

04 Human Resources

01 Human resource policy

01 Human resource policy

01 Existence or absence of policy

01 Is the human resource policy clearly set?

Y Check the contents and expression whether they are appropriate or not.

N Ask the policy of the management about the human resource, and recommend to define in writing.

02 Does the human resource policy match the management philosophy and policy?

Y Confirm consistency with the management philosophy and the procedure of developing the policy with regard to the human resources as a management resource.

N Explain to the management that human resource is one of important management resources, and guide them to make the policy match with the management philosophy.

02 Strategic nature

01 Strategic nature

01 Is the human resource policy strategic from the point of view of the timing of execution, purpose, and emphasis?

Y Check if the policy is appropriate in the strategic nature.

N Explain that a human resource strategy has an important part in the corporate strategy.

02 Do you have consciousness of the employee satisfaction level, and set forth a concrete policy for the promotion?

Y Check the policy if it is concrete and appropriate, and suggest if the correction is required.

N Explain that the employee satisfaction level is required for securing a stable operation and a fixing rate of the employees.

03 Does the human resource policy include personnel, recruiting, capability development, wages and the like?

Y Confirm if they are suitable for the middle term plan.

N Explain that individual plans such as a personnel recruit plan in a middle term and the like are necessary for implementation of a human resource plan.

04 Is the human resource policy linked with the other management policies such as

the finance plan, new product development plan and the like?

Y Check if it corresponds with other policies, and identify if there is any imperfection.

N Explain to the management the necessity of a manpower plan for the implementation, if they have another management policy, a new market development, for example.

02 Support

01 Do the management resources support the human resource policy?

Y Check from the number of employees and the content of policy if the policy is appropriate.

N Explain that implementation of the policy requires support of management resources.

03 Decision rules

01 Are the rules of human resource policy setting, modification and adjustment appropriate?

Y Check if they are appropriate from the employee's point of view.

N Explain to the management they cannot control the settings without the rules.

04 Publicity

01 Are the publicity and agreement of human resource policy in the company made enough?

Y Ask the employees to confirm if they have understood the policy.

N Explain to the management that understanding of the policy leads the employees to increase their motivation for work.

02 Human resource organization

01 Human resource organization

01 Existence or absence of organization

01 Is there an organization to manage human resources?

Y Check by the organization chart and the like if the organization properly functions.

N Explain the necessity of a department to manage human resource if the company has more than a certain number of employees.

02 If there is no human resource section, do you have a function or network to supplement the job?

Y Check if the supplementary function is properly working.

N Explain the necessity of an organization to implement the human resource policy.

02 Content of organization

01 Is an organization fitted to the human resource policy and plan maintained?

Y Confirm if the organization is not perfunctorily maintained.

N If there is no organization, explain to the management so that they understand necessity of a proper organization themselves.

02 Do the leaders have appropriate insight and ability?

Y Check the leaders whether they have appropriate capability or not by interviewing them.

N Let them recognize the importance of the leaders and requirement to them.

03 Are the job description and authority of recruiting, arrangement, commencement of work, industrial relations and the like clear?

Y Confirm the related documents if they are clearly defined in writing.

N Explain that human resource management is not performed smoothly if it is not clearly set.

04 Is the delegation of authority smoothly carried out, considering way of giving responsibility, duty and authority?

Y Confirm if the responsibility, duty and authority are balancing each other.

N From view of capability development and motivation, recommend them to delegate authority together with responsibility.

05 Does the company have a function for collection of external information because of importance of information on human resource, especially on wages?

Y Investigate if the source and method of the collection are suitable.

N Suggest to the management to make an effort and prepare a measure for collection of the information on wages, and let them understand that the information on wages by itself may affect the turnover of the employees.

03 Employment

01 Plan for securing human resource

01 Importance of securing human resource

01 Is the plan for securing necessary human resource based on the human resource policy?

Y Investigate whether the plan is suited the human resource strategy such as new employment and the like.

N Suggest development of a plan securing essential staff based on the human resource policy and strategy.

02 Do the short, middle and long term plans for securing human resource match with other management plans?

Y Confirm the consistency with other plans.

N Explain that a plan for securing human resource is related to other management plans.

03 Is the plan for securing human resource linked to the human resource expenditure plan?

Y Confirm the relation including the wage structure and total personnel expenditure.

N Explain variation of personnel expenditure by increase or decrease of the number of staff links directly to increase or decrease of the total expenditure.

02 Employment plan

01 Embodiment

01 Is the concrete employment plan carried out deliberately according to the plan for securing human resource?

Y Confirm if the plan is carried out deliberately.

N Let them understand that a non-scheduled employment may cause a problem between the employer and the employees.

02 Are the contents of description, number, timing, corresponding department and the like of staff to be employed defined?

Y Confirm whether the requirement of employment is appropriate or not.

N Suggest that employment of adequate personnel according to the concrete assignment plan is needed in securing staff.

02 Person in charge

01 Is a person in charge specialized in the recruiting and the employment assigned?

Y Investigate whether the staff in charge is fair and can judge applicant's ability.

N Explain that securing necessary personnel is one of the most important task in the management, and that a specialized staff is necessary.

03 Selection method

01 Are the selection method and employment standard fixed in a fair rule?

Y Confirm whether the contents of the rule are appropriate or not.

N Suggest that minimum rules such as an interview, a written examination and the like must be included.

02 Is there any deviation on employing relatives?

Y Explain excessive deviation makes hinder for carrier development.

N Recommend examining the balance of capability and the reliability is employing relatives.

03 Are screening by documents, a written examination, a physical examination, a skill test, an interview examination, etc. properly set?

Y As an important point is different in the type of industry, judge whether it is suitable from the point of view.

N Suggest a procedure of interview examination, because it is often considered important.

