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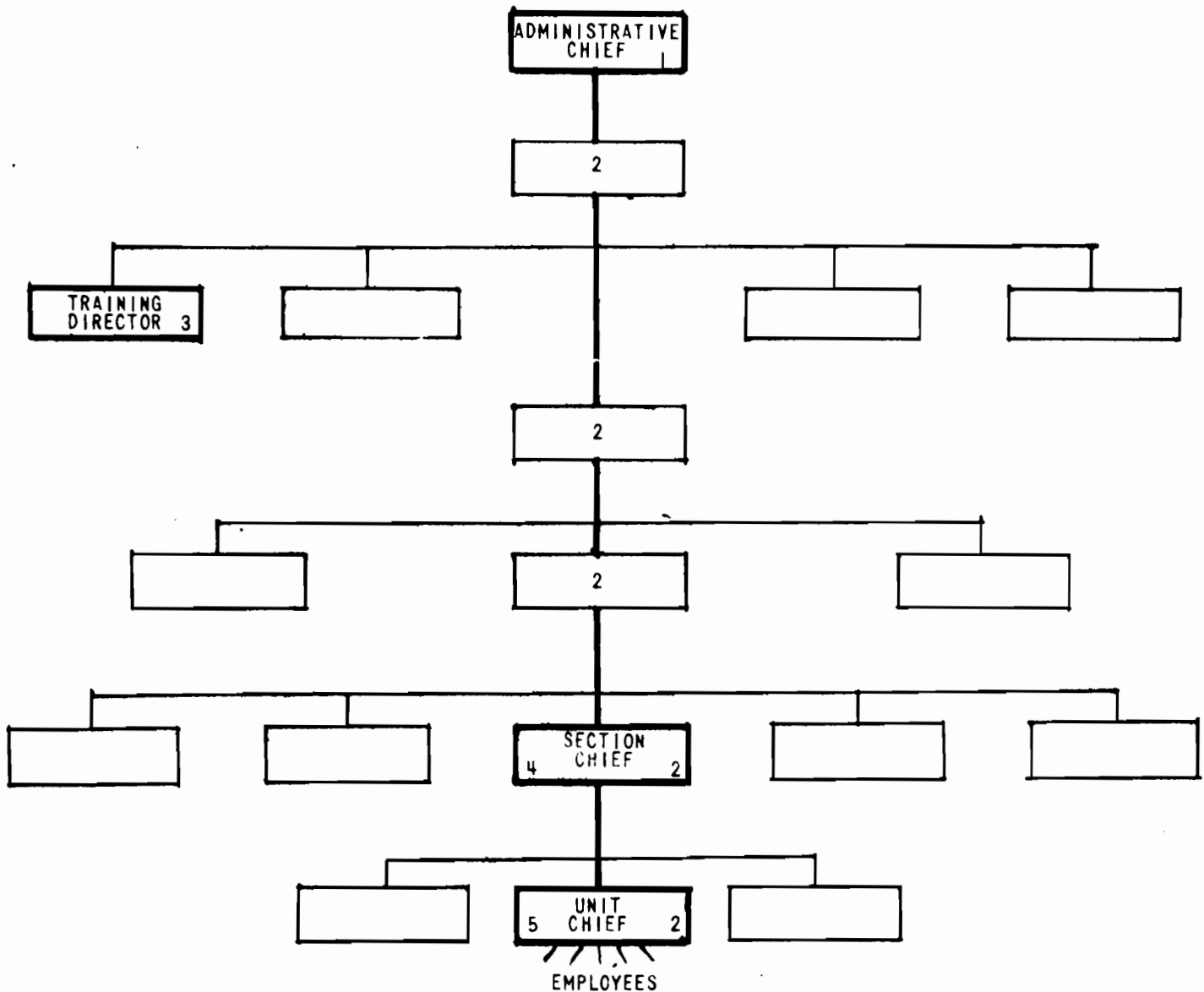
FOLLOWING THROUGH  
WITH J. I. T.

THE 10 HOURS OF J. I. T. TRAINING HAS  
PUT VALUABLE TOOLS IN SUPERVISOR'S HANDS.

THE TOOLS MUST BE USED TO PRODUCE RE-  
SULTS.

HERE IS A PRACTICAL WAY TO PUT THEM  
TO WORK.

# HOW J.I.T. IS PUT TO WORK



- FIRST: The Administrative Chief (1) in charge tells the organization to see that J.I.T. is followed through on the job.
- SECOND: The request is "passed down" through all supervisors. (2)
- THIRD: The training director (3) instructs the section chief (4) how to coach the unit chiefs.
- FOURTH: The section chief (4) coaches his unit chief (5) how to make it work.
- FIFTH: The unit chief (5) puts it into action with his employees.

