

## LIST OF PROJECT ACTIVITY REPORTS

NO.	TITLES	DATE	AUTHORS	LANGUAGE	PAGES	REMARKS
1	Wage Reform at Herend Porcelain	95.08	Wada Iwao	English	38	translated by the company
2	Job analysis	95.08	Gábor Érdi	English	21	Conducted at one department of the company
3	Audit at SVT-Wamsler	96.02	Wada Iwao and Production Group	Hungarian	22	Main focus was on production planning
4	Wage Diagnosis in Győri Keksz	96.07	Wada Iwao	Hungarian	15	Translated by C/P
5	New Incentive Scheme in LAING	97.05	Wada Iwao Hámori Mónika	English	20	Ownership of the company in Germany
6	Wage diagnosis at Prodax	97.09	Wada Iwao Hámori Mónika	English Hungarian	32 27	Translated by C/P
7	Wage diagnosis at ELMA	98.01	Wada Iwao Johanna Mezővári	English Hungarian	15 25	Translated by C/P
8	Productivity Audit at Zalai Nyomda	98.05	Wada Iwao Mónika Hámori and Production group	Hungarian	60	Prepared on the basis of Wada Iwao's presentation
9	Wage and Productivity	98.09	Mónika Hámori Johanna Mezőri	Hungarian	133	Commissioned by the government
10	Wage audit at Primavill	98.12	Wada Iwao Johanna Mezővári	English Hungarian	29 29	Translated by C/P
11	SVT Wamsler (short term audit)	96.02	Kenji Takemura László Soós	English Hungarian	22	Translated by C/P
12	LAING Warmtechnik (long term consultation)	97.03	Kenji Takemura László Soós	English Hungarian	25	Translated by C/P
13	IPARI ARMATUR (short-term audit)	97.04	Kenji Takemura László Soós	English Hungarian	19	Translated by C/P
14	Knorr-Bremse (long-term consultation)	97.06	Kenji Takemura László Soós	English Hungarian	94	Translated by C/P

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15	Excel Csepel (long-term consultation)	97.08	Kenji Takemura Tibor Halász	English Hungarian	32	Translated by C/P
16	Zalai Nyomda (short-term audit)	98.04	László Soós	Hungarian	22	
17	ABB (long-term consultation)	99.03	László Soós	Hungarian	31	



## Record of Public Relations and Promotion

(1995-1999)

## Public Relations

	Activities	Month / Year	Notes
	<b>Producing Brochures</b>		
	1. HPC Brochures 1 <sup>st</sup> edition	April, 1996	A5, 4pp, English version
	2. HPC Brochures 1 <sup>st</sup> edition	April, 1999	A4, 6pp, Hungarian / English version
	3. In-Company Training	July, 1999	A5(transformed), 20pp, Hungarian Version
	<b>Research Report</b>		
	1. "Labor productivity trends, indices and international comparison" by Istvan Mozes	August, 1996	A4, 45pp, Hungarian version
	2. "The changes of productivity and labor cost" by Istvan Mozes	August, 1997	A4, 45pp, Hungarian version
	3. "International comparison of the level of productivity of Hungarian industry by Istvan Mozes	August, 1998	A4, 120pp, Hungarian version
	<b>Publishing lecture booklet</b>		
	1. "Fundamentals on productivity" by Atsuo Ishihara	September, 1997	A5(transformed), 26pp, Hungarian Version
	2. "Motivation" by Istvan Mozes and Johnanna Mezovan		
	3. "Productivity improvement by KAIZEN" by Laszlo Soos	September, 1999	A5, 30pp, Hungarian version
	4. "5S for establishing self-discipline people" by Attila Vincze		
	5. "Productivity for pursuing competitive advantage by Iwao Wada		
	6. "Hungary, from the viewpoint of productivity" by Istvan Mozes	September, 1999	A5, 45pp, Hungarian version
Publicity	<b>Articles of HPC appeared in Newspapers / Magazines/ TV</b>		
	1. "Productivity – higher wages – higher standard of living" (Ipari Szemle)	June, 1997	
	2. "Japanese speak about Hungarian productivity" (Napi Gazdasag)	October 17, 1997	
	3. "Tidness-spirit of productivity" (Nepszabadsag)	October 17, 1997	
	4. "Why don't young or want to learn?" (Magyer Hirlap)	Nov. 3, 1997	
	5. "Productivity conference" (Vilaggazdasag)	Nov. 28, 1997	
	6. "Reduction of staff is not cure-all" (Uzleti 7)	Nov. 10, 1997	
	7. "Japan transfers its knowledge" (Napi Gazdasag)	Dec. 2, 1998	
	8. "Assistance from far the Far East, Hungarian products – Japanese technology" (Napi Magyarorszag)	Dec. 30, 1998	
	9. "International comparison of the industrial productivity change" (Ipari Szemle)	January, 1999	
	10. "International comparison of the industrial productivity change" (Piac Panorama)	March, 1999	
	11. "Improving technology in the economy" (Napi Gazdasag)	March 6, 1999	
	12. "Productivity of Hungarian economy has improved" (Magyar Nemzet)	March 6, 1999	
	13. "Improving productivity" (Nepszaza)	March 6, 1999	
	14. Local Győr TV collected materials from SME seminar	October 5, 1999	
15. Local Pécs TV collected materials from SME seminar	October 7, 1999		

