

## TWI IN CITY OF ODENSE

- THE MISSING LINK IN OPERATIONS MANAGEMENT

### The "Master"



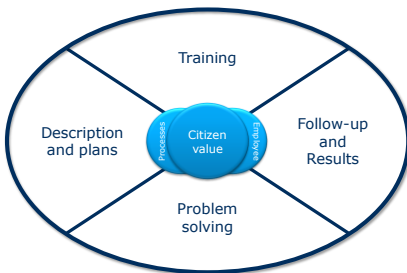
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### Facts about City of Odense

- 197.000 inhabitants
- 25% of them receives some sort of social benefits
- 17.000 employees
- 1.400 employees in the Department of Employment and Social Services (DESS)
- Cash flow 5 billion. DKK
- We have been working with Lean for 4-6 years in the DESS



### The missing link...



Introduction to  
**THE TWI METHOD**

The story behind

Training Within War Industry



To Japan and back



TWI metode

It's the way we

- Describes work
- Prepare training materials
- Train employees to do the job
- Follow-up on performance
- Establish good relationships

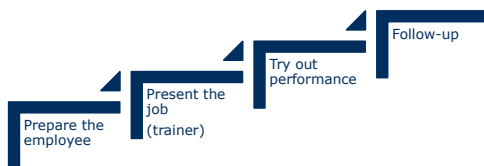


The main difference lies in the training approach !!  
We train both new and existing colleagues intensively

Five needs model for good supervisors



4 steps in Job Instruction



If the employee hasn't learned  
The instructor hasn't taught



How to improve – Job Methods

<b>Step 1 Break down the Job</b> List all details	
<b>Step 2 Questions</b>	<b>Trin 3 Develop</b>
Why? What?	→ Eliminate
Where? When? Who?	→ Combine Rearrange
How?	→ Simplify
<b>Step 4 Apply the new method</b> Sell – approval – use – appreciation	



## Job Relation - Working with and through people

### Fundations for good relations

- Let each employee know how he/she is getting along
- Give credit when due
- Tell people in advance about changes that will affect them
- Make best use of each person's ability

### Handling a problem (4 steps)

1. Get the facts
2. Weigh and decide
3. Take action
4. Check results



## The big question

TWI - does it work in a public administration?

No known cases – no national or international experiences...?

## Pioneer spirit

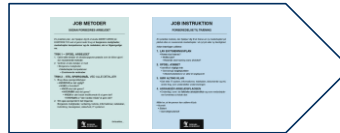
Dear employee

- We are working on the edge of known knowledge
- We are going to be experimenting with something new and exciting
- We don't know if it will work
- We need your help finding as many errors as quickly as possible
- We would like to make the best training for employees in the public sector in Denmark

... will you be a part of it?

## Overall TWI approach

### Pilot

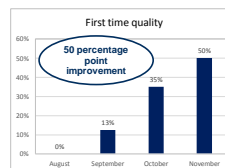


### Implementation



## RESULTS

## Results in interview 1 and 2

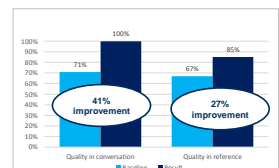


Statements from the pilot:

*"The conversations are no longer left on peoples desks for multiple weeks. We don't have to call the citizens for information, that is missing from the journal or has been forgotten. The journals are better."*

*"...less unnecessary contact with the citizens, but more contact with the right citizens."*

*"It has become much clearer what is expected from each employee."*



Statements from the pilot:

*"The structure gives you the time to learn and understand the processes that goes on to the casework."*

*"It has given the social worker a significant "freedom" in the conversations, which benefits the citizen."*

*"In the administration it has had the side effect that the working relationship between the administration and the social worker has improved"*

*"I feel more competent to conduct the conversations. I'm much more confident in the meeting with the citizen. It allows me much more room to put my professional competency into play"*

### Results in the interview 3



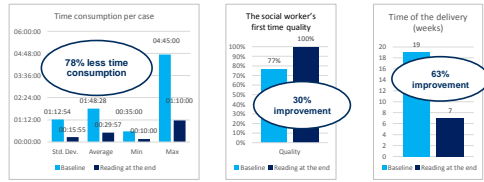
Statements from the pilot:

"They have gotten a more profound insight/knowledge on the purpose for the citizen indicators. The follow-ups have been further developed since the citizens have been in out in a project. We are in a process making a system."

"Focus has been on the goal – improved impact."

"I feel safe, if I have to take over cases from my colleague."

### Results in the back office production



Statement from the pilot:

"It's easier to do your job, we don't estimate as much as we did before. Previously we struggled much more and it was more chaotic to work with the cases."

"Efficient caseworking and a quick administrative procedure."

"The preparation is somehow already done, I just need to answer the citizen."

"Transparency – you know the letter the citizen receive. Also when it is a colleague who has been handling the case."

