

## CSR

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Special Feature: Hino Motors Helps Educate the Next Generation

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## Hino Motors Helps Educate the Next Generation

Passing Down the Spirit of Craftsmanship in Manufacturing to Children and Young People

### Contribution to Developing Human Resources through Craftsmanship in Manufacturing

It is stated in the CSR Guidelines that Hino Motors carries out social contribution activities in the local communities where it operates. Above all, the CSR Guidelines set "Providing community support" as one of the Company's important objectives, and Hino Motors aims to provide venues and opportunities for its employees to take part as instructors in classes at schools and other educational organizations with the goal of supporting education rooted in manufacturing, for the benefit of future generations of children and young people.

In Japan, the government has revised school curricula to promote practical knowledge and hands-on learning of industrial manufacturing in social studies lessons at elementary schools. To facilitate these educational needs, Hino Motors is undertaking various initiatives, as described below.

☒ Scope of Hino Motors' CSR Activities and CSR Guidelines

### Supporting Education That Teaches the Art of Manufacturing

Hino Motors is the only commercial vehicle manufacturer operating plants in the Tokyo metropolitan area, and the Company has conducted plant tours for local children because it wants people to know more about what kind of company Hino Motors is.

Based in the city of Hino, the Hino Plant carries out tours for fifth-grade elementary school students from Tokyo and its neighboring prefectures, showing them the production processes for fully assembling heavy-duty trucks. In fiscal 2012, 18,524 students and teachers from 239 schools visited the plant.

## Visitors Come Away Satisfied after Touring the Hamura Plant

Located in the city of Hamura, Hino Motors' Hamura Plant welcomed around 4,000 elementary school children to tour its facilities in fiscal 2012. The plant distributed questionnaires to visitors after the tours, and based on those results, it discovered that explanations during the tours were sometimes too technical and not interactive enough. Consequently, elementary school children did not understand the full meaning of manufacturing.

In response to these results, the managers in charge of the tours voluntarily organized a group to carry out improvement activities and deal directly with the problems. The group then worked to revamp the plant tours with the goal of making them more enjoyable from the standpoint of elementary school children. It selected easier-to-understand terminology for the explanations and gave boy and girl names to bolt-catching machines used as tools to help the children understand assembly line work. In addition, the group prepared file holders that the elementary school children could take home as souvenirs, containing explanations of the complete vehicle production process for use as reference materials later on.

After implementing these improvements, students showed their enthusiasm by asking more questions than before and demonstrated more interest in the tour activities and greater understanding of the explanations. The managers were also encouraged by the increased number of letters from students after the tours.

### A plant tour in progress



The children express their keen interest



These mascots for the plant tours are used as learning tools



Thank-you letters from the students

## Sketching and Design Classes for Children

While Children are generally familiar with vehicles like trucks and buses, they also want to experience the fun of designing and making vehicles with their own hands. With that in mind, Hino Motors' Design Division initiated sketching and design classes for elementary school children in Hino city almost 10 years ago.

In the classes, students are taught about vehicle production in terms of design, and they also learn sketching methods and create their own development prototypes made from clay.

Through the art of manufacturing, Hino Motors is working to deepen interaction with local schoolchildren and members of the community, while being aware of the importance of making the school children as familiar as possible with Hino Motors and its operations and providing employees with opportunities to discover new things outside their regular work activities.

### Scenes from the lessons



The students actively participate



Teaching students how to make a clay model using a dinosaur's head



Students made very cute clay models

## From Volunteering to Pro Bono\*— a Teaching Program Organized by the Hino Motors Senior Managers' Association

\*Pro bono refers to the use of specialized knowledge and skills by professionals volunteering in social contribution activities

After the Great East Japan Earthquake struck in 2011, Hino Motors shifted weekend holidays to Thursday and Friday for three months in the summer of that year as a way of dealing with electric power shortages. Some members of the Hino Motors Senior Managers' Association considered what social contribution activities they could perform during those weekdays off. The Hino Motors Senior Managers' Association (made up of general and deputy managers) asked employees if they would be interested in going to local elementary schools to teach as volunteer instructors, and it proposed this plan to the Board of Education in Hino City, where the Hino Motors headquarters is located. The lessons started from thereon.

As the classes continued into fiscal 2012, the volunteer instructors explained the processes involved in making trucks and buses, from development through to manufacturing. Wearing helmets and masks, the students gained hands-on experience using tools to tighten screws and operating a press to form model vehicle components made of aluminum foil.

