マレイシア東方政策研修員受入事業に係る日本・マレイシア合同評価調査団報告書

昭和63年9月

国際協力事業団
研修事業部

マレイシア東方政策研修員受入事業に係る日本・マレイシア合同評価調査団報告書

昭和63年9月

国際協力事業団
研修事業部

序　　文

本報告書は，マレイシア国の要請に基づき，昭和57年度から実施されている東方政策研修員受入事業の評価調査結果を取りまとめたものである。

右評価調査は，昭和62年３月２日から同年３月７日まで，マレイシアに派遣された予備調査団の報告に基づき，日本・マレイシア合同にて実施され，同調査結果については，昭和63年３月22日から同年３月29日までマレイシアに派遣された評価調査団が「マ」側と協議・確認してきた。これが，今後の本件受入事業改善上，活用されれば幸いである。

尚，本件調査実施にあたり，ご協力を賜った，外務省，通産省をはじめとする東方政策受入協議会関係各位，在マレイシア日本国大使館並びにマレイシア側関係各位に対し，深甚なる謝意を表したい。

昭和 63 年 9 月

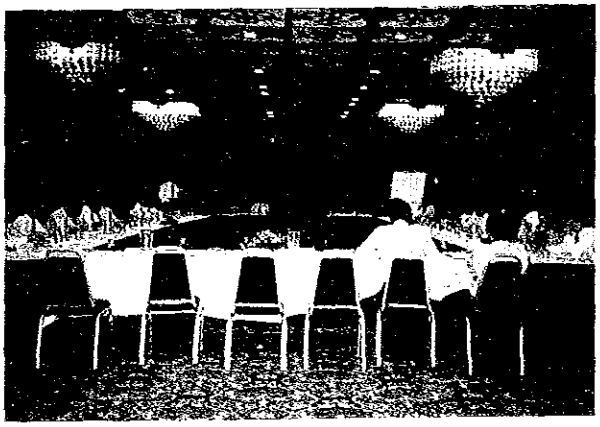
研修事業部

部長　御手洗章弘

ＰＳＤ副総裁表敬
（中央：Datuk Wan Mansor Abdullah）
P. S. D. 副総裁

P. S. D. との協議

マラ工科大学日本語学校（日本語授業風景）



帰国研修員との懇談会

P. S. D. とのMinuets 署名
（左側：マレイシア側代表
Mr. Azizan bin Ayob
－ P. S. D. 教育訓練局次長

右側：日本側代表
吉田光男団長）

目　　次

1. 調　査　の　背　景

我が国は，マハディール首相が提唱した「東方政策」に応じ，産業技術研修員及び経営幹部実務者研修員の受入れを昭和57年度に開始し，現時点においては1992年度まで継続することとなっているが，昭和61年度までの累積実績が各々，1,266名，63名の多数に及ぶに至り，本件受入事業に係る評価調査の必要性が両国政府間で認識され始め，昭和61年12月の日本・マレイシア年次協議の席にて，合同評価調査の実施が合意された。

右合意に基づき，合同評価調査の内容，対象範囲，調査方法，スケジュール，業務分担等を策定すべく，昭和62年3月2日から同年3月7日まで，JICAベースの予備調査団をマレイシアに派遣したところ，同調査団の策定内容，即ち，同調査団とマレイシア総理府・人事院（P.S.D.，Public Services Department）が署名した1987年3月5日付ミニッツ(付属関係資料参照）に依り評価調査を実施することとなった。

なお，同ミニッツ要点は次のとおりである。

(1) 評価調査の目的

今後の研修プログラム改善に資するべく，東方政策・産業技術研修及び経営幹部実務者研修の効果につき評価する。

(2) 調査手法

調査票によりデーター収集することとし，第1陣から第6陣までの帰国産業技術研修員については，各陣の20%を対象として階層別無作為抽出法にて調査票の回答を得る。加えて，全帰国経営幹部研修員並びに帰国研修員所属機関からも調査票の回答を得る。

(3) 責任分担

① マレイシア側：調査対象研修員の選定，調査票配布，調査票回収及びわが方への送付並びにこれに係る費用負担

② 日本側：調査票の集計・分析，右分析結果協議に係る調査団派遣，評価調査報告書（英文）の印刷並びにこれに係る費用負担

(4) 実　施

JICA及びPSDが本件調査を実施。

2. 調査団の派遣目的

昭和62年3月に派遣された，本件予備調査団とマレイシア総理府・人事院（P.S.D.，Public Services Department）との間で当該評価調査に係る，日本側及びマレイシア側の責任分担が確認され，それに基づき，マレイシア側にて調査対象研修員に調査票の配付・回収がなされた。マレイシア側にて回収され日本側に送付された調査票は，日本側にて集計・分析された。

今次調査団派遣の主たる目的は，1）日本側にて実施された分析結果に関し，マレイシア側と協議し，両国間で合意すること。2）研修員を派遣した代表的機関を訪問し，派遣側の評価，および元研修員の日本における研修に対する意見を聴取して，今後の東方政策研修員の受入れ推進策に対する示唆を得ること。3）調査団メンバーに研修員受入企業の研修担当者2名に参加願い，帰国研修員の活躍状況をつぶさに把握願うとともに，その結果を，研修員受入企業説明会等の場を通じ，研修員受入企業に報告し，もって，東方政策研修員受入れに対する企業の積極的理解を得ること。

3. 調 査 日 程

日順	月 日	曜日時間	行 動 内 容
1	3月 22 日	火 午前	成 田 発 （10：45 cx 501）
		午後	クアラルンプール着 （20：30 cx 721）
			○在マレイシア日本大使館 伊藤書記官出迎え
			○ホテルにて調査団内打合せ
2	3月 23 日	水 午前	○在マレイシア日本人商工会議所訪問
			○日本大使館表敬（小池公使），調査スケジュール・内容打合せ
		午後	○PSD（Public Services Department） 副総裁 Datuk Wan Mansor Abdullah 表敬訪問
3	3月 24 日	木 終日	○PSDとの協議
4	3月 25 日	金 午前	○マラ工科大学（ITM） 日本語学校訪問（日本語教師との面談）
		午後	○プロトン・サガ工場訪問（研修員所属機関及び帰国研修員との面談）
			○小池公使主催夕食会
5	3月 26 日	土 午前	○SIRIM(Standards & Industrial Research Institute of Malaysia）訪問（研修員所属機関及び帰国研修員との面談）
		午後	○SIRIM主催による昼食会
6	3月 27 日	日	○資料整理
7	3月 28 日	月 午前	○帰国研修員との面談及び調査団主催昼食会
		午後	○PSDとのMinuets 署名
			○日本大使館（中平大使）へ調査結果報告

日順	月　日	曜日時間	行　動　内　容
8	3月 29 日	火　午前 午後	○ＪＩＣＡ事務所（松崎所長）へ調査結果報告。 ○ＰＳＤ主催夕食会 クアラルンプール発　（07：30 MH681） 成田着　（16：50 UA800）

4. 調査団の構成

団　　長（総　括）

吉　田　光　男　　外務省アジア局南東アジア第二課地域調整官

団　　員（評価調査）

毛　利　伸　生　　通産省通商政策局技術協力課通商産業事務官

（評価調査）

渡　辺　正　樹　　財団法人　海外技術者研修協会業務部国内業務課主任

（評価調査）

枡　原　克　彦　　日本商工会議所国際部職員

（帰国研修員実態調査）

浅　尾　　健　　ダイキン工業株式会社研修部計画課　参事

（帰国研修員実態調査）

甲　田　高　茂　　石川島播磨重工業株式会社　海外事業本部海外協力部　研修グループ主任

（業務調整）

杉　山　光　男　　国際協力事業団研修事業部研修第三課　課長代理

5. 調　査　結　果

5.1　ミニッツ等の協議

P.S.D.との協議の上，合意に達したミニッツ，及び右付属資料としての日・「マ」合同評価調査報告書は付属関係資料のとおり。

5.2　関係機関の訪問

(1)　マレイシア日本人商工会議所

①　日　　時　　3月23日（水）　10時 ～ 11時30分

②　面 談 者　　高野時秀　事務局長

③　説明要旨

政府高官は英国留学組が大半であるが，マハディール首相の日本に学ぼうとする姿勢，強い信念は今も変わらない。

東方政策に基づく日本での人材育成は，マレイシアに対する最大かつ効果的な経済・技術協力の一つであり，日本の技術，労働倫理が，ゆっくりではあるが，着実に根づきつつあると確信している。また，この政策が日本・マレイシア両国の相互理解，友好協力関係改善・促進の下地となっている。

マレイシアは階級社会であり，階層間での情報伝達がスムースになされない傾向にあることから，Workforceレベルの日本での研修が，帰国後十分に周囲に波及することは難しいので中間管理職の研修が必要である。

現地日系企業においては，コミュニケーション手段としても，東方政策での学部・高専留学生の採用に非常に意欲的であり，方法は変更しても今後も東方政策の継続を希望するとの声が多いとの説明がなされた。

(2)　日本大使館

①　日　　時　　3月23日（水）　11時45分～12時30分

②　面 談 者　　小池公使

③　説明要旨

多民族・多言語国家であるマレイシアにおいて，地位の向上，就中，その裏付けとなる学問の習得は，マレイシア人の総意であり，日本の勤労倫理，先端技術，先進性を国造りの一環として活用しようとする強い姿勢が見受けられる。

基本的には，マレイシアは日本の協力に対し深く感謝しており，今後も東方政策は踏襲されると思われる。

現在，マレイシアは経済不況のため，新卒者の就職難が社会問題化しつつあり，今後，学部・高専留学生の就職問題への対応が必要となるとの説明がなされた。

(3) 人事院（P.S.D.，Public Services Department）

① 日　時　3月23日（水）　14時30分～15時30分

② 面談者
- Datuk Wan Mansor Abdullah, Deputy Director General.
- Mr. Azizan bin Ayob, Deputy Director, Training and Career Development Division.

③ 説明要旨

マレイシア東方政策については，第7陣までの合計で1,000名を超える研修員が既に日本での研修を終了し，帰国後各々の分野で活躍しており，マレイシア政府としては，研修の成果を高く評価しているところであり，今後とも研修員を日本で研修させたいと考えている。

また，昨年は高専留学生が帰国し，その多くが日系企業に就職したが，これは，両国にとって非常に有益なことと考えるとの説明がなされた。

(4) 人事院（P.S.D.，Public Services Department）

① 日　時　3月24日（木）　9時～19時

② 面談者
- Mr. Azizan bin Ayob
  Deputy Director, Training and Career Development
- Mr. Freedie Cho Chin Seng
  Director of Social Division, Socio Economic Research Unit, Prime Minister's Department
- Mr. Haji Rosli bin Haji Ishak
  Chief Publication Officer, Senior Research Officer, National Institute of Public Administration
- Mr. Abdul Abas bin Abdul Rahman
  Principle Assistant Director, Training and Career Development Division, P.S.D.

