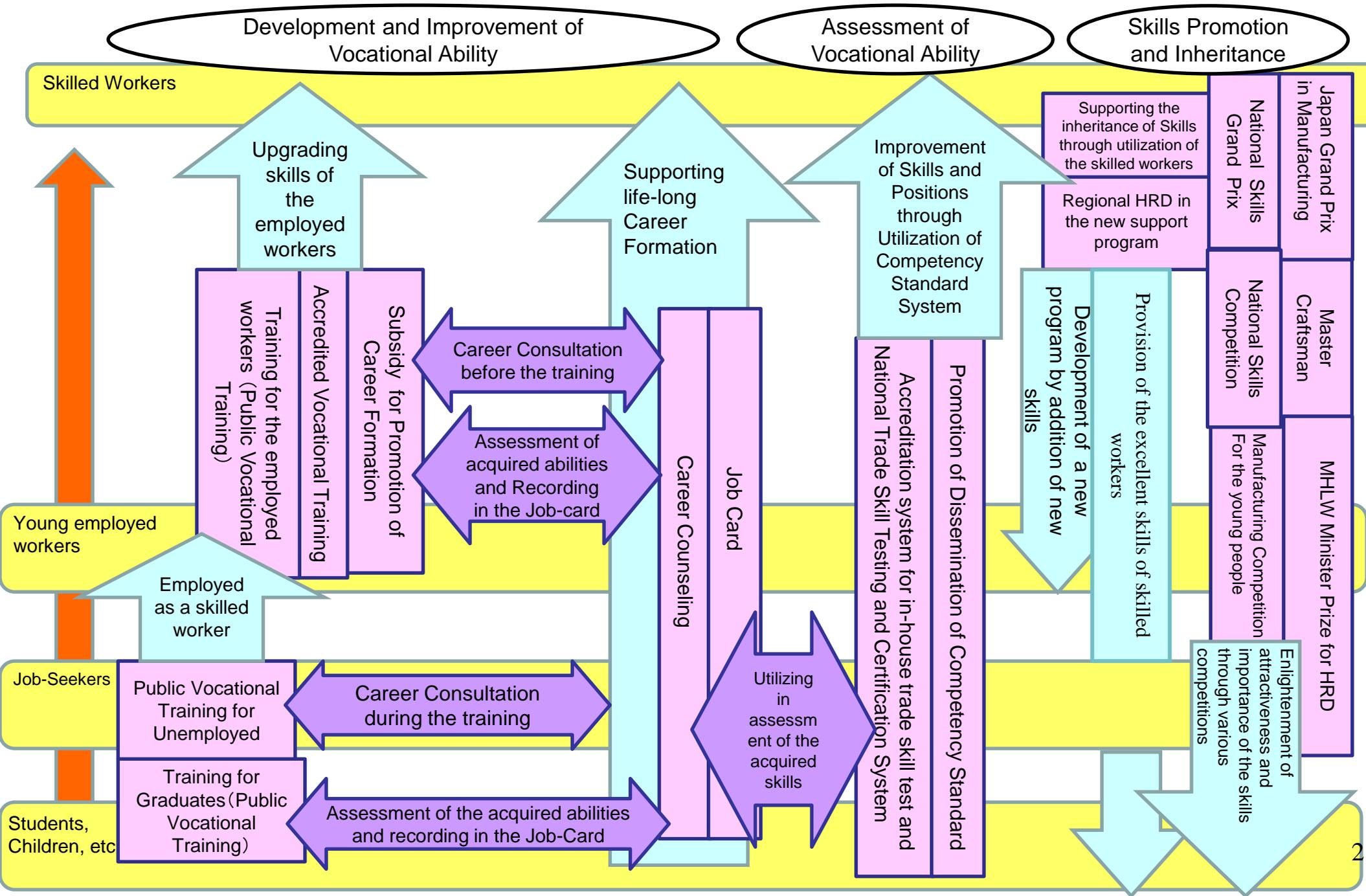


# **6 Vocational ability evaluation and promoting trade skills**

# Development of policy on the Skills Promotion

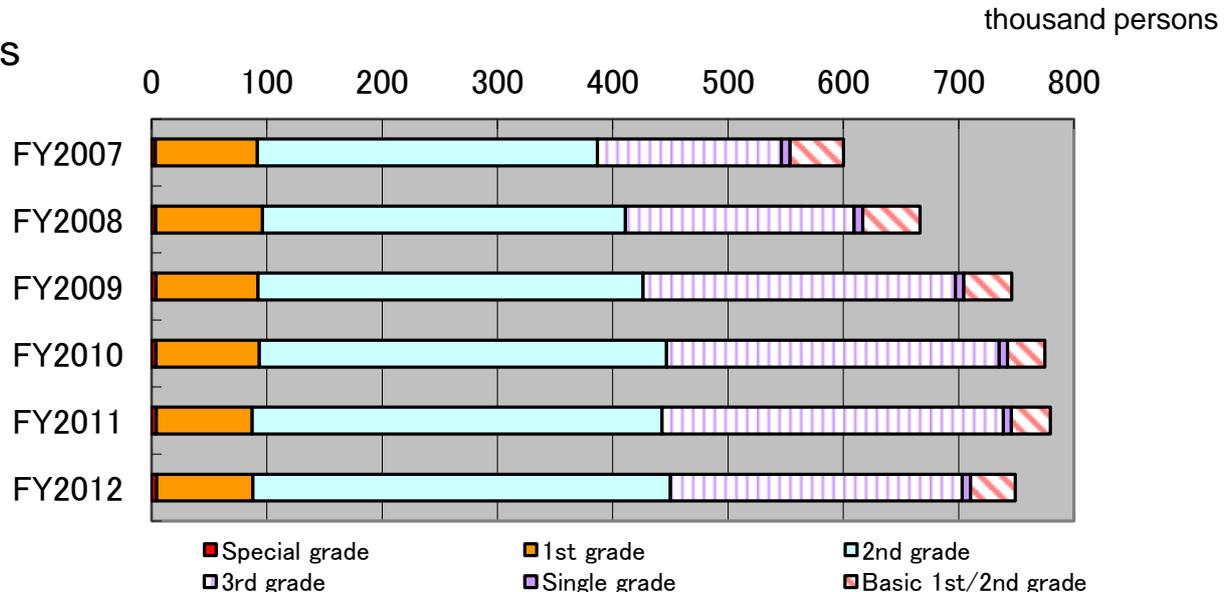


# Vocational ability evaluation system

## National Trade Skill Testing

- The central government tests workers' skill based on standards and officially certifies them. Established in 1959 by Human Resources Development Promotion Act.
- The skill tests are conducted with both practical and written test by each trades. As of April 2013, there are 128 trades by grade, namely Special grade, 1<sup>st</sup> grade, 2<sup>nd</sup> grade, 3<sup>rd</sup> grade and single grade. A person who passed is given a title "Certified Skilled Worker".
- In FY 2012, 749 thousand candidates applied the skill tests and 285 thousand were passed. Totally 5.2 million persons have been passed since 1959.
- ※ A designated examination organization system was innovated in FY 2001 to utilize private sector. (14 trades tests are conducted as of May 2013)

