

# MASTERING JOB METHODS.

Unlocking Continuous Improvement with  
TWI

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Technical Specialist

# TWI - Training Within Industry

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# History

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## Crisis Created a Need

- The TWI Service was one of the first emergency services established during World War II by the U.S. Government War Production Board in the early 1940's.

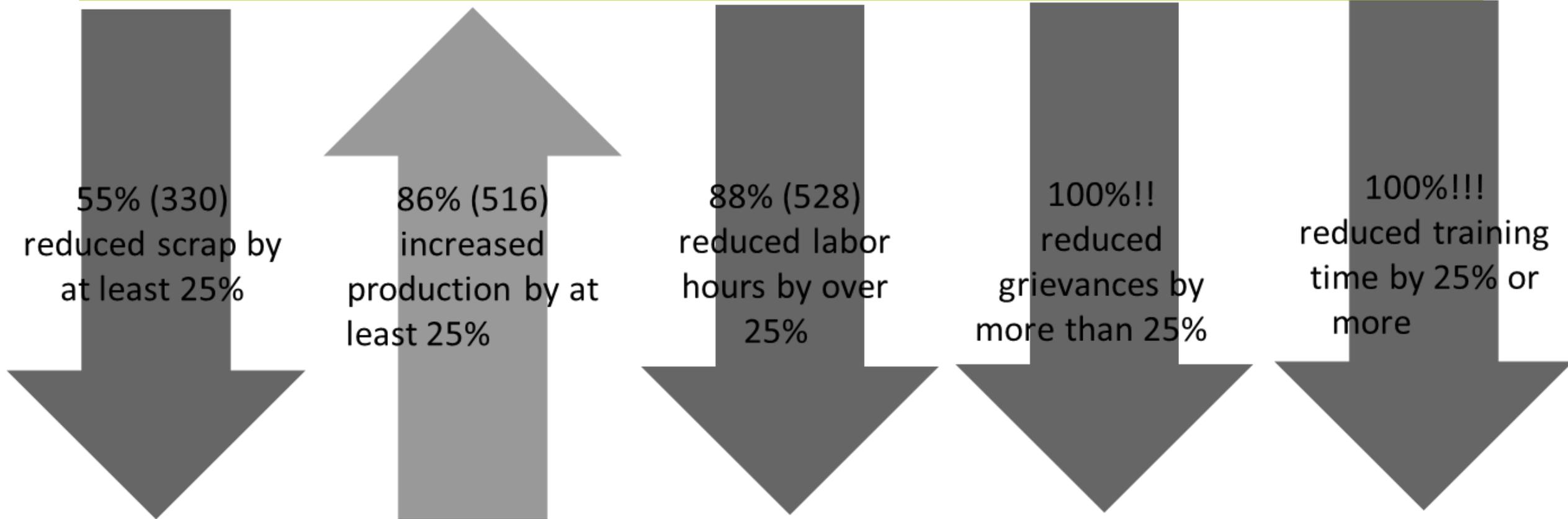
## The TWI Mission:

- To help industry to help itself to get out more materials than have ever been thought possible, and at constantly accelerating speed.

The real job had to be done by industry, within industry



# TWI Results



# TWI in Japan

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## Expansion in Japan

Toyota as part of the Toyota Production System (TPS). It is a foundation to Toyota's success in continuous improvement, standard work and more importantly, in its ability to sustain those improvements



# Bring TWI Back!

In 2001 the Central New York Technology Organization Reintroduces TWI, thousands of people have been Trained in its methods; creating substantial Competitive Advantages for companies adopting it.





# Supervisor

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Anyone who is in charge of people  
**defined**

- Supervisor
- Plant Manager
- Cell Leader

Anyone who directs the work of others

- Engineers
- Maintenance
- Trainers

# Poll

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Do you fit the definition of “in charge of others”?

or

Do you fit the definition of “direct the work of others”

