

## PRE-TRAINING REPORT

The Executive Program on Production Management  
 - Encouraging the Customized Improvement of Production Systems by Learning from TPS –  
 [EPPM]

**The form of “Pre-Training Report” for this training program is composed of the following three documents: Pre-Training Report itself and Questionnaires 1 & 2.**

**These documents will be used as a reference material in 1) the screening process of applicants and 2) the group discussion and the presentation to be held during the program by sharing with lecturers and other participants. Therefore, the applicant is requested to fill in all of the items clearly and concretely.**

**\*HIDA will not use this information for any other purposes other than a HIDA training program.**

The report form is available here in an MS-Word format.

**(URL: to be determined)**

Note: Please fill in the following items by using a personal computer or similar equipment in English.  
Handwriting should be avoided.

1. Your name	
2. Your country	
3. Name of your company/ organization	
4. Outline of your organization  (preferably attach an organization brochure)	
5. Your position and name of your department/division  (preferably attach an organizational chart, indicating your position)	
6. Your duties in detail	

<p>7. Present situation of production management in your organization</p>	
<p>8. Most critical managerial problems related to production management you are now facing, indicating their causes from your viewpoint</p>	
<p>9. Possible measures to solve such problems together with limitation factors</p>	

<p>10. Your expectations of the program in relation to the described problems</p>	
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Name
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## Questionnaire 1

### 1. Level of Comprehension

Please indicate the level of your comprehension by checking the appropriate boxes.

**Level a:** You can explain what it is to others. Or you have applied it in your work.

**Level b:** You know what it is. Or you have learned it at college/university or by yourself.

**Level c:** You do not know it well. Or you have never heard of it.

Item		a	b	c	Item		a	b	c
1	Just-in-time (JIT)				18	Production of many models in small quantities			
2	<i>Kanban</i> system				19	SMED (Single Minute Exchange of Die)			
3	Production leveling				20	Small-lot production			
4	Pull system				21	PM			
5	Takt time				22	Preventive maintenance			
6	Continuous flow processing				23	Maintenance Prevention			
7	Multi-process handling				24	<i>Karakuri Kaizen</i>			
8	Standardized Operation				25	7 major losses			
9	Standard in-process stock				26	Individual Improvement			
10	<i>JIDOKA</i> (Autonomation)				27	Autonomous maintenance			
11	5S				28	Planned maintenance			
12	Visual control				29	Quality maintenance			
13	<i>Poka yoke</i> (fool proof)				30	Mean Time Between Failures (MTBF)			
14	<i>Muda</i> (waste)				31	Mean Time To Repair (MTTR)			
15	Cycle time				32	Daily maintenance			
16	<i>Kaizen</i> (Continuous improvement)				33	Overall Equipment Efficiency (OEE)			
17	Liveliness index of transportation				34	Small Group Activities			

### 2. The Standard and Tools Your Company Has Adopted

Please indicate the current situation in your company by checking the appropriate boxes.

Techniques / Tools	Implemented with Japanese Consultant	Adopted	Not Adopted
5S			
ISO9000			
JIT			
TQM			
PM			

Name	Country
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***Questionnaire 2***  
**Observed Data and Numerical Targets for *Kaizen* at the Production Site**

When filling out this form, the course participant should consider the possibility of achieving the targets set at his or her company by applying what s/he will have learnt through this training course. Failure to fill out all required information below is likely to undermine the prospect of training success.

1	<p>What has been done toward realizing energy conservation at the company and/or departmental levels?</p> <p>NOTE: If there has been no action taken, please write this fact. Then, add something you want to take on for the future, and fill out the following sections.</p>	
2	<p>What types of measuring tools have you used to identify the results of the aforesaid actions (<i>e.g.</i>, failure rates, waste quantity, utilization rates, labor productivity per person, and tact time)? Specify all of them if there is more than one.</p>	
3	<p>What are the current values expressed in the measuring tools?</p>	
4	<p>What are the target values that are</p>	

