



Indian and
Northern Affairs

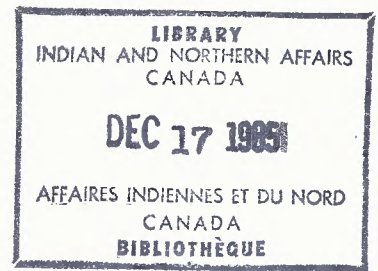
NORTHERN PROGRAM ON THE JOB TRAINING



ADMINISTRATIVE GUIDELINES

Carol Murphy
Vocational Education Specialist
November 1977
Revised February 1978

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FORWARD

The Northern On-The-Job Training Program was introduced in 1973-74. Formal guidelines were not established to initiate the program.

The development of administrative procedures was essential as the program expanded with over one hundred participants and a million dollar budget.

During the summer of 1977, Carol Murphy completed a study of the administrative requirements necessary to achieve the program objectives, and produced this publication.

Ralph Ritcey,
Superintendent of
Vocational Education.

727-3832

NORTHERN PROGRAM On-The-Job Training

ADMINISTRATIVE GUIDELINES

Introduction

On-The-Job Training is a program whereby instruction in the performance of a job is given to Northern Native trainees by an employing agency under the usual working hours and conditions of the occupation. On-The-Job Trainees receive allowances in lieu of salary established under the terms of the 'Training Agreement' which are proportional to the trainee's productivity and usefulness to the employer.

The initial training agreement may be established for a period up to one year or less. If additional training is required, the immediate supervisor may recommend an extension.

The Training Agreement stipulates the responsibilities of those involved in the training program.

During the training period every attempt will be made to provide learning opportunities. Trainees are encouraged to take special training, or related courses that will assist them in meeting their occupational goal. The primary objective is to ensure that Northern Natives are prepared for full time employment.

All levels of government, non-profit organizations or associations, and the private sector, may participate as training agencies for On-The-Job Training. To participate as a training agency or trainee in the program a request is made to the Vocational Training Section, Social & Cultural Development Division.

On acceptance, a Job Description, Training Plan, and trainee résumé are submitted prior to the preparation of the Training Agreement.

Criteria for Trainee Selection — Northern Natives

Trainees should be selected on the basis of their potential to learn the job skills and social competencies required. Candidates may be assessed on the basis of their interest, attitude toward the job, and capability to perform the skills required on the job with training. The employing agency selects trainees on the basis of a personal interview and evaluation of the candidates past work/training experience. On acceptance the trainee is equivalent to a student not an employee. On-The-Job Training is a learning-by-doing training component, whereas students attend a school to acquire training.

Criteria for Selecting Training Stations

Training will be considered only when the following conditions are met:

The trainee will be able to acquire marketable skills for an occupation that will enhance his/her employability.

There is no formalized program to prepare the individual for existing employment, or where it is not feasible to follow a formal program.

Employment exists in the occupation for the Native resident.

All assistance provided under the On-The-Job Training Authority is subject to confirmation that required assistance is not available from any other source.

Allocation of Responsibilities for On-The-Job Training

The Trainer-Employer

in cooperation with the training monitor, will:

1. Develop a **job description** — a job analysis for the position the trainee is expected to assume on completion of training.
2. Identify, in an ordered sequence, the job skills to be learned during training.

3. Identify how the job skills and knowledge can be taught, by whom (the trainer-employer or his delegate) and where (in the work place, in an alternate work situation or in some other instruction area).

The **Training plan** is derived from a realistic analysis of the skills, duties, responsibilities of the position for which the individual is being prepared and the occupational objectives of the trainee.

4. Provide instruction in sequentially planned job skills at a pace that allows each trainee to progress at his/her optimum rate.
5. Establish and maintain a training record (using the Training Plan) for the information and examination by the trainee and the training monitor.
6. Establish a program of continuous evaluation at the same time as the Training Plan is established.
7. Participate in preplanned phases of continuous evaluation with the trainee.
8. Allow trainees to attend special training courses or opportunities that are related to the On-The-Job Training Program — if and when required.