③ 協議内容

冒頭，マレイシア側より日本側に対し，クラス別，研修分野別，所属機関別の研修効果を図表化するクロス・タブレーション表作成の提案・依頼がなされたが本件は，当調査団の協議マターではなく，かつ作成すること自体特に支障がないこともあり，逆に本表を必要とするマレイシア側で作成することを提案し，先方も了解した。

日本側が用意したミニッツ及び評価調査報告書（案）につき，マレイシア側より，表の配置場所を全て後半に配置変更したい旨要求が有り，日本側はこれに同意した。また，評価調査結果の表現振りについては，若干の修正要求がマレイシア側から有り，日本側はこれに同意した。上記を踏まえ，マレイシア側で最終的にミニッツ及び評価調査報告書を作成し，3月28日，内容を日本側で再確認後，ミニッツに署名することとなった。

一方，この機会を利用して，東方政策（産業技術研修・経営幹部研修）に係る研修員受入及び効果的研修実施について，日本側よりマレイシア側に所見を提示した。提示した概要は次のとおり。（付属関係資料参照）

ア．日本語能力

・実地研修開始時に研修に必要な基礎的日本語能力が不足する研修員が散見される。

イ．研修員の技術修得姿勢

・一般的にWORKFORCEレベルの研修員は，直接自分に関係する専門分野のみに興味をもち，将来必要になると思料されるプログラムには，興味を余り示さない。

・一方，INSTRUCTOR/SUPERVISORレベルの研修員は，基礎的分野の研修よりも，高度な内容の理論面を重視する傾向が強い。このことは，彼等研修員の管理能力の開発を妨げるものと思料される。

ウ．研修効果のマレイシアにおける活用

・帰国研修員は，マレイシアにおいて，労働環境の改善，品質管理活動の基盤の確立，及び，その国にあった労働倫理の確立等に努力願いたい。

エ．帰国研修員に対するマレイシア側派遣元機関の支援体制

・研修員派遣元機関は，研修員が日本で修得した内容，経験を職場で活用出来るよう配慮願いたい。

・帰国研修員の仕事に対する評価と待遇面への配慮が重要と思料される。

オ．研修員受入れに係わる諸問題

・特定分野に研修先が偏らないよう，研修分野毎にある程度の枠を設ける等考慮願いたい。

・研修員に対し，来日前に希望研修項目が全て実施されるものではないことを周知願いたい。

・特に建設・土木関連分野の研修では女性研修員の受入れに難色を示す機関が

ある事を承知願いたい。

・研修分野によっては，地方で一人で研修することもあり得ることを来日前に充分，研修員に説明願いたい。

カ．研修科目

・研修科目が多岐に亘り研修機関を決定する際焦点を絞りにくいので，研修科目に優先順位を付して欲しい。基本的に，日本側としては，一研修員に対し，一引受機関を選定する方針でいる事を承知願いたい。

・研修員が現に使用している機種，メーカー等が判明していると，引受企業を捜すうえで大変便利であるので是非，この点を記載願いたい。

・研修科目の内容が不明瞭な場合，マレイシア側に詳細について照会するので，より迅速な回答を願いたい。

・指名する企業があれば，明記願いたい。

キ．その他

・食費を倹約する為に，望ましい健康状態を維持するに必要な食事を摂らない研修員が散見され，これは，効果的研修を妨げる要因ともなり，出来得れば生活費の単価アップが望まれる。

・研修員が無断で宿泊施設を変更する場合があるが，変更する場合は，必ず担当のTraining Officerの許可を得て実施願いたい。

・研修員の健康診断については，来日前に厳重に実施願いたい。

(5) マラ工科大学日本語クラス

① 日　　時　　3月25日（金）　9時～11時

② 面 談 者　　・Mr. Haji Abdul Razak.

　　・他，日本語教師　10名（日本人教師5名，現地教師5名）

③ 説明要旨

日本語研修の実効を上げる為，本年度よりマレイシア語版テキスト，文法解説書を作成使用している。

研修期間は6ケ月間，授業時間は1日4時間，週5日（20時間）である。

1クラスの研修員数は約20名で合計10クラスを設け，授業内容の平均化を図るため，教師交替制を採用し，必ず現地教師と日本人教師が交替で授業を行っている。

日本語の授業以外では，映画会（日本大使館広報センターより借用），各種スポーツ，日本人家庭訪問，日本人学校訪問等の活動を行っている。

マレイシアにおける6ケ月間の日本語研修が，来日後の研修，生活の土台をな

すものであり，今後も，マレイシア人に適した日本語教育法を模索している。

マレイシアにおいては，生活・文化用語を中心に，日本語研修を実施しているが，訪日後の企業研修では，技術用語が中心となり，帰国後，その差異に不満を表明する研修員もいる。しかし，実際6ケ月間という短期間では，技術用語を教える余裕はなく，日本での実地研修を通じ，はじめて身につくものと思われる，等の説明がなされた。

(6) プロトン（Penusahaan Otomobil Nasional Sdn. Bhd.）

① 日　　時　　3月25日（金）　15時～17時30分

② 面 談 者　　・Mr. Osman Ismail（Trainee Officer, General Affairs Dept.

・他．研修員20名

③ 懇談要旨

（企業側）

- 全従業員1,389名中，328名を日本に派遣したが，このうち東方政策に基づく研修生は138名であり，日本での研修効果を高く評価している。
- 第7陣以降は，技術提携先である三菱自動車㈱に，研修員を派遣していないが，工場の生産ラインシステムは三菱系のシステムであり，今後も機会があれば派遣したいと考えている。また，その際は管理者クラスの派遣も考えられる。

（研修員側）

- 日本での研修は，非常に有益であり，現在では生産ラインのメインテナンスも全て自分で行っている。
- 新卒で入社し，現場経験が無いまま，日本に行き工場で実習した。帰国後，生産ラインに入ってはじめてぶつかる問題もあり，また，興味のわく分野もあることから，再研修の必要性を痛感する。
- 日本側に対し，帰国後の日本語雑誌の送付等を含め，継続的なフォローアップを期待する。

④ 工場見学

日本の工場と変わらなく，良く整理がゆき届き，ＱＣも導入されている。同社が生産しているプロトン・サガはマレイシアでは一番安い車となっている。(120～140万円位)。プロトン・サガの部品供給率は，エンジン部分を除いて90％以上とのことだが，一番重要なエンジンは，三菱自動車㈱より輸入しており，円高の影響で実際は大変なようである。

(7) SIRIM (Standards and Industrial Research Institute of Malaysia)

① 日　　時　　3月26日(土)　9時～11時30分

② 面 談 者　　・Mr. Abdul Halim Shah (Director of Administration)

・他，研修員15名

③ 懇談要旨

(機関側)

・日本には，77名の研修員を派遣したが，その効果を高く評価しているところであり，今後とも継続したいと考えている。また今後は更に上級クラス，管理者クラスを派遣したいと考えている。

(研修員側)

・日本における技術研修は非常に有益であり，また，帰国後も日本語の活用に努力している。特にNCマシン，パソコンの実習が有益であった。

・日本で実習したシステムとSIRIMのシステムには格差があり，応用不可能な部分もある。また，周囲への波及効果についても具体的な数字としては現れないので不明である。

・日本語でのコミュニケーションが難しかった。

・研修員が希望するのは実地研修であり，理論学習，ビデオ鑑賞は余り有用でなかった。

(8) 帰国研修員との懇談会

① 日　　時　　3月28日(月)　10時～12時

② 場　　所　　リージェントホテル内Ball Room

③ 出 席 者　　○帰国研修員34名

○P. S. D. 東方政策担当者3名

④ 懇談要旨

・日本人の対応はとても親切であり，また，日本語は難しくても勉強になりよい経験であった。この経験をマレイシアの発展に活かしたい。

・マレイシアに技術がなく，適用できない部分も一部あるが，日本で得た知識は非常に有益である。

・マレイシアではシステムの習得に2～3週間かけているが，日本の研修では僅か2～3時間の説明でシステムを習得しなければならず，時間的に余裕がなく充分理解出来ない。

・操作マニュアル自体が全て日本語で書かれており，テクニカル用語が理解出来ないことから，英語でのコミュニケーションを希望する。

・受入企業はシラバスの内容を良く確認して欲しい。
・日本語雑誌等の継続的な送付を希望する。
・マレイシアでは，プロフェッショナルクラスしかやらないことであるが，日本では，就業時間後であっても研修を続けてくれる。
・オリエンテーション期間中に日本を理解する為に，色々なところを見学した方が良いので，研修旅行を是非プログラムに入れて欲しい。
・経営幹部研修員の場合，マレイシアで日本語を勉強しないで渡日するので，日本人とのコミュニケーションに困った。１日８時間で２週間位の日本語購習を受けてから研修に入った方が望ましい。
・ＴＩＣに宿泊し非常に快適であったが，チェックアウトして，再びＴＩＣに戻って来た時も可能であれば同じ部屋に宿泊したい。
・研修時期は可能であれば冬季を避けて貰いたい。

6. 付 属 関 係 資 料

1. ミニッツ（1987年3月5日付）

MINUTES OF DISCUSSIONS ON THE EVALUATION SURVEY OF THE INDUSTRIAL AND TECHNICAL TRAINING/EXECUTIVE DEVELOPMENT PROGRAMME IN JAPAN UNDER THE LOOK EAST POLICY OF MALAYSIA

The Japanese Consultation Team (hereinafter referred to as the Team) organized by Japan International Cooperation Agency (JICA) and headed by Mr. Akitaka Saiki, Deputy Director of the Second Southeast Asia Division, Asian Affairs Bureau, Ministry of Foreign Affairs, visited Malaysia from 2nd March, to 6th March, 1987, with the purpose of having discussions concerning the survey of evaluation on the Industrial and Technical Training/Executive Development Programme in Japan under the Look East Policy (hereinafter referred to as the survey).

During its stay in Malaysia, the Team had a discussion with the Malaysian officials headed by Mr. Azizan Ayob, Deputy Director, Training and Career Development Division, Public Services Department, Malaysia with respect to the framework of the survey.

The list of names of both delegations is as in Appendix I.

As a result of the discussion, the Team and the Malaysian side have made the framework of the implementation plan of the survey as mentioned in the document attached hereto.

Kuala Lumpur, March 5, 1987.

Mr. Akitaka Saiki
Head of Japanese
Consultation Team.

Mr. Azizan Ayob
Deputy Director
Training and Career Div.
Public Services Department
Malaysia.

ATTACHED DOCUMENT

1. PURPOSE

The purpose of the survey is to evaluate the effectiveness of the Industrial and Technical Training/Executive Development Programme in Japan under the Look East Policy with a view to further contribute to the improvement of the training programme in the future.