## Product/Service

	Activities	Month / Year	Notes
Product / Service	Arranging regular and ad hoc seminar		
	1. Regular in-HPC seminar	Every month, 1995-1999	
	2. SME seminar	Sept 29, Oct 1999 and 7. Oct. 1999	
	How have Japanese SMEs won international competitiveness ?		
	Conference		
	1. Hungarian-Japanese Joint Symposium on Productivity and Quality	May 3, 1996	
	2. Hungarian Productivity Conference	Nov. 27-28, 1997	
	3. 2 <sup>nd</sup> Hungarian-Japanese Joint Symposium on Productivity and Quality	May 26, 1998	
	4. Productivity in Economies in Transition IV(ENAPC)	May 5-7, 1999	
	5. Multilateral Seminar on Productivity Development and Employment Strategies to Promote Social Cohesion (CE)	June 17-19, 1999	
	6. Regional Training	Nov 15-20, 1999	
	7. 2 <sup>nd</sup> Hungarian Productivity Conference	Nov. 18, 1999	
	Study Tour		
	1. Magyar Suzuki	Feb.27, 1996	
	2. Opel Magyar	June 2, 1997	
	3. Magyar Suzuki	Nov. 24, 1997	
	4. Opel Magyar	April 15, 1998	
	5. Magyar Suzuki	May 14, 1999	
	Morale Survey		
	1. Petofi Nyomda Rt.	1996	
	2. Petofi Nyomda Rt.	May, 1996	
	3. Baranyatej Rt.(Pecs)	Sep., 1997	
	4. Borsodi Sorgyar Rt.	Sep., 1997	
	5. Baranyatej Rt.(Pecs)	Sep., 1997	
	6. Baranyatej Rt.(Pecs)	1997	
	7. Baranyatej Rt.(Pecs)	Nov. 1997	
	8. ELMA Rt.	Dec., 1997	
	9. Pannonhir Rt.	Jan., 1998	
	10. Pannonhir Rt.	Feb., 1998	
	11. Konor-Bremse Fekrendzerek Kft.	April, 1998	
	12. Konor-Bremse Fekrendzerek Kft.	May, 1998	
	13. Konor-Bremse Fekrendzerek Kft.	May, 1998	
	14. Poliform Kft.	July, 1998	
	15. Poliform Kft.	Aug., 1998	
	16. Herendi Porcelan manufaktura Rt.	Oct., 1998	
	17. Herendi Porcelan manufaktura Rt.	Nov., 1998	
	18. Varosgondozasi Rt. Gyongyos	Feb., 1999	
	19. ARVIT Hutoipari Rt.	Feb., 1999	
	20. Confinec-H Petofi nyomda	Feb., 1999	
	21. Confinec-H Petofi nyomda	Mar., 1999	
	22. ARVIT Hutoipari Rt.	March, 1999	
	23. Varosgondozasi Rt. Gyongyos	April, 1999	
	24. NABI	April, 1999	
	25. SIEMENS telefongyar Kft.	April, 1999	
	26. NABI	May, 1999	
	Video / CD-ROM Production		
1. 5S (Video)	June, 1998	25 min	
2. 5S(CD-ROM)	Sep., 1999	1 hr	

## Networking

	Activities	Month / Year	Notes
Networking	Networking with MVA and LEA		
	1. Workshop with managers of MVA and LEA	Oct. 1999 Sept. 29, Oct. 5,7	Three STE from Japan in Godollo, Győr and Pécs
	2. SME seminar in three cities Organized by MVA, LEA concerned, HPC and JICA, Supported by Ministry of Economic Affairs		
	3. Logistic Promotion Center		
	4. Hungarian Quality Development Center for Trade and Industry		
Inviting external lectures			
	1. In-HPC seminar	Whenever	
Customer Management	Customer database		
	1. Editing customer database	Aug., 1999	537 customers
	2. Processed customer database	Sept., 1999	Major 92 customers
	3. Customer database management as strategic assets (Report)	Sept., 1999	
	Retention of Creation of customers		
	1. Visiting major customers	Sept. 1999 -	Introduction of HPC and survey based on survey sheet

## Others

	Activities	Month / Year	Notes
Others	Research study on ENAPC		
	1. Collecting materials	May, June, Sept. 1999	
	2. Analysis and Report	Sept., Oct. 1999	

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LIST OF NEWSPAPER ARTICLES

TITLE OF THE ARTICLE	DATE	NEWSPAPER
Japán fejlesztés Csepelen (Japanese development in Csepel)	27 June, 1995	Magyar Hírlap (Hungarian News)
Az 5S-sel ismerkedik a Knorr-Bremse (Knorr-Bremse gets to know with 5S)	24 June, 1996	Kecskeméti Lapok (Kecskemét news)
5S indul a Knorr-Bremse-nél (A Japanese starts 5S in Knorr-Bremse )	27 June, 1996	Kecskemét TV
(Strategic ODA )	22 August, 1996	Saikei Shimbun
A magyar vezetés japán szemszögből (Hungarian Management from the point of view of Japanese)	1 May, 1997	Duna TV
Termelékenység-magasabb bérek-magasabb életszínvonal (Productivity-higher wages-higher standard of living)	June, 1997	Ipari Szemle
Japánok a magyar termelékenységről (The Japanese people about the productivity)	17 October, 1997	Napi Gazdaság (Today's Economy)
Gyorsabban, Jobban, olcsóbban... (Quicker, better, cheaper...)	October, 1997	Hírlevél (News-letter)
Japánok a magyar termelékenységről (Japanese speak about Hungarian productivity)	17 October, 1997	Napi gazdaság
Rend a lelke a termelékenységnek (Tidiness-spirit of productivity)	17 October, 1997	Népszabadság (Liberty)
Interjú Dr. Hegyháti Józseffel (Interview with Dr. József Hegyháti)	28 October, 1997 13:30	TV1-Hír Világ (TV1- News World)
Kóstoló a hazaiából (Taste of Hungary)	3 November, 1997	Fejér Megyei Hírlap (Newspaper of Fejér county)
Miért nem tanul a tinó? (Why does not young bullock want to learn?)	3 November, 1997	Magyar Hírlap (Hungarian newspaper)
A létszámcsoökkentés nem csodaszer (Reduction of number of participants is not cure-all)	10 November, 1997	Üzleti 7 (Business week)
Magyarország ipari termelése (Hungary's industrial production)	28 November, 1997	Magyar Nemzet (Hungarian nation)
Konferencia a termelékenységről (Productivity Conference )	28 November, 1997	Világgazdaság (World Economy)

