



The Project for **W**orkplace **I**mprovement
& **S**atisfaction of **E**mployees

WISE PROJECT
2nd year Report





FOREWORD

This report contains the brief information about WISE project with both the quantitative and qualitative results for its 2nd year.

Information about Japanese and local members is also included as well as the assessment tool as appendix.

We believe the importance of a comfortable work environment and better employee satisfaction are well recognized in Vietnam through these best practices, and that is one of the key to improve productivity through people.

Go WISE, Workplace Improvement & Satisfaction of Employee (WISE)!

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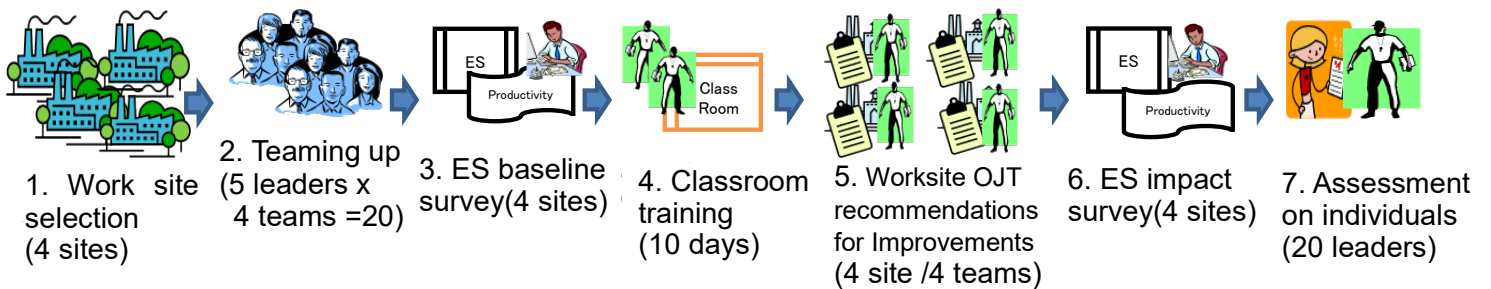


1. OVERVIEW

❖ Basic information

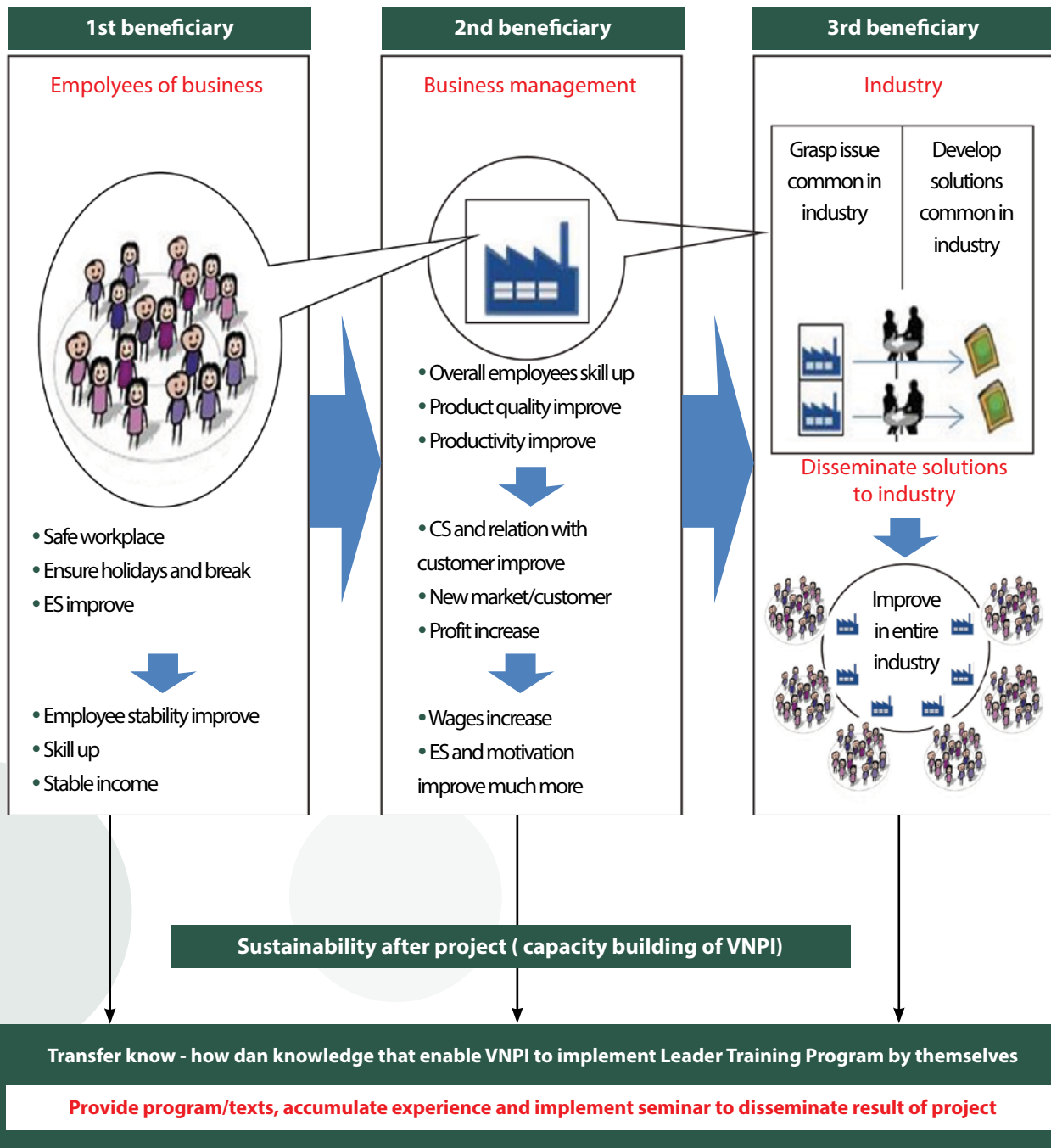
- ☑ Project title: The Project for Workplace Improvement & Satisfaction of Employee (WISE)
- ☑ Duration: May 2016 - April 2018 (2 years)
- ☑ Location: In and surrounding area of Hanoi
- ☑ Target group: Employees and CEOs of small and medium sized enterprises who has local employees
- ☑ Overall Goal: The importance of the “WISE” are recognized in public and companies conducting these activities are emerged/ increased.
- ☑ Project purpose: The program, that trains the leaders who initiate and realize the “WISE” of employees are developed. The effectiveness of the program also will obtain level of recognition in public.

Project Process



Project Concepts

Beneficiary group and sustainability





❖ Course schedule structure

1st Semester of 2017

Class Unit
 OJT Unit
 Following Up

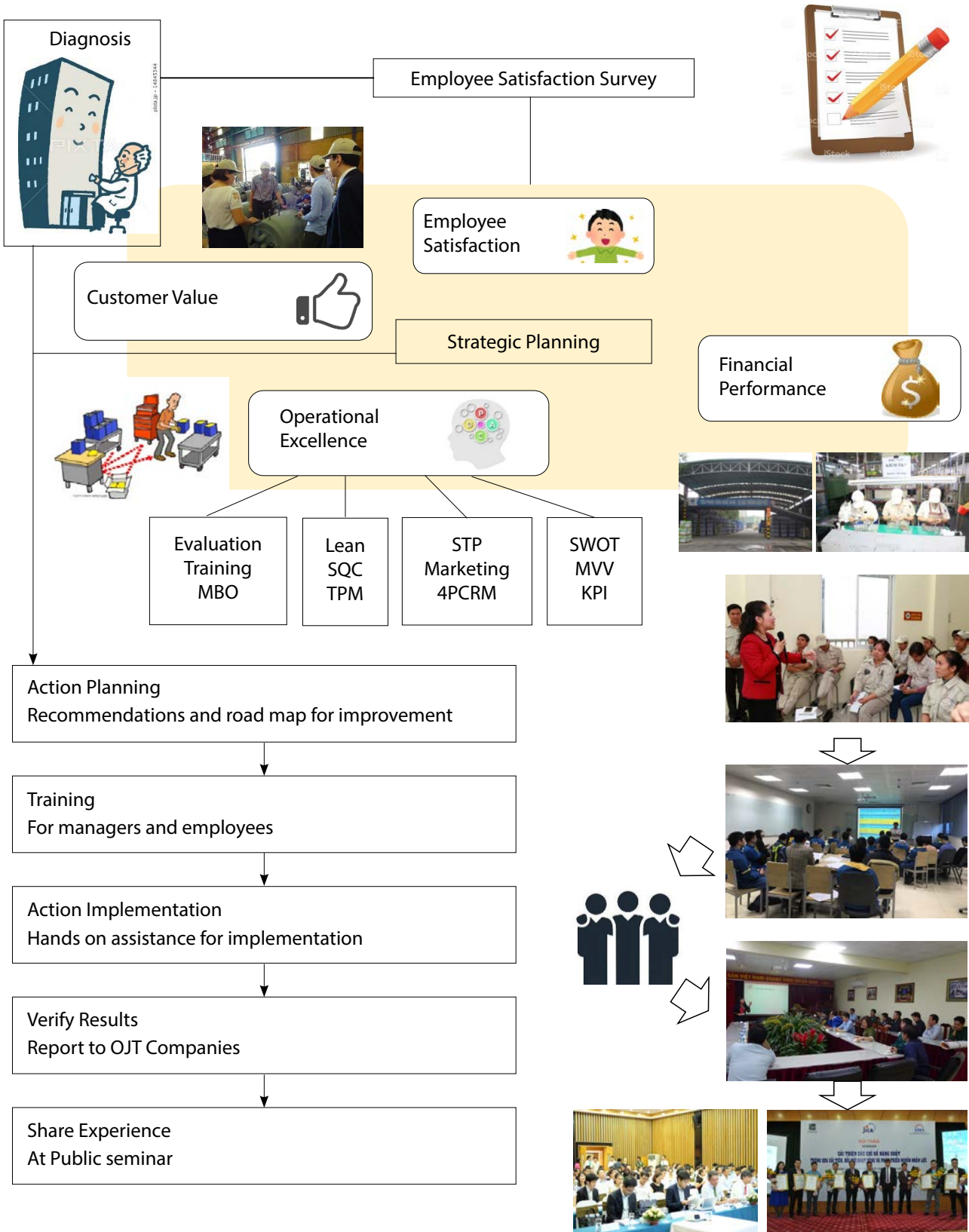
Week	Work Frequency	Subjects & Tasks	Compulsory Working Days
Apr. 10th		Application period (Selection of OJT companies (04))	Submit from
1 2 3	May. 14th 21th 28th 3 4 5 6 7 8 9 10 1	Class Room Training	10 days Plenary course
4 5 6 7	June. 4th 11th 18th 25th 2 3 4 5 6 8 7	Consulting Project led by Coach as Teamwork	8 days for 4 weeks by team decision +1 day Plenary
8 9 10 11 12 13 14 15 16 17 18 19	July. 2nd 9th 16th 23rd 30th Aug 6th 13th 20th 27th Sept 3rd 10th 17th ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■	Following up assistance to the consulted company by Team without Coach	6 days for 12 weeks
20	24th	Evaluation led by local Coach	

