



# On the Job Training (OJT) Basics

September 26, 2011  
10:00 – 11:30 a.m.



Employment  
Security  
Department  
WASHINGTON STATE

# OJT Webinar Features

- Please “mute” teleconference lines during presentation; Please do not use “hold”
- **Questions & Discussion**
  - Use the “Question/Chat” option to post your questions or comments during the session
  - Questions will be answered throughout presentation and/or during open discussion at the end
- **PowerPoint**
  - To download this presentation:  
Go to <http://www.wa.gov/esd/1stop/>



# Webinar Agenda

- **OJT Background**
- **Outreach & Assessment Strategies**
- **Employer Roles & Responsibilities**
- **Provider Roles & Responsibilities**
- **Contacts**



# Overview of OJT

- OJT is a hire-first training option; each trainee is an employee of the company while receiving training
- Employers choose from candidates provided through assessment and screening
- Employers receive reimbursement for a portion of employee wages covering costs of supervision and provision of training
- Employees build new skills, re-establish positions in new fields, and gain self-sufficiency



# OJT: A Familiar Tool

- Used since the 1960's
- Proven track record helping unemployed workers gain new skills and retain employment
- One of several training tools available in the workforce development system



# Current Emphasis

- Incentive to employers to help stimulate job recovery
- DOL Priority: OJT NEGs, \$75 million nationally and received \$1.9 million in Washington
- Governor Priority: WIA 10%, \$1.5 million
- Statewide focus through “Retooling Washington”



# What's Happening Now?

- Tap growing employer interest in on the job training, internships, and work experience
- Support local coordination given the similar makeup of OJTs in partner programs
- Advance OJT connections to other training options, such as apprenticeship



# Southwest: OJT to Apprenticeship

- Weatherization OJTs
- Initiated by ARRA
- Unofficial apprenticeship first – combined OJT with certification
- Official apprenticeship sought with continued demand



# Benefits to Employers

- Assists employers with the costs of training new employees
- Training is aligned with skills required for the occupation
- Employers realize gains in productivity as participants learn on the job

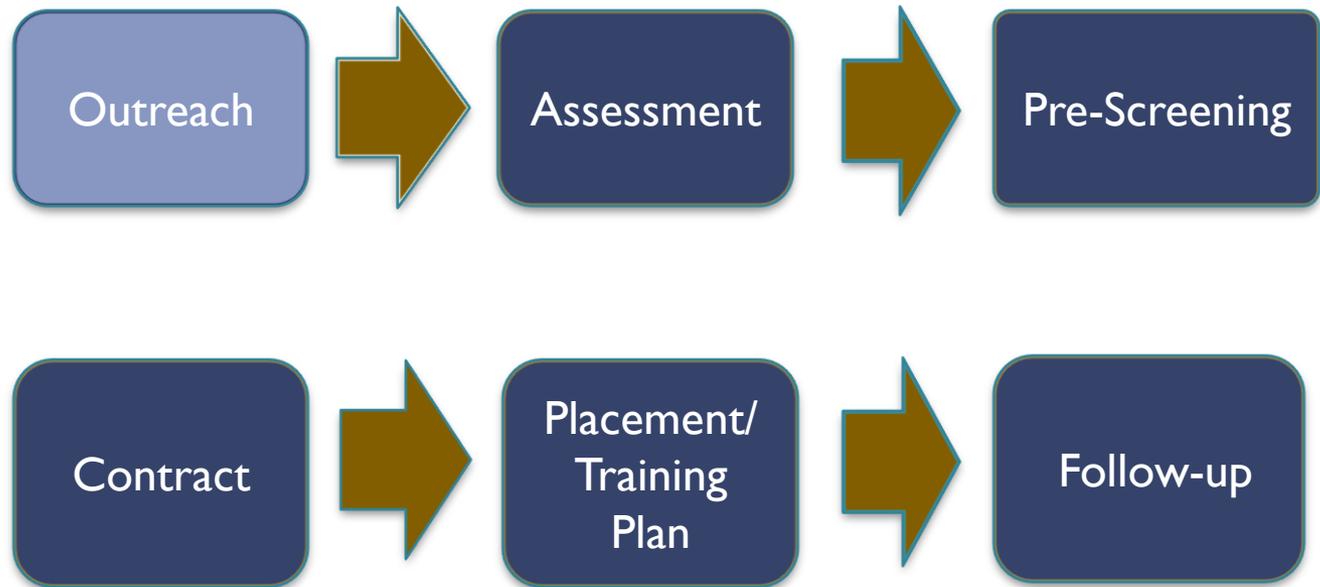


# Benefits to Job Seekers

- Earn as you learn!
- Acquire job and career advancement skills
- Learn in a hands-on environment
- Opportunity for long-term employment



# OJT: Outreach



# Outreach

- To ensure partner outreach that fits community employment situation and focuses on jobs in demand sectors or occupations
- To get the word out on incentives to employers ready to hire
- To determine employer suitability for OJT