2. SURVEY METHOD

1) (Questionnaire)

In order to collect necessary data efficiently, questionnaires attached as ANNEX "I" (省略) will be distributed to ex-trainees and to their organizations. The completion of the questionnaires should be followed by interviews with ex-trainees if necessary and observations of their workshops to get direct feedback from them.

2) (Meeting)

On the occasion of the survey team's visit to Malaysia this fall, meetings should also be held with employers and supervisors of ex-trainees to determine their assessments on any changes or improvement in skills and attitude of the ex-trainees.

3) (Sampling)

For the data collection of a sample survey, the stratified random sampling on 20% of the 1st group to 6th group of ex-trainees in 7 different training fields should be conducted and all the ex-trainees of Executive Development Programme be included in the survey.

The breakdown is attached as ANNEX "II".(省略)

3. RESPONSIBILITIES OF BOTH AUTHORITIES

In preparing for and implementing the survey, both authorities concerned will undertake the following responsibilities. Both sides shall consult with each other on measures other than listed below when deemed necessary.

1) The Malaysian side is:

(a) To select ex-trainees to be sampled;

(b) To distribute questionnaires to the ex-trainees and their organizations;

(c) To collect the fully filled questionnaires and forward them to JICA through diplomatic channels;

(d) To bear the expenses necessary for the above-mentioned items (a) - (c).

2) The Japanese side is:

(a) To analyse the returned questionnaires;

(b) To dispatch a survey team to Malaysia to discuss the results of the above-mentioned analyses with the Malaysian side;

(c) To print the survey report of which contents have been agreed to by both Japanese and Malaysian sides;

(d) To bear the expenses necessary for the above-mentioned items (a) - (c).

4. PROJECT ADMINISTRATION

JICA and PSD will be jointly responsible for implementation of the survey.

5. PRESENTATION OF THE SURVEY REPORT

After analysing the returned questionnaires by the Japanese side, survey results shall be reviewed and reported to both governments. The survey report will remain confidential until both Governments agree to release it.

6. SCHEDULE OF WORK

A recommended schedule of work on the survey is attached as ANNEX "III". (省略)

APPENDIX I

LIST OF THE JAPANESE CONSULTATION TEAM

HEAD A. SAIKI
Deputy Director, Second Southeast Asia Division,
Asian Affairs Bureau,
Ministry of Foreign Affairs.

MEMBER K. AIZAWA
Deputy Head of Overseas Investment,
Technical Cooperation Division,
International Trade Policy Bureau,
Ministry of International Trade and Industry.

MEMBER K. KONISHI
Official, Technical Cooperation Division,
Economic Cooperation Bureau,
Ministry of Foreign Affairs.

MEMBER Y. SHIROTA
Manager, Domestic Coordination Department,
Association for Overseas Technical Scholarship.

MEMBER K. YATSUDA
Deputy Head, Third Training Division,
Training Affairs Department,
Japan International Cooperation Agency.

MEMBER MISS TOMOKO KATSUNO
First Secretary,
Embassy of Japan.

LIST OF MALAYSIAN OFFICIALS

MR. AZIZAN AYOB
Deputy Director,
Training & Career Development Division,
Public Services Department, Malaysia.

MR. FREEDIE CHO CHIN SENG
Director of Research,
Socio-Economic Research Unit,
Prime Minister's Department.

MR. WAN ROSLI ISHAK
Bureau for Research and Planning,
National Institute of Public Administration,
Public Services Department, Malaysia.

MR. ABAS A. RAHMAN
Principal Assistant Director,
Look East Policy Unit,
Training & Career Development Division,
Public Services Department, Malaysia.

MISS MARY PILLAI
Assistant Director,
Socio-Economic Research Unit,
Prime Minister's Department.

MR. JAMALUDIN ALI
Principal Assistant Director,
Look East Policy Unit,
Training & Career Development Division,
Public Services Department, Malaysia.

2. ミニッツ（1988年3月28日付）
（含：東方政策合同評価調査報告書－英文）

MINUTES OF DISCUSSIONS ON THE JOINT EVALUATION SURVEY OF THE INDUSTRIAL AND TECHNICAL TRAINING/ EXECUTIVE DEVELOPMENT PROGRAMME IN JAPAN UNDER THE LOOK EAST POLICY OF MALAYSIA

Following the Minutes of Discussion signed between the Japanese Consultation Team and the Public Services Department on 5th March, 1987, a Japanese and Malaysian joint evaluation survey was conducted with the purpose of evaluating the effectiveness of the Industrial and Technical Training/Executive Development Programme in Japan under the Look East Policy.

2. A report on the findings of the survey has now been completed by the Japanese side and submitted to the Malaysian side. The Japanese Evaluation Team (hereafter refered to as the Team) organised by Japan International Cooperation Agency (JICA) and headed by Mr. Mitsuo Yoshida, Regional Coordinator of the Second Southeast Asia Division, Asian Affairs Bureau, Ministry of Foreign Affairs, visited Malaysia from 22nd to 29th March, 1988 to discuss and confirm the report with the Malaysian Team headed by Mr. Azizan bin Ayob, Deputy Director, Training and Career Development Division, Public Services Department. The list of members of both delegations is as in Appendix 'I'.

3. During their stay in Malaysia the Team had a series of discussions with the Malaysian Government authorities. As the result of the discussions, both sides have agreed on the report of the joint evaluation survey as per attached hereto.

Kuala Lumpur, March 28, 1988.

M. Yoshida

Mr. Mitsuo Yoshida
Head,
Japanese Evaluation Team

Mr. Arizan Bin Ayob
Head,
Malaysian Evaluation Team

APPENDIX 'I'

LIST OF THE JAPANESE EVALUATION TEAM

1. Mr. Mitsuo Yoshida (Team Leader)
   Regional Coordinator
   Second Southeast Asia Division
   Asian Affairs Bureau
   Ministry of Foreign Affairs

2. Mr. Nobuo Mouri
   Technical Cooperation Division
   International Trade Policy Bureau
   Ministry of International Trade and Industry (MITI)

3. Mr. Masaki Watanabe
   Domestic Coordination Department
   Association for Overseas Technical Scholarship (AOTS)

4. Mr. Katsuhiko Tochihara
   International Division
   Japan Chamber of Commerce and Industry (JCCI)

5. Mr. Ken Asao
   Technical Training Center
   Daikin Industries Ltd.

6. Mr. Takashige Koda
   Training Group
   International Operations
   Ishikawajima - Harima Heavy Industries Co. Ltd.

7. Mr. Mitsuo Sugiyama
   Third Training Division
   Training Affairs Department
   Japan International Cooperation Agency (JICA)

8. Miss Mitsuko Ito
   Second Secretary
   Embassy of Japan

9. Mr. Kenichi Imai
   Assistant Resident Representative
   Japan International Cooperation Agency (JICA)

LIST OF MALAYSIAN EVALUATION TEAM

1. Mr. Azizan bin Ayob (Team Leader)
   Deputy Director
   Training and Career Development Division
   Public Services Department.

2. Mr. Freedie Cho Chin Seng
   Director of Social Division
   Socio Economic Research Unit
   Prime Minister's Department

3. Mr. Haji Rosli bin Haji Ishak
   Chief Publication Officer/
   Senior Research Officer
   National Institute of Public Administration,
   Malaysia

4. Mr. Abdul Abas bin Abdul Rahman
   Principle Assistant Director
   Training and Career Development Division
   Public Services Department.

THE REPORT OF THE JOINT

EVALUATION SURVEY

OF

THE INDUSTRIAL AND TECHNICAL

TRAINING/EXECUTIVE DEVELOPMENT

PROGRAMME IN JAPAN

UNDER

THE LOOK EAST POLICY OF

MALAYSIA

CONTENTS

I. BACKGROUND

In 1982, the government of Japan and the government of Malaysia started the training programme for the industrial and technical trainees and the executives under the Look East Policy advocated by the Honorable Prime Minister of Malaysia, Dato' Seri Dr. Mahathir Mohamad. And in December 1986, at the annual meeting between Japan and Malaysia, the two governments agreed on the implementation of the joint evaluation survey of this programme, realizing its importance and considering the fact that till then the numbers of accepted industrial-technical trainees and executives had reached 1,266 and 63 respectively and that at the time the programme was scheduled to continue till 1989.

Based on this agreements, JICA dispatched the Japanese Preliminary Consultation Team to Malaysia from 2nd March to 7th March, 1987, so as to discuss and settle the survey method, the form of questionnaires, the sample size, the schedule, the responsibilities of the authorities concerned and as a result, the Minutes were made and signed by the Japanese Consultation Team and the Public Services Department on 5th March, 1987 (herein-after referred to as the Minutes).

Finally, the Japanese Evaluation Team was sent to Malaysia from 22nd March to 29th March, 1988 for the purpose of discussing and confirming the results of the survey and as a consequence, together with the Malaysian Authorities concerned the Team finalized this report.

II. FRAMEWORK OF EVALUATION SURVEY

1. PURPOSE

The purpose of the survey is to evaluate the effectiveness of the Industrial and Technical Training/Executive Development Programme in Japan under the Look East Policy with a view to further contribute to the improvement of the training programme in the future.

2. SURVEY METHOD

For the data collection of sample survey, with the Questionnaires (Annex II), the stratified random sampling on 20% of the 1st group to 6th group of ex-trainees in 7 different training fields (Annex III) were conducted which also includes the ex-trainees of Executive Development Programme.

3. RESPONSIBILITIES OF BOTH AUTHORITIES

In preparing for the implementation of the survey, the authorities concerned shall consult with each other on measures other than listed below when deemed necessary.

i. The Malaysian side is:

(a) to select ex-trainees to be sampled;

(b) to distribute questionnaires to the ex-trainees and their organizations.

(c) to collect the fully filled questionnaires and forward them to JICA through diplomatic channels;

(d) to bear the expenses necessary for the above-mentioned items (a) - (c)

ii. The Japanese side is:

(a) to analyze the returned questinnaires;

(b) to dispatch a survey team to Malaysia to discuss the results of the above-mentioned analysis with the Malaysian side;

(c) to print the survey report of which contents have been agreed to by both Japanese and Malaysian sides;

(d) to bear the expenses necessary for the above-mentioned items (a) - (c).

4. PROJECT ADMINISTRATION

JICA and PSD will be jointly responsible for the implementation of the survey.

III. CATEGORIZATION OF THE QUESTIONNAIRES, THE RESPONDENTS AND THE BELONGING ORGANIZATIONS

The answered questionnaires, respondents and their belonging organizations are categorized in different ways and shown in the Tables 1-6.

As shown in Table 1, we had 130 respondents of the industrial-technical trainees (out of 1,266, 10%) and 10 of the executives (out of 63, 16%), although in the minutes the percentages of the samples were agreed to be 20% and 100% respectively. As for the Malaysian organizations, we had 23 respondents, to which 910 ex-trainees (75% of the total of the industrial-technical trainees and the executives) belong.

The failure of collecting the expected number of samples was mainly due to the facts mentioned below. However, it does not basically affect the validity of this evaluation survey and this survey will stay reliable.