### ○ Number of candidates



# List of National Trade Skill Testing (128 trades)

Field	Trades
Building construction	Carpentry, Platform frame construction, Tile roofing, Scaffolding, Plastering, Furnace construction, Architectural block laying, ALC panel work, Tiling, Plumbing, Kitchen equipment installation, Molding box making, Reinforcing bar assembling, Fresh concrete pumping, Waterproofing, Resin adhesive grouting, Interior finishing, Heat insulation, Curtain wall finishing, Sash setting, Automatic door installation, Balcony installation, Glazing, Well point installation, Traffic sign and lane making, Well boring, Painting, Landscape gardening, Refrigeration and air-conditioning, equipment installation, Stonemasonry, Building sheet metal work, Advertising arts
Ceramics Pottery making	Making ceramics and porcelain
Metal processing	Machining, Electric discharging machining, Die making, Metal press, Iron work, Factory sheet metal work, Plating, Aluminum anodizing, Thermal spraying, Metal spring manufacturing, Finishing, Cutting tool grinding, Metal melting, Casting, Forging, Metal heat treatment, Powder metallurgy, Die casting, Metal material testing
General machinery & Instruments	Machining, Electric discharging machining, Die making, Metal press, Iron work, Factory sheet metal work, Plating, Aluminum anodizing, Thermal spraying, Metal spring manufacturing, Finishing, Cutting tool grinding, Metal melting, Casting, Forging, Metal heat treatment, Powder metallurgy, Die casting, Metal material testing General machinery and instruments
Electric & precision machinery and instruments	Electronic circuit connecting, Electronic equipment assembling, Electric equipment assembling, Semiconductor products manufacturing, Printed circuit board manufacturing, Vending machine adjustment, Optical equipment Manufacturing, Copy machine assembling, Electrical circuit drawing
Food	Bread making, Cake and Japanese confectionery making, Noodle making, Ham, sausage and bacon making, Fish/meat paste food making, Miso making, Sake brewing
Garment and fiber products	Dressmaking, Tailoring, Kimono making, Bedclothes manufacturing, Canvas goods manufacturing, Cloth sewing, Knitted goods manufacturing, Dyeing
Timber, wood products, sand paper processing	Machine woodworking, Wood pattern making, Crafts Cabinet making, Joinery, Tatami making, Carton box and corrugated cardboard box making, Paperhanging
Plastic products	Plastic molding, Reinforced plastic moldings
Precious metals and accessories	Watch repairing, Precious metal accessory making
Printing and bookbinding	Plate making, Printing, Bookbinding
Others	<u>Web design, Carrier counseling, Piano tuning, Financial planning, Intellectual property management, Teller service, Kimono wearing, Restaurant service, Building facilities management, Information wiring, Window film installation, Cooking, Building cleaning, Housing cleaning, Industrial washing and cleaning, Rope processing, Artificial limb and prosthetic products making, Stage effects adjustment, Visual merchandising, Floristry, Horticultural decoration, Industrial packaging, Photography, Chemical analysis, Paint mixing, Seal engraving</u>

# Vocational Ability Evaluation Standard (1)

## (Vocational ability evaluation standard)

- Classify an ability into 4 levels from person in charge to manager by industry, occupation and operation.
- Necessary knowledge, technique and skill for work are described in addition performing ability.
- Developed sample actions in typical business scene, which are able to utilize to judgment whether a worker can perform operation properly.
- Produced through survey on job analysis in industry under the cooperation with employer's group or organization.
- Utilizing into Model Evaluation Sheet of the job card system since FY 2008.
- Developed "career map" and "vocational ability evaluation sheet" as HRD tools since FY 2010.

## (Achievement)

- Developed the vocational ability evaluation standard of office work such as accounting and personnel affairs in inter-industry.
- Developed 50 industries such as electrical machinery and appliance manufacturing, hotel and automotive manufacturing.

Type of Industry	Established								Scheduled to be established (expanding annually)						
	Japanese style hotel Dec. 2010	Long-Term Care in facility Dec. 2010	Plant maintenance May 2011	Web contents design (mobile) May 2011	Screw manufacturing May 2012	Outdoor advertising May 2013	Department Store May 2013	Conductor Service May 2013	Credit Union Banking	Casting	...				
	Forging Oct. 2007	Wholesales Oct. 2007	Vending machine Manufacturing/management Feb. 2008	DIY Feb. 2008	Credit card Feb. 2008	industrial waste disposal Mar. 2008	Metal pressing Mar. 2008	Convenience store Mar. 2008	Telecommunication-related works Aug. 2008	specialty store Aug. 2008	Event organizing Dec. 2008	Oil refining Dec. 2008	Building maintenance Feb. 2009	Material handling Jul. 2009	
	Automobile manufacturing Aug. 2005	Advertisement Sep. 2005	Optical equipment manufacturing Sep. 2005	Engineering Dec. 2005	Plastering Dec. 2005	Landscaping & gardening Dec. 2005	Fitness Feb. 2006	Bread baking Feb. 2006	General contractor Apr. 2006	Cleaning business Mar. 2007	Long-Term Care at home Mar. 2007	Bowling alleys Mar. 2007	Photo studios Mar. 2007	Light metal products manufacturing Mar. 2007	
	electrical machinery & appliance manufacturing Jun. 2004	Hotel business Sep. 2004	Printing Sep. 2004	Plastic product manufacturing Sep. 2004	Forming work Oct. 2004	Steel reinforcement Oct. 2004	Fluid power Oct. 2004	Super market Dec. 2004	Fine ceramics product manufacturing Mar. 2005	Apparel Mar. 2005	Water proofing May 2005	Logistics May 2005	Market surveys Jul. 2005	Food service Jul. 2005	
Inter-industrial office work (revised June 2008)															
Management strategy	Personnel management, HRD	corporate legal, general affairs, advertising	Accounting, financial management	Management information system	Sales, marketing, advertising	Production management	Logistics	International business							

