APPENDIX

# Vocational Training Instructors Manual for ASEAN GAIN (Guide for ASEAN Instructors)

Appendix (Revision 1.0)

# **APPENDIX**

# 1 Analysis of VT Instructor's Operations and Duties and Human Resources Development (Prepared based on the "Human Resources Development System 2009" by JEED, introduction of outline)

The Human Resources Development System 2009 is a system to allow the abilities of VT instructors who are limited in number to be fully utilized. This human resources development system was started in FY2009, with the purposes of maintaining and improving the credibility of the capacity building by the JEED and the quality of training and contributing to the development of vocational skills, focusing on human resources development.

The system aims to develop the abilities of VT instructors, mainly focusing on OJT, by clearly stating the ideal image of VT instructors and their operations.

### 1.1 Purpose

When the Human Resources Development System 2009 was established, its purpose was set as: "establish an environment wherein people can work with motivation for achieving the objectives of the organization, by respecting the working style of each VT instructor while capitalizing on their individual strengths and promote the instructors' operations and their capacity building according to individual objectives set by considering the skills and aptitude of the individual instructors".

### 1.2 Roles of the organization and the ideal image of VT instructors

The characteristic of this system is that it facilitates the setting of human resources development objectives by clearly showing the roles of the organization and the ideal image of VT instructors.

### (1) The roles that the JEED should play

The major roles of the JEED are: (i) securing the safety net for employment, (ii) securing and developing human resources for small- and medium-sized enterprises, (iii) development of workers' careers, and (iv) promoting the development and diffusion of techniques for training methods and capacity building.

### (2) Ideal image of VT instructors

In order to serve the role of the JEED securely, the skills expected for VT instructors is clarified as follows, and their skill building is implemented.

- ①The VT instructor understands the mission and role of instructors and has good sense and broad knowledge.
- <sup>(2)</sup> The instructor has expert knowledge, skills and techniques. In addition, he/she is familiar with the situation of the actual production site and can describe the job.
- (3) The instructor has the ability to detect and solve problems, and can give technical advice to job seekers and workers in the fields of skills and techniques.
- (4) The instructor can utilize training methods to pass on skills and teach technologies.
- (5) The instructor can give consultation and support related to vocational career development according to the ability and aptitude of the job seeker or the worker.
- <sup>(6)</sup>The instructor has formed an attitude as a worker in the industry, an educator and a consultant.
- The instructor has passion, confidence and humility (he/she can win trust and be respected as an authority).

### 1.3 Setting the human resources development objectives

Objectives (objectives for operation and skills development) should be set by each VT instructor. However, such objectives should be consistent with the direction of the organization's objectives, otherwise the instructors will not feel a sense of fulfillment even upon accomplishing those objectives. Therefore, in this system, the working style of VT instructors expected by the organization and their necessary abilities are clarified so that they are able to set clear goals.

| Department | Duties                                    | Content                                                                                                                                                           |                                                                                         |                                                           |
|------------|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------|
| Training   | Formulation of                            | Planning of VT courses                                                                                                                                            | Planning management                                                                     | Promotion of training plan                                |
| management | the training plan                         | Assisting the formulation of<br>the annual plan<br>Development of VT courses<br>Formulation of curriculums                                                        | Planning the annual plan<br>Budget planning<br>VT course process<br>management          | Evaluation and<br>improvement of the annual<br>plan       |
|            | Preparation of equipment                  | Preparation of equipment                                                                                                                                          | Management of equipment                                                                 | Promotion of the preparation of equipment                 |
|            |                                           | Creation of equipment<br>ledger<br>Creation of tools ledger<br>Creation of materials ledger<br>Maintenance of equipment<br>and tools                              | Equipment preparation<br>planning<br>Equipment maintenance<br>planning                  | Evaluation and<br>improvement of equipment<br>preparation |
|            | Preparation<br>of facility &<br>equipment | Preparation of facility & equipment                                                                                                                               | Management of facility & equipment                                                      | Promotion of the<br>management of facility &<br>equipment |
|            |                                           | Creation of property ledger<br>Formulation of facility &<br>equipment ledger                                                                                      | Facility & equipment<br>preparation planning                                            | Evaluation and improvement of preparation                 |
|            | Preparation of<br>training raw            | Preparation of training materials                                                                                                                                 | Management of training materials                                                        |                                                           |
|            |                                           | Creation of training<br>materials (texts and teaching<br>aids)<br>Intellectual properties and<br>copyright<br>Collection of information<br>for training materials | Storing and management                                                                  |                                                           |
|            | Management of trainees                    | Selection of those admitted                                                                                                                                       | Management of the selection of trainees                                                 | Promotion of selection<br>management                      |
|            |                                           | Creation of selection and<br>evaluation table<br>Exams and interviews                                                                                             | Admission decision                                                                      | Evaluation and<br>improvement of selection<br>method      |
|            |                                           | Career formulation support                                                                                                                                        | Career support<br>management                                                            | Coordination with "Hello<br>Work"                         |
|            |                                           | Individual instruction<br>(respect for human rights)<br>Group instructions<br>Placement support                                                                   | Finding of the place of<br>employment<br>Consultation and<br>instructions on employment |                                                           |
|            |                                           | Follow-up of trainees                                                                                                                                             | Follow-up management                                                                    | Promotion of trainee<br>assistance                        |
|            |                                           | Status survey on the<br>employment situation of<br>trainees                                                                                                       | Providing consultation<br>Continuous support                                            | Evaluation and improvement of follow-up                   |
|            | Training                                  | Holding events                                                                                                                                                    | Management of events                                                                    |                                                           |
|            | management                                | Enrollment ceremony,<br>orientation, commencement<br>ceremony                                                                                                     | Evaluation and improvement of events                                                    |                                                           |
|            |                                           | Safety and health                                                                                                                                                 | Safety and health management                                                            |                                                           |