The Trainee

agrees to:

1. Submit a summary of personal data, education and training, past work experience and reasons for wanting training.
2. Make every effort to meet the requirements of the job in respect to skills, knowledge and work conditions identified by the employer/trainer. Trainee hours are established by agreement of trainer and training monitor.
3. Participate in the monthly review of his/her progress with the trainer.
4. Discuss any problems, difficulties or areas that he/she believes needs more attention.

When the trainee is selected the responsibilities of the intended position should be explained.

The Training Monitor — (Vocational Training Section)

1. Approves required documentation (Job Description, Training Plan, Trainee Résumé), and trainee allowances or the Department's share.
2. Prepares the Training Agreement which indicates the period of training, the allowance and other pertinent information necessary to assure basic understanding of the trainee's position as a trainee — learner in the training program. Recommend and/or approve increases in allowances for the trainee that are commensurate with his/her increased skill and productivity.
3. Ensures that training is being provided and that the trainee is learning job skills required in the occupation at a pace consistent with his/her abilities by
 - visiting the trainer and trainee periodically to participate in preplanned phases of evaluation, and
 - examining summaries of monthly progress reviews (evaluations) carried out by trainer and trainee.
 - evaluates individual training programs, training reports, and trainee progress.
4. Recommend and/or arrange additional training to permit the trainee's optimum development of marketable skills required for the selected occupation.
5. Provide information, guidance and career counselling to the trainee and trainer as requested and/or required.

Documentation

The Job Description

The Job Description should be designed to communicate information about the purpose, functions and relationships of a particular job in an organization. It is a sequential list of

job skills/duties to be learned during training.

Sample Job Description . . .

Interpretive Resources — Cataloguing Clerk

Duties

Under the direction of the Chief Park Naturalist;

- Sorts, catalogues, ensures correct labelling and files all incoming visuals in the interpretive and resource management collections. Materials include 35 mm transparencies, photographs, negatives, video tapes and 16 mm films.
- Operates 35 mm transparency duplicating equipment to reproduce all master transparencies and packaged slide programs.
- Operates photographic copy equipment.
- Operate black and white darkroom equipment to develop and print photographs.
- Collate duplicate copies of packaged A-V material and distribute to schools and other extension groups.
- Determines catalogue numbers for all library volumes and pertinent articles in periodicals utilizing the library of Congress format.
- Types and files author, subject and loan cards for all volumes.
- Forwards copies of the collection records to the P.R.O. librarian.
- Catalogues and files all aerial photographs of the Park according to flight line and sequence number cross referencing to flight line maps.
- Catalogues, card indexes and stores all maps, plans, drawings and charts in the library.
- Reviews dead files for resource based information that will be retained in the Parks archives and maintains archival photograph and printed material.
- Assists Park Naturalists catalogue and maintain all park resource collections of floral, faunal and geological materials by identifying specimens; preserving, mounting, labeling and storing specimens. Prepares and maintains card indexes on all specimens. This work is to follow Nationally approved formats.
- Maintains the above collections and keeps an inventory and records of use and borrowing.
- Assists the Interpretive service in the production of medias including Audio Visual aids, brochures, trails, etc.
- Assists the public by answering questions on the park and park programs.
- Presents automated Audio-Visual programs to public groups.
- Helps maintain living displays and materials such as aquarium used in Interpretive Programs.

The Training Plan

The Training Plan is derived from the realistic analysis of the skills, duties, responsibilities of the position for which the individual is being prepared, and the occupational objectives of the trainee.

It identifies how the job skills and knowledge can be taught, by whom (the trainer-employer or his delegate), where (in the work place, in an alternate work situation or in some other instruction area) and in what time frame training will proceed.

In the following sample training plan, the Chief Park Naturalist and librarian will serve as trainers for the 8 month period as outlined

First Month

- General orientation to library and available facilities, other employees-trainees.
- train and work with librarian to review and become familiar with current resources.
- instruction in cataloguing, determines numbers for all library volumes and pertinent articles in periodicals utilizing the Library of Congress format.
- types and files author, subject, and loan cards for all volumes.
- review and maintain list of Resource collections and availability of resources.
- forwards copies of the collection records to the P.R.O. librarian.