# Vocational Ability Evaluation Standard (2)

“Vocational Ability Evaluation Standard” is developed by classification of ability into 4 levels from young employees to managers by industry, occupation and operation. 9 types of VAESs have been developed which target inter-industrial office and 48 types of VAESs have been developed which are classified by the type of industry.

typical example ~supermarket industry~

Form No.1 Overall structure

occupation	duty	Level 1	Level 2	Level 3	Level 4
Sales	Sales				
	Sales Processing				
	Checker				
	Shop management				
Project Management	Project Management				
Product Development	Product Development				
Marketing	Marketing				

Form No.3 「Counter selling (Level 1)」 VAES

Name of ability units : counter selling

		Level 1	Level 2	Level 3	Level 4
		Unit number 08S0011.11			
Selective Ability units	Ability unit	Counter selling			
	outline	Ability to implement counter selling as a policy for sales promotion according to the own shop's sales strategy.			
Ability details		Standard for performance			
①Understanding for counter selling		<ul style="list-style-type: none"> <li>○Understanding the effect and purpose of counter selling which leads to presence and prosperity like a retail store and also leads to sales promotion at a grocery supermarket that mainly sells products by "self-serving" way.</li> <li>○Understanding the counter selling can integrate customer's requirement because it has more customer contacts than self-serving.</li> <li>○Understanding the sales strategy for counter selling formulated by head office and shop.</li> <li>○If notice about the ambiguous point through the implementation of counter selling, asking the questions to sales manager or product manager and solve it.</li> </ul>			
		<ul style="list-style-type: none"> <li>○Performing tasks with department's sales strategy or effect and purpose of counter selling in mind.</li> <li>○Waiting on customers with a smiling face and selling products by using terminology for customer service correctly.</li> <li>○Waiting on customers with care.</li> <li>○Taking orders correctly, wrapping items appropriately and inputting a price precisely.</li> <li>○Attending to keep sales floor in a sanitary condition by sprinkling with water regularly and replenishing stocks.</li> </ul>			
②implementation of counter selling		<ul style="list-style-type: none"> <li>○Making a good Judgment which information customers need by customer's attitude or inquiry details.</li> <li>○Proposing good suggestion to customers, understanding produced area, character, and cooking method of each item.</li> <li>○Explaining to customers clearly by using easy terms.</li> <li>○Appealing selling points of important products, increasing customer's desire to buy.</li> <li>○Certifying whether the provided information matches customer's needs or not.</li> </ul>			
		<ul style="list-style-type: none"> <li>○Reflecting whether counter selling matches the purpose or not by the end of the day, utilizing results from the following day.</li> <li>○Reporting questions, remedies and customer's needs to sales manager or shop manager.</li> </ul>			
③explanation of products					
④counter selling reflection and report					
●required knowledge		<ul style="list-style-type: none"> <li>1. fundamental principle of enterprise</li> <li>2. sales plan                             <ul style="list-style-type: none"> <li>• core product</li> <li>• sales targets</li> <li>• plan for in-store promotion etc.</li> </ul> </li> <li>3. hygiene management</li> <li>4. conversation according to the time, place and occasion                             <ul style="list-style-type: none"> <li>• terminology for customer service</li> <li>• usage of honorific expressions</li> <li>• speech etc.</li> </ul> </li> <li>5. merchandise knowledge                             <ul style="list-style-type: none"> <li>• best season for products • novelty</li> <li>• usage • production areas</li> <li>• how to eat delicious</li> <li>• cooking method etc.</li> </ul> </li> <li>6. customer point of view</li> <li>7. method of display</li> <li>8. manual</li> </ul>			

Form No. 2 「Sales duty」 Ability Units List

Duty : Sales  
 Contents of duties : Shop management, Sales, cooking · processing, checkout.  
 Classified into "Sales", "sales/processing", "checker", "shop management" duties according to the contents of duties.

