

No. 01

平成6年度

# 帰国研修員フォローアップチーム報告書

〔実践的総合生産性向上コース〕

平成6年11月

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国際協力事業団  
八王子国際研修センター

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## 序文

本報告書は、国際協力事業団が実施している集団研修「実践的総合生産性向上コース」に参加した帰国研修員に対するフォローアップ事業の一環として、帰国研修員の所属機関および関連機関を訪問し、当該分野の派遣国の現状、研修効果の評価、研修に対する派遣国のニーズなどを調査するとともに、関連分野における指導を行うため、フィリピンおよびマレーシアの2カ国に派遣されたフォローアップチームの調査結果をまとめたものです。

本報告書が、当該研修分野における上記2カ国の現状、帰国研修員の活動状況などについて、関係各位の一層のご理解をいただくための一助となり、今後の研修員受入事業の改善に資することができれば幸いです。

なお、本調査団の派遣に際しご協力を戴いた外務省、通商産業省、社会経済生産性本部、並びに現地においてご指導とご協力を戴いた在外公館および関係機関の皆様に対し、厚くお礼申し上げます。

平成6年11月



国際協力事業団  
八王子国際研修センター  
所長 戸井田 宣雄





フィリピンでの技術セミナー



マレーシア公務員研修所で帰国研修員と



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## I 派遣チームの概要

### 1. 派遣の目的

実践的総合生産性向上コースは、1988年以來今年度までに7回実施し、受入れ実績は25カ国から73名（うち個別研修員6名）となっている。

上記の実績を踏まえ、今回は参加国のうちフィリピンとマレーシアの2カ国を対象に、帰国研修員の所属機関および関連機関を訪問し、わが国で実施した研修の成果を測定するとともに、2カ国の生産性運動の実情を調査し、その問題点とニーズを把握することにより、今後の研修の実施に当りその質的向上と改善に資することを目的として派遣した。

### 2. 調査団の構成

調査団員として以下の3名を派遣した。

団長（総括）	清水 雅義	社会経済生産性本部参与
技術指導	佐藤 秀治	社会経済生産性本部 海外技術協力部専任課長
企画業務調整	福地 厚治	国際協力事業団 八王子国際研修センター研修課

### 3. 調査日程・主要面会者

本調査団は平成6年9月12日から9月24日の13日間派遣された。日程の詳細は、表-1のとおりである。

また、主な面会者は、表-2のとおりである。フィリピンでは、帰国研修員7名中6名、マレーシアでは6名全員に面会することができた。

表-1 日 程

日順	月日	曜日	行 程	日 程
1	9.12	月	東京発 09:45 マニラ着 13:15 (JL 741)	
2	9.13	火		JICA事務所打合せ、大使館表敬、 NEDA表敬 Productivity & Development Center 訪問
3	9.14	水		*Construction Manpower Development Foundation
4	9.15	木		*Wages and Productivity Commission, *Home Insurance and Guaranty Corporation
5	9.16	金		講演会、討論会、懇親会、事務所報告
6	9.17	土	マニラ発 15:10 クアラルンプール着 20:15 (MH 703)	
7	9.18	日		資料整理
8	9.19	月		JICA事務所打ち合せ、大使館表敬、
9	9.20	火		*National Institute of Public Administration *Palm Oil Research Institute of Malaysia
10	9.21	水		*National Productivity Corporation *Tenaga Nasional Bhd.
11	9.22	木		講演会/ 討論会、懇親会 **World Technical Rubber Products 見学
12	9.23	金	クアラルンプール発 22:45	大使館報告、事務所報告
13	9.24	土	東京着 06:30 (JL 724)	

\* 印：帰国研修員所属先

\*\* 日本から進出の企業

表-2 主な面会者

\* 印：帰国研修員  
 ( ) 内は参加年次

**フィリピン**

大使館	長谷川書記官
JICA事務所	橋本所長、小林職員他
NEDA	Ms. Carmencita J. Guiyab Executive Officer, Special Committee on Scholarship.
Construction Manpower Development Foundation	Mr. Rodolfo C. Menguita *( 1989 ) Executive Director  Ms. Zenaida C. Maturan *( 1994 ) Head of Productive Research Division  戸塚チームリーダー他
National Wages and Productivity Commission	Ms. Camelita M. Pineda Executive Director  Mr. Sixto Sison Gaddi *( 1992 ) Director II
Home Insurance and Guaranty Corporation	Mr. Fernando M. Miranda Jr. President  Mr. Jenner C. Jinahon *( 1994 ) Management and Audit Officer
Productivity & Development Center	Ms. Caridad F. Aspiras Managing Director  河井 氏他 日本人専門家
講演会/ 討論会のみ	Ms. Susana A. Soriano *( 1989 ) Senior Manager, Bank of Philippine Islands  Mr. Salvador M. Pampino *( 1990 ) Head, Human Resources Development GST Philippines Inc..

マレーシア

大使館

神原書記官

JICA事務所

水田所長、田中職員他

National Institute of Public  
Administration

Mr. Mahod, Sufian Omar \* ( 1992 )  
Programme Coordinator

Palm Oil Research Institute  
of Malaysia

Prof. Dr. Hj Badri Muhammad  
Director, Chemistry and Technology

Mr. Ooi Cheng Keat \* ( 1988 )  
Senior Researcher, Chemistry

Mr. Leong Wan Leong \* ( 1989 )  
Senior Researcher, Chemistry

National Productivity Corporation

Mr. Gokul Naidu  
Director, Human Resources Management

Mr. Mohamad bin Daud \* ( 1990 )  
Director, Service Research II

Mr. Ab. Rahim Yusoff \* ( 1990 )  
Director, Service Research I

Tenaga Nasional Berhad

Mr. Syed Abu Hanifah bin Syed Alwi \* ( 1994 )  
Assistant Manager, Distribution Division

World Technical Rubber  
Products Sdn. Bhd.