2nd Semester of 2017

Public Seminar
 Class Unit
 Preliminary Visit with JPN
 OJT Unit
 Following Up

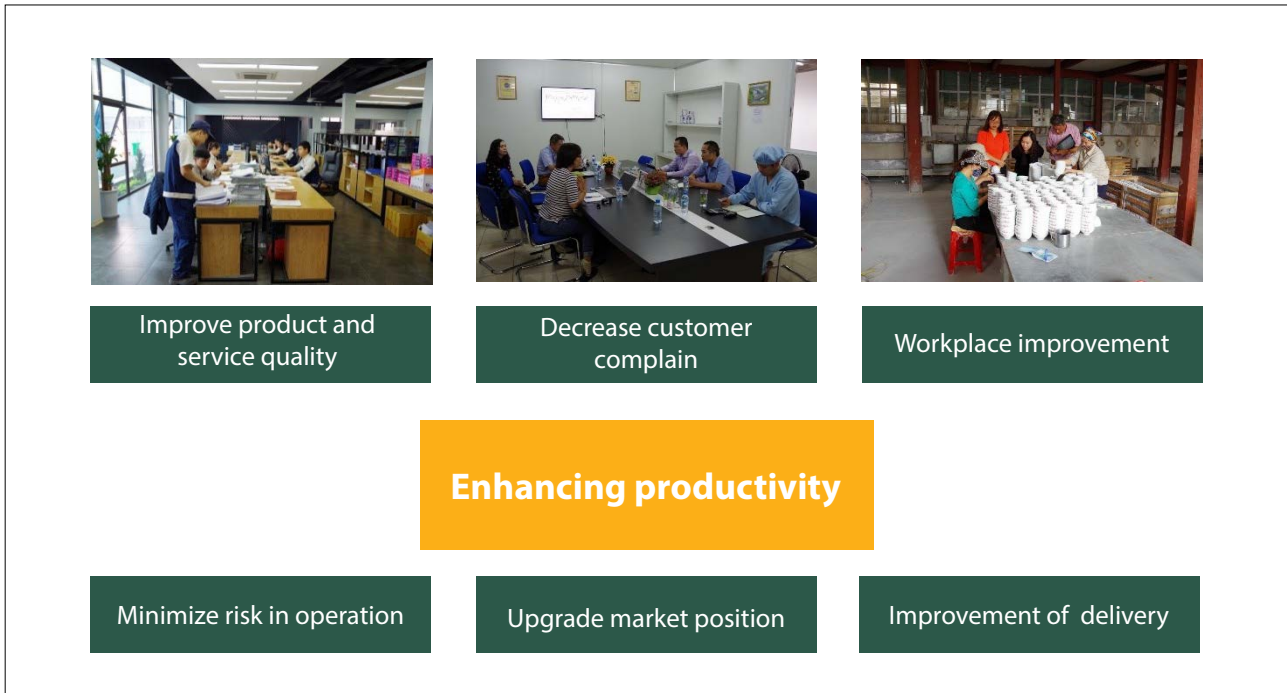
Week	Work Frequency	Subjects & Tasks	Compulsory Working Days
20	Sep. 24th 1 2 3 4 5	Seminar/ Class Unit	1 day seminar 5 days Class
21 22	Oct. 1st 8th ■■■■■	Find new companies for selection	Submit two application forms
23	15th ■ 2 companies visit per team ■ 6	Preliminary visit	1 day visit (2companies)/team
24 25 26 27 28	22th 29th Nov. 5th 12th 1 2 7 3 4 8 5 6 9 7 8 10	Consulting Project (Day 1 to 8) Class by JPN coach (Once in weekly)	8 days OJT for 4 weeks 5 days Class (once per week)
29 30 31 32 33 34 35 36 37 38 39 Off	19th 26th Dec. 3th 10th 17th 24th 31th Jan. 7th 14th 21 28 Feb. 4 - 25 ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■	Following up assistance to the consulted company by Team without Coach	2 days training conductions 6 days consulting works
40	Mar .14th ★	Seminar/ Certification Evaluation	1 day seminar

❖ Process to implement wise at company



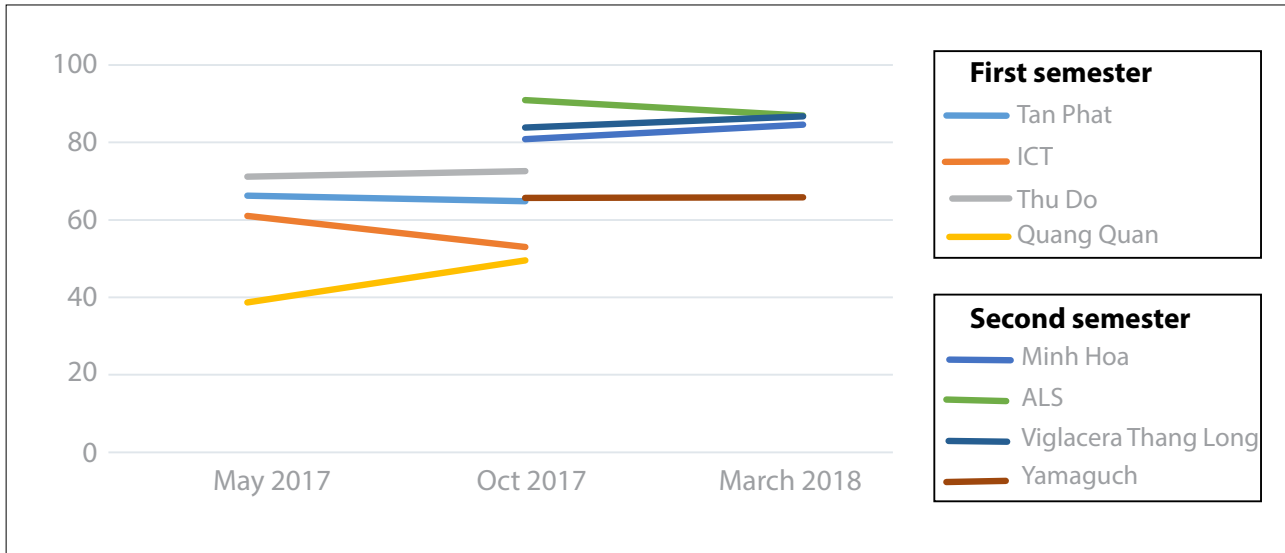


2. RESULTS OF WISE PROJECT



3. KEY ACHIEVEMENT ON EMPLOYEE SATISFACTION

ES Change for 2017



The highest ES result (ALS company) : 87 points

The Biggest improvement (Quang Quan company): 10.8 points change

The average improvement in 2017: 0.7 points

◆ Visual Changes





4. CASES OF OJT COMPANIES

THU DO CONSTRUCTION INVESTMENT DEVELOPMENT JOINT STOCK COMPANY

◆ COMPANY PROFILE

Thu Do Construction Investment Joint Stock Company was established on January 29, 2001 by the Department of Planning and Investment of Hanoi. The legal representative is Ms. Nguyen Thi Thu - General Director

Location: Lot 16, Quang Minh Industrial Zone, TT. Quang Minh, Me Linh District, Hanoi

The number of employees: 122 people

Scope of business: Offset printing and carton production

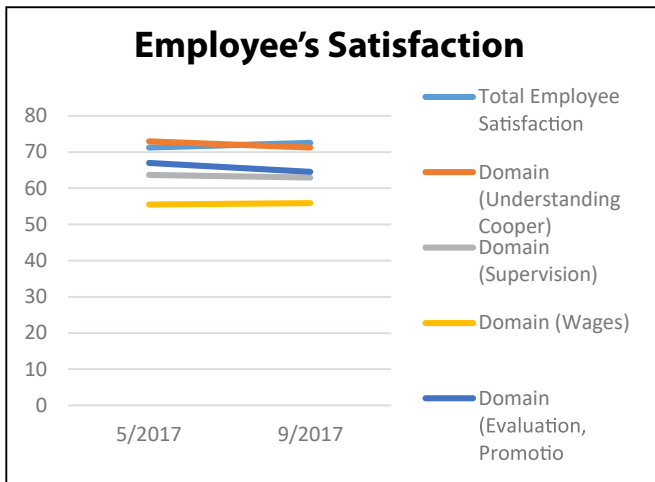
Photo of products



Project Scope

Background	
The company has not yet evaluated the level of employee satisfaction There are issues affecting customer satisfaction (production planning, delivery time, quality ...)	
Issues found through analysis	Suggested Action Plan
Financial Perspective <div style="text-align: center; margin-top: 20px;"> <div style="border: 1px solid black; background-color: #4CAF50; color: white; padding: 5px; width: fit-content; margin: 0 auto;">Improve Revenue and Project</div> </div>	F - 1 Apply SOP on order confirmation F - 2 Apply SOP on production planning
Customer Perspective <div style="text-align: center; margin-top: 20px;"> <div style="border: 1px solid black; background-color: #4CAF50; color: white; padding: 5px; width: fit-content; margin: 0 auto;">Improve strategic planning</div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid black; background-color: #4CAF50; color: white; padding: 5px; width: fit-content;">improve customer loyalty</div> <div style="border: 1px solid black; background-color: #4CAF50; color: white; padding: 5px; width: fit-content;">Improve strategic planning</div> </div> </div>	C - 1 Establish SOP standards on production planning C - 2 Establish SOP standards on order confirmation C - 3 Establish worksheet
Operational Perspective <div style="text-align: center; margin-top: 20px;"> <div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="border: 1px solid black; background-color: #4CAF50; color: white; padding: 5px; width: fit-content;">Improve quality</div> <div style="border: 1px solid black; background-color: #4CAF50; color: white; padding: 5px; width: fit-content;">Reduce waste</div> </div> </div>	O - 1 Rearrangement of production layout O - 2 Apply 5S at 02 selected areas O - 3 Apply SOP production planning O - 4 Establish communication channels on quantity, inventory, material, semi-product
Learning & Growth Perspective <div style="text-align: center; margin-top: 20px;"> <div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="border: 1px solid black; background-color: #4CAF50; color: white; padding: 5px; width: fit-content;">Enhance ES</div> <div style="border: 1px solid black; background-color: #4CAF50; color: white; padding: 5px; width: fit-content;">Improve skills & knowledge for workers</div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid black; background-color: #4CAF50; color: white; padding: 5px; width: fit-content;">Improve working proceducre</div> <div style="border: 1px solid black; background-color: #4CAF50; color: white; padding: 5px; width: fit-content;">Improve assessment system</div> <div style="border: 1px solid black; background-color: #4CAF50; color: white; padding: 5px; width: fit-content;">Improve the salary system</div> </div> </div>	L - 1 Training on 7 wastes L - 2 Training 5S best practices L - 3 Guiding implement evaluation 5S best practices

