

Criteria for Application-Adaptation (Hybrid) Evaluation Of "23-Item, 6-Group"

I. Work Organization and Administration

Job Classification (JC)

- 5-Number of JC is: 2 or less
- 4- 3 to 5
- 3- 6 to 10
- 2- 11 to 50
- 1- 50 or more

Wage system

- 5-"Person-centered" wage determination main criterion is: length of service (Nenko); personal evaluation (PE) conducted by supervisors, closed to workers
- 4-Wages determined mainly by length of service, and partly by objective PE that includes worker input and requires worker approval
- 3-Simplified JC system is introduced; PE system determine wages
- 2-Simplified JC determines wages; PE system does not determine wages.
- 1-Rigid and detailed JC system determines wages

Job Rotation (JR)

- 5-JR is carefully planned and frequently conducted within and beyond work teams. Its clear aim is training of multi-skilled workers (e.g., training table kept by team leaders and supervisors)
- 4-JR is planned and frequently conducted within but not beyond work teams
- 3-JR is frequently conducted with work teams
- 2-Rigid job assignment systems is moderated to some extent (job reassignment when product mix is changed; frequent product mix change, etc.)
- 1-JR is nonexistent; job assignment is rigid

Education and Training

- 5-1) On-the-job training (OJT) is the main system for training multi-skilled workers, together with long-term systematic training, and
 - 2) There is a training system for team leaders and maintenance personnel through OJT and systematic training; sending trainees to Japan and bringing trainers from Japan with special training programs and facilities
- 4-1) Workers trained through OJT and special preparations and arrangements are made to accommodate this
 - 2) Training of supervisors (team leaders) and maintenance personnel in Japan; special training programs and facilities (e.g., a training center)
- 3-1) OJT is emphasized; team leaders have some responsibility for training workers; team leaders have assistants for task training

- 2) Some training program for team leaders or maintenance personnel exists inside or outside the company
- 2-1) OJT is not emphasized; some arrangements exist for outside training (e.g., reimbursement for school fees)
 - 2) Outside education and training is recognized as a job qualification
- 1-1) OJT is not emphasized
 - 2) No special inside training program for team leaders or maintenance personnel
- Promotion
 - 5-1) Worker promotion based on length of service (Nenkoh) and PE, which is conducted by direct supervisors
 - 2) Internal promotions to supervisor with recommendations by direct supervisor
 - 4-1) Based to some extent on length of service (Nenkoh)
 - 2) Internal promotions to supervisor with recommendations by direct supervisor
 - 3-1) Based on PE and specific qualification; seniority does not play a strong role; job posting
 - 2) Supervisors internally promoted through job postings; corporate skills significant; seniority rule is not rigid
 - 2-1) Based on seniority and PE and conducted and utilize job posting
 - 1-1) Based on seniority and utilize job posting
 - 2) A high percentage of supervision recruited from outside the company
- First-line Supervisors (or Team Leaders)
 - 5-Internally promoted and function as team leaders and have technical control of production process including industrial engineering(IE) functions
 - 4-Some as above(5 points) but to a lesser degree
 - 3-Most supervisors internally promoted; weak team management and weak process control functions(e.g., no active role in job rotation or multi-skill training; may have assistants for IE)
 - 2-Some supervisors internally promoted; role is mainly labor management and discipline
 - 1-Internal promotion is not a rule; role is exclusively that labor management and discipline
- . Production Control
 - Equipment
 - 5-100 percent of equipment imported from Japan
 - 4-75% to less than 50% of equipment imported from Japan
 - 3-50% to less than 25% of equipment imported from Japan
 - 2-25% to more than 1% of equipment imported from Japan

1-zero percent of equipment imported from Japan

Quality Control(QC)

5-Emphasis on QC conducted by workers during the actual process

4-QC conducted by workers during the process but there are insufficient accommodation for this (e.g. workers have no line-stop authority; QC or zero defects(ZD) circles are not very active)

3-QC conducted by specialists during each process; QC and quality checks by specialists from an independent QC section also emphasized(high proportion of such checks)

2-QC relies on checks by specialists from an independent QC section; relatively close checks are conducted during each process(number of QC specialists is relatively low)

1-Quality checks by QC specialists on completed products(post process and outgoing inspections) are emphasized

Maintenance

5-Shop-floor are internally trained and promoted to maintenance personnel (including inexperienced workers hired separately from ordinary workers); preventive maintenance is emphasized, shop floor workers have some maintenance roles

4-Same as above (5 points) but including some experienced workers hired separately from outside; preventive maintenance and shop floor workers' roles in maintenance are not stressed

3-Experienced workers hired separately but receive additional internal training before being promoted to maintenance personnel; shop floor workers do not have any commitment to maintenance

2-Same as above (3 points) but experienced workers are sometimes hired directly as maintenance personnel

1-Maintenance personnel employed mainly from outside and maintenance by engineers is emphasized

Operations Management

5-Flexible setup and special arrangements to cope with line failures or defects (e.g. coordination and cooperation among first-line supervisor and team leaders, preventive maintenance, machine fail-safe devices (Pokayoke), production control signal board (Andon), standard procedures and work manuals brought, in from Japan and modified and improved to accommodate local conditions (line balance adjustments etc.) high product mix, frequent product changes; reduction of die change time is achieved to the same extent as in Japan

4-Set-up is less flexible than above (5 points), work manuals and maintenance know-how

obtained from Japan; local job improvement (kaizen) is achieved to a much

lesser extent; lots size is relatively small; die-change time approximate, though slightly less than that in Japan

