

Training Within Industry

Training Within Industry (TWI) has had a long history of dramatically improving productivity and quality while reducing training time and creating a safe work environment that fully engages all employees in continuous improvement. Today, manufacturers are deploying the TWI methodologies as a competitive advantage by leveraging all employees who lead others to:

- build positive employee relations,
- quickly train employees to do jobs correctly,
- engage all employees to improve the way jobs are done, and
- to create a safer workplace.

The development of highly capable people and strong flexible teams that use the skills and talent gained through the TWI program will maximize both individual performance and the impacts resulting from your continuous improvement initiatives.

Program Overview

TWI consists of five standardized “J” modules addressing the essential skills needed by supervisors, team leaders, and anyone indirectly leading others. The skill-based modules include:

Job Relations (JR), **Job Instruction** (JI), **Job Methods** (JM), **Job Safety** (JS), **Problem Solving** (PS)

(Module descriptions are listed on page 2)

Benefits

TWI creates a positive and productive workplace environment where employees are able to continually improve their jobs and to successfully sustain these improvements by learning how to effectively and efficiently transfer knowledge to others. When employees know how to properly do their jobs, they have increased confidence in their performance and moral improves. The inability to hold standard work is a major reason why Lean initiatives fail or stagnate. Establishing standard work lets employees know “what good is” and to successfully solve problems when they arise.

Reported Impacts

- Increased Productivity
- Reduced Defects
- Improved Safety
- Shorter Training Times
- Reduced Costs
- Increase Employee Morale

Of companies using TWI in the past:

- 86 percent increased production by at least 25 percent;
- 100 percent reduced training time by more than 25 percent
- 55 percent reduced scrap by at least 25 percent; and
- 100 percent reduced grievances by more than 25 percent.

Contact MassMEP today and begin your training program tomorrow!

TWI “J” Module Descriptions

Each TWI “J” module teaches employees to follow a systematic four-step methodology that makes it easy for them to learn and develop these essential skills. The four steps include: Preparation, Presentation, Application, and Verification.

Job Relations Training (JR)

Participants learn how to build positive employee relations, increasing cooperation and motivation, and effectively resolving conflict. Developing and maintaining these good relationships prevents problems from arising and is paramount to earning loyalty and cooperation from others. When problems do arise, Job Relations teaches a proven method of getting the facts, weighing options, deciding, taking action, and checking results.

JR Benefits: increased productivity, improved attendance, better morale, higher employee retention rates.

Job Instruction Training (JI)

Participants learn how to quickly train employees to do the job correctly, safely, and conscientiously. The demands of developing a flexible workforce and training employees require standardized best practices. JI teaches how to effectively breakdown a job and deliver instruction for individual tasks. Developing and delivering training in this structured fashion fosters the conditions for process stability. Program attendees are taught how to set the stage for instruction, effectively demonstrate the task, observe and coach the trainee and gradually taper off coaching with proper follow-up.

JI Benefits: reduced training time, less scrap and rework, fewer accidents, increased job satisfaction.

Job Methods Training (JM)

Participants learn how to improve the way jobs are done. The aim of the program is to produce greater quantities of quality products in less time by making the best use of the people, machines, and materials currently available. Participants are taught how to break down jobs into their constituent operations. Every detail is questioned in a systematic manner to generate ideas for improvement. New methods are developed by eliminating, combining, rearranging, and simplifying steps in the process.

JM Benefits: cost reduction through productivity gains, increased throughput, reduce inventory.

Job Safety Training (JS)

Based on the TWI instructional model, Job Safety (JS) focuses on environmental health and safety, leveraging the skills learned in the JI, JM, and JR modules. JS provides a framework for supervisors to engage employees in identifying potential hazards and eliminating them in conjunction with their training and knowledge in OSHA and EPA regulations. This program teaches a method to analyze the chain of events leading to accidents and hazardous situations, identify the root causes and remediate to “break the chain.” Relationships between supervisor and employees play a pivotal role.

JS Benefits: the creation of a safe and environmentally responsible workplace and prevention of safety incidences and accidents.

Problem Solving (PS)

Problem solving is the next logical step for an organization looking to go to the next level after implementing one or more of the “J” methodologies. It incorporates the other four “J” methodologies seamlessly into the four step problem solving model: 1. Isolate the problem 2. Prepare the solution 3. Correct the problem 4. Check and evaluate the results.

PS Benefits: proper identification of problem points, effective solutions, and continuous improvement.