◆ PROJECT RESULTS



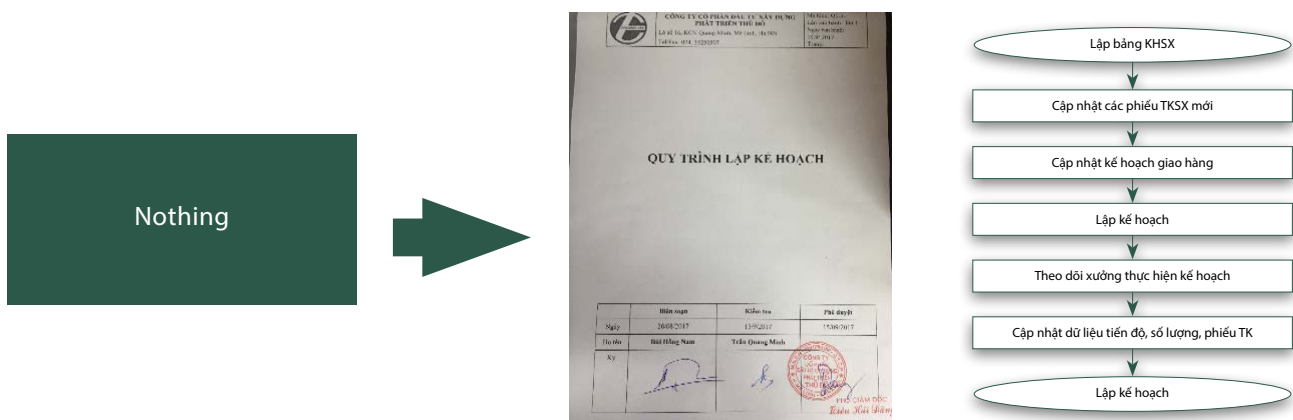
Content	Time	
	5/2017	9/2017
Total Employee Satisfaction	71.2	72.6
Understanding cooper 2	73	71.2
Supervision	63.7	62.9
Wages	55.4	55.9
Evalutaion	67	64.5

Successful Key Improvements

- Standardize planning procces.
- Standardize negotiation process and receiving order.
- 5S Implementation at sclected areas.
- Develop work job description.

Evidence Before and After

Project 1: Develop working procedures

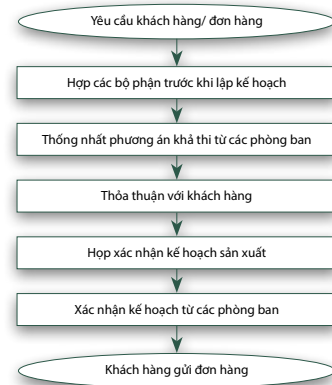


Before:
There is no procedure for planning

After:
Standardize planning process



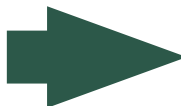
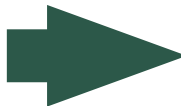
NOTHING



Before: There is no procedure for negotiating and receiving orders

After: Standardize the negotiation process and receive orders

Project 2: 5S implementation

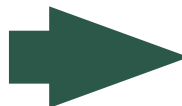


Trước: Các vật dụng đặt không đúng nơi quy định, còn bừa bãi

Sau: Mọi người đã có ý thức, đặt các vật dụng đúng nơi quy định, sạch sẽ gọn, gàng

Project 3: Develop work description

NOTHING



Before: There is no job description

After: Develop J.D a clear job description table

◆ VOICE OF EMPLOYEES, EVALUATION OF CEO, TEAM MEMBER

Voice of employees



The change of production plan is not as much as before, the time of transporting goods between stages is reduced due to the change of the layout. This is a problem that the company wants to improve a long time ago but do not know how to do. It's very lucky to work with experts from WISE project. At the same time, the salary of the workers has improved, the work environment more comfortable. Giving us more confidence and improve the working place.

Evaluation of CEO about this project

Ms. Nguyen Thi Thu - Director

The WISE project has provided an overview of enterprise status, strengths and limitations, and provided advisory support. The process of planning productivity increases, improving the working conditions of workers. The analysis process of the project easily supports the production and business activities of the enterprise; The assessment and consultancy activities of the expert group are practical and easy to understand.

Team members worked for this company

Coaches: Mr. Atsushi Miyasaka; Mr. Vu Thanh Huyen

Team leader: Mr. Le Xuan Nhat

Team member: Ms. Nguyen Thuy Nga, Ms. Trinh Thu Hang, Ms. Trinh Thi Thuy



The company leadership shows strong commitment to the improvement of production process. Employees are eager to learn and have a spirit of progress. This is main factor contributes to the success of the project.

Pictures of kaizen activities





QUANG QUAN COMPANY LIMITED




◆ COMPANY PROFILE

Quang Quan JSC company was established in 1997 and is one of the pioneers in plastic box business in Vietnam. Quang Quan always tries to learn and apply new technology, the latest solutions in the field of plastic box production to bring the best products to customers.

Photo of Products



Project Scope

Background	
With the desire to raise awareness and improve employee satisfaction, improve the working environment, improve the efficiency of use of machinery, reduce waste. Quang Quan has registered to participate in the WISE project	
Issues found through analysis	Suggested Action Plan
Financial Perspective <div style="background-color: #90EE90; padding: 5px; text-align: center;">Improve Productivity, Improve Employees' Satisfaction</div>	F-1 F-2
Customer Perspective <div style="background-color: #90EE90; padding: 5px; text-align: center;">Decrease customer's complain</div>	C-1 Create daily production plan C-2
Operational Perspective <div style="display: flex; justify-content: space-around;"> <div style="background-color: #90EE90; padding: 5px; text-align: center;">Improve OEE</div> <div style="background-color: #90EE90; padding: 5px; text-align: center;">Reduce waste</div> </div>	O-1 Make form, Collect dat, identify and analyze the cause and implement action O-2 Layout, 5S, SOP O-3 Line balance (T5 & T3 product) O-4 Make form, Collect data and analyze the cause and implement action
Learning & Growth Perspective <div style="background-color: #90EE90; padding: 5px; text-align: center;">Improve employees' knowledge & skill</div>	L-1 Training Awareness of 5S L-2 Training Awareness of Kaizen L-3 Improve safety L-4 Increase breaktime
Kaizen activities	
<div style="display: flex; justify-content: space-between;">    <div style="background-color: #90EE90; padding: 10px; text-align: center; width: 200px;"> Improved training activities of teamwork Improvement workplace </div> </div>	

PROJECT RESULTS



Content	Time	
	5/2017	9/2017
Total Employee Satisfaction	38.70	49.50
Work load	41.00	42.40
Supervision	41.90	49.20
Wages	36.00	36.20

Successful Key Improvements

- Improved layout of finished products, helping to easily prepare products for delivering,
- Improve packaging tools (molds, packaging tables) reduce packaging time, staff have time to rest,
- Improve the efficiency of machine and equipment
- Increased staff satisfaction

Evidence before and after improvement

Project 1: Improving the working environment



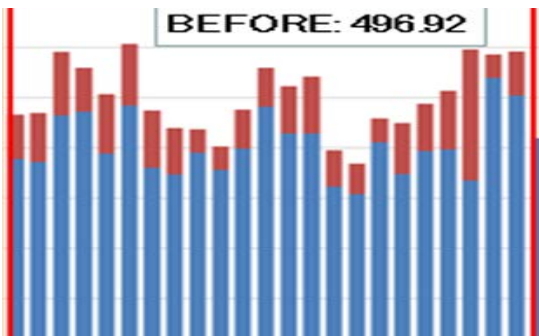
Before: Finished products, packaging is well arranged



After: - training 5S for employee
- 5S practice in workshop.



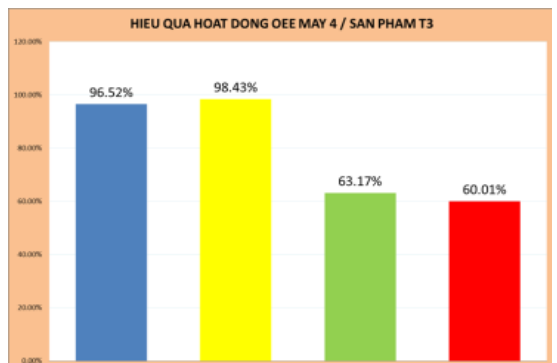
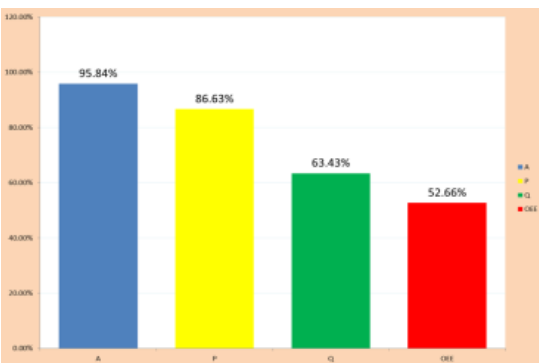
Project 2: Reduced packaging time



Before: Average packaging time: 496.92

After: Kaizen awareness training and waste recognition. Results: reduced packing time of about 140 seconds per packing

Project 3: Improve the efficiency of the use of vacuum (OEE)



Before: The downtime affects productivity

After: Improve TPM awareness, building OEE and reduce downtime.

◆ VOICE OF EMPLOYEES, EVALUATION OF CEO, TEAM MEMBER

Voice of employees



- Some areas in the factory and finished products are more neatly (5S), the management of the company caught the attention to the workers, the work environment is better,
- After improve the equipment, people work easier, have more time to rest

Evaluation of CEO about this project

Mr. Nguyen Thanh Tuan - Director

We are very happy to be involved in the WISE project. The project approach helps company to understand more about employee's need and expectation, how to apply management tools for improving quality of products and improve efficiency of middle managers and staff.