< Common Ability Units >

Duty	Ability Units	Level 1	Level 2	Level 3	Level 4
Common duty	Compliance (shop)				
	Promotion of customer satisfaction (shop)				
	Contribution to the regional society (shop)				

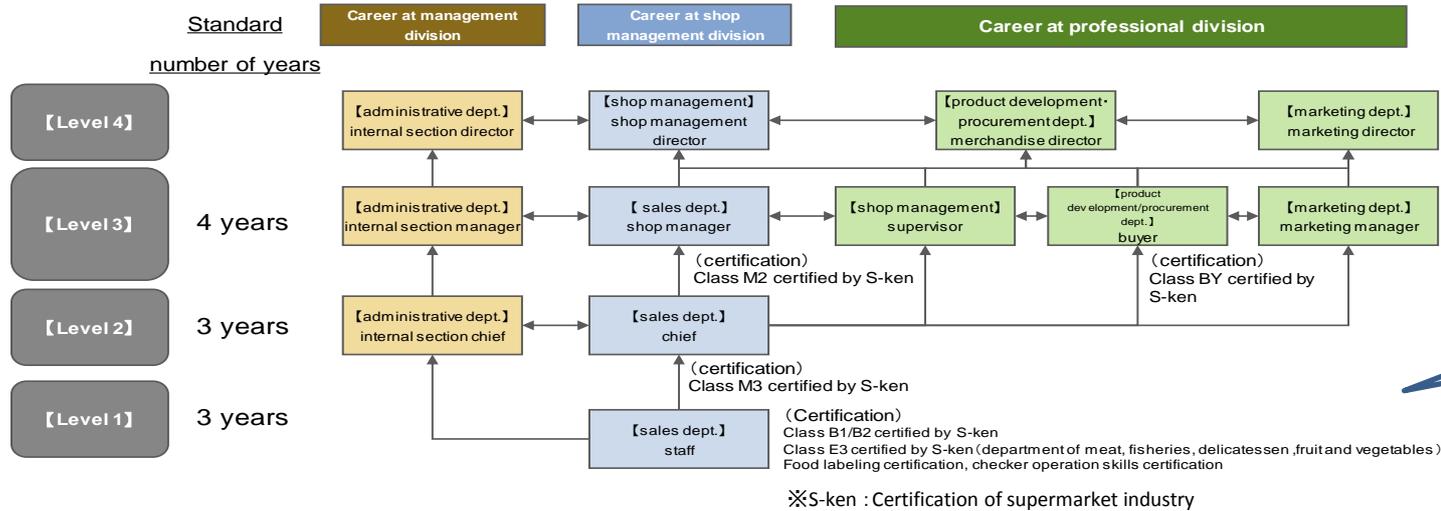
< Selective Ability Units >

Duty	Ability Units	Level 1	Level 2	Level 3	Level 4
Sales	Counter selling				
	Ordering · Inventory control				
	Display				
	Sales promotion				
Sales/Processing	Counter selling				
Checker	Checkout operation				
Shop Management	External negotiation (shop)				

# Creation of “Career Map” and “Vocational Ability Evaluation Sheet” as tools for vocational ability evaluation standard

~supermarket industry \* in-home care industry \*telecommunications construction industry \*hotel industry (FY 2010, 2011)  
 ~building maintenance industry \*apparel industry \*screw manufacturing industry \*Japanese-style inn industry (FY2012)

## ○ Career Map typical example ~supermarket industry~



**【Effect】**

- Strengthen the employee’s sense of purpose and encourage them to take concrete actions by showing them ways to develop their career.
- Realize to acquire efficient techniques and skills by activating communications between the bosses and subordinates.

## ○ Vocational Ability Evaluation Sheet typical example ~supermarket industry~

(Sales staff, Sales duty Level 1)