04 Are you making use of aptitude tests of external organizations and the like?

Y Check whether the external organization and content of the tests are proper.

N Check necessity of the test and recommend a neighboring organization, if the test is appropriate.

05 Do you consider introduction of an intern system (learning through experience)?

Y Check what kind of educational background and career (a university student, a college student or an adult) is needed.

N Recommend introduction of the system, because the personal character and potential capability can be judged through the learning.

04 Employment procedure

01 Employment procedure

01 Do you properly correspond to a person provisionally decided employment?

Y Check whether the contents of correspondence is proper.

N If correspondence to the recruited person is not appropriate, the person may be employed to another company with better conditions.

02 Are the personnel and carrier records of the employees filed under a fixed rule?

Y Check and confirm the personnel and carrier records if the contents are appropriate.

N Recommend introduction of a simple record system, and let them understand the importance because the authority may request presentation of the record.

03 Do you have various employment contracts according to the type of employment?

Y At first check what types of employment are made, and examine whether the contents of the contract are proper by the type.

N Ask their understanding that, it may create a problem between an employer and employees later, if the initial contract is not clear.

04 Is the period of trial employment set properly?

- Y Check whether it is suitable for the custom and acceptable by the employees or not.
- N It is preferable to carry out the system, so recommend the introduction after investigating that it can be confirmed in the labor contracts and the like as a custom.

05 Initial education

01 Initial education

01 Is the education prior to employment carried out with proper contents and schedule?

- Y Check and suggest whether the content and schedule of education are appropriate, and whether the education is suitable from the point of view of the employee and the manager.
- N Explain the necessity and effect of the education before employment.

02 Is the initial education performed not only for training of newcomers but also considering their future carrier development and the like?

- Y Check if meaning of the educational curriculum and the carrier development is taken into consideration.
- N Recommend to check what kind of talent is required for the company, and then suggest what kind of education is proper.

03 Are managers from each division also participate in the initial education, not only staff from the personnel section?

- Y Check the actual situation of cooperation between the personnel section and the managers.
- N Explain that participation in the initial education of the manager from the division scheduled an assignment of a new employee can result in smooth acceptance after assignment.

06 Individual employment

01 Employment of new graduates

01 Is the employment of new graduates established in the recruiting method and channel by one's educational background?

- Y Check the channel if it is suitable.
- N Examine regular communication with the university or the educational facilities.

02 Have you prepared materials, pamphlets and the like for recruiting activities?

- Y Check whether they have contents of strong appeal for the management philosophy and future advancement of the company.
- N Hearing view of the management, recommend preparation of a corporate guide and the like as a concrete measure.

03 Is the expense for employment activities budgeted?

- Y Check whether the budget is used properly.
- N Explain the necessity of budgeting for the expenses and controlling the use.

04 Do you introduce and utilize the system to work in a limited area?

- Y Investigate how the system relates with the wages.
- N Check whether it is necessary or not. If necessary, recommend to introduce it.

02 Employment of women

01 Do you obey the law of equal opportunity when you recruit a female employee?

- Y Check if the recruiting condition and ratio of male/female employee are met with the law.
- N Explain the necessity of research and observance of the related law.

02 Are the protection systems such as childcare leave introduced?

- Y Investigate what kind of system is introduced for the female employees with children and if it is satisfactory or not.
- N Recommend to the management an introduction of the proper system, as many women go into the work in some countries.

03 Is a female re-employment system carried out?

- Y Investigate whether a woman has advantage about the re-employment after the child delivery.
- N Investigate if the employment agreement specifies the unacceptable re-employment as

a principle, and suggest a measure referring to the law of the country concerned.

03 Temporary, part-time worker employment

01 Is the recruiting method of a temporary worker and a part-time worker flexible according to the requirement?

Y Check whether the method is flexible for busy or non-busy time of the work.

N Propose to the management a way of reinforcement of cost competitive power by shifting the personnel expense to a variable cost.

02 Do you always issue a written notice when you hire part-time or temporary workers?

Y Confirm the contents of notice if they are appropriate.

N Explain that a written notice is required to inform part-time or temporary workers when they are hired.

03 Do you apply a flexible employment condition that enables to realize proper treatment and immediate work force?

Y Recommend a personnel system considered that a temporary or part-time worker with talent has a chance to be a regular employee.

N Propose to treat favorably a part-time worker, if the person has a talent.

04 Employment of mid-career employee

01 Are various employment channels such as the job placement office, the high talent bank, the private sector organization and the like secured for mid-career employees?

Y Investigate what kind of organizations it is, and judge if it is proper.

N When there is not any suitable organization secured for recruiting a talented person, recommend recruiting by word-of-mouth communication.

02 Are the salary and work environment suitable for maximizing the mid-career employees' performance and stable employment?

Y Confirm the stability level and compare the salary and work condition with the standard in the industry.

N Explain and let the management understand if the stability level gets worse, extra cost of education and carrier development for new employees are needed, and it will increase the total cost, and suggest improving the wage and condition of new employees.

05 Employment of middle and old aged people

01 Do you utilize a database and the like for senior people employment when you recruit middle and old aged people?

Y Check if the utilization is appropriate?

N Explain them an advantage of hiring experienced people with a favorable condition.

02 Is there any consideration made for working condition of middle and old aged people?

Y Investigate the situation whether the consideration is appropriate or not.

N Suggest the necessity to consider working condition of elderly employees who have skill and technical knowledge.

03 Do you apply measures for the safety and occupational health improvement?

Y In many countries people respect the elders, so special consideration is necessary if the elderly are talented. Check the level of consideration taken.

N Ask to the management how elder the people employed are, and recommend to improve the working condition, if needed.

06 Employment of foreigners

01 Do you observe the law in the employment of foreigners?

Y Check the contents of law, and investigate their compliance.