- 3-Moderate product mix (relatively large lot size with some batch production, etc.) standard procedures and work manuals brought in from Japan but only with slight modifications to accommodate local conditions
- 2-No specific provisions for coping with line fails or defects; operations control is engineering-oriented; local IE specialists establish and modify standard procedures
- 1- Operations control is highly engineering-oriented (engineering section has dominant role in machinery operation and maintenance; production based on large lot methods

. Procurement

Local Content

- 5-less than 20%
- 4-(from 20 percent to 40 percent) 20 to less than 40%
- 3- 40 to less than 60%
- 2- 60 to less than 80%
- 1- more than 80%

Suppliers

- 5-Material and parts mainly procured from Japan
- 4-Procured from sister plants or Japanese suppliers located overseas (U.S., Canada, S.E. Asia, Mexico)
- 3-High proportion of procurement from Japanese suppliers in the U.S. and Canada
- 2-Procurement from Japanese suppliers in the U.S. and Canada, but the proportion of U.S. suppliers is high
- 1- Most procurement from U.S. suppliers

Procurement Method

- 5-Japanese subcontracting system exists with local suppliers
- 4-To some extent the Japanese subcontracting system exists with local suppliers; technological assistance and long-term contracts are applied to U.S. suppliers
- 3-Some arrangements are made to reduce parts inventory as much as possible; technological assistance is attempted with U.S. suppliers
- 2-Local suppliers are held to strict observance of delivery times
- 1-Mainly spot trading with U.S. suppliers; parts inventories are relatively high in order to cope with delayed delivery

. Group Consciousness

Small Group Activities

- 5-All workers participate voluntarily and play significant roles
- 4-More than 50% of workers participate

3-20% to 50% of workers participate

2-Less than 20% of workers participate, or only in special "model" cases; some emphasis is placed on meetings and suggestions for quality and productivity

1-No small group activities

Information Sharing

5-Company-wide information sharing and communications actively practiced(e.g. meetings for all employees, president meets all employees in small groups, vigorous small group activities, open-style offices)

4-Various provisions for information sharing exist but to a lesser degree than above (5 points)

3-Attempts are made at information sharing at each level in the company through meeting and other means

2-Meetings are held before work begins

1- No special provisions for information sharing

Sense of Unity

5-Various device and practices such as company uniforms for all employees, open parking, social events, morning ceremonies, etc.

4-Many of the above devices and practices are implemented but to a lesser extent (e.g. uniforms are not compulsory)

3-Only some of the above are practiced

2-Only some social events are held

1-There are no special practices

Labor Relations

Hiring Policy

5-Applicants are carefully, meticulously screened; plant site selected where there is a homogeneous work force

4-Applicants are selected with care; plant sit selected where there is a homogeneous work force

3-Plant site selected where there is a homogeneous work force; if plant site is traditional industrial area, applicants are selected with care

2-Special hiring considerations only if plant is located in a traditionally industrial area

1-No special selection for hiring; plant is located in a traditionally industrial area

Job Security

5-Explicit (written) no-layoff policy that seeks to avoid layoffs as much as possible; provisions for long-term employment

4-Layoffs are avoided as much as possible but this policy is not explicit and there have been no layoff; provisions for long-term employment

3-Layoffs are avoided as much as possible but have occurred on rare

occasion

- 2-Layoffs are avoided as much as possible but have occurred many times
- 1-Layoffs are prone to occur if at all likely

Labor Unions

- 5-There is no union and labor relations are peaceful
- 4-There is no union but some problems in labor relations (e.g. attempts at organizing a union); or there is a union but relations are very cooperative
- 3-There is a union and a cooperative tendency with the union (e.g. Management- Labor consulting system exists); or there is no union and there have been organization drives
- 2-Union exists but it has relatively low membership; there have been strikes but otherwise the union is not very active
- 1-Union is 100 percent organized and there have been strikes

Grievance Procedures

- 5-There is no union and grievances resolved mainly on shop floor and through managerial channels
- 4-There is no union and personnel department intervenes in the process of resolving grievance; or there is a union and grievances are resolved mainly on shop floor
- 3-There is a union, and official grievance procedures are formalized, but emphasis is on shop floor and through managerial channels
- 2-There is a union and official grievance procedures; grievances tend to be resolved on shop floor
- 1-There is a union and official grievance procedures; there are many grievances; grievance procedures include external arbitration

. Parent-Subsidiary Relations

21. Ratio of Japanese Expatriates

For plants with 500 employees or more (with less than 500 employees; plus 1% to the following ratios):

- 5-Ratio of Japanese expatriates is 4% or more
- 4- 3% to less than 4%
- 3- 2% to less than 3%
- 2- 1% to less than 2%
- 1- less than 1%

22. Delegation of Authority

- 5-Parent in Japan makes plans and decisions
- 4-Subsidiary submits suggested plans and parent decides

- 3-Subsidiary submits plans and parent evaluates and gives or withholds approval
- 2-Subsidiary makes plans for approval by parent
- 1- Subsidiary makes and approves its own plans

23) Managerial Position of Americans

- 5-Most important senior management position, including president, are held by Japanese
- 4-President is Japanese and many important positions are held by Japanese
- 3-Japanese and Americans share management positions and important positions roughly equally
- 2-President is American and majority of important positions are held by Americans
- 1- President is American and all important positions are held by Americans