唐金 社長

牧 専門家  
松浦専門家

Ministry of International Trade  
and Industry, Malaysia )

## II フォローアップチーム調査内容

### 1. 調査結果要約

#### (1) フィリピン

前述のように、帰国研修員7名中6名に面会（2名は転職していた）したが、それぞれが職場で生産性向上運動を推進すべく努力していることが窺えた。

帰国後、研修結果レポートを受入窓口であるNEDAに提出することと、各職場でのエコー・セミナーで研修成果の発表が義務づけられており、研修成果の伝播も効果的に行なわれていることが窺える。

ただし、今回訪問した帰国研修員所属先は3ヵ所のみであり、これをもって全体を語るのは早計かも知れないが、各組織間の連携・情報交換の機会が少ないように思われた。

#### (2) マレーシア

各所属先では帰国後の義務としてレポートの提出を課しているのみであるが、帰国研修員6名全員が参加当時の職場に在籍しており、この事実からも日本での研修成果が大い活用されていると思われる。

今回は、4ヵ所の帰国研修員所属先を訪問したが、各機関とも本研修コースに対する評価は高かった。

### 2. 研修候補者の募集・選考状況

#### (1) フィリピン

##### ア. 技協窓口 (NEDA)

例年の要望調査については、関係省庁とのコミティーを開催して各コースの優先順位を決定しているとのことであった。各コースの応募者の選考は、書類選考および必要に応じて面接を行なっている。

研修員として参加した者に対しては、帰国後NEDAへのレポート提出および職場でのエコー・セミナー開催による技術・知識の普及を義務付けている。（帰国研修員のレポートの例を資料-5に掲げる。）

##### イ. 研修員所属機関

各機関とも、候補者の選考の際に考慮するのは当該コースの内容と本人の職務の関連性、能力、適応性等である。また、帰国後研修報告書の提出を義務付けている。

## (2) マレーシア

### ア. 技協窓口 ( PSD )

今回は、先方のスケジュールの都合で訪問できなかった。

### イ. 研修員所属機関

各機関とも勤続年数、将来性、該 コースの内容と本人の職務の関連性等を考慮して候補者を選定している。また、フィリピンと同様に帰国後研修報告書の提出を義務付けている。

## 3. 派遣国の生産性技術の現状と問題点

今回の調査では、時間的制約もあり帰国研修員の所属機関を重点的に訪問したので、訪問・調査した機関は、フィリピンでは5機関、マレーシアでは4機関にとどまった。

以下は上記の訪問・調査した各機関から得た情報を基に分析したものである。

### (1) フィリピン

調査団が訪問した各機関においては、わが国の技術協力の対象となっていた機関が含まれていること、生産性技術の理論・知識面の充実がみられた。また、理論・知識の修得にたいする意欲は極めて高かった。

生産性技術の実践的展開にあたっては、企業経営診断等の経験にもとづく指導教育のノウハウがとりわけ不可欠であるが、フィリピンの産業経済の発展状況からみて、この面での指導者の数が不足している。現在政府が推進している民営化、競争政策の導入などによる産業経済開発の加速を考慮すると、当該分野の人材不足が開発の阻害要因となることが懸念される。

本年9月末までミニプロジェクト協力が実施されていた Productivity and Development Center (PDC) が生産性向上運動の中核となっていることから、PDCがモデルケースを設定し、そのプロセスや成果を複数の機関で共有化できる体制を編成する可能性も考えられる。

## (2) マレーシア

National Productivity Corporation（過去2名が本コースに参加）が中心となって、中小企業、特定業界を対象とする生産性技術に関する研修やコンサルティング活動が比較的幅広く、かつ組織的に進められている。繊維業界については、前記 NPC がシンガポールの National Productivity Board との共同でマレーシア企業の指導が行なわれている。

マレーシア経済は近年の急速な成長により、現在失業率が2%とはほぼ完全雇用の状態にあり、労働賃金の上昇が顕著である。政府は労働集約型の産業からの脱皮を目指し、省力化、労働生産性の向上による高付加価値産業を奨励している。

以上の環境からも、実践的な生産性測定・評価技術の習得にたいする関心が高く各々の分野における生産性向上のためのマネジメント技術の向上が大きな課題となっている。

## 4. 我が国で実施した研修の成果等

### 4-1 帰国研修員の現在の所属先、職位

帰国研修員の現在の所属先、職位等については資料-4 のとおりである。

フィリピンでは7名中5名が参加時の職場に留まっており、それぞれ経年数に応じて昇進している。ただ生産性向上運動の中心的機関であるPDC から参加した2名がともに他の機関に転職していることは、各々の職場で当該分野の指導者として活躍しているが、残念なことである。また、1名は、消息不明であった。

マレーシアでは前述のように帰国研修員6名全員が参加時の職場で活躍しており、ほぼ全員が昇進している。

### 4-2 帰国研修員およびその所属先に対する面接、質問表による調査結果

帰国研修員のはほぼ全員が本コースへの参加によって当該分野の知識が深まったと答えており、特に「工場での企業診断実習と提言のまとめ」が帰国後に職場で応用する際に有用であったとしている。

また、彼等の所属先も本コースを高く評価しており、帰国後の処遇からも彼等に対する期待が大きいことが窺える。

今回調査団が訪問した諸機関での面接、質問表による調査結果を以下に記す。

## (1) フィリピン

### ア. Construction Manpower Development Foundation (CMDP)

ここでは、National Construction Productivity Programのプロジェクト協力中であり、過去2名の研修員が1989年と1994年（個別 CP 枠）に参加している。89年に参加した研修員が幹部に昇進していること、CP として参加した研修員が当該分野の責任者であること、などから生産性にたいする関心が高く、研修成果が組織的に応用され効果をあげていることが確認された。

### イ. National Wages and Productivity Commission (NWPC)

本機関は大統領府に属し、民間セクターの産業別、地域別の最低賃金設定と生産性についての諮問機関で、中小企業に対する生産性向上と成果配分プログラムの導入・指導を行なっている。帰国研修員は1992年に参加した1名であるが、前述のプログラムに、研修成果を大いに導入しているとのことである。

