We count
in reducing waste of energy

TWI IN PRACTICE

ERROR-FREE WORKING

Goal: Know how to create happy employees by using TWI
- Your expectations and challenges
- TWI according to TWI Company
  - Technique
  - Phases
- Proof of concept

Your expectations and challenges

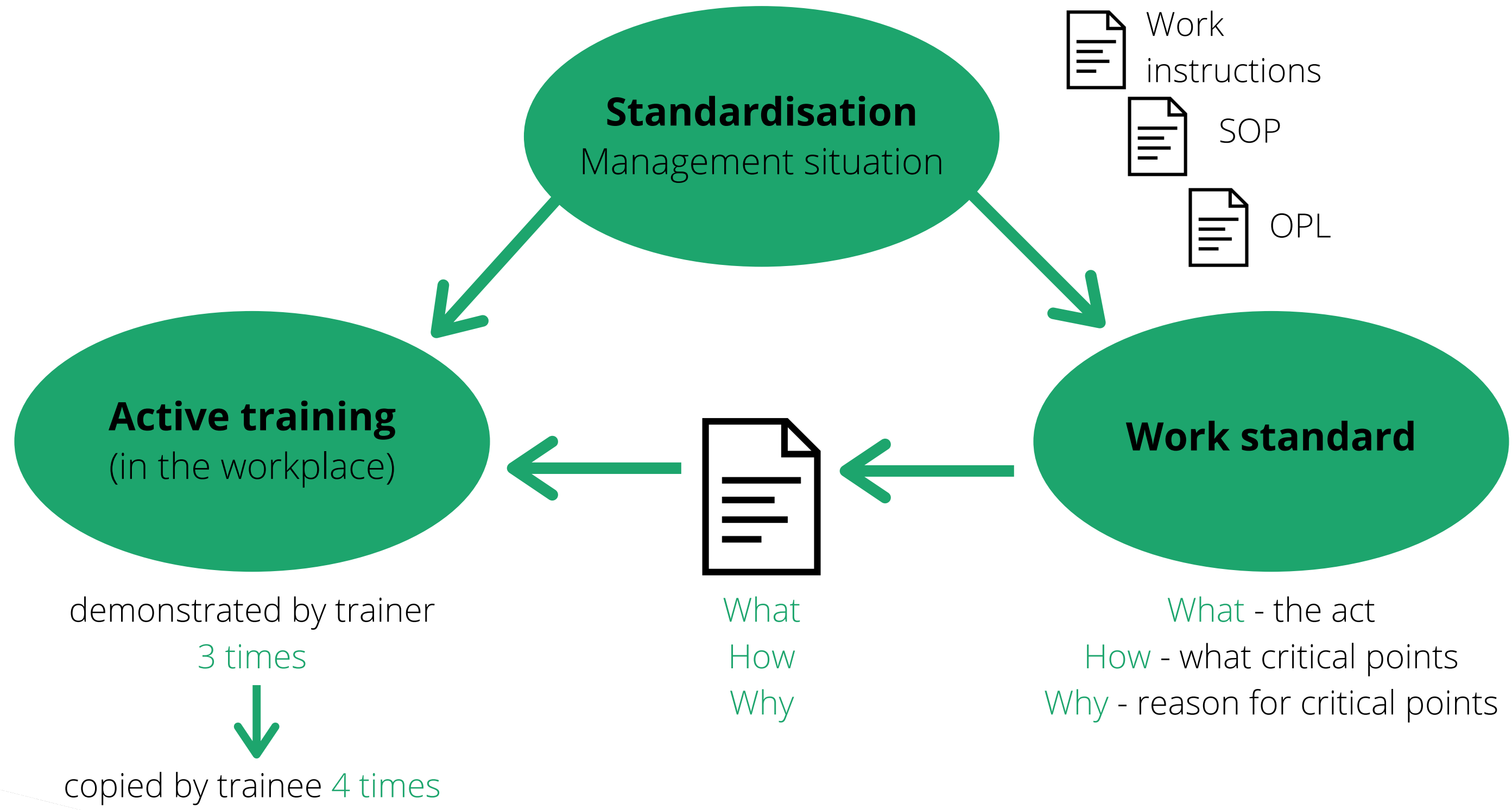# STANDARDISATION OF BEST PRACTISES IS KEY

✅ Within 1 hour task competent

✅ Predictability about the duration and lead time of the training programme thanks to structure

✅ Prevent Variation in what and how is taught

STANDARDISATION IS KEY

Standardisation
Management situation

Work instructions

SOP

OPL

Active training
(in the workplace)

Work standard

demonstrated by trainer
3 times

copied by trainee 4 times

What
How
Why

What - the act
How - what critical points
Why - reason for critical points

THE CHALLENGE

Do I give my people what they need?
85% of managers say **Yes**

Do I get what I need?
55% of operators say **No**

There are no bad employees, only poorly trained employees

If the employee doesn't understand, then the trainer didn't train properly

25 employees = **25** working methods

25 employees = **1** best practice

BEFORE

AFTER

TRADITIONAL vs TWI

Traditional onboarding

- Each operator trains according to personal method

- Training includes 'what & how'
- Training according to 'Sitting next to Nelly'

- explaining (too) many tasks at once
- Teaching tasks based on work to be performed

- Dangers of performing the task incorrectly may not be clear

- Possibly no insight into employee training

TWI method

- And every trainer trains in a single, standardised way
- Training includes 'what, how & why'
- Fixed sequence: prepare, demonstrate, copy and check

- Training per task
- Teaching tasks from relatively simple to complex

- Risk class clear per task

- Competency matrix available including 4 stages

- Check whether employee works according to standard
- Tools for estimating employee potential

THE ROAD TO HAPPY EMPLOYEES

Phase 0	Current and future state
TWI Pilot	Acquinted with TWI and creating a TWI model area
TWI Roll-out	Roll-out to other workplaces/lines and grow the TWI organisation
Autonomous	Setting up the autonomous TWI system
Maintenance	Sustainable TWI organisation, updates from TWI Company innovations, benchmarking, and setting out the vision

200+ IMPLEMENTATIONS

FOOD INDUSTRY

Cérélia — Founded on trust, inspired by food

Sano Rice

Go-Tan — FOODLOVING ASIAN FAMILY EST. 1954

HEKS'N

Tyson

Verkade — SINDS 1886

FrieslandCampina

Goedhart — BAKKER SINDS 1895

Pré Pain — WE MAKE. YOU BAKE.

ROYAL FASSIN — SINCE 1910

MANUFACTURING

intercel — MORE THAN BATTERIES

pneutec

DAF

Flamco — Flow of Innovation

THALES

Fokker

GKN AEROSPACE

ZUIDBERG

Groupe Lemoine

PHILIPS

VENTURA SYSTEMS

M&G Group®

HEALTHCARE

HOLLAND PHARMA — Onderdeel van Mosadex Groep

inter zorg

Groene Hart Ziekenhuis

tergooi mc

LOGISTIC

stiho — thuis in de bouw

JUMBO

DHL

Faster and more efficient onboarding of 500+
new employees with thorough approach.

Making personnel competent with high-end equipment
plus increase multi-deployability of personnel.

Part of the GKN Lean Operating Model (LOM). Job Instruction based on standards is an exit criteria for phase 2 and 3 within LOM.

Improving quality and predictability in product assembly by training staff. Supporting outsource project.

In summary

Reduction in training time by **60 to 80%**

Reduction in errors > 90% (quality & efficiency)

Safety improves (for product and employee)

Effectiveness of **onboarding** period improves

Competencies clear per employee

Predictability about **duration and lead time of training programme**