

# Job Instruction – A One Page Introduction

## BRIEF

*Much of the results that come from the service coalface or factory floor are determined by the actions of the immediate leaders. When teaching someone a skill, you are leading them. This skill of instructing, as identified within the Training Within Industry (TWI) Program started in the USA in the 1940's, is pivotal and foundational in getting the results all businesses desire.*

Applying Job Instruction (JI), a standardised method of teaching a task, means quickly training people to *remember* how to do a job correctly, safely, and conscientiously. Why is “remember” important? Because the majority of people new to a task, after they have been “taught” it, won’t or don’t ask if they’re not sure when they come to do it on their own for the first time. They are either too busy to ask, don’t want to show “incapability”, or are too shy. Thus they rely on what they then think makes sense based on what is in their heads, often from a previous similar task. But you can’t afford for them to make mistakes. That will create risk and/or work for someone else and/or a problem for the customer. So, as an instructor, you have a duty to instruct competently in the task. As a learner, you have a duty to do the task as you’ve been taught.

Through developing the skill in Job Instruction, the Leader learns:

- How to prepare for the training of employees, in particular how to effectively “breakdown” tasks.
- An effective and proven 4-Step method for the teaching of the tasks.

The method is repetitive. It is based on a proven pattern for learning a skill. Humans learn quickest via patterns, the JI method is a “skill learning pattern”.

The most important aspect of getting ready is preparation of the Job Instruction Breakdown (JIB). This tool is the “recipe” the Leader uses to teach the task. The JIB contains 3 columns:

- The Important Steps – the what.
- The Key Points – the how (the 20% of the work critical to quality, productivity and safety).
- The Reasons for each Key Point – why the how is critical.

Explaining the reason to the learner helps embed the Key Point. It gives the learner an explanation of *why you want the Key Point followed every time*. Understanding increases the likelihood of the Key Point being done every time. It is considered by many that variation in Key Points is the root cause of poor area performance in terms of quality, productivity and safety of many services and manufacturing processes.

The actual instructing is a 4-Step method based on the content of the JIB. There are 2 key aspects of the actual instructing part of JI:

- The demonstration of the task by the Leader is based on “*tell, show and illustrate*” – listen, watch and understand why.
- The learner is provided information gradually, not in one big lump.

Benefits experienced when practicing Job Instruction are reduced overall training time, less rework, less risk for the “customer”, fewer accidents, and increased job satisfaction.