

## **Summary of Results of the Fiscal 2007 Basic Survey of Human Resources Development**

### **Key Points**

- **There is a greater focus on human resources development at companies that recognize that they have high labor productivity**
- **About 80% of businesses responded “There are problems with human resources development”**
- **The percentage of education and training for non-regular employees is significantly less than that of regular employees**
- **Many workers are aware of the issue of self-development, responding “I’m too busy so I don’t have time for self-development” and so on**
- **About 30% of businesses recognized that succession of skills when the baby-boom generation retires is an issue**

The purpose of the Basic Human Resources Development Survey is to identify the actual state of human resources development carried out by Japanese companies. The survey was carried out in fiscal 2007 from November 2007 to January 2008 concerning companies’ human resources development policies for fiscal 2006 (from April 1, 2006 to March 31 2007), the actual state of education and training, the state of self-development and other issues.

### **1. There is a greater focus on human resources development at companies with more recognition of labor productivity**

- (1) In a comparison between companies that recognize that they have high labor productivity and the average company, the percentage of companies that responded that systems and initiatives for human resources development are “Very useful” was high at 10 to 20% (systematic on the job training 38.3%, off the job training 23.2%, self-development 25.3%, payment of bonuses and consideration in personnel matters 28.0%, implementation of career planning 16.7%). A similar tendency can also be seen concerning non-regular employees.  
→ Refer to Figures 1 and 2
- (2) There is tendency towards higher rates of implementation of human resources development the more that a business recognizes that it has high labor productivity.  
→ Refer to Figures 7, 8 and 13

### **2. About 80% of businesses responded “There are problems with human resources development”**

- (1) The number of businesses that responded, “There are problems with human resources development”, reached nearly 80% (77.3%).
- (2) The breakdown of issues is as follows; “There are insufficient personnel to provide guidance” (50.5%), “There is no time for carrying out human resources development” (47.3%), “Even if we train personnel, they quit” (41.1%), and so on.  
→ Refer to Figure 11

### **3. The percentage of education and training for non-regular employees is significantly less than that of regular employees**

(1) About 80% (77.2%) of businesses carried out “Off the job training” for regular employees, while about 50% (45.6%) of businesses carried out “Systematic on the job training”, and about 80% (79.7%) offered “Support for self-development”. On the other hand, about 40% (40.9%) of businesses carried out “Off the job training” for non-regular employees, while about 20% (18.3%) of businesses carried out “Systematic on the job training”, and about 50% (48.4%) offered “Support for self-development”. These numbers are significantly lower than those for regular employees.

→ Refer to Figures 7, 8 and 13

(2) The proportion of workers who attended off the job training was just under 60% (55.3%) of regular employees and about 30% (27.6%) of non-regular employees. In addition, the average total number of hours spent in training by workers who attended off the job training was 43.4 hours for regular employees. The total for non-regular employees was 20.6 hours, significantly lower than for regular employees.

→ Refer to Figures 30 and 31

(3) Concerning the usefulness of this training, of those workers who attended off the job training, just under 50% (46.2%) of regular employees responded that it was “Useful”, and just under 50% (45.4%) responded that it was “Generally speaking, useful”. Among non-regular employees, just under 50% (46.6%) responded that it was “Useful”, while about 40% (40.5%) responded that it was “Generally speaking, useful”. This shows a similar tendency between regular employees and non-regular employees.

→ Refer to Figure 34

### **4. Many workers are aware of the issue of self-development, responding “I’m too busy so I don’t have time for it” and so on**

The state of implementation of self-development

(1) The proportion of workers who undertook self-development was just under 60% (56.4%) of regular employees and about 30% (32.7%) of non-regular employees.

(2) The average total number of hours spent in training by each worker who undertook self-development was 55.4 hours for regular employees and 48.7 hours for non-regular employees.

→ Refer to Figure 35 and 36

Issues with self-development

(1) The proportion of workers who reported issues with self-development was just under 80% (77.1%) of regular employees and about 70% (68.8%) of non-regular employees.

(2) As issues with self-development, the greatest proportion of both regular employees and non-regular employees responded “I’m too busy with work and have no time for self-development” (62.0%, 37.8%), followed by “It costs too much” (34.0%, 28.8%).

(3) Compared with regular employees, the proportion is high of non-regular employees who responded, “I’m too busy with family matters and childcare and have no time for self-development”, “I don’t know what I should be doing”, “It’s hard to get hold of information about seminars and so on”, and “I cannot find suitable training and education organizations”.

→ Refer to Figures 40 and 41

Businesses that implement career counseling

(1) Only 7.9% of businesses implement a career counseling system. Categorized by size of the business, the proportion of large businesses that implement career counseling is high, at

32.6% for businesses with 5,000 employees or more, and 24.9% with 1,000 to 4,999 employees. The specific reasons offered by businesses that do not implement a career counseling system include, “The workers do not require it” at 27.6% and “We do not see the merit of such a system” at 21.1%.

→ Refer to Figures 17 and 18

The opinions of regular employees and non-regular employee regarding career planning

- (1) Regarding their opinions concerning future career planning, the proportion of regular employees who responded that they want to plan their own careers proactively was about 70% (70.6%).
- (2) On the other hand, the proportion of non-regular employees who responded that they want to plan their own careers proactively was just over half (54.4%), and the proportion that responded “I don’t know” was about 20% (21.3%).

→ Refer to Figure 42

### **5. About 30% of businesses recognized that succession of skills when the baby-boom generation retires is an issue**

- (1) About 30% (32.7%) of businesses recognized that succession of skills when the baby-boom generation retires is an issue
- (2) By industry, the results were as follows; Manufacturing: 51.6%, Electricity, gas, heat supply and water: 51.2%, and Construction: 49.3%.
- (3) Categorized by size of the business, the proportion of businesses that recognizes it as an issue increases with the size of the businesses, at about 80% (79.3%) for businesses with 5,000 employees or more, about 60% (63.1%) with 1,000 to 4,999 employees, and about 50% (51.5%) with 500 to 999 employees.

→ Refer to Figure 26

### **6. Initiatives concerning succession of skills**

- (1) About 70% (72.6%) of businesses responded “We are taking relevant initiatives” concerning the issue of the succession of skills.
- (2) By industry, the results were as follows; Electricity, gas, heat supply and water: 89.3%, Construction: 86.9%, and Manufacturing: 86.1%.
- (3) Categorized by size of the business, the proportion of businesses that are taking relevant initiatives increases with the size of the businesses, at about 90% (90.6) for businesses with 5,000 employees or more, 90% (90.0%) with 1,000 to 4,999 employees, and about 80% (82.1%) with 500 to 999 employees.
- (4) Concerning the content of initiatives, the highest proportion of responses was, “We pick out necessary employees from among retirees and reemploy them by extending their employment or through part-time employment to use as instructors” at 63.4%. Other responses include, “We are increasing mid-career hiring” (37.9%) and “We are increasing hiring of new university graduates” (22.9%).

→ Refer to Figures 27 and 28

### **7. The state of implementation of e-learning for off the job training**

- (1) About 30% (29.6%) of businesses have implemented e-learning for off the job training of regular employees. By industry, the proportions were as follows; Electricity, gas, heat supply and water: 78.7%, Finance and insurance: 74.0%, Information and communications: 56.4% and so on. Categorized by size of the business, there is a tendency towards a higher proportion of larger businesses implementing e-learning, with around 70% for companies with 1,000 or more employees.
- (2) On the other hand, slightly more than 20% (24.3%) of businesses have implemented

e-learning for off the job training of non-regular employees, and there is little difference in the state of implementation of off the job training and systematic on the job training when compared with regular employees. By industry, the proportions were as follows; Finance and insurance (61.2%), Electricity, gas, heat supply and water (47.9%), Information and communications: 47.0% and so on.

→ Refer to Figure 10

## I Outline of the Survey

1. The Basic Human Resources Development Survey was carried out to identify the actual state of human resources development for regular employees and non-regular employees carried out by Japanese companies and businesses, with the goal of contributing to administration of human resources development.
2. The survey consists of a Company Survey, Business Establishment Survey, and Individual Survey, and the main items in each survey are shown in the table below.

