

TWI Institute Survey Results

August, 2011

Executive Summary

In August 2011 the Training Within Industry (TWI) Institute undertook the third annual TWI Institute Survey. This year the survey was expanded beyond certified trainers to include those who have attended TWI related events, ten hour classes and other consulting activities. The purpose of the survey was to find out the following:

- How much J training did certified trainers in companies and in consulting firms do last year?
- Have the activities of certified trainers changed over the past year?
- For those who use TWI in companies: What year is their TWI implementation in?
- What TWI Institute services were used in the past year?
- In companies: How would the respondent rate the implementation of one or more TWI programs?
- How important is the TWI Summit to the respondent?
- What features of the TWI Summit are important to encourage attendance?
- What new services would they like to see the TWI Institute provide next year?

The survey was sent via email to the 751 individuals on our contact lists. Seven hundred and twenty-one were received. The survey was answered by 94 respondents (13 percent response rate). The sample was a non-representative, self selected sample.

The findings follow.

Question 1. Over the past 12 months about how many times did you deliver a J class in your company or to your clients?

In the past year 91 percent of consultants were active. In fact 43 percent had delivered 10 or more classes in the past year. Ninety-three percent of company trainers were also active. In the past year 68 percent had delivered 1 to 5 classes.

Question 2. Do your TWI activities change year to year?

Over half the consultants anticipated the same number of deliveries next year as this past year. Over a third predicted they will do more coaching and mentoring as well. Almost half of the company trainers anticipated an increase in coaching and mentoring. Only 13 percent of the trainers (consulting and company) anticipated spending more time on logistics and management.

Question 3. *In my company, implementation of one or more TWI processes (JI, JR, JM, JS) has: not started, is in year one, year two or year three or more.*

We eliminated the responses of the consultants as they would all answer N/A. The distribution of responses among the not certified individuals and certified trainers in companies were similar. Forty-seven percent of Not Certified were first year, 35 percent were second year. Thirty-five percent of the Certified Company group were first year, twenty three percent were second year and 29 percent third year. Over 85 percent in both groups were first, second or third year.

Question 4. *TWI Institute exists to support the implementation of TWI. On the list below check all that apply. In the past year which of the following have you used?*

In this question all three groups responded. The highest ranked service was the website as source of information (Average 62 percent). The second ranked service was information on the blog (48 percent). The third ranked service was information from the master trainers which tied with J classes at 39 percent. The train the trainer came in fifth (the responses of not certified were not averaged in as, by definition, they had not used that service). While information on the telephone came in at sixth (28 percent) it is important to note the not certified individuals and consultants reported much greater use of the telephone for information than the certified company trainers. Finally, coaching was the least used service by respondents averaging 21 percent).

Question 5. *In my company the implementation of one or more TWI processes has is going better than anticipated, going well, going slow, at a stand still.*

Those in companies who were not certified and those who were certified had similar distributions of responses when asked how TWI processes were progressing. On average just under 80 percent responded “well” and “slow”. Few said: “Better than anticipated” and even fewer said their project was at a “standstill”.

Question 6. *I think the TWI Summit in May is:*

Almost everyone who responded indicated they felt the TWI Summit was important or very important: The not certified individuals responded 100 percent; the certified consultants responded 95 percent; and the certified company responded 86 percent.

Question 7. *I will be more likely to attend the TWI Summit next May if it features: (Check top three)*

The most highly ranked feature influencing attendance decisions was “good case studies”. The second was more emphasis on management and deployment. The third was TWI and Lean. The keynote speaker ranked 4 out of 8. A workshop for certified trainers ranked 5th. J classes, JIB writing and Basics (TWI 101) were the last three with an average of under 20 percent.

Question 8. *What new service would you like to see the TWI Institute provide next year?*

Thirteen services were suggested by respondents (see the full report for the list).

Limitations

The sample, while somewhat representative, was not random and self selected. Therefore, the ability to generalize to the entire population is limited.

Conclusions and Planning

The following conclusions can be drawn from the information collected.