Kóstoló a hazaiból (Taste of Hungary)	30 November, 1997	Dunaújvárosi Hírlap (Newspaper of Dunaújváros)
DWA a japán módszert tanulja (DWA learns Japanese method)	3 December, 1997	Dunaújváros TV
Egy nonprofit szervezet, amelyből profitálni lehet (An non-profit organization from which we can profit)	1998-tavaszi	Japán ma (Japan today)
II. Magyar-japán termelékenységi és minőségi szimpózium (II. Hungarian-Japanese productivity and Quality symposium) A japán menedzsment módszerek elsajátítása (Acquire the Japanese management methods) Mi a japán siker titka? (What is the secret of the Japanese success?) Eredmények a Suzuki magyarországi gyárában (Results in the Suzuki factory in Hungary) Fókuszban: a humánpolitika (Focus: the human policy) A humán erőforrás gazdálkodásrendszere (Human resources management system)	April 1998.	Ipari Szemle (Industrial review)
Mitől megy a Toyota?-Japán módszerek itthon (Why is Toyota going?-Japanese methods in Hungary)	June 1998.	INNOTESZ
Elismerni a kiemelkedő teljesítményt A legjobb munkatársak magasabb bért, külön figyelmet érdemelnek, vallja a japán szakértő (Acknowledgment of the outstanding performance The best colleagues deserve higher wage and attention, profess the Japanese expert)	September, 1998	Hírlevél (Newsletter)
Cél a nagyobb termelékenység Japán átadja ismereteit (Aim is the larger productivity Japan transmits own knowledge)	December 2, 1998.	Napi Magyarország (Today's Hungary)
Magyar Termékek-japán technológia Segítők a Távol-Keletről (Hungarian products-Japanese technology Assistance from the Far East)	December 30., 1998.	Napi Magyarország (Today's Hungary)
Az ipar termelékenységének változásának nemzetközi összehasonlítása (International comparison of the industrial productivity change)	January, 1999	Ipari Szemle
Az ipar termelékenységének változásának nemzetközi összehasonlítása (International comparison of the industrial productivity change)	March, 1999	Piac Panoráma
A technológia fejlődése a gazdaságban (Improving technology in the economy)	6 March, 1999	Napi Gazdaság

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## ANNEX 19 (3/3)

A magyar gazdaság termelékenysége javul (Productivity of Hungarian economy has improved)	6 March, 1999	Magyar Nemzet
Fejlődő termelékenység (Improving productivity)	6 March, 1999	Népszava
408 óra Japánban (408 hours in Japan)	18 April, 1999	Hírvándor (News-wandering)
European Association of National Productivity Conference Productivity in Economies in Transition-IV.	5 May, 1999	Duna TV Híradó (Duna TV-news)
Javuló termelékenység a gazdaságban (Improving productivity in the economy)	6 May, 1999	Napi gazdaság (Today's economy)
Javult a magyar gazdaság termelékenysége (The Productivity of Hungarian economy were improved)	6 May, 1999	Magyar Nemzet (Hungarian Nation)
Javuló termelékenység (Improving productivity)	6 May, 1999	Népszava (People's word)
Az Egyesült Államok versenyez Európával (The United States competes with Europe)	6 May, 1999	Napi Magyarország (Today' Hungary)
Ahol a minőség az első (Where the quality is the first)	LV. volume 132. issue	Zalai hírlap (Newspaper of Zala)



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Evaluation Sheet of Technical Transfer

Productivity Development Project in Hungary Oct. 1999

	Areas of T/T	C/P	L/T		Results and Work Schedule										Input			Output	T B	F R	O			
			N	E	1996FY		1997FY		1998FY		1999FY		L	S	T									
Theoretical Subjects	Productivity Theory	E,K,H,M	2	3	★	★											◎		○	Textbook(E,M)	a			
	Management Theory	E, K,H,M	2	2														◎			Textbook(E,M)	a		
	HRM Theory	E,H,M	2	3														◎			Textbook(E,M)	a		
	Job Analysis	E,H,M	3	3														◎			Textbook(E,M)	a		
	Wage Reform	K,H,M	3	3														◎	○		Textbook,Report,Oth.	a	b	b
	Performance Appraisal	K,H,M	3	3														◎			Textbook, Article	a		b
	Motivation	E,K,H,M	3	3														◎			Textbook(E,M)	c		
	Human Resource Development	K,H,M	2	3														◎	○		Textbook(E,M)	a		
	Team Building	H,M	3	3														◎			Textbook(M)	b		
	Customer Service	E,H,M	3	3														◎			Textbook(M)	b		
Labour Management Relations	M	2	2														◎	○		Textbook(E,M)	a			
Consulting	Management Audit	E,K,H,M	2	3					★								◎			3Final Reports		c		
	Wage Reform	E,K,H,M	3	3					†								◎			6Final Reports		a		
	Performance Appraisal	K,H,M	3	3					†								◎			4Final Report		a		
	Job Evaluation	E,M	3	3													◎			1Final Report		c		
	Dev. of Training Materials	E,K,M	2	3													◎			7Textbooks		c		
Business Game	V	3	3													○	◎		Textbook(E,M)	a				
Remarks	C/P....Counterparts E...Erdi Gabor, K...Kiss Gabor, H...Hamori Monika, M...Mezovari Johanna, V...Istvan Vajna ★.....Lecture to all staff																							
	L/T....Level of Transfer...N(as of Oct. 1999), E(end of Project) † † The project included both wage reform and performance appraisal and one report was produced. Criteria: Theoretical Subjects: 1 - Not implemented yet, 2 - Learning, 3 - Can lecture Consulting Projects: 1 - Not implemented yet, 2 - Done by experts, 3 - Can implement under the supervision of experts, 4 - Can implement without experts * Originally, Target of "consulting" project were settled to level "4". Target of this area has been changed to level "3" because the present C/P (Ms. Mezovari Johanna) did not have enough time to learn on account of the short period from her employment to the end of the project and had no practical experiences.  Input....L(long term experts),S(short term experts),T(training in Japan) Output includes textbooks(TB), final reports(FR), and others(Ot) ◎....mainly responsible, ○....supplementary a.....written by expert translated by cp b.....written by cp c.....Jointly written																							

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Evaluation Sheet of Technical Transfer

[Productivity and Quality Improvement in Plant]

