Training Within Industry (TWI) In Woven Sacks Industry

Case Study
East Africa

About Client

Based in East Africa, client is one of the largest manufacturers of block bottom bags used for packaging of cement and hydrated lime, with customers consists of variety of segments from large commercial farms to major cement manufacturers and a significant share of the East African market. The plant is in the heart of Copperbelt region of Zambia.

Major products include variety of laminated bags, PP woven bags, plain grain bags, jumbo bags, bailer twins.
Analysis

Faber Infinite identified following significant opportunities and set targets to:

- Training of the new employees
- Reducing the training time
- Imparting adequate skills to large number of manpower & improving overall skill index
- Improve adherence to the standard operating procedure (SOP)
- Increase employee morale

Approach

Project Initiation

- Project was initiated by preparing the learning of the training, preparing stories to explain the concept and to create interest of the learner
- Selection of proper method, organized the lesson points were prepared for training
- Identified the key process in which training is required
- Prepared Job instruction card for identified process
- Conducted Gemba trials
- Identified flaws in training given by instructors by inspecting the errors done by workers
- Identified key performing skills and skills for employee who lacks those skills
- Improved instructions further based on flaws generally made by worker
Project Implementation

**Identified critical process:**
The skills required for each activity is different, so made two by two matrix of all sections and identified the areas for skill improvement.

**Prepared skill matrix:**
Drafted skill index for different key areas before conducting the training and rated operators based on different criteria ranging from ‘0’ to ‘4’. Also found out process wise % skills for all operators.

**Developed TWI roadmap:**
Finalized the TWI training schedule for lamination, convertex sections also planned each step of TWI per week for each of the trainers.

**Established different parameters for TWI:**
Defined three step terminology through Job Relations (JR), Job Methods (JM), Job Instructions (JI) to achieve desired skill levels. Also, prepared JI Cards on ‘How to instruct’. Established four step method for instructing, Prepared job description sheets, training calendar.

**Monitored progress through TWI:**
Used skill index matrix to monitor the progress through TWI also conducted regular checks to ensure that training has been conducted properly by instructors, also modified JI sheets at regular intervals from mistakes done by operators.

**Results Delivered**

**Training**
- Training time reduced by 25%
- Productivity increased by 20%
- Improved Employee morale
- Reduced employee grievances
- Achieved skill levels of 80% in identified section.

**Sustenance**
Implemented results shall be sustained over a period using Systematic Audit & Improvement Loop (SAIL) & Daily Work Management (DWM)

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