### I Common Ability Unit

Ability Unit	Detailed Ability	Standard for Performance	Self-Evaluation	Evaluation by the boss	Comment
Compliance(at shop)	①Understanding laws and ordinances	1 Understanding laws and ordinance and possessing the pride of a professional, consciousness of social responsibility, professional ethic, etc. Understanding the concrete example of legal and ethical problem. Also understanding effects of the influence of that problem.	○	○	Understanding sufficiently and practicing the action which he should take, rules to be observed.
	②Compliance	2 Make a clear distinction between public matters and private matters and take the lead in showing action according to the laws and ordinances. When facing with legal and ethical problem, looking for a better solution by asking a boss or colleagues.	○	○	
Promotion of CS (Customer Satisfaction) (at shop)	①Grasp of CS-concerning policy	3 Understanding company’s policy for CS in connection with own duties and services to provide customers.	○	○	It’s better for him to utilize customer’s opinions and requests to improve daily work.
	②Implementation of CS policy	4 Take initiative for implementing CS policy on daily work. Being aware of the representative of a shop, listening the customer’s voice, drawing the customer’s opinions or requests.	△	△	
Contribution to community (at shop)	①Grasp of a role expected by the community	5 Having knowledge and awareness of corporate social responsibility and regional contribution ,understanding policy for contribution to region decided by the headquarters. In addition, taking part in regional events.	○	○	He can act positively by participating in the regional event voluntarily.
	②Promotion of contribution to the community	6 Take the real situation of community into account, promoting the work planning for contribution to a community and implementing the policy for safety and environmental contribution at inside and out the store.	—	—	

**【Effect】**

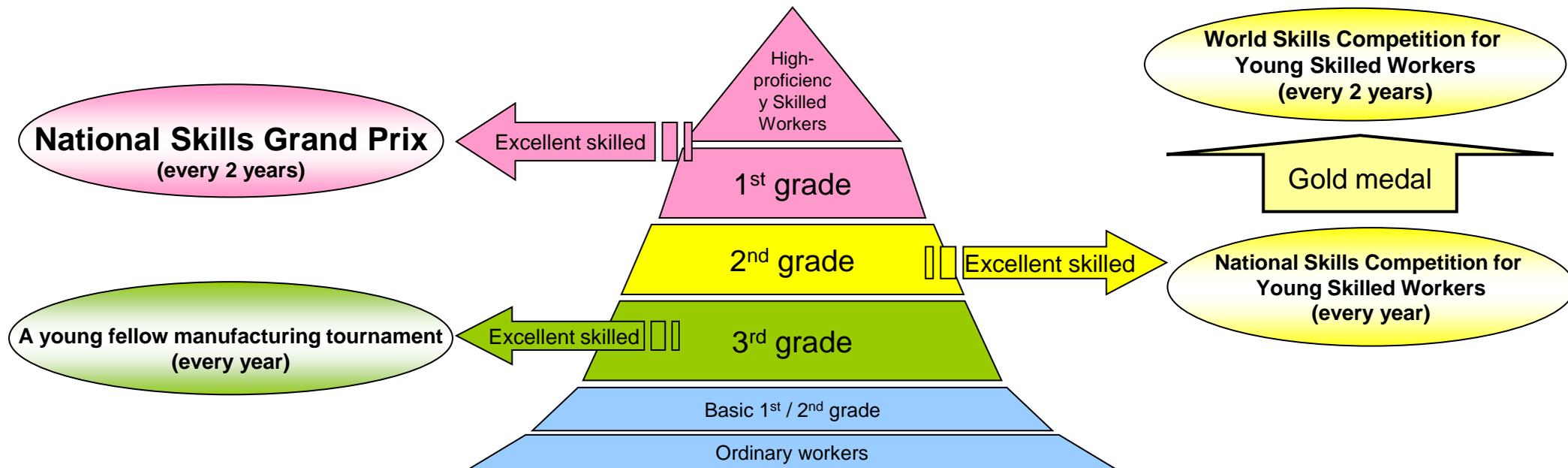
- Enable to grasp the following points concretely.
  - What level you or your subordinate are reaching.
  - What you need to acquire to reach next level.
- Enable to grasp proficiency level by using this sheet periodically.

# Overview of competitions

○ Promoting skill competitions such as National Skills Competition for Young Workers for young people's awareness of employment and smooth succession of skill.

	National Skills Grand Prix	National Skills Competition for Young Skilled Workers	A young fellow manufacturing tournament
Objective	This competition has aimed to <u>further improve skills of certified skilled workers, raised their status, and promoted trade skills</u> by showing their skills to general public.	This competition aims to give a goal of the top to young workers and improve their skills as well as to raise the <u>public awareness of skilled work</u> . (In even number of year, the completion has a role of preliminary of World Skills Competition for Young Skilled Workers)	This tournament aims to give young people who are in the acquisition process of skills a goal, and promote their employment and expand youth person skills by improving skill.
Eligibility	Certified skilled worker of <u>special grade, 1st grade or single grade</u> .	Certified skilled worker of <u>2<sup>nd</sup> grade</u> or upper and aged <u>23 and under</u>	Trainee who is <u>aged 20 and under</u> in the acquisition process of skills in technical high school, technical junior college, public VT institutes or accredited VT institutes.,
Level	Upper level	Upper or intermediate ( <u>2<sup>nd</sup> grade</u> or upper)	Basic (equivalent to <u>3<sup>rd</sup> grade</u> )
Trade	sheet metal for building, dyeing adjustment, tile-roofing, etc.	Trades which are implemented in World Skills Competition for Young Skilled Workers, supposed to contribute to improve young workers or to raise the public awareness of skilled work.	Lathe, electronic equipment assembly, construction carpenter, etc.