地方に15の支所をもっており、各所から指導要請が非常に多く寄せられているが、指導者不足のため全てには対応できないのが現状である。ただ、訪問時に時間的制約から上述のPDCとの業務上の連携について十分な質疑はできなかった。

### ウ. Home Insurance and Guaranty Corporation (HIGC)

94年度に1名参加しているが、帰国後3ヵ月ほどであり、研修成果を実務面で活用するまでには到ってないと思われるが、労使協調、5S、成果配分、生産性指標等により啓発され、生産性問題にたいする考え方が変わったことが成果であった由である。

本機関も大統領府に属する公共事業体であるが、民営化を前提に事業の生産性向上が重要な経営課題となっている。

## (2) マレーシア

### ア. National Institute of Public Administration (NIPA)

公務員を対象とする研修機関であり、1992年に参加した帰国研修員が1名いる。研修プログラムの開発に研修成果を活用しており、特にTQMは、本機関の研修プログラムでも重要な課題の一つであり、日本での実習で得た経験が大いに役だっている。



#### イ. Palm Oil Research Institute (PORIM)

本研究機関では研究開発活動の生産性向上が重要な課題になっており、簡便な指標化やプロジェクト評価手法等を試みている。帰国研修員は、1988年と1989年に各1名参加しており研修成果はエンジニアを対象とする研修コースのカリキュラム作成に応用している。

#### ウ. National Productivity Corporation (NPC)

NPCからは1990年に2名参加している。研修成果については前節の「現状と問題点」でも述べたが、繊維産業、ゴム産業などからのインハウス研修の要望が増えている。また、政府の経済振興政策もあって情報、サービス産業からのセミナー、コンサルティングの要望も増えておりワークスタディなどの日本における研修の成果を応用して教育指導をおこなっている。

#### エ. Tenaga Nasional Berhad (TNB)

TNBは現在公営の電力会社であるが、近い将来の民営化に向けてTQMコンセプトを導入した生産性向上活動を展開中である。帰国研修員は本年度に参加した1名であるが、工場での企業診断実習が非常に役立ったと評価しており、多機能工制導入のためのワークスタディなどに日本での研修成果を活用したいとのことであった。また、職場内のセミナーでは、生産性向上の実践的展開について講義をしている。

#### 5. アフターケアに対する要望

アフターケアについて最も高かった要望は、文献供与などによる先端情報の提供であり、ほかには参加の数年後に再研修を望む声もあった。

調査団側からは、情報交換の手段として各国にある同窓会組織を活用するのが有効的であろうと提言した。

### III 技術セミナー実施内容

#### 1. 実施状況

##### (1) フィリピン

日時	9月16日(金) 9:30 ~ 12:30
場所	マニラガーデンホテル
参加人数	20名(内帰国研修員6名)

## (2) マレーシア

日時 9月22日(木) 10:00 ~ 12:30

場所 エクイトリアルホテル

参加人数 15名(内帰国研修員4名)

## 2. 実施成果等

アジア地域の産業経済が構造的に変化し、新たな段階に入っており民営化、競争政策による改革が本格的に進められる中で、「リエンジニアリング」に対する関心が非常に高まっている。こうした観点から「生産性向上とリエンジニアリング」をテーマに講演を行なった。

セミナーでは、リエンジニアリング、リストラクチャリング、TQMの各々の技法、長短を具体的な事例を挙げて説明するとともに、各々の適用性についてもその国の文化社会的背景に即した導入につき討論を行なった。

マニラ、クアラルンプールともに帰国研修員とその所属先の上司、同僚が参加して熱心な意見交換が行なわれた。

## IV 本研修コース改善への提言

以下に述べるのは今回派遣されたフィリピンおよびマレーシアの2カ国の帰国研修員とその所属先からの意見、情報に基づいたものであり、必ずしも全てが他の参加国については適用されるとは限らないが、普遍性の高いと思われるものについて検討したものである。

### 1. 帰国研修員からの提言

- (1) 研修の中心課題について研修初期段階で意見交換を行なうことが、参加者の研鑽に役立つと考えられるのでカントリーペーパー発表の時間配分を増やすべきである。
- (2) 企業診断実習を製造業のみでなく、サービス産業でも実施すべきである。
- (3) 経営・財務、マーケティング、生産管理などの2~3グループに分けて企業診断実習を行ない、各グループの診断成果を全研修員で共有することにより企業診断実習をより総合的な経営改善提案ができるのではないか。
- (4) 講師の中には、原稿を棒読みする人もあり、押並べて一方通行型の講義が多い。できるだけ討議形式をとり入れた講義が望ましい。

## 2. 調査団の提言

上述の帰国研修員からの提言の1- (1) についてはカリキュラム編成上の問題であり、次年度のカリキュラム編成に際し検討することとしたい。

同じく1- (2) については本調査団の対象となった帰国研修員のほぼ全員が公共機関のサービス部門に従事していることと関連していると考えられるが、現在非生産部門の生産性向上が重要視されていることから、診断実習をサービス部門と生産部門を隔年に実施する等改善にむけ努力する必要がある。

1- (3) も今後の改善のために検討していくこととする。

また、1- (4) の講師の資質については、今年度実績で約7割が英語で直接講義しており、一応の改善はみられる。ただ、「一方通行」「棒読み」の講義を少なくするためには英語で直接講義できるだけでなく、討論しつつ話を進められる資質をもった講師を発掘する努力をつづける必要がある。



## V 添付資料

1. 実践的総合生産性向上コースの概要
2. QUESTIONNAIRE
3. 2カ国の訪問機関に提出した英文所見
4. 帰国研修員の現在の所属先・職位（リスト）
5. 研修修了レポートの例
6. セミナー配布資料目次



## 1. 実践的総合生産性向上コースの概要

### (1) コース設立の背景および設立年度

開発途上国が一次産業依存の産業構造から脱却して安定的な経済発展を可能とするためには第2次、第3次産業の育成が急務である。しかし、これらの国では経営管理者の育成が遅れており、経営管理の実践的知識も未だ不十分である。

