

ILO/APSDEP/JAPAN
WORKSHOP ON IMPROVEMENT OF
PUBLIC VOCATIONAL TRAINING CENTRES
(OVTA Centre, Chiba, Japan, 5-8 February 2002)

FINAL REPORT

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1 PURPOSE OF THE WORKSHOP

The primary purpose of the workshop was to provide the participants – senior policy managers and training centre directors – with systematic and relevant information on policy issues affecting public training centres (PTCs). The workshop was structured so that presentations on particular topics were followed by team work sessions designed to promote a clear definition of problems and to identify solutions.

Each participant was to produce a country report according to the outline. Each participant has been provided with a copy of the book: V. Gasskov: Managing vocational training systems: A handbook for senior administrators. ILO, Geneva, 2000.

A significant output of the workshop was the preparation by participants of draft outlines for learning/self-learning materials which could be produced by APSDEP (Asian and Pacific Skill Development Programme) to improve skills of PTCs' managers, senior VET administrators and policy makers.

A useful outcome of the workshop was to provide the ILO/APSDEP Chief Technical Advisor with information that is relevant to the current re-focusing of APSDEP's activities.

2 PARTICIPANTS

Full contacts details of workshop participants and resource persons are provided in [Annex 1](#).

Participants

Mr Men Socheth	Cambodia	Director of Vocational Training	Department of Vocational Training, Ministry of Social Affairs, Labour, Vocational Training and Youth Rehabilitation
Ms Xie Yuan	China	Senior Project Manager	Department of Training and Employment, Ministry of Labour and Social Security
Mr Kalisiana Koroi	Fiji	Manager-Technical Training	Fiji National Training Council
Mr Vishwa Mohan Ghildyal	India	Joint Director of Training	Directorate General of Employment and Training, Government of India, Ministry of Labour
Mr I Ketut Cakera	Indonesia	Head of Section Training Program	Directorate General of Training Development And Domestic Placement, Ministry of Manpower and Transmigration R.I.
Mr Mohsen Gordji	Iran	Director General of the Technical & Vocational Training of the Gilan Province	Technical & Vocational Training Organization
Mr Hwa-Ick Jeon	Republic of Korea	Assistant Director of Vocational Training Planning Department	Human Resources Development Service of Korea
Mr Vannalek Leuang	Lao PDR	Academic Officer	Department of Higher, Technical and Vocational Education, Ministry of Education
Mr Ghalip Spahat	Malaysia	Principal Assistant Director	Manpower Department, Ministry of Human Resources
Mr Ramdhari Yadav	Nepal	Principal	Rapti Technical School
Ms Agripina P. Zafra	Philippines	Executive Director	Office of Non-Formal TVET (ONFTVET), Technical Education and Skills Development Authority (TESDA)
Mrs J. D. N. Rodrigo Warnakulasuriya	Sri Lanka	Deputy Director	Tertiary and Vocational Education Commission
Mrs Maliwan Wanna-Apa	Thailand	Director of Ang-thong Provincial Center For Skill Development	Technical Studies & Planning Division, Department of Skill Development, Ministry of Labour and Social Welfare
Mr Mac Van Tien	Viet Nam	Deputy Director	Vocational Science Research Center (VSRC), Ministry of Labour, Invalids and Social Affairs

Resource Persons

Mr Vladimir Gasskov	ILO/SAAT
Mr Richard Hamilton-Williams	Consultant, Meta Office

ILO

Mr Naoki Hamada	Chief Technical Advisor	ILO/APSDEP
Mr Wattanin Potrayanont	Programme Officer	ILO/Japan Multi-Bi Programme

3 MEETING PROCEEDINGS

Tuesday 5 February 2002

Session 1

Katsuya Enomoto, Director, Overseas Cooperation Division, Ministry of Health, Labour, and Welfare warmly welcomed participants to the workshop. He said that the trend towards globalisation and technological development was having a clear impact on vocational training. Economic progress would depend on the training, and therefore, employability of the workforce.