Second Month

- Fly over areas of Park to become familiar with Park resources.
- Attend and participate in two Interpretive Programs (one evening and one field oriented).
- to become familiar and receive information concerning Park Programs and overall goals.
- Assists the public by answering questions in person, by telephone or in written reply concerning the park and park programs.
- Catalogues, card indexes and stores all maps, plans, drawings and charts in the library.
- with librarian, abstracts and catalogues periodical articles; volumes, and printed material.

Third Month

- Through visuals becomes familiar with Park Landscape — areas, resources, etc. Visual and associated written material.
- reviews slide collection and cataloguing procedures.
- sorts, catalogues, ensures correct labelling and files all incoming visuals in the interpretive and resource management collections.
- materials include 35 mm transparencies, photographs, negatives, video tapes and 16 mm films.
- Reviews dead files for resource based information that will be retained in the Parks Archives and maintains archival photograph and printed material.
- Review with Chief Park Naturalist and librarian areas requiring additional practical instruction or theoretical knowledge. (occurs at end of each month).

Fourth Month

- Work with Park Naturalist for two days sorting, culling and cataloguing visuals.
- additional practise to gain proficiency with slide cataloguing.
- Catalogues and files all aerial photographs of the Park according to flight line and sequence number cross referencing to flight line maps.
- work with librarian cataloguing air photos and resource maps.
- Assists Park Naturalists to catalogue and maintain all Park resource collections of floral, faunal, and geological materials by identifying specimens, preserving, mounting, labelling and storing specimens.
- Prepares and maintains card indexes on all specimens. This work will follow the Nationally approved formats.
- Special group seminar workshop-guest speaker/instructor to cover the above work with Park Naturalists, Librarian and trainee.

Fifth Month

- Various cataloguing activities,
 - Books, volumes, periodicals
 - files, card indexes,
 - air photos, maps, plans, drawings and charts.
- Assists Park Naturalists catalogue and maintain all Park resource collections of floral, faunal and geological materials by identifying specimens; preserving, mounting, labelling and storing specimens.
- written and visual material to assist with above exercises.
- Prepares and maintains card indexes on all specimens.
- Maintains the above collections; keeps an inventory and records for use and borrowing.
- Work with Interpretive Staff to catalogue floral materials and prepare for storage.
- Help maintain living displays and materials such as aquariums, terrariums used in Interpretive Programs.
- Assist the public by answering questions in person, by telephone or written reply concerning displays, collections, the park and park program.

Sixth Month

- Audio-Visual Equipment; use and care of:
 - photographic equipment,
 - cameras, projectors,
 - programers
 - tape recorders
 - duplicating equipment.
- Production of Audio-Visual Materials
- Basic Darkroom Techniques
2 week course
- Practical On-The-Job Application of course content.
- Assists the park Interpretive service in the production of medias including Audio-visual aids, brochures, trails, etc.
- Practical operation and practise of Audio Visual Aids such as Projectors, programers, tape recorders, dissolve controls, etc. Present two "canned" audio-visual programs.

Seventh Month

- Operates photographic copying equipment to photograph historical materials and still specimens.
- Basic darkroom techniques: operates black and white darkroom equipment to reproduce all master transparencies and packaged slide programs.
- Operate slide duplicating equipment with direction being provided by the Chief Park Naturalist.
- Sorts, catalogues, ensures correct labelling and files all incoming visuals in the interpretive and resource management collections; materials include 35 mm transparencies, photographs, negatives, video tapes, and 16 mm films.
- Collates duplicate A-V programs; Judges 35 mm, duplicate transparencies for quality and reduplicates if necessary.
- Collates duplicate copies of packaged A-V material and distribute to schools, other extension groups.
- present automated Audio-Visual programs to public groups.

Eighth Month

- Review month and additional practise of weak areas.
- Sorts, ensures correct labelling, cataloguing and filing of all incoming visuals in the interpretive and resource management collections.
- Cataloguing — volumes, periodicals, photographs, maps, drawings, charts.
- Assists Park Naturalists to catalogue and maintain all Park resource collections.
- Assists the public by answering questions concerning the park and park programs.
- Assists the interpretive service in the production of medias including Audio Visual aids, brochures, etc.
- Continued operation — practise with Audio Visual and dark room techniques.

