

TWI: TRAINING WITHIN INDUSTRY



TWI Job Instruction

Job Instruction (JI) teaches companies how to standardize methods, reduce employee errors and shorten the training interval for new or transferred employees. JI is a critical component in any continuous improvement program to ensure the sustainability of productivity gains.

Basics

Just because you know how to do a job, it does not necessarily qualify you to teach someone else to do it. JI teaches supervisors a critical component of their job - how to instruct their employees to perform important job functions. Developing these skills helps supervisors in any organization maintain a well-trained workforce. If the worker hasn't learned correctly, the supervisor has not taught correctly - JI seeks to eliminate this problem.

Our Method

As Connecticut's only certified TWI program provider, CONNSTEP coaches your organization in JI through an on-site workshop. Supervisors learn to systematically approach every work activity: breaking down the processes, sweating the details and constantly striving to embed Lean principles deeper into your processes so that your organization can sustain improvements.

JI requires about 12 hours of a worker's time. Participants will attend a two-hour class daily over a five day period and be expected to spend about an hour of time outside of class preparing a presentation which they must give in order to receive a certificate of completion. Each participant will also receive an hour of one-on-one coaching to help them prepare their presentation.

How You Benefit

TWI JI dramatically leverages your training dollars - the retention rate for students taught using this method is significantly higher than with traditional on the job training. The result is substantially higher employee productivity realized in a substantially shorter time frame. In a manufacturing environment, this training results in less scrap and rework, fewer accidents and less tool and equipment damage. In an office environment, fewer errors are made, tasks are completed with consistency and cross-training is standardized.

"Consistency between our trainers and across shifts is a huge benefit for us.

We have an enormous amount of tribal knowledge that TWI captures well."

Michael Cramer
Manager, Final Assembly
FuelCell Energy

TWI: JOB INSTRUCTION

According to a recent survey conducted by the National Association of Manufacturers (NAM), 80% of companies report a severe lack of skilled employees. Lack of skills and the challenge of competing in a global economy have significantly impacted 75% of those surveyed.

More than half of those surveyed listed front line supervisory skills as the most important factor to maximize employee commitment and productivity.

Every supervisor needs to train employees to do their job correctly and efficiently. Job Instruction (JI) training is the way to teach anyone how to properly train.

In Job Instruction training, participants will learn:

- the five critical needs of a supervisor
- how to prepare to train others using a proven four-step method
- how to deliver training to any employee so that any job will be done correctly and efficiently
- how to follow-up on training to ensure effectiveness
- how to create a training plan for future needs

With Job Instruction training, companies have benefitted from:

- significantly improved worker consistency and productivity shorter training cycles/learning curves
- standardized training for all employees
- better quality by reducing variation in job techniques
- sustained gains from continuous improvement effort

TWI: Training Within Industry

TWI was developed in the U.S. in the early 1940's to support the war effort by boosting industrial production. After the war, TWI was virtually discontinued by U.S. companies, as they were then fueled by growing markets and minimal competition. TWI was exported to Japan where it played a key role in quickly rebuilding the industrial base.

Starting in the 1950's, Toyota used TWI to train employees in the Toyota Production System, the world's first Lean Manufacturing program. Still widely used by Toyota and successful companies throughout the world, TWI is making a resurgence in the U.S. where a new generation is finding it to be the key to productivity gains.

TWI provides the framework for Lean by leveraging the role of the supervisor to apply the principles of kaizen and Lean on an on-going basis.

TWI Institute

"You will not become Lean by doing TWI, *but* you will not become Lean without doing TWI."

Jim Huntzinger, TWI Summit



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