

# CM

# &E

CANADIAN  
MANUFACTURERS  
& EXPORTERS

Training in a Hurry.

31  
DECEMBER  
2019  
June 2<sup>nd</sup>, 2020

## CALENDAR

SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

## BUSINESS

Learn from the best to  
ensure success.  
Reasons we will be  
successful.

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#Citydailynews

**25 great jobs for people who  
love to travel**

It is a process to allow an organization to focus resources on the greatest opportunities to increase sales and achieve the company's target. Marketing strategy's goal is to

**Economy of the  
European Union**

Branding is defined as the process of coming up or making a name for a product or service. Are you innovative or are you the experienced type? or do you offer a

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# GUEST SPEAKER

**Susan Sullivan**

Human Resources Manager  
Convion

# INTRO TO TRAINING WITHIN INDUSTRY





# HISTORY OF TRAINING WITHIN INDUSTRY

## TO MAKE YOUR WORK EASIER AND SAFER USE THE THREE 'J's'

### HOW TO INSTRUCT

- Step 1—Prepare the Worker**  
Put him at ease.  
State the job and find out what he already knows about it.  
Get him interested in learning job.  
Place in correct position.
- Step 2—Present the Operation**  
Tell, show, and illustrate one IMPORTANT STEP at a time.  
Stress each KEY POINT.  
Instruct clearly, completely, and patiently, but no more than he can master.
- Step 3—Try Out Performance**  
Have him do the job—correct errors.  
Have him explain each KEY POINT to you as he does the job again.  
Make sure he understands.  
Continue until YOU know HE knows.
- Step 4—Follow Up**  
Put him on his own. Designate to whom he goes for help.  
Check frequently. Encourage questions.  
Taper off extra coaching and close follow-up.

*If Worker Hasn't Learned,  
the Instructor Hasn't Taught!*

### Know How

### HOW TO GET READY TO INSTRUCT

- Have a Time Table—**  
how much skill you expect him to have, by what date.
- Break Down the Job—**  
list important steps.  
pick out the key points. (Safety is always a key point.)
- Have Everything Ready—**  
the right equipment, materials, and supplies.
- Have the Workplace Properly Arranged—**  
just as the worker will be expected to keep it.

**JOB INSTRUCTION TRAINING**  
Dept. of Safety & Personnel  
THE PULLMAN COMPANY

KEEP THIS CARD HANDY

### JOB INSTRUCTION

### HOW TO IMPROVE JOB METHODS

A practical plan to help you produce GREATER QUANTITIES OF QUALITY PRODUCTS IN LESS TIME, by making the best use of the Manpower, Machines and Materials, now available.

- Step I—BREAK DOWN the job**  
1. List all details of the job exactly as done by the Present Method.  
2. Be sure details include all:  
—Material Handling.  
—Machine Work.  
—Hand Work.

#### Step II—QUESTION every detail

1. Use these types of questions:  
**WHY** is it necessary?  
**WHAT** is its purpose?  
**WHERE** should it be done?  
**WHEN** should it be done?  
**WHO** is best qualified to do it?  
**HOW** is the "best way" to do it?
2. Also question the:  
Materials, Machines, Equipment,  
Tools, Product Design, Layout, Work-  
place, Safety, Housekeeping.

## BETTER WAY

### Step III—DEVELOP the new method

1. ELIMINATE unnecessary details.
  2. COMBINE details when practical.
  3. REARRANGE for better sequence.
  4. SIMPLIFY all necessary details.
- To make the work easier and safer:  
—Pre-position materials, tools and equipment at the best places in the proper work area.  
—Use pre-printed tags and drop-delivery chutes.  
—Let both hands do useful work.  
—Use figs and fixtures instead of hands for holding work.

#### Step IV—APPLY the new method

1. Sell your proposal to your "boss."
2. Sell the new method to the operators.
3. Get final approval of all concerned on Safety, Quality, Quantity, Cost.
4. Put the new method to work. Use it until a better way is developed.
5. Give credit where credit is due.

