

More Than 1,000 Employees a Year Receive Basic Training to Assist Their Education and Self-development

Basic training has been provided for the last 20 years

Yokohama Rubber provides various forms of support for the education and self-development of new hires, mid-level employees, and veteran engineers and administrators. Basic training in the form of the Brother System for training new hires, the Techno College for enhancing technical skills, and distance courses in skills and languages to assist self-development has been provided without interruption for the past 20 years. Additional training on specific topics is also provided as and when required by management policy. A prime example of this is the establishment and tightening of the requirement that employees should achieve a minimum score on the Test of English for International Communication (TOEIC) for promotion to management positions from 2004 in accordance with management policy on enhancing globalization.

Details of basic and topic-specific training

Basic training

Category	Name	Coverage	Content
On-the-job training (OJT)	Brother System	Pairs of "brothers" made up of a mentor and mentoree	Mentors for new employees are selected, two-year development plans are drawn up, and workshops are held at the end of the period to present the results of growth. The aim of this is to assist the development of experienced employees, as well that of junior employees, by involving them in their subordinates' training and development. Annual training is provided for mentors.
Technical skills development	Techno College	Engineers who have joined the firm in the past 1-3 years	Junior engineers are taught the fundamentals of the company's manufacture of products and development of technologies by senior engineers, who act as instructors. There are 14 courses in total, out of which engineering employees must take those necessary to their work within 3 years of joining the company.
Self-development	Distance Training	General	100 courses in languages and work-related subjects are offered.
		Machinery maintenance engineers	4 courses are provided for employees on the factory floor.

Topic-specific training

Globalization	Taking TOEIC	Management personnel	While employees had regularly sat the TOEIC exam in the past, attainment of a minimum score was made a prerequisite for promotion to management positions from 2004.
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Education to develop highly professional human resources

Yokohama Rubber seeks to develop highly motivated professionals with a broad perspective who can put their abilities to maximum use and exert a positive impact on those around them. We provide various kinds of training to this end, and a total of 1,013 employees had undergone training organized by the Global Human Resources Department in FY2008.

New hire training, new hire follow-up training, brother training, management training, etc.

Second life seminars

Technology basics (Techno College), work arrangements, English (TOEIC), etc.

One pair of "brothers"



"Brothers" Nao Sato (right) and Tsubasa Okuno

Nao Sato joined the company in 2005, and Tsubasa Okuno in 2007. The two both belong to the Organic Synthesis Laboratory of Research and Development Center in the Hiratsuka Factory, and are involved in R&D on new materials used in construction, automobile adhesives, and electronic parts. Ms. Sato became Ms. Okuno's mentor in June 2007, and they reported the results of their activities over the next couple of years at a departmental research presentation in August of this year, thus concluding their "brotherhood."

Working together taught me something too Nao Sato

"We were sat next to each other in the same unit and always met weekly together with our line manager. Working together routinely like this, we developed extremely close ties. Perhaps one of the best things was that there wasn't much of an age gap between us, so I felt just like having a sister, emailing just to see what was up if I was out of the office on business for long. I think I, too, learned a lot from the experience, such as how to think about ways of assessing materials."

It was reassuring knowing that there was always someone looking out for me Tsubasa Okuno

"When I first joined the company, there were so many things I had no idea about, ranging from how to greet people properly to how to write internal emails and interpret patent data. At that time, it was always Sato-san that I turned to. She also introduced me to key networks in the company, such as who to ask in which section to help with a particular research project that I was having trouble with by myself. Being such a large company, it was very reassuring knowing that there was always someone there watching over me."

Breakdown of training and participants (organized by GHR in FY2008)