(1) At the beginning, the questionnaires for the ex-trainees were sent directly to them but when many were not returned, the questionnaires were sent to their organizations with an addition of 50 questionnaires for the 6th batch.

(2) In the case of Industrial-Technical trainees, many of them have changed occupation (noticeable on the 1st to 3rd batches) or position, thus the questionnaires did not reach them.

(3) Some executives were on a trip (business/private).

(4) As for the organizations, some did not answer because their ex-trainees had already quitted.

IV. ANALYSIS OF THE ANSWERS OF THE QUESTIONNAIRES

1. INDUSTRIAL AND TECHNICAL TRAINEES

1.1. Benefit from the training (to oneself, to the trainees, to their colleagues, to their organizations, and to their present job).

(a) The respondents answered the questions by the scale of 5 = extremely beneficial; 4 = very beneficial; 3 = beneficial; 2 = little benefit; 1 = no benefit, and the result is as shown in Table 7-1. The training in general is highly evaluated. If we take the respondents with 3, 4, 5 as beneficial, the result is as shown in Table 7-2.

(b) 60% respondents answered with the scale of 4 and 5. The trainees claimed that the taining, was beneficial for technical advancement, and also have gained Japanese work ethics, thus increasing knowledge and productivity.

(c) It also shows that this programme has a multiplying effect on colleagues.

(d) The comments of the respondents and the organizations are compiled in Table 7-3.

1.2. Influence of the Japanese Work Ethics

(a) The respondents answered this question by the scale of 5 = extremely influenced; 4 = very influenced; 3 = some influenced; 2 = little influenced; 1 = not at all influenced.
As shown in Table 8-1 and 8-2, only few respondents denied on the influence of Japanese work ethics on various aspects and as an overall evaluation, 100% respondents answered affirmative.

(b) On the aspects of self-responsibility, efficiency in work, discipline and punctuality for work, 98 - 90% respondents answered affirmative.

(c) The overall evaluation are introduced in Table 8-3. Several respondents find it difficult to apply Japanese work ethics in their organizations because their 'managers' have not been exposed to this programme and the Japanese work ethics. They suggested the managerial level should also be given the opportunity to undergo similar training in Japan.

1.3. Effectiveness of Training: Technical Improvement

The respondents answered this question by the scale of 5 = extremely effective; 4 = very much effective; 3 = to some extent effective; 2 = little effective; 1 = not at all effective.

(a) As sown in Table 9-1 and 9-2, the training objective in respect of technical improvement is achieved.

(b) On overall evaluation, as shown in Table 9-2, 98% of the respondents find the training effective.

(c) 94% of the respondents acknowledged improvement on the technical know-how and 53% or 67 respondents answered with the scale of 4 and 5. Their comments are:-

i) The knowledge acquired is very useful in every day work and the quality of work has been up-graded.

ii) Could approach the latest technology.

(d) The increase of the technical and managerial knowledge on technology or management is also acknowleged by 91% and 50% or 65 respondents answered with the scale of 4 and 5. Their comments are:-

i) The techniques have been improved and have become very useful to daily work.

ii) Management and communications among workers have been improved.

iii) Work ethics have become applicable.

iv) The relationship between workers and management has become better.

v) Working atmosphere has changed.

vi) Useful to the development of Malaysia.

(e) In comparison to the evaluations in (c) and (d) above, the adaptation of new technology has been evaluated as low, i.e. 40 respondents answered with the scale of 2 and 1. Their comments are classified into three categories as stated below:-

1) Related to the training in Japan

(a) Training period was too short.
(b) Facilities were poor.
(c) Technical level was low.
(d) Systems of the training organization prevented the adaptation.
(e) Materials were not enough.
(f) English materials were little.

2) Related to the Organization in Malaysia

(a) Prompt application is impossible due to poor facilities and less opportunities.
(b) Managerial officers would not accept the changes. The ex-trainees are not in a position to decide.
(c) The other workers are not aware of its importance due to lack of experience.
(d) No necessity for new technology.

(e) The technology of other countries has already been introduced.

3) Related to the content of training programme of trainees.

(a) What was learned is not so new.
(b) The programme was not related to his specialization.
(c) More experiences is necessary to apply the new technology.
(d) Too many training subjects prevented learning the new technology.

(f) The development of the ability to coach colleagues is also evaluated as relatively low. Their comments are as follows:

1) Related to Malaysian organization

(a) The ex-trainees have difficulties in coaching managerial officers as they are not in a position to do so.
(b) Colleagues are not desirous to learn, not able and very individualistic.
(c) No opportunity or time to coach.
(d) The administration of the organization is different.
(e) What was learned is not related to the job of the colleagues.
(f) Equipment necessary for coaching is not available.
(g) The latest technology is too advanced for the organization to adopt.

2) Related to the content of the training programme or trainees themselves.

(a) The programme did not provide new techniques.
(b) Colleagues have participated in the same programme.
(c) The experience is not enough to coach.
(d) Able to coach work ethics but not new technology.

1.4. Utilization of the Japanese Language after the Training Program

(a) Chances to use Japanese language after training
92 respondents or 71% have had the chance to utilize it whereas 38 respondents or 29% have not.

(b) Through all the batches "YES" exceeds "NO"

(c) Many respondents have the chance to speak Japanese with other ex-trainees. The other chances they have is to speak with Japanese experts or technicians in their organizations, writing letters (some talk through the telephone) to their Japanese friends, and visitors from Japan or Japanese residents in Malaysia, or with Japanese language teachers in Kuala Lumpur.

(d) A few respondents still continue studying Japanese languate by organizing Japanese language circle, listening to cassette tapes, meeting of alumni members of ex-trainees, or with the help of an instructor.

1.5. Contact with Training Organizations in Japan after Training.

(a) 73 respondents or 57% have contacts with the organization while 56 respondents or 43% do not.

(b) Many of them get in touch with their friends in previous organizations and send greeting cards.

(c) A few contacted by letters to exchange informations or to get technical advices. Unfortunately those contacts were not fruitful.

1.6. Suggestions to the Training Organizations in Japan.

In expressing their gratitude to the Japanese organization the following suggesions are recommended to improve the Look East Policy Programme in future.

	(respondents)
(a) Concerning Materials and Lectures	
1. Lectures be given in English	5
2. Textbooks be prepared in Eglisih	5
3. Textbooks be distributed beforehand	1
4. Manuals and other materials be sent after the training	1
(b) Concerning Training Programme	
1. Programme be comprised of lectures and practical training	9
2. Objective not be too broad	2
3. More time to learn Japanese work ethics	2
4. More visits to high-technology plants	2
5. Discussions be included in the lectures	2
(c) Attitude of Japanese Organizations	
1. Be positive in training for technology transfer by utilizing more equipment	3
2. Treat a trainee as a member of his organization	1

1.7. Suggestions to JICA, AOTS

	(respondents)
(a) Training period, programmes and contents	
1. Training Period is too short	26
2. Re-training of the ex-trainees be provided for more advanced courses	13
3. Programme be precisely arranged according to the syllabus	11
4. Provide follow-up activities such as organizing alumni or offering chances to contact with the Japanese organization in Malaysia	10
5. Training be more systematically planned and managed, including coordination among the organizations concerned, such as having mid-term evaluation, and follow-up on the training effect	7
6. More emphasis on learning Japanese language while in Japan	5
7. Outline and schedule of training be informed beforehand	4
8. Brief on the cultures, religions and social customs of Malaysia to the Japanese organization	3
9. Orientation terms to be shortened	3
(b) Treatment during Training	
1. More consideration on food and health care	6
2. Provide a home-stay experience	3
3. Have Friday free because of religious practice	1

1.8. Suggestions to the Government of Malaysia

		(respondents)
(a)	Japanese Language Learning	
	1. Provide lessons to learn technical terms	10
	2. Kanji character study be provided	1
	3. Conversation practices be organized	1
(b)	Selection of Trainees	
	1. Selection system to be re-considered	12
	2. Select those who excel in the Japanese language and are diligent	5
(c)	Follow-up	
	1. Relate the programme to the pay increase and promotion	3
	2. Training experiences to be considered in posting by the management	4
	3. Provide chances for the ex-trainees to get together for exchange of information	1
(d)	Others	
	1. Have the Malaysian Embassy to assist the trainees during their stay in Japan	2
	2. Increase living allowance for more financial support	1

2. EXECUTIVES

Apart from the industrial-technical trainees, the executive trainees also rated this programme highly.

2.1. Benefit from the Training

As shown in Table 10, the programme is confirmed to be very beneficial.

2.2. Influence of the Japanese Work Ethics.

(a) As shown in Table 11, the influence is remarkable.

(b) Three respondents commented as follows:

(i) Sense of responsibility and group-working are the bases for the development of an organization.

(ii) Quality is also a big question in a competing society.

(iii) It is difficult for foreigners to introduce Japanese work ethics because it is based on the Japanese culture and not on their managerial system.

2.3. Effectiveness of Training: Technical Improvement

(a) Although the executives confirmed the effectiveness of this programme in general as shown in Table 12, but compared with 2.1 and 2.2 its effectiveness is relatively low evaluated because they put more emphasis on the managerial improvement rather than on the technical improvement.

(b) Their comments are as follows:

(i) Adaptation of new technology:

1. Especially useful in the practice of QCC.
2. The content was so advanced.

(ii) Widening knowledge on technology or management: This aspect is highly evaluated.

1. Gained knowledge of QC and TQC.
2. Widened the knowledge through practices and discussions.
3. Widened the knowledge through visiting Japanese companies.
4. Learned Japanese way of management.

(iii) Coaching colleagues:
(affirmative)

1. Could apply various effect.
2. The most interesting field.
3. Should be able to be transferred to private sector.
4. Learned how to become leader and organize group work.

(negative)
Have gained knowledge through briefings but did not learn how to coach.

2.4. Utilization of the Japanese Language after the Training Programme

Naturally, only one respondent who is now studying at Saitama University answered affirmative.

2.5. Contact with the Training Organizations in Japan after Training

5 respondents contacted and 5 did not. Those who contacted explained the purpose as follows:

(a) Official and private

(b) Reference for social events, business or technical matter.

(c) To read "Japan Economic Review" and "KENSHUIN" sent by JICA.

2.6. Suggestions to the Training Organization in Japan, JICA, AOTS, and the Government of Malaysia.

(a) Confirm the field of training.

(b) Arrange the period not too short neither too long (3 months suitable).

(c) More free discussion sessions will benefit the middle class participants.

(d) Provide seminars for the senior level participants.

(e) Provide more practical training than lectures, and have discussion sessions after the practical training.

(f) More materials and texts in English.

(g) Provide enough time for lectures, especially when English interpreters are used.

(h) Both Governments of Japan and Malaysia should improve on their stages of preparation.

3. MALAYSIAN ORGANIZATION

3.1. Selecion of Trainees

As shown in Table 13, the majority of 15 organizations (65%) adopted the combined method of nomination and interview.