以上の背景を踏まえて総合的経営技術とリンクした生産性向上のソフトの技術移転を内容とする本コースが1988年に設立された。

### (2) 研修機関 : 社会経済生産性本部 (設立当時は日本生産性本部)

### (3) 主な研修項目

- ア. 生産性向上へのアプローチ
- イ. 生産管理の現状と発展
- ウ. 工場現場改善実習
- エ. 原価低減
- オ. 生産期間の短縮と仕掛在庫の削減
- カ. 品質管理とTQC
- キ. オートメーションによる生産システムの効率化
- ク. 人材育成と技能訓練

## (4) 年度別国別帰国研修員

	1988	1989	1990	1991	1992	1993	1994	計
バングラデシュ	1	1	1	1				4
中国	1							1
フィリピン		2 (1)	1	1		1	2 (1)	7 (2)
香港	1	1						2
インド	1	1		1				3
インドネシア			1					1
マレーシア	1	1	2		1		1	6
ネパール	1	1	1			1	1	5
パキスタン	1	1	1				1	4
シンガポール		1		(1)				2 (1)
スリ・ランカ			1					1
タイ	1	1	2					4
モンゴル						1		1
メキシコ						1	1	2
アルゼンチン	(1)		1	1	2			5 (5)
ウルグアイ			(1)			1		2 (1)
ヴェネズエラ	1	1		1				3
ブラジル					2	1	1	4
コスタ・リカ					1	1	2 (1)	4 (1)
コロンビア				1		1		2
チリ							1	1
イラン					1	1	1	3
エジプト					2	1		3
チュニジア				1	1			2
ガーナ				1				1
計	10 (1)	11 (1)	12 (1)	9 (1)	10	10	11 (2)	73 (6)

カッコ内は個別研修員（内数）



## QUESTIONNAIRE (1)

(to be filled up by the Office of ex-participants)

One of the purposes of dispatching the follow up team is to collect data and information for improvement of the training course in the future.

So, it would be much appreciated if your office would kindly fill up this questionnaire, in regard to the training course in " PRODUCTIVITY MANAGEMENT, conducted in Japan.

1. What is the criteria for selecting candidate(s) for this course?

- \* Relevance to the training, Capability of employee, Payback Opportunity ( CMDF, NWPC, TNB,)
- \* Performance, Years in service, Aptitude and interest in the program ( INTAN, TNB,)

2. What kind of report is a trainee required to submit to your office, after completion of the training in Japan?

- \* Submit a post training report and conduct an echo seminar
- \* Submit an evaluation report

3. How does your office evaluate the training course?

- Very beneficial to your office -3
- Fairly beneficial to your office -1
- Not so beneficial to your office

Reason of the above

- \* The concepts and programs gained from the training could be applied in our efforts to support the government's national program (NWPC)
- \* Quality of trainings conducted to the clients were enhanced ( HIGC )
- \* Exposure to such as this course is motivating to the trainee and increase productivity (TNB )
- \* The trained officer is expected to utilize the new knowledge, ideas and experience so as to enhance his performance as a trainer (NIPA )

4. Please give us comments/suggestions of your office for the improvement of the training course in the future.

- \* The course should include modules on Productivity, Gain Sharing, Quality and Productivity Diagnosis. (NWPC)
- \* The actual practice of the detailed aspects should be lessened and concentrate more on macro planning and management of productivity improvement program. Application of modern information technology & management philosophy, techniques should be included. (HGIC)
- \* Present more case studies and experiences related to the Service Industry and Japanese Public Sector. (NIPA)

5. Has your office sent the staff to any other countries for training in the field of productivity?

Country(s) \_\_\_\_\_

Thank you for your kind cooperation

**QUESTIONNAIRE (2)**  
(to be filled up by ex-participants)

**I. GENERAL QUESTION**

(1) Full Name

---

(2) Office Address

---

---

(3) Year of Participation

---

(4) Employment Record after Training in Japan

Year of Service	Post	Organization

(5) Brief description of your present job

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(6) Is your present job relevant to the course you have attended ?

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## II. QUESTION ON THE COURSE

(1) What did you expect of the training in Japan ?

- \* To gain insights on the various productivity management systems and inplant practices
- \* To learn from Japan's techniques and experiences in productivity enhancement program
- \* Comprehensive training on Productivity Management, including Productivity Gain Sharing and their practical application to firms
- \* Exposure to new technology and Japanese work culture
- \* To upgrade knowledge experience in the related field

(2) Was your expectation met ?

Yes	9
No	1(not fully)

(3) What was the most beneficial of the programme upon resuming your office?  
( Choose one among the following items, and state the reason)

Production Management and System	-3
Improvement of Total Productivity	-1
Implementation of Low Cost Automation	-
In-plant Practice of Productivity Improvement	-4
Design and Implementation of Training for Human Resources Development	-1
Japanese Approach to Cooperation between Labor and Management in Improving Productivity	-1
Comparative Study	-

(3) Have you made use of what you have acquired in Japan for productivity improvement ?

Yes       No

If Yes, what and how ?

- \* Lessons acquired were used to form part of modules on productivity trainings conducted for both labor and management clients
- \* Enhanced programs on Productivity Measurements and institutionalized various roles of management and union to achieve industrial peace
- \* Integrated the knowledge and experience acquired from the program into various activities in the organization
- \* Work study: in relation to the formulation of job specifications for multiskilling work

If No, what restraints ?

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(4) Give us your comments or suggestion on the following items for the further improvement of the course.

- |                                      |                                   |
|--------------------------------------|-----------------------------------|
| a) Duration                          | * right - 7                       |
|                                      | * should be longer - 3            |
| b) Number of participants            | * right - 9                       |
| c) Textbooks and reference materials | * sufficient - 6                  |
|                                      | * need improvement - 4            |
| d) Time Allocation                   | * right - 5                       |
|                                      | * in plant practice be longer - 2 |
| e) Facilities and equipment          | * sufficient - 10                 |

### III. QUESTION ON THE FOLLOW UP SERVICE

(1) Are you receiving periodical(s) from JICA ?

