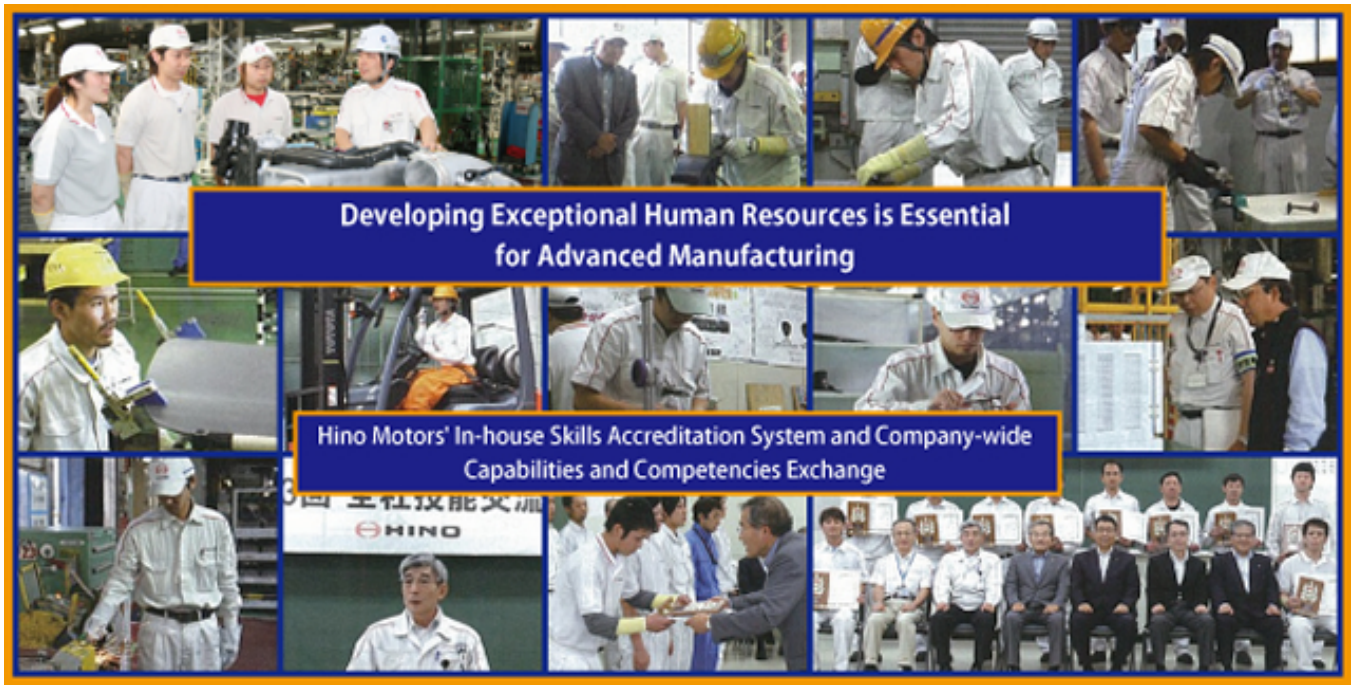
CSR Report Highlight



In-house Skills Accreditation System

Hino Motors has implemented an in-house skills accreditation system to certify the expertise and technical capabilities of employees at its plants. The system determines the expertise and skills required to meet qualifications and the years of experience needed to gain them at each workplace. It also enables employees to systematically acquire these skills through technical training, classroom training, and daily practice on the job. The system was commenced in 2006 to provide a means for employees to carry out their work according to planned goals, allowing each individual to observe the pace of his or her progress in attaining accreditation levels.

Overview of the in-house skills accreditation system

	Acquired expertise and technical skills group				Practical expertise and technical skills group	
Assigned duties	Start of participation in the system	Practical job training	Taking the initiative to set examples	Solving problems	Creating new techniques and methods	Giving direction and passing down skills
Advancing Expertise and technical skills	Programs to facilitate personal growth through monozukuri manufacturing				Generalist(A) / Specialist(M)	
class	F	C	B1	B2	A/M	S
(Experience level)	Newly employed	5 years	10 years	15 years	25 years	35 years

Display of accreditation criteria

Technical skills acquisition criteria of the in-house skills accreditation system are openly displayed at workplaces for employees to evaluate their technical abilities and identify further training required. The skill level of aspiring candidates is also assessed at each workplace in preliminary examinations. To help employees advance to the next stage, daily on-the-job training enables the acquisition of the expertise and skills required.

The technical skills acquisition criteria are reflected in management indices posted on workplace management notice boards. They are linked to management sectional and divisional objectives in five important work areas: safety, quality, production and equipment controls, human resources development, and cost prices. By displaying these indices, workplace goals as a whole and for individuals can be easily observed and understood. The system enables individuals to review their own Plan-Do-Check-Action cycle, ascertain their contributions to divisions and departments, and fosters a skill-focused workplace.

textbooks

A workplace management notice board

Promoting workplace environments that develop skills for the company-wide capabilities and competencies exchange

Hino Motors has been holding company-wide capabilities and competencies exchanges annually




The 3rd Company-wide Capabilities and Competencies Exchange held in June 2010

since 2008, a skills competition designed for employees to demonstrate and sharpen their work-acquired technical abilities in a competitive environment as well as to deepen mutual exchange at plants. The fiscal 2010 event was held on June 14, 2010, and featured 11 work categories of final assembly, machining, maintenance, metal plating, logistics, quality control, pressing, heat treatment, painting, plastics molding, and casting.