3.2. Benefit from Training

As shown in Table 14, the Malaysian organizations as well as ex-trainees acknowledge the benefit of the training remarkably.

3.3. Continuation of Sending Trainees

All 23 organizations intend to send their employees to take part in the training in Japan in future.

V. CONCLUSIONS

1. The training proved to be of great benefit not only to the trainees but also to their colleagues and their organizations in Malaysia.

2. The training obtained by trainees in Japan has multiplying effect on their colleagues in Malaysia.

3. The Japanese work ethics have been influencial and have been appreciated by the ex-trainees.

4. The training objective has been achieved from the aspect of the technical improvement as well.

5. Thus, the training is concluded to have achieved its objectives.

6. From the suggestions by the ex-trainees and the Malaysian organizations, the following will be subject to further study for future improvement by both the Japanese and the Malaysian sides:-

   6.1. Give opportunity to senior level managerial people to learn the Japanese work ethics in Japan so as to facilitate the application of the Japanese work ethics, and thus, to maximize the effect of the training.

   6.2. Provide more opportunities for the follow-up activities such as alumni association.

   6.3. Provide re-training in Japan for ex-trainees.

   6.4. Confirm the exact training field.

   6.5 Provide more English materials. (by the Japanese side)

6.6. Provide more lessons on technical terms in Japanese.
(by the Malaysian side)

ANNEX I

T A B L E S

(Table 1)

LIST OF RESPONSES

1) Industrial & Technical Trainees

Batch	No. of Questionnaires Distributed(1)	No. of Responses(2)	% of Responses (2)/(1)	% of Responses of each Batch(2)/130	No. of Participants (3)	% of Responses (2)/(3)
1	25	8	32	6	136	6
2	44	14	32	11	226	6
3	38	17	45	13	192	9
4	50	24	48	19	247	10
5	47	29	62	22	236	12
6	46 + 50*	38	40	29	229	17
(TOTAL)	300	130	44	100	1,266	10

2) Executives

30	10	34		63	16

3) Malaysian Organizations

50	**23	46		-	-

* 50 questionnaires were additionally distributed.

** 910 ex-trainees belong to these 23 organizations and 910 means 70% of the total of the ex-trainees including Executives (1266 + 63).

(Table 2)

INDUSTRIAL & TECHNICAL TRAINEES: RESPONDENTS BY CATEGORY

Industrial and Technical Trainee \ Batch	1	2	3	4	5	6	Total
Professional	0	0	1	0	3	3	7
Instructor	0	2	2	4	3	5	16
Supervisor	0	2	1	12	8	15	38
Workforce	8	10	12	8	15	15	68
(No answer)			1				1
Total respondents	8	14	17	24	29	38	130

(Table 3)

INDUSTRIAL & TECHNICAL TRAINEES: RESPONDENTS BY FIELD OF TRAINING

Field of Training	Batch 1	Batch 2	Batch 3	Batch 4	Batch 5	Batch 6	Total
Mechanic	3	4	2	2	5	1	17
Electric/Electronic	4	1	3	3	7	7	25
Construction/Civil	0	0	2	10	6	14	33
Welding/Metal	1	3	2	2	1	4	13
Automobile	0	1	3	1	3	4	12
Heavy Industry	0	3	4	2	1	4	15
Others	0	2	1	4	6	4	17
Total respondents	8	14	17	24	29	38	130

(Table 4-1)

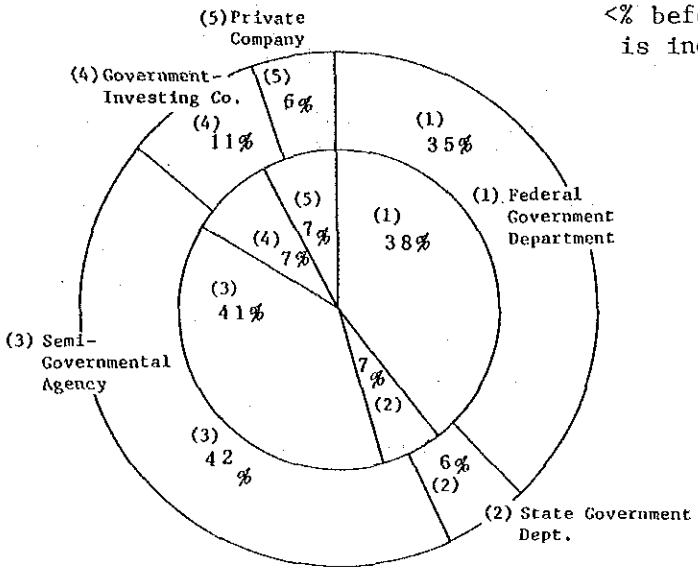
INDUSTRIAL & TECHNICAL TRAINEES:
BELONGING ORGANIZATIONS BEFORE AND AFTER THE TRAINING

Batch / Organization before training	1	2	3	4	5	6	Total (1 ∿ 6)	Executive Development Trainee
(1) Federal Government Development	1	2	4	10	11	17	45	7
(2) State Government Dept.	0	1	0	2	4	2	9	1
(3) Semi-Government Agency	1	3	8	12	10	15	49	2
(4) Government-Interest	0	2	1	0	2	4	9	0
(5) Private Company	1	4	2	0	2	0	9	0
(6) Others	5	2	2	0	0	0	9	0
Batch / After training								
(1) Federal Government Development	3	1	6	8	11	17	46	7
(2) State Government Dept.	0	1	0	1	4	2	8	1
(3) Semi-Government Agency	2	7	9	12	9	15	54	2
(4) Government-Interest	0	3	2	2	3	4	14	0
(5) Private Company	3	1	0	1	2	0	7	0
(6) Others	0	1	0	0	0	0	1	0
Respondents (%)	8	14	17	24	29	38	130	10

(Table 4-2)

BELONGING ORGANIZATIONS BEFORE AND AFTER THE TRAINING

<% before training is indicated inside>



(Table 5-1)

INDUSTRIAL & TECHNICAL TRAINEES:

CHANGE OF OCCUPATION AFTER THE TRAINING

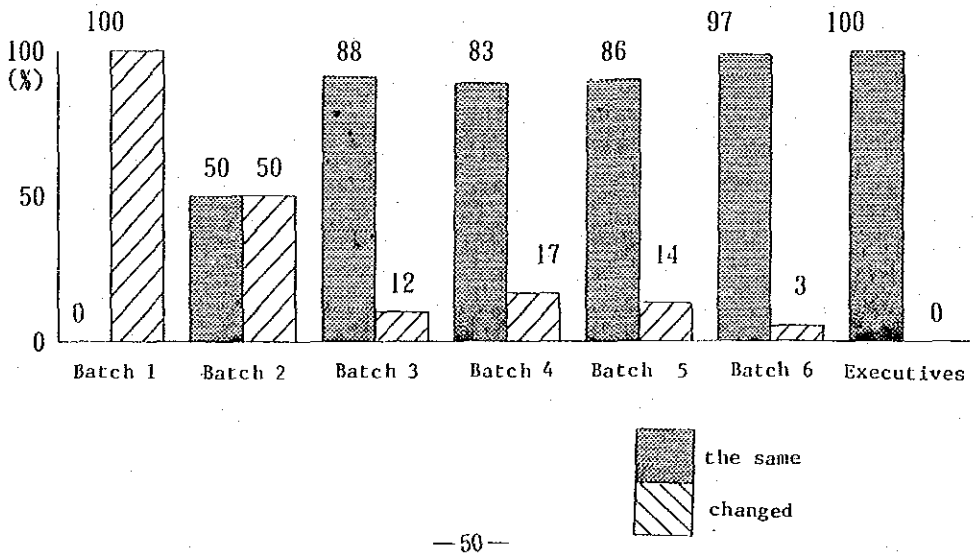
(%)

Batch / Organization	1		2		3		4		5		6		Total (1 ∿ 6)		Executive Development Trainee	
the same	0	(0)	7	(50)	15	(88)	20	(83)	25	(86)	37	(97)	104	(80)	10	100
changed	8	(100)	7	(50)	2	(12)	4	(17)	4	(14)	1	(3)	26	(20)	0	0
Respondents	8	(100)	14	(100)	17	(100)	24	(100)	29	(100)	38	(100)	130	(100)	10	(100)

INDUSTRIAL & TECHNICAL TRAINEES AND EXECUTIVES:

BY ORGANIZATION CHANGE OF OCCUPATION AFTER THE TRAINING

(Table 5-2)



(Table 6)

MALAYSIAN ORGANIZATIONS:

LIST OF RESPONSES

(i) Federal Government Department

No.	(1) No. of Employees	(2) No. of Employees Trained in This Programme	(3) No. of Employees Answering This Questionnaire as Ex-trainee
1	86,000	43	4
2	3,508	9	1
3	3,064	?	0
4	3,000	132	2
5	295	15	1
6	?	20	0
7	?	3	0

(ii) Semi-Governmental agency

No.	(1) No. of Employees	(2) No. of Employees Trained in This Programme	(3) No. of Employees Answering This Questionnaire as Ex-trainee
8	24,701	37	3
9	10,000	52	0
10	5,224	15	1
11	4,989	?	5
12	4,112	29	2
13	2,089	5	0
14	1,880	14	5
15	900	9	0
16	724	71	13
17	298	5	1

(iv) Government Investing Co.

No.	(1) No. of Employees	(2) No. of Employees Trained in This Programme	(3) No. of Employees Answering This Questionnaire as Ex-trainee
18	28,476	30	0
19	1,378	59	0
20	1,280	138	4
21	876	177	0
22	67	12	0

(v) Private Co.

