

# Training in the Industrial Workplace

GETTING IT RIGHT THE FIRST TIME, ON TIME

New equipment is installed, production plummets. New product is introduced, quality falls. New workers join the line, productivity takes a hit. What can a plant manager do to sustain production, quality, productivity, uptime, troubleshooting, and other performance metrics when things change?

The solution is not just “training”, which is always on the agenda, but performance-based training that guarantees results. This means setting aside the detailed equipment manuals. That’s for the engineers, not the operators. It means providing workers with precise Learning Guides that illustrate their new jobs step-by-step, demonstrating the process and coaching their hands-on practice. Training ends, not when the clock says it’s time, but when the workers pass Competency Checks that prove they know how and can do.

## Focus on learners

Every aspect of our training is designed to make learning as easy, efficient and enjoyable as possible for the learners. Our Learning Guides are:

Written from the **learner’s perspective**. Information is organized based on how it will be needed during training and on-the-job. You won’t find equipment installation instructions, spare part listings, or technical engineering diagrams in our Operator’s Guides. You will find step-by-step instructions for how to do *actual on-the-job tasks*.

**Comprehensive.** Through our Job Mapping process, we identify every task learners need to perform to effectively run the equipment. Typically, we identify 15-20 tasks in each of the following categories: Daily Operations, Troubleshooting, Quality Control, Changeover, and Autonomous Maintenance. We then document how to perform each task so literally everything learners need to know is included in the training.

**User-friendly.** The Learning Guides are easy to navigate and easy on the eyes. Each task starts on a new page so it is easy to find exactly what you are looking for. The Guides are illustrated with pictures and diagrams to reduce laborious reading and shorten the time to “I get it.” Workers aren’t afraid to crack them open and start learning. On the job, they can use the Guides as quick-references.

## Focus on safety

Luminance’s Lock Out-Tag Out (LOTO) instruction has set new standards for clients. We will work with you to ensure:

- Safe procedures are clearly outlined
- Learners are alerted to potential hazards
- Learners always practice and learn the safe, correct way to do a workplace procedure.



## Focus on results

Learning Guides are implemented as part of a performance-based training program. Training is about building skills, and skills need to be practiced. Learners have to “get it,” and they (and you) know they “got it” when they *demonstrate* they can do it. The signed attendance sheet won’t do.

Luminance builds training that:

- Provides expert demonstrations for actual on-the-job tasks (while learners follow along in the Learning Guide) so everyone has a chance to see it before they do it.
- Provides opportunities to practice each task immediately following the demonstration. We don’t bore or confuse learners by making them watch over and over. The expert doesn’t need the practice! Workers do, so they get as much practice time as they need to be competent. If not now, then the required practice will simply occur during production with predictable consequences.
- Includes individual coaching and feedback so each learner learns to do the task exactly right.
- Uses Competency Checks to certify each learner can perform as required.
- Is fully compatible with the TPM Skills Matrix recommended by JIPM (The Japan Institute for Plant Maintenance).

## Focus on sustaining results

When there’s further change in equipment, product, procedures, etc., training needs to change too to keep operators in sync and results flowing. Good news --- Luminance uses the standard Microsoft Office suite, meaning you can edit the training material at any time. Do it yourself, or we’ll do it for you. We do not use expensive, unfamiliar software or copyright what we create for you. You will not find yourself “locked out.”

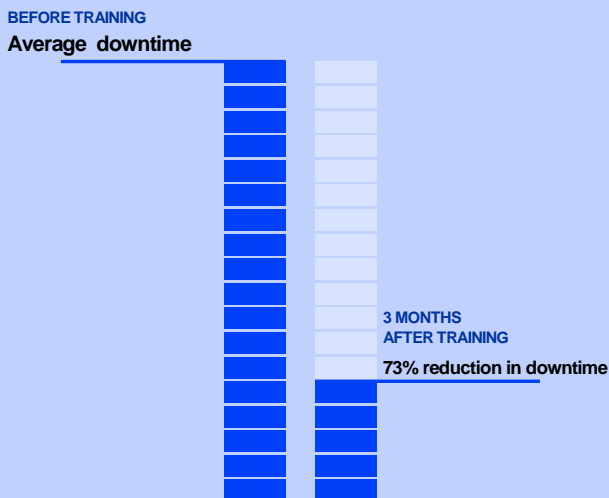
### Bringing it all in-house

If you are interested in having your employees make major edits or develop Learning Guides for other areas of your plant, our Performance-based Learning Series Courses may be just the thing.

- *Modify Learning Guides* enables your employees to quickly and easily update any Learning Guide we have created for you.
- *Create Learning Guides* enables your employees to build new Learning Guides from scratch.
- *Deliver and Assess Training* makes your employees certified Course Managers, qualified to teach performance-based training programs, including implementing Competency Checks.

## Focus on ROI—a case study

### LINE 1 PALLETIZER MAJOR STOPPAGES



Early in 2005 Luminance was asked to help develop training for the Palletizers at the Unilever HPC plant at City of Industry, CA. The training gave Associates the tools needed to:

- Thoroughly comprehend equipment operation
- Quickly and effectively troubleshoot problems
- Recover quickly from stoppages
- Eliminate causes of problems
- Work effectively with Mechanics, and seek help only after fundamental troubleshooting steps have been completed.

The City of Industry plant’s business plan has it meeting aggressive OEE targets each year. Reducing major and minor stops is critical to meeting these targets.

The big surprise? You can take for granted that with Luminance training production and quality will ramp up quickly, that maintenance and troubleshooting will go smoothly, that productivity and worker satisfaction will be sustained. The big surprise is that this customized individualized in-house training typically costs less than conventional training and support by engineers and other outside experts.