

## WORK IMPROVEMENT METHODS

The worker who performs a task can contribute ideas for improving that task and, under a work simplification program, is encouraged and trained to do so. Workers become involved to the greatest extent in the aspect of work simplification pertaining to their respective tasks.

The purpose of a work simplification program is to enable workers to perform efficiently and economically. The ultimate goal is improved work, including an increase in the rate of production. This does not mean that the worker will speed up, hurrying thru the steps of a task. When the work simplification approach is applied the unnecessary steps are eliminated, other parts of the task are combined or rearranged, and the necessary parts of the task are simplified.

Excessive movement and delays which occur as work moves from 1 work station to another are greatly reduced. The most desirable equipment for performing the job at reduced costs is purchased.

delete

After the task is simplified, the worker can improve the quality and increase the quantity of output without a corresponding increase in the amount of energy he expends.

change to energy expended

The tested pattern for improving work includes ~~five~~ <sup>four</sup> steps:

1. Select a job to improve.
2. Use a questioning approach to analyze every detail of the job.
3. Obtain all the facts and break the job down in detail.
4. Apply the new method.

change to either a method or a procedure

These steps may be applied to improve either a ~~procedure or a method~~. Work analysts use these steps to guide workers thru an analysis of their own tasks in search of ways to improve them. You do not have to wait for your organization to launch a work simplification program in your dept. You can look for ways to work smarter and in turn gain time in which to accept more responsibility. Select only 1 task for improvement at a time.

move Select ... time to next para after them

Take the initiative to select a task and analyze it, using the ~~five~~ <sup>four</sup> steps for work improvements in the same way a work analyst would use them.

Select a Job to Improve

Any job or task can be improved with directed effort, but some can be improved more than others. When you are looking for a job to improve, choose one that has worthwhile improvement possibilities, one that is important enough to warrant the time you will spend studying it.

change make ready to actual performance

Recognize that each task consists of three parts: (1) make ready, (2) do, and 3 put away. "Make ready" is the effort and time put into setting up equipment and assembling the necessary materials, "Do" is the actual performance of the work. "Put away" is the storage and clean-up following the actual performance. Scrutinize the "do" operation. If you can eliminate it, you automatically eliminate the "make ready" and "put away" operations which go with it.

that

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Use a Questioning approach

change anyone to those

The questioning approach is an attitude. It is essential for anyone

change his to their

searching for ways to improve his job performance. Every detail must be questioned for its necessity, possible combination with other details, and simplification.

Begin by asking why the job is done at all. Next examine each "do" operation and ask why it is necessary. Finally question the necessity of the remaining details—those involving "make ready" and "put away".

After you have separated the essential steps from the nonessential, apply the question test to the essential steps, one by one, in order. For each detail, ask, Where & Why? Who & Why? When & Why? How & Why? The expanded questions relative to where become, Where is it done? Why is it done there? Where should it be done? For each detail, apply similar questions concerning who, when, and how.

change numbers as indicated

As you question each detail, keep in mind that you are searching for (1) steps to be eliminated, (2) steps to be performed elsewhere, (3) steps to be combined or rearranged, and (4) steps to be simplified.

### Obtain All of the Facts; Break the Job Down in Detail

change one to step

Get the facts as the job is being performed. Put each one down detail by detail in the order in which it happens. Get facts, not opinions, and get all the facts. Omissions of facts, excuses, and opinions can lead to wrong conclusions.

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To break down the steps of a task as they occur, prepare a flowchart, the most widely used tool for analyzing work details.

## Apply the New Method

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last  
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After you receive tentative approval from your employer and in turn from management, conduct a trail run of your new method. Ask your employer and others who are knowledgeable about the method to evaluate it and suggest further improvements. Evaluate the new method yourself. Ask, will it work? Will it save time and money? Will it improve quality? Will it increase quantity? Will it be accepted by others who are affected by it?

## Develop a New Method

Study the answers indicated as you apply the questions What & Why? When & Why? Where and Why? Who & Why? and How & Why? to each detail.

Write up the proposed method in a meaningful and convincing form. Add comments that will help you to sell your idea. Present the proposed method to your employer. Be prepared to discuss it, answer challenging questions about it, and demonstrate it.

Apply the  
New Method