N Suggest the necessity of observing the law.

02 Is the employment procedure of foreigners carried out properly and legally?

Y Investigate if the documents for employment are maintained, and the expiry of the passports is grasped when employing foreigners.

N If it is illegal, request to observe the law.

03 Is handling of the working contract, working condition, and social insurance suitable?

Y Investigate whether the different condition and the like according to the religion is taken into consideration or not.

N Discuss with the management what the problem to be improved at least is in comparison

with other companies.

07 Acceptance of dispatched staff and contracted staff

01 Have you made a contract with a regular agent for dispatch of employee and accept the staff?

Y Make research of finding need for manpower, and check whether the agent is capable or not.

N Confirm to the management whether securing a talented person required is difficult, and propose measures for securing.

02 Do you take any measures for fusion and communication between enrolled employees and dispatched staffs?

Y Check how they are effective and if the contents are useful for stable employment.

N Investigate the stability of employment, and advise a countermeasure, if there is any problem.

03 Do you utilize the contracted staff?

Y Investigate for what kind of job the contracted staff is working, and what kind of talent the company will need in future.

N Investigate whether the cause of inconsistency comes from the capacity of the contracted staff or the company, and propose an improvement plan.

08 Employment of disabled person

01 Do you employ disabled persons more than regulated by the law and treat them properly?

Y Check whether the number of disabled workers meets with the law or not.

N Explain the necessity of investigation of the related laws for disabled workers, and observation of the laws.

02 Do you pay attention and give assistance to the disabled employees for their work environment, job assignment, daily life, and the like?

Y Check the opinions of the management and disabled employees, how far the company considers, and if it is satisfactory or not.

N Explain that the assistance will make a good reputation to the company as a social contribution for the community.

09 Acceptance of loaned staff

01 Is the contract with a loaned staff properly made?

Y Investigate whether the purpose of loaned staff such as technical instruction is clear, and the treatment and condition are defined.

N Examine and propose consideration satisfactory to both a loaned staff and a company accepting.

02 Does the employment condition of loaned staff appropriate? Is there any distrust among other employees?

Y Check the working condition of loaned workers. Interview other workers, if needed.

N Explain that distrust may emerge to the person and other employees, and it will be an obstacle of the teamwork, if work condition of a loaned worker is not appropriate.

03 Do the employment condition and treatment enable to maximize the ability of loaned staff?

Y Check what the responsibility and authority of loaned staff are and if the condition and treatment are appropriate.

N In order to be successful in acceptance of loaned staff, it is necessary for the accepting company to prepare a system for acceptance.

04 Is the job assignment of loaned staff made according to the plan of securing human resources?

Y Check whether the actual job assignment meets with the plan or not.

N Explain the organization has extra burden if the assignment does not follow the plan.

05 Is the job assignment of a loaned staff made in consideration of the person's desire and ability?

Y Check the actual situation.

N Investigate if there is any mismatch in the assignment and the desire is accepted.

06 Are the education and training for new assignment introduced and utilized?

Y Check whether the content of education and training is proper.

N Explain the necessity of re-education of loaned staff so that they can do the job with full capacity in the company.

04 Work regulation management

01 Work regulation management

01 Work regulation

01 Are the working conditions based on the labor law established?

Y Check whether they are satisfactory from the labor regulations and laws.

N Explain that the labor regulations and laws must be observed.

02 Are the working regulations and the like maintained and utilized?

Y Check whether the content (major items such as wages, a retirement allowance, and working hours) of the working regulation are appropriately and clearly defined.

N Even though the duty to establish working regulations is not imposed by the law, recommend that it is better to make them in order to avoid a trouble between the employer and employees.

02 Working hours

01 Is the working hour system suitable for the actual condition of working place?

Y Check how the company adjusts the working hours, and talks with the employees, for the busy time and the idle time.

N In order to adjust the seasonal nature of working hours, suggest a discussion between an employer and a representative of employees.

02 Are the new types of working hours such as a flexible time system or a discretion labor system introduced?

Y Confirm the purpose and effect, and check whether they are appropriately introduced or not in the type of work.

N If the introduction improves productivity remarkably for the type of work, propose the implementation to the management.

03 Is the decision of core time rationalized?

Y Check whether the core time is rational to the type of job.

N Investigate if there is any distrust between an employer and employees and confusion in the workshop because of opaque core time.

04 Are the agreement and notification about the working hours made properly?

Y Check whether they are defined in writing, and the contents are understood and agreed by the employer and employees.

N They may cause a trouble between the employer and employees, so suggest to discuss them between the two parties.

05 Is the annual calendar utilized? Is an agreement between the employer and employees on the calendar made?

Y Check whether the calendar is shown to the employees and it is utilized.

N Explain necessity to make a calendar showing yearly holidays from the operation plan and production plan, in order to obtain understanding of the employees.

03 Work management

01 Do you grasp the attendance of employees correctly using a time card or so on?

Y Investigate the method of grasping the attendance and advise the improving point, if any.

N Suggest discussion between the employer and employees and introduction of a time card and the like.

02 Is the rate of attendance grasped? Do you take any countermeasures for the improvement?

Y Check the effect of the improvement measures, and advise an improvement plan if the result is not satisfactory.

N Instruct a method to grasp the rate of attendance and measures to improve it.

03 Is a direction procedure of overtime work made in a rule?

Y Check the result of overtime work, and suggest decreasing it by increase of productivity as far as possible.

N Explain the necessity to make a rule, and instruct a procedure of the direction.

04 Is a procedure for a business trip, outside duty, and the like made in a rule?

Y Investigate the contents of the rule, and examine whether it is appropriate or not.

N Explain the necessity of the rule, and instruct a procedure of the direction.