 Table 5-1-1 Duties of VT Instructors (some of the ideas of the duties)

|                               |                                              |                                                                                                                                     | 1                                                                                                                                           | 1                                                    |
|-------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
|                               |                                              | Instructions on safety and<br>health<br>Creation of safety manuals                                                                  | Evaluation and<br>improvement of safety<br>and health management<br>instructions<br>Environmental preservation<br>management                |                                                      |
|                               |                                              | Training implementation                                                                                                             | Training management                                                                                                                         | Promotion of training management                     |
|                               |                                              | Preparation for training<br>implementation<br>Training implementation<br>Evaluation of training<br>implementation                   | Evaluation and<br>improvement of instruction<br>method<br>Evaluation and<br>improvement of training<br>materials                            | Evaluation and improvement of PDCA                   |
| Development<br>support        | Technical support                            | Technical support                                                                                                                   | Technical support<br>management                                                                                                             | Promotion of technical support                       |
| management                    |                                              | Collection and provision of<br>technical information<br>Collection and provision<br>of information on training<br>materials         | Planning and adjustment of contracted research                                                                                              | Research on technical trends                         |
|                               | Support for<br>employers                     | Support for associations and companies                                                                                              | Management of support<br>for associations and<br>companies                                                                                  |                                                      |
|                               |                                              | Support for skill building<br>Support for employment<br>management                                                                  | Support planning and management                                                                                                             |                                                      |
|                               | Collection of<br>information on<br>companies | Visits to associations and companies                                                                                                | Management of visits<br>to associations and<br>companies                                                                                    |                                                      |
|                               |                                              | Survey on the actual situation of skill building companies                                                                          | Management of survey on the actual situation                                                                                                | _                                                    |
|                               |                                              | Survey on company information                                                                                                       | Management of<br>information collection                                                                                                     |                                                      |
|                               |                                              | Creation of survey sheet<br>Company survey                                                                                          | Understanding the situation<br>of regional industry<br>Information collection and<br>analysis                                               |                                                      |
| Institution<br>administration | Public relations<br>and recruiting           | Public relations and recruiting                                                                                                     | Management of public relations and recruiting                                                                                               | Promotion of public relations and recruiting         |
| and<br>management             |                                              | Creation of public relations<br>draft<br>Public relations activity<br>Understanding the<br>application for trainees and<br>students | Selection of the place<br>to post public relations<br>information<br>Public relations planning<br>Analysis and evaluation of<br>application | Evaluation and<br>improvement of public<br>relations |
|                               | Operation of<br>systems and                  | Operation of systems                                                                                                                | Management of systems operation                                                                                                             | Promotion of systems operation                       |
|                               | divisions                                    | Preparation for holding<br>conferences<br>Creation of materials and<br>minutes                                                      | Operation of systems<br>conferences<br>PDCA cycle promotion                                                                                 | Evaluation and improvement of operation              |

|                    | Operation of committees        | Holding committees                                                                                                                                                    | Management of<br>committees operation                                           | Promotion of committees operation                                                        |
|--------------------|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
|                    |                                | Coping with various<br>events for those outside the<br>organization<br>Preparation for committees                                                                     | Facilitation of committees<br>Progress management                               | Evaluation and improvement of operation                                                  |
| Human<br>resources | Human resources<br>development | Development of new VT instructors                                                                                                                                     | Development of young VT instructors                                             | Development of mid-level<br>VT instructors                                               |
| development        |                                | Advice and instruction on<br>areas of expertise<br>Acquisition of expertise<br>Training management<br>support<br>Institution administration<br>and management support | Planning the instruction<br>Acquisition of expertise<br>Performance instruction | Management of instruction<br>plan<br>Acquisition of expertise<br>Performance instruction |

#### 1.4 Development stages

In order to promote the human resources development through the process of operation (OJT), all VT instructors are positioned in four development stages (newcomer, mid-level, quasi-veteran, and veteran), and operations and development assignments are set for each stage. At the same time, a system of ranks (such as senior VT instructors and chief VT instructors) is set for supporting problem solving for each instructor, with the expectation of proactive efforts as a team. Thus, the system provides an occasion for individual VT instructors to work by capitalizing on their strengths.

