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## New Missouri Enterprise Service to Address HR Needs

Each month, Missouri Enterprise conducts a survey of approximately 50 manufacturing companies from throughout the state to determine what they consider to be their greatest challenges. A majority of manufacturing executives consistently select Human Resources as the category that is their greatest challenge.

A further examination of the cumulative survey data shows that **"Recruiting and Retention"** and **"Staff Development and Training"** are two areas of Human Resources that these executives rate as presenting significant challenges for their companies.

To help Missouri manufacturers with their staff development and training and recruiting and retention needs, Missouri Enterprise is launching a new service called Training Within Industry (TWI).



Mark Kelchner (left) and Robert Barrett are Missouri Enterprise Project Managers and certified TWI instructors.

**TWI Resources**  
For additional information about Training Within Industry, visit the Libraries on the Missouri Enterprise Web Site at [www.missourienterprise.org](http://www.missourienterprise.org)

### The Origins of TWI

Training Within Industry was developed in the United States in the early 1940's to boost World War II industrial production and it was an unqualified success. After the war, the program was exported to Japan, where it was used extensively to rebuild that country's industrial base. Since the 1950's, TWI was used to train employees in the Toyota Production System.

Still in use in Japan, TWI is now being used by American manufacturing companies to sustain the gains made by in their Lean Enterprise and Six Sigma Continuous Process Improvement programs.

### The Elements of TWI

TWI is a dynamic program of hands-on learning and practice that teaches essential skills for supervisors, team leaders and anyone who directs the work of others, regardless of the industry sectors in which they work.

TWI consists of three standardized programs or modules that improve skill in instruction; improving methods; and leading.

To help supervisors and team leaders develop these skills, TWI incorporates a four-step process (preparation, presentation, application and testing) in each of three modules. In five 2-hour sessions per module,

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**Training Within Industry Program**

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supervisors not only learn a well-defined and easy-to-implement method for each skill, but bring in actual jobs from their own worksites in a "learn-by-doing" approach that is efficient and effective.

**Module One - Job Instruction (JI) Training** teaches supervisors how to quickly train employees to do the job correctly, safely and consistently. Supervisors are taught how to effectively break down a job for instruction. The method emphasizes preparing the employee to learn, giving a proper demonstration, identifying the key points in the job, observing the employee in trial runs and gradual reductions in coaching while continuing to follow up.

**Module Two - Job Method (JM) Training** teaches supervisors how to improve the way jobs are done and help produce greater quantities in less time by the best use of people, materials and machines available. Supervisors are taught how to break down jobs into their constituent operations and to develop new methods by eliminating, combining and rearranging these operations.

**Module Three - Job Relations (JR) Training** teaches supervisors that

people must be treated as individuals and how to build positive employee relationships, increase cooperation and motivation as well as effectively resolve conflicts. Supervisors are taught to give constructive feedback and credit, to tell people in advance about changes that will affect them and are shown ways to make the best use of each person's abilities and to earn loyalty and cooperation.

**Past Successes**

In the manufacturing community, the success of the Toyota Production System is well known as is the role that TWI has and continues to play there. Less well known, but equally impressive, is the success of TWI during World War II in America. For instance:

- 86 percent of the companies using TWI 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.

Companies that are using TWI today are realizing similar results.

Two Missouri Enterprise Project

**Missouri Enterprise Web Site Includes IndustryWeek Articles**

*IndustryWeek* is one of the most widely read and respected publications among the manufacturing executives, managers, specialists and public officials. Its award winning presentation of trends, news analysis, research and peer-to-peer conversation makes it one of the leading resources for manufacturing operations knowledge.

Now visitors to the Missouri Enterprise Web Site can access important articles from the pages of *IndustryWeek*. To find a link to these articles, which are selected by the editors of *IndustryWeek* and changed weekly, look for the red and black *IndustryWeek* logo under Spotlights on the main page of the Web Site.

Topics that are often covered in *IndustryWeek* articles include Lean Manufacturing, Supply Chain Information Technology, Management, Intellectual Property, Health Care, Product Management and Green Manufacturing.

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Mangers, Mark Kelchner and Robert Barrett are certified TWI instructors and are available to deliver TWI training and follow up throughout the state.

**TWI Program Helps Maintain Lean Gains At St. James Company**

Last summer, For Your Convenience, Inc. completed a Lean Enterprise training and implementation program at its St. James facility. For Your Convenience, Inc. is a nationally recognized manufacturer of furnishings, fixtures and related equipment for major oil companies, convenience stores, restaurants, food service and retail businesses. Founded in 1986, the company's products include beverage equipment, food service equipment, custom cabinetry and millwork, walk in coolers and freezers, merchandising solutions, signage and graphics and merchandising assistance.

"The program," according to Company President Chris Peters, "introduced key employees to Lean Enterprise principles, demonstrated how Lean Enterprise tools reduce processing time and inventory, increase productivity and product quality and make better use of plant space by improving organization and material flow through the facility."

It also included instruction and hands-on implementation assistance in several specific Lean Enterprise tools.

To help make sure the company was able to maintain the gains it made and the culture of continuous improvement

among its employees, For Your Convenience, Inc. made Training Within Industry part of their Lean Enterprise program.

Peters said, "TWI helped company supervisors learn to quickly train other employees to do the job correctly, safely and conscientiously, to build positive employee relations and to increase cooperation and motivation."

"More than six months later," Peters noted, "the TWI training continues to contribute to an increased motivation and a renewed excitement among our most valuable asset, our employees."