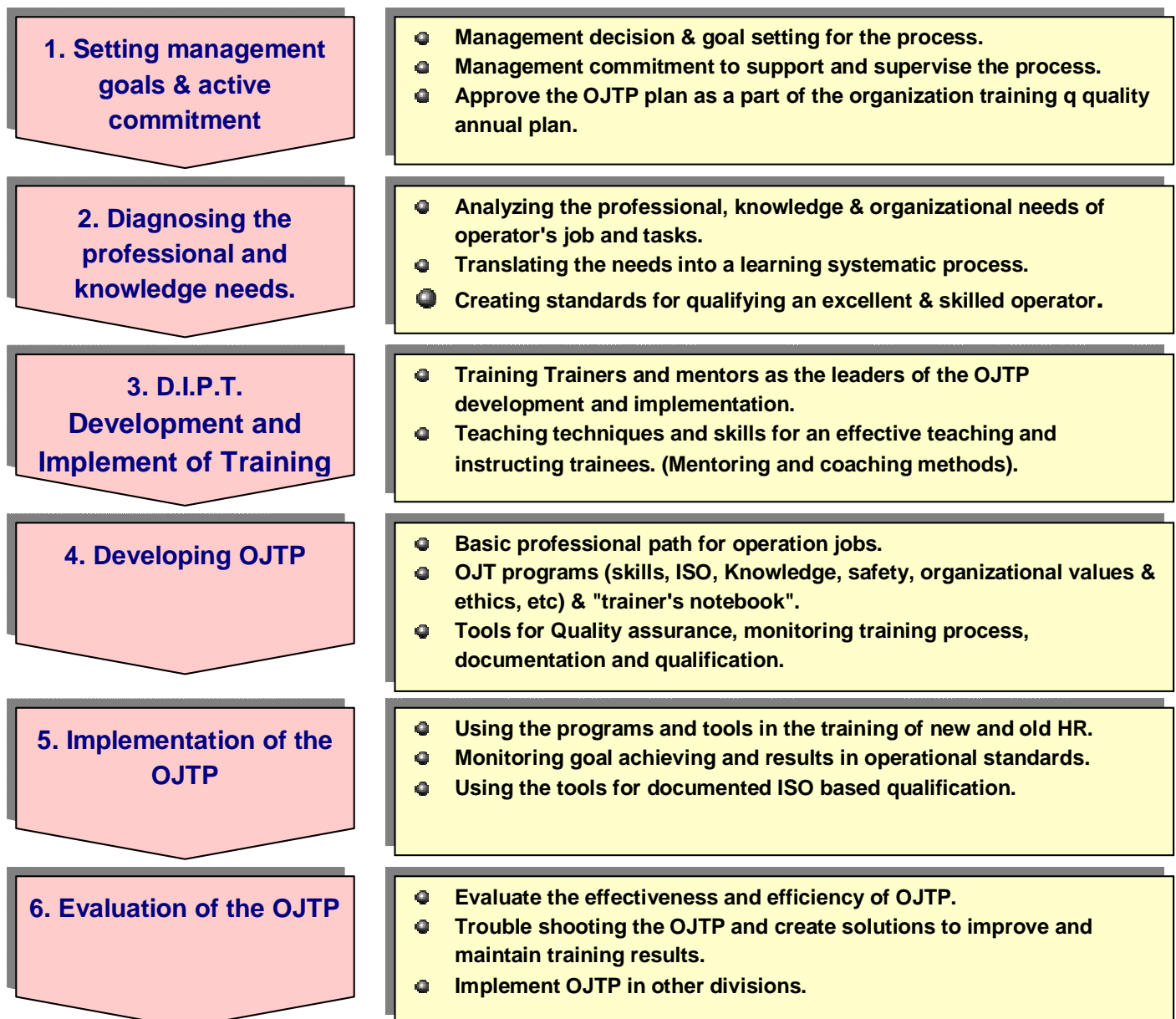
## THE 6 STEPS OF OJT PROGRAM (OJTP) DEVELOPMENT

The OJTP Development process contains six steps that are aiming to achieve participation of both managers and workers levels.

On the block diagram below you can see the steps and the activities that relates to each one of these steps.

## THE OJTP 6 STEPS PROCESS

The implementation of the OJTP in the organization efficiently, is based on **6 steps process**:





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### **SUMMARY**

Each of the results mentioned above, could have an overwhelming effect on the operational & business results. Yet OJTP should be implemented for a reasonable time to make the best profit. Creating a difference in human performance is usually a long term project which reveals its merits step by step.

In order to make the best out of our program it is highly recommended to involve: Quality Assurance Manager, Human Resources Manager, Knowledge & Information Manager and Training & Development Manager

### **WE SHOULD ALWAYS REMEMBER THAT:**

- Ⓢ In order to make the best quality product, you definitely need the best people for the job.
- Ⓢ In order to have the best people for the job, you need the best effective training and development methods.
- Ⓢ The OJTP is the training system that gives a better answer to the training needs. That program will create the highly professional & excellent operating crews that will carry out the efforts to meet the goals and vision of your business.

### **ABOUT THE AUTHER:**

**Eran Shechter** from *ES Training & Learning Development* has over 20 years of experience in development & implementation of training and learning programs in Hi-Tech industry sector ( Intel and I.B.M.), in the financial sector (banks), in governmental organizations and in the manufactures sector. E. Shechter is the author of several books on various angels of effective training and learning process. In the recent years he is involved in HR training & development in major industries, implementing training techniques based on OJTP.