Questionnaire	Main Survey Items
Company Survey	Company education and training costs, and results and forecast for human resources development
Business Establishment Survey	The state of implementation of education and training, human resources development, support for career planning, assessment of the results of education and training and its utilization, and succession of skills
Individual Survey	The state of participation in off the job training, and future career planning

3. The survey targeted companies, business establishments and employees at businesses with 30 or more employees selected at random from all industries nationwide. The number of respondents, the number of valid responses, and the ratio of valid responses was as follows.
  - (1) Company Survey  
Number of respondents: 7,927 companies, Number of valid responses: 3,183 companies, Ratio of valid responses: 40.2%
  - (2) Business Establishment Survey  
Number of respondents: 7,018 business establishments, Number of valid responses: 4,276 business establishments, Ratio of valid responses: 60.9%
  - (3) Individual Survey  
Number of respondents: 17,300 people, Number of valid responses: 7,713 people, Ratio of valid responses: 44.6%
4. The percentages are rounded off to 2 decimal places, so the total does not necessarily equal 100.0.

## II Outline of the Research Results (Summary)

### 1. Company Survey

#### (1) The usefulness of human resources development systems and initiatives in labor productivity (Figure 1)

The proportion of companies that responded that systematic on the job training for regular employees is “Very useful” was 20.7%, with 52.3% responding that it is “Useful”, which represents a positive response ratio of more than 70%. The ratio of positive responses for other systems and initiatives was about 60% for payment of bonuses and consideration in personnel matters, slightly less than 60% for off the job training, and about 50% for self-development. The proportion of companies that responded that systematic on the job training for non-regular employees is “Very useful” was 14.1%, with 38.7% responding that it is “Useful”, which represents a lower ratio than for regular employees but nevertheless a positive response of more than 50%.

When different companies in the same industry are compared, in a comparison between companies that recognize that they have high labor productivity and the average company, a high proportion at 10 to 20% of companies that recognize that they have high labor productivity responded that systems and initiatives for human resources development are “Very useful”, and the proportion for non-regular employees was similarly high at slightly less than 10%.

Figure 1 The ratios of responses concerning the usefulness of human resources development systems and initiatives in labor productivity

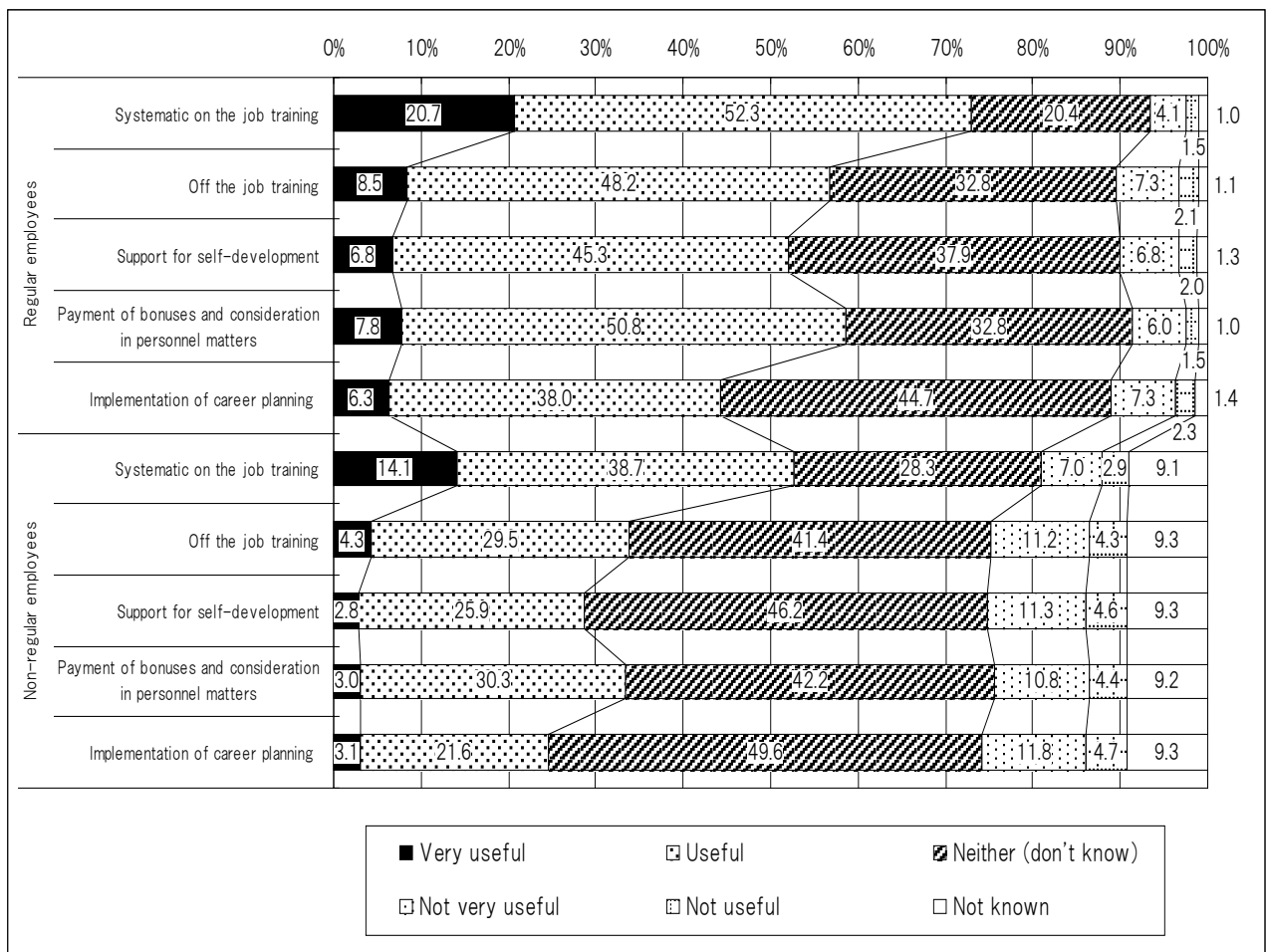
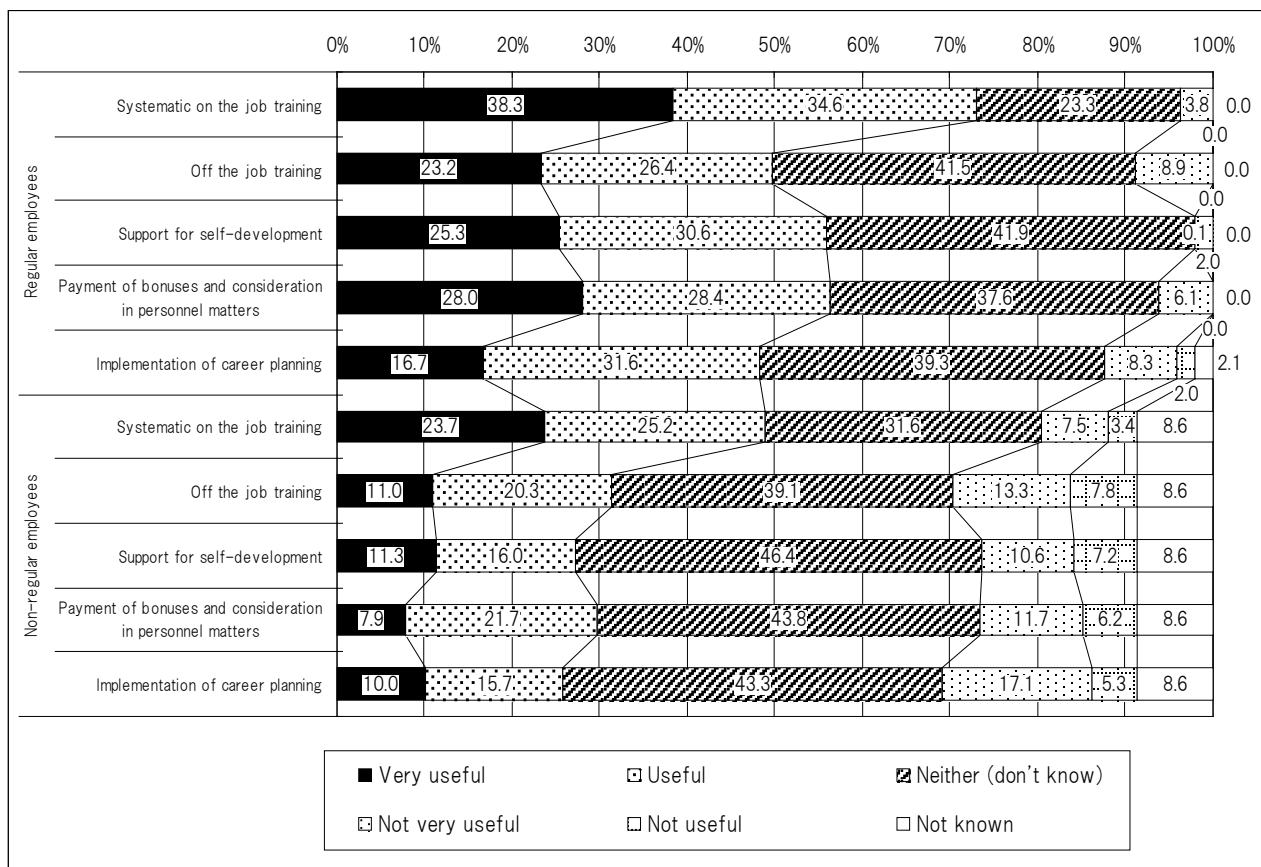