No.	(1) No. of Employees	(2) No. of Employees Trained in This Programme	(3) No. of Employees Answering This Questionnaire as Ex-trainee
23	381	35	0

Notes:

1) ? means no mention in the questionnaire

2) No. means Serial number attached to each respondent

3) No response from State Government Department

(Table 7-1)

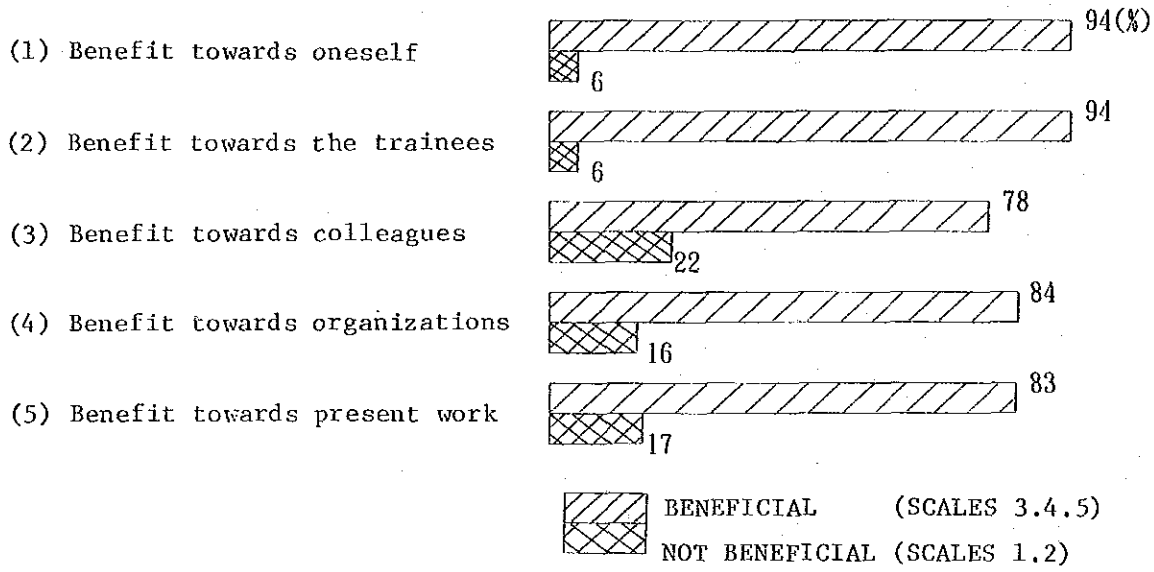
BENEFIT FROM THE TRAINING

	(SCALE)	50	100%
(1) Benefit towards oneself	5	11	
	4	43	
	3	40	
	2	6	
	1	0	
(2) Benefit towards the trainees	5	14	
	4	46	
	3	34	
	2	6	
	1	0	
(3) Benefit towards collegues	5	3	
	4	22	
	3	53	
	2	21	
	1	1	
(4) Benefit towards organizations	5	9	
	4	30	
	3	45	
	2	15	
	1	1	
(5) Benefit towards present work	5	9	
	4	41	
	3	33	
	2	16	
	1	1	

SCALES: 5 = Extremely Beneficial 4 = Very Beneficial 3 = Benefical
2 = Little Beneficial 1 = Note Bneficial at all

(Table 7-2)

BENEFIT FROM THE TRAINING



(Table 7-2)

Benefit	towards	oneself	94%
"	"	trainees	94%
"	"	colleagues	78%
"	"	organization	84%
"	"	present work	83%

(Table 7-3)

KEYWORDS FROM THE COMMENTS ON THE BENEFITS FROM THE TRAINING

(1) Benefit towards oneself		(2) Benefit towards colleagues		(3) Benefit towards organizations	
Organizations	Trainees	Organizations	Trainees	Organizations	Trainees
(Positive) 1. Knowledge increased 2. Technique improved 3. Work ethics obtained 4. Sense of responsibility obtained 5. Become more confident in work 6. Motivation increased 7. Productivity increased	1. Knowledge increased 2. Technique improved 3. Work ethics obtained 4. Sense of responsibility obtained 5. Become more confident in work 6. Motivation increased 7. Productivity increased 8. Managerial know-how increased 9. Independence learned 10. Self-control learned 11. Japanese learned	1. Work ethics diffusing 2. Team working spirit learned 3. Good example of diligence learned 4. Productivity increased 5. Experiences diffusing	1. Work ethics diffusing 2. Team working spirit learned 3. Good example of diligence learned 4. Productivity increased 5. Experiences diffusing 6. Flexibility and partience diffusing 7. Check method diffusing 8. Contributing to the better communication among labor and capital 9. Better environment	1. Productivity increased 2. Work ethics diffusing 3. Providing seminars 4. Improvement in group work 5. Become able to train people with the latest technology 6. Staff quality improved	1. General contribution of the experience 2. Loyality is contributing to the advancement
(Negative) 1. Could learn work ethics but training itself was not useful.	1. Training field was not appropriate. 2. Little from lectures but a lot from practices.	1. Take time for diffusion.	1. Hardware is available but no softwares. 2. Take time for diffusion seiminate. 3. Colleagues indifferent 4. Difficult to be benefit them social structure and national character are different. 5. No chance to coach.		1. Difficult to diffuse because the organization is is too big. 2. Training is not properly evaluated. 3. Everything was already known. 4. System is too different.

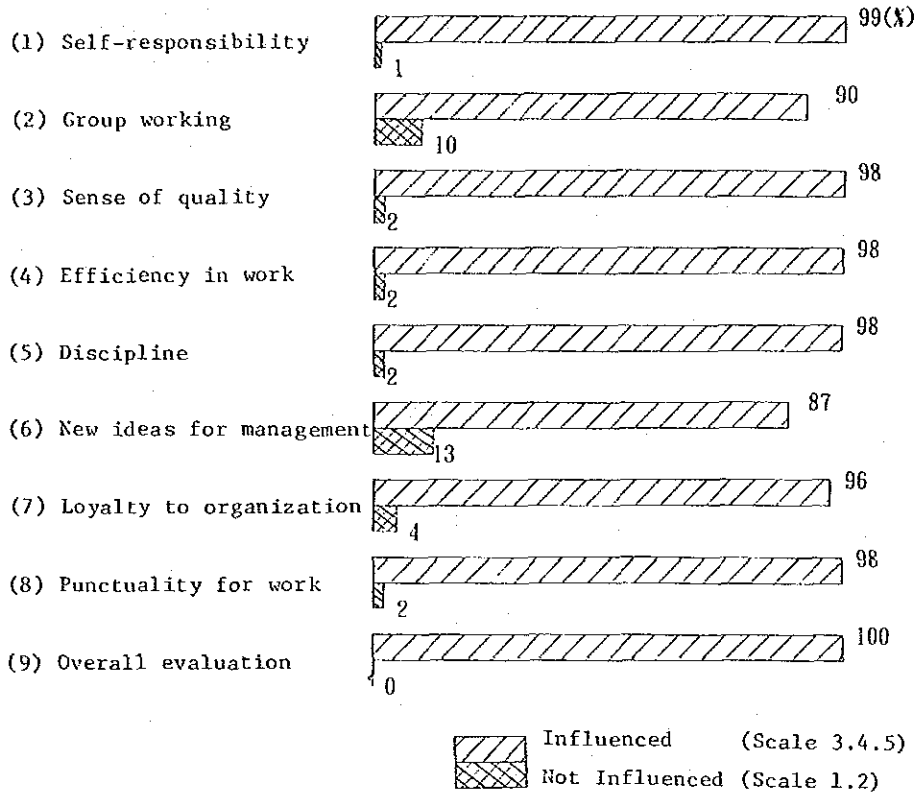
(Table 8-1)

INFLUENCE OF THE JAPANESE WORK ETHICS

	(SCALE)	50 100%		(SCALE)	50 100%
(1) Self -responsibility	5	17	(2) Group working	5	14
	4	61		4	44
	3	21		3	32
	2	1		2	8
	1	0		1	5
(3) Sense for quality	5	12	(4) Efficiency in work	5	17
	4	60		4	60
	3	26		3	21
	2	2		2	2
	1	0		1	0
(5) Discipline	5	23	(6) New ideas for management	5	9
	4	60		4	33
	3	15		3	45
	2	1		2	12
	1	0		1	1
(7) Loyalty to organization	5	14	(8) Punctuality for work	5	30
	4	58		4	58
	3	24		3	10
	2	5		2	3
	1	0		1	0
(9) Overall evaluation	5	13		5	
	4	65		4	
	3	22		3	
	2	0		2	
	1	0		1	

(Table 8-2)

INFLUENCE OF THE JAPANESE WORK ETHICS



(Table 8-3)

Positive

(RESPONDENTS)

11 : Want to apply Japanese work ethics in Malaysia

17 : Find meaningful to learn it, satisfied, become confident

8 : Increase of productivity depends on attitude of the trainee oneself and colleagues

Negative

(RESPONDENTS)

1 : It is hopeless to let others understand

: Cooperation of the boss is necessary

: Attitude between young and middle-aged

15 employees are different

: Multi-nations and British influence is strong

: Executives should first learn the importance of work ethics.

(Table 9-1)

EFFECTIVENESS OF TRAINING - TECHNICAL IMPROVEMENT

(1) Has your training experience in Japan increased your technical know-how?

(SCALE)	(RESPONDENTS)	50	100%
5	11	10	
4	56	43	
3	55	42	
2	6	4	
1	2	1	

(2) Has your training experience in Japan enabled you to adopt new technology?

5	4	3	
4	23	18	
3	62	48	
2	34	26	
1	6	5	

(3) Has your training experience in Japan widened your knowledge on technology or management?

5	10	8	
4	55	42	
3	53	41	
2	10	8	
1	1	1	

(4) Has your training experience in Japan enabled you to coach colleagues?

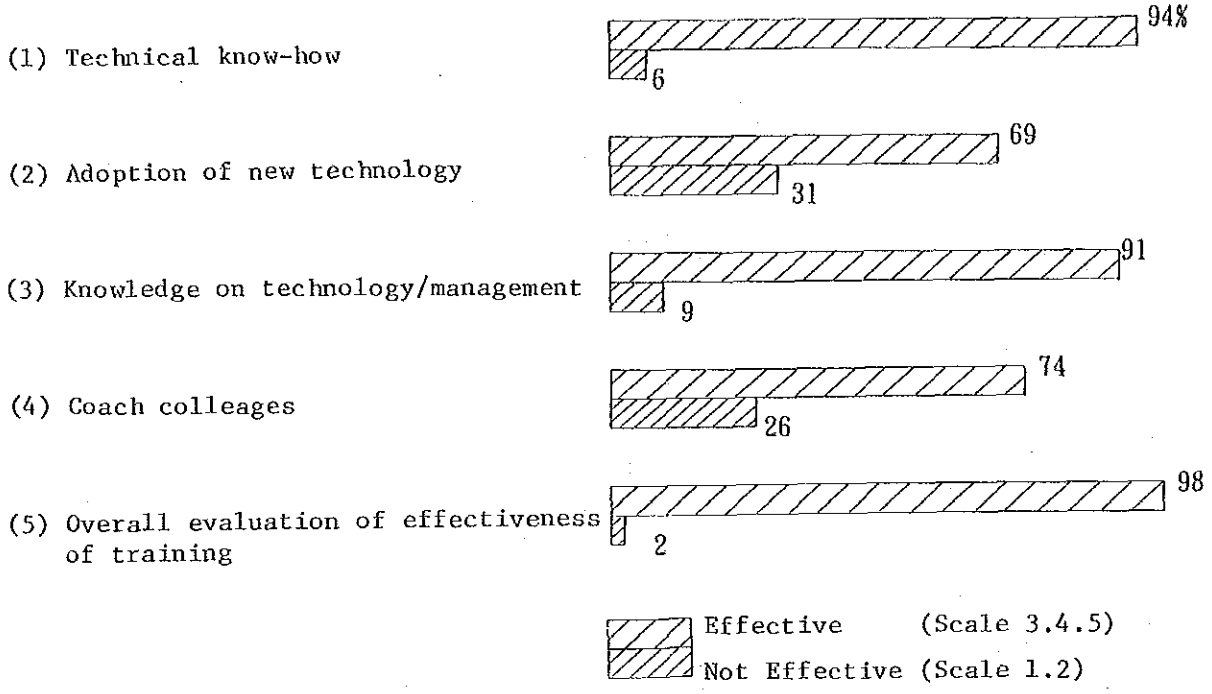
5	4	3	
4	28	22	
3	64	49	
2	27	21	
1	6	5	

(5) Overall evaluation of effectiveness of training in Japan

5	11	8	
4	62	48	
3	53	42	
2	3	2	
1	0	0	

(Table 9-2)