02 Working regulation

01 Working regulation

01 Are the working regulations being observed?

Y Investigate whether the working regulations are clearly defined in writing and the contents are appropriate.

N Suggest to the management to discuss with the employees about definition of the working regulations in writing, making them public thoroughly and appropriateness of the contents.

02 Are the measures to prevent the employees from doing dishonesty established?

Y Investigate what kind of measures is taken, expecting what kind of dishonesty will be done, and how the effect is. Suggest if there is any problem.

N Suggest discussion on the creation of working regulations and the observance between an employer and employees so that dishonesty may not be performed.

03 Is the punishment regulation decided and operated properly?

Y Examine the contents and the practice of punishment if there is any excess, and propose the improvement.

N Investigate the environment whether it requires the regulation and punishment or not, and propose to make a regulation, if needed.

03 Commendation

01 Commendation

01 Does the system raise morale of the employees?

Y Check whether the contents of commendation system and the like, are effective to increase the motivation of employees.

N Explain how the system contributes to improve the productivity and stable employment. Examine and recommend introduction of a rewarding system suitable to the company.

02 Is a commendation for long-term continuous service carried out effectively?

Y Investigate whether the commendation is defined in writing and contributes to the improvement in morals of the employees or not.

N Propose to the management the introduction if the long-term service commendation is useful for improvement in the morale and preservation of the skill.

03 Is the regulation established carried out successfully?

Y Confirm the regulation is defined in writing. Suggest conducting a morale survey of the employees, if needed.

N Ask their opinions why it is not carried out properly, and examine the reason.

04 Grievance consultation

01 Grievance consultation

01 Is a problem solving system established for grievances such as labor conditions?

Y Investigate whether it is defined in writing and discussed between the employer and employees.

N Investigate existence of grievances, such as labor conditions and the like, among employees by a consciousness survey. Propose to make a system, if required.

02 Have you established a counseling system such as a personnel consultation and used it?

Y Check the effect by the consciousness survey of the employees.

N When a counseling system is required, considering from the labor conditions and the consciousness survey, propose the introduction.

03 Is there any sexual harassment?

Y Investigate what kind of sexual harassment is existed. In case of the problem, suggest taking a decisive disposal.

N Check if the system to maintain discipline in a working place is defined in writing

05 Other labor conditions

01 Overtime work

01 Is the rule for overtime work observed and the management of working hours carried out?

Y Check if the rule is clearly defined in writing, and examine its contents.

N Investigate if an improvement is necessary as a labor condition through a consciousness survey and the like.

02 Is the rate of premium for overtime beyond the labor regulation?

Y Confirm if the rate is defined in writing.

N Suggest observance of the criteria of the labor regulation.

02 Annual paid leave

01 Is there an annual paid leave system?

Y Check if the annual paid leave is defined in writing and the contents are suitable to the working conditions.

N Explain the necessity of proper annual paid leave to keep employees' motivation.

02 Isn't a rate of taking annual paid leave low?

Y Investigate the reason through a consciousness survey why the rate of acquisition is low, and suggest a measure to increase the rate as an improvement plan of labor condition.

N Conducting an attribution analysis why the rate is high, suggest necessity of examination and improvement, if the high rate comes from absence caused by bad working conditions.

03 Is the handling of term change and the like performed smoothly?

Y Investigate whether the rule is agreed between the employer and employees and clearly defined in writing.

N Check if it does not causes to decrease employees' motivation by a consciousness survey.

03 Maternity leave and the like

01 Is the maternity leave system carried out properly?

Y Check if the system is defined in writing and the contents are suitable.

N Propose the necessity of consideration for mitigation of work and encouragement of employees in taking the leave.

02 Are systems for child-care leave, nursing leave, and the like carried out?

Y Check whether the systems are defined in writing properly or not.

N Suggest introduction of the systems, after an examination of trend in the industry and other companies, if the implementation of them is needed.

05 Industrial relations

01 Industrial relations

01 Industrial relations

01 Is the labor union organized? Does it belong to an upper-organization?

Y Investigate the measures of the companies, under conditions if the industrial relations are good, if the right of strike exists and the like.

N Suggest discussion with the employees' representative about labor conditions and the like.

02 Is an employer-and-employee agreement concluded? Are a labor-management consultation and the like employed properly?

Y Confirm whether it is friendly one and it has any problem for the company.

N Explain the necessity of having a meeting for consultation between an employer and employees.

03 Is there a reliable relation existed between the management and labor union?

Y Investigate if there is any problem by a consciousness survey of the union members.

N Investigate a reason of the lack of reliable relation, and suggest the improvement plan.

04 Is there a joint management council or an employer-and-employees round-table conference?

- Y Investigate whether it has any problem to carry out in the operation and the like.
- N Explain the necessity and meaning of an employer-and-employees conference and the like.

05 Have you introduced an employee stock ownership plan, a stock option system and the like?

- Y Check whether the management understands the meaning of stock option system enough and if it has contributed to improve the morale of employees.
- N Suggest investigating employees' needs for an employee stock ownership system.

06 Promotion and transfer

01 Promotion and transfer standard

01 Employment of standard

01 Are the standards of promotion, demotion, and transfer established? Are they applied fairly and well known to the employees?

- Y Confirm if the standards are clearly defined in writing and well known to the employees.
- N Suggest investigating through a consciousness survey whether they are applied by the management's personal feeling or not.

02 Is the self-assessment system utilized for promotion and transfer?

- Y Investigate how they make use the system.
- N Propose an introduction of system reflecting the self-evaluation properly, and a suitable method.

03 Is the promotion system regulated by two aspects of job position and qualification?

- Y Check whether it is defined in writing or not.
- N Explain the necessity to consider a promotion from two aspects of job position and qualification.