1. Certified trainers who responded to the survey are actively training the use of TWI for their clients and in their companies.
2. Next year, the activity level of certified trainers should remain the same or increase based on the survey data.
3. The consultants and company trainers will be increasing the amount of coaching activity they engage in.
4. Seventy-two percent of the company respondents had not started or were in their first and second years of their TWI work.
5. About half of the respondents indicated that their progress was going well or better than anticipated. Over one third said Slow and six percent said at a “standstill”.
6. TWI Institute services outside of training continue to be used. This is the value added by using the Institute. The “hidden” use of the TWI Institute is the TWI Institute’s web site.
7. The blog has the potential to be an increasingly important piece of the overall services, with over 8,000 views in the past year.
8. Master Trainers continue to provide be an important service for all groups by answering questions, making presentations and appearing at events such as the TWI Summit.

9. Train the trainer and J classes (Initial deliveries) were used by about one third of the respondents in the past year. These continue to be the sustaining services of the TWI Institute without which the other services would not be possible.

10. Phone information and coaching were reported as the least used services at 28 and 21 percent respectively. However, to put this in context, we do most of the telephone work at the beginning of the contact with the company or consultant and the coaching occurs after the initial delivery of training and sometimes after the Train the trainers is completed.

11. The new services suggested by thirteen of the respondents can be grouped into three categories:

- Classes
- Community of Practice (CoP)
- Coaching

12. This year the survey included a section on the TWI Summit upcoming in May 2012. Ninety percent (90%) of the respondents rated the TWI Summit as Important or Very Important. They were asked what they thought were features of the TWI Summit that would influence their decision to attend. The most highly rated item on the list was “good case studies”. The second was how manage a deployment, and the third, TWI and Lean. This year we will endeavor to make these three features are prominent in the program.

The results of this years’ survey will inform planning for the rest of this year and next year, including plans to:

- Continue to improve and refine the delivery of the TWI Institute core classes and programs.
- Continue to increase the amount of follow up and coaching services provided to ongoing projects in companies.
- Focus assistance services to clients who are in the start-up and first two years of a project .
- Accelerate improvements to features and usefulness of the TWI Institute website.
- Blog bi-weekly, improve interaction on the blog, and improve linkages to other blogs
- Run a least two webinars that are panel discussions on topics of broad interest to the community of practice.
- Improve the quality of the TWI Summit breakout sessions to include good case studies, including sessions on how to best manage a TWI deployment and the synergy between TWI and Lean

Background

What is the TWI Institute?

The TWI Institute is the center for education, trainer certification, and connections for the TWI community of practitioners and trainers. Since 2001, it has created a large and rapidly expanding cohort of certified trainers delivering TWI Programs in the United States and across the globe. TWI Programs are successfully used in businesses of all sizes and in a variety of industries including manufacturing, construction, services, and healthcare.

What are the TWI Programs?

TWI's core programs are:

- Job Relations (JR) – Teaches supervisors to build and maintain positive employee relations.
- Job Instruction (JI) - Teaches supervisors to train supervisees to quickly remember how to perform jobs correctly, safely and conscientiously.
- Job Methods (JM) – Teaches supervisors to train supervisees to improve the ways in which their jobs are done.

In addition, TWI Institute offers:

- Job Safety (JS) – Teaches supervisors to train supervisees to proactively prevent incidents and accidents.
- Problem Solving Training (PS) - A higher level of TWI incorporating the best of JR, JI and JM in a comprehensive problem solving framework.

When a person wishes to move beyond the training in each J class (10 or 11 hours), he or she may become a Certified Trainer. The Certified Trainer is prepared to conduct the corresponding 10 hour class. This train the trainer (TT) model promotes rapid dissemination of a TWI program throughout an organization. The class for is a full week in duration (40 hours) for each J program.

The Institute maintains a directory of, and supports the activities of TWI Institute Certified Trainers. The Institute does not attempt to maintain a database of all the people trained by all the certified trainers.

Survey recipients

The TWI Institute interacts with and trains hundreds of individuals each year. They are predominantly engineers, training professionals, and human resource leaders from a variety of manufacturing and consulting venues. 751 Surveys were distributed using direct email, 30 were bounced back as undeliverable. Ninety-four useable responses were received (13 percent response rate). Of the 751 surveys 489 went to individuals Certified to Trainer one or more of the J programs (65 percent of the surveys).

The Survey

The third annual survey asked the following:

- How much J training did certified trainers in companies and in consulting firms do last year?
- Have the activities of certified trainers changed over the past year?
- For those who use TWI in companies: What year is the TWI implementation in?
- What TWI Institute services were used in the past year?
- In companies: How would the respondent rate the implementation of one or more TWI programs?
- How important is the TWI Summit to the respondent?
- What features of the TWI Summit are important to encourage attendance?
- What new services would they like to see the TWI Institute provide next year?