NOTE: Items (3) and (4) are explained on the next page.

Everyone engaged in Vital War Effort is benefitted.

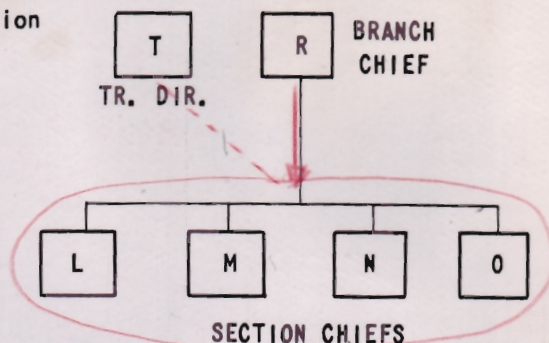
Two to four hours of "Follow Through" instructions received by a section chief who coaches his unit chiefs results in a Planned and Continuous training program for:

- 1 Section Chief
- 10 Unit Chief
- 100 Employees

## HOW TO GET A SECTION CHIEF TO COACH HIS UNIT CHIEFS

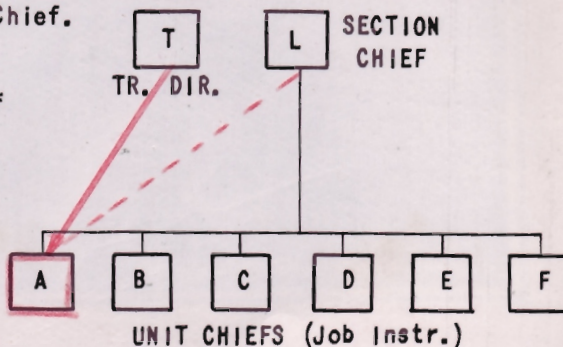
**FIRST:** "Follow Through" program is explained to Section Chiefs.

The Branch Chief (R) with the assistance of Training Director (T) explains the program to Section Chiefs (L), (M), (N) and (O) and arranges a schedule of training.



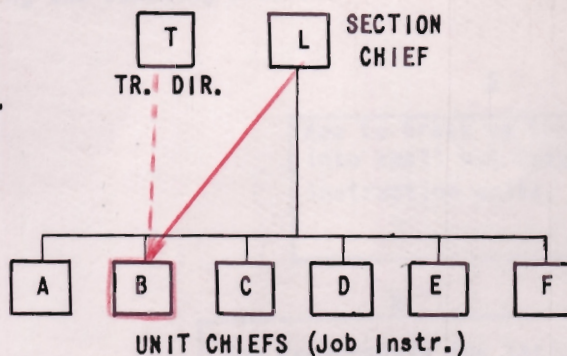
**SECOND:** Section Chief is shown how to coach a Unit Chief.

The Training Director (T) coaches Unit Chief (A) in the application of job instruction. The Section Chief (L) observes the coaching process.



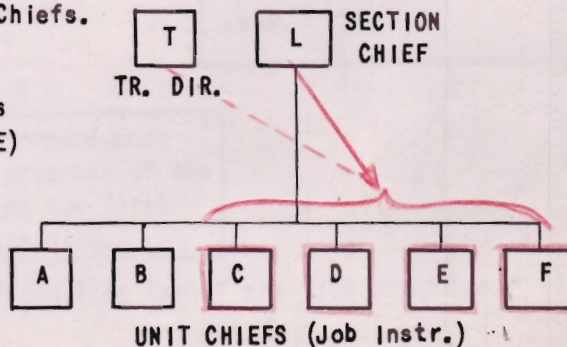
**THIRD:** Section Chief coaches a Unit Chief.

The Section Chief (L) coaches Unit Chief (B). The Training Director (T) observes corrects, and gives additional help if necessary.



**FOURTH:** Section Chief coaches the rest of his Unit Chiefs.

The Section Chief (L) continues until he has coached each of his Unit Chiefs (C), (D), (E) and (F). The Training Director (T) follows up, answers any questions and sees that the job gets done.



### THE RESULT

Alive, alert supervision which continues to improve the Quality and Quantity of the day by day work performed.