Figure 2 The ratios of responses concerning the usefulness of human resources development systems and initiatives in labor productivity from companies that recognize that they have high labor productivity



(2) Expenditure for off the job training and support for self-development (Figures 3 to 4)

The average expenditure for off the job training per worker (the average amount spent by companies. Hereafter, the same.) amounted to ¥23,000 for off the job training and ¥8,000 for support for self-development. In addition, the expenditure for off the job training by companies that recognize that they have high labor productivity was ¥40,000, while the expenditure by companies that recognize that they have high labor productivity was ¥15,000.

The breakdown for off the job training costs was “Outsourced training costs and participation fees”, the highest at 40.2%, followed by “Personnel expenses paid outside the company” (21.0%), and “Internal personnel expenses” (16.4%).

Figure 3 Average expenditure per worker for off the job training and support for self-development

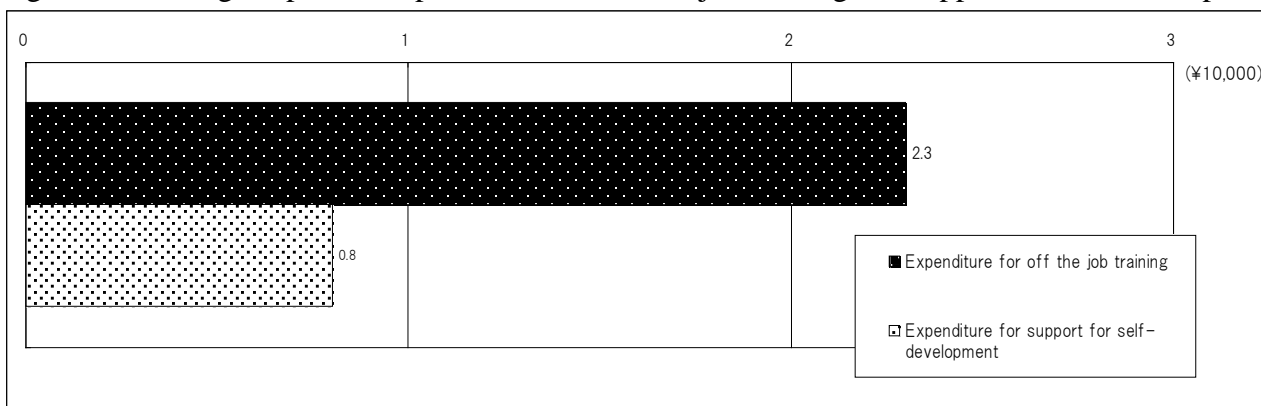
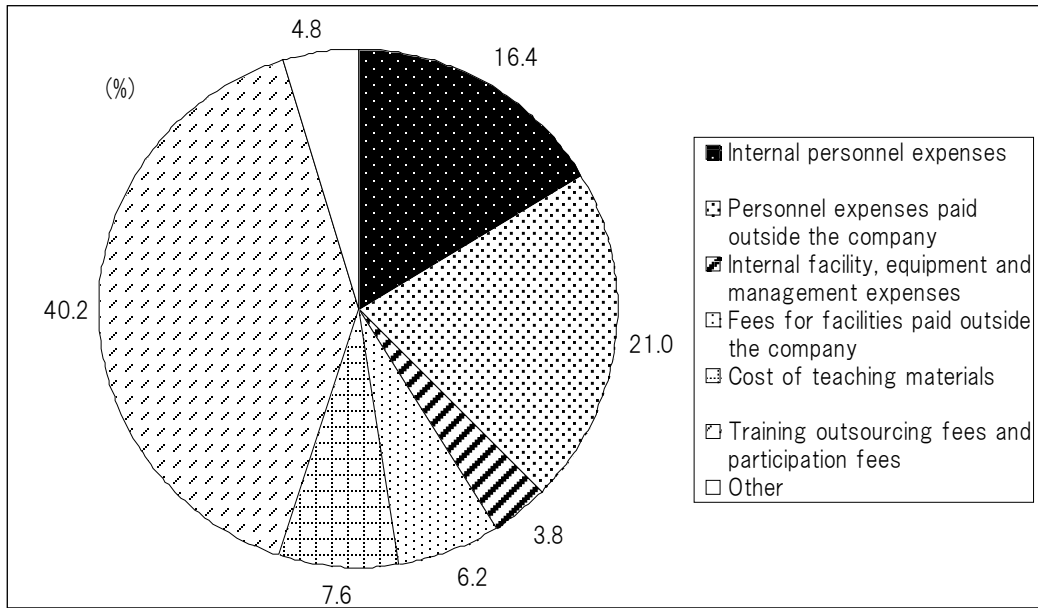


Figure 4 Breakdown of average expenditure for off the job training



### (3) Results and forecast for human resources development

#### 1) Results for the past 3 years (Figure 5)

With regard to regular employees, the ratio of companies that responded that the ratio of persons eligible for education and training including support for self-development is “Trending upwards” was 13.4%, while 48.6% of companies responded “No change overall” and 31.1% of companies reported “No results”. With regard to non-regular employees, 5.2% of companies responded “Trending upwards”, while 38.5% of companies responded “No change overall” and 43.6% of companies reported “No results”.

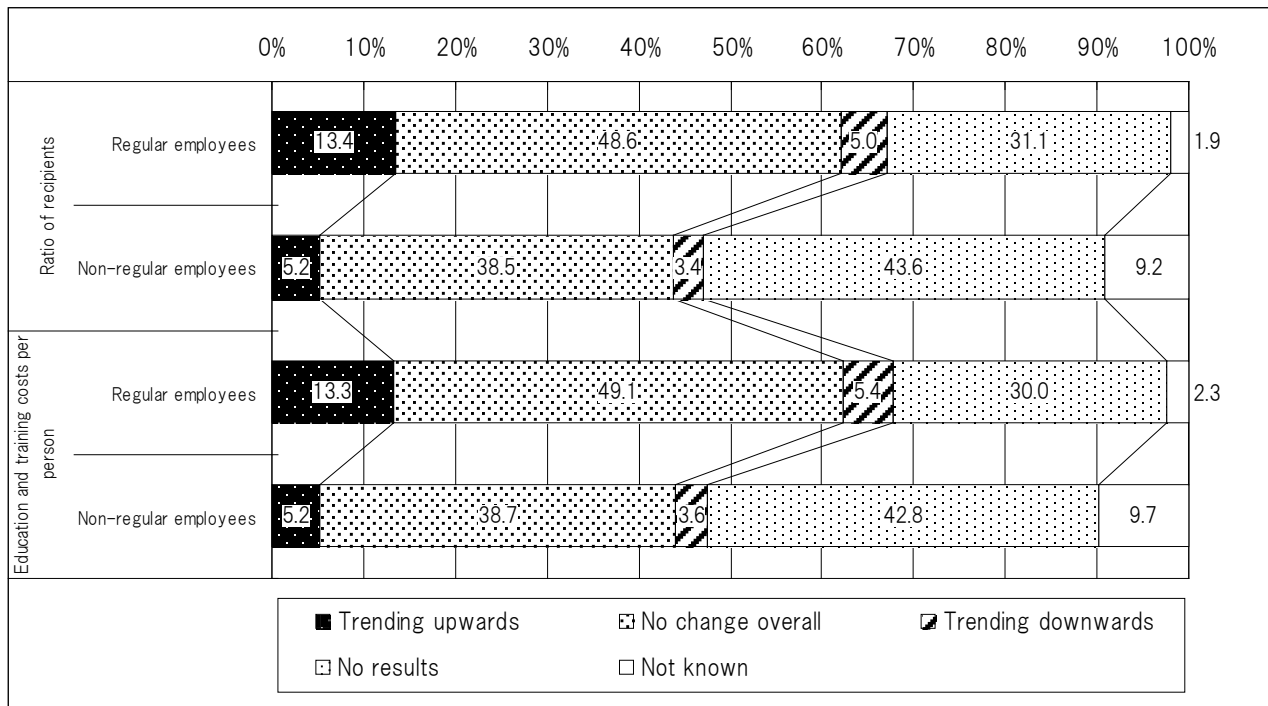
When regular employees and non-regular employees are compared, the ratio of companies that responded “Trending upwards” was about 10% higher for regular employees, while the ratio of companies that reported “No results” was about 10% higher for non-regular employees.