<correlation diagram>



# Outline of Award for Outstandingly Skilled Workers

## Intent

The purpose is ① to make the feeling of skills respect permeated widely in the society in order to improve the status of the skilled workers and skills standard ② for the young people to become a skilled worker with pride and hope in accordance with their ability and aptitude to devote himself to his job.

## Determination of the prize winners

Prize winners are to be determined among the persons, who fulfill all the requirements stated below and are recommended by the Prefectural Governors, the employers' associations or the confederations, General Incorporated Associations or General Incorporated Foundations, or other organizations which are recommended by this prize winners, by the Minister of Health, Labour and Welfare through the hearing from the committee members of screening the prizewinners for the skilled workers.

1. Persons who have outstandingly excellent skills
2. Persons who are now engaged in the jobs requiring the skill
3. Persons who have contributed to promotion of the welfare for the workers and to development of the industry through the skills
4. Persons who are recognized as a model for other skilled workers

## Awarding

The Award has been granted by the Minister of the Health, Labour and Welfare to about 150 prizewinners of the outstanding skilled workers by presenting the certificate of merit, the seal plaque, the seal emblem and reward (100 thousand yen). 5,438 of outstandingly skilled workers have been awarded since the first awarding ceremony in 1967 until the 46<sup>th</sup> in 2012.