This situation presents a challenge to public vocational training centres, which need to map a strategy for development. A key issue is the need to improve the quality of training. The intention of the workshop is to review the situation, to quantify the problems, and to find solutions. This can be done through increased technical co-operation and by strengthening the ties between national training systems. The Ministry of Health, Labour, and Welfare, said Mr Enomoto, was pleased to provide assistance for this purpose.

Naoki Hamada of ILO/APSDEP welcomed participants and also introduced Mr Gasskov and Mr Hamilton-Williams (resource persons), and Mr Potrayanont (ILO). Mr Hamada noted that the purpose of APSDEP is to promote human resource development through vocational training. APSDEP is changing to meet the demands of new economic and social circumstances and information from the workshop would be most important in helping APSDEP to find new solutions. Mr Hamada expressed his thanks to the Ministry of Health, Labour, and Welfare and to OVTA for their support for the workshop.

Ms Yuko Shinobe welcomed workshop participants on behalf of **Nobuhiro Uehara**, Managing Director of OVTA.

Vladimir Gasskov invited participants to introduce themselves and to comment briefly on their expectations of the workshop. He also suggested that they should describe the most significant change to the training centre/system with which they were recently associated.

The issues raised by the participants were wide ranging but they included topics such as the decentralization and autonomy of training centres, collaboration with industry, problem of unemployed graduates, competency-based training, how to create knowledge workers, skill recognition and re-training for new challenges, life-long learning, privatisation of vocational training, revenue generation for public training centres, and problems of integrating training centres which are under the control of different ministries.

Session 2

Vladimir Gasskov outlined the purpose of the workshop and the outcomes that he expected. He said that there were enormous differences between training centres in different countries, and therefore there were differences in their problems and the solutions to those problems. However, by exchanging ideas participants would learn from one another and would achieve an insight in the policies and structures determining operations of public training centres.

Naoki Hamada gave a briefing on the history and objectives of APSDEP. The primary purpose of the organisation is to improve vocational training and therefore human development. At a meeting to be held in March 2002 there would be a review of the organisation and how it goes about its business. The current workshop would provide useful feedback that could be discussed at the meeting. Mr Hamada indicated that the organisation would be increasing its emphasis on information technology and on strengthening the network of co-operation between countries. For example the APSDEP Web site is to be enhanced to provide better resources.

Sessions 2 & 3

Vladimir Gasskov – The Policy Options Determining Operations of Public Training Centres

Mr Gasskov made a presentation over two sessions. An overview of Mr Gasskov's presentation is provided in [Annex 2](#).

During the course of the presentation participants asked many questions and commented on the issues raised. Matters of particular interest included:

- The role of private training centres and the effect that they could have on state funded providers.
- The degree of autonomy given to state funded providers and how this may affect their staffing policies; for example a move from state employees with guaranteed tenure to contracted employees on limited contracts.
- The relative efficiency of different funding mechanisms and how each system would directly affect the behaviour of training centres.
- The problem of being able to deliver training to the informal sector of the economy.
- The difference between “vocational training” and “vocational education”.

Session 4

Richard Hamilton-Williams – An Introduction to Training Information Systems

An overview of Mr Hamilton-Williams presentation is provided in [Annex 3](#). The full presentation and related materials may be downloaded from <http://www.meta-office.com/japan.htm>.

During the presentation Mr Hamilton-Williams demonstrated a simple training information system developed for the Tongan Institute of Education. The system is available to workshop participants from the above Web site.

A number of participants raised issues during the presentation:

- The difficulty of being able to predict the type of information which would be requested by politicians.
- How important it was to be able to produce summary information quickly and accurately.
- How the use of multiple and unrelated management information systems could be frustrating because it resulted in the same data being entered several times and because it made producing consolidated information very difficult.

Wednesday 6 February 2002

Session 1

Takeshi Miyagi, Director of the Chiba Polytechnic College, Implementation of Vocational Education and Training

An overview of Mr Miyagi's presentation is provided in [Annex 4](#).