Methodology

We sent an email survey on July 6, 2011 to 751 individuals on the TWI certified trainer and other contact lists. The survey was imbedded in the email (not a separate survey on a survey service) so the respondent was asked to simply click **Reply**, fill in the appropriate responses, and click **Send**.

Data Analysis

The methodology for analysis consisted mainly of raw counts and percentages. The responses of Certified Trainers in companies, Certified Trainers who are consultants and Non-certified individuals were compared.

Sample

There were 751 surveys distributed to the trainers. There were 30 undeliverable emails so the number of individuals who received emails was 721. Ninety-four usable replies were received (a 13 percent response rate). Seventy-seven of the respondents were Certified Trainers (82 percent of responders). Of those 54 (70 percent) were in companies and the other 30 percent were consultants.

Findings

The findings are presented below by question.

Question 1. *Over the past 12 months about how many times did you deliver a J class in your company or to your clients?*

	Certified Consultant	Certified Company
10 Plus	43%	9%
6 to 9	13%	15%
3 to 5	17%	33%
1 or 2	17%	35%
None	9%	7%

In the past year 91 percent of consultants were active. In fact 43 percent had delivered 10 or more classes in the past year. Ninety-three percent of company trainers were also active. In the past year 68 percent had delivered 1 to 5 classes.

Question 2. *Do your TWI activities change year to year?*

	Certified Consultant	Certified Company
More Deliveries	22%	24%
Same # Deliveries	52%	20%
Fewer Deliveries	13%	22%
More Coaching	35%	48%
More Logistics	13%	13%
N/A	4%	4%
Ave.	23%	22%



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Over half the consultants anticipated the same number of deliveries next year as this past year. Over a third predicted they will do more coaching and mentoring as well. Almost half of the company trainers anticipated an increase in coaching and mentoring. Only 13 percent of the trainers (consulting and company) anticipated spending more time on logistics and management.

Question 3. *In my company, implementation of one or more TWI processes (JI, JR, JM, JS) has not started, is in year one, year two or year three or more.*

	Not Certified	Certified Company
Not Started	6%	13%
1st yr	47%	35%
2nd yr	35%	23%
3rd yr	6%	29%
N/A	6%	0

Here we eliminated the responses of the consultants as they would all answer N/A. The distribution of responses among the not certified individuals and certified trainers in companies were similar. Forty-seven percent of Not Certified were first year, 35 percent were second year. Thirty-five percent of the Certified Company group were first year, twenty three percent were second year and 29 percent third year. Over 85 percent in both groups were first, second or third year.

Question 4. *TWI Institute exists to support the implementation of TWI. On the list below check all that apply. In the past year which of the following have you used?*

	Not Certified	Certified Consultant	Certified Company
Info Web	82%	74%	50%
Info Phone	47%	52%	11%
Info Blog	47%	48%	48%
Info MT	35%	48%	37%
J Class	53%	17%	44%
TT	0%	26%	48%
Coaching	24%	17%	22%
Ave.	41%	40%	37%



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Average for all groups

Rank	Services	Average
1	Info Web	62%
2	Info Blog	48%
3	Info MT	39%
4	J Class	39%
5	TT	34%
6	Info Ph	28%
7	Coaching	21%

In this question all three groups responded. The highest ranked service was the website as source of information (Average 62 percent). The second ranked service was information on the blog (48 percent). The third ranked service was information from the master trainers which tied with J classes at 39 percent. The train the trainer came in fifth (the responses of not certified were not averaged in as, by definition, they had not used that service). While information on the telephone came in at sixth (28 percent) it is important to note the not certified individuals and consultants reported much greater use of the telephone for information than the certified company trainers. Finally, coaching was the least used service by respondents averaging 21 percent).

Question 5. *In my company the implementation of one or more TWI processes is:*

	Not Certified	Certified Company
Better than anticipated	12%	6%
Well	35%	40%
Slow	35%	40%
Standstill	6%	6%
N/A	12%	8%

Those in companies who were not certified and those who were certified had similar distribution of responses when asked how TWI processes were progressing. On average just under 80 percent responded “well” and “slow”. Few said: “Better than anticipated and even fewer said their project was at a standstill.