04 Is a multi-career paths system performed?

- Y Investigate if the contents are defined in writing and accepted by the employees.
- N Check whether the personnel affairs are controlled by dogma and prejudice of the management.

05 Is a course selection system carried out?

- Y Check what kind of choice is prepared and how far the desire of employee is considered.
- N Judging requirement of the course selection system from the kind of job and the economic background of the company, and propose the introduction, if needed.

06 Do you make use of an expert position system and the like in transfer?

- Y Grasp the content of expert position, examine the appropriateness, and propose further utilization of the system.
- N Investigate whether it is useful for succession of the technology and the skill in the company by introduction of the system, and recommend making use of it.

07 Do you emphasize the capability of employee in promotion?

- Y Confirm if the criteria for promotion are appropriate.
- N If a merit system is understood by the management and considered to be effective in the company, propose introduction of the system such as management by objective.

08 Are there a managerial position aptitude test, a managerial position appointment examination system and the like? Do you make use of them?

- Y Check the contents of them together with a consciousness survey of the employees.
- N Investigate carefully the actual condition, and propose the improvement because any appointment by prejudice of the management will make volition fall of the employees.

02 Job rotation

01 Job rotation

01 Is the transfer linked with the job rotation?

- Y Check if it is defined in writing and the direction is appropriate.
- N Explain the necessity of rotation for the carrier development.

02 Is the transfer carried out as a mean for carrier and multi-skill developments?

- Y Confirm the effect of the plan hearing both from the employer and the employees.

N Propose examination of conducting a carrier development plan.

03 Do you consider the individual carrier development in transfer?

Y Check whether the transfer is made in a long-term plan.

N Explain an effect of carrier development for fostering human resources by a planned transfer.

04 Is there a term of office system for management task and the like?

Y Check if it is defined in writing.

N Check whether other systems for activation of the organization are utilized.

05 Do you foster cluster specialists (professional evaluated outside the company)?

Y Grasp the situation how effective the fostering is.

N Discuss with the management if the fostering is necessary.

03 Temporary transfer as loaned staff

01 Loaned staff

01 Is there a system of dispatching an employee as loaned staff to an overseas affiliate company and the like?

Y Check actual employment of the system.

N Discuss with the management if it is necessary or not.

07 Retirement

01 Retirement age

01 Retirement age

01 Is there a regulation of retirement age system?

Y Check the contents of retirement age system and the actual age of retirement.

N Ask how they consider about rejuvenation of talented employees.

02 Is the standard of retirement and dismissal properly defined?

Y Check if it is defined in writing and the contents are proper.

N Suggest according to the labor regulations and the labor custom in the country.

03 Is a course selection system (early-retirement incentive plan etc.) established?

Y Check the system defined in writing.

N Explain the requirement, if needed.

04 Are systems of service extension, re-employment, and the like established?

Y Investigate and confirm the actual condition and effect.

N Discuss with the management if they make any problems in securing a talented person.

02 Retirement pay

01 Retirement pay

01 Do you maintain the regulations for retirement pay, and prepare (reservation of fund, writing-off) of the payment?

Y Check whether the contents of the regulation are defined in writing together with the financial condition.

N Investigate if there is any dissatisfaction among employees by a consciousness survey of employees.

02 Do you have a corporate pension system?

Y Check if it is defined in writing and what the contents are.

N Explain that preparation of pension fund is effective in welfare and motivation of employees.

03 Retirement preparation

01 Retirement preparation

01 Are you enforcing an educational training for capability redevelopment and the like?

Y Investigate the employment and the like after the capability development.

N Though a capability development is effective for the company, other companies may hire employees with improved capacity away. Propose to the management a plan suitable to the actual condition of the area.

02 Is the supply of information for health management enriched?

Y Grasp the contents and check if it is sufficient.

N Propose to provide the information and the like to employees as much as possible, because the health influences to work after retirement.

03 Is the information of pension system and the like enriched?

Y Investigate operation of the pension fund and supply of the information.

N Advise that a pension program and the like should be prepared and maintained in order to cope with the labor regulations of the country.

04 Employment adjustment

01 Employment adjustment

01 Do you correspond to such a way that you assume situations of layoff, dismissal, member curtailment, and the like?

Y Investigate the actual condition.

N Ask opinion of the management how they think of the correspondence at the time of production adjustment and the like, and propose an action needed.

08 Wage

01 Kind and system

01 Kind and system

01 Are the kind and the system of wage suitable to the actual condition of company?

Y Investigate the system defined in writing, and suggest an improvement plan, if needed.

N Recommend to review the wage structure.

02 Have you established the wage system based on the job survey and the like?

Y Investigate the correspondence between the content of job analysis and the wage.

N Check whether the wage system is vague or not. If it is necessary, recommend the improvement.

03 Is the wage founded on a daily basis or a monthly basis?

Y Confirm with the description defined in writing.

N In case of a daily basis, check whether it is an appropriate system in the type of industry and business.

04 Isn't it a comprehensive wage decided by an vague standard?

Y Check whether the employees have feeling of unfairness and the like or not.

N Investigates what kind of other wage system it is.

05 Have you introduced a wage by work and according to the job function?

Y Investigate the standard of judgment by job function.

N Recommend study of the introduction, if the job requires.

06 Are the various allowances reasonable and simple? Aren't the allowances for adjustment too many?

Y Check the contents of special allowances.

N Suggest integration and simplification of the allowances, leaving only necessary allowances.

07 Have you introduced an annual-salary system and the like?

Y Investigate whether a perfect annual-salary system or a partial system is introduced, and check the effect.

N Instruct the introduction of the system, if the company is in the type of industry suitable to the annual-salary system.

02 Wage level

01 Wage level

01 Does the wage stay at an appropriate level compared with that of the industry, the scale, the area, and the like?

Y Check the level, referring to the data of the industry.

