Two Minutes on Manufacturing Excellence – Building a Great Job Training System Step 2

written by admin | September 23, 2020

In our last article, we talked about step 1 in developing an effective training system. And how critical training has become, as products become, more customized and specialized causing jobs and tasks to become more complex _and_ to continually change. Without effective training, unwanted variation, inconsistency, errors, reduced throughputs and other wastes are inevitable.
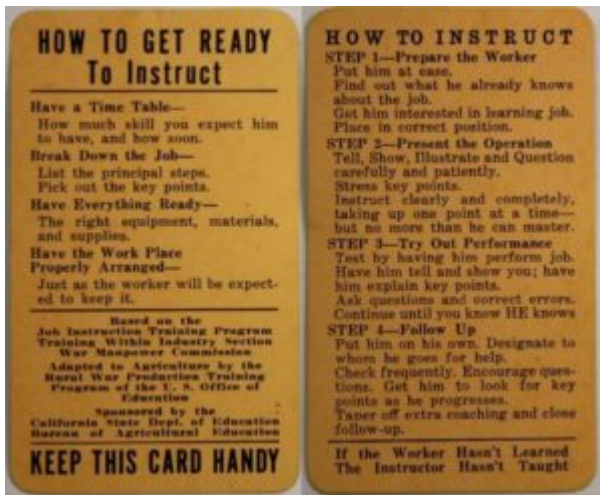
Job Breakdown Sheets

As a first step, we described the development of "Job Breakdown Sheets". A standardized format that describes the _ONE BEST WAY_ to perform a job, listing the steps of the job, how each step is done and why it's important. _Sample Job Breakdown Sheet_

How to Train – Job Instruction

Now let's talk about another consideration. That is, how the training itself is performed. Below is a copy of the "job instruction card" that was part of the Training Within Industry (TWI) training system that was used extensively during WWII. And famously adopted and applied by Toyota as the foundation of the game-changing "Toyota Way". As you'll see, the card instructs the trainer on how to plan and prepare to train. And then provides a series of steps for training and ensuring capability and qualification.

It needs to be considered that many of today's manufacturing jobs are significantly more varied, complex and fast-changing than they were when this methodology was initially developed and implemented. But those basic elements of preparation and instruction can be applied in almost all cases. Consistent and effective instruction methods are critical to an effective training system.

HOW TO GET READY To Instruct

Have a Time Table—
How much skill you expect him to have, and how soon.

Break Down the Job—
List the principal steps.
Pick out the key points.

Have Everything Ready—
The right equipment, materials, and supplies.

Have the Work Place Properly Arranged—
Just as the worker will be expected to keep it.

Based on the
Job Instruction Training Program
Training Within Industry Section
War Manpower Commission
Adapted to Agriculture by the
Rural War Production Training
Program of the U. S. Office of
Education
Sponsored by the
California State Dept. of Education
Bureau of Agricultural Education

KEEP THIS CARD HANDY

HOW TO INSTRUCT

STEP 1—Prepare the Worker
Put him at ease.
Find out what he already knows about the job.
Get him interested in learning job.
Place in correct position.

STEP 2—Present the Operation
Tell, Show, Illustrate and Question carefully and patiently.
Stress key points.
Instruct clearly and completely, taking up one point at a time— but no more than he can master.

STEP 3—Try Out Performance
Test by having him perform job.
Have him tell and show you; have him explain key points.
Ask questions and correct errors.
Continue until you know HE knows.

STEP 4—Follow Up
Put him on his own. Designate to whom he goes for help.
Check frequently. Encourage questions. Get him to look for key points as he progresses.
Taper off extra coaching and close follow-up.

If the Worker Hasn't Learned
The Instructor Hasn't Taught

<u>Training System Assessment</u>

Lastly, let's also mention another important and helpful "tool" for developing an effective training system – a "training system self-assessment". IMC has developed an assessment that any company can easily and quickly complete to get a solid understanding of the current state of the company's training system. The tool assesses 5 areas as follows.

1. Training roles and responsibilities
2. Knowledge and skills of trainers
3. Processes / protocols that support the training system
4. Training tools and methods
5. Training expectations and metrics

In our next article we'll take a closer look at the Training System Self-Assessment. Meanwhile, if you'd like a copy of the assessment, email me at russl@imcpa.com.