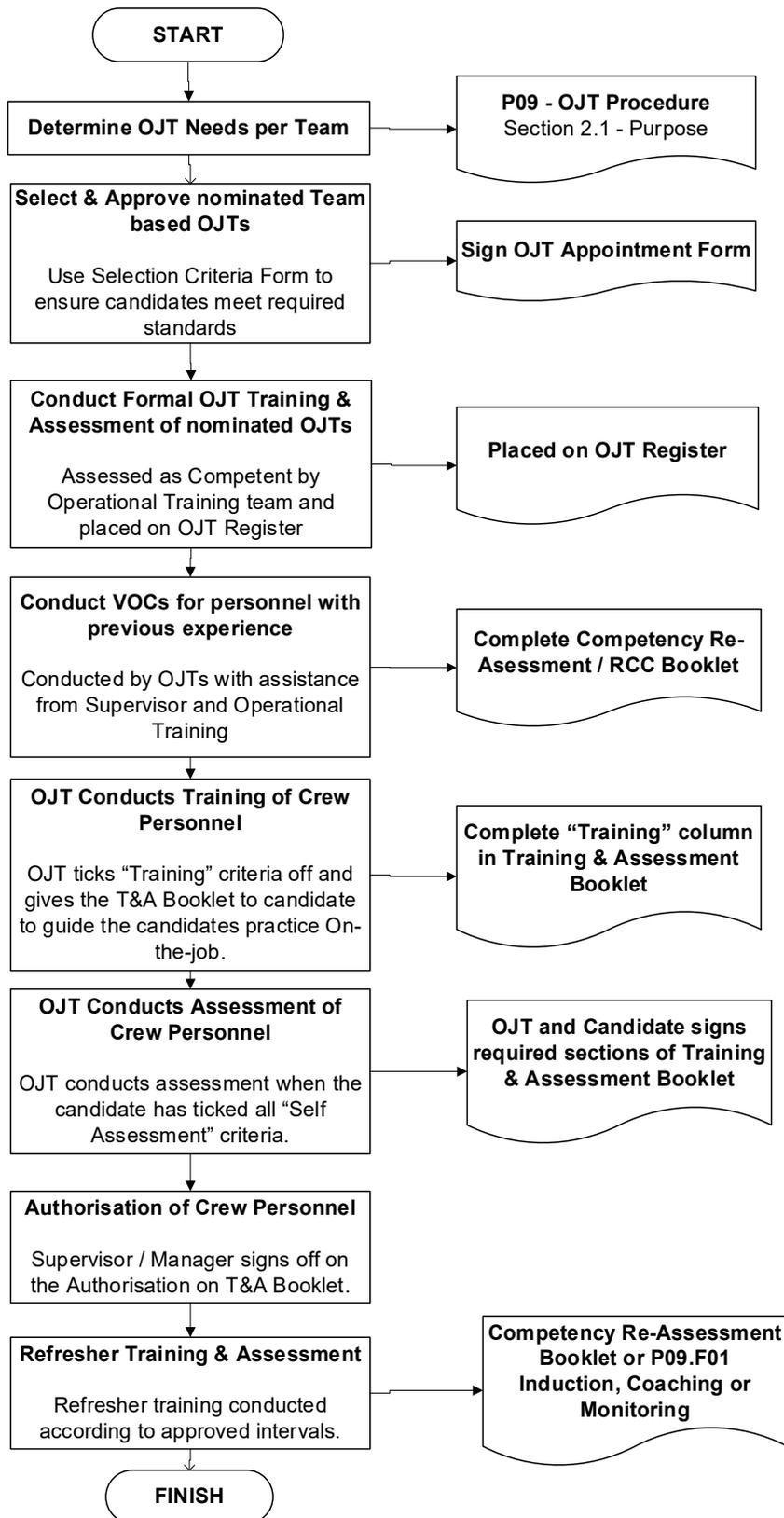


# P09 On the Job Training (OJT)

## 1.0 SUMMARY / FLOWCHART



**2.0 RESPONSIBILITIES**

<b>Organisational Level</b>	<b>Health and Safety Responsibilities</b>
<b>Level 1</b> (CEO, Director)	Provide adequate resources to ensure that workers are trained and their competency, to undertake their respective roles / tasks effectively and safely, assessed and verified.
	Ensure compliance with training and assessment procedures and processes.
	Undertake annual performance reviews of direct reports, ensuring that any training needs are identified and documented within Individual, Department or Team, and
	Attend training when required.
<b>Level 2</b> (Department Manager, Team Manager / Unit Co-ordinator, Project Manager)	Provide resources and oversight to ensure that workers receive the required safety training and instruction.
	Ensure compliance with training and assessment procedures and processes.
	Undertake annual performance reviews of direct reports, ensuring that any training needs are identified and documented within
	Attend training when required.
<b>Level 3</b> (Coordinator within a Team, Team Leader, Supervisor, Ganger or Leading Hand or Operator)	Direct resources and oversight to ensure that workers receive the required safety training and instruction.
	Ensure compliance with training and assessment procedures and processes.
	Undertake annual performance reviews of direct reports, ensuring that any training needs are identified and documented within
	Attend training when scheduled.
<b>Level 4</b> (Team Member, Operator Attendant, Trainee, Apprentice)	Attend training when scheduled.
	Participate in the annual Performance Development Plan , identifying training requirements.
<b>Level 5</b> (Volunteer, Contractor, Other)	Maintain the currency of any required high risk work licences and certifications.
	Participate in induction and training when scheduled.

<b>People and Culture Manager</b>	ensure skills, qualifications and competency requirements for each position or role within Council are identified, documented and used in the recruitment and selection of workers.
<b>On-the-Job Trainer (OJT) / Subject Matter Expert (SME)</b>	<p>Conduct training and/or assessment in the workplace in tasks where the OJT / SME has sound SCC and / or operational knowledge and skills in the competency being trained, and/or assessed.</p> <p>OJTs are to ensure they only train and assess tasks for which they hold a current competency and SCC authorisation.</p> <p>Where OJTs do not hold the current competency, a SME with the current competency to assist in the training and assessment can be utilised.</p> <p>It is the responsibility of the OJT to determine appropriate methods to gather sufficient evidence to support a candidate’s competency in accordance with the Training and Assessment Booklet.</p>