Trainee Résumé

The résumé is a document (not a letter) that provides the facts about an individual and his/her background, education, and experience to date. It is prepared in point form. It is not an application.

Example of Résumé

Name: Mary Elizabeth Mallory
Address: 1409 Hutton Drive, Oakville, Ontario.
Telephone: 416/840/0001
Marital Status: Single
Date of Birth: April 30, 1954
Height: 5' 2"
Weight: 102 pounds
Social Insurance Number: 450 937 552

Education: 1973 Sheridan College, Oakville, graduated from the Medical Secretarial Course.
Typing speed: 60 wpm
Shorthand speed: 120 wpm
St. John's Ambulance Senior First Aid Certificate.
1972 Simon Purvis High School, graduated from Grade 12 of a combined four-year Arts & Science and Business Program.

Experience

Merton Medical Clinic,
331 Headly Avenue,
Bronte, Ontario
840-9999

1971 Part-time Switchboard Operator — took calls for various doctors. September through November.
Major Hardware Company,
Brinsley Drive,
Clarkson, Ontario
820-1066

1971 Filing Assistant — filing customer's sales and bills. Mailing out statements of outstanding balances. Operation of microfilming machine. Only required for two weeks, August — September.
Kingston Company,
400 Algonquin Drive,
Oakville, Ontario
840-1111

1971 Labour Worker — Jobs included packaging and stamping boxes of medications. Required for one week only.
Jackson Metals Limited,
1000 South Sheridan Way,
Clarkson, Ontario
275-1007

1970 Labour Worker — jobs included packaging and various other jobs on the assembly line. Required from July 24 to August 28.

Activities at
College: One week of work experience at McMaster University Medical Centre.
Duties included typing of various medical and technical matter.

Special Interests: Skiing, swimming, tennis, horseback riding and sewing.

References: Can be supplied on request.

Comment: An excellent résumé. Beautifully laid out. Easy to read. Good impact.

The Training Agreement

The Training Agreement stipulates the terms and responsibilities of training. It is prepared by the Vocational Training Section and is sent to those involved in the program for review and signature.

When the agreement is appropriately signed and returned for approval to the Vocational Training Section, copies are sent to the parties of the agreement.

*The Vocational Training Section must be notified immediately of any change or changes in the training program and/or the agreement. (i.e. change of trainee, trainer, prospective employer, chronic absenteeism, lateness etc.)

If proper notification is not received the training agreement may be terminated.

NORTHERN PROGRAM ON-THE-JOB TRAINING AGREEMENT

The following are parties to this agreement:

A. TRAINEE _____
(Bona fide Indian or Inuit resident of the N.W.T., Yukon, Mailing Address Social Insurance Number
 Nouveau Quebec or Labrador)

B. PROSPECTIVE EMPLOYER _____
Address

C. TRAINER _____
include Job Title

D. TRAINING MONITOR — Department of Indian and Northern Affairs, Northern Program,
 Room 1010, 171 Slater Street, Ottawa K1P 5H7

On-the-Job Training Program _____
include job title, occupational group, classification and salary of intended employment (after training)

Estimated length of training _____
Number of months Date commenced training

Training Allowance _____
Any additional allowance or subsidy must be stated above or this agreement will be considered null and void.

Period covered by this agreement (to be completed by DINA Education Section): _____
Dates

Authority for trainee to drive vehicles _____
Authorizing Signature

BASIS OF PAYMENT:

A. TRAINEE

1. submit a summary of personal data, education and training, past work experience and reasons for wanting this training.
2. make every effort to meet the requirements of the job in respect to tasks, knowledge and work conditions identified by the employer/trainer.
3. participate in the monthly review of his/her progress with the trainer.
4. discuss any problems, difficulties or areas that he/she believes needs more attention.