#### (1) Newcomer group (around 25 years old)

Instructors of this group are expected to acquire accomplishments as a VT instructor, and to have an ability to implement and manage a VT institution.

#### (2) Mid-level group (around 32 years old)

VT instructors of this group are expected to be able to implement and manage a VT institution while accumulating various experiences and also provide OJT to junior fellow VT instructors.

#### (3) Quasi-veteran group (around 40 years old)

VT instructors of this group play a central role in promoting the implementation and management of a VT institution and provide OJT to junior fellow VT instructors.

#### (4) Veteran group (around 52 years old)

Instructors of this group are in charge of management and the development of junior fellow instructors regarding the training instruction/implementation and training management.

#### 1.5 Recommendations on the VT instructors development program in developing countries

It is known from past experience of VT support that VT instructor's operations are not always clear. Even in Japan, VT instructor's operations became clear only in 2009, when the Human Resources Development System 2009 started. It took 51 years from the enactment of the Vocational Training Act (VT Act) in 1958. Although VT measures have changed and the operations provided by VT instructors also went through transition during this period, they were written clearly for the first time in 2009, and the operations were visualized.

The basic idea is to aim for skill building by clarifying the skill building policy for VT instructors to promote their operations with pride, based on the purpose of the establishment of VT organization. What is important here is the visualization of operations and skill development.

It is considered that such visualization and the setting of skill development objectives should be effective as skill building measures for VT instructors in developing countries. However, VT instructor's operations differ by the situation of each country and VT institution, and it should not be sufficient to simply import the division of operations in Japan as it is. It should be newly created by considering the state of affairs in the country, budget, allocated staff and so on. At the same

time, the mere clarification of the operations may only result in evaluation, and not in actual human resources development. A system fully considering human resources should be established.

# 2 Skill Map

# 2.1 Outline of skill map

Human resources development in companies should be implemented according to the plan. The plan should be in line with one's everyday operation and should have a systematic and phased curriculum. The first step that should be taken is to clarify the tasks in everyday operation (operations analysis), and to create map that systematically summarizes such duties (skill map). By creating a skill map, issues can be shared within the organization and the problems of human resources development that can be clarified.

The skill map has a tree-like structure (Figure 5-2-1). It is also divided into three layers, namely "organizational structure", "operation" and "actual work".

In the first layer, the organizational structure, the entire operation function of the company is divided roughly into "departments" according to types and systems. Under each department comes "duties", which are divided by the operation functions.

In the second layer, operation, further segmentation is implemented into "tasks", which are the minimum units of operation function that can be allocated separately to each duty. Each task is further divided into "works", which is the indivisible unit of the series of related actions conducted by a single worker.

In the third layer, each work is divided into "skills and techniques", which represents the specific actions for work implementation. All skills and techniques are further divided into "knowledge" on judgment standards and on points of improvement.



Figure 5-2-1 Example of Point of View for Skill Map

(Source: Excerpt from the list of skill map of the Vocation Training Station Support System (TETRAS) by JEED: http://www.tetras.uitec.jeed.or.jp/ShougaiTaikei/)

(Note: The origin of quotations may change the contents and their expression without notification, now or in the future.)

In addition, the skill map sets level segmentation for tasks. The setting standards are as follows:

Level 1: Work to nurture the foundation of corporate profit

Level 2: Work to generate corporate profit

- Level 3: Work to lead the corporate profit
- Level 4: Work to create corporate profit

### 2.2 Formats of skill map

There are 1 to 4 formats of skill map.

Format 1 shows the entire picture from a bird's-eye view.

#### Lifelong human resources development system



### Figure 5-2-2 Format of Skill Map (excerpt)

(Source: Excerpt from the list of skill map of the Vocation Training Station Support System (TETRAS) by JEED: http://www. tetras.uitec.jeed.or.jp/ShougaiTaikei/)

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Format 2 shows the "work" in a systematic and phased manner.

#### Type of industry: Metal cutting machine tool manufacturing

Skill map by "job"

Format 2

| Department  | Job Level   | L1                   | L2                                     | L3             | L4 |
|-------------|-------------|----------------------|----------------------------------------|----------------|----|
| Marketing   | Marketing   | Marketing activities | Marketing management                   | Marketing plan |    |
|             |             | Business meeting     | Trading business                       | Trade plan     |    |
|             | Marketing   |                      | Marketing strategy                     |                |    |
|             | strategy    | Work                 | Survey/planning                        |                |    |
|             |             |                      | Clients screening                      |                |    |
|             | Technology  |                      | Technology marketing                   |                |    |
|             | marketing   |                      |                                        |                |    |
| Maintenance | Maintenance |                      | Customer contact                       |                |    |
| service     | service     |                      | Machinery/electric maintenance         |                |    |
|             |             |                      | Information system                     |                |    |
|             |             |                      | Detailed examination after maintenance |                |    |
|             |             |                      | Upgrading service                      |                |    |

# Figure 5-2-3 Format 2 of Skill Map (excerpt)

(Source: Excerpt from the list of skill map of the Vocation Training Station Support System (TETRAS) by JEED: http://www. tetras.uitec.jeed.or.jp/ShougaiTaikei/)

(Note: The origin of quotations may change the contents and their expression without notification, now or in the future.)