Productivity Development Project in Hungary : Oct.1999

	Areas of T/T	C/P	L/T		Actual record and schedule					Input			Output	TB	FR	Ot		
			N	E	1995FY	1996FY	1997FY	1998FY	1999FY	L	S	T						
Theoretical Subject	Productivity	S.H.V	3	3								⊙		○	Textbook (in English & Hungarian)	a		
	Management Tech.		3	3								⊙		○		a		
	KAIZEN		3	3								⊙		○		a		
	Quality Management		3	3								⊙		○		a		
	5 S		3	3								⊙		○		a		
	Cost Control		3	3								⊙		○		a		
	Production Control		3	3								⊙		○		a		
	Facility Management		3	3								⊙		○		a		
Benchmarking		3	3								⊙				a			
Practice at workshop floor	Workshop Audit		4	4								⊙			3 final reports		a/b	
	5 S		4	4								⊙			Video and record			c
	Layout Improvement		4	4								⊙	⊙		3 final reports		a	
	Quality Improvement		3	4								⊙	⊙		2 final reports/paper		a/A	
	Facility Inspection		3	4								⊙			Video			c
Visual Control		4	4								⊙			Material (E & H)	a			
Information	Japanese Technology		3	3								⊙			Paper (English)			A
	QS 9000		2	2								○	⊙		Document (English)	A		
	QC in the world		3	3								⊙			Material (E & H)	a		
Remarks	<p>C/P... Counterparts : S: Soos Laszlo, H: Halasz Tibor(External Consultant), V: Vincze Attila</p> <p>L/T... Level of Transfer... N(Oct.'99), E(Target of Project)</p> <p>Criteria :</p> <p>Theoretical Subjects : 1—not learn yet, 2—understood, 3—can give lecture</p> <p>Practice : 1—not implemented yet, 2—Done by the expert, 3—Can implement with advice by the expert, 4—Can implement independently</p> <p>Input... L(Long term expert) S(Short term experts) T(Training in Japan)</p> <p>Output... TB(Textbooks),FR(Final Report) Ot(Others)</p> <p>A... written by the expert</p> <p>a... written by the expert &amp; translated by C/P</p> <p>b... made by C/P</p> <p>c... made together with the expert</p>																	

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## Evaluation Sheet of Technical Transfer

[Promotion and Development of the Productivity Movement]

Productivity Development Project in Hungary Oct. 1999

	Areas of T/T	C/P	L/T		Results and Work Schedule										Input			Output	T B	F R	O			
			N	E	1995FY		1996FY		1997FY		1998FY		1999FY		L	S	T							
Theory Subjects	Introduction to productivity	anz	2	2														⊙		○	Textbook	a		
	Production mgt & quality improvement	an	2	2														○		⊙				
	Introduction to promotional activities	an	2	2														⊙						
On the Job Training	Publicity:																							
	Producing brochure	z	4	4														⊙			Brochures			c
	Publishing lecture booklet	nz	4	4														⊙			Booklet			
	Newsletter	nz	4	4																	Newsletter			b
	Product / Service:																							
	Arranging regular & ad hoc seminar	a	3	4														⊙			Guide with application form			b
	Conduct'g convent'n	n	4	4														⊙			Kit			c
	Study tour	a	4	4														⊙			Guide			b
	Morale survey	mi	4	4														⊙			Report			b
	Video production	vi	4	4															⊙		Video/CD-ROM			b
	Networking:																							
	With MVA & LEA	a	3	4														⊙			Seminar kit			c
	W. outside lecturer	a	3	4														⊙			Name list			b
	Customer mgt:																							
	Needs Research of the Customers																							
Develop'g customer	a	3	4														⊙							
Customer database	n	3	4														⊙			Database			c	
Policy making support:																								
Research study	an	3	4														⊙			Report			a	
Remarks	<p>C/P....Counterparts: a: Agnes Gyori, n: Norbert Matrai, z: Balkanyi Zsuzsa, vi: Vajna Istvan, mi: Mozes Istvan  L/T....Level of Transfer...N1(as of Oct. 99), N2(as of Dec.99), E(end of Project)  Criteria:  Theory: 1 - Not implemented yet, 2 - Learning, 3 - Can lecture  Job Training: 1 - Not implemented yet, 2 - Done by experts, 3 - Can implement under the supervision of experts, 4 - Can implement without experts</p> <p>Input...L(long term experts), S(short term experts), T(training in Japan)  ⊙....mainly responsible, ○....supplementary</p> <p>Output includes textbooks(TB), final reports(FR), and others(Ot)  a.....written by expert translated by c/p  b.....written by c/p  c.....Jointly written</p>																							



Evaluation Sheet of Technical Transfer

Productivity Development Project in Hungary Oct. 1999

[Others]

	Areas of T/T	C/P	L/T		Results and Work Schedule										Input			Output	T B	F R	O				
			N	E	1995FY		1996FY		1997FY		1998FY		1999FY		L	S	T								
Theoretical Subjects	Productivity Measurement																								
	Micro Level	IM	3	3			-											⊙		Textbook(English)	a				
	Macro Level	IM	3	2				-										⊙		Textbook(English)	a				
	Others																								
	Marketing	ALL	2	2			-	-	-										⊙		Textbook(English)	a			
	Export Marketing	ALL	2	2															⊙		Textbook(English)	a			
Strategic Management	ALL	2	2															⊙		Textbook(English)	a				
& Seminar Research	Productivity Measurement																								
	Micro Level	IM	3	4															⊙		3 Research Reports & Computer System		c	b	
	Macro Level	IM	4	3															⊙		Handout & Computer System		c	b	
Remarks	<p>C/P..... Counterparts, IM:Istvan Mozes, ALL: all C/Ps (basically)            L/T.....Level of Transfer....N(As of Oct. 1999), E(end of Project)            Criteria:            Theoretical Subjects: 1 - Not implemented yet, 2 - Learning, 3 - Can lecture            Consulting Projects: 1 - Not implemented yet,                                      2 - Done by experts,                                      3 - Can implement under the supervision of experts,                                      4 - Can implement without experts</p> <p>Input....L(long term experts),S(short term experts),T(training in Japan)            ⊙....mainly responsible, ○....supplementary</p> <p>Output includes textbooks(TB), final reports(FR), and others(Ot)            a.....written by expert translated by c/p            b.....written by c/p            c.....Jointly written</p>																								

