

"Just In Time " Training by Steve Schlough - January,1990 Spectrum

Keeping up in a rapidly changing world creates challenges for everyone. These changes generate many problems for those in the fields of education and training & development. They not only have to educate learners in the skills that they have always needed to succeed in the world of work but they also have to train people to effectively use the new technologies that are being developed and to adapt to the change produced by these new technologies. One of the first suggestions normally proposed to solve this problem is to provide more training. In many cases this may be the answer, but there is a limit to amount of time employees can be taken away their duties or the length of time students can spend in the class room. Rather than increasing the amount of time the learner spends away from the job, some trainers are creating a new alternative by adapting a process used in manufacturing.

To reduce the cost of carrying inventory, many manufacturers have implemented a process called *Just In Time Inventory*. Using this process, the manufacturer receives the components needed to complete the manufacturing process *just in time*, thus saving the resources and space required to warehouse these components. This principle can also be applied to training.

The idea behind *just in time training* is to take training delivery systems such as computer-based-training (CBT) and interactive video out of training centers and place them in offices and on the factory floor. These systems will not replace the preliminary training an individual needs to perform a specific job, but will assist the person to get through a specific task that they may not recall or that is extremely rare. You may say that if the person was previously trained to perform the operation then the original training program was a failure. To see why this is not true, lets look at how two experts in the field of computer based instruction look at this need.

Bob Leach, a partner in Anderson Consulting of Torrance, CA, worked with Apple Computer Co. to install a *on-the-spot* CBT system at their computer integrated manufacturing (CIM) assembly plant in Fremont, CA. This system provides operators 10-15 second segments that show a particular operation. In the August 1989 issue of *TRAINING*, he rebukes the argument that workers won't forget what they do if they have been properly trained.

"Ah, but your assumption is that you have a factory that is repeatedly building the same things. Most of the environments that CIM is going into are not high-repetition factories".....Leach continues, "That means workers can and do forget the fine points of certain jobs. Without proper instruction at the right time, that forgetfulness creates confusion and mistakes.

John Mosciki is a partner in Keilty, Goldsmith & Boone, a management and executive consulting firm, that specializes in CBT and interactive video training programs. Mosciki deals with training for white collar professions but summarizes the same need, as Leach did, in the Fall 1988 issue of *coAction Magazine*.

"If someone is in the middle of his job and he runs across something he doesn't know how to do , he has a dramatic need. It isn't necessary to take the time to convince him he ought to learn something. He knows he needs to learn something. He knows he needs to learn it an he needs to learn it now."

Just-in-time-training opens many training opportunities but is not the place for novices in the area of training or CBT. The information provided in *just-in-time training*. must be well defined, accurate and extremely concise. I have just completed developing a CBT program for a manufacturer of polystyrene foam products whose goal is to install a just-in time training system in their plant. Among the reasons for planning to incorporate *just-in-time* training is that in a CIM environment operators will be able to better diagnose rare machine malfunctions, some operators may not be involved in a product change for extended periods of time, and operators will have the ability to reinforce or increase their knowledge of equipment and processes without leaving their workstation.

To obtain this goal, they began by developing new training materials and updating existing materials. These materials were then programed into CBT programs using *Macintosh* computers and the *HyperCard* program. At present, these programs are being used as individualized instruction for training new operators in two of their plants, with several others planning on adding the programs in next several months. After evaluating the use of the programs in this format, the plan is to break out key portions of the existing programs and adding more technical material. This material will end up as short segments that will be indexed in several different ways allowing the operators to rapidly access the information they need from computers that will be strategically located on the plant floor.

Whether it is used in manufacturing, technical, service, clerical, medical, management, or other areas, *just-in-time* training is just one of many delivery systems that will assist trainers in meeting the training needs of the future efficiently and effectively

Interactive Training for the E-1 Foam Line



Help

Safety

Tour

Basic Extrusion Principles

Introduction to the Harrel

Process Control

Quality Control

Extrusion Procedures

EXIT

Advanced Programs

These programs contain detailed information. Please be sure you thoroughly understand the basic material before using these programs.

Formost Blender

Foam Die & Cooling Block

NRM Heat/Cool

Autoflex H-40

LENOX Winder

HARREL DIGIPANEL

AEONIC

Reliance Panel

Point to the topic you want to find out about and click the mouse button. If you have not received other instructions, please start with Safety.