

J O B M E T H O D S F O L L O W - T H R O U G H

WHAT IT MEANS

Follow-Through is what the supervisor's own boss does to help him to acquire supervisory skill, and to use that skill constantly.

It is the operating action which immediately follows the ten-hour training. It is carried out by the regular line supervision.

It is put to work by the entire supervisory force and cannot be accomplished by any one individual.

Follow-Through succeeds only when it provides a way to get supervisory skills actually put to work on the job.

WHAT IT WILL DO

Follow-Through gives evidence to management that supervisory training is an essential part of production. To show maximum results, it should have:

management acceptance
management support for continuous use
management insistence that end results be shown

Follow-Through wins the supervisor's approval

by enabling him to make a better showing to management
by providing a means through which this is made known to management
by increasing his confidence in his ability to do his job

HOW IT CAN BE ACCOMPLISHED

Management can get the full use of Job Methods Training by placing responsibility for making it work directly with the operating organization - and by showing each operating supervisor exactly how to use it on his job.

1. Top management must understand, be sold, and insist that the program be used.
2. Middle management must be informed and understand its part in the program.
3. All first-line and second-line supervisors must have the ten hours of basic Job Methods training.

HOW TO KEEP A FLOW OF PROPOSALS COMING FROM FIRST-LINE SUPERVISORS

Second-line supervisors are the only persons who can be successful in getting first-line supervisors to want to make proposals for Job Methods improvements.

The second-line supervisor (the first-line supervisor's own boss) must help him use the skill of the Job Methods principles developed in the ten-hour training sessions.

Second-line supervisors, through close association with first-line supervisors, should counsel, stimulate, and encourage the first-line supervisors to use this skill in improving all the jobs under their direction. Frequent attention must be given to this subject in order to insure a continuing use of this skill.

A specially trained coordinator (a staff person) will coach each second-line supervisor on how to help his first-line supervisors use Job Methods skills on the job. This coordinator will be selected by and will represent the top production head in the plant.

WHO IS CONCERNED

First-line Supervisor	the person directly in charge of a group of individual workers
Second-line Supervisor	the first-line supervisor's immediate boss

Middle Management	all line organization executives and supervisors between second-line supervisors and the top executives in charge of production.

Co-ordinator (a staff person)	a person selected by Top Management to carry out the assignment of putting T.W.I. programs to work on the job

Top Management	the executive in charge of production

HOW TO GET PROPOSALS ACTED UPON

The following plan is working successfully in many plants. Variations to fit individual plant operations may have to be made, but any variation should include the points which are starred:

- * 1. The appointed coordinator will arrange for a staff meeting, called by the operating executive, which will be followed by a letter making clear that:
 - (a) Improving job methods is a REGULAR part of the supervisor's responsibility.
 - (b) All proposals will clear through line organization.
 - (c) The WHOLE supervisory organization must cooperate for maximum results.
- 2. The coordinator must see that serially numbered blank breakdown sheets and proposals are distributed (through the line supervisors) to each second-line supervisor who has completed the basic Job Methods Training.
 - (a) The second-line supervisor distributes breakdowns to first-line supervisors.
 - (b) He may assist by suggesting jobs, or by clarifying the application of the plan if necessary.
 - (c) Records of this distribution are to be kept by the coordinator for follow-up purposes.
- * 3. A first-line supervisor turns his proposals over to his boss, the second-line supervisor, for approval.
 - (a) Proposals within the authority of the second-line supervisor are approved or rejected by him. If approved they are immediately put into effect. The proposal, approved or rejected, is sent to the coordinator, properly noted.
 - (b) Proposals beyond the authority of the second-line supervisor are sent to the coordinator in order to secure approval or rejection by all departments concerned. Personal discussion is advantageous.

- * 4. The coordinator keeps each proposal ACTIVE.
- 5. The coordinator returns the proposal to the second-line supervisor with all information gathered, approvals, rejections, cost information, and further suggestions.
- 6. The second-line supervisor in consultation with the first-line supervisors approves, rejects, or alters the proposal as needed and resubmits to the coordinator for final action.
- * 7. The coordinator submits the proposal to the designated executive or committee for final authorization.
- * 8. The coordinator reports the decision on the proposal through the line organization.
- 9. An appropriate letter is forwarded or other means of personal recognition is given to the originator of the proposal.
- * 10. The coordinator prepares regular reports on production results to management executives.

SUMMARY OF DUTIES

Top Management:	Conducts staff meeting Writes letter of direction Gives any suitable recognition for accepted proposals Reviews results of program
Second-line Supervisors:	Distribute numbered blank breakdowns Encourage reports Approve proposals within own authority Submit all others to coordinator Inform first-line supervisors of progress and decision on proposals
Coordinator:	Distributes numbered breakdowns to second-line supervisor Keeps records by number and name Keeps each submitted proposal ACTIVE by referring it to proper persons and/or departments Returns proposal to second-line supervisor with all material gathered Submits entire proposal to designated executive or committee for final decision Reports final decision to line organization Prepares regular reports on production results to top management