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### Record of C/P contributions to the activities of HPC

(Handwritten mark)

[Personnel Management & Labor Management Relations]		Degree of Involvement of Counterparts															Remarks									
Name / Duration	Area of Technology Transfer	Planning Stage					Material Development					Implementation						Follow up								
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5		1	2	3	4	5				
Ms. Mezovari Johanna 1997.9 -	Theoretical Subjects	Productivity Theory *Note-1	○	→	X				○	X				○	→	X			○	→	X					
	Management Theory * Note-2	○	→	X				○	X				○	→	X			○	→	X						
	HRM Theory *Note-3	○	→	X				○	→	X			○	→	X			○	→	X						
	Job Analysis * Note-4	○	→	X				○	→	X			○	→	X			○	→	X						
	Wage Reform *Note-5	○	→	X				○	→	X			○	→	X			○	→	X						
	Performance Appraisal *Note-6	○	→	X				○	→	X			○	→	X			○	→	X						
	Motivation *Note-7	○	→	X				○	→	X			○	→	X			○	→	X						
	Human Resource Development *Note-8	○	→	X				○	→	X			○	→	X			○	→	X						
	Team Building *Note-9		○	→	X					○	→	X				○	→	X				○	→	X		
	Customer Service * Note-10		○	→	X					○	→	X				○	→	X				○	→	X		
	Labor Management Relations * Note-11	○						○					○													
	Consulting	Management Audit	○	→	X				○	→	X			○	→	X			○	→	X					
	Wage Reform	○	→	X				○	→	X			○	→	X			○	→	X						
	Performance Appraisal	○	→	X				○	→	X			○	→	X			○	→	X						
	Job Evaluation	○	→	X				○	→	X			○	→	X			○	→	X						
Dev. of Training Materials																										
Business Game																										

SH

### Record of C/P contributions to the activities of HPC

(17)

[Personnel Management & Labor Management Relations]

Degree of Involvement of Counterparts

Name / Duration	Area of Technology Transfer (Refer to "Note")	Degree of Involvement of Counterparts															Remarks								
		Planning Stage					Material Development					Implementation						Follow-up							
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5				
Mr. Erdi Gabor 1995.1 - 1996/8	Theoretical Subjects	Productivity Theory *Note-1	O→X																					Working as a system consultant in the area of HRM	
	Management Theory * Note-2			O→X						O→X															
	HRM Theory *Note-3																								
	Job Analysis * Note-4																								
	Wage Reform *Note-5																								
	Performance Appraisal *Note-6																								
	Motivation *Note-7			O→X						O→X					O→X				O→X						
	Human Resource Development *Note-8																								
	Team Building *Note-9																								
	Customer Service * Note-10				O→X					O→X					O→X				O→X						
	Labor Management Relations * Note-11		O							O					O										
	Consulting	Management Audit	O→X							O→X					O→X				O→X						
	Wage Reform	O→X								O→X					O→X				O→X						
	Performance Appraisal																								
	Job Evaluation	O→X								O→X					O→X				O→X						
	Dev. of Training Materials	O→X								O→X					O→X				O→X						
Business Game																									

MS

### Record of C/P contributions to the activities of HPC

[Personnel Management & Labor Management Relations ]		Degree of Involvement of Counterparts															Remarks									
Name / Duration	Area of 'Technology' Transfer	Planning Stage					Material Development					Implementation						Follow-up								
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5		1	2	3	4	5				
Mr. Kiss Gabor 1996.8 - 1997.8	Productivity Theory *Note-1	○→X					○					○					Working as a Personnel Manager in Coca Cola									
	Management Theory * Note-2	○→X					○→X					○→X										○→X				
	HRM Theory *Note-3																									
	Job Analysis * Note-4																									
	Wage Reform *Note-5	○→X					○→X					○→X										○→X				
	Performance Appraisal *Note-6	○→X					○→X					○→X										○→X				
	Motivation *Note-7	○→X					○→X					○→X										○→X				
	Human Resource Development *Note-8																									
	Team Building *Note-9																									
	Customer Service * Note-10																									
	Labor Management Relations * Note-11	○					○					○														
	Management Audit	○→X					○→X					○→X										○→X				
	Wage Reform	○→X					○→X					○→X										○→X				
	Performance Appraisal	○→X					○→X					○→X										○→X				
	Job Evaluation																									
Dev. of Training Materials	○→X					○→X					○→X					○→X										
Business Game																										

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MS

### Record of C/P contributions to the activities of HPC

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Name / Duration	Area of Technology Transfer	Degree of Involvement of Counterparts																				Remarks									
		Planning Stage					Material Development					Implementation					Follow-up														
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5										
Ms. Hamori Monika 1997.2 - 1998.8	Theoretical Subjects	Productivity Theory *Note-1	O	→	X				O	→	X				O	→	X				O	→	X				Studying in U.S. University				
		Management Theory *Note-2	O	→	X				O	→	X				O	→	X				O	→	X								
		HIRM Theory *Note-3																													
		Job Analysis *Note-4	O	→	X				O	→	X				O	→	X				O	→	X								
		Wage Reform *Note-5	O	→	X				O	→	X				O	→	X				O	→	X								
		Performance Appraisal *Note-6	O	→	X				O	→	X				O	→	X				O	→	X								
		Motivation *Note-7	O	→	X				O	→	X				O	→	X				O	→	X								
		Human Resource Development *Note-8	O	→	X				O	→	X				O	→	X				O	→	X								
		Team Building *Note-9		O	→	X					O	→	X					O	→	X					O	→		X			
		Customer Service *Note-10		O	→	X					O	→	X					O	→	X					O	→		X			
		Labor Management Relations *Note-11	O						O						O						O										
	Consulting	Management Audit	O	→	X				O	→	X				O	→	X				O	→	X								
		Wage Reform	O	→	X				O	→	X				O	→	X				O	→	X								
		Performance Appraisal	O	→	X				O	→	X				O	→	X				O	→	X								
		Job Evaluation																													
Dev. of Training Materials																															
Business Game																															

SH



### Record of C/P contributions to the activities of HPC



[Personnel Management & Labor Management Relations]		Degree of Involvement of Counterparts																				Remarks
Name / Duration	Area of Technology Transfer	Planning Stage					Material Development					Implementation					Follow-up					
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
Mr. & Ms. Istvan Vajna	Consulting Business Game	○→X					○→X					○→X					○→X					Ms. Vajna is an external trainer.



