

Job Instruction - Pharmaceutical

Training Within Industry (TWI), the Solution at Novo Nordisk, Hillerrød, Denmark.



Operational training and improvement culture in the pharmaceutical industry.

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Brief

In the pharmaceutical industry, operator related error frequently results in massive amounts of money being lost when batches of medicine must be discarded.

In the pilot project a 90% reduction in human related errors occurred.

With the support of Top Management, a committed Frontline Leader can expect similar results where the root cause of error is variation in standard work by operators.

To achieve such results, commitment to the sure and reliable method of TWI Job Instruction, ideally coupled with Job Relations, is required.



Information provided via presentation by Jens Christian Egholm Sørensen (Associate Manager) and Kim Hartmann (Senior Trainer and Coordinator).

INTRODUCTION

A large amount of waste was occurring due to the need to discard product batches. The root cause was determined to be human error, variation from the way tasks should be done. In 2010 Novo Nordisk Hillerrød identified the fact that they needed a more structured way to conduct training.

CONTENT

The Director of Production decided to search for a solution that would make his plant Best In Class – i.e. world leader. The management group found the solution in TWI and the necessary resources were allocated.

Multiple JI (Job Instruction) and JR (Job Relations) deliveries were conducted over the first year. JI Train The Trainer followed in March of the second year along with JR Train The Trainer in May. This brought to the surface many issues mainly around operator error where massive amounts of money were then being lost when batches of medicine were being discarded. Also there were organizational issues which caused morale problems which in turn lead to errors.

The site now has:

- A training system based on TWI-JI driven by employees continuously improving training material.
- Employees always trained by qualified trainers with periodic audits by managers.
- An FDA compliant competence development system that is the foundation to the sites success.
- A clear and agile relationship between SOP's and JIB's (Job Instruction Breakdowns, the trainers "recipe").

The results include:

- 90% reduction in human error rate in the pilot project.
- A clear and direct relationship between competencies and daily tasks.
- Improved cooperation, higher morale through increased cross-organizational collaboration and knowledge sharing.

Obstacles along the way have included:

- High profit margins resulting in less of a "burning platform" for change.
- Initial slow take up of TWI methods by HR.

CONCLUSION

Commitment to the discipline of TWI Job Instruction has increased the effectiveness of operators delivery of standard work - standard work being actions on the plant floor. This has decreased product waste (loss) by a very large amount.