

2009 TWI Summit

Training Within Industry Is Invaluable Training

When a well known millwork company, Reeb Millwork, found itself in need of process improvement in order to stabilize and sustain their business, they turned to their local MEPs for help. An assessment of the current state at the company identified the following opportunities:

- Establish a formal continuous improvement program with specific goals and plans
- Establish a steering committee to manage the implementation
- Establish and train the improvement teams in continuous improvement

The CNYTDO was charged with working with the Reeb facility located in Liverpool New York. The goal was to implement lean processes in a way constituent with several other company locations across the country. Further discussion of the needs and challengers Reeb faced revealed a fit for the use of Trailing Within Industry (TWI) to enhance the work already in progress. The decision to implement TWI across the company required resources from the several MEP centers including Pennsylvania (NEPIRC, MRC), New York (CNYTDO), and Minnesota (Enterprise Minnesota) for Train the Trainer through TWI Institute. The collaboration between centers has proven to be a strong support network in assisting Reeb in gaining a competitive advantage.

A full lean implementation was proposed and accepted to address the vision alignment, quality, lead time and set up issues. Value Stream Mapping was conducted to assist with the understanding of work flow through all departments. Then potential cells were identified, teams formed and 5S/Visual Control kaizen events were held in several areas. Supervisory skills for handling direct reports and training are being upgraded through TWI so that they are now able to effectively train their staff and thereby reduce quality issues , increase productivity and decrease the time it takes to get operators up to production levels.

The results were impressive. So far the company has documented:

- A 12 % improvement in productivity
- The formation of cross functional teams to improve communications and reduce variation
- Improvement in adherence to standards for meeting customer specifications using JOB INSTRUCTION

Joe Giardino, Reeb corporate trainer said: “We (Reeb) have been very fortunate to become partners with the NIST MEP Network of experienced and knowledgeable people who are guiding us on our Lean and TWI implementation journey. These services are and will continue to put us in a market leading position of delivering the best products with the highest quality at the lowest possible cost.

Probably the most invaluable training we are receiving is the TWI methodology, improving our methods, instructing properly and building relationships will give us the competitive advantage needed to face today’s and tomorrow’s challenges.”