

ARMY SERVICE FORCES  
CIVILIAN PERSONNEL INFORMATION BULLETIN

*Ret to JK*

**NO. 1**

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**JOB METHODS TRAINING  
PROGRAM AID**



HEADQUARTERS, ARMY SERVICE FORCES - OCTOBER 1943

manpower problem.

Properly installed, conducted, and followed through, this program will give to the training officer a device that will enable him to gain for training, recognition accorded other important activities in his installation.

With existing ceilings in manpower and equipment, production goals can be met only through better utilization of the skills and equipment now available. JMT will provide such utilization.

Picatinny Arsenal sets the pace.

The following letter from General Somervell indicates the part this program can play in increasing our production.

Colonel William E. Larned,  
Commanding Officer,  
Picatinny Arsenal,  
Dover, New Jersey.

Dear Colonel Larned:

My attention has been called by Mr. James P. Mitchell, Director of the Industrial Personnel Division, ASF, to the large number of valuable time and labor-saving suggestions received from the civilian personnel as a result of the recent job methods training course at Picatinny Arsenal.

He informed me that more than 600 voluntary proposals for improved work technique have already been submitted, of which 101 have been found practicable and acceptable. Furthermore, he tells me, 22 of these suggestions alone will effect an estimated annual saving of 437,500 man-hours and \$341,200 at your installation, when placed in operation.

I cannot express too highly my appreciation of the demonstration of initiative and cooperation on the part of the workers at Picatinny. It is obvious that when the suggestions have been passed along to other stations engaged in similar operations, their beneficial effects upon our war production program will be correspondingly increased. As every one of us on the production front knows, man-hours saved in the factory are quickly translated into man-lives saved on the battlefield.

Please convey to each and every member of your loyal group, my heartiest thanks and congratulations for this inspiring example of the kind of teamwork that is helping to win the war at the front.

Sincerely,

BREHON SOMERVELL,  
Lieutenant General,  
Commanding.

C o p y

Ret 67K

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**J O B M E T H O D S T R A I N I N G**

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**INSTITUTE  
CONDUCTOR'S  
GUIDE**



**HEADQUARTERS, ARMY SERVICE FORCES**

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Ret to FK

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\*           JOB METHODS TRAINING           \*  
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\*   DEMONSTRATION SESSION OUTLINE   \*  
\*                                   and                                   \*  
\*           REFERENCE MATERIAL           \*  
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Prepared by  
CIVILIAN PERSONNEL BRANCH  
INDUSTRIAL PERSONNEL DIVISION  
HDQTS., ARMY SERVICE FORCES

## REFERENCES

Reference 9. (Continued) "For this reason, the trainers are cautioned that they must always ASSUME that this fellow is in their group; hence, even with apparently complete agreement of the group, the trainer replies with, "That's right, he didn't have to hurry....let's see what hurrying really is.... if he had to hurry, he'd have looked like this...." Then go into the acting out of "HURRY."

Not only is this important in installations where there may be employee discontent already existant, but it gives a touch of humor to your demonstration that is helpful.

Reference 10. One example of an improvement. A foreman asked a conference leader what job he could improve, and he was told to make a breakdown of the first job he encountered.. The foreman did and saved \$18,000. How did he do it?

Well, he went back to his office and as he sat down at his desk, he saw an electric truck go by his office window, and it was loaded with a large reel of wire. He called the truck driver and asked him where he was taking the wire. The truck driver replied that he was taking it to a braizing shed about 500 feet away. The foreman sent him on his way. He returned to the office and listed all the details of the trucking operation, up to and including the time it was delivered to the shed. Then questioning the details, he saw no room for improvement until he questioned "Where is the best place to braize the wire?" Using the method that you will see here this afternoon, he was able to make a recommendation that the braizing equipment be moved back to the room where the wire was made. (It had been located there 10 years before, but had to be moved for an emergency job, and was never returned.) As a result, the trucking was no longer necessary and a \$12,000 truck and three drivers each making \$2,000 a year were made available on jobs where they were sorely needed.

Reference 11. Hold the card up in your hand and be emphatic when you make the statement that "Here is our entire text." Pass the cards out to every member of your audience.

# MANAGEMENT TRAINING CONFERENCES

SESSIONS OUTLINE AND LEADER'S GUIDE  
FOR ON THE JOB PLANNING SERIES



HEADQUARTERS, ARMY SERVICE FORCES  
Industrial Personnel Division  
Civilian Training Branch

Washington, D.C., 1944

**NEED FOR A PLAN**

“We have all had hunches or flash ideas that have helped us improve our jobs.”

“An idea or a hunch that results in an improvement on our job is welcome but we shall get better results by following a **sound plan.**”

“We have such a plan and it is easy to use!”

“It’s **practical-----it works!**”

“To-day we are going to see how it was applied to an actual job.”

“Later each of us will apply it to one of our own jobs!”

**THREE BASIC ELEMENTS OF WORK**

“Our demonstration job contains the **three basic elements** involved in work.”

“They are: (LIST ON **BLACKBOARD**)

**MANPOWER**

**MATERIALS**

**EQUIPMENT**

“Every job we do, involves one or more of these three basic elements.”

“Let’s see how the use of these elements was improved in this demonstration job. . .we are not concerned with the actual job itself.”

“I am going to show you the job as it was done before and after the improvements were made and then we will analyze the plan that was used.”

**BLACKBOARD**

**DEMONSTRATE PRESENT METHOD**

DEMONSTRATION

**(TURN THIS PAGE NOW)**