Yes -5     No - 5

(2) Are you a member of JICA Alumni Association ?

Yes - 3     No - 6

(3) What do you expect of JICA as follow up services

- \* News letters to keep us abreast on new development
- \* A continuous follow-up trainings for the ex-participants to further enhance their capabilities

Thank you for your kind cooperation

September 16, 1994

MS. CARMENCITA J. GUIJAB  
Executive Officer  
Special Committee on Scholarship  
NEDA

SUBJECT: FOLLOW-UP TEAM FOR EX-PARTICIPANTS OF PRODUCTIVITY  
MANAGEMENT COURSE

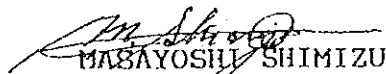
Dear Ms. Guijab :

We would like to express our sincere gratitude for your kindness and hospitality extended to us when we paid a visit to your office in connection with the follow-up service for the ex-participants of Productivity Management Course.

It was a very beneficial opportunity for us to know the actual situation of production and management system in the Philippines. We are much pleased to know that the ex-participants are positively engaged in the improvement of productivity.

Please find enclosed herewith a report of our mission for your kind reference.

Yours sincerely,

  
MASAYOSHI SHIMIZU  
Leader  
Follow-up Team

SUMMARY REPORT BY THE FOLLOW-UP TEAM FOR EX-PARTICIPANTS  
OF PRODUCTIVITY MANAGEMENT COURSE

1. BACKGROUND

Under the international cooperation program of the Government of Japan, the Japan International Cooperation Agency (JICA) has been conducting a group training course in Productivity Management since 1988.

The purpose of the course is to introduce productivity management practices and measures taken in Japan so as to contribute to the promotion of productivity in the participating countries.

With this background, JICA dispatched a Follow-up Team for the ex-participants of the said course to the Philippines and Malaysia. The members of the team are:

Mr. Masayoshi Shimizu	Advisor International Cooperation Division Japan Productivity Center for Socio- Economic Development
Mr. Shuji Sato	Manager Overseas Technical Cooperation Dept. Japan Productivity Center for Socio- Economic Development
Mr. Koji Fukuchi	Training Officer Hachioji International Training Center JICA

2. OBJECTIVES

The objectives of the Team were as follows:

- (1) To Study the extent of utilization of what ex-participants have acquired in Japan.
- (2) To collect their proposals and suggestions for improvement of the group training course in the future.
- (3) To study the present situation and needs of the two countries in the field of productivity improvement to reflect the findings upon the future programming.



### 3. METHOD

To attain the above-mentioned objectives, the Team took the following procedures.

- (1) A questionnaire was sent in advance to each ex-participant and a meeting was held with them on the basis of their answer to the questionnaire.
- (2) The team met most of the ex-participants and studied the relevance between their present duties and the program of the course.
- (3) The Team visited the organizations where ex-participants are working.

### 4. COMMENTS AND SUGGESTIONS RECEIVED FROM EX-PARTICIPANTS AND THE ORGANIZATION CONCERNED.

- (1) To share scope of issues of each participant, allocate more time for "country paper presentation".
- (2) To study more wide range of view and vision for productivity improvement, allocate more time for practical study on re-organization, HRD, TQM, Marketing, Productivity measurement and their organizational methodologies.
- (3) To make recommendation of in-plant practice more managerial oriented, organize two or three group and let them share diagnosis such as production group, financial group and marketing group. And then, integrate their diagnosis to make a final recommendation.
- (4) Others: expectation of total approach of productivity management course enhancing HRD is very high. So, consideration of this point should be taken in a future program development.

## 5. CONCLUSION

With the kind cooperation, the team has been able to obtain valuable information on productivity promotion in this country, as well as comments and suggestions from the ex-participants and the organization concerned, which will be very useful of the betterment of the Course program.

All these information and suggestions will be reported to the organizations concerned back in the country, so that the report of the team based on findings acquired during its stay in this country would be given due consideration for further improvement of the course program.

3-2 英文所見 (マレーシア)

23 September 1994

Ms. Kayoko Mizuta  
Resident Representative,  
Japan International Cooperation Agency  
in Malaysia

Dear Ms. Mizuta,

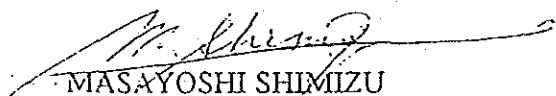
We should like to express our deepest appreciation for your kindness rendered to us in making arrangements for our mission of follow-up service.

Visiting various different organizations gave us a very beneficial opportunity to study the actual situation of management system and productivity movement in Malaysia.

It would be much appreciated if you would kindly convey our best regard to the organizations we have visited.

Please find enclosed herewith a report of our mission for your reference.

Sincerely yours,



MASAYOSHI SHIMIZU

Leader,

Follow-up Team

for Ex-participants of Productivity Management Course

## Summary Report by the Follow-up Team for Ex-participants of Productivity Management Course

### 1. Background

Under the international cooperation program of the Government of Japan, the Japan International Cooperation Agency (JICA) has been conducting a group training course in Productivity Management since 1988.

The purpose of the course is to introduce productivity management practices and measures taken in Japan so as to contribute to the promotion of productivity in the participating countries.

With this background, JICA dispatched a Follow-up Team from the ex-participants of the said course to The Philippines and Malaysia. The members of the team are:

Mr. Masayoshi Shimizu	Advisor International Cooperation Division Japan Productivity Center for Socio-Economic Development
Mr. Shuji Sato	Manager Overseas Technical Cooperation Department Japan Productivity Center for Socio-Economic Development
Mr. Koji Fukuchi	Training Officer Hachioji International Training Center JICA

### 2. Objectives

The objectives of the Team were as follows:

- (1) To study the extent of utilization of what ex-participants have acquired in Japan.
- (2) To collect their proposals and suggestions for improvement of the group training course in the future.
- (3) To study the present situation and needs of the two countries in the field of productivity improvement to reflect the findings upon the future programming.

### 3. Method

To attain the above mentioned objectives, the team took the following procedures.