EFFECTIVENESS OF TRAINING: TECHNICAL IMPROVEMENT



(Table 10)

BENEFIT FROM THE TRAINING

	(SCALE)	(RESPONDENTS)	
(1) Please indicate the degree of benefit derived from the training for yourself:	5		X
	4	7	70
	3	3	30
	2		
	1		
(2) Beneficial to the trainee	5	1	10 *
	4	5	50
	3	4	40
	2		
	1		
(3) Beneficial to colleagues	5		
	4	3	30
	3	6	60
	2		
	1	1	10
(4) Beneficial to your organization	5		
	4	5	50
	3	5	50
	2		
	1		
(5) Beneficial to your present work	5		
	4	5	50
	3	5	50
	2		
	1		

SCALES: 5 = Extremely Beneficial 4 = Very Beneficial 3 = Benefical
2 = Little Beneficial 1 = Not Bneficial at all

(Table 11)

INFLUENCE OF THE JAPANESE WORK ETHICS

	(SCALE)	(RESPONDENTS)	%		(SCALE)	(RESPONDENTS)	%
(1) Self-responsibility	5	0		(2) Group working	5	1	10
	4	6	60		4	5	50
	3	4	40		3	4	40
	2				2		
	1				1		
(3) Sense for quality	5	3	30	(4) Efficiency in work	5	0	
	4	6	60		4	7	70
	3	1	10		3	3	30
	2				2		
	1				1		
(5) Discip line	5	1	10	(6) New ideas for management	5	0	
	4	6	60		4	4	40
	3	3	30		3	6	60
	2				2		
	1				1		
(7) Loyalty to organization	5	0		(8) Punctuality for work	5	3	30
	4	6	60		4	5	50
	3	4	40		3	2	20
	2				2		
	1				1		
(9) Overall evaluation	5				5		
	4	9	90		4		
	3	1	10		3		
	2				2		
	1				1		

(Table 12)

EFFECTIVENESS OF TRAINING - TECHNICAL IMPROVEMENT

(1) Has your training experience in Japan increased your technical know-how?

(SCALE)	(RESPONDENTS)	%
5	0	
4	1	10
3	7	70
2	1	10
1	1	10

(2) Has your training experience in Japan enabled you to adopt new technology?

(SCALE)	(RESPONDENTS)	%
5	0	
4	1	10
3	4	40
2	2	20
1	3	30

(3) Has your training experience in Japan widened your knowledge on technology or management?

(SCALE)	(RESPONDENTS)	%
5	0	
4	5	50
3	5	50
2	0	
1	0	

(4) Has your training experience in Japan enabled you to coach colleagues?

(SCALE)	(RESPONDENTS)	%
5	0	
4	5	40
3	3	30
2	2	20
1	1	10

(5) Overall evaluation of effectiveness of training in Japan.

(SCALE)	(RESPONDENTS)	%
5	0	
4	6	60
3	4	40
2	0	
1	0	

(Table 13)

SELECTING METHOD

Method	Respondents	0 — 50 — 100%
(a) Nomination	3	13
(b) Examination	0	
(c) Interview	3	13
(d) Others	0	
(a) + (c)	15	65
(b) + (c)	2	9

(Table 14)

BENEFIT FROM THE TRAINING

	(SCALE)	(RESPONDENTS)	0 — 50 — 100%
(1) Beneficial to the trainees	5	1	4
	4	9	39
	3	13	57
	2	0	
	1	0	
(2) Beneficial to the colleagues	5	7	30
	4	14	61
	3	2	9
	2	0	
	1	0	
(3) Beneficial to your organization	5	0	
	4	7	30
	3	16	70
	2	0	
	1	0	

scale: 5 = Extremely beneficial 4 = Very beneficial
3 = Beneficial 2 = Little benefit 1 = No benefit

Question: (Table 15)

VALUE OF THE TRAINING

Value of Training

If you are with private company, do you take into account training in Japan when considering special pay increase, promotion or posting?

		(RESPONDENTS)	0 50 100%
(1) Pay increase	Yes	3	13
	No	2	9
	No Answer	18	78
(2) Promotion	Yes	3	4
	No	2	13
	No answer	18	83
(3) Posting	Yes	3	13
	No	2	4
	No Answer	18	83

ANNEX II

QUESTIONNAIRES

TRAINEES' EVALUATION ON THE EFFECTIVENESS OF THE 'IN-PLANT' INDUSTRIAL AND TECHNICAL TRAINING AND EXECUTIVE DEVELOPMENT PROGRAMME IN JAPAN

INSTRUCTION: Please answer the following questions.

A. PERSONAL INFORMATION

1. Post, Duty and Name of Organization before training in Japan :

Date: from _____ to _____ Post: _____

Duty: _____

Name of Organization: _____

2. Present Post, Duty and Name of Organization:

Date: from _____ to _____ Post: _____

Duty: _____

Name of Organization: _____

3. Type of Organization

	Tick (1) Before training	Present
(i) Federal Government Dept.	☐	☐
(ii) State Government Dept.	☐	☐
(iii) Semi-Government Agency	☐	☐
(iv) Government-Interest Co.	☐	☐
(v) Private Company	☐	☐
(vi) Others		

4. Name of training organization in Japan _____

_____

5. (1) Field of training:

Tick (/)

(a) Mechanic ☐ (b) Electric/Electronic ☐

(c) Construction/Civil ☐ (d) Welding/Metal ☐

(e) Automobile ☐ (f) Heavy Industry ☐

(g) Others ☐

(2) In the case of Executive Development Programme, please write the duration of training in Japan :

Date : from _____ to _____

6. Category :

Tick (/)

Professional/Semi-professional ☐ Supervisor ☐

Instructor ☐ Workfore/Technician ☐

7. In which Batch were you ?

Month/Year: from _____ to _____

B. EFFECTIVENESS OF TRAINING

1. Using the scale provided, please indicate the degree of benefit derived from the training for yourself :

1	2	3	4	5	No. ( )
no benefit	little benefit	beneficial	very beneficial	extremely beneficial	

Please state the reason (s) in detail.

Reason (s) : _____

_____

_____

_____

2. The degree of benefit derived from the training. Please indicate the appropriate one.

1	2	3	4	5
no benefit	little benefit	beneficial	very beneficial	extremely beneficial

1) Beneficial to the trainee (No.)

Please state the reason(s) in detail.

Reason(s) : _____

_____

2) Beneficial to colleagues (No.)

Please state the reason(s) in detail.

Reason(s) : _____

_____

3) Beneficial to your organization (No.)

Please state the reason(s) in detail.

Reason(s) : _____

_____

4) Beneficial to your present work (No.)

Please state the reason(s) in detail.

Reason(s) : _____

_____

3. To what degree have the Japanese work ethics influenced your attitude towards present work as to the factors listed below :

1	2	3	4	5
not at all	little	some influenced	very influenced	extremely influenced

1)-(i)	Self-responsibility	No. ( )
(ii)	Group working	No. ( )
(iii)	Sense for Quality	No. ( )
(iv)	Efficiency in work	No. ( )
(v)	Discipline	No. ( )
(vi)	New ideas for management	No. ( )
(vii)	Loyalty to organization	No. ( )
(viii)	Punctuality for work	No. ( )
2)	Overall Evaluation	No. ( )

If you have special comments about the evaluation of the items above, please write below :

_____

_____

_____

4. Please answer questions (i-v) below, by using the scale provided.

1	2	3	4	5
not at all	little	to some extent	very much	extemely

(i) Has your training experience in Japan increased your technical know-how? No. ( )

Please state the reason(s) in detail.

Reason(s): _____

_____

(ii) Has your training experience in Japan enabled you to adopt new technology? No. ( )

Please state the reason(s) in detail.

Reason(s): _____

_____

(iii) Has your training experience in Japan widened your knowledge on technology or management? No. ( )

Please state the reason(s) in detail.

Reason(s): _____

_____

(iv) Has your training experience in Japan enabled you to coach colleagues? No. ( )

Please state the reason(s) in detail.

Reason(s) : _____

_____

(v) Overall Evaluation of effectiveness of training in Japan. No. ( )

5. After training Japan, have you had a chance(s) to use the Japanese language?

Yes ☐ No. ☐

If "Yes", please provide details of frequency and state the situation

6. After training in Japan, have you ever contacted with your training organization in Japan?

Yes ☐ No ☐

Please state the nature of the contact(s).

7. Suggestions to training organizations in Japan, JICA, AOTS and Malaysian Government, for further improvement of the programme.

_____

_____

_____

_____

_____

_____

_____

Thank you very much for your co-operation.

Questionnaire to the organization concerned on the Look East Policy Programme in Japan

Please answer the following questions in detail.

1. Name of your organization: _____

2. Number of employees: _____

3. Type of organization and industry: Tick (/)

Type of organization	Type of industry
(i) Federal Government Department ☐	(i) Mechanic ☐
(ii) State Government Department ☐	(ii) Electric/Electronic ☐
(iii) Semi-Government Agency ☐	(iii) Construction/Civil Engineering ☐
(iv) Government-Interest Company ☐	(iv) Metal Process ☐
(v) Private Company ☐	(v) Automobile ☐
(vi) Others ☐	(vi) Heavy Industry ☐
	(vii) Others ☐
	If you indicated (vii), please specify : _____

4. Number of employees who have so far participated in the Look East Policy Programme in Japan: _____

5. How are the trainees selected? Tick (/)

(a) Nomination ☐ (b) Examination ☐ (c) Interview

(d) Others

If you indicated (d), please specify.

_____

_____

6. The degree of benefit derived from the training. Please indicate the appropriate one.

1	2	3	4	5
no benefit	little benefit	beneficial	very beneficial	extremely benecficial

1) Beneficial to the trainee No.

( )

Please state the reason(s) in detail.

Reason(s) : _____

_____

2) Beneficial to colleagues No.

( )

Please state the reason(s) in detail.

Reason(s) : _____

_____

3) Beneficial to your organization No.

( )

Please state the reson(s) indetail.

Reason(s) : _____ PB

_____

7. If you are with private company, do you take into account training in Japan when considering special pay increase, promotion or posting?

Pay increase	Yes ☐	No ☐
Promotion	Yes ☐	No ☐
Posting	Yes ☐	No ☐

Please state the reason(s) in detail.

