

2009 TWI Summit

Training Within Industry Yields Immediate Results

The Albany International Monofilament Plant in Homer, New York is an internal supplier of monofilament for Albany International Corporation. The company was challenged with a shortage of technically skilled labor and was having difficulty finding candidates to fill open positions. They were also struggling with maxed out capacity forcing the corporation to outsource the excess supply needed. At the same time the Albany Corporation had identified the Training Within Industry (TWI) modules as a supporting methodology for their Lean/Six Sigma initiatives. The Homer plant was charged with implementing TWI according to a defined timeline. They were falling behind schedule with the implementation when they became aware of the Central New York Technology Development Organization (CNYTDO) and the TWI Institute located there. The CNYTDO was contacted and commenced providing implementation guidance and coaching for both the lean and TWI implementations. Individuals were selected to attend the 10 hour Job Instruction classes. Then several days of intense coaching were conducted to prepare new trainers for their work. Priority jobs were identified and targeted for the development of job breakdowns. A framework was established and the JI method was started using critical set up operations as the pilot.

The results were immediate. The pilot revealed that each setup had been done differently by each of the operators and all had varying errors, resulting in quality problems that had plagued production. All operators were retrained using the JI methodology and the quality issue all but disappeared. So far the company has documented the following:

- A 70% reduction in human errors associated with machine changeover events
- A 30% increase in capacity due to the decrease in machine changeover time
- An estimated 200% increase in plant profitability

Scott Curtis, the plant manager, said: "The Homer plant struggled with an effective implementation of Job Instruction prior to contacting the TWI Institute. Through their expertise, guidance and mentoring, the Homer plant was able to achieve the impressive improvements listed above and has become the center of excellence on Job Instruction for the rest of the Albany International plants worldwide. These achievements would not have been possible without the help provided by the TWI Institute."