- (1) Questionnaires were sent in advance to ex-participants and their organizations.
- (2) An arrangement was made to see ex-participants at their workplaces.

- (3) Meetings were held with ex-participants together with their superiors to study the status quo of productivity movement in their offices.
- (4) The team held a seminar and made a presentation on "Productivity Improvement and Re-engineering" as a introduction of current topics.

#### 4. Findings

- (1) Application of outcomes of the Training Course  
All the ex-participants are applying the outcomes in the way of QC, TQM type of seminars and consultancy services.
- (2) Productivity Movement of NPC of Malaysia.

NPC'S movement is now in action stage as described below:

- (a) There are many requests of consultancy and training services from small and medium size companies.
- (b) The top priority at NPC's activity is improvement of productivity and quality at small and medium size companies.
- (c) Needs of in-house training are increasing.
- (d) NPC is making effort to develop model companies to propegate and stimulate productivity improvement, and employing mass-media such as TV, newspaper, and news letters as propegation tools.

#### 5. Suggestion

- (a) It is expected that cooperation and collaboration among NPC, INTAN, TNB, etc. in sharing information on productivity movement would be promoted for more effective approach of the movement.
- (b) To promote such inter-organizational collaboration, NPC will be one of the feasible organizations that can act as catalyst.
- (c) It would be one of the ideas to make use of small and medium size joint venture companies with Japanese for a case study.
- (d) There is a trend of privatization; TNB was privatized in 1991, and NPC will privatize its hotel in the near future.

Productivity and quality are the indispensable at those organizations to sustain competitiveness in the market.

## 6. Conclusion

With your kind cooperation, the team has been able to obtain valuable information on productivity promotion in the country, as well as comments and suggestions from the ex-participants and the organization concerned, which will be very useful for the betterment of the Course program.

All these information and suggestions will be reported to the organizations concerned back in our country, so that the report of the team based on findings acquired during its stay in this country would be given due consideration for further improvement of the course program.

## 資料-4 帰国研修員の現在の所属先・職位

## List of Ex-participants, Productivity Management Course

## REPUBLIC OF THE PHILIPPINES

Name	Year of Participation	Position (at the time of participation)	Position (as of September, 1994)
Mr. Susana A. Soriano	1989	Project Officer I Productivity & Development Center Development Academy of the Philippines	Senior Manager Bank of Philippine Islands
Mr. Rodolfo C. Menguita	1989	Chief, Trade & Industry Development Specialist, Construction Manpower Development Foundation	Executive Director, Construction Manpower Development Foundation
Mr. Salvador Marquez Pampino	1990	Project Manager Productivity & Development Center Development Academy of the Philippines	Head, Human Resources Development, GST Philippines Inc.
Mr. Sixto Sison Gaddi	1992	Supervising Labour and Employment Officer, National Wages and Productivity Commission	Director II, National Wages and Productivity Commission
Mr. Jose Mari M. Ilagan	1993	Division Manager A. Compensation & Benefits Management Division, National Power Corporation	**
Mr. Jenner C. Jinahon	1994	Management & Audit Officer III Management Service Department Home Insurance and Guaranty Corporation	Management and Audit Officer, Management Service Department Home Insurance and Guaranty Corporation
Ms. Zenaida C. Maturan	1994	Head of Productivity Research Division Construction Manpower Development Foundation	Head of Productivity Research Division Construction Manpower Development Foundation

## MALAYSIA

Name	Year of Participation	Position (at the time of participation)	Position (as of September, 1994)
Mr. Ooi Cheng Keat	1988	Research Officer Palm Oil Research Institute	Senior Research Officer Palm Research Institute
Mr. Leong Wan Leong	1989	Senior Research Officer Palm Oil Research Institute	Senior Research Officer Palm Research Institute
Mr. Ab. Rahim Yusoff	1990	Training and Investigating Officer National Productivity Centre	Director, Service Research I National Productivity Corporation
Mr. Mamat bin Daud	1990	Training and Investigating Officer National Productivity Centre	Director, Service Research II National Productivity Corporation
Mr. Mohd. Sufian Omar	1992	Programme Coordinator National Institute of Public Administration	Programme Coordinator, National Institute of Public Administration
Mr. Syed Abu Hanifah bin Syed Alwi	1994	Assistant Manager Distribution Division, Tenaga Nasional Berhad	Assistant Manager Distribution Division, Tenaga Nasional Berhad





5. 修了レポートの例



HOME INSURANCE AND GUARANTY CORPORATION

July 18, 1994

NATIONAL ECONOMIC DEVELOPMENT AUTHORITY  
NEDA Sa Pasig Building  
Pasig, Metro Manila

Attention: Scholarship Committee Secretariat

Dear Sir:

I would like to inform you that I have completed the two-month training on Productivity Management in Tokyo, Japan from April 11 to June 12, 1994 sponsored by Japan International Cooperation Agency.

This is also to submit the attached Post Training Report regarding this seminar as per your requirements.

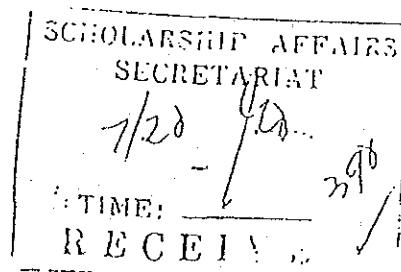
Furthermore, please be informed that I will be conducting an echo-seminar to other employees of my organization to share my experiences and share what I learned from this training per se.

Lastly, I would like to thank you for the support extended to me in attending this training in Japan. I look forward to participating in another related training on behalf of my organization.

Thank you.