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Question 6. *I think the TWI Summit in May is:*

	Not Certified	Certified Consultant	Certified Company
Very Important	50%	62%	26%
Important	50%	33%	60%
Not Important	0%	5%	14%

Almost everyone who responded indicated they felt the TWI Summit was important or very important: The not certified individuals responded 100 percent; the certified consultants responded 95 percent; and the certified company responded 86 percent.

Question 7. *I will be more likely to attend the TWI Summit next May if it features: (Check top three)*

	Not Certified	Certified Consultant	Certified Company
J Class	12%	17%	19%
Keynote	35%	35%	22%
Good Cases	76%	70%	33%
Basics	6%	0%	13%
TWI & LEAN	41%	22%	41%
Manage.&Deploy.	53%	57%	37%
Writing JIBs	18%	13%	13%
Workshop for CTs	18%	13%	30%
Ave.	32%	28%	26%

Average for all groups

Rank	Average Percent	Features
1	50%	Good Cases
2	45%	Management & Deployment
3	36%	TWI & LEAN
4	28%	Keynote
5	24%	Workshop for CTs
6	17%	J Class
7	15%	Writing JIBs
8	9%	Basics

The most highly ranked feature influencing attendance decisions was “good case studies”. The second was more emphasis on management and deployment. The third was TWI and Lean. The keynote speaker ranked 4 out of 8. A workshop for certified trainers ranked 5th. J classes, JIB writing and Basics (TWI 101) were the last three with an average of fewer than 20 percent.

Question 8. *What new service would you like to see the TWI Institute provide next year?*

The following services were suggested by respondents:

- JM 10 hour classes
- Open enrollment ten hour classes to increase availability
- Learning style management with this methodology
- An e-room with a variety of examples like JIBs etc.
- Live meetings
- Active forum for discussion
- An easy way to deal with processes that can't be done 7 times
- More office oriented JI's and work shop on office
- More help with marketing
- Discount for multiple certifications
- Northwest regional class in JR
- More on deployment
- JM Training
- Managing TWI metrics

- Formalized follow-up
- More on PS

Limitations

The distribution of responses suggests that “not certified trainers” were under-represented in the sample. About 30 percent of those surveyed were not certified trainers. The percent of respondents who were not certified trainers was 18 percent. The percentage of the certified trainers who are consultants stands at 25 percent. In this sample the percentage of certified trainers who are consultants was 29 percent. The sample, while somewhat representative, was not random and self selected. Therefore, the ability to generalize to the entire population is limited.

Conclusions and Planning

In spite of the statistical limitations of the data it is valuable information for planning purposes. The following conclusions were drawn from the information collected.

1. Certified trainers who responded to the survey are actively training the use of TWI for their clients and in their companies. The numbers of workers being trained to use TWI continues to increase as the number of certified trainers increases each year.
2. Next year, the activity level of certified trainers should remain the same or increase based on the survey data.
3. The consultants and company trainers will be increasing the amount of coaching activity they engage in. The company trainers in particular (48 percent) see that role increasing as they reach critical mass in trained workers.
4. Seventy-two percent of the company respondents had not started or were in their first and second years of their TWI work. They had enough interest in TWI to answer the survey. This indicates a greater need for affiliation among those starting out on the journey than those who have 3 or more years of experience.
5. About half of the respondents (72 percent of whom had not started or were in years one or two of their process) indicated that their progress was going well or better than anticipated. Over



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one third said Slow and six percent said at a “standstill”. This indicates a continuing need for coaching services in over 40 percent of new projects.

6. TWI Institute services outside of training continue to be used. This is the value added by using the Institute. The “hidden” use of the TWI Institute is the TWI Institute’s web site. The number one ranked service by respondents is backed up by the fact that in the past year the website has received over 22,000 visits (66 percent new).

7. The blog has the potential to be an increasingly important piece of the overall services, with over 8,000 views in the past year, albeit this is the same audience as those surveyed, and they return to the blog multiple times.

8. Master Trainers continue to provide be an important service for all groups by answering questions and making presentations and appearing at events such as the TWI Summit.

9. Train the trainer and J classes (Initial deliveries) were used by about one third of the respondents in the past year. These continue to be the sustaining services of the TWI Institute without which the other services would not be possible.

10. Phone information and coaching were reported as the least used services at 28 and 21 percent respectively. However, to put this in context, we do most of the telephone work at the beginning of the contact with the company or consultant and the coaching occurs after the initial delivery of training and sometimes after the Train the trainers is completed.