## Record of C/P contributions to the activities of HPC

### Note-1:

1 "Productivity Theory" was lectured by the expert to all the HPC staff when HPC was started including both Mr. Erdi Gabor and Mr. Kiss Gabor. However, this subject was later handled by the Promotion Expert, and therefore they did not have enough opportunities to develop their knowledge and experience.

2 The subject was revived when " Management Training Program" was launched in HPC and "Supervisor Course" was often conducted in companies. Thus Ms. Hamori and Mezovari had opportunities to gain the knowledge and experience.

### Note-2:

1 Mr.Erdi Gabor was only briefly involved in this subject when the expert developed training materials for the supervisors of Herend.

2 Mr. Kiss Gabor was also briefly involved in this subject when the supervisor course was conducted in Herend.

3 Later this supervisory course was often conducted in various companies involving both Ms. Hamori and Ms. Mezovari.. Nevertheless, in companies this subject must be delivered with association of their products and services, and therefore they did not have many opportunities to actually conduct the session.

### Note-3:

1 The textbook on this subject was developed only for Ms. Mezovari in order to show the general picture of Human Resources Management and place each subject correctly in the general picture, and this is not conducted as a training course.

### Note-4:

1 The course was developed after both Mr. Erdi Gabor and Mr. Kiss Gabor left HPC.

2 Although Ms. Hamori and Ms. Mezovari understands the subject very well, the expert did not ask them to conduct the sessions in the course due to the same reason.

3 The expert asked Ms. Mezovari to lecture on the subject in front of the expert, and she did it very well.

### Note-5:

1 This course was developed after Mr. Erdi Gabor left, and Mr. Kiss Gabor was only briefly involved when this course was launched.

2 Both Ms. Hamori and Ms. Mezovari understands this subject very well, which is reflected in the writing of essays on this subject in the specialist magazine.

3 However, the nature of the subject is complex and difficult, and therefore they were not given enough opportunities to conduct the session in the training course.

4 Instead, the expert has asked Ms. Mezovari to lecture on the subject in front of the expert, and she did it very successfully.

## Record of C/P contributions to the activities of HPC

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### Note-6:

- 1 The course was started after Mr. Erdi Gabor left. Mr. Kiss Gabor was also briefly involved in the first few sessions.
- 2 Due to the difficult nature of the subject, the expert did not ask the counterparts to conduct the sessions, though they may understand the subject very well. Their level of understanding is shown in the essays published in the expert magazine.
- 3 The expert asked Ms. Mezovari to lecture on the subject in front of the expert, and she did it very well.

### Note-7:

- 1 This course was developed and delivered jointly by the expert and Mr. Erdi Gabor, and it was succeeded by Mr. Kiss Gabor later.
- 2 When Ms. Hamori and Ms. Mezovari joined HPC, the course was shortened to 1 day and succeeded by them. The materials were also revised by them.
- 3 The course was conducted, both in HPC and in companies, mainly by them. After Ms. Hamori left, Ms. Mezovari conducts it together with the external lecturer.

### Note-8:

- 1 The materials of this course was developed in the Herend Project, and it has been conducted mainly in companies.
- 2 So far, the expert could not find good opportunities to ask the counterpart to conduct the session in the course.

### Note-9:

- 1 The course was launched after both Mr. Erdi Gabor and Mr. Kiss Gabor left HPC, and the materials were developed mainly by Ms. Hamori and Ms. Mezovari.
- 2 They also conducted the session both in HPC and companies. After Ms. Hamori left HPC, Ms. Mezovari conducts the session with the external lecturer.

### Note-10:

- 1 The course and the materials were jointly developed by the expert and Mr. Erdi Gabor.
- 2 The course was revived when Ms. Hamori and Ms. Mezovari joined HPC. The materials were revised by them, and the session was conducted mainly by them.
- 3 After Ms. Hamori left HPC, Ms. Mezovari organizes the course and asks the external lecturer to conduct the session.

### Note-11:

- 1 The expert takes up the subject briefly only when he speaks about the gain-sharing in the Productivity session, mainly because it is not felt by the Hungarian management as an important issue.
- 2 All the counterparts had a very limited exposure on the subject, though they may have had some in the counterpart training in Japan.

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## Record of C/P contributions to the activities of HPC

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[Productivity & Quality Improvement in Plant]

Degree of Involvement of Counterparts

Name / Duration	Area of Technology Transfer	Planning Stage					Material Development					Implementation					Follow-up					Remarks				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5					
Mr. Vincze Attila 1997.9.	Theoretical Subjects	Productivity		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X				
		Management Tech.		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X				
		KAIZEN		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X				
		Quality Management		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X				
		5 S		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X				
		Cost Control		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X				
		Production Control		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X				
		Facility Management		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X				
		Benchmarking		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X				
	Practice at workshop floor	Workshop Audit		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X				
		5 S		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X				
		Layout Improvement		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X				
		Quality Improvement		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X				
		Facility Inspection		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X				
		Visual Control		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X				
Information	Japanese Technology		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X					
	QS9000		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X					
	QC in the world		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X					

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### Record of C/P contributions to the activities of HPC

[Productivity & Quality Improvement in Plant]