Leading up to the event, preliminary competitions were held at each plant to select representative employees. From among almost 7,000 skilled employees, 65 were chosen based on their adherance to safety standards, speed, and precision. Representatives then competed tasks to test technical skills at the C and B2 class certification in each work category.

Participants cooperate at each workplace and lend each other support toward achieving satisfactory results at the competition. This fosters work environments where employees can both teach and learn from each other, thereby ensuring that knowledge and skills are passed down. Consequently, representatives' technical skills in the exchanges as well as the overall capabilities of workplaces have been improving.

Staff Spotlight

01 Staff member in charge of project planning and design

"When establishing and promoting a system, it is crucial that employees in the workplace are happy with it."

Human Resources Development Office, Human Resources Division
Emi Fukawa

At the time of setting up and implementing the in-house skills accreditation system, a working group made up of personnel from the Human Resources Division and project leaders from each plant carried out numerous studies. Our model workplace was the Hamura Plant's Final Assembly Division, which employs about 600 skilled workers. We managed to introduce the system there while making repeated trial and error adjustments, and then at other workplaces and factories four months later. Our current framework of a total of seven accreditation levels was put in place in 2009.

When establishing and promoting a system, it is crucial that employees in the workplace are happy with it. As training programs take up workers' time, the programs should contribute to improving production efficiency and developing the company.

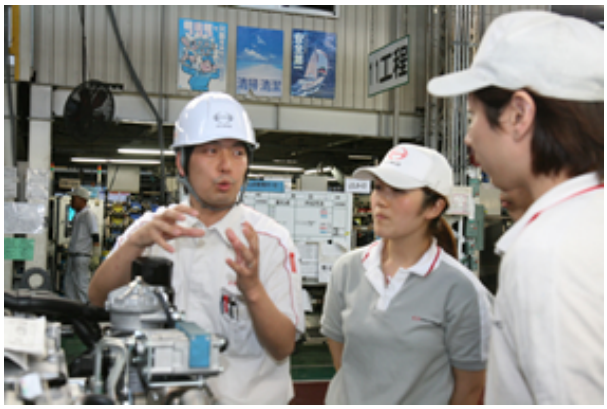
When we introduced the in-house skills accreditation system, it was sometimes difficult to effectively convey its goals to employees in the workplace. Nevertheless, by continuing to visit and

discuss matters, the number of people who came to understand its objectives gradually increased, and now we receive much more constructive opinions in our discussions. In gaining their understanding and cooperation, we were able to get the system up and running.

02 B2 class certification holder and winner of the top prize for excellence at the first company-wide capabilities and competencies exchange

“Now, as a supervisor, I am using the in-house skills accreditation system to set goals for my subordinates to gain technical skills.

Supervisor, Engine Assembly Group, Machining Division, Hino Plant
Tsukasa Otani



On the recommendation of my boss, I decided to take the B2 class certification for assembly work test. I was very happy when my supervisor approved me for the preliminary examination of the technical skills acquisition criteria.

About six months after passing the examination, I was selected from the preliminary round of the inaugural company-wide capabilities and competencies exchange in 2008, and became a representative of the Hino Plant's 2,000 or so workers. Colleagues who could not attend the event as it was held during work hours made a cheering banner, which really motivated me. Having received so much support from everyone at the plant, I felt the weight of responsibility on my shoulders.

I ended up winning the top prize for excellence in the assembly work category, and was commended by a former executive vice president for "having hands more precise than machines." That was something I will never forget.

The next year, one of the workers I supervised entered the exchange competition and also took the top prize in the C class. I was extremely happy, as I had worked very hard to train him, and I remembered how I had felt when I won the prize before.

I was promoted to supervisor last spring. As part of the management at my workplace, I am using the in-house skills accreditation system to set goals for my subordinates to gain technical skills. I also intend to attain the next certification level.

03 Managers involved in the Hamura Plant's Assembly Line Section, the model plant for developing the in-house skills accreditation system

"The accreditation system and the exchanges generate a workplace atmosphere in which employees teach and learn from each other. In this environment, technical skills can be handed down."

Final Assembly Division, Hamura Plant
Kojiro Sugawara

Human Resources Development Section, Human Resources Division
Osamu Kohiyama

While the in-house skills accreditation system has been established, its inner workings continue to evolve every day. Employees are aiming to master multiple technical skills rather than just one skill, and some have become competent in a range of areas such as painting, engine assembly, and cab rigging. The accreditation system allows them to determine their skill levels, set individual goals for the future, and realize personal growth. (Kohiyama)

The in-house skills accreditation system and the company-wide capabilities and competencies exchange not only measure improvements in the technical skills of each individual worker, they also generate positive communication at workplaces, in that employees teach and learn from each other. In this environment, technical skills can be handed down, and the quality of Hino Motors' products can be maintained and improved. Looking ahead, the system and the exchanges will continue to develop. (Sugawara)