TTQS Makes Our Training More Effective

Purpose: Information
Submitted by: Chinese Taipei
TTQS Makes Our Training More Effective

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Shihlin Electric & Engineering Corporation
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Chinese Taipei

Agenda

- About SEEC
- TTQS implementation
- Benefits of TTQS implementation
- Excellent HRD Enterprise
Company Profile

Incorporated: 1955
Capital Funds: NT$5,200 Million
Revenue: NT$23,500 Million by 2012
Employees: Chinese Taipei 1,680, China 1,860, Vietnam 425
Distribution Network: 15 sales subsidiaries worldwide

Main Products:
Automobile Equipment products, Heavy Electric products, Breaker & Switchgear products, Factory Automation Control products, Industrial Equipment products, and Digital products (agency sales).

TCP:
Mitsubishi, Mitsuba, Diamond

Customers:
GE, Siemens, BMW, Polaris, BRP, TDS, TPC, CMO, TSMC, Metro China Motor, Ford, KYMCO, SYM, Nissan, Mazda, Luxgen, Hyundai, Honda, Power company,....

SEEC Organization
ISO-Certified and TPM Manufacturing Factories

Shihlin Breakers & FA Factory
- Land Size: 59,500 m²
- Employees: 399 (B) + 171 (FA)
- MCCB, ELCB, MCB, Contactors, FA, PLC, Sensors

Shihlin Heavy Electric Factory
- Land Size: 130,800 m²
- Employees: 399
- Power Transformers, CRT, Switchgear,…

Shihlin Auto-electric Factory
- Land Size: 26,600 m²
- Employees: 400
- Auto & Motorcycle Electric parts

Worldwide Sales Subsidiaries & Distribution

Manufacturing Sector:
- China (8): Changzhou Shihlin Electric, Wuxi Rotor, Fuzhou Shihlin Electric, Changzhou Mitsubishi-Shihlin Electric, Xiamen Shihlin Electric, Suzhou Shihlin Electric, Shihlin (Suzhou) Switch., Mitsuba Shihlin Electric (WuHan)
- Viet Nam (2): Viet Nam Shihlin Electric

Distribution Network:
- Chinese Taipei, China, North America, Aus, Philippines (15 sales subsidiaries and over 100 distribution partners worldwide)
Electric & Engineering Total Services

Worldwide Customers
Technical Quality Accomplishment

Recognized by Stakeholder
Strong Results

<table>
<thead>
<tr>
<th>Year</th>
<th>NT$ Million</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>$14,604</td>
</tr>
<tr>
<td>2008</td>
<td>$15,032</td>
</tr>
<tr>
<td>2009</td>
<td>$17,458</td>
</tr>
<tr>
<td>2010</td>
<td>$18,500</td>
</tr>
<tr>
<td>2011</td>
<td>$20,387</td>
</tr>
<tr>
<td>2012</td>
<td>$23,500</td>
</tr>
</tbody>
</table>

Reasons for Implementing TTQS

- A comprehensive and systematic mechanism
- International Enterprise
- Human Capital Development
- Enhance Business Performance
- Corporate Social Responsibility

Enhance Business Performance
Continuous Improvement

- Training hours
- Number of proposals
- Training expense
- Revenue

2007 - 2012

Awareness - Implementing

SEEC HRD system

Use the comprehensive and systematic mechanism into our HRD system.

Outside Environment
- Electrical trends
- Industry status
- Material fluctuations
- Supply and demand

Mission
Continuous improvement in offering products and services for worldwide customers and stakeholders

Need Assessment
- BG Strategic
- Business Plan
- Skills Evaluation
- Competency analysis
- Employee Satisfaction Survey

SEEC Vision
Strategic Short, Median, Long terms

Carrying out systemized designs

DOOR
- Outcome
- Plan
- Review
- Design

PDCA
- Do
- Review
- Design
- Plan
Management and Visions Connection

Discuss and confirm the short, median and long terms business plan & strategy annually. Implement our training process and connect it.

Under the leadership of COO and HR Head, there are 12 members from different functions (Manufacture, R & D, QC, ESH, Sales, IT and Finance). Stakeholder work together to make sure all the training effectiveness.

SEEC Training Committee
Comprehensive and Systematic Guidebook

Training Road Map

Mandatory Training Plan

SOP HRD

GAP Assessment

JD Analysis

Skill Assessment

Competency Evaluation

Management Evaluation
Implementing Training Activities

Achieve
- Effectiveness
- Competitive Advantage
- Business goals

Core Competence
- Customer oriented
- Achievement oriented
- Innovation and change
- Teamwork

Training System
【OJT】
- professional skills
【OFFJT】
- Mandatory / Functional
【SD & GT】
- IDP Program
- Language
- IT Skills
- On-line Training

【Project】
- Overseas training
- Seminars
- Instructor Training
- Train-the-Trainer
- Pipeline Training
- Academic training

Manufacture, R & D, QC, Sales, ESH, Finance, Management

Improving Learning Transfer & Sharing

Creative Training
KM System
- Internal Publications
- Sharing
- Self-made Videos

Diversity Sharing
Mobile Learning
- Learning System
- Internal Publications
- Sharing
Training Results

Implement the quality improvement training during 5 years and the Cost of Quality Failure was lowering 9%.
Training Results

The Defect Rate was lowering 126ppm during 5 years.

Training Results

Implement the warehouse management training during 5 years and the Cost of Inventories was lowering 1.9%.
Training Results

Implement the **sales and customer service training** during 4 years and the Customer Satisfaction Rate was improving 2.6%.

Training Results

Implement the **R&D training and knowledge sharing activities** during 6 years and The Total Amount of Patent was increasing to 206.
Training Results

Total Contributions of 1st Grade Proposal for improvement was growing 42% and Personal Contributions of Proposal was growing 46% during these 3 years.

<table>
<thead>
<tr>
<th>Performance Indicators</th>
<th>2007~2012 Actual results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Training Hours</td>
<td>Growing 14%</td>
</tr>
<tr>
<td>Invested Training Amount</td>
<td>Growing 5%</td>
</tr>
<tr>
<td>Number of 1st Grade Proposal</td>
<td>Growing 38%</td>
</tr>
<tr>
<td>Total Contributions of Proposal</td>
<td>Growing 42%</td>
</tr>
<tr>
<td>Personal Contributions of Proposal</td>
<td>Growing 46.5%</td>
</tr>
<tr>
<td>Defect Rate</td>
<td>Lowering 126ppm</td>
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<td>Cost of Quality Failure</td>
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<td>Cost of Inventories</td>
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<tr>
<td>Customer Satisfaction Rate</td>
<td>Improving 2.6%</td>
</tr>
<tr>
<td>Average Employee Satisfaction Rate</td>
<td>Improving 5%</td>
</tr>
<tr>
<td>Average Employee turnover Rate</td>
<td>4.2%</td>
</tr>
<tr>
<td>Overseas Sales</td>
<td>Growing 117%</td>
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<tr>
<td>Overall revenue</td>
<td>Growing 25%</td>
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</table>
Conclusion

Sometimes training is not the best solution, some performance gaps can be reduced or eliminated through other management solutions.

TTQS is a good mechanism which can help us to develop our human capital and fulfill the goals of our organization.
Thank You
For Your Attention