Trainee's Signature Date Trainer's Signature

B. PROSPECTIVE EMPLOYER

- agrees to:
1. provide a *Job Description* identifying the tasks, knowledge and conditions of work required of the job for which the trainee is being prepared.
 2. make explicit to the trainee and trainer all expectations that will be made of the job and its incumbent.
 3. make every effort to place the trainee upon successful completion of training in a permanent position at an appropriate level by following various manpower planning and staffing practices/policies that are available.
 4. grant Vacation Leave to the trainee appropriate to the intended position at the end of the training period, or accumulated leave to be arranged by mutual agreement of employer, trainer and trainee.
 5. grant Sick Leave at the discretion of the trainer/employer.
 6. notify DINA, Education Section if absenteeism is excessive so that the training allowance may be reduced accordingly.
 7. recommend increases in allowance for the trainee that are commensurate with his/her increased skill and productivity.

Employer's Signature Date Trainer's Signature

C. TRAINER

- agrees to:
1. assume overall responsibility for training.
 2. prepare a *Training Plan* outlining how and where training is to take place, in what sequence and the time frame required.
 3. offer guidance and provide opportunities for the trainee to learn the tasks identified in the Job Description.
 4. review progress with the trainee and submit a brief summary of this review to the training monitor (DINA Education Section Ottawa) monthly.

Trainer's Signature Date Trainee's Signature

D. TRAINING MONITOR

- agrees to:
1. assist the trainer and/or trainee prepare the required documentation.
 2. approve documentation, trainee allowances or the portion of the Department's share. Recommend and/or approve increases in allowances for the trainee that are commensurate with his/her increased skill and productivity.
 3. ensure that training is being provided and that the trainee is learning job tasks required in the occupation at a pace consistent with his/her abilities by
 - visiting the trainer and trainee periodically to participate in preplanned phases of evaluations, and
 - examining summaries of monthly progress reviews carried out by trainer and trainee.
 4. recommend and/or arrange additional training to permit the trainee's optimum development of marketable skills required for the selected occupation.
 5. provide information, guidance and career counselling to the trainee and trainer as requested and/or required.
 6. recommend training allowances, travel or other expenses identified and approved in this Training Agreement.

Recommended by Training Monitor Date Approved by Supl. of Voc. Ed.

Training Allowance

The Training allowance is usually set at 60% of the entry level salary of the intended occupation. This creates an allowance scale to provide for progressive increments as training improves. The ultimate increment is the actual trainee placement in the position. Increases in allowance for the trainee should be commensurate with his/her increased skill and productivity.

The trainer/supervisor may recommend an increment after the minimum assessment period of three months.

Deductions for Income Tax, Unemployment Insurance, and Canada Pension are made from the established allowance. In some cases medical care payments are compulsory.

Trainees do not receive acting pay or overtime payment as they are not employees. Time off in lieu of overtime may be arranged by mutual agreement of trainer, trainee, and training monitor.

Basis of Payment for Training Allowance

Training allowances may be issued by:

Cheques from the Department of Indian and Northern Affairs in Ottawa, Yellowknife and Whitehorse.

Federal Government trainees in the Yukon are issued allowance cheques from funds transferred by Ottawa to the Regional Director's Office in Whitehorse.

Northern Program trainees in the N.W.T. are issued allowances from the Regional Director's Office in Yellowknife from funds transferred by Ottawa.

Federal Government trainees in other areas of the N.W.T. and Canada may be paid by cheque from Ottawa or by the Department involved with recovery by Journal Voucher.

Agencies, organizations, associations and the private sector are expected to issue allowances to the trainees on a regular basis, and invoice the Vocational Training Section, in Ottawa, for reimbursement.

The basis for payment for trainee allowances must be indicated on the training agreement.

The total monthly allowance is indicated on the agreement. At no time should the trainee allowance match or exceed the salary of the trainer or that of the intended employment as this may cause some difficulty in future placement.

Every situation is an individual training program. Each training allowance is recommended by the trainer-employer and negotiated.

The Allowance is assessed according to education, previous training and work experience.

An example: Someone training for a position who has grade 8 education and no work experience should receive considerably less allowance than someone who has grade 11 or 12 plus 3 years work experience.

Trainee Monthly Evaluation

Once each month the immediate supervisor/trainer should review progress with the trainee and submit a summary of this review to the training monitor (Vocational Training Section, Ottawa).

The purpose of the monthly progress review with the trainee is to facilitate communication between the trainer and the trainee; to help the trainee understand job expectations; to mutually set goals for the forthcoming month that the trainee will strive to achieve, and assume responsibility for his/her own learning.

