

INGERSOLL RAND – TRANE CASE STUDY (Lexington, KY)

Problems to address:

- a) Poor on-time delivery to customer
- b) Low retention of newly-hired temporary workers
- c) Takes too long to train with mixed final results

Results: (Before and After TWI Job Instruction)

Old Training Methods

a) Only 47% of newly-hired workers were still on the job after 30 days.	a) Now, 70% of new hires are still on the job after 30 days.
b) It took, on average, 2 weeks to train a new hire with mixed results on demonstrated quality and quantity.	c) It now takes 4 days to train new-hires and trainees routinely meet quality and takt times.

New processes developed to track all orders 3 days out, better visual management on load planning, and the implementation of the Training Center using TWI methods enabled great improvements in On Time Shipment. In one quarter, they were able to introduce forty-two new associates while improving On Time Shipment from 79% to 99%

Situation Background:

a) On-time deliveries –

IRCO-Trane’s peak season runs from approximately May – August with a lot of demand from schools and universities as well as summer construction season. In 2013 they needed to complete 154 units/day but were only able to do 108/day.

IRCO’s historical approach was to just bring in enough temporary workers and train them quickly in an effort to meet orders. What was actually happening was that IRCO brought them in, put them through 4 hours of safety orientation videos and power point presentations, and then put them with an experienced worker hoping that they would learn by watching. The result of this unstructured approach to training was that most of the new workers either quit or were just turned loose in about 2 weeks’ time to do the best they could. New hires would move from positions almost daily to address the absenteeism. Core employees were often training different new hires daily. Management still expected that the supervisors hit their targets. This caused frustration and morale issues throughout the plant.

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Situation Background:

b) New-hire retention and performance –

As stated by Stuart Gardner, Mid-America Value Stream Coach, “Our reason for doing this (implementing TWI Job Instruction) was retention.” Our need was ramping up during peak season.” IRCO-Trane was losing business due to this inability to meet peak-season orders.

Adding to the urgency was an ISO audit corrective action report which found that workers couldn’t demonstrate ability to perform to IRCO-Trane’s standard work. The Lexington site could potentially lose their ISO certification if this were not corrected, would be embarrassing and difficult to explain to customers, and would likely lead to additional loss of business.

Situation Background:

c) Takes too long to train and unable to demonstrate proficiency –

IRCO-Trane’s traditional approach was to have the trainees work on the job next to an IRCO “buddy.” Although the intent was good, there was no standard way of training and judging competence.

This approach also slowed down production by tying up the time of experienced workers for the two week training period.

How IRCO did it:

- IRCO brought in the TWI Institute to provide Job Instruction training in the summer of 2015.
- In 2016 IRCO created a Training Center which, along with the use of TWI Job Instruction methods, resulted in excellent performance by new workers after 4 days of training, and without loss of production.
- TWI Job Instruction training is now part of IRCO-Trane’s Team Leader Development Program. The training of Team Leads (all UAW Union members) and their acceptance of Job Instruction methods use has been a critical part of this impressive success.