Format 3 shows the relationship between the "task" and "work" under it.

#### Type of industry: Metal cutting machine tool manufacturing



Figure 5-2-4 Format 3 of Skill Map (excerpt)

(Source: Excerpt from the list of skill map of the Vocation Training Station Support System (TETRAS) by JEED: http://www. tetras.uitec.jeed.or.jp/ShougaiTaikei/)

(Note: The origin of quotations may change the contents and their expression without notification, now or in the future.)

Format 4 shows the "skills and techniques" necessary for the "work" and the required "knowledge".

| Type of ind | ustry: Metal | cutting | machine | tool | manufacturing |
|-------------|--------------|---------|---------|------|---------------|
|-------------|--------------|---------|---------|------|---------------|

|                                  |                                                                                                                                                                                                                                                        | <u>Details of "work" by "job"</u>                                                                         | -                                                                  | Format 4              |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-----------------------|
| Job                              | Turn                                                                                                                                                                                                                                                   | ing processing                                                                                            | Level                                                              | L1                    |
| Task Lathe processing            |                                                                                                                                                                                                                                                        |                                                                                                           |                                                                    |                       |
| Work                             | Skills                                                                                                                                                                                                                                                 | /Technique Details of works                                                                               |                                                                    |                       |
| 1 Outside diameter<br>processing | neter       1       Be capable of setting outside diameter processing condit         Know how to read a machinaery drawing       Know         Know about the machinability of each material         Know about the three elements of cutting condition |                                                                                                           |                                                                    |                       |
|                                  | 2                                                                                                                                                                                                                                                      | Be capable of selecting adeq<br>Know about the names as<br>Know about the materials<br>Know about coating | uate cutting tools<br>nd functions of the pa<br>s of cutting tools | arts of cutting tools |

# Figure 5-2-5 Format 4 of Skill Map (excerpt)

(Source: Excerpt from the list of skill map of the Vocation Training Station Support System (TETRAS) by JEED: http://www. tetras.uitec.jeed.or.jp/ShougaiTaikei/)

(Note: The origin of quotations may change the contents and their expression without notification, now or the future.)

# 2.3 Skill map model

Even if a department in charge of human resources development in each company wants to create a skill map, it may be difficult if daily operations are excessive, because the process takes a lot of work and time. JEED develops and publishes a standard skill map model for each job category, from the perspective of ensuring the convenience of users. As of June 2013, 93 industries (approximately 2,700 duties), primarily according to the small classification by the Japan Standard Industry Classification are developed.