### Seal of the outstanding skills (Plaque)



### Seal of the outstanding skills (Emblem)



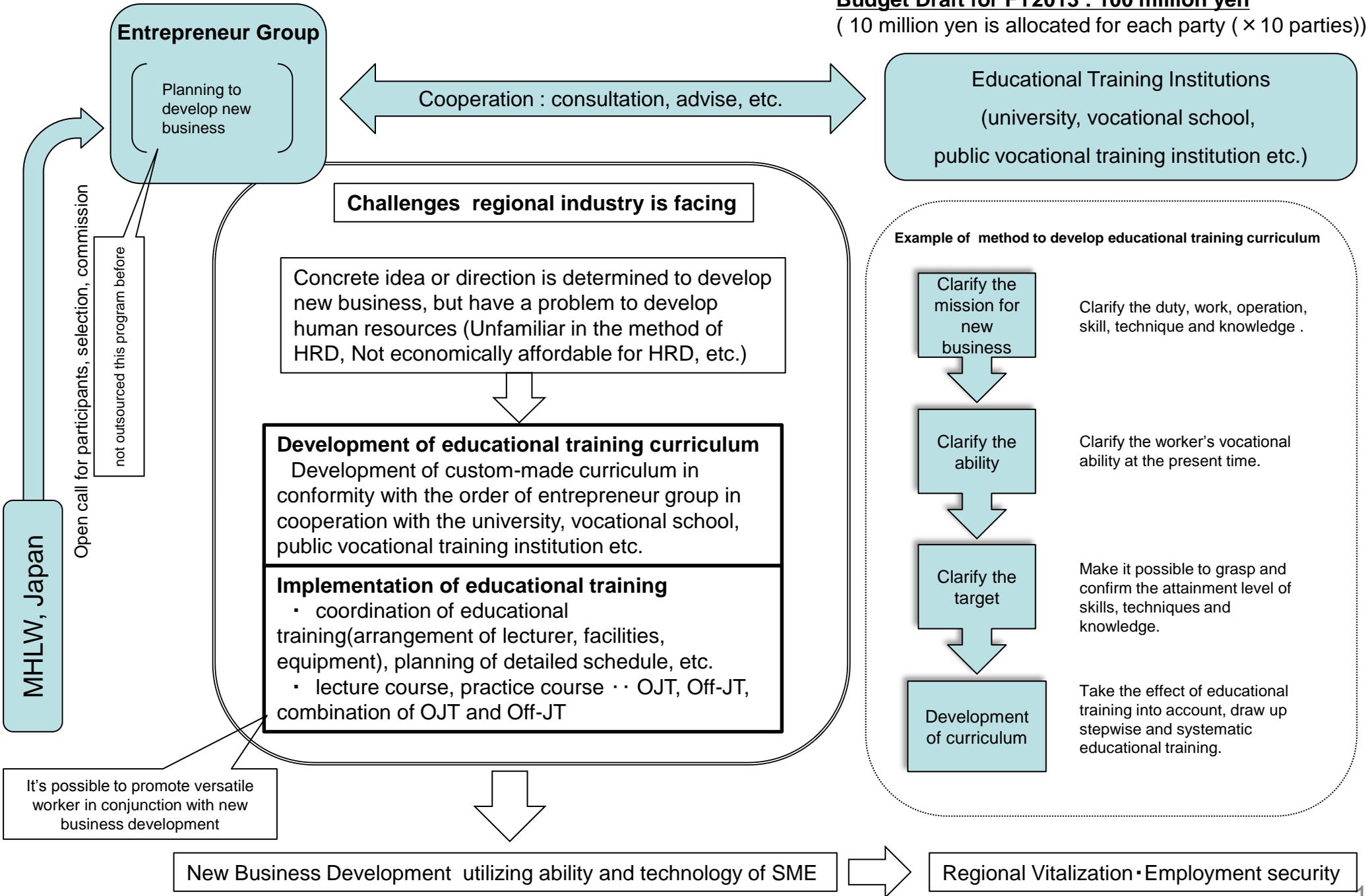
Surface



Reverse

# Overview of HRD Support Program for New Business Development Area

**Budget Draft for FY2013 : 100 million yen**  
 ( 10 million yen is allocated for each party ( × 10 parties))



# Outline of HRD for young skilled workers for FY 2013 (Budget Draft for FY 2013 : 3,374 million yen)

## Current Status · Agenda

Current Status : unpopularity of manufacturing and skills with the young people  
 Agenda : Arrangement of the environment encouraging the willingness of the young to be skilled workers, Nurturing the workers with high level skills to be the foundation of the industries

## Measures

- “Master of Manufacturing “ System Founded  
 Masters instruct various practices like effective inheritance of skills and nurturing of successors to the young skilled workers, utilizing the issues of the skills competition.
- Regional Skills Promotion  
 Aiming for nurturing the awareness of “skills respect “ by the creative ideas proposed by those who concerned in the regions, through the project for enlightenment of the awareness with utilization of the national skilled workers, as well as aiming for upgrading skills of the national skilled workers.

## Central Government

(Outsourcing to the private organizations)

### <“Utilization of “Manufacturing Masters”>

- Forming the consensus among the business organizations
- Preparing the program manuals, which explain the agenda of the skills competition
- Building the data base of “Manufacturing Master”

### <Regional Skills Promotion (Regional Support)>

- Developing various text materials, considering the promotion schedules  
 ex. · Text materials to upgrade the qualifications of national skilled workers  
 (Menu for Class Lectures and Text Materials dealing with new technique)  
 (Skills Inheritance DVD·Pamphlets (Formal announcement of implicit knowledge))
- Manufacturing experiencing classes, text materials for upgrading skills
- Information Presentation on the national skilled workers’ system through the portal site

## Prefectural level

(Outsourcing to the private organizations)

Setting up the Collaborative Meeting  
 Between local public organizations  
 and Business associations

Drawing up the Promotion Plan  
 (Implementing Plan)

### <Utilization of “Manufacturing Masters”>

- Consultation and Assistance in HRD for the young skilled workers
  - Implementing practical instructions, utilizing the agenda of the Skills Competition by dispatching “Manufacturing masters”
- <Regional Skills Promotion (Implemented based on the propositions from the organizations for the plan )>

- Ex. · Manufacturing experiencing classes,  
 · Making performance of the skilled workers  
 · Implementation of the class lectures to enhance qualification of the skilled workers  
 · Dispatching the skilled workers to the elementary and junior-high schools  
 · Family trip to the site where the skilled workers at work



collaboration and cooperation

<Companies · Business Organizations · Educational Training Institutions>

HRD of the young skilled workers · Nurturing the awareness of respect for the skills