With regard to regular employees, the ratio of companies that responded that education and training costs per worker is “Trending upwards” was 13.3%, while 49.1% of companies responded “No change overall” and 30.0% reported “No results”. On the other hand, with regard to non-regular employees, 5.2% of companies responded “Trending upwards”, while 38.7% of companies responded “No change overall” and 42.8% of companies reported “No results”.

When regular employees and non-regular employees are compared, similarly to the ratios of eligible workers, the ratio of companies that responded “Trending upwards” was about 10% higher for regular employees, while the ratio of companies that reported “No results” was about 10% higher for non-regular employees.



Figure 5 The ratio of responses concerning the results and forecast for human resources development by number of companies (past 3 years)



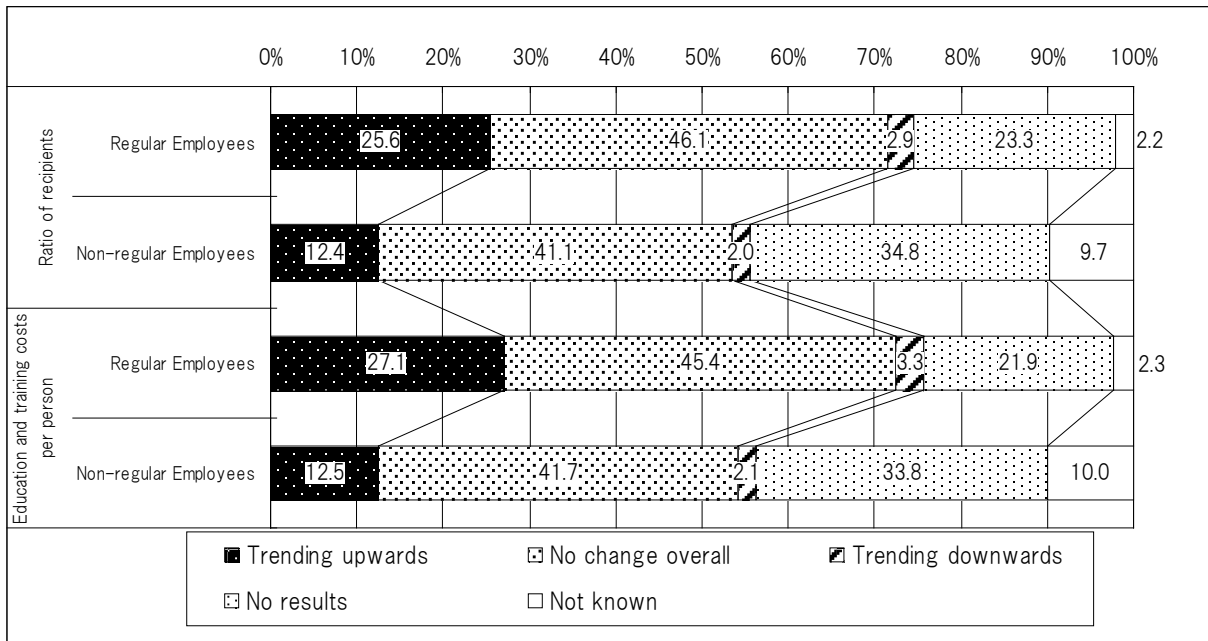
2) Forecast for the next 3 years (Figure 6)

With regard to regular employees, the ratio of companies that responded that the ratio of persons eligible for education and training including support for self-development will in future “Trend upwards” was 25.6%, while 46.1% of companies responded “No change overall”. On the other hand, with regard to non-regular employees, 12.4% of companies responded “Trending upwards”, while 41.1% of companies responded “No change overall”.

For education and training costs per worker, companies that responded “Trending upwards” totaled 27.1% with regard to regular employees, and 12.5% with regard to non-regular employees.

Compared with the last 3 years, the ratio of the “Trending upwards” response for both number of eligible workers and costs per worker increased with regard to both regular employees and non-regular employees.

Figure 6 The ratio of responses concerning the results and forecast for human resources development by number of companies (next 3 years)



## 2. Business Establishment Survey

### (1) The state of implementation of education and training

#### 1) The state of implementation of off the job training (Figure 7)

About 77.2% of businesses implemented off the job training of regular employees in fiscal 2006. By industry, the proportions were as follows; Finance and insurance (95.2%), Information and communications (88.9%), Electricity, gas, heat supply and water (85.1%), Medical, and health care and welfare (81.2%) and so on were high, whereas Compound services (50.0%) and Transport (70.5%) were slightly low. Categorized by size of the business, there is a tendency towards a higher proportion of larger businesses implementing education and training.

On the other hand, about 40.9% of businesses implemented off the job training of non-regular employees, which represents a lower level than for regular employees. By industry, the proportions were as follows; Finance and insurance (69.6%) and Medical, and health care and welfare (69.3%) were high, whereas Construction (25.2%), Electricity, gas, heat supply and water (29.1%) and so on were low. Categorized by size of the business, there is a general tendency towards a higher proportion of larger businesses implementing education and training, but the relationship is not so clearly defined as with regular employees.

In addition, of the businesses that implemented off the job training of regular employees, the implementation rate at businesses that recognize that they have high labor productivity is 88.7%, which is 11.5% higher than the average for regular employees. On the other hand, of the businesses that implemented off the job training of non-regular employees, the implementation rate at businesses that recognize that they have high labor productivity is 52.5%, which is 11.6% higher than the average for non-regular employees.

#### 2) The state of implementation of systematic on the job training (Figure 8)

About 45.6% of businesses implemented systematic on the job training of regular employees in fiscal 2006. By industry, the proportions were as follows; Finance and insurance (72.7%), Electricity, gas, heat supply and water (67.5%) and so on were high, whereas Construction (39.0%), Transport (39.8%) and so on were low. Categorized by size of the business, a higher proportion of larger businesses were implementing education and training. In addition, compared with off the job training, the difference increases with the size of the business.

On the other hand, about 18.3% of businesses implemented systematic on the job training of non-regular employees, which represents a lower level than for regular employees. By industry, the proportions were as follows; Compound services (50%), Finance and insurance (32.6%), Medical, and health care and welfare (31.6%) and so on were high, whereas Construction (6.1%), Information and communications (12.3%) and so on were low. Categorized by size of the business, there is not so much difference according to size as with regular employees, but in businesses with less than 100 employees, the level for both is less than the average.

In addition, of the businesses that implemented systematic on the job training of regular employees, the implementation rate at businesses that recognize that they have high labor productivity is 67.0%, which is 21.4% higher than the average for regular employees. On the other hand, of the businesses that implemented systematic on the job training of non-regular employees, the implementation rate at businesses that recognize that they have high labor productivity is 30.6%, which is 12.3% higher than the average for non-regular employees.