### Hypothesis outcome

Included answers	Colour explanation				
	Front operation	Support base production	Case work 1	Case work 2	Case work 3
Was the JM-method for improvement of the work plan and easy to learn?	67%	33%	86%	55%	71%
Was the JM-method for improvement of the work efficient (less time consuming)?	67%	66%	71%	56%	28%
Was the JM-method for improvement of the work efficient and did it make a big improvement?	67%	100%	86%	97%	43%
Was the trainers education as JM-trainers efficient?	84%	83%	71%	67%	14%
Was the training of the employees in the JM-method efficient?	27%	89%	80%	78%	7%
Templates - Are the drawn up standards usable in your daily work?	63%	100%	73%	83%	29%

3M Hypothesis ✓  
 JM Hypothesis ✓  
 Template hypothesis ✓

Example:



### Soft outcome

Included answers	Colour explanation				
	Front operation	Support base production	Case work 1	Case work 2	Case work 3
The pilotproject has brought a better service for the citizens: Improved quality in the work	63%	77%	100%	64%	29%
The pilotproject has brought a better service for the citizen: Reduced variation in the work	54%	88%	80%	64%	43%
The pilotproject has brought a better service for the citizen: Quicker case working service	27%	100%	47%	43%	7%
My performance at work has improved	40%	78%	87%	59%	29%
It has gotten easier to do my job	50%	89%	93%	85%	50%
It has become more obvious for me to know what is expected of me in my job	53%	66%	93%	79%	50%
The teamwork with other departments has improved	9%	44%	34%	21%	0%
The well-being in the department has improved	9%	44%	34%	21%	0%

Quality ✓  
 Professionalism ✓  
 Well-being ✓  
 Recommend to others ✓

Unintended

### How much is it?

Pilot	Consumption of resources in total
Interview 3	52 man-days
Interview 2	69 man-days
Interview 1	64 man-days
Back office production	26 man-days
Front operation	28 man-days

Equalling 1-3 working days for each employee in the participating sections

- Meetings in the steering committee
  - The time consumption of the consultants
  - The consultants have used around 80% of their working hours on the pilots.
- 1 man-day is defined as 7,4 hours.

### The big question

TWI - does it work in a public administration?

YES!!!

# LEARNING POINTS

## Learning points

Phase	Learning
Need	You don't need TWI! Fact based, realized and accepted needs
Test	No physical actions – DOJO learning – interview is hard You cannot build a trainer in 2-3 weeks  Results despite resistance Show and tell people in advance – TWI is something new and different  Deviation from the method grants challenges  Working with complexity in various dimensions  Measuring the baseline is crucial Cheap results – no investment
Roll-out	The interest and the pioneer spirit has gone

We need to become much better!

## The complexity in the administrative processes

The challenge is:

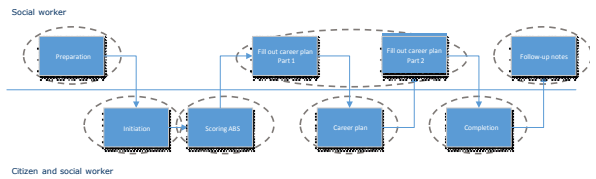
- The method of TWI requires learning and focus
- The administrative value chain isn't visible
- A lot of information – few actions
- Working with people is complex - every person and situation is unique

Complexity in multiple dimensions

Our lesson is:

- Take your time to educate your trainers and familiarize them with the TWI method
- Show and tell your employees about the TWI method - prepare your employees in advance, so they are ready for the changes
- Checklists – way of handling information which is embedded in the training
- Train structure – make room for individual adjustment for the citizen
- Breach the chronology- to create pedagogical logic

## Training session



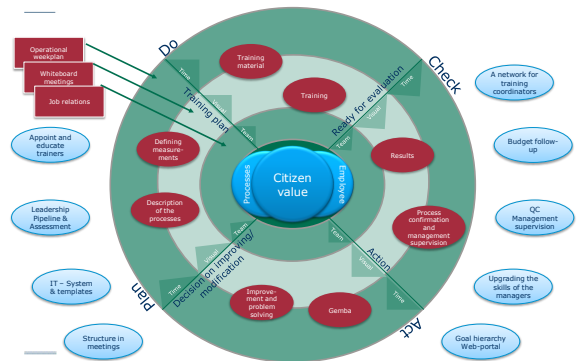
Citizen and social worker

## Organizational Buy in

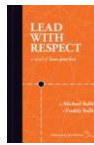
- The organization is delivering the resources and it is always a "NO GO"
- How do we ensure that the organization recognize the gain?
  - Address the basic needs in the operation
  - Create a demand in the organization through results in pilot projects
  - Communicate about needs that are revealed
  - Employee development – Leadership development

Today we find that the organization is calling for our help!

## Concept



## Litterature and professional sparring



**business**  
through  
**people**



\* Søg på "Training within Industry" for dansk TWI kort App

## Questions



# Thank You