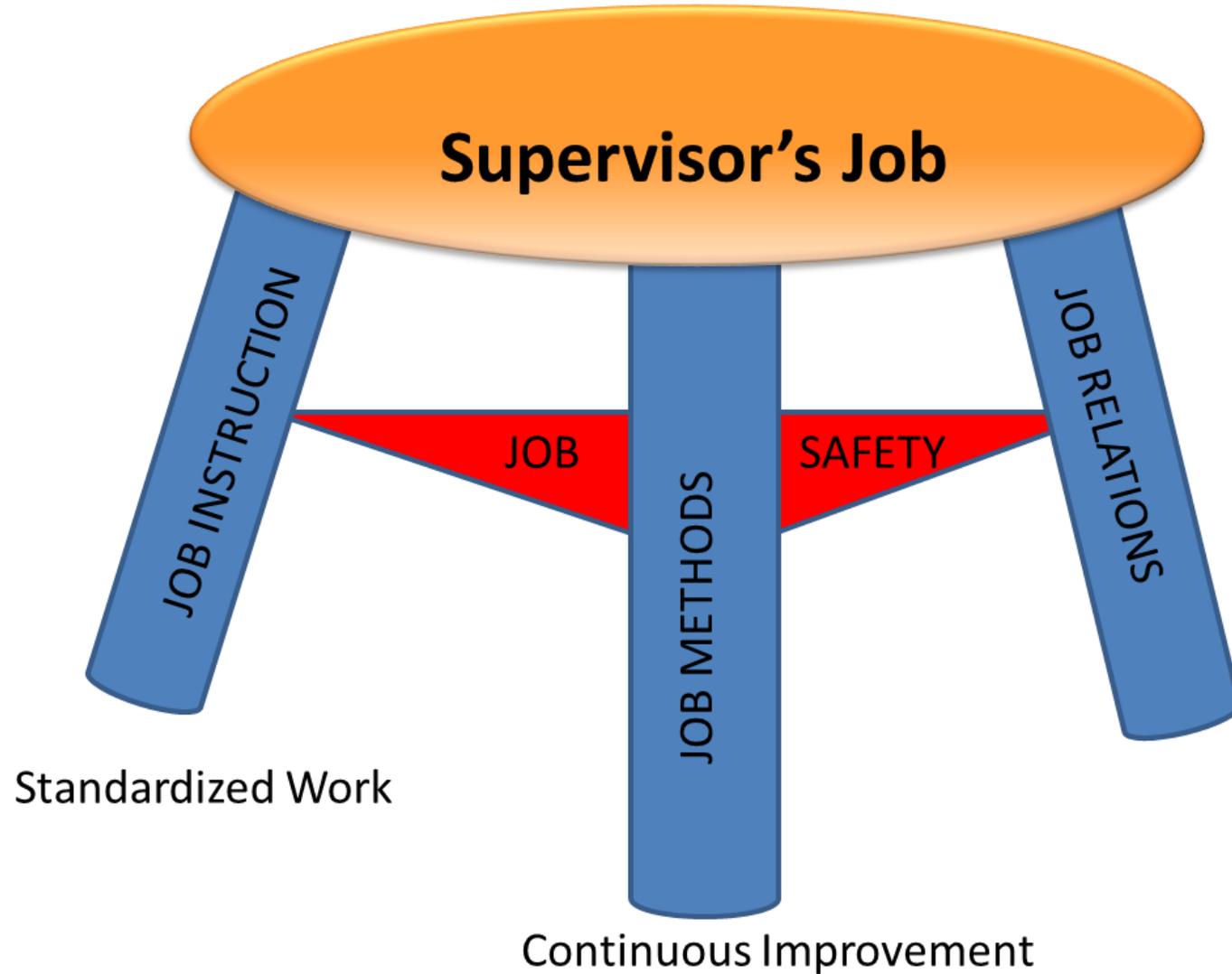
# Five Needs for a Good Supervisor

*5 Needs Model for Good Supervisors*



# What is TWI?

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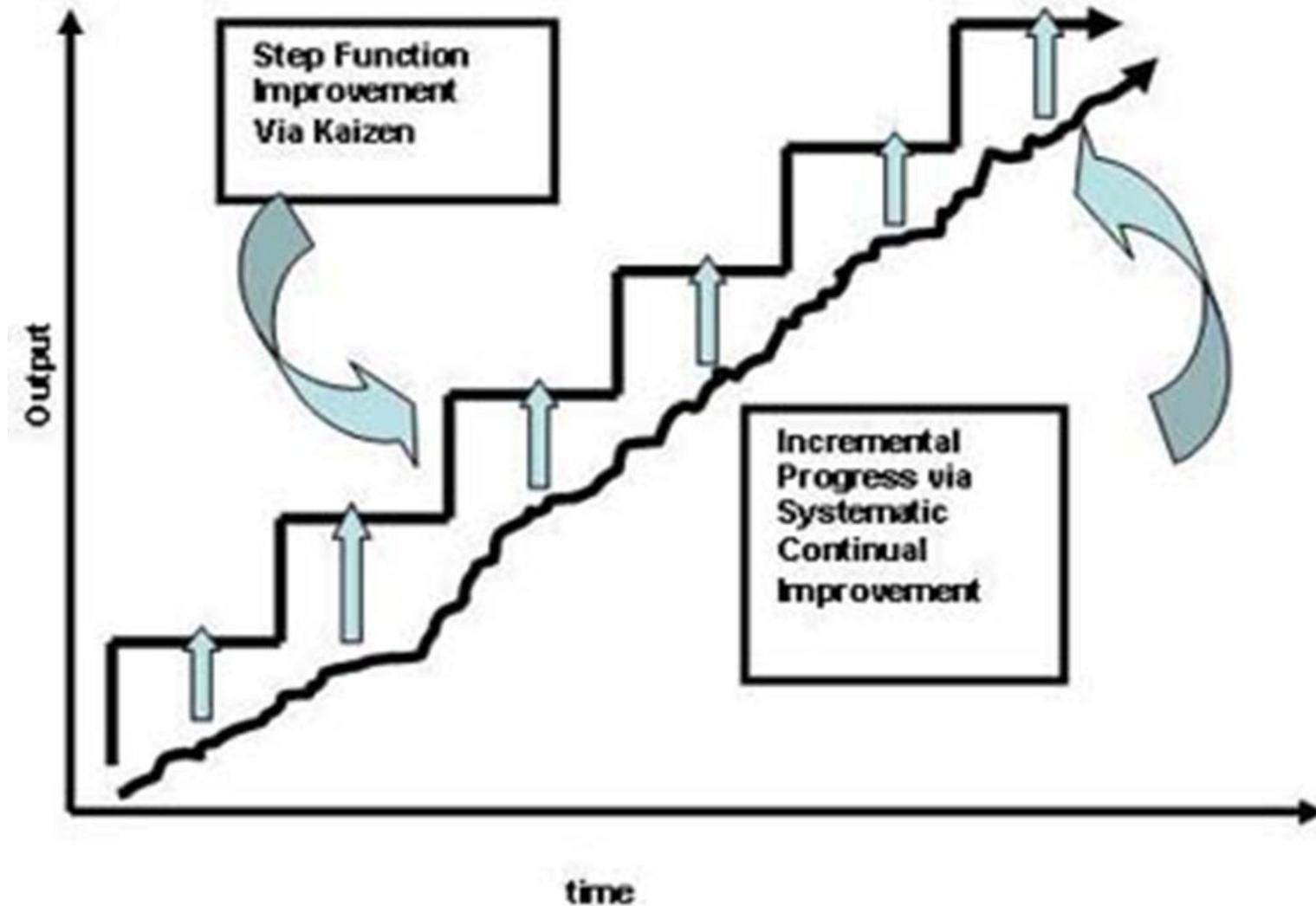


# TWI Job Methods

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Job Methods (JM) Is a practical plan to help you produce greater quantities of quality products in less time by making the best use of the Manpower, Machines and Materials now available.

# TWI Job Methods



# TWI Job Methods

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- Step 1 - Break down the job (or task)
- Step 2 - Question every detail
- Step 3 - Develop a new method
- Step 4 - Apply the new method

# TWI Job Methods

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## Step 1 Break Down the job

List all details of the job exactly as it is done

Include:

- Material Handling
- Machine work
- Hand work

# TWI Job Methods

## Job Breakdown Sheet (Current)

	CURRENT/PROPOSED METHOD DETAILS	REMARKS	
		Distance	TIME/TOLERANCE/ REJECTS/SAFETY
1	Walk to supply box containing copper sheets	6 ft.	Already been carried by the material handler
2	Pick up 15 to 20 copper sheets		
3	Walk to the bench	6 ft.	
4	Inspect and lay out 12 copper sheets		Rejects w/ dents & scratches go into scrap bin
5	Walk to supply box and replace extra sheets	6 ft.	
6	Walk to supply box containing brass sheets	3 ft.	
7	Pick up 15 to 20 brass sheets		
8	Walk to the bench	6 ft.	
9	Inspect and lay out 12 brass sheets		Rejects w/ dents & scratches go into scrap bin, place them on top of copper sheets
10	Walk to supply box and replace extra sheets	6 ft.	
11	Walk to the bench	6 ft.	
12	Stack 12 sets near the riveter		

# TWI Job Methods

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## Step 2 Question Every Detail

Why is it necessary?

What is its purpose?

Where should it be done?

When should it be done?

Who is the best qualified to do it?

How is the best way to do it?