<b>Management and Supervision</b>	<p>For the On-the-Job Training Program to be successful, it is imperative that Management and Supervision fully support the nominated OJTs in conducting their duties. This includes allowing access to resources and time required to conduct OJT activities to the required standards.</p> <p>Supervisors will be required to assist Training &amp; Development in conducting regular audits of OJT activities including reviewing documentation as well as observation of training and assessment activities conducted by OJTs under their supervision.</p>
<b>First Competent Person</b>	<p>When new items of plant / equipment / skills are introduced to the site for the first time, the following process shall be used to authorise the first person to operate that equipment.</p> <p>Indirect Method - An appointed OJT who is authorised to operate similar types/models of equipment on site shall be selected to be the first person trained in the operation of the equipment – the “First Competent Person”.</p> <p>The First Competent Person is primarily inducted into new items of plant / equipment / skills by a competent person from the supplier / manufacturer. This First Competent Person may then train other persons including other OJTs.</p>

<b>Operational Training &amp; Development</b>	Manage the delivery, communication, and administration of all Operational training.
	Engage with managers and other stakeholders to align training with operational needs.
	Manage the evaluation of training delivered
	Coordinate course scheduling, cancellations, and training nominations.
	Coordinate Off and On Job Operational Training for respective departments in accordance with the relevant Training Profiles.
	Determine employee suitability for Authorisation to conduct Designated Tasks based on evidence gathered.
	Record training outcomes in LMS (SCOLAR) and administer records management procedures / processes.
	Develop and produce training reports as required.

### 3.0 PURPOSE & SCOPE

#### 3.1 PURPOSE

- 3.1.1 To ensure that Shoalhaven City Council (SCC) has a structured system in place for identifying, delivering, and verifying On-the-Job Training (OJT) requirements.
- 3.1.2 SCC is committed to employee development as a key enabler to achieving business objectives through our people. The OJT Procedure provides the framework and principles for OJT across all SCC sites and complies with relevant SCC Policies and Procedures.
- 3.1.3 To define the overall process of the selection, training and assessment, Appointment, and on-going support of On-the-Job Trainers (OJTs) at SCC.
- 3.1.4 This procedure applies to all SCC employees, with the primary users being training stakeholders and departmental leadership teams that are responsible for developing, delivering, and approving training activity.

#### 3.2 SCOPE

- 3.2.1 This procedure applies specifically to the On-the-Job Training component of the overall training requirements of workers to ensure that work is undertaken in accordance with Council’s WHS Management System requirements, and business outcomes.

#### 3.3 KEY REQUIREMENTS

- 3.3.1 A Training Needs Analysis (Training Profile) is to be conducted in consultation with departmental stakeholders, to determine the performance expectations, priorities, skills gaps, and resources required.