N Suggest an appropriate level from the actual condition of profit of the company.

02 Is the minimum wage system observed, and is the system based on the criteria of the labor regulations?

Y Check the actual conditions.

N Investigate the actual conditions of profit in the company and propose to pay the

minimum wage, if it is possible.

03 Are the personnel expenses containing salary and wage appropriate, considering from the solvency and the value added?

Y Check the appropriateness from the labor's relative share in the value added. Also compare them with the standard in the industry and the business type.

N Suggest that the company must make effort to raise the share to an aptitude distribution, when the labor's relative share in value added value is low, and that the company must increase the value added, when the share is high.

04 Do you maintain various materials of which are able to compare the wage level and the like?

Y Investigate how they are making use of the materials.

N Make research whether there are any statistic materials in the municipality and economic organizations of the area, and inform the result.

03 Wage regulation

01 Wage regulation

01 Are the wage regulations maintained in detail and made well known to the employees?

Y Check the contents of the regulation and publicity to the employees.

N Suggest the maintenance considered the actual condition of the company and the through publicity.

02 Are the annual pay raise and raise or down of the basic wage carried out based on the regulation?

Y Check whether they are fairly carried out with a meeting between the superior and subordinates or not.

N Investigate if there are any unfair promotion and the like.

03 Is there any regulations for mid-career employees?

Y Check the contents defined in writing.

N Investigate the rate of fixing of mid-career employees.

04 Is the regulation of domestic and foreign traveling expenses for business maintained?

Y Check the contents defined in writing.

N If there is a business trip, recommend introduction of a regulation defined in writing.

04 Personnel performance evaluation and its relation

01 Personnel performance evaluation and its relation

01 Do you have a wage system that can reflect the evaluation of personnel performance?

Y Check the method of personnel performance evaluation and its relation with the wage system.

N Examine and recommend a system that the evaluation is reflected in wage system.

02 Is the evaluation of personnel performance reflected in wage rise and bonus?

Y Check the actual situation.

N Examine and recommend a system of making evaluation reflect in the wage system.

05 Bonus

01 Bonus

01 Is the meaning of bonus payment clear?

Y Check if it is defined in writing and well known to the employees.

N Investigate whether the employees have feeling of unfairness in the distribution.

02 Is the bonus system able to reflect the management performance?

Y Investigate the actual operation.

N Check if the company pays much more or less for the bonus comparing with the management performance.

03 Have you set a rule for bonus payment that can reflect personnel evaluation, and is it fairly applied?

Y Confirm if the rule is fairly applied.

N Explain that the fair and appropriate reflection is required for increase of morale of employees.

04 Is the evaluation of employee's performance directly reflected in the bonus?

Y Check if it is fairly and appropriately reflected.

N Explain meaning of bonus and effectiveness of the performance reflection policy.

06 Salary calculation

01 Salary calculation

01 Are the daily calculations and the like of salary, pay rise and bonus made automatically?

Y Investigate the actual level of the automation.

N Recommend starting from a small investment for using a personal computer, when the automation is required or considered to be needed.

09 Personnel evaluation

01 Personnel evaluation system

01 Standard

01 Is the objective of personnel evaluation fostering staff and their utilization?

Y Check the contents of the system and the situation of use.

N Explain that an initial objective of personnel evaluation should be staff fostering and their utilization.

02 Is there a standard of the personnel evaluation system that matches the actual situation of the company?

Y Grasp the actual situation, and check the standard in the system.

N Explain necessity to establish a standard in the personnel evaluation system coping with situation of the company.

03 Is the department responsible to the personnel evaluation regulated?

Y Check the contents of duty and staff of the department.

N Explain the necessity to regulate a department responsible in order to conduct personnel evaluation properly.

04 Is the record of personnel evaluation kept in a data file?

Y Confirm the contents of the data file and whether it is easily used.

N Explain the necessity to keep the record in a data file in order to utilize it for the personnel evaluation.

02 Utilization

01 Do you utilize self-declaration and self-evaluation systems?

Y Please explain how you are applying them.

N Explain that they are fair applications of the personnel evaluation system.

02 Is the personnel evaluation system regulated and made widely known to all?

Y Check whether the system matches the actual situation of the company.

N Explain that establishment of the system is essential for the personnel management.

03 Is the personnel evaluation method well understood and made well known to all? Is there any irregularity in the evaluation by the evaluators?

Y Inquire to both the evaluator and evaluates how the evaluation method is applied.

N Explain that the personnel evaluation system must be well understood and irregular evaluation by an evaluator must be avoided for its good functioning.

04 Is an evaluation interview conducted by the evaluator?

Y Check the method of evaluation interview.

N Explain necessity to have an evaluation interview.

05 Is the personnel evaluation system put into practice fairly as regulated?

Y Inquire to the employees evaluated.

N Explain that the evaluation system is rather harmful, if the system is unfairly applied.

06 Are there an introduction of human assessment and the like?

Y Check the contents.

N Explain them that it is effective.

07 Is the personnel evaluation reflected in promotion and transfer?

Y Check the rule of which reflects the evaluation in promotion and transfer.

N Explain that the result should be reflected in some means for fair personnel management.

08 Do you try to use the personnel evaluation for capability development of the employees through its process?

Y Check the contents of the personnel evaluation.

N Explain that one of the objects of personnel evaluation is to utilize it for capability development of employees.

02 Contents of evaluation

01 Contents of evaluation

01 Is the evaluation point decided from a duty examination?

Y Check how and up to what stage the duties are examined.

N Explain that it is necessary to investigate the contents of duties and decide the evaluation point from their criteria.

02 Are performance, capacity, manner and the like unified in the personnel evaluation?

Y Check the contents of evaluation.