### Scenes from the lessons



Students listen attentively in class



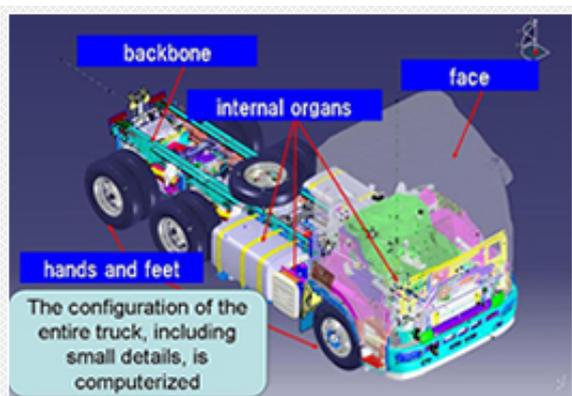
Making emblem for vehicles using a press



Students try their hand at tightening screws



Models of buses and Tokyo SKYTREE were made using a hand press



A truck's configuration is compared with the human body for explanation

For the classes that will begin from September 2013, a plan has already been initiated in a meeting with the Board of Education in March. Following that meeting, the Hino Motors Senior Managers' Association has continued to recruit volunteer instructors and decide on the schools where they will teach. Lessons are being meticulously planned and prepared, making full use of the management capabilities of the general and deputy managers, including their time-management and project-promotion skills gained on the job. Classroom activities from the previous year have been revised, and, through negotiations with managers in charge of Hino Motors' plant tours, tours for observing actual manufacturing processes have been organized for future classes. In addition, the Hino Motors Senior Managers' Association has set up an instructor qualification system based on the experience and skills gained in the classroom.

As a way of motivating employees to volunteer as instructors, the system allows them to monitor their progress in achieving the goals of skill improvement.

Demonstrating its pride as a manufacturer of commercial vehicles, the Hino Motors Senior Managers' Association members did not lose any enthusiasm for teaching children about how the Company's vehicles are made, even after the weekday holidays were shifted back to weekends, and they adjusted the work schedules of volunteer teachers to give them a half-day off from work on their teaching days. Inspired by the appreciative words of schoolchildren, some employees have been motivated to go above and beyond the call of duty.

The number of schools that Hino Motors sends instructors to increased from 10 in fiscal 2011 to 13 in fiscal 2012. With this increase, the number of Hino Motors' employees volunteering as instructors rose from 36 to 76 in the same period. The teaching program was also covered in the Tama edition of the *Yomiuri Shimbun* newspaper on October 27, 2012

As the Hino Motors Senior Managers' Association takes satisfaction in the meaningfulness of its educational initiatives and the fulfillment this program brings to employees, it is also considering the best ways of continuing to the teaching program by effectively applying the plan-do-check-act cycle. In this way, activities to improve and optimize the program are ongoing. Hino Motors plans to continue implementing the program in the next fiscal year to



A thank-you letter received from students

## Comments

### Ms. Toshiko Igarashi, Principle of Hirayama Primary School in Hino City

The lessons taught by Hino's instructors provided a valuable opportunity for students to interact directly with people working on the frontlines of manufacturing. The instructors conveyed the enthusiasm and pride they have in their work, and the classroom became a place to learn about the way of life of a manufacturing craftsman. Using visual aids, models and real vehicle parts that they had taken to the classroom, the instructors explained difficult things in a way that was easy to understand. That made it easy for the schoolchildren to learn and have fun.

The employees of Hino Motors are very enthusiastic, and I was surprised to hear how they had searched for ways to present the lessons clearly to the students. Because the students have been taught about manufacturing work in these lessons and will then tour the plant to see manufacturing in action, they are gaining a deep understanding of this topic. To actually see Japan's advanced technologies firsthand has been an extremely valuable experience for the students, so I would like to express my sincere gratitude to Hino Motors.



### Koichi Ohata, General Manager of the Chassis Engineering Division, Hino Motors, Ltd. and member of the Hino Motors Senior Managers' Association (cast metal instructor)

When I looked at the schoolchildren taking notes in earnest and touching the vehicle parts with great excitement, I could appreciate how worthwhile this program is. I was also really delighted when I found a comment in an essay that said, "I want to work for Hino Motors in the future." I look forward to doing whatever I can to respond to the students' requests in the years ahead.



Members of the Senior Managers' Association vow to do their best in the future