

TRAINING WITHIN INDUSTRY BULLETIN #4-C

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HOW TO IMPROVE JOB METHODS

You know materials are growing scarcer. Machines are difficult to get or replace. And manpower is getting to be a critical issue.

A big part of the answer is to develop better ways of doing the work you supervise with the manpower, machines, and materials NOW AVAILABLE.

Perhaps you worked out a better way to do one of the jobs you supervise today. If so, you made an important contribution to victory. But are you working out better methods every day?

Here is a plan that will help you develop those BETTER JOB METHODS NOW. It will help you to produce greater quantities of quality products in less time.

The principles are not new. The plan was worked out in its present practical and usable form by industrial men who are facing the same problems as yourself.

Use this plan every day. Use it on EVERY job you supervise. The more you use it, the more opportunities you will find to put it to work.

Today, the need is to improve JOB METHODS to help do the biggest production job in history! The need is for you to make MORE improvements and to make them NOW!

C. R. Dooley, Director
Training Within Industry Service

Job Improvement has always
been a part of your job.

You are looking for improvements every day. This is, and always has been, a part of your job. Continued improvement of basic ideas have made our country what it is. Think of the automobiles of 15 years ago. Compare them with the cars of today. Remember the radio a few years ago? And the airplanes? And the rifles —and guns—in fact, thousands of modern pieces of fighting equipment that were unknown a few years ago? All this progress is the result of improvement. Some of it is improvement in design to be sure. But much of it is improvement in the METHODS of production. You may not be able to do much about basic design, but you CAN do something about production methods.

Go after the “small things.”

Look for the hundreds of small things you can improve. Don't try to plan a whole new department layout—or go after a big installation of new equipment. There isn't time for these major items. Look for improvements on existing jobs, with your present equipment.

The “WAY” you make improvements
is of first importance.

Go back in your memory as a workman.

Remember the time you “put up” with a job because it was awkward and caused you needless trouble and worry? Remember the “better way” you finally worked out which would have made it safer and easier to do? Remember how you wanted to tell your boss about your idea but he wasn’t the kind of a fellow who was easy to talk to and you never mentioned it to him?

Or perhaps, you remember the time when the boss “sprung” his new method on you and you had a pretty tough time “swallowing” it.

You will NEVER forget the time when the boss “had an idea” and asked you for YOUR opinion about it, and how you made several good improvements in his plan and how pleased you were.

Then go back over your experience as a supervisor.

Remember the time you put a new idea “up to the boss?” It was rather poorly worked out and he found a “bug” in your plan right off? And you didn’t propose any more.

Remember the time you really had a good plan, but you neglected to get some of your fellow supervisors and engineers “in on it” and the plan fell flat?

Then, of course, you will NEVER forget the “better way” you worked out, that was put into effect and that did work. You can still feel the satisfaction that it gave you.

How to Improve Job Methods.

BETTER JOB METHODS are needed NOW—desperately so—but there is a RIGHT WAY to make them. Here is the plan. It has worked in thousands of cases, and in practically every kind of industry. There are FOUR STEPS to follow. No one step can be omitted. No one step is more important than the other.

STEP I. BREAK DOWN the job.

1. List all details of the job exactly as done by the Present Method.

2. Be sure details include all:

Material Handling
Machine Work
Hand Work

- take any job—take the first one you can see in your department
- just “start right in”—jot down on a sheet of paper every detail as it happens. Do this right at the job. Don’t try to do it back at your desk. You’ll overlook something if you do.
- don’t be secretive or mysterious about it. Tell your workers what you are doing. Be frank and open about the listing of details.

STEP II QUESTION every detail.

1. Use these types of questions:

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?

2. Also question the:

Materials, Machines, Equipment, Tools, Product Design, Layout, Workplace, Safety, Housekeeping

- just start down your sheet of details. Start questioning each one.
- you won’t get far, usually, until some improvements will occur to you.
- Perhaps a “BETTER WAY” will “flash” into your mind. Hold this “new idea” temporarily and question EVERY DETAIL on your list before you start to “dope out” the better way. If you start to work your “flash,” you may help only a part of the job, and overlook a broader or more useful improvement.

STEP III. DEVELOP the new method.

1. ELIMINATE unnecessary details.

2. COMBINE details when practical.

3. REARRANGE details for better sequence.

4. SIMPLIFY all necessary details.

- a. Make the work easier and safer.
- b. Pre-position materials, tools, and equipment at the best places in the proper work area.
- c. Use gravity-feed hoppers and drop-delivery chutes when practical.
- d. Use both hands to do useful work.
- e. Use jigs and fixtures, instead of hands, for holding work.

5. WORK OUT your idea WITH others.

6. Write up your proposed new method.

- eliminating unnecessary details prevents waste of materials and manpower.
- combining and rearranging overcome “back tracking” and double handling.
- simplifying makes the job easier and safer to do.
- be sure to get all those concerned “in on” your idea from the start. Don’t work out the new method and “spring it” on your people. This applies to your boss, your associates, and particularly to your workers. The best way of all is to work out your idea with them. Make them a part of it.

