

Implementing TWI as an Integral Part of Your Operating System

TWI, Training Within Industry, is a dynamic program of hands-on learning and practice, teaching essential skills for supervisors, team leaders, and anyone who directs the work of others from all industries and vocations.

TWI teaches the skills of job instruction, methods improvement, and leadership. In five 2-hour sessions, supervisors not only learn a well-defined and easy-to-implement method for each skill, but bring in actual jobs from their own worksites in a “learn-by-doing” approach that is efficient and effective. Each module is presented by certified instructors using the proven TWI methodology ensuring the quality standards for each training class.

To support a continuous improvement, environment workers need to develop the skills represented in these three modules. By doing so, TWI provides an immediate return on investment for companies by utilizing the productive potential of their employees.

JOB RELATIONS

Supervisors will gain skills for:

- How to build positive relationships between employees
- How to effectively resolve conflicts
- The foundation for good relations
- How to gather and weigh facts before taking action
- How to check results for evaluation

The company will benefit from:

- Increased cooperation and motivation of employees
- Less conflict
- Higher level of team work
- Prevention of problems growing
- Improved attendance
- Improved morale

Job Relations gives anyone who directs the work of others, an effective and systematic way to deal with worker problems as well as, and most importantly, preventing them from happening in the future.

JOB INSTRUCTION

Supervisors will gain skills for:

- How to effectively prepare to train using the 4 step method
- How to train workers so that they can have less scrap, rejects and rework, have fewer accidents and have less tool and equipment damage
- The 4 step method of preparing the worker, presenting the operation, try-out performance and follow up.
- How to determine who to train for what job by what date

The company will benefit from:

- Shorter training time
- Standard process for training employees
- Less scrap
- Higher quality
- Less machine downtime and tool damage

Gives your supervisors an effective and systematic method for quickly training employees to do a job correctly, safely, and conscientiously.

Five Basic Needs of a Supervisor

Knowledge unique to the Company and/or the Industry that supervisors must know to do their job:

1. Knowledge of the Work
2. Knowledge of Responsibilities

Skills that are required for supervisors to perform within their role, regardless of the industry:

1. Skill in Leading-Job Relations
2. Skill in Instruction-Job Instruction
3. Skill in Methods Improvement-Job Methods

NOW WHAT????

FOLLOW THE PDCA (Plan Do Check Act) MODEL for corrective action

PLAN

Identify problems that can be solved with TWI training to improve the overall performance of the organization. Introduce JR to create a positive work environment and JI for people to stabilize processes as the first step to standard work. Identify a place to start. Identify the people who must be trained, when and in what jobs in order for them to eliminate variation in how work is performed within this process.

DO

Introduce the JR and JI programs in different weeks to classes of ten participants. The mix of the ten people in each class should include the company trainer candidates, supervisors, team leaders, “informal floor leaders”, operators, support staff, planners, schedulers, and union representation. Key people can observe the training at no additional cost to become familiar with the programs they are being asked to support for a successful implementation.

Form key people trained into a cross-functional team where they will learn the value of JR. Challenge the team to apply what they learned in class to document the current best way to do jobs in a pilot project where a need for JI has been identified. Retrain operators after the team reaches consensus on how the current best way for each job is documented on each JI Job Breakdowns while continuing the process on jobs upstream within that process. Audit the newly trained people to make sure jobs are being done as trained to assure improvements are sustained. Encourage people to use JR to resolve culture and operational issues that arise to minimize conflict and break down barriers to change. Evaluate what you learned in the pilot before moving to the next process. This will lead to the creation of a plant roll-out plan and perhaps a corporate roll-out plan.

CHECK

Establish measures like the ones below and compare results to evaluate the impact of TWI:

- Reduced training time
- Increased production
- Fewer accidents
- Equipment uptime
- Less rework
- Less tool and equipment damage
- Increased job satisfaction
- Improved quality
- Increased profits

ACT

Contact Synterprise Solutions, LLC for a certified trainer with experience integrating TWI as an integral part of your operating system to deliver 10-hour programs of JI and JR. The trainer will also coach the participants and other company personnel on how best to apply what was learned in each class during the same week to get started down the path to standard work.

Synterprise recommends applying one of the two options. Option 2 provides more opportunities for coaching and application using the “learn by doing” approach with additional resources on site.