

TRAINING WITHIN INDUSTRY BULLETIN SERIES

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HOW TO INSTRUCT A MAN ON THE JOB

Your supervisors have much instructing of workers to do. This instruction is important to the worker, the supervisor, you, your plant, and to national war production.

Perhaps these workers to be instructed have been with you for years—or perhaps some have been transferred to your company—or many may be ‘green’—starting their first jobs.

Here are some ideas that will help your supervisors instruct their workers. They have been worked out by other supervisors who had the same job to do, just as the supervisors in your plant. They are easy to follow.

But—the supervisors, foreman, leadmen and gang bosses in your company will use this plan only as much as you demand that they use it. You cannot delegate orders for its use to others; you, the operating heads, are the ones who will make the use of this method accomplish real gains in the war production of your plant. It is YOUR responsibility to see that they use it!

C. R. Dooley, Director,
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WHAT DO YOU WANT TO DO

Go back in your own memory. Remember how you felt the first day on a new job?—the time you were “stumped” by a new “wrinkle” on the job?—the time when you caused some scrap or re-work?—the time you got hurt?—the times when the boss corrected you and your work? Perhaps you liked the way he did it—or perhaps you didn’t?

Any worker assigned to your supervisor feels the same way. He wants to make a good showing. You realize this. You are interested in four things:

1. Having the new worker come up to the quality and quantity requirements of production as quickly as possible.
2. Avoiding accidents which will injure the worker.
3. Avoiding damage to machines or equipment.
4. Spoiling as little work as possible.

Therefore, increasing the skill of supervision is a management responsibility.

HOW YOU CAN DO IT

Most of us just “jump right in” and start instructing or correcting a workman without much thought or planning. Perhaps your foremen do the same because:

- They know the job so well they’ve forgotten the things that “stump” the learner.
- They know it so well that they don’t plan how to put it over.

- They know it so well that they don't pick out the key points—the knacks—the things that cause accidents, scrap, re-work, delays, and damage to tools and equipment.

To instruct a man right takes just a little extra time at the moment, but it always saves hours and days of time later on, and prevents a large part of the scrap, spoiled work, and accidents. The following plan is simple and easy to follow. Furthermore, it works.

- Before instructing, there are FOUR GET READY POINTS to watch. They can be done in a few minutes.
- When instructing, there are FOUR BASIC STEPS to follow. They really are no different than what your foremen may now be doing. But these steps help them do it well and thoroughly. At least they have helped thousands of others.

HOW TO GET READY TO INSTRUCT

Here are the four GET READY points which should be taken care of before instructing:

1. Have a timetable.

- How much skills you expect him to have
- By what date

When the pressure is heavy for production and men must be trained, common replies are, "IT TAKES TIME," or "A LOT OF MISTAKES ALWAYS HAPPEN," or "LET 'EM LEARN."

You can help production by making a Time Table for your workers. To make a TRAINING TIME TABLE, list the jobs under your supervision across the top of a sheet of paper—list your workers' names down the left hand side—check the jobs each worker can do, opposite his name.

Determine your IMMEDIATE TRAINING NEEDS in light of turnover, performance, present workload, and future workload. Set yourself the dates when you will have trained your workers to fill these needs. Time is short!

- Make and use a Time Table for yourself and your workers.

2. Break down the job.

List the important steps—pick out the key points. (Safety is always a key point.) You know that there are a few "key points" in every operation that, if observed and followed, prevent accidents, scrap, delays, and damage to tools and equipment. If these key things are done right, the whole operation is right. If any one of them is missed the operation is wrong.

- If you put the job over to the worker with these key points made clear, he will really "get it."
- He will do the operation right the first time.
- He won't be "fighting" the work—making mistakes—getting hurt.

There is a quick, easy way to get the job clearly outlined in your mind. Fill out a “Breakdown Sheet” (sample enclosed) for any operations before you start to instruct the worker to do it. Do this on the job so that no key points will be overlooked. It only takes three to five minutes. This breakdown is for your own use. It is not given to the worker.

3. Have everything ready

- the right equipment, material, and supplies

When you so much as touch a job in front of a worker, set the correct example. Don’t use the wrong tool. Don’t fumble. Don’t make excuses. Don’t miss a trick. When you have everything right, he is more likely to do the same.

4. Have the workplace properly arranged

- just as the worker will be expected to keep it

The same thing applies here as above. You must set the correct example. Put his bench, desk, stockpile, or wherever he is to work in proper order before you start to put over the job to him. He won’t do it if you won’t do it.

HOW TO INSTRUCT

Here is what you should do every time you instruct a man or correct his work:

STEP I. PREPARE THE WORKER to receive instruction.

- Put him at ease. Remember he can’t think straight if you make him embarrassed or scared.
- State the job and find out what he already knows about it. Don’t tell him things he already knows. Start in where his knowledge ends.
- Get him interested in learning the job. Relate his job or operation to the final production, so he knows his work is important.
- Place in correct position. Don’t have him see the job backwards or from any other angle than that from which he will work.

STEP II. PRESENT THE OPERATION.

- Tell him, show him, and illustrate one IMPORTANT STEP at a time. Be patient—and go slowly. Get accuracy now, speed later.
- Stress the key points. Make them clear. These will make or break the operation—maybe make or break him.
- Instruct clearly, completely, and patiently—but no more than he can master. Put the instruction over in small doses. He (the same as all of us) can’t catch but six or eight new ideas at one time and really understand them.

STEP III. TRY OUT PERFORMANCE.

- Have him do the job—correct errors. Don't bawl him out or indicate that he is "thick" or "dumb."
- Have him explain each KEY POINT to you as he does the job again. A lot of us find it easy to observe motions and not really understand what we are doing. YOU want him to UNDERSTAND.
- Make sure he understands.
- Continue until YOU know HE knows. He may have to do the job half a dozen times.

STEP IV. FOLLOW-UP.

- Put him on his own. Designate to whom he goes for help. Make this definite—yourself or someone you choose. The wrong person might give him a "bum steer."
- He has to get the feel of the job by doing it himself.
- Check frequently. Perhaps every few minutes at the start, to every few hours or few days later on. Be on the lookout for any incorrect or unnecessary moves. Be careful about your taking over the job too soon, or too often. Don't take it over at all if you can point out the help he needs.
- Taper off extra coaching and close follow-up until he is able to work under normal supervision.

Use this plan. You will find it amazing that such greatly improved results can come from such a simple plan.

Use it every time you need to put over a new operation, check a man's work, or change a work procedure.

IF THE WORKER HASN'T LEARNED, THE INSTRUCTOR HASN'T TAUGHT!

ENCLOSURE:
Blank Breakdown Sheet.