Figure 7 Businesses that implemented off the job training

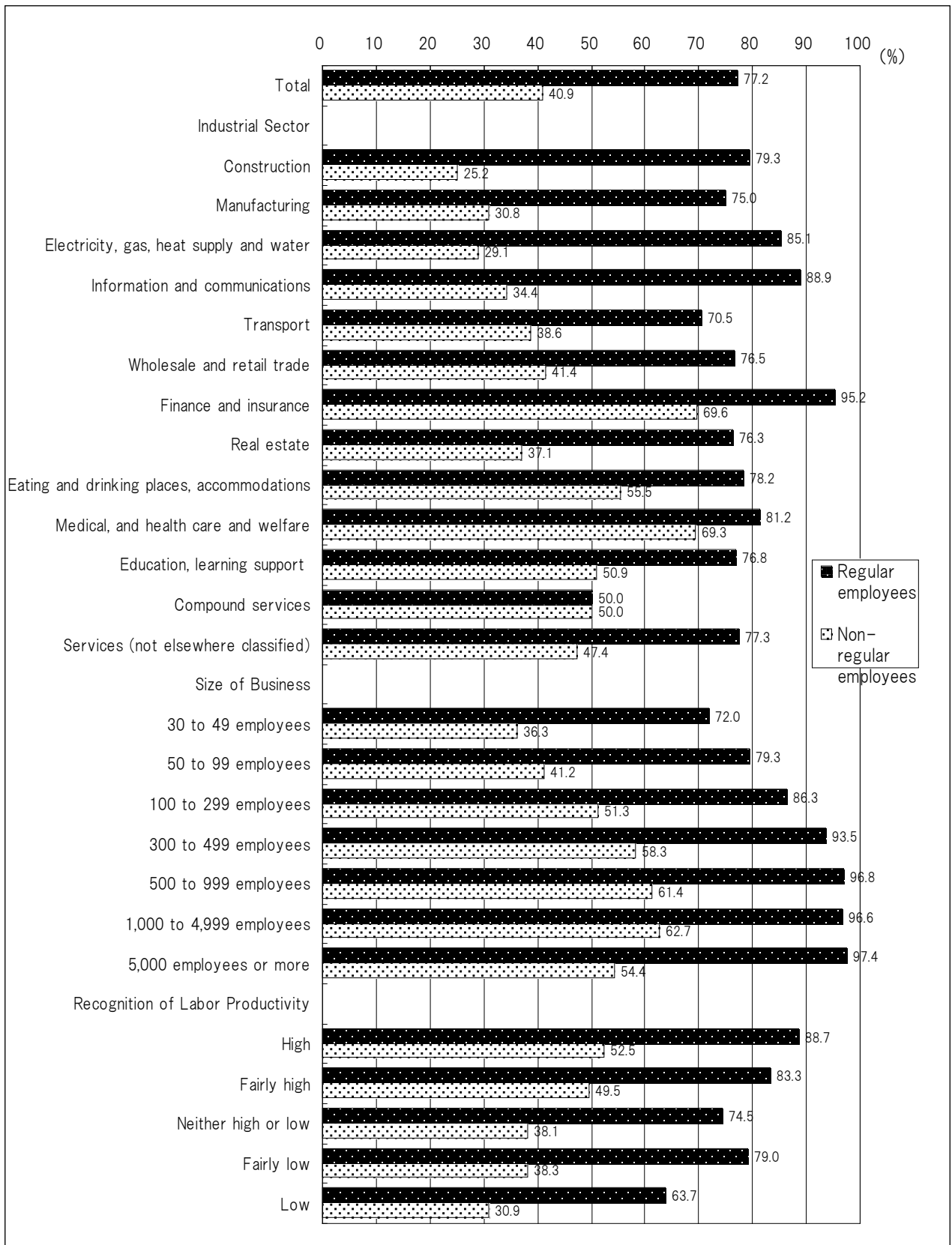
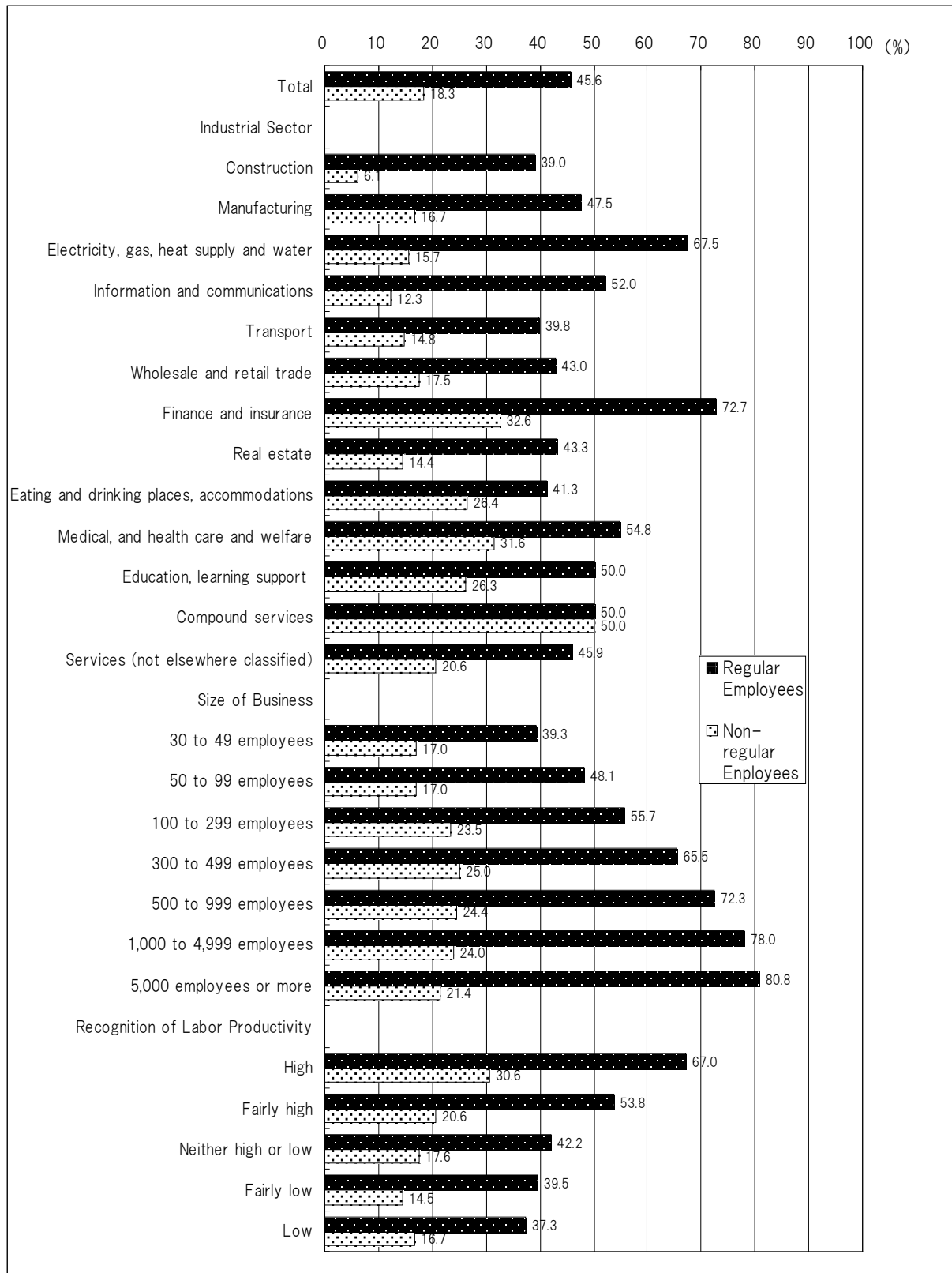