Team members worked for this company

Coaches: Mr. Kazuteru Kuroda, Ms. Nguyen Thi Yen

Team leader: Mr. Nguyen Duy Dung

Team members: Mr. Nguyen Duy Tung, Ms. Le Phuong Thuy, Mr. Lê Cong De

The WISE project brings a lot of value to the enterprise, helping the Board of Directors and Managers focus on improving management, understanding employees and developing strategies, as well as the vision mission heading to the sustainable development. The company's employees are benefited from the improved tools, as well as the practice of value-added tools. However, the project adds extra time and additional training to the staff involved





INTERNATIONAL CLEANING TECHNOLOGY & TRADING CO., LTD

◆ COMPANY PROFILE

International Cleaning Technology & Trading Co., Ltd was established in 2000 and is one of the leading industrial sanitation companies in Vietnam in providing industrial sanitation services. ICT is always pioneering the application of the latest technologies and solutions in the field of industrial hygiene to provide the best services to the customers.

Website: www.ictvietnam.com.vn / www.tennantvietnam.com.vn

Photo of Products



Project scope

Background									
With the desire to reduce the rate of labor fluctuation and improve the productivity and efficiency of employees, ICT Company has registered to participate in the WISE project									
Issues found through analysis	Suggested Action Plan								
Financial Perspective 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 10%;">F-1</td><td></td></tr> <tr><td>F-2</td><td></td></tr> <tr><td> </td><td></td></tr> <tr><td> </td><td></td></tr> </table>	F-1		F-2					
F-1									
F-2									
Customer Perspective 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 10%;">C-1</td><td>Create daily production plan</td></tr> <tr><td>C-2</td><td></td></tr> <tr><td> </td><td></td></tr> <tr><td> </td><td></td></tr> </table>	C-1	Create daily production plan	C-2					
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C-2									
Operational Perspective 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 10%;">O-1</td><td>Develop checklist and check device periodically</td></tr> <tr><td>O-2</td><td>Visualization of tools and job description</td></tr> <tr><td>O-3</td><td>Develop a track record of shift</td></tr> <tr><td>O-4</td><td>5S in warehouse</td></tr> </table>	O-1	Develop checklist and check device periodically	O-2	Visualization of tools and job description	O-3	Develop a track record of shift	O-4	5S in warehouse
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O-3	Develop a track record of shift								
O-4	5S in warehouse								
Learning & Growth Perspective 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 10%;">L-1</td><td>Develop propaganda materials</td></tr> <tr><td>L-2</td><td>Increase the frequency of training for new workers</td></tr> <tr><td>L-3</td><td>Put main contents of the ES reporting results for supervisor</td></tr> <tr><td>L-4</td><td>Training on waste identification and process analysis, problem solving skills</td></tr> </table>	L-1	Develop propaganda materials	L-2	Increase the frequency of training for new workers	L-3	Put main contents of the ES reporting results for supervisor	L-4	Training on waste identification and process analysis, problem solving skills
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L-3	Put main contents of the ES reporting results for supervisor								
L-4	Training on waste identification and process analysis, problem solving skills								
Kaizen Activities									
<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> </div> <div style="width: 30%;"> </div> <div style="width: 30%;"> </div> </div> <div style="background-color: #4CAF50; color: white; padding: 10px; margin-top: 10px;"> <ul style="list-style-type: none"> Raise awareness of the employees about wages and working skills. Improve the working methods and working environment </div>									

◆ PROJECT RESULTS



Content	Time	
	05/2017	9/2017
Total Employee Satisfaction	61	53
Wages	39.2	40.6
Work load	47.1	51.5
Working hours, leaves	54.4	53
Supervision	57.9	55.8

Successful Key Improvements

- Turn over rate of employee decrease from 0.076% to 0.043%
- Raise awareness of employees:
 - Develop the salary policy and dissemination information to employees
 - Develop regulations / procedures for new employees
 - Increase training time for new workers (3 full days) and training every 6 months for workers under 1 year.
- Improve working methods:
 - Add the faucet from the lavabo to the bucket, add cup measurement for chemicals
 - Improved vehicle for hygiene kits
 - 100% working areas have checklist, 3 stages are visualized

Evidence Before and After

Project 1: Improve knowledge and skills for workers

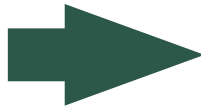
Before: Workers are trained only once in the company office before the work site.



After: Increase training time for new workers (3 full days) and training every 6 months for workers under 1 year



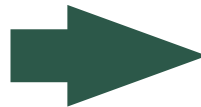
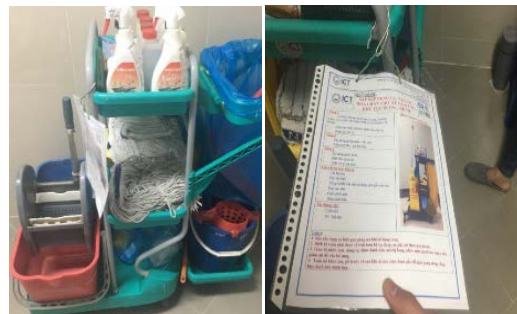
Project 2: Implement 5S at office area and warehouse



Before: Office area, warehouse: cleaning stuff/ tools not yet specified.

After: Locate / arrange cleaning stuff / equipments. Proceed with labeling. The guidelines are added with adequate information.

Project 3: Improve vehicle layout and water intake instruction



Before: - Scooters: There is no list of equipment for cleaning for each area.
- Workers take 60s to move water from lavabo to the bucket so they can not do other things

After: - Develop lists of tools to be sent to work in the areas (corridors, toilets ...)
- Instruct how to locate / arrange the tools on the vehicle to be reasonable and complete.
- Tool designation (use "Lavie" bottle) to get water directly into the bucket (save 60s operation)

◆ VOICE OF EMPLOYEES, EVALUTION OF CEO, TEAM MEMBER

Voice of employees



After joining the WISE project, I found that my work was done more efficiently (I went to work with check list), working environment is cleaner and neater. Wages and allowances are improved. However, due to the high pressure from our customers, we are looking forward to having more attention and encouragement from company's leaders.

Evaluation of CEO about this project

Mrs. Do Huong Giang – *General Director*

The project “Improving Productivity and Improving Employee Satisfaction” has provided the company overview and critical issues to find out the root cause for the company to take action at the appropriate time to improve the level of employee satisfaction in right time.

Team members worked for this company

Coaches: Mr. Kazuteru Koruda, Ms. Nguyen Lan Anh, Ms. Nguyen Hong Phuong

Team leader: Mr. Vu Hong Quan

“Despite being busy, the members of the improvement team have made great efforts. Attending the meetings, contributing to the success of the project. In particular, company leaders have supported and responded very promptly with requests proposed by the group.”

Team Members: Ms. Vu Hong Minh, Ms. Tran Thi Phuong Hoa, Mr. Nguyen Huu Nam, Mr. Mai Phuc Anh



“The management of the company is very interested in the project and always allocate resources and create all the conditions for the team to perform the best.”

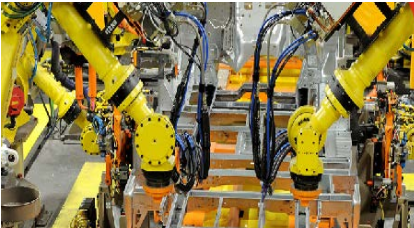


TAN PHAT AUTOMATION JOINT STOCK COMPANY

◆ COMPANY PROFILE

Tan Phat Automation JSC was established in 2006, operating in the field of designing, manufacturing, providing automation solutions and equipment in factories, providing training equipment.

Photos of products



Robot



Education/training equipment



CNC equipment

Project scope

Background									
TPA is looking forward to improving corporate governance issues, improving labor productivity, improving the efficiency of the company's ongoing projects, improving the level of employee satisfaction in the enterprise									
Issues found through analysis	Suggested Action Plan								
Financial Perspective <div style="text-align: center; margin: 10px 0;"> </div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; padding: 5px;">F-1</td> <td style="padding: 5px;">Analyze, clarify the responsibilities and powers of the departments in the project implementation of the client</td> </tr> <tr> <td style="padding: 5px;">F-2</td> <td style="padding: 5px;">Guidelines for measuring the effectiveness of project implementation between plan and reality (Sample project)</td> </tr> <tr> <td style="padding: 5px;"> </td> <td style="padding: 5px;"> </td> </tr> </table>	F-1	Analyze, clarify the responsibilities and powers of the departments in the project implementation of the client	F-2	Guidelines for measuring the effectiveness of project implementation between plan and reality (Sample project)				
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C-1	Update the status of implementation of the weekly plan of the two sample projects								
C-2	Check and count the number of delayed projects. Calculate % of projects behind schedule								
Operational Perspective <div style="text-align: center; margin: 10px 0;"> </div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; padding: 5px;">O-1</td> <td style="padding: 5px;">5s entire company (office, factory)</td> </tr> <tr> <td style="padding: 5px;">O-2</td> <td style="padding: 5px;">Consider the waste, focus on those long inventory items</td> </tr> <tr> <td style="padding: 5px;">O-3</td> <td style="padding: 5px;">Summarize and update changes for project implementation</td> </tr> <tr> <td style="padding: 5px;"> </td> <td style="padding: 5px;"> </td> </tr> </table>	O-1	5s entire company (office, factory)	O-2	Consider the waste, focus on those long inventory items	O-3	Summarize and update changes for project implementation		
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Kaizen activities									
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> </div> <div style="width: 45%;"> </div> </div>	<ul style="list-style-type: none"> Guide the method of inventory properly, find the cause and solution Apply PDCA for project management at the company Improved import control process of raw materials 								

◆ PROJECT RESULTS



Content	Time	
	6/2017	9/2017
Total Employee Satisfaction	66.2	64.9
Allocate works	66.4	67.6
Manager supports the work with members to achieve the goal	62.1	65.4
Good relationship with colleague	74	74.7
The work environment is neat	64.4	69.7

Successful Key Improvements

- Applying PDCA to project management at the company and applies 100% to project management at the company.
- Set a goal for on-time delivery in pursuit of the company's quality goals.
- Improved control process of materials (import and export).
- Guide the correct inventory method, find the causes and measures to minimize errors in the inventory. Make periodic inventory by group for better control.

Evidence Before and After

Project 1: Improved warehouse management efficiency

Before



1. There are no forms and methods of managing the purchased and export items, so there is no control over the facts and figures
2. Inventory only once a year which makes it difficult to find the cause of the difference the plan and reality

7/2017- 5% different between plan and reality

After



1. Create forms, processes for controlling materials
2. Guide the standard inventory method, change period inventory to each month, rotate groups of goods to control raw materials inventory more accurately.

