

**Training within Industry (TWI):** TWI consists of three standardized programs that teach the essential skills needed by all supervisors and team leaders, to lead an organization through a Lean Transformation. These programs are: TWI Job Relations Training, TWI Job Instruction Training and TWI Job Methods Training.

All TWI programs follow the proven four-step methodology of Preparation, Presentation, Application and Testing that makes each program simple, straight-forward and easy to implement. Supervisors are given the opportunity to practice the four-step method and "learn by doing" in a confidential, low-stress, and highly supportive environment.

### ***1. TWI Job Relations Training (JR)***

Even in the closest knit and smallest companies it has become apparent that a consistent means of handling interpersonal issues is highly effective in building cohesiveness and consensus. JR training will also give management, supervisors/team leaders and lead operator levels a problem solving methodology to prevent problems from happening. This methodology is also a highly effective consensus decision making tool for teams when roadblocks occur. TWI training need not be delivered to the shop floor workers who are not participating in team activities.

### ***2. TWI Job Instruction Training (JI)***

Only for those people who will be breaking down and documenting how jobs are performed.

JI will teach these people a consistent and reliable method to breakdown jobs into teachable elements that, when taught to existing workers, will enable them to perform jobs the same way to minimize variability. This training should be delivered to managers, team leaders and first line supervision that will then be responsible to spread the training to the people who do the work. A matrix is to be developed and maintained to track the retraining process.

### ***3. TWI Job Methods Training (JM)***

After the lean concepts have been used and demonstrated with kaizen event activities, it becomes increasingly difficult to justify and support a 4 day event activity that is not delivering high returns. Job Methods training is recommended for all individuals at PCI. The outcome of the program will be a framework for a suggestion system and a drive to use ingenuity before investment. These suggestions may be large enough to warrant a kaizen event approach or small enough that the worker only needs notify everyone that the standard is changing for a better way.