Degree of Involvement of Counterparts

Name / Duration	Area of Technology Transfer	Degree of Involvement of Counterparts															Remarks					
		Planning Stage					Material Development					Implementation						Follow-up				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5		1	2	3	4	5
Mr. Soos Laszlo 1995.1 -	Theoretical Subjects	Productivity					X					X					X					X
		Management Tech.					X					X					X					X
		KAIZEN					X					X					X					X
		Quality Management					X					X					X					X
		5 S					X					X					X					X
		Cost Control					X					X					X					X
		Production Control					X					X					X					X
		Facility Management					X					X					X					X
		Benchmarking					X					X					X					X
	Practice at workshop floor	Workshop Audit					X					X					X					X
		5 S					X					X					X					X
		Layout Improvement					X					X					X					X
		Quality Improvement					X					X					X					X
		Facility Inspection					X					X					X					X
		Visual Control					X					X					X					X
	Information	Japanese Technology					X					X					X					X
		QS 9000					X					X					X					X
		QC in the world					X					X					X					X

### Record of C/P contributions to the activities of HPC

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[Productivity & Quality Improvement in Plant]

Degree of Involvement of Counterparts

Name / Duration	Area of Technology Transfer	Planning Stage					Material Development					Implementation					Follow-up					Remarks	
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5		
Mr. Halasz Tibor 1996.6 - 1998.9	Theoretical Subjects	Productivity		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	He is an independent consultant and associates member of HPC. He is new Managing Director of Excel-Capel Co. with which he worked as long term consultant of HPC. (from 1st Oct. 1999~)
		Management Tech.		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	
		KAIZEN		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	
		Quality Management		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	
		5 S		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	
		Cost Control		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	
		Production Control		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	
		Facility Management		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	
		Benchmarking																					
	Practice at workshop floor	Workshop Audit		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	
		5 S		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	
		Layout Improvement		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	
		Quality Improvement		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	
		Facility Inspection		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	
		Visual Control		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	
	Information	Japanese Technology		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	
		QS 9000																					
		QC in the world		○	→	X		○	→	X		○	→	X		○	→	X		○	→	X	

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## Record of C/P contributions to the activities of HPC

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[Promotion and Development of the Productivity Movement]

Degree of Involvement of Counterparts

Name / Duration	Area of Technology Transfer	Degree of Involvement of Counterparts															Remarks						
		Planning Stage					Material Development					Implementation						Follow-up					
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5		
Ms. Agnes Gyori 1995.2-	Theory																					Mainly in charge of Seminar and Study Tour	
	Introduction to productivity	○→X					○→X					○→X					○→X						
	Production mgt & quality improvement	○→X					○→X					○→X					○→X						
	Introduction to promotional activities	○→X					○→X					○→X					○→X						
	On the Job Training																						
	<Publicity> Producing brochure	○→→X					○→→X										○→→X						
	Publishing lecture booklet																						
	Newsletter																						
	<Product / Service> Arranging regular & ad hoc seminar	○→→X					○→→X										○→→X						
	Conduct'g convent'n																						
	Study tour	○→→X					○→→X					○→→X					○→→X						
	Morale survey																						
	Video production																						
	<Networking> With MVA & LEA	○→→X										○→→X					○→→X						
	W. external experts	○→→X										○→→X					○→→X						
<Customer Management> Needs Research of the Customers																							
Developing customer	○→→X					○→→X					○→→X					○→→X							
Customer database																							
<Policy / Strategy making support> Research study	○→→X					○→→X					○→→X					○→→X							

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### Record of C/P contributions to the activities of HPC

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Name / Duration		Area of Technology Transfer	Degree of Involvement of Counterparts															Remarks					
			Planning Stage					Material Development					Implementation						Follow-up				
			1	2	3	4	5	1	2	3	4	5	1	2	3	4	5		1	2	3	4	5
Mr. Norbert Matrai 1996.3	Theory	Introduction to productivity	○→X					○→X					○→X					○→X					Mainly in charge of Convention and Customer Database.
		Production mgt & quality improvement	○→X					○→X					○→X					○→X					
		Introduction to promotional activities	○→X					○→X					○→X					○→X					
	On the Job Training	<Publicity> Producing brochure																					
		Publishing lecture booklet	○→X					○→X															
		Newsletter	○→X					○→X															
		<Product / Service> Arranging regular & ad hoc seminar																					
		Conduct'g convent'n	○→X					○→X										○→X					
		Study tour																					
		Morale survey																					
		Video production																					
		<Networking> With MVA & LEA																					
		W. external experts																					
		<Customer Management> Needs Research of the Customers																					
		Developing customer																					
Customer database	○→X					○→X										○→X							
<Policy / Strategy making support> Research study	○→X					○→X										○→X							

MS



Record of C/P contributions to the activities of HPC

[Promotion and Development of the Productivity Movement]

Degree of Involvement of Counterparts

Name / Duration	Area of Technology Transfer	Degree of Involvement of Counterparts																				Remarks					
		Planning Stage					Material Development					Implementation					Follow-up										
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5						
Ms. Zuza Balkayni 1997.6-1999.6	Theory	Introduction to productivity																							Mainly in charge of publicity		
		Production mgt & quality improvement																									
		Introduction to promotional activities																									
	On the Job Training	<Publicity> Producing brochure			→	X																					
		Publishing lecture booklet			→	X																					
		Newsletter																									
		<Product / Service> Arranging regular & ad hoc seminar																									
		Conduct'g convent'n																									
		Study tour																									
		Morale survey																									
		Video production																									
		<Networking> With MVA & LEA																									
		W. external experts																									
		<Customer Management> Needs Research of the Customers																									
		Developing customer																									
Customer database																											
<Policy / Strategy making support> Research study																											

### Record of C/P contributions to the activities of HPC

Name / Duration	Area of Technology Transfer		Degree of Involvement of Counterparts															Remarks	
			Planning Stage					Implementation (Research & Material Dev.)					Follow-up						
			1	2	3	4	5	1	2	3	4	5	1	2	3	4	5		
Mr. Istvan Mozes 1985-8	Theoretical Subjects	Micro Level	Outline of Productivity Measurement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Majoring in Economics at University now to cultivate necessary knowledge.
		Micro Level	Productivity Measurement (Corporate Level)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	
			Value-added Productivity Measurement (Manufacturing Sub-sector Level)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	
			Material Productivity Measurement (Manufacturing Sub-sector Level)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	
		Macro Level	Productivity Measurement (National Level)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	
			Productivity Measurement (Industrial Level)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	
			International Comparison of Productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	
	On the Job Training	Micro Level	Productivity Measurement (Corporate Level)	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
			Value-added Productivity Measurement (Manufacturing Sub-sector Level)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	
			Material Productivity Measurement (Manufacturing Sub-sector Level)	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
		Macro Level	Productivity Measurement (National Level)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	
			Productivity Measurement (Industrial Level)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	
			International Comparison of Productivity	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
			Productivity Measurement (Corporate Level)	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

### Record of C/P contributions to the activities of HPC

4.