N Explain that they should evaluate from these three points of view, not from a single point.

03 Does the evaluation weight differ in salary increase and bonus?

Y Check the contents of evaluation weight.

N Explain that the weight should be put on results in bonus, and on capability in salary increase.

04 Do the evaluation details and weights differ by position or duty?

Y Check the contents.

N Explain that evaluation details and weights differ by position and nature of duty.

03 Evaluator's training

01 Evaluator's training

01 Do you conduct evaluator-evaluated training?

Y Grasp the contents of training and check whether it works effectively.

N Explain that the training is needed to avoid irregular evaluation and secure fairness in evaluation.

02 Are hollow effect, centralized tendency, logic difference, approach difference and the like cleared?

Y Ask them what kind of measures they take to avoid these differences.

N Explain that evaluators tend to be involved in above-stated differences.

10 Communication

01 Communication at work

01 Means

01 Do you properly impart information on management policies and results to the employees?

Y Grasp how far the communication is done actually and propose further improvement.

N Explain that sufficient disclosure of information to the employees is required for making them work well according to the management policies of the company.

02 Are there a lot of contacts between the employees and the managers and executives?

Y Grasp the conditions of contacts and propose further improvement.

N Explain that contact with employees is a prompt way in order to get good mutual communication.

03 Do you make full use of transmission means such as bulletin boards, internal news and the like?

Y Check the situation of use such as where they are set and how the employees pay attention to them.

N Explain that the little utilization comes from wrong preparation of the means, and suggest the necessity of the countermeasure.

04 Do you regularly have an office informal gathering and the like?

Y Grasp the contents of gathering and how often they have it.

N Explain that it is a useful means of communication.

05 Are the monthly and weekly meetings regularly held, and is the communication made smooth?

Y Check the meeting minutes if they are held regularly and the contents are appropriate.

N Explain the effect of holding meeting regularly and continuously, and instruct the implementation.

06 Do you try to secure communication with and among the employees in morning and evening meetings?

Y Check if the time and the contents are appropriate.

N Instruct holding of meetings with all people in the office regularly to exchange and mutually share information.

02 Morale improvement

01 Organization development

01 Do you tackle Organizational Development (OD) in order to review a stiff organization?

Y Check the contents of OD.

N Explain the usefulness of OD.

02 Are you considering promotion of a mobile organization in place of the division system?

Y Ask about the organization, and confirm whether it has any problem.

N Confirm whether there is any problem in the system they conduct at present.

03 Have you ever enforced a consciousness survey of your employees, up to the present time? What was the problem in the result?

Y Ask the problem, and propose a measure for the improvement.

N Explain the importance of employees' consciousness survey that reveals their hidden actual condition.

04 Are you positively tackling improvement of the morale?

Y Check what kind of measures they are tackling.

N Explain that improvement of the moral is needed to increase efficiency at work.

05 Do you have a system of mutual awarding by the employees through office card and the like?

Y Confirm what kind of system they actually conduct.

N Explain an advantage of mutual awarding system by the employees.

11 Management by objective

01 Management by objective

01 Objective system

01 Is there a system to realize a target created in the company?

Y Confirm what kind of system it is.

N Explain that a proper procedure is important to realize a target.

02 Fixation

01 Have you introduced a management by objective system and is it fixed?

Y Confirm how it is fixed.

N Explain that it is needed to make efforts for fixation of the system.

02 Do the top-down and bottom-up correspond together in the management by objective system?

Y Confirm what kind of procedures they are taking.

N Explain the necessity that the top-down and bottom-up should correspond together for making an objective.

03 Is the process for promoting management by objective prepared in a manual, and is it fixed?

Y Check what kind of manuals they have made.

N Explain that a manual is effective for conducting an efficient management by objective.

04 Are interviews on the objective and evaluation of the objective conducted daily?

Y Check the method how they conduct the interview and evaluation.

N Explain that interview and evaluation are necessary for promoting the objective system.

05 Are the management by objective system and the personnel evaluation linked together?

Y Check how they are linked.

N Explain the necessity that both of them should be linked.

06 Is the information on management by objective system shared mutually?

Y Check how it is shared.

N Explain that sharing information is necessary for effective application of the system.

12 Capability development

01 Capability development plan

01 Plan of important point

01 Do you have a capability development plan linked to the personnel and labor policy?

Y Check how it is linked.

N Explain that a capability development plan must be linked to the personnel and labor policy.

02 Have you established a plan of important point on fostering staff for promotion of information technology and globalization?

Y Check their plans.

N Explain that there will be need of the staff for information technology and globalization hereafter, and therefore they need to foster the staff.

03 Do you have a registration system for employees desiring overseas work?

Y Confirm what kind of systems they have.

N Explain the necessity of a system from rotation of the overseas representatives and fostering employees to be dispatched.

04 Is it your objective to promote individual character formation through education and training?

Y Confirm the contents of the curriculum.

N Explain that an individual character building is necessary.

05 Do you grasp individual needs for capability development and do you put them in order?

Y Confirm how they grasp and put them in order.

N Explain that to grasp their needs and to put them in order is necessary to practice education and training effectively.

06 Is the person in charge of education and training appointed?

Y Confirm what kind of duty the person has.

N Explain that appointment of a responsible person is necessary for practicing education and training effectively.

02 Technique for capability development

01 Do you properly select capability development techniques and the tools?

Y Confirm what kind of curriculums they have.

N Explain that it is necessary to introduce techniques and tools proper and suitable to the actual circumstance of the company.

02 Do you tackle the case method (study of cases), improvement of handling capability, training of the whole shop and the like?

Y Confirm the contents.

N Explain that it is necessary to apply measures suitable to the actual circumstance of the company.

03 Is the capability development plan systematically created by the level? Is it carried out?

Y Confirm how they create the plan and carry it out.