|   | Large classification  | Medium classification                               | Implemented industries                                                                                                                                                                                                                                                                         |  |  |
|---|-----------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| A | Agriculture, forestry | Agriculture                                         | <ol> <li>Rice cropping, cropping of grain other<br/>than rice</li> <li>Vegetable cropping (open culture)</li> <li>Vegetable cropping (facilities culture)</li> <li>Dairy farming</li> <li>Forestry</li> </ol>                                                                                  |  |  |
| D | Construction business | Comprehensive construction                          | <ul><li>(1) Civil engineering work</li><li>(2) Landscaping work</li><li>(3) Construction work</li></ul>                                                                                                                                                                                        |  |  |
|   |                       | Construction by occupation                          | <ol> <li>(1) Carpenters' work</li> <li>(2) Scaffolding work</li> <li>(3) Steel-frame work</li> <li>(4) Reinforcement placing work</li> <li>(5) Plastering work</li> <li>(6) Sheet-metal and metal work</li> <li>(7) Painters' work</li> <li>(8) Floor and interior work</li> </ol>             |  |  |
|   |                       | Facilities construction                             | <ol> <li>(1) Electric work</li> <li>(2) Telecommunications work</li> <li>(3) Air conditioning and ventilation<br/>facilities work</li> <li>(4) Water supply/plumbing and sanitary<br/>work</li> </ol>                                                                                          |  |  |
| E | Manufacturing         | Food manufacturing                                  | <ul><li>(1) Bread manufacturing</li><li>(2) Ready-to-eat food manufacturing</li><li>(3) Meat-processed food manufacturing</li></ul>                                                                                                                                                            |  |  |
|   |                       | Textile industry                                    | (1) Outer garment and shirt manufacturing<br>(excluding Japanese style)                                                                                                                                                                                                                        |  |  |
|   |                       | Furniture and fixture manufacturing                 | (1) Wood furniture manufacturing                                                                                                                                                                                                                                                               |  |  |
|   |                       | Pulp, paper, paper processed products manufacturing | (1) Paper containers manufacturing                                                                                                                                                                                                                                                             |  |  |
|   |                       | Printing and related business                       | <ul><li>(1) Printing</li><li>(2) Bookbinding</li></ul>                                                                                                                                                                                                                                         |  |  |
|   |                       | Plastic products manufacturing                      | (1) Industrial plastics products<br>manufacturing                                                                                                                                                                                                                                              |  |  |
|   |                       | Ceramics and earth and rock products manufacturing  | (1) Glass containers manufacturing                                                                                                                                                                                                                                                             |  |  |
|   |                       | Iron and steel business                             | <ul><li>(1) Pig iron and cast metal manufacturing</li><li>(2) Forged product manufacturing</li></ul>                                                                                                                                                                                           |  |  |
|   |                       | Metal products manufacturing                        | <ol> <li>Machinery blade manufacturing</li> <li>Construction-metal product<br/>manufacturing</li> <li>Metal-press product manufacturing</li> <li>Metal heat-treating business</li> </ol>                                                                                                       |  |  |
|   |                       | Nonferrous metal manufacturing                      | (1) Nonferrous metal forging ([forging, die-<br>cast] manufacturing)                                                                                                                                                                                                                           |  |  |
|   |                       | Conventional machinery and tool manufacturing       | (1) Logistics and transportation facilities<br>manufacturing                                                                                                                                                                                                                                   |  |  |
|   |                       | Manufacturing of machinery and tools for production | <ol> <li>Construction machinery and mining<br/>machinery manufacturing</li> <li>Metalworking machinery manufacturing</li> <li>Machinery and tool manufacturing</li> <li>Manufacturing of molds for plastic<br/>injection and molding</li> <li>Manufacturing of dies for metal press</li> </ol> |  |  |

# Table 5-2-1 93 Industries of Skill Map Model Published by JEED

|   | Large classification                       | Medium classification                                                   | Implemented industries                                                                                                                                                                                                                                               |  |  |
|---|--------------------------------------------|-------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
|   |                                            | Professional-use machinery and tool manufacturing                       | <ol> <li>Measurement instruments<br/>manufacturing</li> <li>Manufacturing of lenses and prisms for<br/>optical machinery</li> </ol>                                                                                                                                  |  |  |
|   |                                            | Electronic components, devices, electronic circuits manufacturing       | <ol> <li>(1) Integrated circuit manufacturing</li> <li>(2) Electronic circuit board manufacturing</li> <li>(3) Electronic circuit mounting board<br/>manufacturing</li> </ol>                                                                                        |  |  |
|   |                                            | Electric machinery and tools manufacturing                              | (1) Consumer electric machinery and tool manufacturing                                                                                                                                                                                                               |  |  |
|   |                                            | Information and communications<br>electronics equipment manufacturing   | <ol> <li>Information and communications<br/>electronics equipment manufacturing<br/>(related to embedding)</li> <li>Manufacturing of information and<br/>communications electronics equipment<br/>machinery and tools and related<br/>machinery and tools</li> </ol> |  |  |
|   |                                            | Transportation equipment and tool manufacturing                         | (1) Automotive part and accessory<br>manufacturing                                                                                                                                                                                                                   |  |  |
| G | Information and communications             | Information service business                                            | (1) Information service business                                                                                                                                                                                                                                     |  |  |
| Н | Transportation, postal service             | Road passenger transportation                                           | (1) Transportation of reserved general<br>passenger cars (including the<br>transportation of share-ride general<br>passenger cars)                                                                                                                                   |  |  |
|   |                                            | Road freight transportation                                             | (1) Transportation of general freight cars                                                                                                                                                                                                                           |  |  |
| Ι | Wholesale, retailing                       | Wholesale of various commodities                                        | (1) Wholesale trade of various commodities                                                                                                                                                                                                                           |  |  |
|   |                                            | Wholesale of textile and apparel                                        | (1) Wholesale of apparel                                                                                                                                                                                                                                             |  |  |
|   |                                            | Wholesale of food and beverages                                         | <ul><li>(1) Wholesale of food and beverages</li><li>(2) Wholesale of alcoholic beverages</li></ul>                                                                                                                                                                   |  |  |
|   |                                            | Wholesale of architectural materials, minerals, metal stocks and others | (1) Wholesale of architectural materials, minerals, metal stocks and others                                                                                                                                                                                          |  |  |
|   |                                            | Wholesale of machinery and tools                                        | (1) Wholesale of machinery and tool                                                                                                                                                                                                                                  |  |  |
|   |                                            | Other types of wholesale trade                                          | (1) Other types of wholesale trade                                                                                                                                                                                                                                   |  |  |
|   |                                            | Retailing of various commodities                                        | <ul><li>(1) Department store, Hypermarket</li><li>(2) Other types of various commodities<br/>retailing</li></ul>                                                                                                                                                     |  |  |
|   |                                            | Retailing of textile, apparel and personal belongings                   | <ul><li>(1) Retailing of women's apparel (franchise)</li><li>(2) Retailing of women's apparel (non-franchise)</li></ul>                                                                                                                                              |  |  |
|   |                                            | Retailing of food and beverage                                          | (1) Retailing of meals                                                                                                                                                                                                                                               |  |  |
|   |                                            | Retailing of machinery and tools                                        | <ul><li>(1) Automotive retailing</li><li>(2) Retailing of electric machinery and tools</li></ul>                                                                                                                                                                     |  |  |
|   |                                            | Other types of retail trade                                             | (1) Home improvement retailer                                                                                                                                                                                                                                        |  |  |
| L | Academic research, expertise and technical | Expertise service                                                       | (1) Labor and Social Security Attorney office                                                                                                                                                                                                                        |  |  |
|   | service                                    | Technical service                                                       | <ol> <li>Architectural designing</li> <li>Surveying</li> <li>Other civil engineering and construction<br/>services</li> <li>Non-destructive testing service</li> <li>Other technical services</li> </ol>                                                             |  |  |