Mr Miyagi kindly answered many questions from participants on a range of issues relating to training institutions operated by EHDO (Employment and Human Resources Development Organisation of Japan). He explained the differing roles of different training institutions, in particular those operated at prefectural level and those operated at national level and also the differences between public and private training centres.

Mr Miyagi also explained that the Polytechnic University trains and re-trains instructors for the training centres operated by EHDO.

It was clear from Mr Miyagi's presentation that a most comprehensive and well-resourced training system is in place in Japan.

Session 2

Visit to Chiba Advanced Polytechnic Centre

Vice President of the Chiba Advanced Polytechnic Centre welcomed participants and thanked them for taking time to visit the Centre.

He explained that the Centre implements government's employment policy and that, traditionally this has involved providing training to those in employment. In recent years, however, the Centre has been engaged in providing training to those who are changing employment or who have left employment.

Over 500 seminar courses are available each year and workers come from throughout Japan. About 7,000 students attend seminars. Programmes of three and six months are provided to those not in employment and the Centre assists these persons in finding employment.

The Centre also performs a national role through offering specialist courses and by developing instructors who then move to other training centres.

After this introduction to the Centre participants were invited to a tour. This most instructive circuit provided participants with a close view of the broad-ranging and technically advanced activities of the Centre.

Following the tour the Vice President kindly answered questions.

He explained that the annual operational budget is between 1.0 and 1.5 billion yen. The capital cost of the facility when originally built 11 years ago was 5.0 billion yen for the land and 6 billion yen for the buildings.

The Centre develops new courses on the basis of industry needs and changes to technology. External experts advise on the development of new courses which are submitted to EHDO for approval on an annual basis.

The Japanese Government now has a policy to encourage the participation of women in all careers but the Centre is dependent on employers for its students and, therefore, has no direct control over the gender balance of students.

Mt Gasskov thanked the Vice President and officers of the Centre for their hospitality.

Sessions 3 & 4

Team Work on Policy Problems and Solution Affecting PTCs.

Mr Gasskov set up a discussion on the topic of *Policy Problems and Solution Affecting PTCs*. He provided two lists of topics: topics relating to government administration policies in the VET sector, and topics which concerned national training policies.

Three discussion groups were formed, led by Ms Agripina Zafra, Mr Kalisiana Koroi, and Ms Xie Yuan. Each group met separately for the first session and then jointly for the second session. A summary of the conclusions of the joint session is provided in [Annex 5](#).

Session 5

Practical Exercise – Training Information Needs

Mr Hamilton-Williams led participants through a review of their information needs, basing the discussion on the indicator values collected by Mr Gasskov from participants prior to the workshop.

Debate focused on the need to define carefully indicators such as “student numbers”, “student enrolments”, “part-time”, “full-time”, etc. in order that consistent data could be collected and, therefore, information capable of international comparison could be compiled.

Thursday 7 February 2002

Session 1

Vladimir Gasskov, Notion of the Efficient PTC and Comparative Operational Efficiency

An overview of Mr Gasskov's presentation is provided in [Annex 6](#).

The topics which prompted most questions related to performance evaluation and concepts of efficiency and effectiveness. Mr Gasskov emphasised that a PTC's performance should be assessed with regard to relevance, responsiveness, and flexibility

Sessions 2 and 3

Team Work on Operational Problems of PTCs.

Mr Gasskov set up a discussion on the topic of *Operational Problems of PTCs*. He provided a list of topics.

Three discussion groups were formed, led by Mr Vishwa Mohan Ghildyal, Mr Ramdhari Yadav, and Ms Maliwan Wanna-Apa. Each group met separately for the first session and then jointly for the second session. A summary of the conclusions of the joint session is provided in [Annex 7](#).

Session 4

Richard Hamilton-Williams – Designing, Developing, and Operating a Training Information System

An overview of Mr Hamilton-Williams' presentation is provided in [Annex 8](#). The full presentation and related materials may be downloaded from <http://www.meta-office.com/japan.htm>.