7/2017- 5% different

8/2017 - 2% different

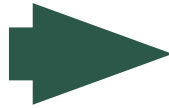
9/2017 - 0% different



Project 2: 5S Implementation at the whole company



Before: Goods arranged messy, not optimized lay-out



After: Optimized layout through 5S, effective subdivision, reduced time manipulation and finding

Project 3: Application of project management under PDCA

Before



1. Hard copies, printed and hanged, no updates specific changes, no full data
2. Only plan personnel know the plan
3. Not show reason, solution for item not progressing
4. Difficult to share information with other departments

After



1. Excell files printed to hang with new format full of information
2. Everyone understands and follows the changes of the project
3. Show reason, solution for delayed items
4. Weekly update changes
5. Share information by email / public folder to relevant departments for follow up
6. Apply for all 21 projects deployed from 7/2017

◆ VOICE OF EMPLOYEES, EVALUTION OF CEO, TEAM MEMBER

Voice of employees



The use of PDCA makes it easier to manage on-going projects at the company, shorten the time needed to re-examine information, and make quicker progress for slow-moving items. From there, it is easy for the company to share project information with the relevant departments and easily control the progress of the team members.

Evaluation of CEO about this project

Mr. Nguyen Trong Thuong - Deputy General Director of the company

The project “Improving Productivity and Improving Employee Satisfaction” has helped change the perception of employees in the 5S implementation, having good methods for inventory management and periodic inventory. Positive change of the system when the roles and responsibilities of the departments are clearly defined. TPA wants to become a leading company in automation, so we need stability and steady development.

Project Consulting Team

Instructor coach: Mr. Atsushi Miyasaka, Mr. Nguyen Duc Minh

Leader: Ms. Nguyen Thi Huyen

Team members: Mr. Nguyen The Viet, Mr. Chu Xuan Tuan, Mr. Bui Thanh Hung

After approaching and understanding the on-going methodology of the project, the company project team cooperated actively, after 3 months initial results have been archived.

The enterprise continues to maintain and implement improvements with the new proposal of the project to improve the efficiency of the business in the next time.





ALS CARGO TERMINAL CO.,LTD

◆ COMPANY PROFILE

Aviation Logistics Corporation (ALSC) is a member of ALS Cargo Terminal. ALSC is the most modern cargo terminal, conveniently located for domestic and international logistical operations at Noi Bai International Airport, Phu Minh, Soc Son, Hanoi.

Website: <https://als.com.vn>

Photos of products



Project scope

Background	
Currently, the company has just been established for 4 years, is focusing on the development and expansion of the market, not much attention to labor productivity. In the process of queuing time wasted, it should be cut to improve productivity.	
Issues found through analysis	Suggested Action Plan
Financial Perspective Improve ROA 	F-1 F-2
Customer Perspective Improve customer royalty ← Improve demand planning	C-1 C-2
Operational Perspective Improve operational quality ← Reduce waste	O-1 Implement 5S O-2 Decrease Prepare material time for Buildup O-3 Redesigned factory layout O-4 Job descriptions for Buildup members O-5 Develop a reward program for productivity activities
Learning & Growth Perspective Improve Employees' satisfaction ← Improve employees' knowledge & skill	L-1 Training 5S methodology L-2 Training awareness about Productivity L-3 Training Problem solving skill
Kaizen Activities	

◆ PROJECT RESULTS



Content	Time	
	10/2017	3/2018
Total Employee Satisfaction	90,9	83,4
wages	81	83,4
work load	79	76,4
Working hours, leaves	79,3	77,3
Supervision	83,8	84,4
Physical work Enviroment	85,1	85,6

Successful Key Improvements

- Increase productivity by reducing waiting times. Standard: reduce 5 mins for each build up tray.
- Build a clean working environment. Standard: 5S deployment throughout the company.

Evidence Before and After

Project 1: Improve the working environment by implementing 5S



Before:

- Profile messy, lack of labels, hard to find, time consuming to search.
- Messy desk
- Warehouse with many surplus items, difficult to get items when necessary

After:

- Records, with labels, easy to find, save time to find.
- Desk is neat
- The warehouse is well arranged, full of marine labels, airy, convenient when taking materials and tools.



Project 2: Reduce time to prepare material build-up



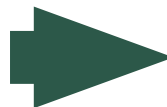
Before:

- Waiting for people to get supplies
- Take time to get check contour ruler
- Lack of millet
- Lack of nilon contour
- Take time to prepare net follow contour.
- Prepare adhesive 7 rounds tape

After:

- Prepare materials before work
- Put check contour ruler near working area
- Design vehicle preparation materials before work, and put close

Project 3: Build checklists and job descriptions for each position clearly



CHECKLIST PHÂN CÔNG CÔNG VIỆC THEO NHÓM KHO XUẤT
(Tên thành viên bộ phận)

Cơ cấu nhóm: ...A.../Số nhân: ...B.../ Ngày: Nhóm:

NỘI DUNG CÔNG VIỆC	NGƯỜI THỰC HIỆN	GHÉ CHÚ
I. NHẬN HÀNG		
1. Kiểm tra hàng nhập		
2. Bồi cơ		
3. Nón nhựa		
II. CÔNG TÁC CHUẨN BỊ VẬT TƯ		
1. Nilon		
2. Búi, chôn		
3. Băng dính, miếng cao su, giấy		
4. Lốp xe, ốc		
5. Vật tư khác		



Before:

- There is no check list at the beginning of each shift. Group of 5 people but only 1 person working.
- Manual work, still have error.

After:

- Build checklists for each member
- Improved work tools for higher productivity.

◆ VOICE OF EMPLOYEES, EVALUTION OF CEO, TEAM MEMBER

Voice of employees



Tran Dinh Trung (Mr.) - Handling

There are many changes after the project's implementation: Neatly clean working environment, everything is easier to find after 5S implementation. About buildup work, I do not have to wait forklift cars and wait for materials as much anymore, jobs are assigned responsibilities clearly.

I would like the program to be implemented extensively and continuously so that my colleagues can understand and apply the measures to increase productivity, to contribute to the development of the company.

Evaluation of CEO about this project

Mr. Vu Quang Anh - CEO

ALS recognizes a significant change in employee awareness on productivity and 5S. Team members enthusiastically share about knowledge, experience, tools to measure productivity. That is the basis for improving productivity at the enterprise.

However, with the short deployment time, 2 sessions / month is not enough to deploy on a large scale, so the scale applied in pilot form with small group.

Team members worked for this company

Coaches: Mr. Kazuteru Kuroda, Mr. Le Cong De & Ms. Nguyen Thi Huyen

Once the company understood the nature and methodology of improving productivity, the company actively worked with the team to develop an action plan and implement performance improvement and 5S deployment.

Team leader: Mr. Cao Quang Hoa

The ALS company has strictly and thoroughly implemented the contents of kaizen as required by the consultant team. In addition, the company chooses 2018 as the year of productivity improvement, continuing to maintain the effectiveness of improvements

Team member: Mr. Ton That Huy, Ms. Trinh Thi Thuy, Mr. Ninh Van Hieu

"The company was willing to change and eager to learn, actively organized 6 training courses for 100% of employees. 5S Group at Factory actively set up meetings, build check list. Implement 5S at workplace and deploy 5S for some areas. ALS should officially deploy and scale 5S out to all areas".





THANG LONG VIGLACERA JOINT STOCK COMPANY

◆ COMPANY PROFILE

Viglacera Thang Long Joint Stock Company is a member unit of the Corporation Glass and Ceramic construction. It has been established in accordance with Decision No. 1379 / QĐ-BXD dated 22/9/2000 of the Minister of Construction with the name Thang Long Ceramic Tiles Factory.

Website: <http://www.viglacerathanglong.com.vn>

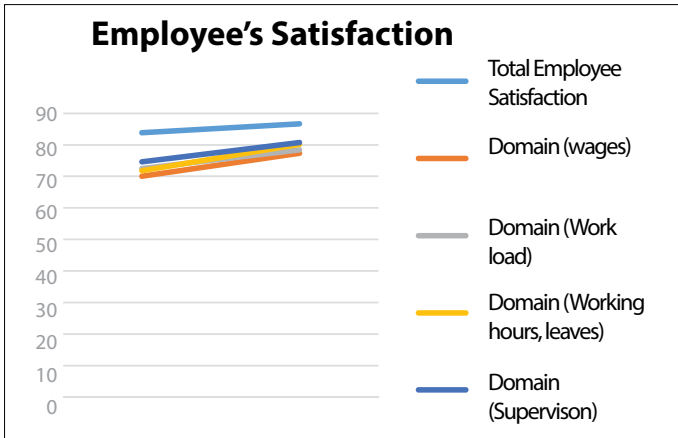
Photos of products



Project scope

Background	
With the desire to reduce the rate of labor fluctuation and improve the productivity and efficiency of employees, ICT Company has registered to participate in the WISE project .	
Issues found through analysis	Suggested Action Plan
Financial Perspective Profit	F-1
Customer Perspective Better service for customer	C-1
Operational Perspective <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #90ee90; padding: 5px; text-align: center;">5S /Kaizen implementation</div> <div style="background-color: #90ee90; padding: 5px; text-align: center;">Inventory management</div> <div style="background-color: #90ee90; padding: 5px; text-align: center;">Job & People management (Motivation, OJT)</div> </div>	O-1 Facilitate pilot team for group meeting (1h). O-2 Do OJT with HORENSO, planing, problem solving...(for each day). O-3 Team motivation activity (3 time/ 3 months) at pilot team O-4 Setup 5S team (Role & Responsibility) O-5 Regulation relating 5S activity O-6 Build responsible layout for 5S O-7 Build PR activity O-8 Build training rule O-9 Build internal evaluate checklist O-10 Build equipment occupational safety for each area (recommendation) O-11 Taking Kaizen actions O-12
Learning & Growth Perspective <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #90ee90; padding: 2px 5px;">Management skill</div> <div style="background-color: #90ee90; padding: 2px 5px;">PDCA</div> <div style="background-color: #90ee90; padding: 2px 5px;">Horenso</div> <div style="background-color: #90ee90; padding: 2px 5px;">5S/ Kaizen</div> </div>	L-1 Training 5S/Kaizen & method L-2 Training major skills for Management. (Horenso; Management skill; PDCA ...1,5hx3). --> Manager. will prepare action plan for 3 months
Kaizen Activities	
	<ul style="list-style-type: none"> Raise awareness of employees about 5S / Kaizen and middle management skills Improved methodology and working environment

◆ PROJECT RESULTS



Content	Time	
	10/2017	3/2018
Total Employee Satisfaction	83.9	86.7
Wages	70	77.3
Work load	72.5	78.4
Working hours, leaves	71.8	80.2
Supervision	74.6	80.7

Successful Key Improvements

- Solve inventory problems:
 - + Innovative solutions
 - + Root analysis of Product A2, color tone defects
 - + Guide to build SOP, build the project to reduce the error can not sell
- Kaizen - 5S Implementation
 - + Guide to 5S deployment at mechanical workshop, warehouse, packing area and launching in the whole company: change of layout in electronic mechanical workshop, transferring packing line, ...
- Advanced skills for middle management: skills training, meeting orientation, hands-on and application of skills (horenso, problem solving, etc.)