Figure 8 Businesses that implemented systematic on the job training



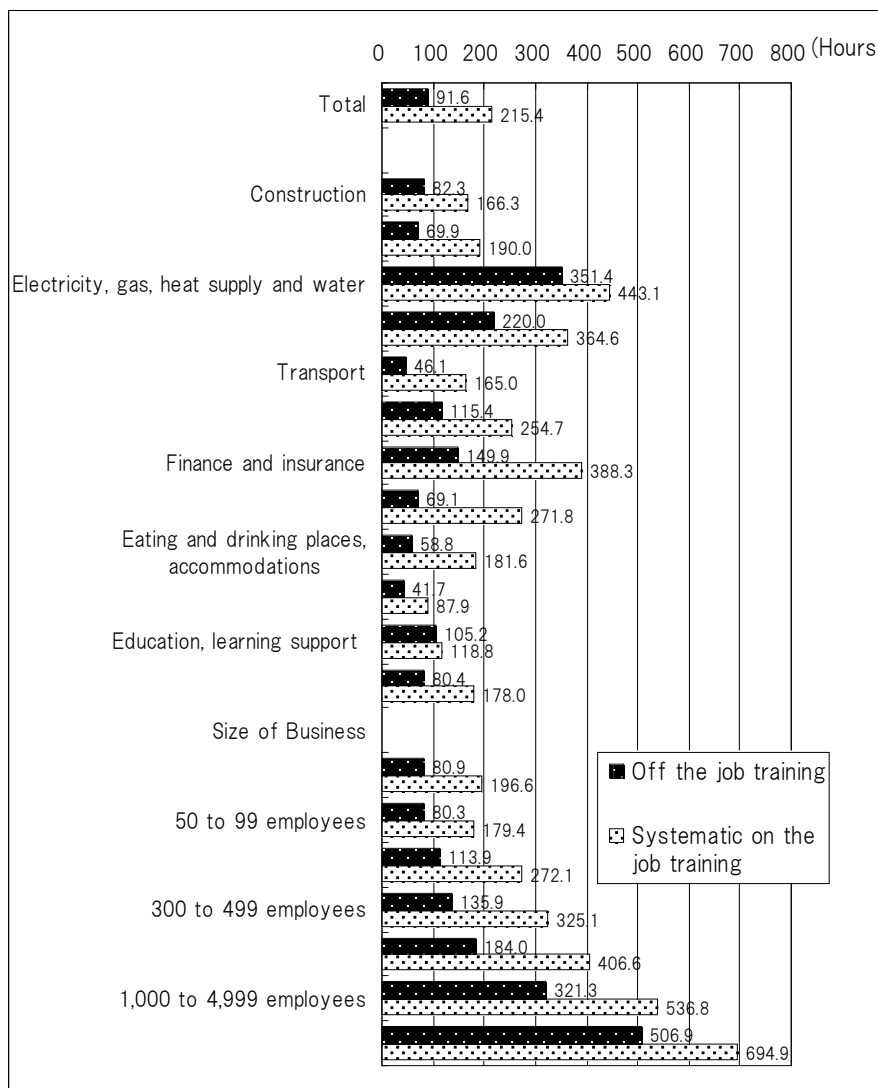
3) The state of implementation of education and training of new employees (Figure 9)

The average for the total number of hours of off the job training for new employees in the first year after hiring was 91.6 hours per company, while the average for the total number of hours of systematic on the job training was 215.4 hours per company.

By industry, the average time for off the job training per company was as follows; Electricity, gas, heat supply and water (351.4 hours), Information and communications (220.0 hours), Finance and insurance (149.9 hours) and so on were high, whereas Medical, and health care and welfare (41.7 hours), Transport (46.1 hours) and so on were low. The average time for systematic on the job training per company was as follows; Electricity, gas, heat supply and water (443.1 hours), Finance and insurance (388.3 hours), Information and communications (364.6 hours) and so on were high, whereas Medical, and health care and welfare (87.9 hours), Education, learning support (118.8 hours) and so on were low.

Categorized by size of the business, there is a tendency towards a higher proportion of larger businesses implementing a higher ratio of off the job training and systematic on the job training in terms of total hours. The ratio is particularly high for businesses with 1,000 employees or more.

Figure 9 Average total number of hours of off the job training and systematic on the job training for new employees per company

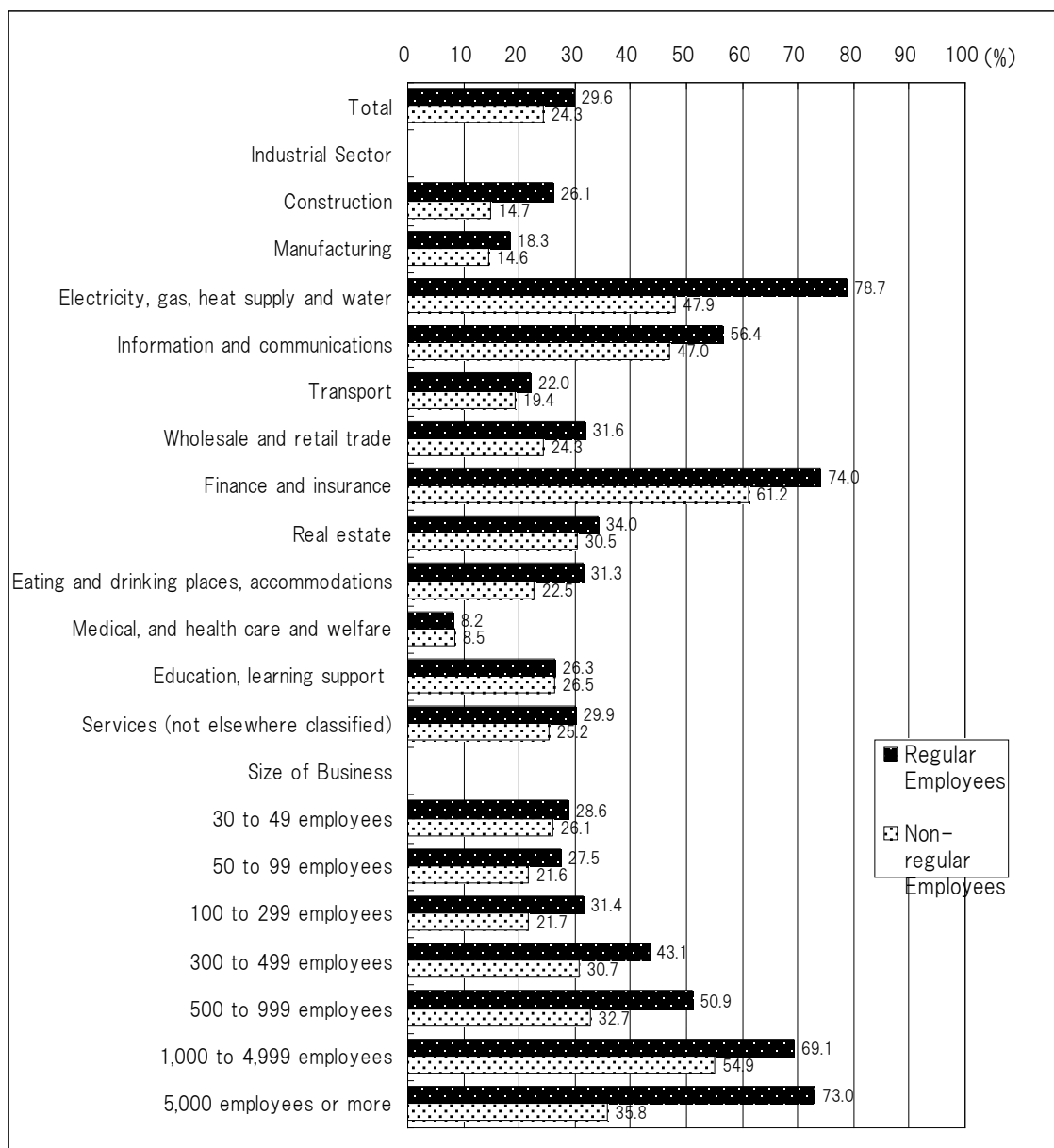


4) The state of implementation of e-learning (Figure 10)

Of the businesses that have implemented off the job training and are using education and training institutions, 29.6% of businesses are implementing e-learning for off the job training of regular employees. By industry, the proportions were as follows; Electricity, gas, heat supply and water (78.7%), Finance and insurance (74.0%), Information and communications (56.4%) and so on were high. Categorized by size of the business, there is a tendency towards a higher proportion of larger businesses implementing e-learning, with around 70% for companies with 1,000 or more employees.

On the other hand, 24.3% of businesses have implemented e-learning for off the job training of non-regular employees, and there is little difference in the state of implementation of off the job training and systematic on the job training when compared with regular employees. By industry, the proportions were as follows; Finance and insurance (61.2%), Electricity, gas, heat supply and water (47.9%), Information and communications (47.0%) and so on were high. Categorized by size of the business, there is no clearly defined difference according to size, and the highest proportion was 54.9% for businesses with 1,000 to 4,999 employees.