- 3.3.2 As an outcome of the Training Profile, each department will identify numbers of OJTs required to meet the On-the-Job Training and Assessment demand.
- 3.3.3 Training and Assessment at SCC aligns as required with Industry Training Packages and includes induction training, certification / re-certification requirements, Familiarisation, Refresher Training, and Authorisation to perform Designated Tasks.
- 3.3.4 All Training and Assessment Materials are of a controlled nature and are located on the SCC Intranet / Portal.

## **4.0 PROCEDURE**

### **4.1 SELECTION, APPROVAL AND REVIEW OF ON-THE-JOB TRAINERS (OJTS)**

- 4.1.1 All OJTs are required to meet a minimum standard (see OJT Selection Criteria Form) to ensure that SCC complies with legislative obligations and that the quality of the training and assessment conducted is consistently high.
- 4.1.2 Training & Development will consult with managers and/or supervisors to identify employees who may be suitable to act as an OJT. Once identified the supervisor and/or Training & Development will consult with the candidate to confirm their interest and suitability.
- 4.1.3 Training & Development will meet with each nominated candidate to explain the role and responsibilities of acting as an OJT. If the candidate confirms interest the candidate will sign the OJT Appointment Form, which will be co-signed with the supervisor.
- 4.1.4 The candidate will then be added to the OJT Register, along with the skills in which the candidate is authorised to train and assess. The OJT Register is to be maintained by Training & Development.
- 4.1.5 All nominated candidates will be fully supported by Training & Development and their supervisors, as required and/or upon request.

### **4.2 TRAINING & ASSESSMENT PROCESS**

#### **4.2.1 On-the-Job Trainers / Subject Matter Experts**

- 4.2.1.1 Training & Development in consultation with departmental leadership are responsible for developing and maintaining the OJT Procedure framework, tools and guidelines. Each department will nominate OJT ‘champions’ who will work closely with Training & Development to develop a site-specific plan that identifies priorities, numbers of OJTs required by department, selection process, resource requirements and delivery schedule.
- 4.2.1.2 All OJTs are to complete the On-the-Job Training Program which will be scheduled and delivered by Training & Development. This will be conducted periodically to ensure that OJTs are equipped to deliver quality training and assessment to ensure there are sufficient numbers to meet the operational training needs.
- 4.2.1.3 All On-the-Job Training and Assessment will be conducted using the approved Training and Assessment Instruments dependent upon the Designated Task.

#### **4.2.2 Conducting Training**

- 4.2.2.1 SCC supports the principles of adult learning when planning for and delivering training and assessment. In simple terms, adults learn most effectively when the training is practical and relevant, and learners are actively involved in the learning process by sharing their previous experience and contributing to discussions and activities.
- 4.2.2.2 SCC recognises the importance of On-the-Job Training (OJT) as a timely, flexible and cost-effective method for using existing employee experience to grow workforce capability. To achieve maximum benefit from OJT, SCC has implemented a consistent and structured approach, so that a sufficient standard of training and assessment is maintained.

#### **4.2.3 Conducting Assessments**

- 4.2.3.1 Workplace assessment can take several forms and is intended to verify that the candidate can complete the job to the defined standard. The default approach to workplace assessment is that the assessment must be conducted in full as per the approved training and assessment material.
- 4.2.3.2 If the candidate is only required to have a limited understanding of the task or equipment, then an approved modified assessment may be used including a Refresher, VOC, Familiarisation or a Move and Test Familiarisation assessment (for maintainers).

#### **4.2.4 Full Assessment**

- 4.2.4.1 For full theory and practical assessment, the approved Training and Assessment Booklet shall be used to assess workers without prior experience, or unable to provide evidence of competence for the plant, equipment or process in question. Relevant SWMs / SWIs and/or OEM Manuals may be included as part of the Full Competency Based Training and Assessment. A record of all training and assessment must be maintained in the LMS (SCOLAR).
- 4.2.4.2 An inexperienced worker must not operate any plant, equipment, or process unless he or she is undergoing authorised structured training under the close personal supervision of an appointed OJT. This can begin as soon as practicable after induction has been completed and any prerequisites have been met, including supervisor approval to commence training.
- 4.2.4.3 The final assessment may include practical, written theory and/or oral assessments. Please note, where an OJT has assumed close supervision of a candidate while the candidate's usual OJT is temporarily absent, this OJT is still able to make

the final assessment of competency for the candidate upon completion of the balance of training.

4.2.4.4 In situations where an external Registered Training Organisation (RTO) is engaged to provide competency-based training, the same facilitator from the RTO can train and assess the competence of candidates.