At the end of his presentation Mr Hamilton-Williams discussed possible future trends in training information systems, including using the Internet, and broadening the scope of training information systems to areas of curriculum management and teaching materials.

Friday 8 February 2002

Practical Exercise – Training Information Design

Mr Hamilton-Williams led participants in a workshop to identify the main entities required for a training information system capable of producing performance indicator information.

Sessions 1, 2, & 3

Team Work on Knowledge and Skill Upgrading Needs of Senior Administrators and Policy Makers

Team Work on Knowledge and Skill Upgrading Needs of PTCs' Management Staff

Mr Gasskov set up two discussions on the topics of *Team Work on Knowledge and Skill Upgrading Needs of Senior Administrators and Policy Makers* and *Team Work on Knowledge and Skill Upgrading Needs of PTCs' Management Staff*. He provided a list of topics and suggested that the discussion should result in a draft course outline for two training courses.

Discussion groups were formed for each topic. For the first topic the groups were led by Mr Mohsen Gordji, Mr Ghalip Spahat, and Mr Hwa-Ick Jeon. For the second topic the groups were led by Mr Men Socheth, Mr I Ketut Cakera, and Ms J D N Rodrigo Warnakulasuriya.

A summary of the conclusions of the joint session is provided in [Annex 9](#).

Session 4

Conclusions

Vladimir Gasskov invited participants to comment on the workshop and on what follow-up initiatives could be undertaken by APSDEP.

Each participant spoke and the points made included:

- a) The workshop had been very useful and much directly relevant material had been covered.
- b) Topics of particular interest included:
 - i. The need for good quality planning, and in particular issues of matching demand and supply for vocational training.
 - ii. The importance of performance evaluation and how this could be used as a tool for the distribution of funding.
 - iii. How improved efficiency can offset funding shortages.

- c) On return to their home countries participants would be using the material from the workshop for training purposes and to promote better policy making.
- d) Suggestions for initiatives for APSDEP to take up included:
 - i. Providing follow-up workshops on topics such as instructor training, drafting training centre legislation, competency-based training, etc.
 - ii. Holding a similar workshop for training centre managers.
 - iii. Holding a conference call as a means of following up the workshop.
 - iv. Making available through the Internet, or some other means, the material covered by the workshop.
 - v. Making available case studies of best practices for PTCs.

Mr Gasskov thanked the participants for their comments and suggestions. He also thanked the MHLW , OVTA, and the EHDO for their generous support and excellent organisation.

He noted that there are very many directors of public training institutions in Asia who have few chances for being professionally trained for managing and running their institutions. He suggested that it would therefore be useful to design a self-learning modular-based material which could be broadly distributed. The training modules would be done by persons in their own time, and could make use of a CD ROM and other e-learning tools. This activity could become an important APSDEP project and could be implemented in cooperation with the ILO Turin Centre and OVTA.

Naoki Hamada made concluding comments. He also thanked MHLW, EHDO, OVTA as well as the resource persons provided by these agencies. He said that he was very satisfied with the outcome of the workshop.

Mr Hamada said that APSDEP has a limited budget and is therefore constrained in what it can do, however he felt that it would be a good idea to foster an informal network of contacts, such as that established by the workshop, to augment the existing formal network.

Katsutoshi Tsukamoto, Deputy Director of the Overseas Cooperation Division of the Human Resources Development Bureau, MHLW thanked participants for their attendance. He asked them to share their experience on return to their home countries. He thanked APSDEP for its initiative in setting up the workshop and said that his Ministry was very keen to continue to assist APSDEP.

Nobuhiro Uehara, Managing Director of OVTA, said he was pleased that the workshop had been successful and that networks had been established. He noted that Japanese companies were interested in human resource development abroad and, accordingly, were keen to make use of such networks.

Wattanin Potrayanont distributed a form for participants to complete to evaluate the workshop. A summary of the evaluation finding is provided in [Annex 10](#).