|   | Large classification                | Medium classification                                            | Implemented industries                                                                            |
|---|-------------------------------------|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| M | Accommodations, eating and drinking | Accommodations                                                   | (1) Inn<br>(2) Hotel                                                                              |
|   | services                            | Eating and drinking places                                       | (1) Specialized restaurant (Japanese cuisine)                                                     |
| N | Daily living services,              | Laundry, barber, beauty salon, bathhouse                         | (1) General laundry                                                                               |
|   | entertainment                       | Other daily living services                                      | <ul><li>(1) Travel agency</li><li>(2) Funeral business</li></ul>                                  |
|   |                                     | Entertainment                                                    | <ul><li>(1) Bowling alleys</li><li>(2) Workout gyms</li></ul>                                     |
| 0 | Education, learning support         | School education                                                 | (1) Specialized training colleges, schools<br>for specialized education                           |
| Р | Medical healthcare, welfare         | Social insurance, social welfare, nursing care service           | <ul><li>(1) Home-visit nursing care service</li><li>(2) Fee-based homes for the elderly</li></ul> |
| R | Services                            | Waste treatment business                                         | (1) Industrial waste treatment business                                                           |
|   |                                     | Repairing of machinery, etc. (excluding those stated separately) | (1) Furniture repairing                                                                           |
|   |                                     | Employment referral service, worker dispatch service             | <ul><li>(1) Employment referral service</li><li>(2) Worker dispatch service</li></ul>             |
|   |                                     | Other service businesses                                         | <ul><li>(1) Building maintenance business</li><li>(2) Security service</li></ul>                  |

(Source: Excerpt from the list of skill map of the Vocation Training Station Support System (TETRAS) by JEED: http://www. tetras.uitec.jeed.or.jp/ShougaiTaikei/)

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# **3** Vocational Ability Evaluation Standards

The Vocational Ability Evaluation Standards given here are the official evaluation standards for vocational ability that form the center of "the Vocational Ability Evaluation System" in Japan. Based on the job analysis in a wide variety of industries and job categories, including cross-categorical clerical work, manufacturing, construction and service businesses, the standards cover 52 industries, 267 job categories, 616 duties and approximately 6,700 ability units (as of the end of May, 2014).

Here, an explanation is given by taking the example of "screw manufacturing industry–screw manufacturing job category" from the manufacturing industry.

# 3.1 Characteristics of the Vocational Ability Evaluation Standards

- In addition to the knowledge and skill/technology that should be held in order to implement work effectively and efficiently, the standards also specify the action that will result in achievements.
- The content of the work is segmented and summarized in a certain unit called "Ability Unit". By combining these ability units, it becomes possible to cope with the composition of duties in each company and a wide variety of duties for individual workers.
- The standards are set by selecting job categories and duties from the perspective of improving the competitiveness of the business world and human resources development and considering the human resources needs in the business world.
- The standards can be utilized not only for evaluating vocational ability but also as a guideline for career development and capacity building.

# 3.2 Composition of the Vocational Ability Evaluation Standards

- The content of work is segmented as: "Job Category" → "Duty" → "Activity". The vocational ability required for each activity is specified and is streamlined as an "Ability Unit".
- Ability unit is comprised of "Common Ability Unit" and "Selected Ability Unit".
- Ability unit is further segmented into several items called "Ability Details", and the "Standards for Job Performance" and "Required Knowledge" are specified.