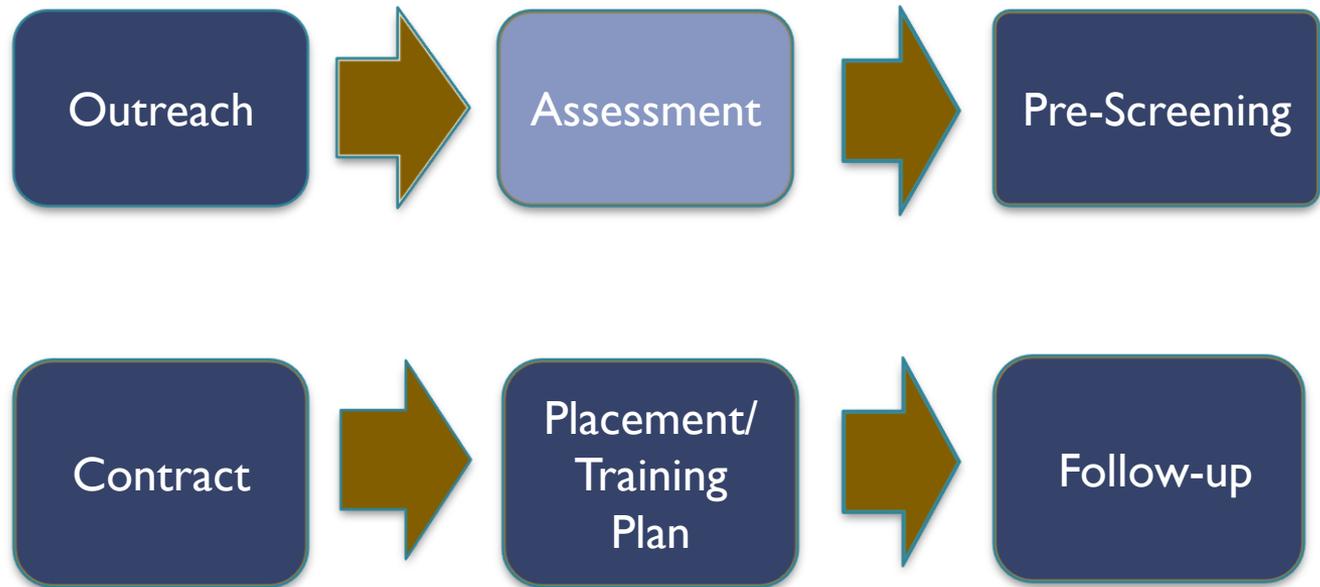


# Outreach Strategies

- Integrate OJTs into local business services and job seeker services
- Research employers and their labor needs before initial contact
- Work with community partners to target regional demand sectors
- Educate employers on OJT training benefits
- Ensure minimal employer paperwork



# OJT: Assessment



# Assessment

- Documents worker fit for on-the-job training by identifying current skills, aptitudes and interests
- Helps staff match employer demand for skilled workers with workers who will attain entry-level skills during on-the-job training
- Strengthens employer and worker satisfaction



# Determine Training Duration

- Duration negotiated with employer based on entry-level skills to be learned
- Maximum duration based on DOL's Specific Vocational Preparation (SVP) estimates for occupations

*Adapted from O\*NET OnLine Help Specific Vocational Preparation (SVP)*

*<http://www.onetonline.org/help/online/svp> and O\*NET OnLine Help Job Zones*

*<http://www.onetonline.org/help/online/zones>*



# SVP Levels and SOC Zones

**SPECIFIC VOCATIONAL PREPARATION (SVP):** amount of lapsed time required by a typical worker to learn the techniques, acquire the information, and develop the facility needed for average performance in a specific job-worker situation.

O*NET SOC Zone #	SVP LEVEL (Measure of Total Average Education and Experience for the Occupation)	SVP TRAINING LENGTH (Hours)	LOCAL AREA TRAINING HOURS (Standard)
1	1-3	Up to 519 (up to 3 mo)	up to 519 (up to 3 mo)
2	4-5	520-2080 (3 mo -1 yr)	840 (up to 5 mo)
3	6	2080 - 4160 (1-2 yr)	1040 (up to 6 mo)
4	7	2-4 yrs	
5	8	4-10 yrs	

NORTH CENTRAL OJT OCCUPATION - SAMPLE LIST				
WAGE	JOB TITLE	Zone	SVP	
10.9	PACKING LABORER	1	1-3	
10.36	DENTAL ASSISTANT	3	6	
10.55	TIRE REPAIRERS AND CHANGERS	1	1-3	
12.5	PACKAGING OPERATOR	2	4-5	
12.75	BOOKKEEPING ASSISTANT	3	6	
14	GLAZIER	2	4-5	
14.53	SURVEY TECHNICIAN	3	6	
15	WELDER / FABRICATOR	2	4-5	
15	POLY TECHNICIAN	3	6	
16.45	PHARMACY TECHNICIAN	3	6	
17.53	INDUSTRIAL MAINTENANCE MECHANIC	3	6	
20.66	MECHANICAL TECHNICIAN	3	6	



