# *Job Savvy*

# On-the-Job Training Guide

*Job Savvy* can be used to train workers either in the classroom or in one-on-one situations. This section of the *Instructor’s Guide* provides information employers can use to train new employees. You might find that another approach is more effective for your organization, but the information here will help you get started.

Much of the material in this book could be covered in a two-day orientation session or during the first two weeks of employment. It is designed to be used by supervisors and training departments as they instruct new workers starting on the job. This On-the-Job Trianing Guide can also be adapted for use in an onboarding process.

## Lesson 1 (First Morning)

### Trainee Preparation

Have new employees read the first four chapters of the *Job Savvy* workbook before coming to their first day of work. Tell them that there will be a short quiz on each chapter.

### In-Class Lesson

Give the employees a quiz on chapters 1 and 2. Use five questions from the Review Quiz, Midterm Exam, and/or Final Exam for each chapter. Select the questions that emphasize the ideas that will be important to the trainee's success in your organization.

1. Go over the results and discuss questions the employees answered incorrectly. If some of your trainees have answered more than one-third of the questions incorrectly, it’s doubtful that they actually read the material. At the very least, they don’t understand it. Attempt to find out what the problem is and try to correct it.
2. Ask the employees what they found most interesting about chapters 1 and 2.
3. Use information from chapters 1 and 2 to discuss the following issues:

* How your company is affected by labor market trends.
* The diversity of the workforce in your business, and the behavior expected from workers interacting with people from different ethnic backgrounds.
* The taks your company assigns to core employees, independent contractors, and temporary workers.

1. Ask the employees to describe personal skills that make them desirable employees. Refer them to chapter 1 to identify the skills employers value most.
2. Use this opportunity to describe what you expect from new employees.
3. Talk to the employees about their new jobs. Chapter 2 provides a thorough checklist for orientation sessions.
4. You may want to give the employees two hours to read and complete the exercises in chapters 3 and 4. If you don’t have time for this, you can cover the material verbally and ask the employees to read those chapters later.
5. Review chapter 3 and talk about dress codes for your business. Provide some examples of appropriate dress for various situations in your workplace. It is easy to show photos of employees to illustrate these examples.
6. Review chapter 4. Ask the employees to talk about how they plan to get to work on time every day they are scheduled to work. Describe what your business expects of employees in regard to attendance and punctuality.

## Lesson 2 (First Afternoon)

### Trainee Preparation

Have new employees read chapters 5 and 6 of the *Job Savvy* workbook before coming to their first day of work. Tell them that there will be a short quiz on each chapter. You might want to give them an hour at the start of the lesson to read these chapters.

### In-Class Lesson

1. Give the employees a quiz on chapters 5 and 6. Use five questions from the Review Quiz, Midterm Exam, and/or Final Exam for each chapter. Select the questions that emphasize the ideas that will be important to the trainee's success in your organization.
2. Go over the results and discuss questions the employees answered incorrectly. If some of your trainees have answered more than one-third of the questions incorrectly, it’s doubtful that they actually read the material. At the very least, they don’t understand it. Attempt to find out what the problem is and try to correct it.
3. Review chapter 5. Discuss the following:

* How communicating effectively is the key to relating to peers, managers, customers, and everyone else in the organization.
* Examples of typical situations where communication with peers is important. You might want to use one of the short case studies in chapter 5 and let the group discuss how to effectively communicate in the situation described in the case study.
* Examples of times when they were involved in a misunderstanding resulting from poor communication. Take a few situations they cite and lead them through an analysis of those situations. Ask them to consider if the message was sent correctly by the other person involved in the discussion. Ask them to consider whether they heard the message in the manner that the sender intended it to be understood. Ask them what could have been done to improve either the sending or receiving of the communication.
* Examples of situations in your organization in which an employee should have practiced effective communication skills.