**JOB METHODS PROGRAM**  
Dept. of Safety & Personnel  
THE PULLMAN COMPANY

### JOB METHODS



### HOW TO HANDLE A PROBLEM DETERMINE OBJECTIVES

- 1—GET THE FACTS**  
Review the record.  
Find out what rules and plant customs apply.  
Talk with individuals concerned.  
Get opinions and feelings.  
Be sure you have the whole story.
- 2—WEIGH AND DECIDE**  
Fit the facts together.  
Consider their bearing on each other.  
What possible actions are there?  
Check practices and policies.  
Consider objective and effect on individual, group, and production.  
Don't jump at conclusions.
- 3—TAKE ACTION**  
Are you going to handle this yourself?  
Do you need help in handling?  
Should you refer this to your supervisor?  
Watch the timing of your action.  
Don't pass the buck.
- 4—CHECK RESULTS**  
How soon will you follow up?  
How often will you need to check?  
Watch for changes in output, attitudes, and relationships.  
Did your action help production?

### Confidence To Proceed

### JOB RELATIONS A SUPERVISOR GETS RESULTS THROUGH PEOPLE

- Foundations for Good Relations**  
Let each worker know how he is getting along.  
Figure out what you expect of him.  
Point out ways to improve.  
Give credit when due.  
Look for extra or unusual performance.  
Tell him while "it's hot."  
Tell people in advance about changes that will affect them.  
Tell them WHY if possible.  
Get them to accept the change.  
Make best use of each person's ability.  
Look for ability not now being used.  
Never stand in a man's way.

**People Must Be Treated as Individuals**

**JOB RELATIONS TRAINING**  
Dept. of Safety & Personnel  
THE PULLMAN COMPANY

### JOB RELATIONS

Submitted by—S. P. Eastin,  
Supervisor of Training,  
Shreveport, Louisiana



# TWI JOB INSTRUCTION-THE HUMAN ELEMENT

## Why it works







Controlled Environments for Plant Science Research

**SUSAN SULLIVAN**

Human Resources Manager

Established in 1964

Based in Winnipeg, MB

Owned by a single family since inception

240+ employees

Products in more than 90 countries

Acquired Argus Controls in April 2013

Plants in outer space and Antarctica

“Canola”-World’s only made in Canada crop  
developed in the 1970s in a Conviron Chamber





Controlled Environments for Plant Science Research



PGR15, Med-High light, most plants, including cereals



MTPS, Multi tier flexible use, Low-Med-High light, uniformed horizontal airflow





## Controlled Environments for Plant Science Research

- Precision of a growth chamber. Capacity of a greenhouse
- Precise control of temperature, light, humidity and CO<sub>2</sub>
- Uniform, downward airflow
- High light solutions, including high intensity discharge (HID) and LED









# Refrigeration Project

## Previous State

Testing (2017)

- 13 RF NC's found
- Average estimate approx. 30 leaks per year

Installations (2017-March 2018)

- 4 RF related NCs over past 16 months

## After Training


- 3 reported RF leaks
- Two of those were not related to workmanship





# Return on Investment

- Estimated average cost of a leak = \$5000.
- 4 RF leaks over a 16 month period (pre-training) = estimated cost of \$20,000.
- We estimated cost savings during the project time period at \$10,000 or 50%




What have been the biggest  
benefits of using the TWI JI  
method of training in your  
organization?





- Consistency of trainers and training
- More predictable outcomes
- Ensure best practices are being trained



What have been the biggest challenges in using the TWI/JI method of training in your organization?






- Time to access jobs and departments for JI's
- Time for our trainers to practice their skill
- Time for trainers to create JI's



- Perceived value by employees and some Managers with a long history of OTJ training as only method




How have you or how will you  
utilize TWI to address skills  
gaps that have arisen due to  
the Covid-19 crisis?





- Some departments are quite busy and some are less busy
- Potential to use TWI to train critical processes to those in other departments



How have you or how will you  
change the way you train as a  
result of the Covid crisis?

- Looking at an LMS system for easier access for remote learners
- Currently reviewing how to proceed with on the-job-training including using TWI





QUESTIONS FROM  
ATTENDEES?



THANK YOU FOR ATTENDING

Brett Hiscock

Lean Facilitator and Certified TWI Instructor

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## INDUSTRY PARTNER



## SUPPORTING PARTNERS



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Au service de tous les Manitobains



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