N Explain how to make a plan and how to carry it out.

04 Are you conducting MTP (Middle Management Training Program) and the like?

Y Confirm the contents of the program.

N Explain an application of the program.

05 Do you deal with fostering managers through MAP (method of evaluating managers in advance) and the like?

Y Confirm the contents of the method.

N Explain an application of the method.

06 Do you deal with job redesigns such as job enlargement, job fullness, job rotation and the like?

Y Confirm the concrete contents of their job redesign.

N Explain the necessity of tackling the job redesign.

07 Have you established OJT (On-the-Job Training), individual instruction and the like as a system?

Y Confirm whether the contents of OJT are clear.

N Explain that it is necessary to establish OJT system because the procedures of work repeat in many cases.

08 Do you conduct OFF-JT (outside training, training by level, etc.) properly, making it meet with the objective?

Y Confirm whether the contents of training meet with their objective and are conducted properly.

N Explain that they need to be introduced adopting methods of mass education and correspondence course of education.

09 Do you conduct education for fostering multi-skilled workers and service staffs?

Y Check the effect of the education.

N Explain it is a useful method for both employers and employees.

10 Do you maintain a system that supports self-development (qualification acquisition, etc.)?

Y Confirm the contents of the support system.

N Explain them to support self-development gives not only satisfaction for employees but also gives a positive effect to the company.

11 Do you conduct duty enlargement, duty fullness and the like?

Y Check the contents of them.

N Explain them that they are useful not only to increase efficiency of company activities but also to improve moral of employees.

12 Are the small group activities established as a system?

Y Confirm how the system is managed actually. Check it is not conducted for mere formality.

N Explain them usefulness of small group activities.

13 Do you continuously enforce the suggestion system? Have you obtained a good result by the enforcement?

Y Confirm how the system has been carried out.

N Ask the reason why the system has not been enforced continuously.

13 Corporate welfare

01 Social insurance

01 Social insurance

01 Have you entered to the labor and social insurance and do you apply the system usefully?

Y Confirm the conditions how they apply the social insurance and utilize the mutual relied association and the like.

N Explain that an application of these insurance is a means to improve welfare of employees.

02 Welfare measures

01 Welfare measures

01 Do you enforce welfare measures such as recreation and the like? Are they established?

Y Confirm how they are enforced.

N Explain the necessity and instruct how to enforce them effectively.

02 Do you have mutual aid associations and common interest clubs? Are they established?

Y Confirm how they are operated.

N Check whether there is the necessity of such associations and clubs in the personnel policy.

Suggest examining measures to establish them, in case they are needed.

03 Are there assistance systems for employee cafeteria, meal allowance, transportation allowance and the like?

Y Confirm that they are neither excessive nor little comparing with other enterprises of the same type of industry and in the same region.

N Explain the necessity to take proper welfare measures as a policy for stable employment.

04 Is there fixed contribution money for celebration and mourning? Is it being properly managed?

Y Confirm what kind of system it is and how it is managed.

N Explain that the system is necessary to improve employee morale.

03 Medical examination

01 Medical examination

01 Do you enforce regular medical examinations at the time of and after employment?

Y Confirm how they are enforced.

N Explain medical examinations are necessary means not only for employees but also for the company to increase efficiency at work.

02 Do you conduct a medical examination at the time of overseas dispatch and a special medical examination?

Y Confirm how they conduct the medical examination.

N Explain that medical examinations are indispensable before and after an overseas dispatch.

04 Working environment

01 Working environment

01 Are the working environments such as working field, office and the like safe and well maintained?

Y Confirm how their environment is maintained and propose to prepare better environment for work.

N Explain that maintenance of the environment is necessary for better efficiency at work.

02 Do you take measures for creating a pleasant office environment?

Y Confirm the contents of measures.

N Explain applications of the measures.

03 Is the usage environment of OA tools for VDT work proper?

Y Confirm the actual conditions of the usage environment of OA tools.

N Explain the necessity of making the environment proper.

14 Safety and sanitation

01 Management system

01 Management system

01 Does the top management show an active interest in safety and sanitation management?

Y Confirm the contents of safety and sanitation management.

N Explain the necessity of safety and sanitation management.

02 Do you maintain a safety and sanitation management system matched your company's actual condition and based on provisions of the labor safety and sanitation law and the like?

Y Confirm how they observe the provisions.

N Suggest strict observation of the systems provided by the law.

03 Are the methods of safety management concretely defined in writing and enforced?

Y Check their actual measures.

N Explain that the company is bestowed to reduce expenses by anti-disaster schemes after all.

02 Safety and sanitation education

01 Safety and sanitation education

01 Are you properly conducting a safety and sanitation education such as for newly entered staff in the company, for general, for special and the like?

Y Confirm the education is not given only for formality.

N Explain that the education is the nearest way to prevent disasters.

02 Do you perform a hazard prediction drill?

Y Check if the contents and frequency of the drill are appropriate.

N Explain the necessity of the drill, and recommend introduction of it.

03 Safety measures

01 Safety measures

01 Are you devising prevention and reduction measures of labor disasters?

Y Confirm the contents of the measures.

N Explain the necessity of the measures.

02 Do you adopt concrete measures for safety of elder people?

Y Check if the safety measures are appropriate.

N Explain the necessity of consideration of safety in the workshop for employment of elder workers with rich experiences.

03 Have you established safety criteria based on the labor law?

Y Grasp the contents of the safety criteria. Confirm whether there is any problem in regard with the law.

N Explain that observation of the law is an indispensable duty for a company.

04 Are you conducting maintenance and inspection of safety criteria of the workplace environment and actions?

Y Grasp the contents of maintenance and inspection.

N Explain the requirements of regular maintenance and inspection.