# Length of Training: One Method

EXAMPLE

**Job Title: CUSTOMER SERVICE REPRESENTATIVE**

**O\*NET Code: 43-4081.0000 (Zone 2: Standard Hrs: 840 )**

**DEMAND OCCUPATION:\_\_\_\_\_ Source: \_\_\_\_\_**

\*.2-somewhat skilled .4-partly skilled .6-semiskilled .8-mostly skilled 1-fully skilled

**TASK GROUPS:**

**REGISTRATION**

**TELECOMMUNICATIONS**

**CHECK OUT**

**MARKETING**

**CLERICAL**

<b>% Job</b>	<b>Reduce By *</b>	<b>Previous Skill%</b>
20%	0.00	0%
25%	0.40	10%
15%	0.20	3%
15%	0.00	0%
25%	0.60	15%

**Total                      1.00                      28%**

**% of hours allowed (100% - 28%) =                      72%**

**840                      72%                      605**  
**Reg. Hours                      X                      % allowed                      =                      Trng Hours**

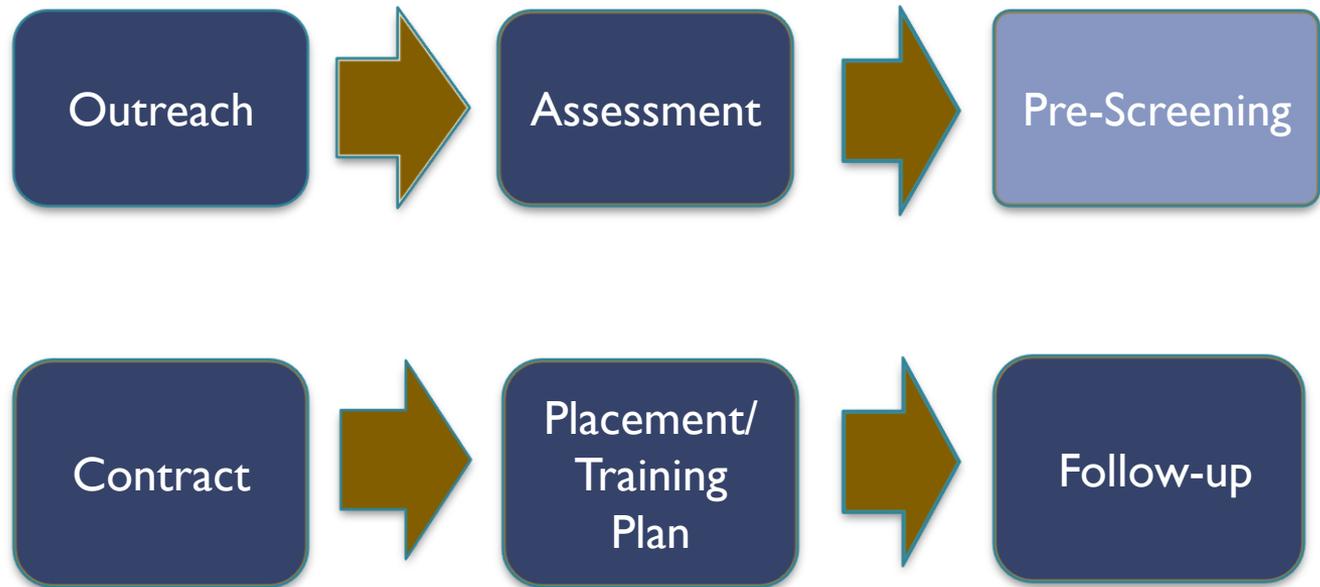


# Exceeding Training Duration

- Basic skill deficiencies and training need identified (including ESL, reading writing, and oral communications and mathematics)
- Identified soft skills deficiency and training need
- Complexity of job exceeds O\*NET description
- Relevant factors concerning target populations



# OJT: Pre-Screening



# Employer Pre-screening



# Northwest Workforce Council

# OJT Worksheet

## ABOUT THE BUSINESS:

Business Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_

\_\_\_\_\_  
Authorized Representative

\_\_\_\_\_  
Title

For Profit

Non-Profit

Public

Unified Business ID (UBI) #: \_\_\_\_\_

Description of Business/ Products/Services:  
\_\_\_\_\_  
\_\_\_\_\_

How long in business? \_\_\_\_\_

Number of Employees: \_\_\_\_\_

Business fluctuations (layoff/peak times): \_\_\_\_\_

Anyone currently in layoff?  Yes  No  $\longrightarrow$  If yes,  Permanent  Seasonal

Working under collective bargaining?  Yes  No

Business relocated from another area within the last 120 days?  Yes  No

If so, were workers laid off?  Yes  No Number laid-off: \_\_\_\_\_

Type of jobs: \_\_\_\_\_



# Northwest Workforce Council

## OJT Worksheet (cont.)

### FINANCIAL / PAYROLL

Has the business or predecessor ever filed for bankruptcy?  Yes  No

Paid:  Hourly  Salary  Commission  Bonus  Overtime

Frequency:  Weekly  Bi-Weekly  Monthly  Semi-monthly

Is there a payroll system with ledgers which track gross pay, deductions, including: Federal withholdings, FICA, Industrial insurance and net pay?  Yes  No

