

Job Instruction – Manufacturing, Food Industry

Standardised on the job training to improve quality

Friesland Campina DOMO - Beilen, Netherlands
Oscar Roche, September 2013

Brief

We so often focus on operator level standard work – what it is the operators are doing to ensure consistency in quality at the required level. In this case the focus was very much on the leaders and support people, and what they were doing. An operational skills training program resulted. Being itself standardised, and also skills focussed, results improved.

Readers will understand how, when a Training Within Industry Job Instruction (JI) based training program was applied, quality improved. This had an immediate impact on the focus of the Quality Department and Management Team as it resolved problems current at the time.

The implementation of the JI based training program quite simply lead to less mistakes. HR subsequently changed the training policy to reduce reliance on e-learning and integrate JI.

Interestingly the need for Job Relations (JR) became self-evident. The requirement to follow standard work to achieve quality outcomes caused “people problems”. The “JR line” to wobbled as it generally does in such situations.

Source for information: *Training Within Industry Institute, Denmark.*

INTRODUCTION

An improvement exercise was established to reduce quality deviations and quality risks. A major root cause was quickly identified that being people influence and variation in standard work. It was noted that actual on the job training was itself not standardised.

A secondary focus was to reduce breakdown time in consumer packaging.

The management team elected to apply Job Instruction as the means of standardising on the job training the aim being to reduce variation in operator standard work. They agreed the measurements of success would be:

- Operator and trainer engagement.
- Quality performance.
- Consumer packaging lines downtime.

CONTENT

In March 2013 a pilot program commenced. In July 2013 the management team, due to impressive results, decided to implement JI across the site with the operational focus areas being:

- Spray drying.
- Bulk packaging.
- Consumer packaging.

To facilitate this they appointed a Training Coordinator in each one of the above 3 operational areas. Job Instruction Training (JIT – 5x2Hrs) was delivered, Job Instruction Breakdown writing commenced, soon followed by training via the JI 4-Step method across 5 shifts.

The following changes and results speak for the success of the management team's decision to deploy Job Instruction as a solution to a considerable proportion of their quality and downtime issues.

- Mistakes from people influence in bag coding and filling weights reduced to zero after training executed on 2 bulk packaging lines.
- Operators and trainers very positive “finally a system that delivers skills and knowledge via practice”, engagement increased.
- As a consequence of the positive response from operations, HR changed the site training policy to integrate JI and reduce e-learning.

Valuable key learnings included:

- It is critical to implement the JI 4-Step delivery method immediately after the JIT 5x2Hrs, not wait while lots or all of the eventually required JIB's are developed.
- JIB's need to be modified after first draft, at least once!
- The need for Job Relations (JR) became self-evident. Team Leaders had not been trained or coached in detecting and resolving people problems. Escalation occurred.

CONCLUSION

The method of Job Instruction provided the solution to variation in standard work and “people influence” through standardisation of the skills focussed training program. Results improved as required by the management team. The pilot was successful in gaining momentum and learning which then flowed through to expansion across the site.