



## **215 – TWI - Job Methods Training (JM)**

**Onsite – 3 Hours/day for 5 Days – Optimum class size 10 students**

### **Training Description:**

Participants learn how to improve the way jobs are performed. The aim of this training is to produce greater quantities of quality products in less time by making the best use of the people, machines, and materials currently available. Participants are taught how to break down jobs into their constituent operations. Every detail is questioned in a systematic manner to generate ideas for improvement. New methods are developed by eliminating, combining, rearranging, and simplifying steps in the process. Job Methods yields significant benefits including reduced cost through productivity gains, increased throughput and reduced work in process.

### **Training Objective:**

The second in the TWI "J" series, Job Methods, teaches Team Leads, Supervisors and Managers on how to analyze jobs to make the best use of the resources currently available. The goal of this training is to provide a methodology for supervisors to produce greater quantities of quality products in less time by making the best use of the people, machines and materials. The benefits from this module are: cost reduction through productivity gains, increased throughput, and reduced inventory.

### **Skill Attainment:**

Trainees will attain the following skills:

- To understand and deliver the 4-Step Method for TWI - JM Improvement including:
  - Breaking down the job by listing all the details including: Material Handling, Machine Work and Hand Work
  - Questioning every detail by asking: Why, What, Where, When, Who, and How
  - Developing a new method by eliminating, combining, rearranging, and simplifying
  - Applying the new method using a proposal, gaining approvals, and taking action

These skills will be used to generate ideas for improvement, develop new methods, and propose solutions to others.

Completion of training will enhance the current idea management system and the skills can be used to improve any job method that includes the three fundamental types of work; material handling, machine work and hand work.

These skills are transferable within the company, industry and are highly desirable by any manufacturer.



## **FIRST SESSION—3 hours**

Review the 5 needs of good supervisors, Knowledge of the Work, Knowledge of Responsibilities, Skill in Instructing, Skill in Leading People, Skill in Improving Methods

- Explain the importance of Job Methods improvement to production, Demonstrate the present method for a job, Demonstrate the proposed improved method, Measure the results of the Job Methods improvement,
- Introduce the 4- Step for Job Methods Improvement:
  - Breakdown the Job
  - Question Every Detail
  - Develop the New Method
  - Apply the New Method
  - How to overcome resistance and resentment to change

## **SECOND SESSION—3 hours**

- Review Session 1
- Two participants present a job improvement demonstrations from their workplace
- Class review of how they applied the four step method to reinforce class learning
- Learn how to use the Improvement Proposal Sheet

## **THIRD SESSION—3 hours**

- Review of Sessions 1 and 2
- Three participant job improvement demonstrations from their workplace

## **FOURTH SESSION—3 hours**

- Three participant job improvement demonstrations from their workplace
- Class review of how they applied the four step method to reinforce class learning
- Review improvement proposals from Session 3 demonstrations

## **FIFTH SESSION—3 hours**

- Remaining participant workplace job improvement demonstrations facilitated to be “correct”
- Review improvement proposals from Sessions 2, 4 and 5 demonstrations
- Class review of how they applied the four step method to reinforce learning
- Importance of putting Job Methods improvement to use “immediately” for the success of the company
- Create conviction for using the Job Methods Improvement Plan on a continuing basis.



## **Job Methods (JM)**

### **What is Job Methods Improvement?**

Job Methods is the TWI program that trains leaders in how to improve their work processes and procedures. After obtaining process stability through the use of JI and JR, JM becomes a powerful tool to improve your processes for even greater performance gains. Like all the TWI programs, JM uses a 4-step method which is trained in five 3-hour sessions. The focus of JM is to identify and question every detail of the job – every step, motion or action – to determine the best way to do the job with the currently available manpower, machines, and materials. JM is applicable to all types of work which involve the use of your hands, moving materials or operating machines, actions found in a majority of the jobs in the workplace.

### **JM 4-Step Method**

The JM Pocket Card contains the four steps for JM: Step 1 – Break Down the Job, Step 2 – Question Every Detail, Step 3 – Develop the New Method, and Step 4 – Apply the New Method. In Step 1 – Breakdown the Job – the leader lists all the details of the job exactly as they are done in the current method. This analysis is much more detailed than a Job Instruction breakdown. The more details that are captured, the easier it is to make improvements. When capturing the details, it is best to go to the point of activity and list them out on the JM Job Breakdown form.

#### **Question Every Detail**

**WHY** Is it necessary?

**WHAT** is its purpose?

**WHERE** should it be done?

**WHEN** should it be done?

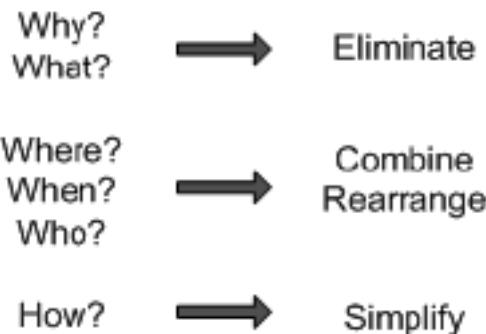
**WHO** is best qualified to do it?

**HOW** is the 'best way' to do it?

In Step 2, the leader questions every detail in the current method. JM uses six questions to analyze each detail. The order of the questions is important. First, you'll want to determine why the task necessary. The next question, what is its purpose, is a check of the first question. Sometimes a task may not seem necessary, but it does perform a required purpose. The next three questions refer to the time, place and by whom the task should be done. Only after asking the first five questions do you ask how best to do the task. If you were to ask how best to do the task first, you may optimize a task that is later eliminated or reconfigured.



### **Clues for Improvement**



The questioning process in Step 2 leads to improvement ideas in Step 3 – Develop the New Method (see box to right). Asking why the action is necessary or what purpose does it serve, leads to clues that might help eliminate the action all together. Asking where or when it should be done and who is best qualified to do the action leads to clues that can help combine or rearrange the task's location and time. Looking for the best way to do the task leads to clues on how to simplify it.

After creating a new method of doing the job, you will need to apply the new method. Step 4 is about selling your new method to those above, but also to those who work with and for the you. Not only must the new ideas be sold, but approvals from various groups must be gained. To help sell the idea, you can use the [JM Proposal form](#) to help capture and present the new method. And after the idea is implemented, the JM pocket cards reminds you to give credit to those who helped develop the new method.

#### **Benefits**

The methodical JM 4-Step method can significantly help improve the productivity of your operation. It can work in all types of operations, from manufacturing to administrative or service environments, wherever there is work being done with machines, materials or using one's hands. Some of the performance improvements you can expect are:

- Improved productivity
- Increased throughput
- Faster cycle times
- Reduced lead times
- Better yields
- Reduced scrap and rework
- Improved work culture

Through close analysis and a questioning mindset, JM can be the foundation for your continuous improvement program. Contact us to see how Job Methods Improvement can help your organization