

TWI: TRAINING WITHIN INDUSTRY



Making Lean Thinking the Focus of Every Employee

Nearly every company that is on the Lean journey achieves remarkable successes - but the challenge lay in sustaining those successes on a daily basis. Training Within Industry is the might behind the Lean muscle and provides step-by-step training to supervisors, training exactly how to improve quality, productivity and employee morale.

TWI is a proven training program that provides the framework for employees to integrate Lean principles into their daily work processes. TWI is effective in leveraging the power of supervisors or leaders in conducting kaizen events on an on-going basis.

“You will not become Lean by doing TWI, but you will not become Lean without doing TWI.”

Jim Huntzinger, TWI Summit

TWI consists of four programs:

- **Job Instruction (JI):** teaches supervisors how to quickly train employees to do a job correctly, safely and conscientiously.
- **Job Methods (JM):** teaches supervisors how to produce a higher quality of products in less time by making the best use of people, machines and materials available.
- **Job Relations (JR):** teaches supervisors how to build positive employee relations, increase cooperation and motivation, and quickly resolve conflicts.
- **Job Safety (JS):** teaches supervisors to instruct preventative measures, that, through practice, can help reduce incidents and improve overall work quality.

CONNSTEP is Connecticut's only certified TWI Program provider.

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

TWI Job Instruction (JI)

Job Instruction teaches supervisors the right way to train employees to do the job right.

The Job Instruction (JI) module helps supervisors in any organization develop a well-trained workforce. TWI JI dramatically leverages your training dollars - the retention rate for workers trained using this method is significantly higher than with traditional on the job training.

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.

The method emphasizes:

- preparing the employee to learn
- giving a proper demonstration
- identifying the key points in the job
- observing the employee performing trial runs; and
- tapering off coaching while continuing to follow-up.

This course was developed to help supervisors train employees more effectively to reduce scrap and rework and shorten the training interval for new or transferred employees. TWI Job Instruction training is the way to teach anyone how to properly train.

TWI: Job Methods

Job Methods teaches supervisors to improve the way jobs are done

Job Methods (JM) teaches supervisors the industrial engineering part of their job - how to improve the way jobs are done. The aim of the program is to help produce greater quantities of quality products in less time by making the best use of the manpower, machines and materials currently available.

Supervisors are taught how to break down jobs into their constituent operations and tasks. They question details and develop new methods by eliminating, combining and rearranging these details. The results from this training module can be quite dramatic, including:

- reduced cost;
- reduced work in process (WIP);
- reduced inventory;
- increased throughput;
- increased profits; and
- continuous improvement

After this training, your supervisors will approach every production activity like an engineer - breaking down the processes, sweating the details and constantly striving to embed Lean Enterprise principles deeper into your processes.

TWI Job Relations (JR)

Job Relations teaches supervisors to develop employees for peak performance

A supervisor's job is a tough one. They are expected to be experts on every job they supervise. But more than that, they have to keep employees motivated, focused and resolve conflicts when they arise - the human resource manager part of their job. But how can they if they have never received any formal, practical training in conflict resolution and employee motivation? The TWI Job Relations module provides this training.

The Job Relations (JR) module teaches supervisors how to develop and maintain positive employee relations to prevent problems from happening and how to effectively resolve conflicts that do arise.

Principles include:

- providing constructive feedback;
- giving credit when due;
- telling people in advance about changes that will affect them;
- making the best use of each person's ability; and
- earning the employee's loyalty and cooperation.

When problems do arise, JR reaches supervisors how to get the facts, weigh them, make the decision, take action and check results.

TWI: Job Safety

Job Safety is a proven program that helps companies promote environmental health and safety awareness

Knowing how to do the job right isn't always enough - doing it safely is of utmost importance in the workplace. Job Safety teaches supervisors to instruct preventative measures that can help reduce incidents and improve overall work quality.

Job Safety Module

Eighty percent of all work accidents can be prevented through training. Accidents cause injuries, damages to equipment, scrap, lost time and decreased employee morale. Job Safety (JS) emphasizes the role that people's feelings and attitudes contribute to the physical cause of accidents. This module provides a framework for supervisors to engage employees in identifying hazards and eliminating them and teaches supervisors a methodology to analyze the chain of events that can lead to accidents and hazardous conditions.

TWI JS leverages the skills learned in the complimentary TWI modules: Job Instruction, Job Methods and Job Relations. It integrates with TWI's five needs model by focusing on safety. Companies practicing JS experience lower incident rates, less down time, higher employee morale and improves the safety records and inspection results.



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