

Training for Success



Human Resource Update

Job Instruction Training is a five-step process:

- *prepare*
- *tell*
- *show*
- *do*
- *review*

Most turf supervisors became supervisors after they established themselves as competent in the technical areas of their work. However, a supervisor's technical competence does not necessarily translate into training ability. The key to effective training is to have a plan and to follow several key steps. The trainer must be patient and willing to understand and adapt to the needs of the learner. Perhaps the most straightforward and practical approach to on-the-job training for small business managers is Job Instruction Training. This process can be summed up in five steps: (1) prepare, (2) tell, (3) show, (4) do, and (5) review.

Job Instruction Training came into widespread use during World War II when many industrial workers went to war, and their replacements had to learn new jobs quickly. The process became a quick, effective way to train American factory workers. The last four steps listed above are those typically referred to as Job Instruction Training and they are effective when training for a variety of tasks. In order to make the process more comprehensive, a preparation step has been added.

Employee Training Steps

Step 1: Prepare the worker and the work place. Have materials and equipment ready and have the work place properly arranged just as you want the workers to keep it. Put the workers at ease and get them interested in learning the job.

Step 2: Tell the learner how to do the task. Explain, illustrate and question the employees carefully to see that they understand how to do the job. Stress the key points and be patient. Be careful not to present more information than the employees can master.

Step 3: Show employees how the task is to be performed. After the careful explanation provided by Step 2, show the employee how to do each part of the job. Emphasize key points.

Step 4: Let the learner do the task. Have the employees tell and show you what they are doing and have them explain the key points back to you. Provide feedback and continue the process until you are certain the workers know how to do the job.

Step 5: Review the work. After letting the employees perform the task on their own, return and review the quality of the work. Provide feedback that reinforces good work habits and helps the employees set goals for improvement. Encouragement is extremely important.

Figure 1 is an example of Job Instruction Training in action. The example is how to train an individual in the operation of a gas-powered string trimmer. Note that some of the information in these training steps is provided in greater detail than may be required. This detail is provided to ensure that basic information in the training process is not overlooked.

Job Instruction Training is especially important in a seasonal business. New employees

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**Cornell
Cooperative
Extension**

CORNELL UNIVERSITY TURFGRASS TIMES
20 Plant Science Building
Cornell University
Ithaca, NY 14853

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must be trained each season and returning employees refreshed on techniques and informed of updated methods. Some turf managers have written training sheets similar to the one above for all their key jobs. There are two advantages to this. First, a written list of instructions ensures that no crucial information is forgotten. The list can easily be changed or updated at any time. Second, it provides the same information for all key staff people who train, so all workers will receive the same kind of orientation.

Turf managers should see the value of effective employee training programs in terms of job performance, employee morale, and elimination of costly mistakes on the job. However effective training programs must be carefully planned, and adequate time must be set aside specifically for training to occur. Properly planned and conducted, employee training and development benefits the employee, the customers, and management by improving job performance and increasing employee satisfaction.

THOMAS R. MALONEY
CORNELL UNIVERSITY TURFGRASS TEAM

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Figure 1

Job Instruction Training in Action: String Trimmer Example

Task to be taught: Operation of a gas powered string trimmer.

Step 1: Prepare the worker and the work place.

Tell the employee what you are about to do. Create a relaxed environment where you will not be interrupted. Acquire and arrange materials needed: trimmer, ear protection, safety glasses, gasoline, oil and extra trim line.

Step 2: Tell the learner how to do the task.

Explain safety equipment issues including clothing, hearing, and eye protection. Explain how to pull-start the equipment, how a choke works, how the throttle works, where the on-off switch is, and how to adjust the line.

Step 3: Show the employee how the task is to be performed.

Show the employee how to put on safety equipment, turn switch to on position, adjust choke in preparation for starting, adjust throttle and start engine. Demonstrate the back-and-forth movement required to use the trimmer safely and efficiently. Show how to tell when the trim line should be adjusted. Show how to turn the machine off, and how to adjust the trim line safely, with the machine turned off. Show how to check and fill gas and oil.

Step 4: Let the learner do the task.

Give the string trimmer to the employee and have the employee repeat the steps just demonstrated in Step 3. Provide a few handwritten notes or a checklist to help the employee remember each step. Coach the employee, making suggestions and answering questions, as needed.

Step 5: Review the work.

After leaving the employee to perform the task independently, check back to see that the trimmer is operating properly and that the employee is using it correctly. Review the quality of work to see that trimming is done completely and at the correct height. Provide feedback that reinforces desirable work habits and helps the employee set goals for improvement. Encouragement is extremely important.

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