# TWI Job Methods

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## Step 3 Develop the new method

Eliminate unnecessary details

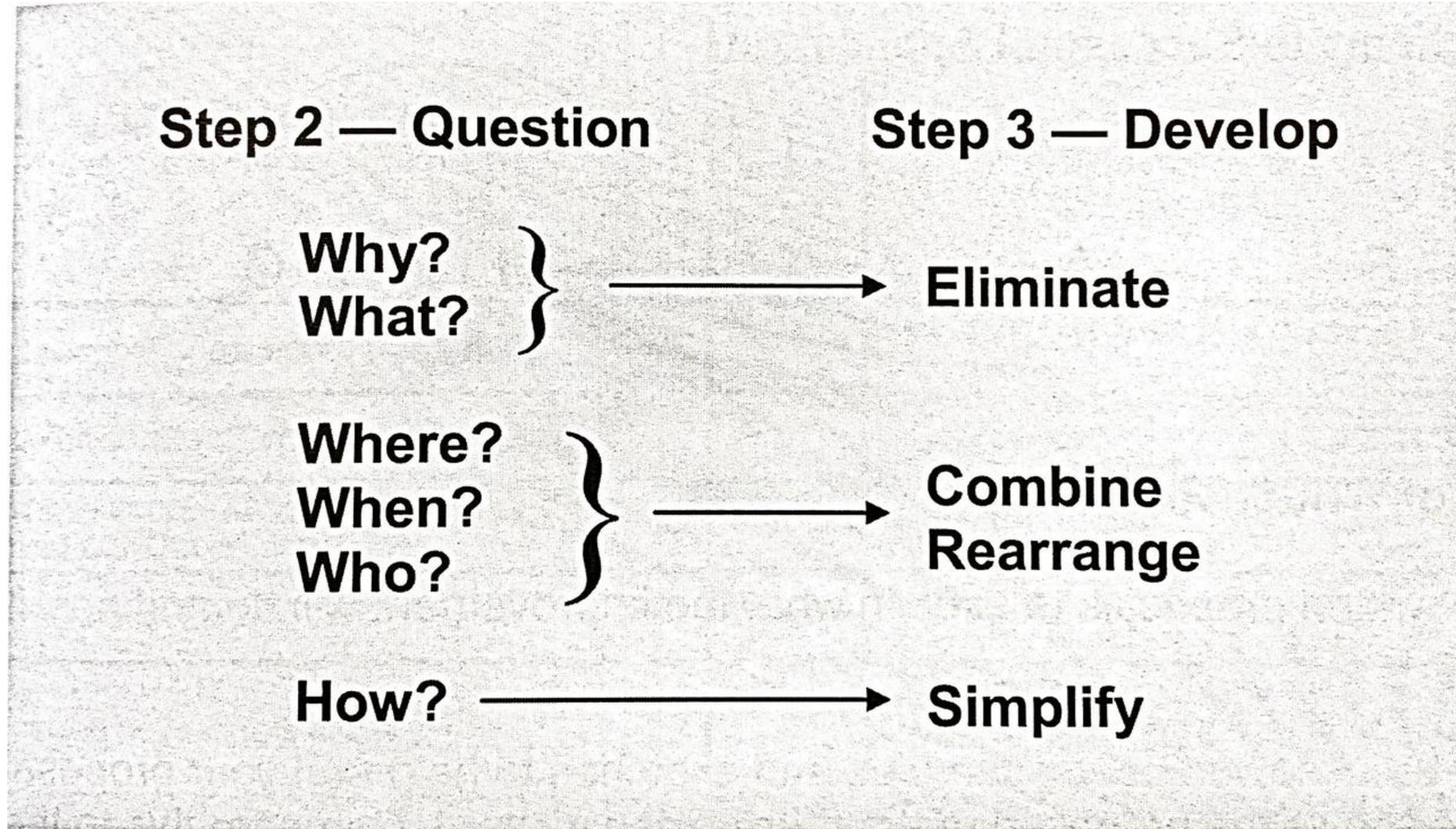
Combine details when practical

Rearrange details for better sequence

Simplify all necessary details

# TWI Job Methods

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# TWI Job Methods

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## Step 4 Apply the new method

Sell your new method to your leader

Sell you new method to the operators

Get Final approval from other departments

Put new method to work

Give credit where it is due

# TWI Job Methods

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Impacts can include:

- Productivity improvement
- Machine use
- Reduce quality rejects
- Number of operators required
- Improve cycle time
- Reduced lead time

# Service Process

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5 consecutive days

- Day 1.....4 hours
- Day 2.....3 hours
- Day 3.....2 hours
- Day 4.....2 hours
- Day 5.....2 hours

10 participant max

# Thank You!



Provide your feedback!

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