Figure 5-3-1 Composition of the Vocational Ability Evaluation Standards

# 3.3 Classification according to the roles and assignments

Focusing on the roles expected from the company, the staff including the newcomer, person responsible of certain work, and those at the level of division head and sector head are categorized roughly into four levels, from Level 1 (L1) to Level 4 (L4).

| Level                                                                                                                                                                                        | Engineering                                                                                                                                                                                                                                                                                                                                                                                                                                              | Manufacturing                                                                                                                                                                                                                                                                                                                                                                           |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Level 4<br>(L4)                                                                                                                                                                              | Level of capacity necessary for assuming the<br>leadership of an organization as a person in charge<br>of a large organization, by setting organizational                                                                                                                                                                                                                                                                                                | Level of capacity necessary to set production plan<br>and organizational objectives and to assume the<br>leadership of the entire organization to achieve them                                                                                                                                                                                                                          |  |  |
|                                                                                                                                                                                              | judgments and decisions.                                                                                                                                                                                                                                                                                                                                                                                                                                 | as a person in charge of a large manufacturing line.                                                                                                                                                                                                                                                                                                                                    |  |  |
| Level 3<br>(L3)                                                                                                                                                                              | <ul> <li>Management</li> <li>Level of capacity necessary for creating an operational plan and implementing management operation of a mid- to small-sized organization, as a person who is responsible for such organization, based on management policy.</li> <li>Specialists</li> <li>Level of capacity necessary for generating corporate profit through technical development or solution in the area in charge with high-level expertise.</li> </ul> | <ul> <li>Management</li> <li>Level of capacity necessary for managing and<br/>supervising the work site as a person in charge of a<br/>mid- to small-sized manufacturing line.</li> <li>Specialists</li> <li>Level of capacity necessary for contributing in adding<br/>high value to products by implementing precise work<br/>and solving problems with high-level skills.</li> </ul> |  |  |
| Level 2 Level of capacity necessary for implementing operation as one of the main members of a grow while utilizing one's inventiveness and making autonomous judgment, improvements and sug |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                         |  |  |
| Level 1<br>(L1)                                                                                                                                                                              | Level of capacity necessary for securely implementing formulaic operation as a person in charge, based on the instructions and advice from one's supervisors.                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                         |  |  |

 Table 5-3-1 Classification of Manufacturing Industry (screw manufacturing industry)

# 3.4 List of Ability Units by Job Category

- The "List of Ability Units by Job Category" is given in order to cope with the composition of duties in each company and the difference of duties for individual workers with the combination of "Ability Units".
- The "Common Ability Units" set the vocational ability essential for implementing work, regardless of the specific content of the duties of individual workers.
- The "Selected Ability Units" set the vocational ability that differs according to the duties by the individual worker. Among them, one or more ability units are selected according to the content of the duties of individual worker.
- By combining the "Common Ability Units" and "Selected Ability Units", vocational ability evaluation standards appropriate for the content of the duties of individual workers can be made.

| Job<br>Category    | Screw manufacturing                                                                                                                                                                  |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Job<br>Description | Manufacturing of screws in the screw manufacturing industry. It is categorized into three job categories, namely flatting/former, rolling/tapping, and secondary processing cutting. |

[Example of job category related to manufacturing industry, "screw manufacturing"]

### APPENDIX

|                      | Numera CALINA TIMA                                                                  | т11       | L1.2      | Level 3    |           | Level 4   |
|----------------------|-------------------------------------------------------------------------------------|-----------|-----------|------------|-----------|-----------|
| Duty                 | Name of Ability Unit                                                                | Level I   | Level 2   | Specialist | Manager   |           |
|                      | Complying with safety, health and other rules                                       | 47C014L11 | 47C015L22 |            | 47C016L34 |           |
|                      | Problem solving<br>through improvement<br>activities                                | 47C017L11 | 47C018L22 |            | 47C019L34 |           |
| Common to all duties | Implementation of<br>operation through<br>collaboration with<br>concerned personnel | 47C020L11 | 47C021L22 |            | 47C022L34 |           |
|                      | Improvement and inheritance of skills                                               |           |           | 47C023L33  | _         |           |
|                      | Manufacturing management                                                            |           |           |            |           | 47C024L44 |

# Table 5-3-2 Common Ability Units

# 3.5 Vocational Ability Evaluation Standards by Ability Unit

- "Vocational Ability Evaluation Standards by Ability Unit" are comprised of several "Ability Details". They are basically set in line with the plan-do-see work cycle.
- The "Standards for Job Performance" are set for each ability detail.
- The "Standards for Job Performance" include competency in addition to skills and technology. They are listed as some typical examples of job behavior that can work as criteria for evaluation.
- The "Required Knowledge" is listed items that should be understood as a premise for job performance.