Figure 10 Businesses that implement e-learning

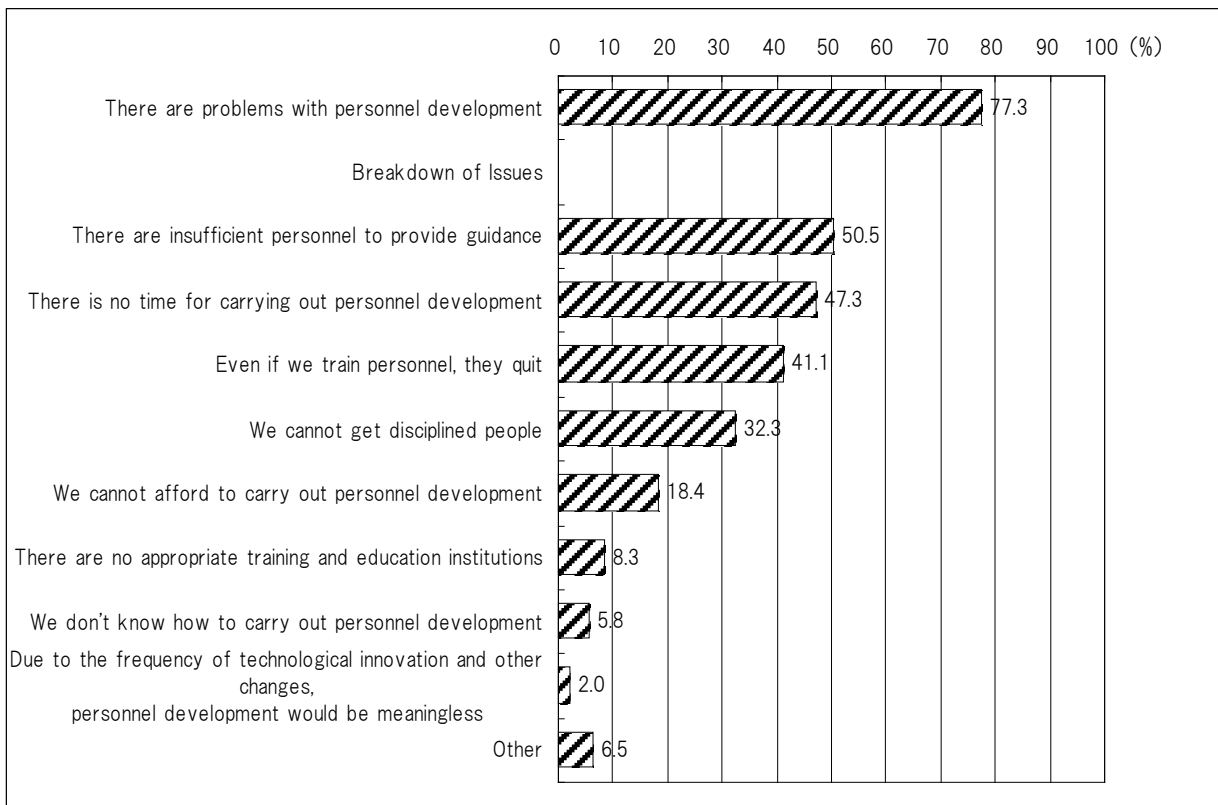


(2) Concerning human resources development

1) Issues concerning human resources development (Figure 11)

77.3% of businesses responded “There are problems with human resources development”. The content of the issues is as follows (multiple answers allowed); “There are insufficient personnel to provide guidance” (50.5%) and “There is no time for carrying out human resources development” (47.3%) were highest, followed by “Even if we train personnel, they quit” (41.1%), and “We cannot get disciplined people” (32.3%).

Figure 11 Breakdown of businesses that reported problems with human resources development (multiple answers allowed)



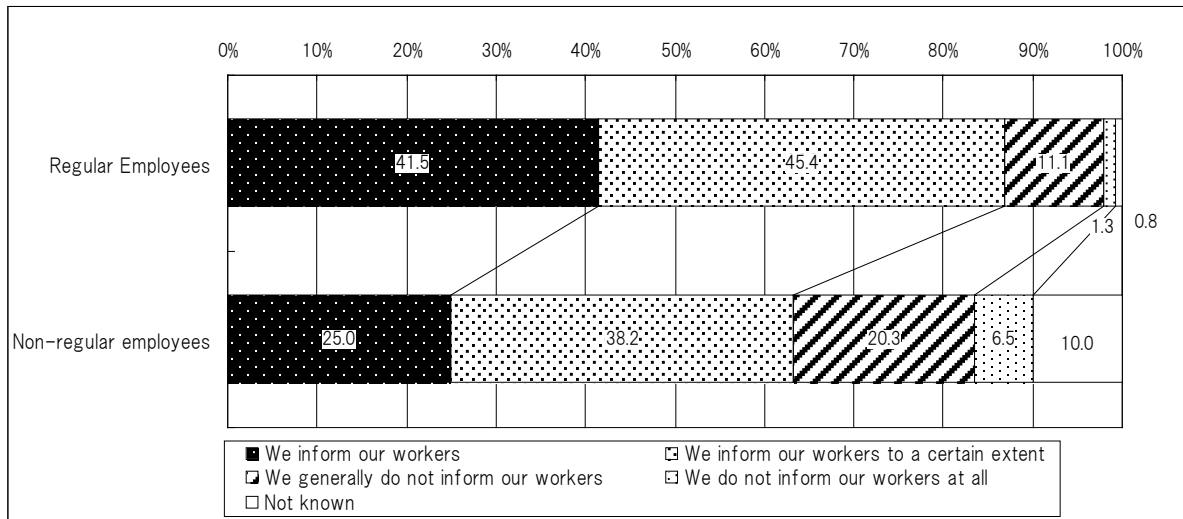
2) Awareness of the ability required of workers (Figure 12)

Over 80% of businesses report informing regular employees what abilities are required of them, with 41.5% responding “We inform our workers”, and 45.4% responding “We inform our workers to a certain extent”.

Compared to businesses that report informing regular employees what abilities are required of them, the ratio of businesses informing non-regular employees is low, with 25.% responding “We inform our workers”, and 38.2% responding “We inform our workers to a certain extent”.



Figure 12 Awareness of the ability required of workers



(3) Support for career planning

1) Support for self-development (Figures 13 and 14)

79.7% of businesses responded “We provide support” for self-development of regular employees. Concerning the relationship with labor productivity, for both regular employees and non-regular employees, there is a tendency towards a higher ratio of support for self-development at companies that recognize that they have high labor productivity.

The nature of the support (multiple answers allowed) was as follows: The ratio of the response “Financial assistance with course fees etc.” was highest at 73.1%, followed by “Provision of information concerning training and education institutions, correspondence learning etc.” at 40.1%, “Consideration in working hours” at 38.7%, “Support for autonomous study groups within the company” at 37.5% and so on.

On the other hand, 48.4% of businesses responded “We provide support” for self-development of non-regular employees. The nature of the support (multiple answers allowed) was as follows: The ratio of the response “Financial assistance with course fees etc.” was highest at 48.9%, followed by “Consideration in working hours” at 41.0%, “Support for autonomous study groups within the company” at 37.4%, and the “Provision of information concerning training and education institutions, correspondence learning etc.” at 32.6%.