Evidence Before and After

Project 1: Solve inventory problems

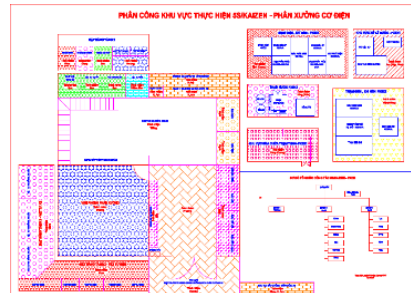
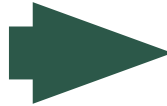
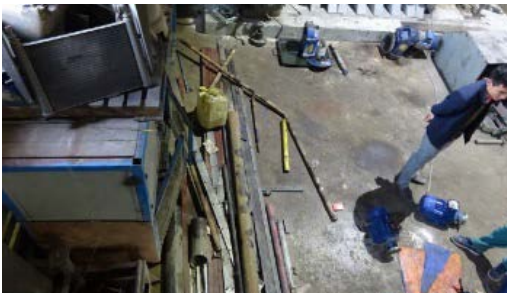


Before: Many inventory, product not well-arranged

After: goods put in regulations, Building SOP in warehouse management and display card store in the area



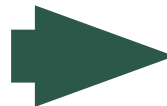
Project 2: Implement Kaizen – 5S Program



Before: The perception of staff have not been fully understood, the implementation has not followed closely, only at the level of opposition.

After: After training, the staff has developed the standardization of the 5S plan, preparing the 5S implementation plan for the next week, next month, next six months, and a year. On 10 march 2018 new repair and maintenance system will be set-up in electromechanical workshop.

Project 3: Improve skills for middle managers



CÔNG TY CP VIGLACERA THẮNG LONG CỘNG HÒA XÃ HỘI CHỦ NGHĨA VIỆT NAM
 Bộ phận: Địa lập - Tự do - Hạnh phúc

BIÊN BẢN HỌP 1 ON 1

Bộ phận: Ngày: tháng năm 2017

Chủ trì: Người tham gia:

Chủ trì:	Nội dung:
1. Mục đích:	
2. Diễn biến:	
- Hội thảo	
- Chia sẻ	
3. Các nhận:	Kết luận:
- Kết quả CF	
- Nội dung	
- Kết quả CV:	
- Kết quả	
- Các góp ý	

Before: Mid-level management solved problems according to individual capacity, team leaders and supervisors held regular meetings but no specific plans, no minutes meeting, ...

After: Training Mid-level management skills. Raise awareness on the role of the manager. Training positive thinking in work, ...

◆ VOICE OF EMPLOYEES, EVALUTION OF CEO, TEAM MEMBER

Voice of employees



After participating in the WISE project, I found the working environment cleaner. The company has improved, bought more machines. However, due to our hard work, we are looking forward to receiving more attention from the company's leaders and encouraging them to work harder..

Evaluation of CEO about this project

Mr. Doan Hai Mau - Director

Participating in the WISE project has helped the board clearly see the need for improvement. The WISE project will end in March, 2018, but the Board of Directors plan to promote WISE in the coming time to raise awareness of all levels of improvement. Since then implement other projects for improving productivity and improving employee satisfaction.

Team members worked for this company

Coaches: Mr. Atsushi Miyasaka, Mr. Nguyen Duy Dung, Ms. Nguyen Thi Yen

Team leader: Mr. Nguyen Huu Nam

Despite the busy work, the members of the improvement team of the company have been very active and efforts to participate in the project, contributing to the success of the project. In particular, the company's leaders have supported and responded very promptly to requests proposed by the group.

Team member: Ms. Hoang Thi Thanh Huong, Mr. Le Quang Dao, Ms. Doan Thi Lien, Mr. Nguyen The Viet, Mr. Luu Van Hai

The management of the company is very interested in the project and always allocate resources and create all conditions for the team to be able to deploy the best project.





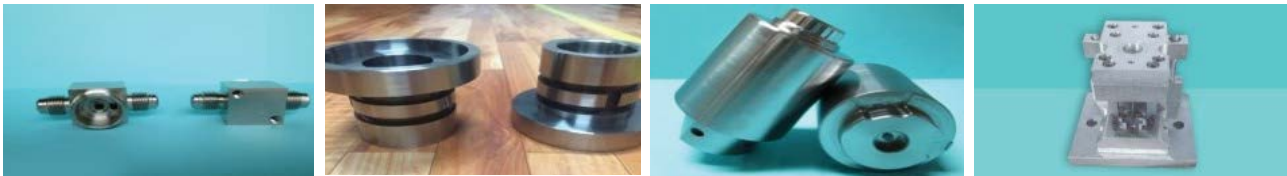
YAMAGUCHI VIETNAM JOINT STOCK COMPANY

◆ COMPANY PROFILE

Established in 2011, Yamaguchi Vietnam Joint Stock Company is a reputable company operating in the fields of precision machining, QA, QC, laboratory; supplies and consumables of the factory, supply and installation of automatic washing system; dust spray system, agricultural machine, etc. With the staff of the company who have studied, worked in Japan or at Japanese Joint venture companies in Vietnam, the company is taking the words of Mind and Faith as a guide for all actions.

Website: <http://www.yamaguchi.vn>

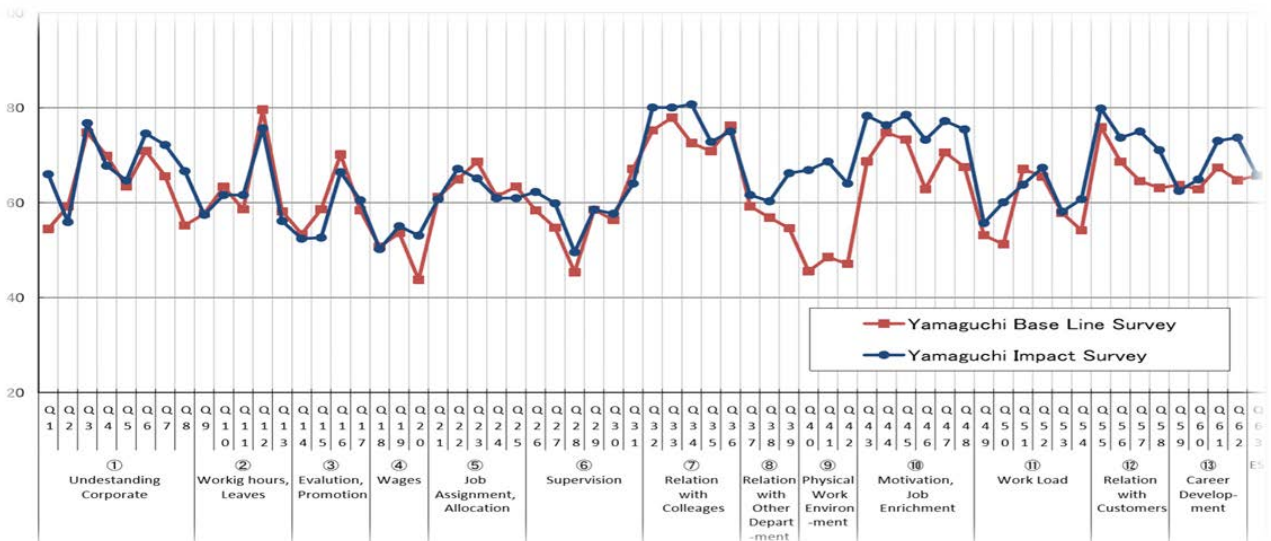
Photo of products



Project scope

Background									
Since the establishment the following year has grown more than before in terms of turnover, labor and production infrastructure. The process of quick growth also brings some difficulties for the company such as: Company's management system has not been fully standardized; new labor not trained well lead too many errors in production. The company wants to join the WISE project to improve employee satisfaction and improve productivity.									
Issues found through analysis	Suggested Action Plan								
Financial Perspective 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 10%; text-align: center;">F-1</td><td></td></tr> <tr><td style="text-align: center;">F-2</td><td></td></tr> <tr><td style="text-align: center;"> </td><td></td></tr> <tr><td style="text-align: center;"> </td><td></td></tr> </table>	F-1		F-2					
F-1									
F-2									
Customer Perspective 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 10%; text-align: center;">C-1</td><td></td></tr> <tr><td style="text-align: center;">C-2</td><td></td></tr> <tr><td style="text-align: center;"> </td><td></td></tr> <tr><td style="text-align: center;"> </td><td></td></tr> </table>	C-1		C-2					
C-1									
C-2									
Operational Perspective 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 10%; text-align: center;">O-1</td><td>Build check sheet investigate machine</td></tr> <tr><td style="text-align: center;">O-2</td><td>SOP operation and repair</td></tr> <tr><td style="text-align: center;">O-3</td><td>Have roof cover and body guards</td></tr> <tr><td style="text-align: center;">O-4</td><td>Implement 5S (Apply 3 first S)</td></tr> </table>	O-1	Build check sheet investigate machine	O-2	SOP operation and repair	O-3	Have roof cover and body guards	O-4	Implement 5S (Apply 3 first S)
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O-3	Have roof cover and body guards								
O-4	Implement 5S (Apply 3 first S)								
Learning & Growth Perspective 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 10%; text-align: center;">L-1</td><td>Internal communication on wage mechanism</td></tr> <tr><td style="text-align: center;">L-2</td><td>Collect, statistical, analyze and fix error products</td></tr> <tr><td style="text-align: center;">L-3</td><td>Design and re-arrange Layout</td></tr> <tr><td style="text-align: center;">L-4</td><td>Develop a job description, technical position</td></tr> </table>	L-1	Internal communication on wage mechanism	L-2	Collect, statistical, analyze and fix error products	L-3	Design and re-arrange Layout	L-4	Develop a job description, technical position
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L-2	Collect, statistical, analyze and fix error products								
L-3	Design and re-arrange Layout								
L-4	Develop a job description, technical position								
Kaizen Activities:									
	<ul style="list-style-type: none"> Using QCD, Relationship between production and production management (4M), Cause-effect diagram, TPS (7 wastes) Brainstorming, KJ Method, interview, observation, ... 								

