

TRAINING WITHIN

INDUSTRY

Are you growing at a steady rate and foresee the need to meet this growth with increased training of your Operations workforce?

If so, the Michigan Manufacturing Technology Center-West offers the following strategy for employee Training Within Industry to facilitate a smooth transition to support the growth and the development of the organization.

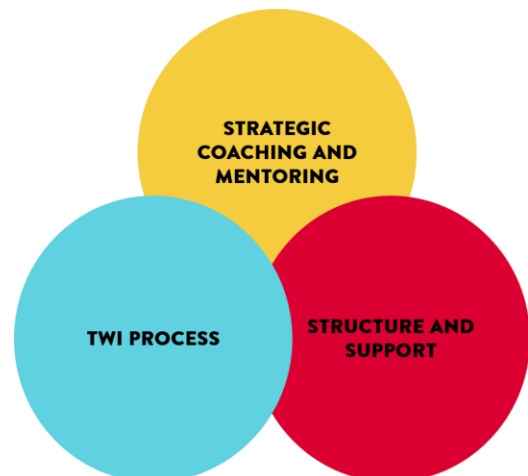


OBJECTIVES

Training Within the Industry (TWI) is a systematic method of delivering consistent training/learning. It will provide a standard basis for the teacher to teach, thus improving the consistency and speed in which trainees learn. TWI focuses at documenting the training process, providing key activities, important points and reason for the each activity.

MMTC-West approach to TWI contains three components outlined below. Each are intertwined to create a systemic training process that provides structured/standardized training that is seamless to the teacher and learner, aligns shop floor activities with company goals, provides for two way communication and creates an environment that fosters continuous improvement.

The three components each play a critical role to the success of training:



FORMAT AND CURRICULUM

Production Workers / Supervisors

TWI process is a systematic approach to teaching instructors how to instruct using the “J” process:

- Job Instruction
- Job Methods
- Job Relations

This standard approach is documented in a way that allows the instructor to apply the process to any task being taught and prepares the employee, breaking down the job and establishing a human relationship

TWI also incorporates the five needs model for good supervisors/leaders to help with the supervisors’/area leads’ development; focusing on:

Types of knowledge:

- work
- responsibilities

Type of skills:

- instructing
- improving methods
- leading

The structure and support process provides the tools and assistance to support the TWI process, including

- Job Breakdown Sheets (JBS)
- skill matrix that reflects the strategic goals of the company
- progressive learning plan/portfolio for each participant
- training schedule

Human Resources

TWI training also connects with a company’s HR and identified support persons in a series of hands-on learning connected with creating the system to support the TWI process. This team will learn about and create:

- the skill matrix,
- training schedule,
- progressive learning plan

This team will work ahead of the TWI process to ensure the right material and follow-up is in place.

Leadership

TWI training also connects with a company’s leadership team to establish a strategic connection between learning and company goals. This team will also learn about coaching and mentoring processes that influences the learner, TWI trainers, and supervisors.

This team will also audit the process to make sure it is being followed and identify opportunities for improvement.