

# “Program Development” – The 4<sup>th</sup> And Often Overlooked TWI Method

## Brief

From the business' perspective (which is primary) training must either *resolve* a production or service problem or *reduce the risk* of one. Training content must come from evidence of need, and a check must follow training to determine if it resolved or mitigated the problem.

Program Development (PD) is the fourth TWI (<http://www.vwaust.com.au/twi-australia>) program – created to build the skills of those who create or direct training in small or large production or service environments.

While *education* benefits the person, *training* benefits the business and its production or service.

## Learn to create & direct training

PD teaches those involved in training to view problems with a microscope, not a telescope.

PD differs to other TWI methods in that 'job' isn't in the title (as the skill isn't job specific). Participants can include production people (e.g. Production Manager) support people (e.g. HR) or anyone whose job sees them:

- Spot & analyse problems.
- Plan, recommend or organise training.
- Check results.

In this context, job titles aren't relevant.

As with the first three TWI programs, the underpinning principle of Plan, Do, Check, Adjust (PDCA - <http://www.vwaust.com.au/twi-australia>) is strongly evident in PD.

Like all TWI programs, PD is simple and can be applied by anyone in an organisation. Though quite structured, it's flexible and easily learnt.

The 4 PD steps are:

1. Spot a production problem.
2. Develop a specific plan.
3. Action the plan.
4. Check results.

Any problem solving skills a participant has (e.g. root cause analysis) are easily incorporated into Step 1.

Participants are given knowledge, then practise a skill on scripted examples. They then apply the skill in their workplace to build their capability by doing and learning.

PD comprises contact time of around 24 hours, in two blocks, over two weeks. In the time between these blocks, participants practise what they're learning in their workplace. They then return, present their work and get feedback from the TWI facilitator and the group.

As with other TWI programs, the emphasis is on learning the 4-step method, not solving a problem.

## The 4 steps in detail

Before analysing and practising the 4 steps, key definitions are covered, i.e. what is:

- 'Production'? (parts for a customer, stock for a warehouse, budgets for a department.)
- A production problem?
- Training, a training plan, a training program?

While addressing one production problem, PD participants may uncover others that can be solved through training. Yet only one problem should be addressed at a time.

### **Step 1 – Spot a Production Problem.**

Those who practice TWI Job Relations (JR - skill of leading - will see a strong correlation to Step 1 of JR, Get The Facts. (JR - [http://www.vwaust.com.au/sites/default/files/case\\_studies/Job%20Relations%20the%20Human%20Continuous%20Improvement\\_0.pdf](http://www.vwaust.com.au/sites/default/files/case_studies/Job%20Relations%20the%20Human%20Continuous%20Improvement_0.pdf))

To spot a production problem, participants:

- Ask supervisors & workers about current problems.
- Review data (records).
- Consider upcoming changes.
- Analyse information obtained.
- Identify a training need (if any).

The word 'need' is crucial. All organisations have much training that *could* be done. We're not interested in general training, only that which *must* be done.

### **Step 2 – Develop a Specific Plan**

Participants decide what to do on the evidence to hand. Their plan covers five elements:

1. Content.
2. How best done.
3. Who by.
4. When & how long.
5. Where.

Note, participants don't create training *content*: they state what it needs to cover. The content is developed with the help of a subject expert.

Participants are reminded that, as resources are finite, the *plan* must address a specific problem and, at the same time, take into account other training that's happening.

### **Step 3 – Get Plan Into Action**

Participants learn to action their plan. First, they must sell it to management. How will the plan's time/money investment benefit the organisation? What are the expected results?

It's vital participants secure understanding and acceptance by those affected. This is a JR Foundation: (same JR link as above) 'tell people in advance about a change that will affect them ... tell them why'.

Participants describe the specific production problem to be solved through training and explain who will:

- Be trained.
- Work harder to cover those being trained.
- Organise relief labour.

### **Step 4 – Check Results**

Participants learn checks to be made after training to see if the specific problem was resolved.

The final question is: 'is the plan helping production?'

## **SUMMARY**

PD gives those who create or direct training skills and tools to mitigate production problems via training.

The simple method is based on the solid PDCA principle and structured to be quickly and easily taught and mastered by practice.

Source for some information contained: *Training Within Industry: The Foundation of Lean. Donald Dinero.*

[www.vwaust.com.au/twi-australia](http://www.vwaust.com.au/twi-australia)