Very truly yours,

JENNER C. JINAHON  
Philippine Representative  
JICA - Productivity Management Training



POST TRAINING REPORT

ON

PRODUCTIVITY MANAGEMENT GROUP TRAINING

HELD IN

JICA-HACHIOJI INTERNATIONAL TRAINING CENTER  
HACHIOJI CITY, TOKYO, JAPAN

ON

APRIL 11 TO JUNE 12, 1994

Sponsored by Japan International Cooperation Agency (JICA)  
and Japan Productivity Center for Socio-Economic Development  
under the International Cooperation Programme of the  
Government of Japan

Submitted To:

SCHOLARSHIP COMMITTEE SECRETARIAT  
NATIONAL ECONOMIC DEVELOPMENT AUTHORITY

Submitted By:

JENNER C. JINAHON

Philippine Representative  
Management and Audit Officer III  
Home Insurance and Guaranty Corporation

July 1994.

## EXECUTIVE SUMMARY

The Group Training Course in Productivity Management has given me an insight into the productivity management practices and measures being undertaken in Japan to promote productivity. The course has also given me ideas which could be adopted by my organization to promote productivity as well as for the economic and welfare development of the Philippines.

Basically, the training core is anchored on the following Productivity Management Concepts and Tools:

- I. 5S Concept and Application
- II. Industrial Engineering Tools and Work Measurements  
Techniques to Measure Productivity
- III. Just In Time (JIT) Practice
- IV. Suggestion Scheme

In general, I was also able to gain sufficient knowledge and a better understanding of the economy, government, society, people, education and employment system of the Japanese Government.

The training methodologies used are listed below:

	<u>Calculated Time Allocation</u>
I. Lectures	34%
II. In-Plant Practice	28%
III. Observation/Study Tour	25%
IV. Workshops/Orientation/Country Paper Presentation	10%
V. International Friendship Party/ Human Interaction	3%
	<hr/> 100%

In the course evaluation conducted by JICA and JPC officers and the eleven (11) participants from ten (10) Asian and Latin American countries, the four (4) subjects listed below were suggested to be included in the curriculum to further improve the course:

- I. Personnel and Organizational Change Management
- II. Total Quality Management (TQM) and Re-engineering
- III. Longer and well organized in-plant practice
- IV. Study of Japanese Language before the scheduled training in Japan.

## CONCLUSION/RECOMMENDATION

The 2-month Productivity Management Group Training was an opportune occasion for me to acquire indepth knowledge of schemes/strategies how to enhance productivity which can be applied to my organization and the entire government machinery, as well.

Our country is gearing towards the vision of "Philippines 2000" where we hope to attain the status of a newly industrializing country by the turn of the century. The concept and methodology which the Japanese people and government have adopted to implement an effective productivity enhancement program can serve as guide for our own government planners in drawing up a similar program for the Philippines. Such a program can, in turn, be used by private corporations, NGOs, POs, etc. which will be adopted both on a national scope.

In the past, in our aspiration toward industrialization, our productivity enhancement concerns and programs zeroed in on technology and processes. The human factor has been given less attention. There is then a need for a shift in focus such that the programs for implementation will be directed to boosting the morale of the working force. This can be done by devising productivity mechanisms which will provide incentives and other forms of reward.

The government should start with programs to enhance the morale and consequently the productivity of the civil servants which has reached more than 1.7 million in number. Increasing the workers' morale will result to a more aggressive working force that will benefit the whole government machinery. Furthermore, graft and corruption in government offices will be curtailed because the employees will then be adequately compensated and they will find dignity in their works.

I am recommending that seminar trainings of this nature be conducted for the different government agencies and a follow-up course be pursued so that this 2-month training program can be sustained. The productivity enhancement programs of other developed countries should also be explored/studied.

I also look forward to participating in similar and/or related undertakings in the near future not only for personal advancement but more so, to gain more knowledge, techniques and capabilities which later on will be applied to the day-to-day government operations. The ultimate objective is to find the methods most appropriate and applicable to Philippine conditions, institute these in government offices so that the values become intrinsically a part of the Filipino civil servants.

On the other side, each one of us should do our own share by improving in our respective job-assignments and in the process help enhance productivity of our respective organization and the nation as a whole.

Today, Japan is one of the most highly industrialized nations in the world. We have a lot to learn from the Japanese experience.

And for us to attain our vision of a newly industrialized country by the year 2000, the time to get our acts together is NOW!

## PRODUCTIVITY MANAGEMENT CONCEPT AND TOOLS:

Definitions on Productivity vary from company to company so that there is no single and appropriate definition which can be shared among different industries or companies. The practical definition emphasized on the training is derived from the OECD 1959 Rome Productivity Conference which states that;

"Productivity is above all, an attitude of mind that seeks the improvement of continuous betterment of what exists today. A conviction that one can do better than today and further, it is an everlasting efforts that adapt economic activities to changing conditions, and that applies new theories and methods there. It is a firm belief in the progress of human beings."

In this context, I have learned various Japanese concepts, practices and tools to enhance productivity.

### (1) 5s Concept and Application

This concept is the most basic and fundamental approach for improving productivity in all business organizations. 5s represents 5 Japanese words:

SEIRI	SORT	-	separate unnecessary items and dispose of them accordingly
SEITON	SYSTEMIZE	-	arrange necessary items in good order
SEISO	SWEEP	-	clean your workplace
SEIKETSU	SANITIZE	-	maintain good housekeeping
SHITSUKE	SELF-DISCIPLINE	-	do things spontaneously without being told

This practice/concept could be applied in all government organizations to enhance productivity.

(2) Industrial Engineering Tools and Work Measurement Techniques to Measure Productivity

The IE Tools and Techniques (e.g. Motion and Time Study, Work Sampling and Measurement, graphs, etc.) presented in the course to measure and improve productivity are basically the same tools and techniques we used and learned from colleges and universities in the Philippines.

(3) Just In Time (JIT) Practice

JIT Practice where spare parts or supplies are only delivered by suppliers/dealers when most needed by factories, thus eliminating inventories and floor space, is also one Japanese concept that help improve productivity.

This, however may be very difficult to adopt and implement here in our country because of its complications.

(4) Suggestion Scheme

This scheme will encourage people to open-up and participate in the flow of a two-way communication process between management and employees. This could also be used to bring out better ideas from the employees on how management can further improve operations and productivity.

In Japan, this scheme is supported by a reward mechanism to employees who made a profitable suggestion.