The monthly progress reports (evaluations) sent to the training monitor are confidential and placed in the trainee file. They provide a means of assessing trainee progress and obtaining assistance if required.

A record of attendance and punctuality are submitted as an essential element of the evaluation. If absenteeism is excessive the Vocational Training Section must be notified to reduce the training allowance accordingly.

Sample Trainee monthly evaluation form



EVALUATION FORM

TRAINEE'S NAME _____

ON-THE-JOB TRAINING PROGRAM _____

TRAINER _____

ADDRESS _____

LOCATION _____

SOCIAL INSURANCE NUMBER _____ EVALUATION DATE _____

- *NOTE:**
- O Outstanding: Exceeds expectations by substantial margin
 - G Good: Above average
 - S Satisfactory: Average, acceptable for position
 - F Fair: Below average, generally acceptable with minor improvement
 - P Poor: Far below expectations, remedial action definitely required

- 1. PERFORMANCE:**
- A. Volume of work done
 - B. Quality of work (Regardless of volume)
 - C. Ability to meet deadlines
 - D. Initiative
 - E. Job knowledge
 - F. Attitude
 - G. Safety

(Note)*

	O	G	S	F	P

Comments indicating what the trainee has learned and accomplished for the period covered by this evaluation:

- 2. PERSONAL FACTORS:**
- A. Appearance
 - (In relation to Job) B. Habits
 - C. Conduct

Comments: _____

O	G	S	F	P

3. **CO-OPERATION:** A. Public Relations
 B. Co-workers
 C. Others

Comments: _____

4. **ATTENDANCE:** A. Absent from work _____
 (Other than holidays)
 B. Late for work _____

Additional information/Comments:

The Evaluation should be discussed with the trainee indicating where he/she has done well and where improvement is required.

TRAINEE COMMENTS:

TRAINEE'S SIGNATURE _____ DATE _____
 TRAINER'S SIGNATURE _____ DATE _____

Benefits

Trainees are not entitled to all employee benefits but may receive the following benefits on the recommendation of the supervisor.

Vacation Leave

Trainees should receive vacation leave which is appropriate to the intended position.

Accumulated leave (the leave earned to date) may be arranged by mutual agreement of employer, trainer and trainee, or granted at the end of the training period to a maximum of 15 working days.

Sick Leave

Sick Leave (appropriate to the intended position), may be granted to a maximum of 15 working days. The trainer may request a doctor's certificate for sick leave.

Trainee Travel

Trainee travel will be granted if approved in the training agreement. Travel is subject to prior notice and justification. The trainee may be sent home for a holiday once during his/her training period if training is not offered in the home community. This will apply only when the individual has completed a minimum of 6 months training and prior approval has been granted.

Housing

Housing arrangements are the responsibility of the trainee and/or prospective employer. Special provision may be arranged in Yellowknife only.

Termination of Training

The trainee may terminate his/her training with the submission of a letter of resignation. If the trainer wishes to terminate training he/she should consult with the training monitor prior to termination.

The Training Monitor may transfer a trainee to more suitable training or terminate the training program.

The Training Monitor must be notified immediately of any changes in the training program and/or the training agreement. (i.e. change of trainee, trainer, prospective employer, chronic absenteeism, lateness, etc.)

If notification is not received by the Training Monitor termination may occur.

The unnecessary delay or non submission of monthly trainee evaluations is considered a breach of the agreement and cause for termination.

Personnel should:

- Identify potential training opportunities.
- Interview and select trainees in cooperation with trainers.
- Recommend starting allowances applied to the criteria previously outlined.
- Assist trainers and/or trainees with the submission of required documentation (Job Description, Training Plan, Trainee Résumé) and monthly trainee evaluations.
- Maintain a record of trainee attendance and punctuality.
- Notify the Vocational Training Section if absenteeism or lateness is excessive so that training allowance may be reduced accordingly.
- Notify the Training Monitor of potential problems related to training.
- May recommend a supplementary course (if required) for trainees who have been training for a minimum period of six months.
- Assist with trainee travel related to the training program.
- Make every attempt to place the trainee on completion of training.