

## **Outline for Session V**

Before you begin be sure to have the following materials

- Extra JM cards
- Extra blank break-down sheets
- Extra proposal sheets
- Proposal reports
- Attendance record

Be at the meeting room 45 minutes before session is due to open. See the plant management representative and review with him the proposal report and the demonstrations made by members of the group during the earlier sessions.

Tell the representative that in closing Session V you will ask each member of the group to pledge to break-down and question at least one job per week and to pledge that he will develop and apply as many improvements as possible on these jobs according to the Job Methods plan.

In this discussion strive to further develop the plant representative's interest so he will see that his company's management gives constructive and continuing encouragement to the Job Methods plan and to the supervisors who have participated in it.

Be in the meeting room 15 minutes before the session is due to start

- Arrange chairs
- Clear up the white board
- Make sure you have markers, etc.

Remember the emphasis in Session V is on Step 4: Apply the method

Work for this out line – don't trust to memory

### **1. Opening the session**

Opening remarks

- Hand out name cards
- Express your gratitude for the interest show by the group in the last session
- Compliment those who presented constructive improvements during Session IV.
- Stress the need for developing improvements as a regular part of the job and for getting them put into effect.
- Cite any improvements that have been the result of applying the Job Methods plan.

## 2. Review Previous Sessions

Review the purpose and the 4 steps of the Job Methods plan

- Stress the importance of using the Job Methods plan to make the best use of all the manpower, materials, and machines now available
- Have the group tell you the 4 steps. Have them put the cards in the pockets during the review
- Review use of the steps

Step I. Break down the job. Step II. Question every detail Step III. Develop the new method Step IV. Apply the new method
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Point out some outstanding applications of the 4 steps in Session III demonstrations.

## 3. Practice demonstrations – two jobs

- Stress the value of the demonstrations
- Emphasize learning by doing
- Improve your own skills by watching others as well

Ask each volunteer to follow this procedure that you'll explain and outline on the board

- 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 the group members to follow the demonstration with the Job Methods cards before them.

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

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

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

Call on the first volunteer: Ask the volunteer: “Is this a new idea? Have you made a present and proposed break-down?”

Note: If either answer is “No” then call on the next volunteer.

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 4 on each demonstration.

- Discuss the value of a complete, clear and concise write up for their boss
- Also emphasize the proper use of break-down sheets, sketches, samples, savings, etc.
- Talk over the various reasons why operators may need to be sold on the new methods. Even though should have been involved in the creation of the new method probably not all were involved. Spend time speaking with all employees that will be affected and expected to follow the new method.
- Discuss effective ways for selling new methods

“Securing final approval from all concerned parties is necessary to assure proper authorization for making changes in methods and to avoid difficulties.”

- Stress the importance of quick action in putting the New Method to work.

“Constant checking is necessary to make sure the new method remains in effect.”

“Keep on searching for a better method.”

“Give credit where credit is due. Credit is a powerful incentive to producing more and better ideas. Credit should be given to every person who helped make an improvement. Failure to give credit may stop all other good ideas that might come from the department or the plant.”

“Proper credit is indispensable to the success of the Job Methods plan. Always request that the boss recognize all those that aided you as well.”

Conduct Demonstration #2 (same as #1).

- Sum up the improvements on each job.
- Record each improvement on the proposal

#### **4. Proposals on Session IV and V demonstrations**

Ask the members who presented during Session IV and V to read their written proposals.

- Ask the group for comments and suggestions
- Recommend that the proposals, break-down sheets, sketches, samples be submitted at once for action and approval.
- Remind the group that it is important to give credit when due
- Stress the importance of continuing to search for better ways
- Record the results of the improvements on the proposal report

Note: 1 hour and 40 minutes to here

#### **5. Review the job instruction plan**

Stress the importance of instructing operators properly.

“Failure to properly instruct operators may mean failure of the new method. To be sure the new method is done exactly right, instructs the worker carefully – following the job instruction plan.

Ask members to tell you the four preparation elements of a Job Instruction plan (This assumes they have already taken the JI course)

- Have a training time table
- Break down the job. List the main steps and key points.

- Have everything ready
- Have the workplace properly arranged.

Ask the members to give you the four basic steps of Job Instruction.

- Step 1 – Prepare the worker
- Step 2 – Present the operation
- Step 3 Try out performance
- Step 4 Follow up

Review the JI instructor motto: “If the employee has not learned then the instructor has not taught.”

“Be sure this method is fully applied every time an operator is instructed in a new method.”

### 6. Closing the Session

Summarize the Job Methods plan. Review the purpose.

“Carrying out this purpose will help you personally and it will help your company improve.”

Review the 4 steps completely:

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

- Be sure that every member has an instruction card.
- Urge every member to keep the instruction card with him and to use it every time he begins to improve a job method.

“All the principles that are needed to improve hundreds of our jobs and on this card.”

“Now that our five meetings are over and each of us has demonstrated, ‘it can be done’ we have a responsibility. It begins here and now.”

“This plan is only as good as we make it – by applying it today, tomorrow, and every day to every job and keeping on applying it.”

Ask the members of the group to pledge that they will break-down and question at least one job every week. And to pledge they will develop and apply as many improvements on these jobs as they can.

Assure the group of management’s support and pledge to give proposals prompt action. (If possible arrange for a manager to attend the closing of the Session as well.)

### **Closing comments**

Thank everyone for their cooperation and effort during the week.

“We all know that improvements in job methods will definitely help us produce greater quantities of quality products in less time.”

“I know you will put the Job Methods plan to work every time you can so you can help improve the companies competitive strength.”

“And I know that the improvements you make will be a credit to you and to the company.”

“Take time to study every job. Encourage others to take Job Methods so they can help.”

“It has been a real pleasure to work with you. I wish you the best of success.”

Note: 2 hours to this point.