

Outline for Session II

Before you begin make sure you have these materials

- Extra JM cards
- Extra blank break-down sheets
- 14 sample proposals
- 14 proposal sheets
- 3 proposal reports
- Attendance record

Be at the room 15 minutes before the session is due to open.

- Arrange the chairs
- Make sure the whiteboard is clear and that you have markers, etc.

Remember, in Session II the emphasis is on Step I: Break down the job.

Work from this outline. Don't trust just memory.

1. Opening the session

- Opening remarks to start the session. Keep the meeting informal
- Express appreciation of the interest shown by the group at the last session

“We've seen how the 4-step Job Methods plan was applied to a sample job.”

“We will now see how these principles can be applied to our jobs.”

2. Review Session I

Review purpose and the four steps of the Job Methods plan.

- Emphasize the need for improvement and simple methods to help guide our efforts
- Have the group give you the four steps and the main items under each

Write on the white board:

Step I. Break down the job. List all details	
Step II <u>Question</u>	Step III <u>Develop</u>
Why? } What? } Where? } When? } Who? }	Eliminate!
How }	Combine!
	Rearrange!
	Simplify!
Step IV. Apply the new method. Sell-Approvals-Use-Credit	

Review the use of each step and each item as you put them on the white board.

Stress the relationship of Step II to Step III.

3. Practice Demonstrations – two jobs

“The purpose of each demonstration is to learn by doing.”

“When we’re convinced the plan can be practically applied we can make many improvements.”

“We are interested in both the improvements and the application of the 4 step method.”

“To get maximum benefit and to make the demonstrations clear to everyone each member will follow this procedure.”

Briefly describe the following eight points on the white board as the pattern each person should attempt to follow when making their presentation.

- Describe the job and explain any samples and sketches
- Demonstrate the present method
- Show the present method and read the details.

- Explain what information and leads you obtained from the answers to questions in Step 2
- Explain how this information helped you to eliminate, combine, rearrange and simplify details while developing the new method in Step 3
- Demonstrate the proposed method
- Explain how you will use Step 4 to apply the new method
- Sum up the improvements on your job

Ask group members to follow the demonstration with the Job Methods instruction card in front of them.

“Check to make sure each part of every step has been considered.”

“Make notes for constructive comments and for questions after demonstration is finished.”

“There will be no discussion during demonstrations – only questions on points not clear.”

- Call on first volunteer

Ask the volunteer” “Is the improvement new? Have you made a present and proposed break-down?”

Note: If either answer is ‘No’ then move onto the next volunteer.

Otherwise have the volunteer follow the demonstration procedure outlined above.

- How to comment on each demonstration
 - Compliment the volunteer on the good points that show proper application of the Job Methods plan
 - Ask members if there are questions about the demonstration they want to ask or further improvements they want to suggest
 - Discuss the application of each part of the 4 steps and exactly how they want to ask or further improvements they want to suggest.
 - Discuss the application of each part of the 4 steps and exactly how they helped the supervisor make his improvements
 - Stress: “Was it worked out with the operators? How was credit given?”
 - Be sure you don’t take the attitude of an “expert”. You should only lead the discussion.
 - On questions involving company policy, the supervisor should be referred to his own management.
 - Sum up the results of the improvements in terms of increased production and machine use, savings, in materials, better quality, safety, and housekeeping, etc. (use white board)
 - Record each improvement

Stress the use of Step 1 on each demonstration.

- The correct way to make a break-down should be clearly and completely explained before proceeding to the next demonstration.
- Show how easily a break-down can properly be made using the volunteer's job.
- Write out on the white board the entire break-down (or the main part)
- Repeat definition of a detail: Every single thing that is done, every inspection, every delay.
- Stress the advantage of plenty of notes
- Emphasize the value of the break-down

“We can not investigate all details properly before listing them carefully.”

“We must have all the facts.”

“The success of the improvement depends on information obtained from questioning a complete break-down.”

- Call on the second volunteer
- Use the same procedure as the first volunteer
- Be sure to sum up carefully all improvements in the demonstration (use white board)
- Record the improvements on the attendance record and trainer progress report
- Continue to stress the importance of the job break-down
- Use both present and proposed methods if necessary.
- Point out that a break-down of the present method listing all the details and facts makes it easy to “question” thoroughly and to “develop” completely

4. Explain use of the proposal writing sheet

“Too many proposed improvements “die” before they are put into practice or put down on paper.”

“The write up is a good device for selling the improvement to the boss.”

“It is very useful in getting final approval on safety, quality, quantity, cost, etc.”

“Practical improvements can be passed on and used by others in the plant.”

- Hand out a sample proposal. Read and discuss it in detail.

“It is important to list the improved uses of manpower, machines, and material at the beginning of the proposal.”

“Improvements in quality, design, safety, housekeeping, etc. should also be included.”

“We must tell exactly how the improvement can be made and what will be accomplished.”

“Stress the importance of heading, signature, samples, sketches, and job break-down sheets.”

“The names of those who should receive credit should also be shown.”

- Explain how the check list of questions on the back of proposal sheet should be used.

“The questions will help us check the completeness of our improvement.”

“They may give us some new ideas.”

“At least, they will stimulate out thinking improving the job.”

“Each member will write up a proposal. It will be written up similar to the sample.”

- Hand out proposal sheets

“Those who put on their demonstrations are now ready to write up proposals in final form.”

“Those members will read their proposals to the group during Session III.”

“Others will wait until after the demonstrations to write up and present their proposals.”

5. Assign demonstrations for Session III

Ask for four volunteers for Session III demonstrations

“Any short job in your department is OK. Nothing secret, too long, or too difficult.”

“Tackle the first job that comes to mind of when you walk into the area.”

“All demonstrations must be made using the Job Methods plan.”

“We don’t want a review of improvements that have already been put into place.”

“Each volunteer will make a job break-down of the job he or she has selected – question every detail – develop a new method – and work out a plan for applying the new method.”

“Also make a break-down of the new method.”

“If you can’t improve the first job you tackle; break down, question, and develop another one.”

- Ask each volunteer to name the job on which he will apply the 4-step plan
- Have the volunteers tell you what they are going to do to follow the 4-step plan.
- Check with others in the group to be sure all area working on a job and all are using the 4-step method.
- Remind everyone that demonstrations should be around 20 minutes in length and no more for the present and proposed job method
- Invite anyone with questions to stay after the session is complete

Note: 1 hour 55 minutes to here

6. Review and closing

Review points

- Review the contents of Session II.
- Stress the value of learning the purpose the 4 steps and the items under each step
- Review the use of the proposal sheet and the check list questions

Closing comments

- Sell the idea that “learning by doing” is the only way to gain confidence
- Job Methods improvements is a regular part of the supervisors daily job
- Point out the personal advantage to supervisors who make good improvements regularly
- Stress the value of having their proposals carefully worked out with everybody concerned before turning them in for final approval
- Close promptly with the reminder that Session III will be held tomorrow (discuss the time, location, etc. as needed)
- Collect name cards, record attendance.