Can copies of pay-stubs, vouchers, or cash pay receipts showing wage and required deductions be provided with the first reimbursement vouchers?  Yes  No

**Comments:**

---

---



# Northwest Workforce Council

# OJT Worksheet (cont.)

## ON THE JOB TRAINING POSITION(S)

Previously used OJT?    Yes    No   Results: \_\_\_\_\_

Job(s) to be filled: \_\_\_\_\_

✓ **ATTACH JOB DESCRIPTION(S)**

Opening due to:    Expansion    Separation    $\longrightarrow$    If separation,    Quit    Retired    Fired

If fired, please state circumstances: \_\_\_\_\_

Employee benefits: \_\_\_\_\_

Wage: \_\_\_\_\_                      Work schedule: \_\_\_\_\_

Designated Supervisor: \_\_\_\_\_

Training Site: \_\_\_\_\_



# Northwest Workforce Council

## OJT Worksheet (cont.)

Are there sufficient tools, equipment, workspace and supervisory personnel to accommodate the trainee?

Yes    No

Does your business have any pre-existing employee training programs?  Yes    No

Brief description of training methods available/needed:

Does the worksite appear reasonably safe and sanitary?  Yes    No

Does this appear to be a good training site / business?  Yes    No

(Include comments on transferability of skills, potential within company, and/or concerns)

---

---

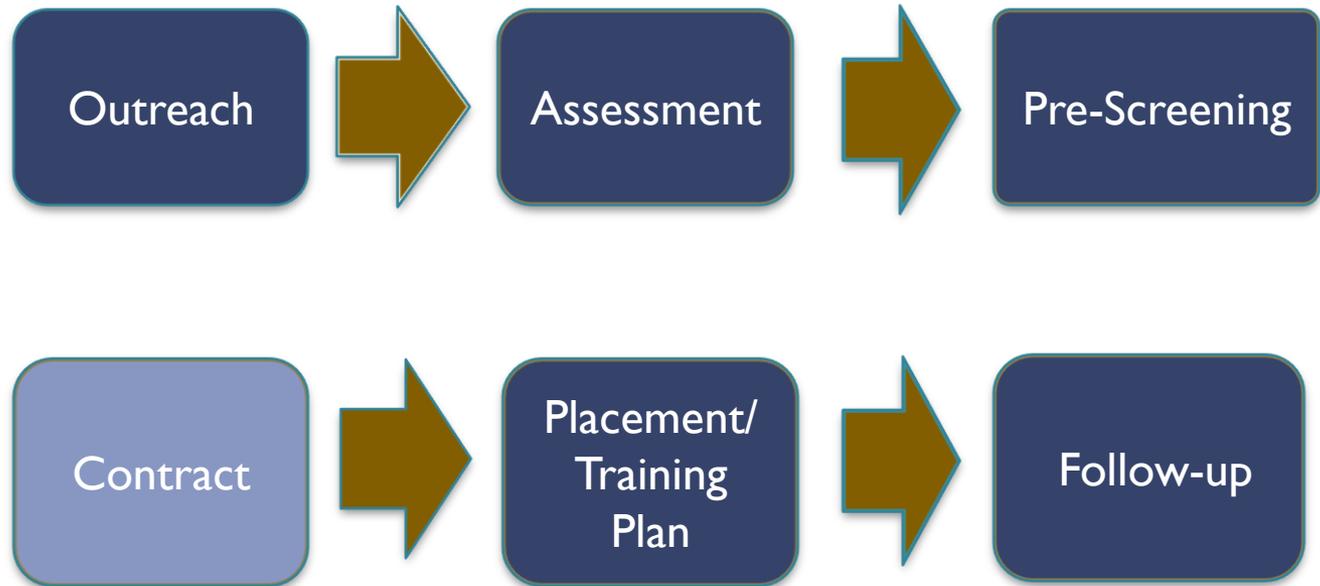
Coordinator Signature

---

Area Manager Signature



# OJT: Contract



# Employer Contract

- Clear statement of purpose
- Identification of all parties including the trainee
- Signatures of parties to agreement
- Training Job Title and appropriate job and training Specific Vocational Preparation (SVP) Code
- Start and end dates
- Any supplemental training away from the worksite



# Employer Contract (cont.)

- Wage reimbursement showing wage rate, reimbursement rate, planned raises, and training duration
- Concurrence between employer and union when OJT is under a collective bargaining agreement
- General provisions ensuring regulatory compliance
- Training plan



# Reimbursement Methods

- Must be equal to those similarly employed and backed up by attendance records
- Based on percentage of wages and benefits (generally 50% under WIA) but can be higher with federal waiver
- Some methods include:
  - **Monthly:** 50% of earnings during the previous month
  - **At the completion of training:** 50% of earnings the day after the OJT ends
  - **Sliding scale:** Variable rates tied to specific milestones
  - **Retention model:** 50% of earnings 90 days after end of the OJT