This should be promoted in our country to help create a harmonious relationship between management and the labor force.

## GENERAL INFORMATION ABOUT JAPAN

### I. ECONOMY

At the end of World War II in 1944, Japan was greatly devastated and its economy slumped to negative ratio. The catastrophe that was brought about by Hiroshima and Nagasaki A-bomb incidents, added more to the sufferings of the Japanese people and they are confronted with a firm resolve to rehabilitate their country and economy and at the same time, pay for the reparations to the countries they invaded and damaged immensely.

However, the dedication, resiliency and commitment of the Japanese people to rise from the ashes of war, contributed much to their collective effort of rebuilding their country, people and economy.

In a span of four decades, Japan today is the biggest trading partner of most of Asian countries including the Philippines, next only to the United States of America.

The following economic indicators will give us the basic information of the Japanese economy:

GNP (1992): US\$3,704 Billion (13% of the World Economy)

GNP per Capita (1992): US\$29,787

Population (mid-1991): 2.3% of the World (123.9 Million)

Population Increase (1980-1991): 0.5%

Unemployment (1992): 2.2%

Consumer Price Increases (1992): 1.7% over previous year

Export (1992): 9.32% of the World

Import (1992): 6.20% of the World

ODA (1991): Japan US\$10,952 Million  
USA US\$11,362 Million

Today, the standard of living in Japan especially in Tokyo and other key cities is very high, in fact, one of the highest if not the highest around the world. Prices of basic commodities and housing expenses are exhorberant than any other cities in the world. Use of high technology equipment and facilities is very evident in skyscrapers, department stores, banks, automobiles and the massive infrastructure and railway transport system all-over Japan.



However, inspite of this good economic standing, Japan to date is facing its most difficult economic times in decades, brought about by the worldwide economic recession and its internal political instability.

## II. GOVERNMENT, SOCIETY AND PEOPLE

1. The Emperor is the symbolic head of the state and the Prime Minister is the head of the government.
2. Japanese people are generally homogeneous, cooperative, reserved, disciplined, harmonious, peace-loving and often referred to as the "Yamato Race" (People of Great Harmony).
3. Japan's "bottom-up" decision-making system and open office lay-out contribute to the creation of greater harmony.
4. Family name is used in addressing someone and is always followed by "SAN" or Mr/Miss in English.
5. Daily greetings is done by bowing one's head and also to show respect to other people.
6. Majority of Japanese people practice the Buddhist religion.
7. Seniority is always considered in human relationship.
8. Traditional Japanese values are "CHU" and "KU" (CHU-unlimited loyalty to the Emperor; KU-unlimited obedience to the parents).

## III. EDUCATION AND EMPLOYMENT SYSTEM

### Education

1. Japanese people start good education at the pre-school stage.
2. Single-digit illiteracy rate.
3. A six-year primary and 3-year middle education are compulsory and free education.
4. An entrance examination is required to pursue a 3-year higher education, otherwise vocational education is offered.

5. After completing the 3-year higher education, another 4-year education in 1,000 colleges and universities is offered to all those who will pass the entrance examination, otherwise, vocational education is the alternative course.
6. 60% qualifies for higher education and 40% to vocational career.
7. 90% of women take a 2-year college career.

### Employment

1. The average unemployment rate in Japan is only 2.5% (as of July 1993) as against 10.6% in Europe.
2. This very low unemployment rate is due to the "life-time employment system" in Japan, under which employers are reluctant to dismiss workers even in periods of economic downturn and Labor Ministry's Employment Adjustment Subsidy that helps companies continue to pay their workers even when they are forced to suspend operations.
3. Majority of companies and enterprises only hire new graduates.
4. Starting salary for blue-collar jobs is around P30,000 and the following benefits are usually given:
  - a> medical
  - b> transportation and food allowance
  - c> bonuses - twice a year for a total of 5 months pay and/or profit-sharing
  - d> uniform
5. Seniority is the first consideration in the promotion system by Japanese Employers.
6. In general, there exist a harmonious relationship between management and labor because of four (4) factors:
  - a> Life-time employment system
  - b> "Bottom-up" decision-making system
  - c> Open-office-layout contributes to the creation of greater harmony
  - d> Employer's encouragement and support on the formation and existence of labor unions.

7. Training for employees includes a horizontal and vertical work assignment programs within the organization prior to promotions.

#### IV. PROBLEMS CONFRONTING JAPAN

1. Political Instability

Today, Japan is experiencing a political upheaval. Their political instability - having 7 Prime Ministers in the last five (5) years which make their government weak, is not helping the present economic downturn trend.

2. World-wide Economic Recession

This is basically the external economic problem Japan is very much concerned about. This involve trade surplus with the U.S. and the fluctuating U.S. dollar which are the very reasons why Japan economy is in downturn.

3. Regional Peace Condition

The South and North Korean conflict is another external problem confronting Japan.

bas/wp/jica

6. セミナー配布資料目次

## Productivity and Management Development in the New Era

<September 1994>

Significance of productivity management technology and its application to management development

1. Management on productivity and added value
2. The phenomenon of economic maturity and symptomatology for corporate restructuring (re-engineering)
3. Corporate strategy and management planning for improvement of productivity (including re-engineering approach)
4. The utilization of productivity indices as a key tool for management development
  - 4-1 Utilization of added value index
  - 4-2 Cope with problems of physical labor productivity index in management analysis
5. The linkage between productivity and profitability and the distribution of results
6. Productivity Management Technology Transfer for strengthening "Kyosei\*" relationships with Asian Counterpart

\* The original Japanese word of "Kyosei" though originally derived from the ecological terminology "symbiosis," has yet to acquire a consensus definition. It can be interpreted to mean the growth and development of the firm in harmony with workers, consumers, suppliers and vendors, shareholders, firms and industries, local community, and natural environment. The idea is to develop relationships in such a way that mutual benefits are brought to individual firms and industries as well as the society in general.

JAPAN PRODUCTIVITY CENTER FOR SOCIO-ECONOMIC DEVELOPMENT



