



Training Within Industry

Training Within Industry (TWI) is a dynamic method of hands-on training, learning and coaching for supervisors, team leaders, and workers. TWI creates a foundation for problem-solving, standard work, continuous improvement, operational excellence and performance improvement initiatives. Implementation fosters positive employee relations, increasing cooperation and motivation for sustainable results in the workplace.

TWI Consists of Three Basic Tools:

Job Instruction (JI) teaches how to quickly train employees to do a job correctly, safely, and conscientiously. Immediate Results: Provides a methodology for standardization. Skills are taught faster, better, and more consistently from learner to learner. **Long-Term Results:** Each time an instructor successfully trains a learner, trust is built. Individuals who trust each other communicate effectively and work as a team. The fear of failure is eliminated because individuals see the positive results and relationships.

Job Relations (JR) teaches how to build positive employee relations, and increase cooperation and motivation. Immediate Results: Provides simple strategies for building cooperation. A 4-step approach is taught to handle issues resulting in the best possible outcome. **Long-Term Results:** When individuals treat others fairly and with respect, positive relationships are developed through training. Fewer distractions that interfere with performance come from individuals modeling team-like behavior.

Job Methods (JM) teaches how to improve the way jobs are done. Immediate Results: Provides a methodology to remove waste from processes for supervisors and operators. Without major disruptions to production, changes are made within their span of control to increase workflow with higher quality and safety. **Long-Term Results:** Individuals are more likely to share their ideas for improvement as cohesiveness, trust, and abilities improve within the organization. Collaboration begins to take place and the fear of rejection or embarrassment decreases.

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Implementation Process:

1. Top Management support/participation

- Management identifies goals and establishes metrics
- Management identifies a TWI Champion
- Line Management participation and ownership for metrics
- Reporting of metrics/recognition
- Periodic audits

2. Select pilot area for initial implementation*

- Select 8 to 10 participants (supervisors, lead people, anyone who has to show others how to do something)
- Participants attend 10 hours of training in Job Relations and 10 hours in Job Instruction (2-hour sessions)

3. Participants develop Job Breakdowns and train employees using Job Instruction

- Participants use Job Relations to address problems and improve relationships
- Audit to determine if improvements are sustained.
(Do we have standard work?)
- 30/60 day follow-up/evaluation session

4. Once there is standard work, train participants in Job Methods 10-hour class*

- Use Job Methods to improve the processes and solve problems
- Audit to determine the effectiveness
- Continue to compare measurements (quality, turnaround time, employee satisfaction) to ensure continual improvement

**Alternative training sessions can be accommodated, for example, in greater or lesser than two-hour sessions (consecutively or non-consecutively).*

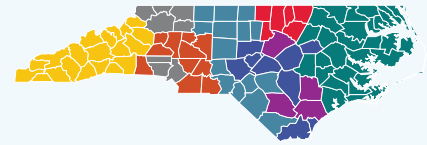
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Western

Chris McGraw

828.329.3119

chris_mcgraw@ncsu.edu

Charlotte Proper / Triad

Jennifer Fielder

704.380.0063

jennifer_fielder@ncsu.edu

Greater Charlotte

Tamara Mack

980.281.0939

tamara_mack@ncsu.edu

Central

Mary Tillery

910.622.5849

mary_tillery@ncsu.edu

Research Triangle

Mitch Poteat

919.607.0684

mitch_poteat@ncsu.edu

Wake County / South

Robert Crew

919.830.2941

robert_crew@ncsu.edu

South Central

Anna Mangum

919.210.6050

anna_mangum@ncsu.edu

Northeast

Lori Benn

919.988.7475

lori_benn@ncsu.edu

NC STATE UNIVERSITY

Industry Extension Services

We Can Help.

919.515.2358 | ieservices@ncsu.edu



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