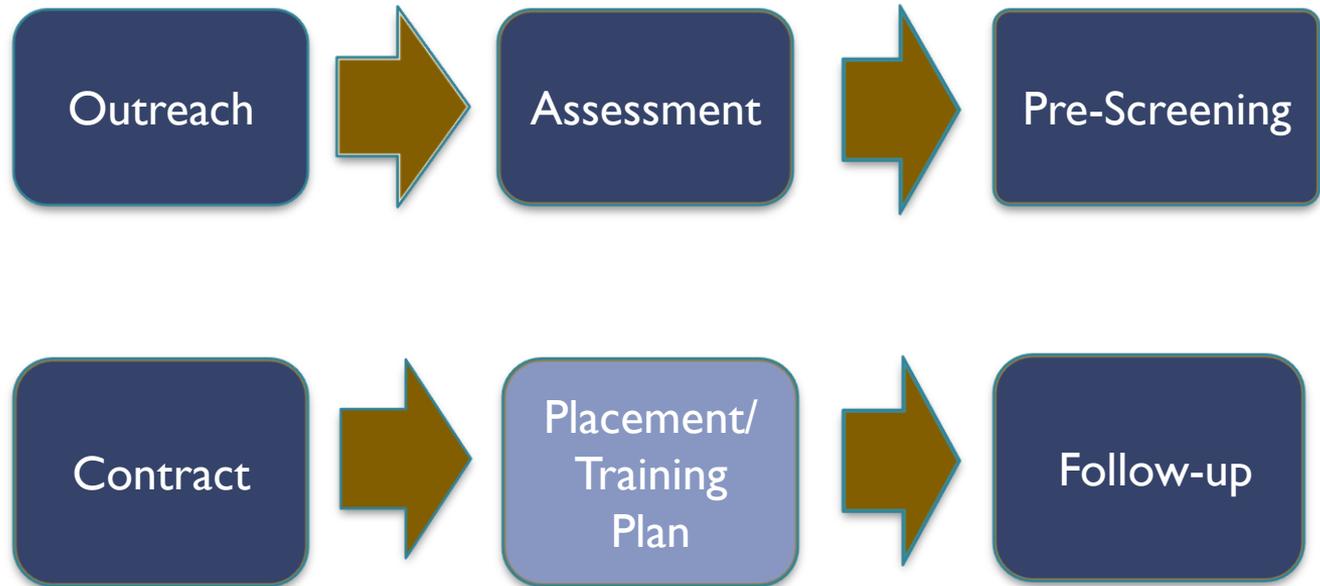


# SWWDC: Retention Model

- Developed in coordination with Portland WIB
- Two pay points
- Demonstrates our investment value
- Rewards best use
- Maintains longer term relationship with employer



# OJT: Placement/Training



# Benefit of Training Plans

- Specify training details of agreement between employer and OJT participant
- Promote development of effective placement
- Serve as tool to document milestones, progress and success
- Document employer retention for future OJTs



# TRAINING PLAN

**Trainee:** \_\_\_\_\_ **Site:** \_\_\_\_\_

**Job Title:** WEATHERIZATION TECH **Supervisor:** \_\_\_\_\_

**Counselor:** \_\_\_\_\_ **Type of Training:** OJT

**Training Period:** \_\_\_\_\_ to \_\_\_\_\_ **Evaluation:**  Interim  
 Final

**INSTRUCTIONS:** Read the Training Agreement and evaluate the trainee's performance in each skill area using the scale described below. (Circle number)

- 1. Can do only simple parts of the task; Needs extremely close supervision.
- 2. Can do most of the task; Needs close supervision.
- 3. Can do all of the task; Needs only job entry supervision.

SKILL REQUIREMENTS	TRAINING METHOD	TIME %	MEASUREMENT METHOD	RATING SCALE EVALUATE DATE
1 WILL LEARN HOW TO: Apply insulation materials such as loose, blanket, board, and foam insulation to attics, crawl spaces, basements, or walls	Oral Instructions, Job Shadowing, Manuals and Service Brouchres	15	Monthly Assessments, Supervision, Oral Questioning and Monitoring	1 - 2 - 3 / /
2 WILL LEARN HOW TO: Install and seal air ducts, combustion air openings, or ventilation openings to improve heating and cooling efficiency.	Oral Instructions, Job Shadowing, Manuals and Service Brouchres	15	Monthly Assessments, Supervision, Oral Questioning and Monitoring	1 - 2 - 3 / /
3 WILL LEARN HOW TO: Install storm windows or storm doors and verify proper fit	Oral Instructions, Job Shadowing, Manuals and Service Brouchres	15	Monthly Assessments, Supervision, Oral Questioning and Monitoring	1 - 2 - 3 / /
4 WILL LEARN HOW TO: Make minor repairs using basic hand or power tools and materials, such as glass, lumber, and drywall	Oral Instructions, Job Shadowing, Manuals and Service Brouchres	15	Monthly Assessments, Supervision, Oral Questioning and Monitoring	1 - 2 - 3 / /
5 WILL LEARN HOW TO: Prepare and apply weather-stripping, glazing, caulking, or door sweeps to reduce energy losses	Oral Instructions, Job Shadowing, Manuals and Service Brouchres	15	Monthly Assessments, Supervision, Oral Questioning and Monitoring	1 - 2 - 3 / /
6 WILL LEARN HOW TO: Test and diagnose air flow systems, using furnace efficiency analysis equipment.	Oral Instructions, Job Shadowing, Manuals and Service Brouchres	15	Monthly Assessments, Supervision, Oral Questioning and Monitoring	1 - 2 - 3 / /
7 WILL LEARN TO: Inspect buildings to identify required weatherization measures, including repair work, modification, or replacement.	Oral Instructions, Job Shadowing, Manuals and Service Brouchres	10	Monthly Assessments, Supervision, Oral Questioning and Monitoring	1 - 2 - 3 / /

