

**FUJIFILM DIMATIX PLANT CASE STUDY** (LEBANON, NH)

**Challenges**

- a) Production losses as a result of temporary employee utilization
- b) Decreased quality, increased scrap due to job performance variability
- c) Lack of performance reviews for Operators post initial training
- d) Undocumented process changes and evolution

**Results (Before and After TWI Implementation)**

**Pre- TWI Implementation Results                      Post-TWI Implementation Results (2017)**

a) Decreased production, increased overtime when utilizing temporary workers during peak seasons	a) 17% increase in productivity FY 2015 over FY 2014  18% increase in productivity FY 2016 over FY 2015  <i>TWI Job Instruction (JI)</i>
a) Employee error and decreased quality	b) 57% decrease in scrap 2014 Q1 to 2016 Q1  <i>TWI Job Instruction (JI)</i>
b) No performance verification after initial OJT for Operators	c) Training effectiveness audit system in place – % Operators passing 1 <sup>st</sup> audit more than doubled from 2014 - 2016  <i>TWI Job Instruction (JI) &amp; Job Relations (JR)</i>
d) Best practices lacking in documentation	d) “One-best-way” was verified and incorporated in all documentation including training documents.  <i>TWI Job Instruction (JI) &amp; Job Relations (JR)</i>

**KEYS TO SUCCESS?** EH&S and Production Training Manager Rick Lamont attributed much of their success to great support from upper management. From the start in 2014, the company saw early evidences of value (lower scrap and better product consistency) but experienced some growing pains. The team stayed the course and according to Lamont, the results have been “Amazing!”

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### Situation Background:

#### a) **Production losses as a result of temporary employee utilization** – *Job Instruction (JI)*

Production Manager Chris Dubuque and Training Coordinator Dan Jensen described bringing in new workers during their busy season as a disturbance. Hiring in months March through May disrupted the workplace. . Prior to 2015, this resulted in loss of production and higher scraps rates. Working with TWI JI, both training times-to-competency and scrap were reduced and productivity was increased more than 35% from 2014 to 2016. This was in spite of a 41% increase in full-time workforce and similar increase in temporary workers since 2014.

### Situation Background:

#### b) **Decreased quality, increased scrap due to job performance variability** – *Job Instruction (JI)*

Employing the *Job Instruction Breakdown* and the *JI 4-Step Method* training for all operators, Dimatix Trainers and Supervisors were able to ensure that all employees were capable of performing their jobs correctly and to standards. This resulted in true standard work and a 57% reduction in scrap.

### Situation Background:

#### c) **Lack of performance reviews for Operators post initial training** *Job Instruction (JI) & Job Relations (JR)*

In 2015 Dimatix developed an auditing and Certification program to follow up post-training to ensure all workers were able to follow standards (Skill/JI) and were adhering to their job duties as trained (Will/JR). This regimented the follow-up process, especially in the first month after initial training.

### Situation Background:

#### d) **Undocumented process changes and evolution -** *Job Instruction (JI) & Job Relations (JR)*

Operations Management and the Engineering group launched a new disciplined program outlining how they would work together. This agreement has resulted in documents available on the floor and captures what Dimatix has determined as the “one-best-way” in training documents (Job Instruction Breakdowns). As Training Coordinator Dan Jensen explained, “The follow up processes are just as important as the initial training”.