# Table 5-3-3 Example of Unit No. 47S044L22

| Level 1                  | Level 2      | Level 3<br>Specialist Manager                              |  | ] [ | Level 4            |   |              |
|--------------------------|--------------|------------------------------------------------------------|--|-----|--------------------|---|--------------|
|                          |              |                                                            |  |     | Unit No. 47S044L22 | 0 | ommon        |
| Selected Ability<br>Unit | Ability Unit | Rolling                                                    |  |     |                    |   |              |
|                          | Outline      | Ability to implement the rolling and casting of screw part |  |     |                    |   | Development, |

| Ability Details              | Standards for Job Performance                                                                              |                |  |  |
|------------------------------|------------------------------------------------------------------------------------------------------------|----------------|--|--|
| (1) Rolling work<br>planning | $\bigcirc$ In order to prevent reproduction in cases where there is waste due to excessive production or a |                |  |  |
|                              | lack of production, the quantity of production, scheduled time and quantity of materials used              |                |  |  |
|                              | (weight or numbers).                                                                                       | sura           |  |  |
|                              | O The performance, specification and handling method of a mold for rolling, rolling processer and          | nce            |  |  |
|                              | other facilities used are confirmed.                                                                       |                |  |  |
|                              | $\bigcirc$ A mold for rolling is prepared and attached appropriately to rolling processer.                 |                |  |  |
|                              | ○ The mold is checked for galling, rough surface, or cracks before it is attached, and test                |                |  |  |
|                              | processing is implemented.                                                                                 |                |  |  |
|                              | $\bigcirc$ Instructions on rolling work are given to colleagues and junior staff.                          | nt n           |  |  |
|                              | ○ Conditions of rolling machinery and ancillary machinery are set according to the use of the              |                |  |  |
|                              | product.                                                                                                   | =              |  |  |
|                              | ○ High-precision rolling work is implemented whilst adjusting the parameters for the mold in               | lanu S         |  |  |
|                              | order to ensure the correct dimensions of the processed product.                                           | crew<br>factu  |  |  |
| (2) Rolling work             | ○ Blanks are set adequately in mold.                                                                       | u <b>ri</b> ng |  |  |
| implementation               | $\bigcirc$ Even small anomalies in rolling machinery and ancillary machinery are not overlooked, and       |                |  |  |
|                              | measures are taken to prevent malfunctioning and trouble.                                                  | н              |  |  |
|                              | ○ Rolling machinery, ancillary machinery and molds are inspected after finishing the work.                 | leat           |  |  |
|                              | ○ The efficiency of processing work is improved by organizing, streamlining, cleaning, sanitizing          | tre            |  |  |
|                              | and ensuring discipline on the work site of the rolling work.                                              | atm            |  |  |
|                              | ○ Adjustment and maintenance of molds used for rolling machinery and ancillary machinery are               | lent           |  |  |
|                              | implemented correctly and promptly.                                                                        |                |  |  |
| (2) Work or eluction         | ○ Early breakage, galling, defects in the dimensions and surface of products are closely checked,          | Sur            |  |  |
| (3) Work evaluation          | and any uncertainties are confirmed with the supervisor.                                                   | face           |  |  |
|                              | $\bigcirc$ Any defective products and facility trouble are confirmed with the situation and cause and      | tres           |  |  |
|                              | reported to one's supervisor, and adequate measures are taken.                                             | ltme           |  |  |
| L                            | •                                                                                                          | - 1 B          |  |  |

#### Required Knowledge

| Shequireu Hilowieuge                                             |                                                                 |            |  |  |  |
|------------------------------------------------------------------|-----------------------------------------------------------------|------------|--|--|--|
| 1. Rolling process in general                                    | 4. Machine Oil                                                  | F          |  |  |  |
| <ul> <li>Types and characteristics of rolling process</li> </ul> | • Use of lubricant oil, hydraulic actuation oil, grease         | spe        |  |  |  |
| 2. Materials                                                     | and processing oil agent                                        |            |  |  |  |
| <ul> <li>Types, property and use of metal materials</li> </ul>   | Degradation, replacement, disposal                              |            |  |  |  |
| Types of defects of metal materials                              | 5. Method of processing with machinery                          |            |  |  |  |
| Material Testing                                                 | Types and use of machine tools                                  | Pa         |  |  |  |
| 3. Rolling method                                                | Hand-finishing and other processing method                      | shi        |  |  |  |
| Types, structure and use of rolling machinery and                | 6. Graphic method and material symbols set by JIS               | pme        |  |  |  |
| ancillary machinery                                              |                                                                 | orag<br>nt |  |  |  |
|                                                                  | 7. Electricity                                                  | je,        |  |  |  |
| • Types and use of jigs and tools used for rolling process       | • Electricity terms and how to use electric machinery and tools | Mo         |  |  |  |
| Rolling method                                                   | 8. Relevant laws and regulations                                | ld b       |  |  |  |
| • Cause of defects caused in rolling processed products and      | Relevant laws related to Basic Environment Act                  | uild       |  |  |  |
| prevention method                                                | 9. Safety and Sanitary                                          | ing        |  |  |  |
|                                                                  | • Detailed knowledge on safety and sanitary                     |            |  |  |  |
|                                                                  |                                                                 | Maii       |  |  |  |
|                                                                  | 1                                                               | ntens      |  |  |  |
|                                                                  |                                                                 | ance       |  |  |  |