	<p>expressed in the measuring tools, and need to be achieved by applying the content to be studied during this training program?</p> <p>NOTE: The target values should be practical.</p>				
5	<p>What are the current values, and the target values that need to be achieved after returning home, as to your choice of either A or B (right)?</p> <p>No need to fill in both A and B.</p> <p>NOTE: If your department is INDIRECTLY involved in manufacturing, write about the whole of your factory. The target values should be practical.</p>	Choose A or B	Current Values		Target Values
		<p>A: Yearly power consumption of the whole of your factory</p>	<p>_____</p> <p>(kWh/year)</p>	⇒	<p>_____</p> <p>(kWh/year)</p>
		<p>B: Yearly power consumption of a process at your manufacturing department (or factory)</p>	<p>_____</p> <p>(kWh/year)</p>	⇒	<p>_____</p> <p>(kWh/year)</p>
		<p>NOTE: If you choose B, write about the process you referred to, in the right column.</p>			

**2W** English (CRTP Program)

### About the Benefits of Management Training Program

Concerning the benefits of the management training program, please answer the following questions. Your individual answers will remain confidential.

The report form is available here in an MS-Word format

(<http://www.hidajapan.or.jp/jp/teitanso/training/doc01.html>)

Name of training course (may be in acronym names, such as SHOP and PQM):

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Country:

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Company name:

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Name of person filling out questionnaire form (representative of organization):

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Job title of person filling out questionnaire form (representative of organization):

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Names of participants of the training program:

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#### Question 1:

This management training program receives financial support from Japanese government subsidy. Is there a difference in benefits by utilizing the HIDA training program compared to other cases where a training program on the same subject is provided by your own or an external agency of human resource development? Tick the following statement that applies to you (multiple answers allowed).

- Understanding in the subject of the training program increases further.
- Motivation improves further.
- Understanding of Japan increases further.
- Communication ability improves further.
- The stability of the work force in the company improves further.
- Others: [                                  ]

#### Question 2:

Are you going to use what is learned from the HIDA training in your company after the participants return? Tick the following statement that applies to you.

- Yes, I am.
- No, I am not.

Question 3:

(For a representative)

If you have ticked “Yes, I am” in the above Question 2, please answer the following question. When you use what is learned from the HIDA training in your company, how many managers and workers would receive the benefits of this during the year after the training? Please provide your rough estimate below.

About \_\_\_\_\_ people

Question 4:

If you have ticked “Yes, I am” in the above Question 2, please answer the following question. When you use what is learned from the HIDA training, what benefits do you expect? Tick the following statement that applies to you (multiple answers allowed).

- A reduced load to the environment and energy saving will be realized.
- Technology development and product design and development will be possible in the home country.
- Production capacity will expand. [About \_\_\_\_\_] %
- Productivity will increase. [About \_\_\_\_\_] %
- Product and service quality will improve. [About \_\_\_\_\_] %
- Costs will be reduced. [About \_\_\_\_\_] %
- Market will be extended.
- Others [\_\_\_\_\_]

Question 5:

Please provide the sales amounts of your company.

Actual sales for the last fiscal year [\_\_\_\_\_] USD \* 1 USD = 113 JPY

Estimated sales for this fiscal year [\_\_\_\_\_] USD \* 1 USD = 113JPY

Question 6:

The HIDA training program costs about 5,500 USD per person to run the course. Do you think the HIDA training programs produce enough benefits to justify the expense (5,500 USD)? Tick the following statement that applies to you.

- Yes
- No

Question 7:

The following question is relevant to the above Question 6. Supposing that the expense (5,500 USD) is defined as “1”, describe the benefits obtained from the HIDA training program in numerical value. Roughly assess the benefits for the next five years after the training. Tick the following statement that applies to you. A very rough estimate is fine. Your response is highly appreciated.

- Below 1.0 => Provide a specific value [\_\_\_\_\_]
- 1.0 or above and below 1.5
- 1.5 or above and below 2.0
- 2.0 or above and below 2.5
- 2.5 or above and below 3.0
- 3.0 or above => Provide a specific value [\_\_\_\_\_]

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