4.2.4.5 Training and assessment of low-risk tasks can be performed by utilising the relevant Safe Work Instruction/s (SWIs) for the training, and associated P09.F01 Induction, Coaching and Monitoring Form for signing off on the assessment.

**4.2.5 Verification of Competency (VOC)**

4.2.5.1 Verification of Competency (VOC) is a method of assessment that assists SCC to meet WHS requirements and ensure employees and are competent to operate equipment or perform a task. Assessing for Verification of Competency enables SCC to confirm that their employees are competent to perform Designated Tasks.

4.2.5.2 Assessments can take place on the job to limit the impact to productivity. The assessments include theory questions, verbal questioning, and visual observational / demonstration.

4.2.5.3 Participants must provide their licence or relevant unit of competency, and/or a previously completed assessment document, prior to VOCs being conducted. This along with relevant work documents or logbooks will give a guide to what level of competence the candidate holds.

**4.2.6 Familiarisation**

4.2.6.1 Familiarisation training and assessment shall be scheduled and conducted where the employee is authorised for a specific equipment type and is required to operate equipment of a different make or model with very similar modes of operation.

4.2.6.2 This familiarisation training and assessment is to be conducted using the Competency Re-Assessment document. The assessor is required to source the differences in design, components, pre-start inspection, operational techniques etc. from the risk assessment and enter them into the relevant section of the document as required.

4.2.6.3 All SCC training and assessment rules and principals shall apply.

**4.2.7 Familiarisation (Move & Test Maintenance)**

4.2.7.1 This assessment is for Maintenance personnel who need to operate plant and equipment to carry out maintenance activities. Maintenance activities include moving plant or equipment to a safe or suitable position for completion of maintenance /

commissioning activities, diagnosis or operational function testing following a maintenance activity.

4.2.7.2 Moving of plant and equipment may occur on site from operational or workshop areas or may involve the plant or equipment being loaded / unloaded from a truck or low loader.

4.2.7.3 Successful completion of Maintenance (Move and Test) Assessments allows for maintenance (move and test) activities only - production activities cannot be conducted with this Authorisation alone.

#### **4.2.8 Assessed Not Yet Competent**

4.2.8.1 If the learner is assessed as not yet competent, then the items where competency was not achieved shall be discussed, re-training specified, and re-assessment planned.

4.2.8.2 If assessed not yet competent several times, the OJT and supervisor is to consult with the person being assessed, to determine what further action is required.

#### **4.2.9 Refresher Training and Assessment**

4.2.9.1 SCC authorisations to operate equipment or perform designated tasks, should be refreshed at intervals not exceeding 5 years for High-Risk Licenses, 3 years for Mobile Equipment / Fixed Plant as per industry standard.

4.2.9.2 If legislation or corporate policy requires more frequent refresher training and assessment, a risk assessment should be conducted to determine at what intervals reassessment on the different parts of plant and equipment / processes should occur.

4.2.9.3 Refresher training should address infrequently used skills / application, and current task-related hazards.

4.2.9.4 An appointed OJT will carry out this re-assessment and choose an appropriate assessment method (i.e. Competency Re-Assessment) or gather the evidence required to verify current competence. OJTs should consider innovative methods to ensure appropriate engagement for training and assessments that are repetitive.

#### **4.2.10 Close Supervision**

4.2.10.1 The focus on skills and knowledge acquisition demands that all training be contextualised. The initial phase of the training will be conducted by the OJTs under close supervision. The OJT will integrate theory and practical instruction in such a manner as to give the candidate an appropriate learning experience and ensure the candidate has the underpinning knowledge to support the skills for safe and efficient operation.

#### **4.2.11 Minimal Supervision**

- 4.2.11.1 Once completion of applicable minimum training hours and/or conditions are met, the supervisor, OJT and candidate shall mutually agree that the candidate may operate on a solo basis under minimal supervision of the OJT, Supervisor, and/or co-workers. General coaching and mentoring of the candidate in addition to the structured training provided by the OJT may occur during this phase by co-workers, and/or supervision (who do not require appointment as an OJT).
- 4.2.11.2 The level of supervision will vary for each item of plant, equipment or process and will be determined by the OJT and supervisor, based on the level of competency demonstrated by the candidate.
- 4.2.11.3 Note: When training occurs during the period of minimal supervision, the candidate remains under the supervision and direction of the OJT.