PROJECT RESULTS



Successful Key Improvements

- Much cleaner & better flow of production and work environment. SOP & work instructions are standardized more concise, clear for production and machine management. Kaizen team are more skillful. An initially gained as reducing defects products for the UJL products. Reach 97% of delivery on time, before hardly reach to 80% of on - time delivery.

Evidence Before and After

Project 1: Improve Operational Quality

- Workplace was unorganized, many obstacles.
 - Machines were not well maintained.
 - Repeated issues remained challenges...

- Not good flow layout: many waiting time, interval transport, time for checking...

Before

- Factory is well organized, clean, tools are provided: 5S application successful done in 1 production line. - Machines management, UJL product: SOP

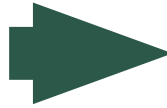
- Reorganized machines & flow: reduced 350 minutes for quality checking, time for interval waiting is also reduced

After: Tools have been used and the results



Project 2: Reduce waste

- Lack tools for quality check.
- 80% defects caused by surface faulty, oily
- Not effective statistic of defects products.

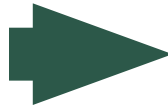


- Independent in quality check -> supplied sufficient tools.
- SOP for drilling, surfacing practices.
- Check list for machine operator.
- Improved form for defects record. Modeling on how to use the data for analysis.

Before

After: tools have been used and the results

Project 3: Management Skills



- Unclear work feedback
- Many repeated mistakes.
- Uncertain of work contacts if problems incurred.
- No internal training
- No requirements for personal learning & growth for mid - managers.

Encourage visualized work feedback for 5S evaluation, also other work feedback. Shared on reference books on communication, team building, 5S handbooks and the Toyota Way, forms, method. Coaching the Kaizen team through follow up the detected issues via email, calls...

Before

After: tools have been used and the results

◆ VOICE OF EMPLOYEES, EVALUTION OF CEO, TEAM MEMBER

Voice of employees



“My work place has changed significantly, clean, clear arrangement, have cleaning tools & waste bins” – Do Ngoc Tung – 5S Production Line “It’s much faster to search for raw material” said **Do Thi Nham**, *Inventory Staff*.

“Our group is also eager to apply 5S in order to have clean work environment as the UJL production line” **Danh Thi Minh**, *worker*.

Evaluation of CEO about this project

Mr. Bui Van Dung – *Deputy Director*

“I liked the process: identified problems, analysis so solutions are practical, clear. The approaches were friendly.”

Comments from project secretary: “I learned to plan & prioritized my work effectively. Even experienced team but the team are friendly that has created comfortable atmosphere and no fear...”

Comments from production manager: “more patient & tactful in communicating with my subordinate...”

Team members worked for this company

Coaches: Mr. Atsushi Miyasaka, Mr. Vu Thanh Huyen

“The team is unity. Good planning, implementation, monitoring with an effective coordination with the OJT company’s leader and mid-managers. Thanks to be accompanied with this team”

Team leader: Pham Van Dong (Mr.): “I learnt consultancy methods & Kaizen tools in productivity at business”

Team member:

- **Mrs. Nguyen Xuan Dung:** “active listening and digging questions are critical in the Kaizen activities. It gives an inside of the issues also open work atmosphere.”

- **Mrs. Tran Thi Phuong Hoa:** “Workers is the key factor in bringing changes for business. Only having the worker’s real satisfaction can help improve productivity”.

- **Mrs Nguyen Minh Tam:** “My big lesson is the follow-up process and technical support for a business to changes”

- **Mr. Nguyen Duy Tung:** “I learnt how to detect and solve the issues at the OJT company”





MINH HOA INVESTMENT JOINT STOCK COMPANY

◆ COMPANY PROFILE

Minh Hoa JSC. Co was established in 1993. The main business is producing valves, fittings, copper alloy fittings, zinc-aluminum alloy, BS 5154: 1991 and BS EN 1228: 2010. Minh Hoa has over 1000 shops and dealers, the company provides domestic market more than 11 million valve products, types and exports about 6 million valve products, faucets and accessories for Germany, USA, France, Spain, Japan, Korea, Cuba, Saudi Arabia, Malaysia, Myanmar. Laos, Cambodia.

Website: www.minhhoa.com.vn

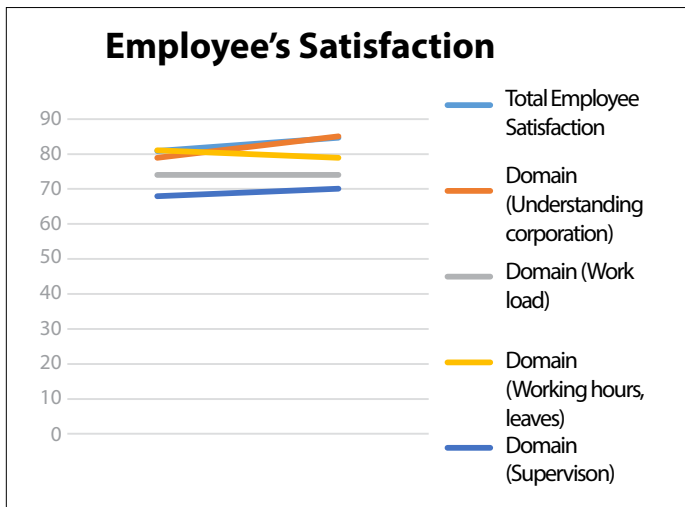
Photo of Products



Project scope

Background	
Improve working environment and remuneration policies to improve employee satisfaction Increased production efficiency	
Issues found through analysis	Suggested Action Plan
Financial Perspective 	F-1 F-2
Customer Perspective 	C-1 C-2
Operational Perspective 	O-1 Develop skills chart O-2 Apply 5S O-3 Establish appropriate communication channels (mail box, email, hotline, dialogue with leaders ...) O-4
Learning & Growth Perspective 	L-1 Training skills for managers L-2 Propagandize explain policy regime, development orientation of the company L-3 L-4
Kaizen Activities	
1. Develop skills chart, propagate and explain the regime, policies and development orientations of the company 2. Creating a playground, a healthy working environment for laborers, 3. Practical implementation of 5S 4. Build appropriate communication channels (mail boxes, e-mail, zalo, hotline ...) 5. Training skills for managers	

◆ PROJECT RESULTS



Content	Time	
	10/2017	3/2018
Total Employee Satisfaction	80.9	84.6
Domain (Understanding corporation)	79	85
Domain (Work load)	74	74
Domain (Working hours, leaves)	81	79
Domain (Supervision)	68	70

Successful Key Improvements

- The salary of the employee will be improved as soon as the company applies the method of calculating wages.
- Employee perceptions of company policies are enhanced through communication and dialogue between employees and company leaders (via direct channels and mailboxes).
- Mid-level management skills are improved through training
- Workers are career oriented and evolve clearly through the Skillmap
- 5S is maintained systematically.
- The rate of defective products is tighter controlled

Evidence Before and After

Project 1: Implement 5S at high level



Before: No audit.



After: Develop auditing criteria, 5s audit every week and motivation scheme.



Project 2: Establishment of communication channels between employees and the company



Before:
- Don't have

After:
- Make 3 comment boxes
- Direct dialogue with leader
- Promulgating regulations on reward and punishment

Project 3: Training middle managers



Before:
The company sent staff to learn many public training courses but no practical skills

Before:
- Direct Deployment Guide (5S).
- 7 Quality management tools
- TWI training to improve control ability and training employee

◆ VOICE OF EMPLOYEES, EVALUTION OF CEO, TEAM MEMBER

Voice of employees



The Board of Directors has paid more attention to your spiritual life by:

- + Organizing football tournament between departments,
- + Every month there are birthdays celebration for employees,
- + Organizing the team to cheer U23 on the campus,
- + Hold a year-end party and answer all questions asked by workers.

Evaluation of CEO about this project

Mr. Truong Quoc Cu - Director of company

"The WISE project contributes to the company: a clear, scientific approach., reasonable approach, suggesting company some direction for sustainable development in a competitive and volatile environment; Data analysis is comprehensive, - Many objective facts are discovered; The company receives a lot of feedback, feedback from the people and has taken timely action. Team members worked for this company"

Team members worked for this company:

Coaches : Mr. Kenichiro FUKAYA, Mr. Vu Hong Quan

Team Leader: Mr. Luu Xuan Truong

"Despite the busy work, the members of the improvement team of the company made great efforts. Attending the meetings, contributing to the success of the project. In particular, the company leaders have been very active and determined to implement the recommendations proposed by the team."

Team member: Ms. Do Thi Minh Phuong, Mr. Nguyen Dang Quang, Mr. Mai Phuc Anh, Ms. Le Phuong Thuy

"The management of the company is very interested in the project and always allocate resources and create all the conditions for the team to implement the best project."





5. OPEN SEMINAR

A public seminar was held to share the best practices, experiences and know-how from leaders of OJT companies, focusing on the following contents:

- ☑ Innovation and human resource development for enhancing productivity and employee satisfaction;
- ☑ Results, experiences and lessons learned from innovation and human resource development help improve productivity index at the point-of-use.

1st Seminar: on 27th September 2017

Number of Participants: 173 people

Photos from the seminar:



2nd Seminar: on 14th March 2018

Number of Participants: 160 people

Media Agency: 26 (VTV1, Economic News Editorial Board - Vietnam News Agency, Viet Nam News...)

Photos from the seminar:





6. CLASSROOM PHOTOS



7. COMMENTS BY COACHES

❖ Japanese Coaches



Motivated people, it is the key for productivity improvement at industrial society.

Technologies, capitals can bring some of advantage, but it is hard and short lasting. If we can get more people who really motivated to make things better, no one can exceed.

Through the project, many company managers, consultants and officers obtained the ideas, roadmaps, and confidence for productivity improvement by having the view of front line people who really creating value added by spending daily lives at workplace.

Mr. Kazuteru Kuroda

Once they found the employee first idea, they had created many changes with their management. That is the most sustainable way for the productivity improvement.

Our project showed the same. For two years, people come to the project, they have become getting more and more enthusiastic and committed very seriously. As the result, the project made the overwhelming success.

I would like to express my thanks for every single person who contributed to this success.



Mr. Atsushi Miyasaka

This project has noticed me that there are many talented people in Vietnam. I have spent 4 semesters (1 semester is about 4 months). During each semester, I have felt so many times that the participants have improved its own competency dramatically. These rapid improvement is beyond Japanese's speed. People improve fast so that the company also grown up so fast. Within 2 years, I have seen many OJT companies to improve themselves by executing what they have learned. I am looking forward to seeing the future of the participants and OJT companies. Please join our future program to experience these improvements.



