

APPENDIX I

Summary of the Report by In-Plant Education Research Society

This report consists of three parts: In the first part the changes in environmental conditions directly affecting HRD are considered; The second part is an analysis of the Japanese HRD system, centered on OJT and supported by the rapid economic growth; The third part deals with new directions of in-company training and education towards "a learning company" and with policies and measures that support this development.

(1) Changes in the environmental conditions affecting the human resources development (HRD) system

1. The changes in competency necessary due to the technological progress

As the technological change proceeds, the skills for operating ME machinery and OA equipment, programming, maintenance, etc., become more and more important. At the same time, in the production department broad, integrated competency stretching from preparatory arrangements and adjustment to preventive machine maintenance and diagnosis is requested. Further, the competency required in the administrative sector is the ability to collect and analyze all kinds of information.

2. Changes in the basis of existence of small and medium sized companies

As a consequence of microelectronization there are on one hand small and medium sized companies in which HRD systems are exemplary, but on the other hand firms in which technological changes lead to simplification of labour, thus inviting a decrease in adaptability to change.

3. Changes in career patterns due to the ageing of the workforce and how to ensure the work morale

At the same time, the workforce is ageing and it becomes extremely troublesome to maintain the hitherto existing career paths. If accurate measures in response to the technological progress cannot be taken, the morale of the whole workforce will decrease.

4. The growth of the service industry and changes in female employment pattern

While the number of people employed by the tertiary industries increases, people within the secondary industries also have to do more and more information handling and other service-type jobs. Further, an increasing number of women are re-entering the labour force after bringing up their children. It is necessary to devise proper training methods for this part of the labour force.

Internationalization also requires the proper development of instruction methods for successful technology transfer.

(2) The characteristics of Japanese HRD systems

The HRD systems facilitating the post-war rapid growth of the Japanese economy was based on OJT (on-the-job training). The high ratio of people with a secondary education has been one of the prerequisites supporting OJT as an effective learning method. In addition to the fact that workers have enough readiness to accept OJT there were motivational factors supporting independent self-development practiced by workers. A view of work as a means of human development and role allocation based upon individual competency was made a premise of the approach.

(3) HRD from now on: problems and measures

1. HRD paradigm change

In order to respond to the above mentioned rapid changes in economy and society, the Japanese HRD system with OJT as its foundation should be vitalized and its functions and possibilities fully utilized.

For this purpose it is necessary to seek for a change in the old training paradigm embodied in the concept of "vocational training".

The vocational training up till now has been mostly operated on the premise of the rather fixed job classifications of mainly secondary industries and been concentrated on manual skills training for young workers. HRD from now on must not concentrate only on the immediate competency needed, but focus on the development of flexibility and adaptability among workers. Secondly, a comprehensive, continuous training and education system from hiring to retirement must be devised, including workers in the service industry. Thirdly, putting OJT as the basis all kinds of training methods must be utilized, so that workers' occupational capacities are fully developed and improved.

2. The shift to the new concept of a "learning company"

As a response to the mentioned items companies should positively train and develop their people so as to approach the model of "learning company".

The conditions for this are that the top management of each company correctly understands the function and role of HRD, that career routes suitable for the new age are established and that the responsibility for training and education is clearly established and clarified.

3. The Support for the "learning companies"

In order to support the idea of "a company of continuous

learning" , national and local government authorities should take the following steps.

a) To implement training and education properly suited for the changes, a broad range of assistance and consultation opportunities should be provided for small and medium sized companies including recruitment, employee integration and other fields of relevant know how. Further, the help and assistance should follow the training and development plans of each individual company respecting the independence of each industrialist.

b) In response to the multitude of problems directly facing companies in their efforts to upgrade the skills and knowledge of their workers, a system called "experience exchange plaza" where people could learn from other, exchange experiences and receive assistance should be developed.

c) For the HRD in small and medium sized companies it would be effective to display accurate guidelines. In addition to the diversification of guidelines, it is necessary to express the goals of the skill development in general terms.

d) The public vocational training centers should take the responsibility of providing training for managerial competence and computer utilization to in-service workers; this according to the needs of the local area and the times. Also vocational training instructors, Institute of Vocational Training and R & D Institute of Vocational Training are expected to cooperate positively in these efforts.

e) A system for paid training and educational leave should be utilized and in order to enhance self-development it is necessary to ease the financial burdens usually accompanying this.