#### **4.2.12 High Risk Tasks and Equipment**

- 4.2.12.1 All training associated with tasks and equipment that have been specified by SCC as High Risk (example Cranes and Lifting Gear) shall comply with the Industry Competency Standards (and where applicable, High Risk Work Licence and/or WH&S requirements). Initial training and assessment shall be completed by an authorised training provider and the relevant certificate / statement of attainment issued, prior to gaining site authorisation.
- 4.2.12.2 In some instances, a training provider may require the candidate to complete a minimum number of practical training hours before they will issue the relevant certificate / statement of attainment. If this occurs, onsite training may commence after successful completion of the theory component of the training providers' course.
- 4.2.12.3 Where training and assessment for plant or equipment specified as high risk is conducted on site by an external training provider (RTO) and the practical assessment is undertaken on SCC plant or equipment (using RTO or SCC assessment document), the candidate will not be required to undertake an additional practical assessment by a site appointed OJT to gain their site authorisation. Completed assessments must be forwarded promptly to Training & Development for recording in the LMS (SCOLAR).

#### **4.2.13 Authorisation**

- 4.2.13.1 On the successful completion of any of the nominated training and assessment pathways, all necessary assessment documentation and evidence shall be completed and forwarded

promptly to Training & Development for recording in the LMS (SCOLAR).

- 4.2.13.2 Incorrect or incomplete assessments will be addressed throughout the process and the relevant OJT notified of the corrections required prior to processing the assessment to gain site authorisation.
- 4.2.13.3 Note: SCC employees should not conduct Designated Tasks whilst working for SCC unless they have been suitably authorised as per the OJT Procedure and/or other SCC requirements.

**4.2.14 Audits and Evaluation**

- 4.2.14.1 Training & Development / WHS in conjunction with supervision and OJTs shall conduct regular audits and evaluation of the OJT Program to ensure the appropriate standards of training and assessment and subsequent authorisations are maintained.
- 4.2.14.2 Training & Development / WHS shall develop an audit and evaluation schedule to ensure all departments undertaking OJT activities participate in audits and evaluation as per the approved schedule.

**5.0 REFERENCES & ASSOCIATED DOCUMENTS**

- 5.1 P09.F01 Induction Coaching and Monitoring Form

**6.0 DEFINITIONS**

<b>Appointment</b>	The process of nominating in writing a person to perform the role of an On-the-Job Trainer (OJT).
<b>Authorisation</b>	The process of providing written approval for a person to carry out a designated task.
<b>Challenge Test</b>	A challenge test is an assessment of skills and / or knowledge used to determine if further training and assessment is required. This test may form part of a Verification of Competency (VOC).
<b>Close Supervision</b>	Whilst undertaking training and assessment, the candidate is under the direct and constant supervision of an OJT.
<b>Designated Task</b>	A task identified in the Training Needs Analysis for which a written authorisation is required prior to performing that task.
<b>Familiarisation</b>	An assessment for a new model of similar equipment, and/or similar task, for which an Authorisation is already current.

<b>Full Assessment</b>	Assessment should be conducted over a period of time (not exceeding 3 months) and will include consultation with the person being assessed, supervision, OJT and other competent personnel, to gather sufficient evidence of competency.
<b>Learning Management System (SCOLAR)</b>	Learning Management System where all learning and assessment conducted at SCC is planned and recorded.
<b>Minimal Supervision</b>	The candidate has completed both the theory and practical training to the Basic Operation section in Training and Assessment Booklet and has been deemed by the assessor as having sufficient skill and knowledge to safely conduct the task without direct and constant supervision while building their experience.
<b>On-the-Job Trainer (OJT) / Subject Matter Expert (SME)</b>	A person who has acquired sound SCC and / or operational knowledge and skills in the competency being trained, and/or assessed (where approved).
<b>On-the-Job Training and Assessment</b>	Training and Assessment conducted in the workplace by a nominated On-the-Job Trainer in conjunction with other Subject Matter Experts if and when appropriate.
<b>Refresher Training</b>	The process of retraining in and/or reassessing a person’s currency of knowledge and competency of Designated Tasks.
<b>Training Needs Analysis (TNA)</b>	Training Needs Analysis identifies the training / competencies that is required for various positions/roles within SCC (see <i>Training Profile</i> ).
<b>Training Profile</b>	The instrument used to conduct a Training Needs Analysis, primarily in the form of Excel Spreadsheets.
<b>Verification Of Competency</b>	A Verification of Competency (VOC) is a demonstration method of assessment, that can be used to verify a worker’s ability to operate equipment and/or carry out a Designated Task where evidence of previous skills and experience has been supplied.