**SIGNATURES**

Supervisor: \_\_\_\_\_ Date: \_\_\_\_\_

Counselor: \_\_\_\_\_ Date: \_\_\_\_\_

Participant: \_\_\_\_\_ Date: \_\_\_\_\_



## Summary Report for:

### 47-2131.00 - Insulation Workers, Floor, Ceiling, and Wall

Line and cover structures with insulating materials. May work with batt, roll, or blown insulation materials.

**Sample of reported job titles:** Insulation Installer, Installer, Insulator, Insulation Estimator, Retrofit Installer, Insulation Mechanic, Warehouse Insulation Worker

#### Tasks

- Read blueprints and select appropriate insulation, based on space characteristics and the heat retaining or excluding characteristics of the material.
- Measure and cut insulation for covering surfaces, using tape measures, handsaws, power saws, knives, or scissors.
- Cover and line structures with blown or rolled forms of materials to insulate against cold, heat, or moisture, using saws, knives, rasps, trowels, blowers, or other tools and implements.
- Fit, wrap, staple, or glue insulating materials to structures or surfaces, using hand tools or wires.
- Cover, seal, or finish insulated surfaces or access holes with plastic covers, canvas strips, sealants, tape, cement or asphalt mastic.
- Distribute insulating materials evenly into small spaces within floors, ceilings, or walls, using blowers and hose attachments, or cement mortars.
- Fill blower hoppers with insulating materials.
- Move controls, buttons, or levers to start blowers and regulate flow of materials through nozzles.
- Prepare surfaces for insulation application by brushing or spreading on adhesives, cement, or asphalt, or by attaching metal pins to surfaces.
- Remove old insulation such as asbestos, following safety procedures.



(cont.)

**Summary Report for:**

**47-2131.00 - Insulation Workers, Floor, Ceiling, and Wall**

Line and cover structures with insulating materials. May work with batt, roll, or blown insulation materials.

**Sample of reported job titles:** Insulation Installer, Installer, Insulator, Insulation Estimator, Retrofit Installer, Insulation Mechanic, Warehouse Insulation Worker