Reason(s): _____

_____

_____

8. Does your organization intend to let other employees take part in the training in Japan in the future?

Yes ☐ No ☐

If the answer is no, please state the reason(s) in detail.

Reason(s): _____

_____

_____

_____

9. Suggestions to training organizations in Japan, JICA, AOTS and Malaysian Government for further improvement of the programme.

_____

_____

_____

_____

Thank you very much for your co-operation.

Name : _____

Post : _____

Signature : _____

Date :

ANNEX III

F I E L D S O F T R A I N I N G

Type of Industry	Subject
Mechanic	Mechanical Engineering, General Mechanic, General Mechanic/Forging, Mechanical Drafting, Machinery Fitting, Machining & Turning General Machining, Motor Machining, Maintenance of Machine tools, Marine Engine(Petrol & Diesel), Boat Building, Mechanical Engineering(Boiler Operation & Maintenance), Mechanical Engineering (Lift & Escalator), Mechanical Engineering(Locomotive Technology), Mechanical Drafting(Tool & Die Making), Tool & Die Making, Tooling & Production Facility, Hydranic & Pneumatic Control.
Electric/ Electronic	Electrical, Electrial Engineering, Electrical Maintenance, Electrical Practical & Theoretical, Electrical, Wiring Installation & Repair, Electrical Power, Electric Works, Electric Works(Domestic & Industrial), Electrical Machine, Air Conditioning & Refrigeration, Electronic(s), Electronic Engineering, Electronic Service and Repair, Electronic Communication, Power Electronic, Basic Electricity & Consumers, Power Generation Simulation, Substation Practice & Protector, Power System Generating, Power System, Power Distribution(Supply to Consumers), Electrican, Radio & TV Servicing, Educational Video Production, Language Laboratory & Video Technology, Color TV/Film & Television, Electrical & Audio-Visual Equipment, Electronic(RTV Servicing), Overhead Practice & Underground Cables.
Construction/ Civil Engineering	Building Construction, Construction Engineering, Architectural Drafting, Structural Drafting, Mechanical/Electrical & Civil Drafting, Civil Engineering, Bridge Engieering, Building Consturction(Concrete, Reinforcement & Stonework), Building Construction(General Plumbing), Bridge, Dam & Highway, Piping & Pump Maintenance, Plumbing.
Metal Processing	Welding, Welding(Arc & Gas), Welding Engineering, Surface Finishing, Foundry, Metal Works & Engineering, Metallic/Metal Testing, Electric Furnace Operation.
Automobile	Motor Mechanic, Automobile Technology, Motor Vehicle Mechanic, Engine Assembling, Automobile Maintemance, Mechanical Engineering (Automobile Technology).
Heavy Industry	Maintenance of Container & Handling Equipment, Agricultural & Heavy Machinery, Earth Moving Equip. & Construction Machinery, Heavy Machinery, Mechanical & Heavy Plants, Reconstructioning of Heavy Industrial Vehicle, Shipbuilding & Drafing.
Others	Airport Engineering, Airport Engineering(Elecrical), Airport Engineering(Civil), Port Engineering, Attachment Port Maintenance, Land Transportation Operation, Gas Processing & LPG Plant Operation, LPG Sea Transportation, LPG Storage & Export Facilities Operation, Mechanical Operation & LPG Oeration, Urea Plant Maintenance, Color Photography, Industrial Standardization & Quality Control, Bulk Depot Essential Facilities Design, Industrial Automation, Maintenance Engineering System, Quality Control, Design Planning & Control, Design Planning & Control in Automobile Industry, Laboratory Analist, Carpentry, Carpentry & Furniture Making, Carpentry & Joinery, Furniture Making, Carpentry & Joinery Furnitured Making, Bricklaying & Plastering, Building Construction(Carpentry & Joinery), Building Construciton(Jiling), Technology of Ceramic, Ceramic, Glage & Decoration, Industrial Design Certification System, Sawdocioring, Heat Treatment Technology, Instrumentation & Meteorology, Medcial Graphic, Physical Education & Gymnastics, Water Pollution Control & Sewerage Work Engineering, Advanced Instuctor Technique, Maintenance.

3. 日本側よりの提言 OBSERVATIONS BY THE JAPANESE SIDE ON THE INDUSTRIAL AND TECHNICAL TRAINING/ EXECUTIVE DEVELOPMENT PROGRAMME IN JAPAN UNDER THE LOOK EAST POLICY OF MALAYSIA

The observations by the Japanese side on the Industrial and Technical Training/Executive Development Programme in Japan under the Look East Policy (hereinafter referred to as THE PROGRAMME) are given below for the purpose of improving THE PROGRAMME.

1. The Japanese language ability:
   * The trainees are still found to be lacking the basic speaking and hearing ability (poor vocabulary) to attend the practical programme at the beginning of the training.

2. Attitude of the trainees toward the training:
   * Generally, workforce-trainees are interested only in the programmes directly related with their job and not in the programmes prepared for them considering the future necessity.
   * Instructor/supervisor-trainees' preference of theoretical programmes to basic programmes prevent them from developing their administrative ability.

3. Efforts to diffuse the effect of the training:
   * The ex-trainees should endevour in Malaysia to improve the working-environment and to develop their own QC, TQC, IE, etc. and their own work ethics.

4. Follow-up by the Malaysian organizations:
   * The Malaysian organizations should support the ex-trainees to apply the effect of the training. (After six months from their return to Malaysia, the ex-trainees usually lose the desire to apply it.)
   * After returning from the training, it is very important for the Malaysian organizations to evaluate the work of the ex-trainees and reflect the result to their pay-increase/positioning.

5. Various problems at accepting the trainees:

* The quota of the trainees in each field of training should be studied because it is not easy for the Japanese side to accept a great number of trainees in one field.
* The trainees should be informed in advance that the syllabus may not be fully covered.
* The training in certain fields are difficult to provide.
* In certain fields, such as construction/civil works, generally, the acceptance of the female trainees is difficult.
* The trainees must be well informed of the possibility of staying away from Tokyo with no Malaysian people around during the training.

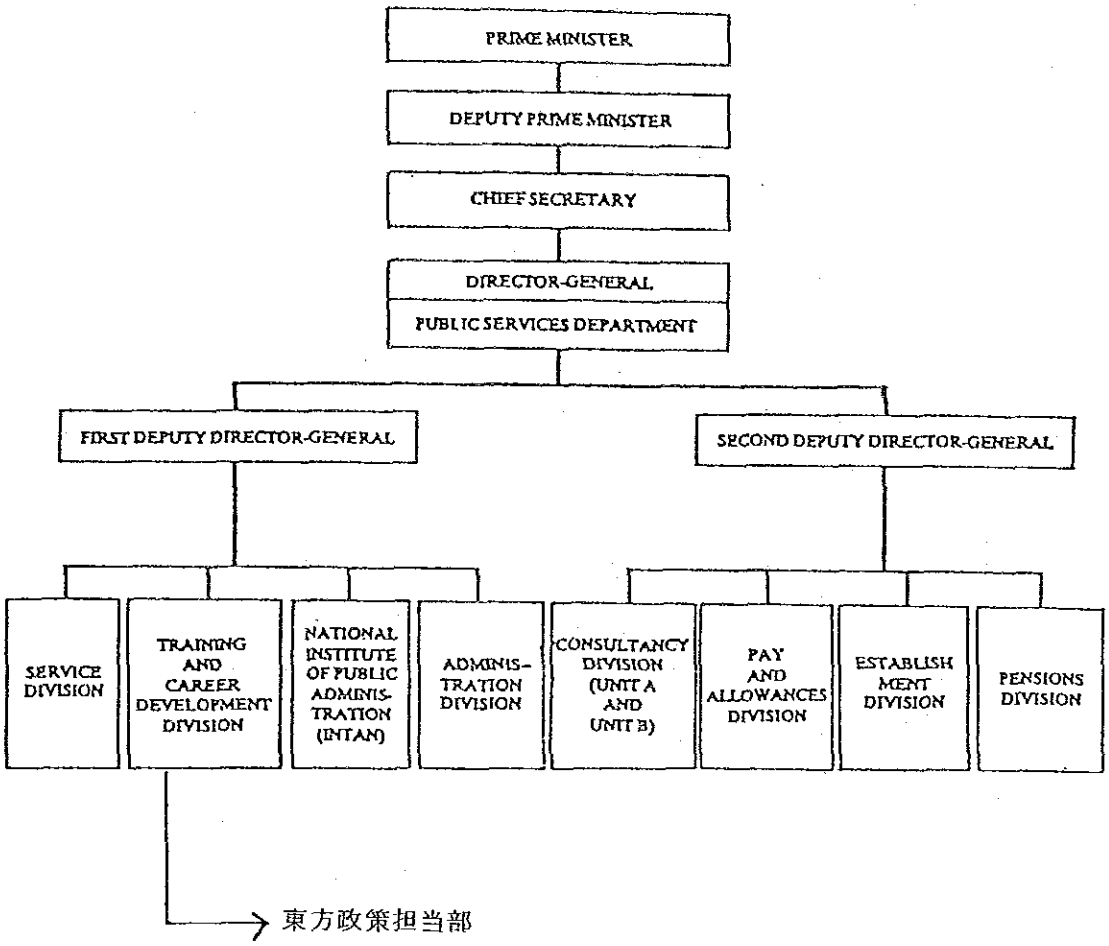
6. Syllabus:

* The syllabus with too many subjects to study may not be fully covered, since fundamentally, only one Japanese organization is selected for each trainee. Therefore, the subjects must be put with the priorities.
* It will be very useful if in the syllabus the specification of the machinery on which the candidate works is stated.
* Inquiries concerning the syllabi should be answered as immediately as possible.
* If there is any Japanese organizations where the Malaysian organizations want to have their candidates trained, its name should be stated in the syllabus.

7. Others:

* Some trainees do not have enough meals necessary to keep them in good health for the sake of saving money and at the end of the training it prevents the effective training. In this connection, the increase of the living allowance is advisable.
* It is very important that the trainees fully realize that they are not allowed to change their hotels/dormitories without permission.
* The candidates should be well medically examined before comming to Japan.

4. 人事院組織図


PRIME MINISTER
DEPUTY PRIME MINISTER
CHIEF SECRETARY
DIRECTOR-GENERAL
PUBLIC SERVICES DEPARTMENT
FIRST DEPUTY DIRECTOR-GENERAL
SECOND DEPUTY DIRECTOR-GENERAL
SERVICE DIVISION
TRAINING AND CAREER DEVELOPMENT DIVISION
NATIONAL INSTITUTE OF PUBLIC ADMINIS-TRATION (INTAN)
ADMINIS-TRATION DIVISION
CONSULTANCY DIVISION (UNIT A AND UNIT B)
PAY AND ALLOWANCES DIVISION
ESTABLISH MENT DIVISION
PENSIONS DIVISION
東方政策担当部

JICA