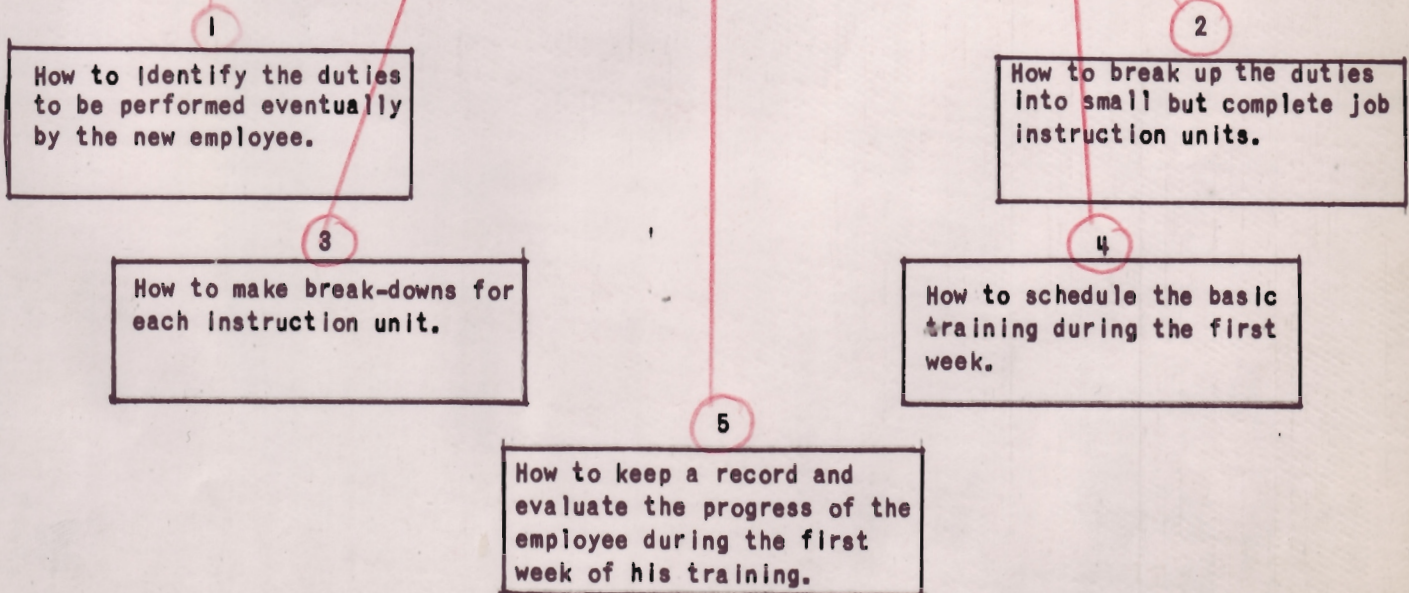
# THE NATURE OF THE COACHING RECEIVED BY THE UNIT CHIEF

The Unit Chief coached by the Section Chief makes out a "Job Instruction Time Table" and "Job Breakdowns" for a new employee entering the Unit.

The following is listed on the Time Table:

JOB INSTRUCTION TIME TABLE									
(COVERING THE FIRST WEEK OF THE NEW EMPLOYEES JOB TRAINING)									
Date <u>November 11, 1942</u>									
Name <u>Mary Jones</u>		Branch <u>Civilian Pay</u>		Job Instructor <u>Mrs. Richardson</u>					
Position <u>Clerk-Typist</u>		Division <u>Pay and Mileage</u>		Supervisor <u>Mr. Eugene N. Dames</u>					
DETTES	INSTRUCTIONAL UNITS (Breakdown titles)	FIRST DAY	SECOND DAY	THIRD DAY	FOURTH DAY	FIFTH DAY	SIXTH DAY	FUTURE	
Check Voucher	How to check vouchers	X							
Check Appropriations	How to decode an appropriation	X							
	How to check appropriation	X							
Stamping	How to stamp	X							
Comparing	How to compare		X						
Posting	How to post pay cards				X				
Checking Basic Pay	How to check pay rates				X				
Balancing Roll	How to use an adding machine		X						
	How to add columns		X						
	How to obtain grand total and balance		X						
Releasing Rolls	How to prepare rolls for releasing					X			
Type Pay Cards	How to type pay cards				X				
Partial Payments								X	
Evaluation of new employees progress		This employee learned rapidly and has a fine attitude.							
Signature <u>Mrs. Richardson</u>									

## The Unit Chief learns during the Coaching process;



The Unit Chief puts to use the "Job Instruction Time Table" and "Job Breakdowns" with new and present employees.

He teaches each employee in the Unit how to do his job, "Correctly, Quickly and Concientiously".