1. Discuss the information in chapter 6. Describe the resources your business makes available to help employees learn about their jobs. Take this time to do the following:

* Go over each employee’s job description and review each major task that is part of each person’s job.
* Train the employees on the tasks that must be mastered immediately. Remember to use the following time-proven method for on-the-job training:
  + Tell each trainee how to do the task.
  + Demonstrate how to do the task. Explain each step as you go through the process.
  + Have the trainee do the task. Carefully watch each step and provide feedback.
  + Have the trainee practice the task several times. Continue this process until you are sure the trainee can perform the task adequately.

## Lesson 3 (Second Morning)

### Trainee Preparation

You should announce at the end of the afternoon session on day one that the trainees should read chapters 7, 8, and 9. Explain that a quiz will be given at your next meeting.

### In-Class Lesson

1. Provide a quiz on chapters 7, 8, and 9. Use five questions for each chapter from the Review Quiz, Midterm Exam, and/or Final Exam for each chapter. Select the questions that emphasize the ideas that will be important to the trainee's success in your organization. Discuss the questions that were answered incorrectly.
2. Ask the employees if they had thought much about the importance of understanding themselves before reading chapter 7. What did they discover about themselves that would help them do their jobs better?
3. Ask the trainees to describe their top three self-management skills, transferable skills, and specific job skills. Provide feedback about how each of these skills can contribute to success at work.
4. Ask the employees to describe the most interesting points of chapter 8. If you are a supervisor/manager, explain your job. Describe the expectations your manager has for your performance. Identify five things the employees can do to get along with you most effectively. This is a time to expand on the expectations discussed in the first lesson.
5. Review the major points in chapter 9. What is important for the employees to know about getting along with others in their assigned work areas? Ask them to explain the concept of teamwork. How accurate is this concept as it relates to your company?
6. Take this opportunity to introduce the trainees to other employees if you haven’t already done so. You might want to arrange a short meeting with other employees to have them describe the following:

* What do they expect from new workers?
* What should new workers do when they need assistance from coworkers?
* What tips do they have for new employees?
* What is the one thing they would most like to tell new employees?
* You should allow the new employees an opportunity to ask a few questions.

1. You might want to give the employees 30 minutes to read chapter 10.
2. Discuss the type of contact the trainees will have with customers. Explain the company’s policies on customer service. Have the trainees observe other workers as they interact with customers. Have the trainees answer these questions:

* What did the coworkers do that appeared to provide good customer service?
* In what ways did they provide poor customer service?
* Have the trainees write down questions they have about customer service.

1. This is a good time to explain how to use the telephone system. After demonstrating how the system works, discuss customer contacts on the phone. Tell the trainees how the phone is to be answered. Describe how they are to take messages and get them to the proper individuals.

## Lesson 4 (Second Afternoon)

### Trainee Preparation

Have the employees read chapters 11, 12, and 13. Inform them that there will be a quiz on these chapters.

### In-Class Lesson

1. Give a quiz over chapters 11 through 13. Use five questions for each chapter from the Review Quiz, Midterm Exam, and/or Final Exam. Discuss any questions that were answered incorrectly.
2. Explain how your company uses some of the problem-solving techniques described in chapter 11. Describe some problems your organization has solved recently.
3. Identify a common but easily solved problem in the organization and have the employees use problem-solving techniques to find possible solutions. Discuss the solutions and explain the strengths and weaknesses of each.
4. Use the case studies in chapter 12 to identify ethical problems that are common at your company. Have the employees respond to these case studies.
5. Chapter 12 discusses ethical issues related to the computer. Discuss proper employee behavior in regards to email, Internet use, software copying, and information stored on computers.
6. Chapter 13 allows you to discuss several important points, including the following:

* Policies and procedures for awarding raises
* Policies and procedures for getting promoted Opportunities to advance on the job
* Job opportunities other employees have moved into
* Common job openings that occur in the company
* Skills the employees should work on to move up in the company
* Individuals who might be willing to act as mentors
* Opportunities for training and how to take advantage of these

## Conclusion

Congratulate the employees for completing training designed to help them be successful on the job. Remind them of the skills they identified and how these can contribute to their success at work. Finally, give them several specific objectives to accomplish in the first two weeks on the job.