Mr. Kenichiro Fukaya

It was impressive that Vietnamese students are motivated very well. In the class, they asked many questions and proposed various opinions. OJT companies also has an atmosphere that "If it is good, we will adopt it as much as possible." I think this positive mindset is important. They really want to learn from Japanese skills and experience. Meanwhile, the today's world economy is connected each other and changing at the same time. I'd like to continue the relationship not only for one way but also for learning from each other.



❖ Local Coaches

* Dr. Nguyen Duc Minh



The WISE project provides a holistic view for business managers. Growth and revenue goals are always the priority of managers in all phases of the company development. However, early growth was limited by the stability of personnel, as well as their competence constraints. Stable working environment and human motivation are the only way to create continuous growth for business. WISE helps managers get this approach.

* Mr. Vu Thanh Huyen



Without the WISE project, workers are still improving their productivity. But through the WISE project, they get more involved and get better results because they know these improvements are beneficial to themselves and the company they work for. WISE - A new trend of quality improvement.

* Mr. Le Cong De



WISE is a very useful program for businesses in term of improving employee satisfaction, raising awareness and encouraging workers to participate in productivity improvement activities. Focusing on quality control that aimed at improving product quality in the manufacturing sector and costs reduction, WISE will help businesses achieve and enhance customer satisfaction.

* Mr. Vu Hong Quan



The WISE project approached the issue of enterprises through employee satisfaction surveys to find out the issues that needed improvement to help businesses increase productivity, minimize waste, improve workflow. As the result, company can improve employee satisfaction. Participating in the WISE project is a great opportunity for me to learn working style and practical experiences of Japanese professionals.

* Mr. Nguyen Duy Dzung



The Japanese coaches have taught me a lot of knowledge through theoretical training and practical guidance in the business. When we practice, we always focus on the work of the employees to improve working methods, help them work more effectively and be loyal to the business.

*** Ms. Nguyen Thi Yen**



WISE provides us EVIDENCE - BASED consultancy method that does not rely on the opinion of company's managers as well as the consultants. The project is led by experienced professionals who are dedicated to the profession and follow the PDCA cycle. As a result, participants and businesses have been guided to solve problems effectively.

*** Ms. Nguyen Lan Anh**



We are grateful for this project and our coaches who bring us a lot of knowledge and experiences on business innovation. The lessons gained from OJT projects are helpful and we can bring a lot new ideas to apply to our company to make it better.

*** Ms. Nguyen Thi Huyen**



Taking part in the project and guiding members at the OJT companies bring me many good experiences. This project provides knowledge and experience for participants and OJT companies also. We change the mind set of managers, let them concentrate on productivity improvements and employee satisfaction for sustainable development.

*** Ms. Nguyen Hong Phuong**



WISE brings many usefulness for not only companies but also people among each company. I realize many changes, namely waste reduction, productivity improvement and employee happiness. It seems to be very difficult to get in short term. But WISE can do it.

8. APPRECIATION

We would like to express our thanks to Japan International Cooperation Agency - JICA , Japan Productivity Center – JPC, Vietnam National Productivity Institute – VNPI, Japanese experts, local coaches, participants and pilot companies for their participation and contribution to the WISE project.



9. LIST OF PARTICIPANTS

Name	Company/Organization	Semester
Mai Phuc Anh	PERSONAL	3 and 4
Le Quang Dao	A+ SOLUTIONS VIET NAM COMPANY	4
Le Cong De	QUALITY ASSURANCE AND TESTING CENTER 3	3 and 4
Pham Văn Dong	NQA VIETNAM LIMITED LIABILITY COMPANY	4
Nguyen Xuan Dung	YWAM MERCY VIETNAM	4
Nguyen Duy Dung	VIETNAM NATIONAL PRODUCTIVITY INSTITUTE (VNPI)	3 and 4
Luu Van Hai	QUANG QUAN COMPANY LIMITED	4
Trinh Thu Hang	EPRO CONSULTING JSC	3
Ninh Van Hieu	TOPMAN, JSC	4
Tran Thi Phuong Hoa	PICO JOINT STOCK COMPANY	3 and 4
Cao Quang Hoa	PERSONAL	4
Bui Thanh Hung	ECC - BACHKHOA, JSC	3
Hoang Thi Thanh Huong	VIETNAM NATIONAL PRODUCTIVITY INSTITUTE (VNPI)	4
Ton That Huy	QUANG QUAN COMPANY LIMITED	4
Nguyen Thi Huyen	RYONAN ELECTRIC VIETNAM CO.LTD	3 and 4
Doan Thi Lien	PERSONAL	4
Vu Thi Hong Minh	VIETNAM NATIONAL PRODUCTIVITY INSTITUTE (VNPI)	3
Nguyen Huu Nam	VIETNAM NATIONAL PRODUCTIVITY INSTITUTE (VNPI)	3 and 4
Nguyen Thuy Nga	VIETNAM NATIONAL PRODUCTIVITY INSTITUTE (VNPI)	3 and 4
Le Xuan Nhat	VIETNAM NATIONAL PRODUCTIVITY INSTITUTE (VNPI)	3
Do Thi Minh Phuong	LIXIL VIETNAM CORPORATION	4
Bui Trong Quan	THANH NGAN CO., LTD	3
Vu Hong Quan	VIETNAM NATIONAL PRODUCTIVITY INSTITUTE (VNPI)	3 and 4
Nguyen Dang Quang	NQA VIETNAM LIMITED LIABILITY COMPANY	4
Nguyen Thi Minh Tam	YWAM MERCY VIETNAM	4
Dang Đình Thịnh	JAT AUTOPARTS AND INDUSTRIAL EQUIPMENTS MANUFACTURING JOINT STOCK COMPANY	4
Le Thi Phuong Thuy	VIETNAM NATIONAL PRODUCTIVITY INSTITUTE (VNPI)	3 and 4
Trinh Thi Thuy	TAM THANH SUWA., JSC	3 and 4
Le Xuan Truong	DAICHI VIET NAM CO.,LTD	4
Chu Xuan Tuan	JAT AUTOPARTS AND INDUSTRIAL EQUIPMENTS MANUFACTURING JOINT STOCK COMPANY	3
Nguyen Duy Tung	VIETNAM NATIONAL PRODUCTIVITY INSTITUTE (VNPI)	3 and 4
Nguyễn The Viet	VIETNAM NATIONAL PRODUCTIVITY INSTITUTE (VNPI)	3 and 4



❖ APPENDIX

* Information about Employee Satisfaction Tool called “Niser ES”

Overview

This tool has been developed by Japan Productivity Center. They have rich and long experience of conducting ES survey in Japan. This survey consists of 63 basic questions with 13 dimensions of management. It covers relating from company, projects, to job. 13 dimensions are: 1 Empathy with Company, 2 Working time management and welfare, 3 Appraisal, 4 Salary, 5 Job assignment, 6 Management of supervisors, 7 Relationship with colleagues, 8 Relationship with other departments, 9 Workplace, 10 Diversity of job assignment, 11 Workload, 12 Relationship with customer, 13 Competency development.

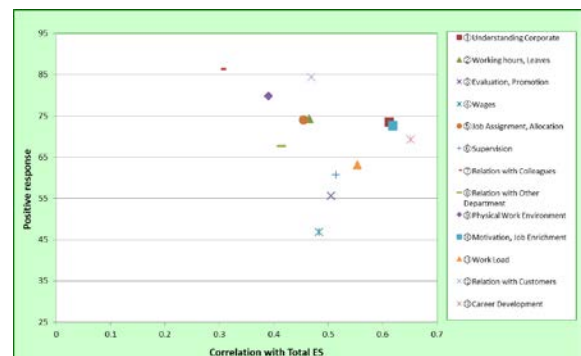
Sample Questionnaire

Please select the answer from five selections of the following choices.																	
1: Agree 2: Slightly agree 3: Neither agree nor disagree 4: Slightly disagree 5: Disagree																	
												1	2	3	4	5	
Q1	I am sympathetic to the philosophy and vision of our company.										<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Q2	The management objectives of the company and its way of implementing are expressed to employees.										<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Q3	There is a potential for our company in the near future.										<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Q4	Top management are trusted by employees.										<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Q5	Top management have been listening to the voice of employees sincerely.										<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Q6	I am proud of working with this company.										<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Q7	I like the products and/or services of our company.										<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Q8	The atmosphere of the company is right and suitable for me.										<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Q58	The opinions and requests from customers are shared within the company and have been utilized at the front line.										<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Q59	As to the knowledge and skills required for the job, training opportunities and adequate educational programs are given.										<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Q60	I have an opportunity to challenge the job that leads to the growth of myself.										<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Q61	There is a feeling that I am growing through my current job.										<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Q62	The job which I am really meant to do in the future is the extension of my current job.										<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
Q63	I am happy as a whole with the company.										<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		

Analysis & Advantage of this survey

The survey report shows not only positive response of each questions and dimensions, but also correlations of each dimensions with total employee satisfaction. So, you will find out which dimensions is more effective to take actions, that could lead to better ES.

By conducting survey regularly, you can check and visualize the situation of employee. You can also compare with other average data.



❖ CONTACT INFORMATION

ABOUT JAPAN PRODUCTIVITY CENTER (JPC)

The Japan Productivity Center (JPC) is a non-profit organization (NPO) and non-governmental organization (NGO) established in 1955 by a Cabinet meeting to enhance the economic development of postwar Japan through the Productivity Movement. Since then, the Japan Productivity Center has continued to play a major role in promoting productivity in Japan's industrial society and in improving the quality of people's lives.

Aiming to realize a more stable and prosperous society, Japan Productivity Center is forming policy proposals based on concrete studies and achieving national consensus.

The Japan Productivity Center also actively supports industries and public sector organizations in such areas as management innovation, modernization of labor-management relations and human resources development.

Key stakeholders of the Japan Productivity Center represent people in all walks of life. They include corporate executives, labor union leaders, academic experts and heads of consumer groups. Their vast expertise and knowledge are invaluable to the activities of the Japan Productivity Center's various committees.

Contact:

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ABOUT VIETNAM NATIONAL PRODUCTIVITY INSTITUTE (VNPI)

Since its inception in 1997, Vietnam Productivity Institute (VNPI) has been authorized to be the permanent representative of Vietnam in Asia Productivity Organization (APO). VNPI has implemented a variety of studies on productivity and measures for productivity and quality improvement. It also has carried out training projects and human resources development and provided consultancy services for productivity and business enhancement.

Activities

- Research, calculate productivity and other factors affecting productivity.
- Develop the national productivity & quality movements.
- Research and consult solution and measures to improve productivity and quality
- Train and coach practical measures to improve productivity and quality for businesses.
- Permanent representative of Vietnam in the Asian Productivity Organization (APO).

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