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Overview of the Training Within Industry “J-Programs”

Training Within Industry was rolled out to the industrial world in the 1940’s through 4 training programs aimed at supervisors. These programs collectively became known as the “J Programs” and were the underpinnings for a systematic approach to employee and organizational development that led to a continuous learning, continuous improvement culture – what we now call “Lean”.

Job Instruction (JI)

The foundation for all lean efforts, JI results in standardized work and a clear methodology for ensuring that workers learn how to do a job safely, effectively and efficiently in the minimum amount of time. JI is the basis for developing a continuous learning culture in organizations. Benefits of JI include reduced time to competence for new employees, reduced scrap and rework, fewer accidents and incidents, increased productivity and improved job satisfaction. ***JI is valuable today for rapidly teaching critical skills and creating a learning and mentoring culture.***



Job Methods (JM)

Once work has been standardized and employees trained using JI, the next step is to find out how to do the job better. JM teaches a process for analyzing a job and finding ways to reduce waste and inefficiency. JM provides the structure for developing and integrating a continuous improvement culture into an organization. Benefits of JM include reduction in costs, increases in productivity, reductions in work in process inventories and overall increased throughput from existing resources. ***JM is a great way to generate improvements at the individual work team level, with consequent ownership and engagement benefits.***

Job Relations (JR)

This J program provides supervisors with a simple methodology for diagnosing and dealing with performance issues in the workplace that results in positive employee relations. The method teaches supervisors how to get the facts, look at options, make decisions, take action and verify results, all while keeping within the bounds of collective agreements and employment standards. The results include improved productivity, fewer grievances, improved morale, improved cooperation/collaboration and lower turnover. A special version of JR was created specifically for unionized environments. ***Today, JR is still one of the best approaches to solving problems, getting things done, and improving employee engagement.***

Job Safety (JS)

This J program complements the others by providing supervisors with a process for engaging employees in identifying and eliminating workplace environmental, health and safety risks. In addition, it looks at the chain of events that can lead to accidents and incidents, and provides a method for supervisors to be proactive in preventing them. The results of JS include increased safety awareness, reductions in workplace EH&S incidents, reduction in lost time injuries and lower insurance costs for employers. ***Today, behaviour-based safety programs are the norm; JS is the original, and still one of the best at fostering a safety culture.***

In addition, TWI developed a 5th product, called **Program Development (PD)**, which is focused on teaching internal training organizations how to become actively involved in improving workplace performance through training and development activities at the front line. ***PD may be the first example of shifting training departments toward a broader focus as internal performance consultancies.***

Collectively, the TWI programs and the philosophy that they embody are the foundation of efforts to move an organization toward increased productivity and higher profitability through a culture of continuous learning, continuous improvement and respect for the skills and contributions of the entire workforce.

In a highly competitive global economy, Canadian industry needs TWI.

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