## Tools & Technology

**Tools** used in this occupation:

**Filtering machinery** — Air filtering devices; Filtered vacuum cleaners

**Hazardous material protective apparel** — Hooded protective suits; Protective suits

**Metal cutters** — Sheet metal cutters

**Power saws** — Reciprocating saws

**Saws**

**Shears** — Asbestos cutters; Scissors

**Staple guns** — Hammer staplers; Pneumatic staplers

**Utility knives** — Batt knives; Knives

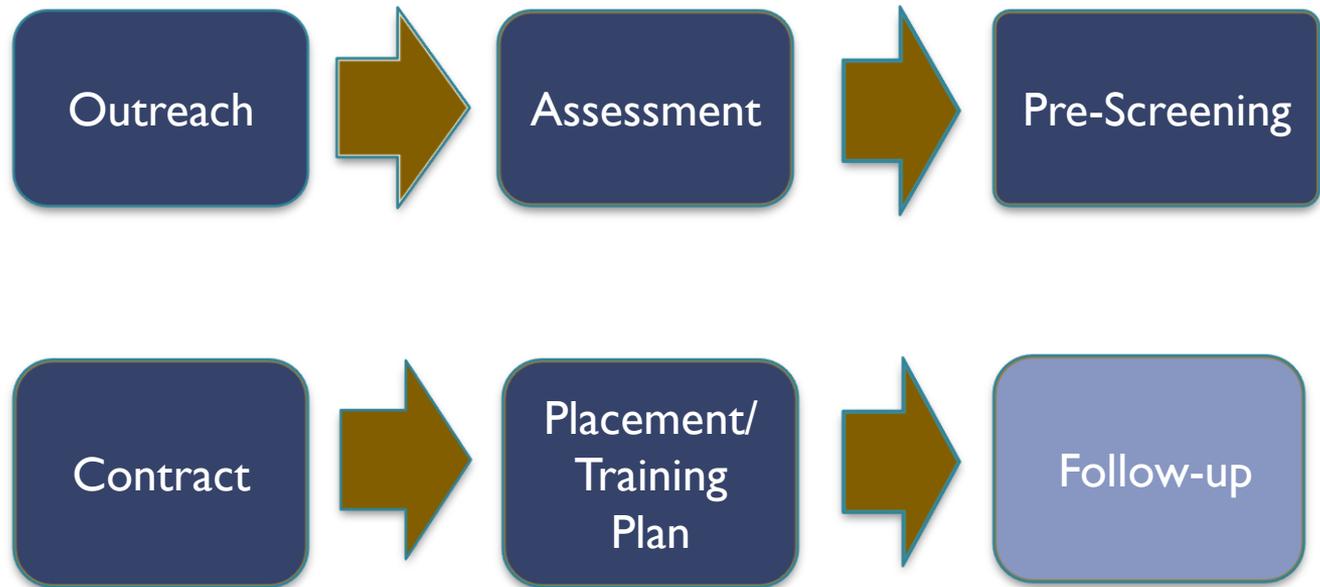


# Training Plan Outline

- Identify skills to be obtained: Detail specific tasks, estimated training hours for each skill, and safe operation of tools and equipment
- Specify how skills will be obtained: Assist employer with specific methods of instruction that match the trainee's skill level and learning style
- Describe skills measurement and attainment methods
- Include employer and participant signatures
- Modify plan when details or timelines change



# OJT: Follow-up

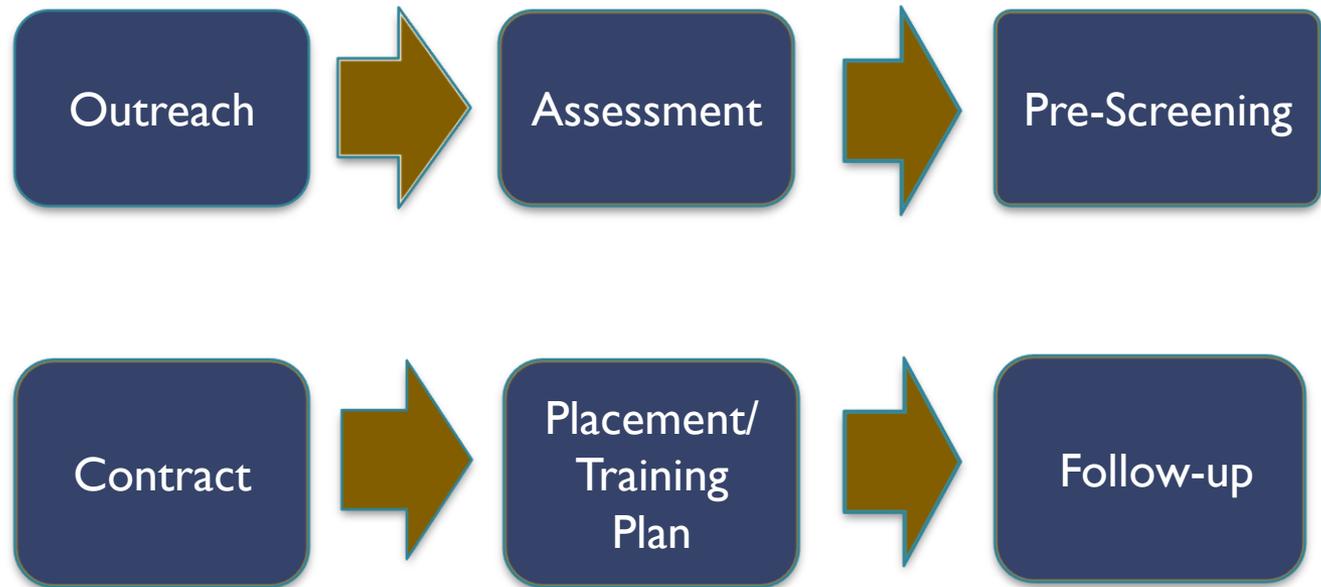


# Follow-up: Standards of Success

- Participant on track with Training Plan
- Payment of wages timely and at specified rate
- Progress reports
- Maintenance of records



# OJT: Review & Discussion



# Visit *InsideWorkSource* for Resources

## OJT Resources Now Available

On-the-job trainings (OJTs) are one training tool used to help unemployed individuals return to work as soon as possible. OJTs have proven successful in helping individuals add to or refine their skill sets on the job through skill training provided by employers. During the agreed-upon period of the OJT, the employer provides training so the OJT participant may reach entry-level at that workplace. In our state's workforce development system, across multiple programs and partners, the employer commits to hire before the OJT starts, usually after interviewing several candidates for a single job opening.

Since OJTs have not been widely used in our state for some time, the goal of the Retooling Washington's Workforce On-the-Job Training workgroup is to expand and improve the use of OJTs in the state to address some of the dislocation challenges of the recent recession.

The tools below are provided to help to reestablish and rebuild local staff awareness and knowledge of the basic structure and purpose OJTs as well as requirements and sharing of best practices from within our state and around the nation.