11. The new services suggested by thirteen of the respondents could grouped into three categories:

- Classes
- Community of Practice (CoP)
- Coaching

The classes they would like to see offered are open enrollment JI, JM, and JR. One suggested more on Problem Solving and another on Office JI. More CoP activities suggested were forums, e-chat, and/or “live” meetings. At those forums and onsite; coaching was requested to help with issues such as: learning styles, how to deal with processes that cannot be repeated seven times in a training session, help with marketing, help with deployment planning and managing TWI metrics, and formalized follow-up coaching and assessment. Finally one individual asked about a discount for certified trainers working on multiple certifications.

12. This year the survey included a section on the TWI Summit upcoming in May 2012. Ninety percent (90%) of the respondents rated the TWI Summit as Important or Very Important. This



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validates the importance placed on the event even though many cannot attend every year. They were asked what they thought were features of the TWI Summit that would influence their decision to attend. The most highly rated item on the list was “good case studies” . The second was how manage a deployment, and TWI and Lean. This year we will endeavor to make these three features are prominent in the program.

The results of this years’ survey will inform planning for the rest of this year and next year, including plans to:

- Continue to improve and refine the delivery of the TWI Institute core classes and programs
- Continue to increase the amount of follow up and coaching services provided to ongoing projects in companies.
- Offer follow-up classes with follow-up services.
- Focus assistance services to clients who are in the start-up and first two years of a project
- Accelerate improvements to features and usefulness of the TWI Institute website.
- Blog once a week, improve interaction on the blog, and improve linkages to other blogs
- Run a least two webinars that are panel discussions on topics of broad interest to the community of practice.
- Improve the quality of the TWI Summit breakout sessions to include good case studies, including sessions on how to best manage a TWI deployment and the synergy between TWI and Lean

APPENDIX A

TWI Institute Community of Interest Survey

We rely on you to help us define our strategic direction each year. We are sending the third annual TWI Institute Survey to all parties interested in TWI. We call this our “Community of Practice.” Please take a moment to help us serve you better. Your individual responses will not be shared and no one will contact you as a result of responding to the survey.

Sincerely,

Steve

Steve Grossman, Director TWI Institute

To complete the survey; simply click **REPLY** (Not “Reply To All”) and place an X next to the appropriate response or type in the appropriate response. Then **send!** We’ll take care of the rest.

Are you a TWI Institute Certified Trainer at the present time?

YES ___ (if yes, go on to # 1)

No ___ (if no, go on to #3)

1. Over the past 12 months about how many times did you deliver a J class in your company or to your clients?

a) 10 or more ___

b) 6 to 9 ___

c) 3 to 5 ___

d) 1 or 2 ___

e) None ___

2. Do your TWI activities change year to year? (Check all that apply)

a) More deliveries than this year ___

- b) About the same number of deliveries ____
- c) Fewer deliveries ____
- d) More coaching of TWI ____
- e) More management of TWI logistics ____
- f) New job responsibilities, no longer involved with TWI ____
- g) Other? _____

3. In my company, implementation of one or more TWI processes (JI, JR, JM, JS)

- a) Has not started
- b) Is in its first year
- c) Is in its second year
- d) Is in its third or more year
- e) Question not applicable for my company (e.g. consultant)

4. TWI Institute exists to support the implementation of TWI. On the list below check all that apply. In the past year which of the following have you used?

TWI Institute:

- a) Information on the website ____
- b) Information on the phone ____
- c) Information on the TWI Institute Blog _____
- d) Information from Master Trainers ____
- e) J classes ____
- f) Train the Trainer ____
- g) Coaching ____
- h) other _____

5. In my company the implementation of one or more TWI processes is,

- a) Progressing better than anticipated
- b) Progress well
- c) Progressing slowly
- d) At a stand still
- e) Question not applicable for my company

6. I think the TWI Summit in May is:

- a) Very Important ____
- b) Important ____
- c) Not Important ____

7. I will be more likely to attend the TWI Summit next May if it features: (Check top three)

- a) TWI J classes ____
- b) Outstanding keynote speakers ____
- c) Good Case Studies ____
- d) Workshop on TWI basics ____
- e) More emphasis on TWI and LEAN ____
- f) More emphasis on management and deployment ____
- g) Practicum's on writing good JIBs ____
- h) Workshop exclusively for Active Certified Trainers ____
- i) other _____

8. What new service would you like to see the TWI Institute provide next year?

Write in: _____

That's it. Thanks so much for your time! ☺