**[Personnel Management][Productivity and Quality Improvement in Plant] Degree of Involvement of Counterpart Personnel (C/P)**

Implementation Step		Level	Involvement of Degree	*Evaluation Sheet of Technical Transfer	
				Theoretical Subjects	Consulting Projects
Preparatory Step	Planning	1	Has little understanding of the plan framed up by expert. Has to follow the detailed instructions by expert.	1	1
		2	Understands the plan framed up by expert completely. Does only what expert instructs.	2	2
		3	Has examined the original plan framed up by expert and finalized its plan (advised by expert).	2	3
		4	Frames up the original plan by himself/herself and finalizes its plan (advised by expert).	3	4
		5	Frames up the original plan by himself/herself and finalized its plan (advised by expert only on inexperienced or very complicated cases).	3	4
	Material Development	1	translates materials and documents from English to Magyar, with occasional instructions by expert frequently only on inexperienced cases (s not understood the contents of them fully).	1	1
		2	Translates materials and documents from English to Magyar, with occasional instructions by expert on only on inexperienced issues (understands the contents).	2	2
		3	Translates materials and documents from English to Magyar, with a little instructions by expert (with expert's occasional instructions in complicated cases).	2	3
		4	Understands thoroughly and revises materials and documents by himself/herself.	3	4
		5	Revises present materials and documents and developed new ones by himself/herself.	3	4
Implementation	1	Understands and interprets the contents completely.	2	2	
	2	Lectures and instructs partly by himself/herself, however, expert mainly answers trainees' / clients' questions.	2	2	
	3	Lectures and instructs partly by himself/herself, and answers trainees' / clients' questions mainly (expert assists him/her in case of difficult questions).	3	3	
	4	Lectures and instructs mainly by himself/herself, and answers trainees' / clients' questions mainly (expert assists him/her in case of difficult questions).	3	4	
	5	Lectures and instructs all by himself/herself, and answered without any confusion (regarding very complicated points, expert advises)	3	4	
Follow-up	1	Follows up customers' needs, handles follow-up care and so on under expert's frequent instructions	2	2	
	2	Implements follow-up job in due form (sums up results and standard evaluation of each project)	2	2	
	3	Examines future plan and effective follow-up with expert	3	3	
	4	Grasps and analyzes issues of this field. Considers necessary plan for future and follows up with expert's check.	3	3	
	5	Grasps and analyzes issues of this field. Considers necessary plan for future and follows up (with few advice by expert).	3	4	

\* Evaluation Sheet of Technical Transfer (Standard of Evaluation)

Theoretical Subjects 1...Not implemented yet 2...Learning 3...Can lecture  
 Consulting Projects 1...Not implemented yet 2...Done by experts 3...Can implement under the supervision of experts 4...Can implement without experts

## Record of C/P contributions to the activities of HPC

【Promotion and Development of the Productivity】 Degree of Involvement of Counter Personnel (C/P)

Implementation Step		Level	Involvement of Degree	* Evaluation Sheet of Technical Transfer	
				Theory	Consulting Projects
Preparatory Step	Planning	1	Has little understanding of the plan framed up by expert . Has to follow the detailed instructions by expert.	1	1
		2	Understands the plan framed up by expert completely. Does only what expert instructs.	2	2
		3	Has examined the original plan framed up by expert and finalized its plan (advised by expert).		3
		4	Frames up the original plan by himself/herself and finalizes its plan (advised by expert).		4
		5	Frames up the original plan by himself/herself and finalized its plan (advised by expert only on inexperienced or very complicated cases).		
Implementation	Material Development	1	Translates materials and documents from English to Magyar, with occasional instructions by expert on only on inexperienced issues (understands the contents).	2	2
		2	Translates materials and documents from English to Magyar, with a little instructions by expert (with expert's occasional instructions in complicated cases).		
		3	Understands thoroughly and revises materials and documents by himself/herself (advised by expert).	3	3
		4	Gathers necessary data and information by himself / herself to develop new materials and documents with clear concept.		4
		5	Revises present materials and documents and developed new ones, based on his/her data and information collected and accumulated , by himself/herself .		
	Networking / Marketing	1	Approaches potential customers and examines networking & marketing by expert's instructions	2	2
		2	approaches customers in usual way (summed up results of approach) and accumulates customer data by himself/herself (in unusual case, receive the advice from expert).		
		3	Examines future plan on networking & developments new customer under the expert's periodical guidance.	3	3
		4	Analyzes external environment of HPC (based on gathering data & information) and grasps issues clearly. Approaches customers, following expert's instructions.		4
		5	Analyzes external environment of HPC (based on gathering data & information) and grasps issues clearly. Approaches customers.		
Follow-up	1	Follows up customers' needs, handles follow-up care and so on with expert's detailed instructions	2	2	
	2	Implements follow-up job in due form (summed up results and standard evaluation of each project)			
	3	Examines future plan and develop effective follow-up activities with expert	3	3	
	4	Grasps and analyzes issues of this field. Considers necessary plan for future and followed up with expert's check.		4	
	5	Grasps and analyzes issues of this field. Considers necessary plan for future and followed up (with periodical advice by expert).			

\* Evaluation Sheet of Technical Transfer (Standard of Evaluation)

Theory

1...Not implemented yet 2...Learning 3...Can lecture

Consulting Projects

1...Not implemented yet 2...Done by experts 3...Can implement under the supervision of experts 4...Can implement without experts