### Retooling Workgroup 2 Resources

[OJT Basics Webinar Flyer \(PPT\)](#)  
[OJT Basic Components for Work Group Members](#)  
[Retooling Washington OJT Program Matrix](#)  
[Workgroup 2 Recommendations](#)  
[OJT Promising and Best Practices \(August 2011\)](#)  
[More on Retooling Washington's Workforce - Workgroup 2](#)

### U.S. Department of Labor Resources

[Building the Next Generation: OJT Toolkit](#)  
[Outreach Plan Resource Guide](#)  
[DOL's Business Engagement Website](#)  
[Connecting OJT Candidates and Employers](#)  
[Career Counseling Staff and Business Services Representatives: Working Together](#)  
[Identifying and Connecting OJT Candidates](#)  
[Developing the Training Plan](#)  
[Marketing OJT to Employers](#)  
[Promoting OJT to Employers](#)

<http://www.wa.gov/esd/1stop/>



# Building the Next Generation OJT Toolkit

[Home](#)[Getting Started](#)[OJT Tools ▾](#)[Spread the Word](#)[OJT in Action](#)[Resources](#)[OJT NEG](#)

search...



## What is OJT?

On-the-job training (OJT) is a training strategy that the workforce investment system can offer local employers and job seekers. This strategy is particularly important during the current economic environment. OJT puts unemployed workers back to work earning a wage while receiving training. Even better, employers can be reimbursed for the costs associated with training this new employee.

## Why is OJT Important?

With many employers still reluctant to hire new staff and many skilled individuals facing extended unemployment, OJT is experiencing a resurgence. It can get job seekers back to work and train them to meet employer needs. This also allows people to continue to draw a paycheck while learning new skills. Both employees and employers can see the benefit from day one.

## Target Audience?

The OJT Toolkit is developed for state workforce agencies and local OJT providers who are beginning or looking to strengthen their OJT. OJT providers include entities that directly administer OJT.

## Purpose of the Toolkit

The OJT Toolkit provides you with customizable OJT templates and forms including outreach materials, contracts, and monitoring documents. Further, OJT Toolkit documents allow you to quickly and efficiently implement OJT in your area.

## How to Get Started

Use the [OJT Tools](#) and [Related Resources](#) menus to navigate the site and learn how to implement OJT in your area.

## Related Resources

If you need additional OJT information from ETA, other agencies, and stakeholders, reference [Helpful OJT Resources](#).

For information on OJT National Emergency Grants (NEGs), please reference [OJT NEG](#).

## Resources

[Top](#) [Recent](#)


[Promoting OJT to Employers](#)  
a month ago - 202 views



[Identifying and Connecting OJT Candidates](#)  
a month ago - 167 views



[Developing the Training Plan](#)  
a month ago - 177 views

[more resources »](#)

## OJT Tools

[Policies and Procedures](#)

[Outreach Materials](#)

[Contracts and Modifications](#)

[Training Plans](#)

[Monitoring Tools](#)

## Acknowledgements

A special thank you to the state and local areas who

Thank You!

# References & Resources

New tutorials address the basic components of effective OJT. Topics considered the most frequently cited implementation challenges:

- [Connecting OJT Candidates and Employers](#)
- [Career Counseling Staff and Business Services Representatives: Working Together](#)
- [Identifying and Connecting OJT Candidates](#)
- [Developing the Training Plan](#)
- [Marketing OJT to Employers](#)
- [Promoting OJT to Employers](#)

WTECB Website – <http://www.wtb.wa.gov> – for information on Washington Retooling efforts.

# WIA Law & Regulations

- Public Law 105-220 Section 101(31) & 188
- 20 CFR 663.700
- 20 CFR 667.268 through 667.275
- U.S. DOL TEGL 4-10



# WSID Contacts

Kathy Chatwood

(360) 725-9523

[kchatwood@esd.wa.gov](mailto:kchatwood@esd.wa.gov)

Bob Isom

(360) 725-9506

[bisom@esd.wa.gov](mailto:bisom@esd.wa.gov)



# Partner Contacts

Lisa Romine, Managing Director  
North-Central Washington WDC  
(509) 663-3091 Ext. 237

[LisaR@skillsource.org](mailto:LisaR@skillsource.org)

Jordana Barclay, Director  
Employment and Training Programs  
Southwest Washington WDC  
(360) 567-1076

[jbarclay@swwdc.org](mailto:jbarclay@swwdc.org)



# Partner Contacts

Rich Sandeen

(360) 676-3216

[rsandeen@nwpic.bellingham.wa.us](mailto:rsandeen@nwpic.bellingham.wa.us)

**O\*Net Online:** [www.onetonline.org](http://www.onetonline.org)

**America's Career Info. Net:**

[www.careerinfonet.com](http://www.careerinfonet.com)



# Partner Contacts

Suprina Harrison

Yakima Case Manager

(509) 574-0175

[sharrison@esd.wa.gov](mailto:sharrison@esd.wa.gov)

Judith K. Triggs

Business Service Specialist

People for People

(509) 895-8253

[jtriggs@pfp.org](mailto:jtriggs@pfp.org)



# Upcoming Event

*“Working with Partners”*

Conference Call Discussion

**Thursday, September 29<sup>th</sup> 1-2pm**

For more information, please contact;  
Heather Bandeen, *[hbandeen@esd.wa.gov](mailto:hbandeen@esd.wa.gov)*