## THE FOLLOW THROUGH TRAINER'S GUIDE

1. Explain Follow Through process to a second line supervisor.

- "Management wants YOU to get your people to use JOB INSTRUCTION"
- A Better trained work force means:
  - More production
  - better quality
  - fewer accidents
  - less maintenance expense
  - less turnover
  - lower costs
- Give him Follow Through card
- Review and explain "How to Get Your People Started."
- "I'll follow the card with one of your (local title) then you will do the same with another of your (local title)"

2. Coach a first line supervisor

- (a) Have second line supervisor explain why you are here.
  - "The three of us will work this out together."
- (b) Help him make a time table. (first line supervisor)
  - "Write down the names of your workers."
  - "What job is each doing now? Write it at the top."
  - "What else can each do? Check or add."

Then ask -

- "Who are you going to lose?"
- "Are all jobs covered sufficiently? - Anyone coming along."
- "Who is causing scrap, accidents, rejects, tool and equipment damage?"



- "You pick out one job where training is needed NOW."
- "You set a date when you want to have the worker trained. Write it down."
- "This is the way to keep out of trouble."
- "This is a good way to spot production needs."

(c) Help him make a breakdown.

- "Here's a job where training is needed."
- "Let's go over to the job and make sure that we get all the things you must 'put over' to the worker?"
- "What do you call this job?"
- "Tell me something about it."
- "What all does the worker have to do?"

NOTE: If job is too big: "That's quite a husky job. Let's take just one chunk. Which one will it be?"

- "What's the first important thing you have to put across?"
- "Let's see you do that much of the job."
- "That advanced the work - it's an important step. Write it down."
- "What's the next important step - Do that part. Write it down, etc., etc."

NOTE: Complete the important steps.

- "Let's run over the job again to catch any points that cause scrap, accidents, rejects, etc."
- "What's in the first step that causes scrap accidents or delays?"
- "Let's see you do it. That's a key point. It makes or breaks the job (or whatever it might be.) Write it down."
- "Let's look at the second important step."

NOTE: Continue pulling out the key points.



(d) Ask him:

- "What tools and equipment will be necessary to put the job across?"
- "How should the work place be arranged?"

(e) Hand him a new JIT card

- "WE've covered the Get Ready points on the card."
- "We've made a timetable - have spotted some training needs."
- "Then we took ONE job that needs attention and made a breakdown of it - just so we won't miss anything that we need to 'put over!'"
- "Then we talked about getting everything ready and the work place properly arranged."
- "Now we're ready to instruct."
- "Let's look over the 4 steps on the other side of the card."
- "How about Step I? - What are you trying to do there?"
- "Look at Step II - How would you use the breakdown in this step?"
- "And now Step III - How do you know when you are through with Step III? When can you put him on his own?"
- "And finally Step IV - How would you follow up the worker on this job?"

(f) Have him practice by instructing you.

- "How about putting ME through the ropes on this job?"
- "Let's see how it works out."
- "Maybe I can give you some more tips."

NOTE: Have him instruct you. Coach as needed.

(g) Conclude -

- "Any questions on how to go ahead?"
- "Can you do this with the worker to be trained? What else can I help you with?"
- "You've done a good job. Keep at it - check in with your boss if you get stuck."



3. Review with the second line supervisor (alone) what happened in coaching his first line supervisor.
  - Go over the Follow Through card again - "How to start your people using it."
  - Review with him NOW you had the first line supervisor to make his Time Table, Breakdown, and to practice the 4 steps.
4. Have the second line supervisor coach another first line supervisor.
  - Observe closely - help where necessary.
  - Make certain that he is HELPING his first line supervisor and not doing the job.
5. Help the second line supervisor plan his next steps.
  - (a) Discuss with him (alone) what he did.
    - Stress whatever items were uncovered that were USEFUL to him in getting his supervisor better qualified to get out production.
    - "Now that you've got two of your crew under way when will you get the rest started?"

NOTE: Help him schedule the rest.
  - (b) Discuss how to keep his people using it.
    - Review the Follow Through card. - "How to Keep Your People Using it."
    - Have him determine how often he wants to review the time table and the breakdown. Write on card.

NOTE: Once a week is a common practice.
    - "Check workers occasionally."
      - "Ask a worker now and then about some points of the job."
        - "What would happen if \_\_\_\_\_?"
        - "Why do you \_\_\_\_\_?"
        - "Would it make any difference if \_\_\_\_\_?"
    - "Check results: watch your rejection tickets, accident reports, your tool breakage (or whatever applies)"
    - "That is the real test of whether you are getting results. You are entitled to them."