

HERE ARE SOME PROBLEMS THAT  
JOB INSTRUCTION TRAINING HAS HELPED TO SOLVE  
IN HOUSING MANAGEMENT

Do you have any of these problems in your housing projects?

Work Problems

Work must be done over again  
Supplies and equipment not on hand when needed  
Tenant complaints not properly handled  
Too much left for employee's assumption  
Work is delayed because of confusion  
Poor planning  
Records not kept up-to-date, or not complete  
Tenants have difficulty using new types of equipment  
Supplies and material wasted

Quality Problems

Grounds and community spaces not kept clean  
Employees are instructed wrong way  
Too much left to inexperienced employee's judgment  
Correct procedures not followed  
Employees don't handle "normal" load  
Employees do not know standards of performance expected of them  
Dwelling units not kept in good condition  
Work and reports rushed near deadline  
Rents not collected promptly  
Dormitory maids slow in their work

Safety Problems

Defective and worn out parts not replaced  
Poor housekeeping in storage spaces  
Employees get careless  
Employees don't know safety rules  
Tenants careless about fire hazards  
Accident hazards not corrected  
Minor injuries or illnesses not reported  
Watchmen not trained  
Laundries not kept clean

Personnel Problems

Employees:  
Difficult to find  
Leave to go to other jobs  
Lack experience in housing management procedures  
Lack interest in the job  
Claim to have had good experience but don't "come through"  
Fail to see relation of their housing job to the war effort  
Don't "get along" with tenants  
Fail to interpret policies properly

Housing Management Supervisors say that most management problems could be solved - or at least helped - if they had a better trained staff.

How about yours?



Example 3

**JOB BREAK-DOWN SHEET FOR TRAINING MAN ON NEW JOB**

Three copies - Payroll Sheet - one white

PART two yellow; carbons; typewriter OPERATION Preparing Payroll Sheet

IMPORTANT STEPS IN THE OPERATION	KEY POINTS
Step: A logical segment of the operation when something happens to ADVANCE the work	Key point: Anything in a step that might Make or break the job; Injure the worker Make the work easier to do; i.e., "knack," "trick," special timing, bit of special information
1. Prepare forms in triplicate	All edges even #4 carbon paper
2. Insert forms in typewriter	Use guide Check alignment
3. Fill out heading	All blanks Page ___ of how many Payroll period: 1-15 and 16 - last day of month
4. List name, grade, designation, and total salary rate	Last name first, first name, middle initial Last names in alphabetical order by grades from personnel actions
5. List gross amount earned	From personnel actions
6. List deductions	Retirement Others
7. List net amounts paid	Gross minus deductions Check subtraction
8. List remarks, explanations	Other deductions } Payroll changes } Personnel actions Status changes } Title changes }
9. Total numerical columns	Check adding machine tape

This breakdown can be used "as is" for employees with some previous office experience. For "green" employees some of these steps would need a separate breakdown.

Example 3-a

**JOB BREAK-DOWN SHEET FOR TRAINING MAN ON NEW JOB**

Inserting multi-carbon forms in typewriter

PART Typewriter, forms with carbons OPERATION Inserting multi-carbon forms in typewriter

IMPORTANT STEPS IN THE OPERATION	KEY POINTS
Step: A logical segment of the operation when something happens to ADVANCE the work	Key point: Anything in a step that might Make or break the job; Injure the worker Make the work easier to do; i.e., "knack," "trick," special timing, bit of special information
1. Place sheets in guide	Edges even To fold
2. Insert in paper feed	Guide first Hold at top of guide
3. Roll paper in	Start papers with "slight" pressure Roll guide clear through
4. Remove guide	
5. Position papers	Keep edges even
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">                     This example shows a detailed breakdown of Step 2 of Example 3. Other steps might be broken down similarly.                 </div>	

Example 4

**JOB BREAK-DOWN SHEET FOR TRAINING MAN ON NEW JOB**

PART Form OPERATION Fill in Service Request

IMPORTANT STEPS IN THE OPERATION	KEY POINTS
Step: A logical segment of the operation when something happens to ADVANCE the work	Key point: Anything in a step that might Make or break the job; Injure the worker Make the work easier to do; i.e., "knack," "trick," special timing, bit of special information
1. Place carbon	One copy
2. Fill in heading	Full name of tenant - last first Unit No. in address Current date - figures Time - nearest half hour
3. Fill in request	Part of equipment - specifically named - previous request? Danger - rush - when at home? Any charge? - make clear - brief
4. Number and Sign	Consecutively Signed full name

Example 5

**JOB BREAK-DOWN SHEET FOR TRAINING MAN ON NEW JOB**

PART Stapler - Clips OPERATION Loading Stapler

IMPORTANT STEPS IN THE OPERATION	KEY POINTS
Step: A logical segment of the operation when something happens to ADVANCE the work	Key point: Anything in a step that might Make or break the job; Injure the worker Make the work easier to do; i.e., "knack," "trick," special timing, bit of special information
1. Remove plunger	Hold firmly Position on both guards
2. Insert clip	To stop Magazine not over 3/4 full
3. Replace plunger	Start vertically Bring to horizontal Slide into position
4. Make test stitch	Scrap paper
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">                     This breakdown of a simple office operation was made in about four minutes.                 </div>	