

Among the most important of these skills are giving job instruction, supervising workers at work, determining accident causes, and building safety attitudes among workers. Special courses may be given in these subjects.

On-the-Job Training

On-the-job training (OJT) is widely used because the trainee can be producing while he is being trained. Whether the supervisor does the instructing himself or has someone else do the teaching, the training should be carefully planned and organized. Again the safety professional should be familiar with his organization's training program so that appropriate and correct safety training is integrated into it.

In too many cases, on-the-job training is a hit-or-miss procedure where the trainee is told to follow another worker around and learn his job. In situations of this type, the worker may be too busy to do any training, or may not know good training procedures. He may even be reluctant to train another to do his work.

Remember, it is the supervisor's responsibility to make sure the person doing the training can, in fact, train. On-the-job training includes many techniques and approaches and there is no one method that will fit all situations. Job safety analysis (JSA, discussed in the next section and in Chapter 5, "Removing the Hazard from the Job") is one method, job instruction training (JIT) is another, and over-the-shoulder coaching is still another widely used method. These methods may be used separately or in combination depending upon the complexity of the job and the time element.

Over-the-shoulder coaching

Over-the-shoulder coaching is perhaps the most flexible and direct of the three training methods. In coaching, the trainee is expected to develop and apply his skills in typical work situations under the guidance of a qualified person. The person to whom the trainee has been assigned should be one who knows the job thoroughly, is a safe operator, and has the patience, time, and desire to help others. (See Fig 9-3.)

The advantages of training of this type are

- 1 The worker is more likely to be highly motivated because the guidance is personal.

- 2 The instructor can identify specific performance deficiencies and take immediate and proper corrective action.
- 3 Results of the training are readily apparent since real equipment is being used and finished work can be judged by existing standards.
- 4 The training is practical and realistic and can be applied at the proper time.

Timing is important, not only do the trainees like to get help when needed, but also the instructor can judge the trainee's progress continually so he can present the next unit or phase of instruction when the trainee is ready.

To help keep track of the progress of each individual, a training chart is valuable. On the top of the chart are listed the various tasks required of a person in a particular job classification. By observation and direct discussions, the instructor can determine whether the employee is qualified to perform the tasks necessary to fill the job. The instructor determines the degree of skill and knowledge of the trainee and estimates his training needs. He makes notes and comments on the chart. Such a chart prevents neglecting training that is important, it also prevents unnecessary training. (See Fig 9-4, next page.)

Job safety analysis

A job safety analysis (JSA) is a procedure to make a job safe by

- 1 Identifying the hazards or potential accidents associated with each step of a job, and
- 2 Developing a solution for each hazard that will either eliminate or control the exposure.

Benefits of JSA. The principal benefits that arise from job safety analysis are these phases of a supervisor's work:

- Giving individual training in safe, efficient procedures
- Making employee safety contacts
- Instructing the new man on the job
- Preparing for planned safety observations
- Giving pre-job instructions on irregular jobs