Figure 13 Businesses that provide support for self-development of workers

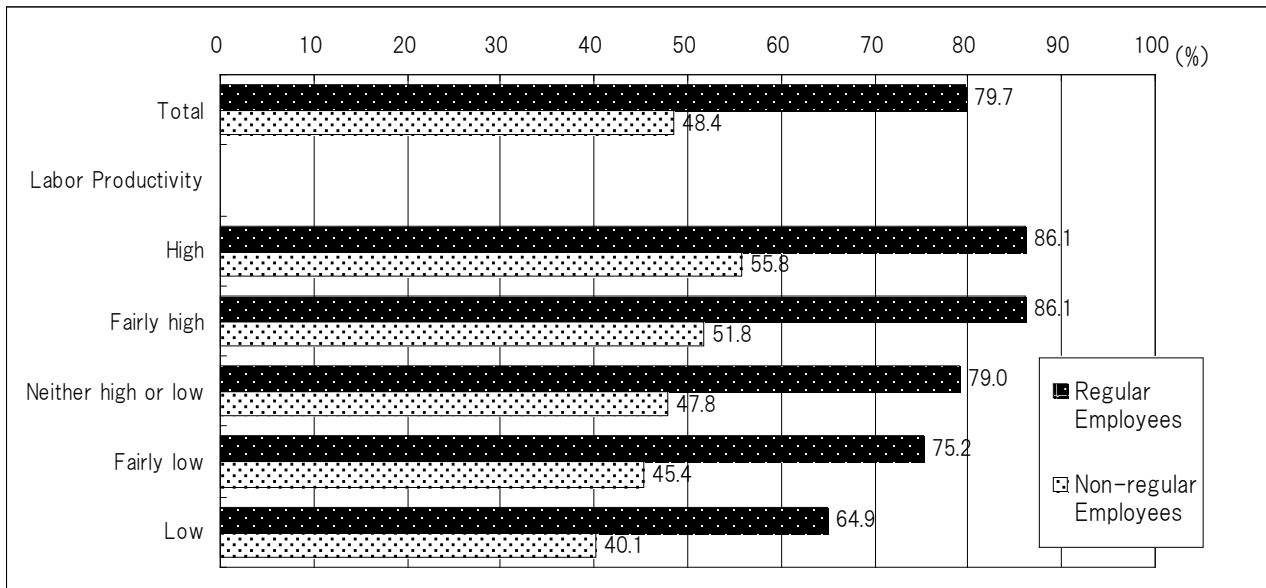
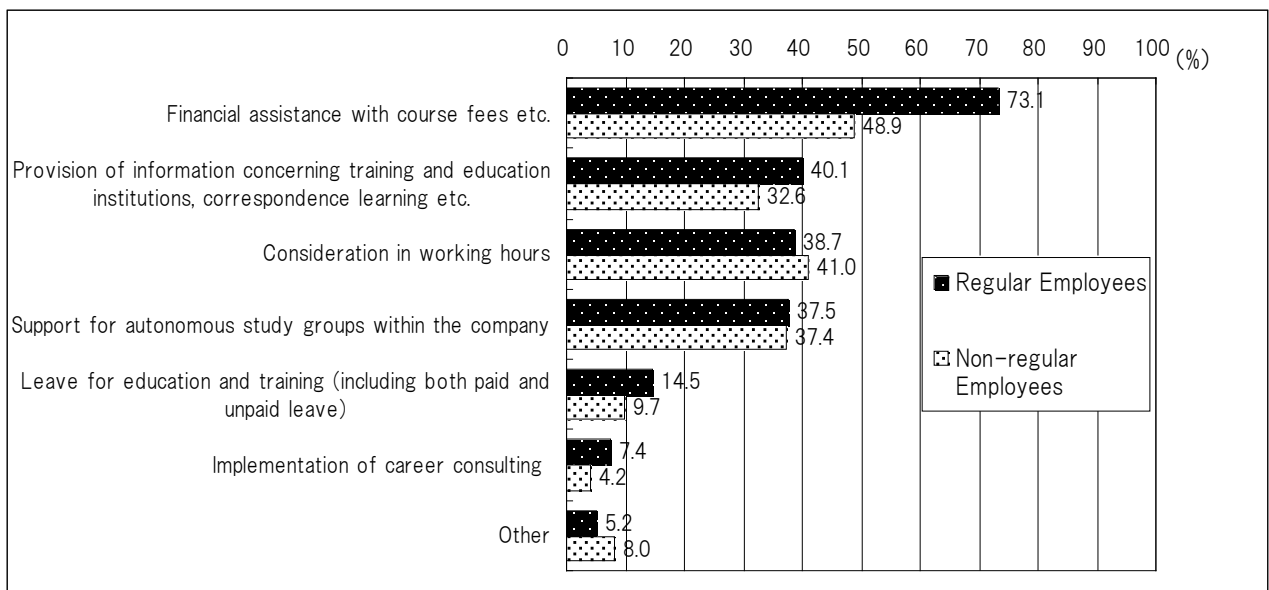


Figure 14 The nature of support for self-development of workers (multiple answers allowed)



2) The state of implementation of leave systems for education and training (Figures 15 and 16)

Only 9.3% of businesses implement a leave system for education and training. The specific reasons offered by businesses that do not implement a leave system for education and training include, “The workers do not require it” at 28.9% and “We do not see the merit of such a system” at 19.7%.

Figure 15 Businesses that implement a leave system for education and training

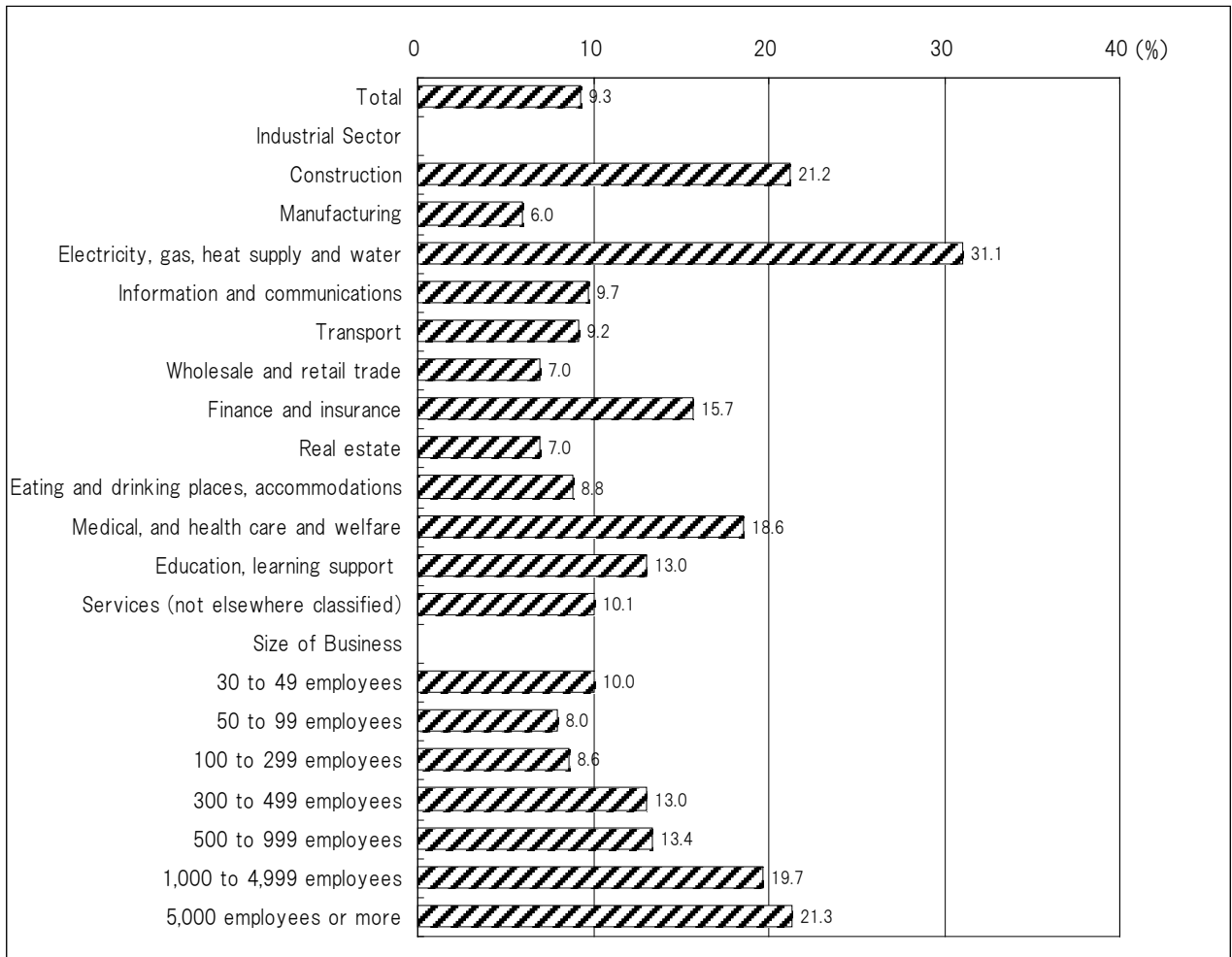
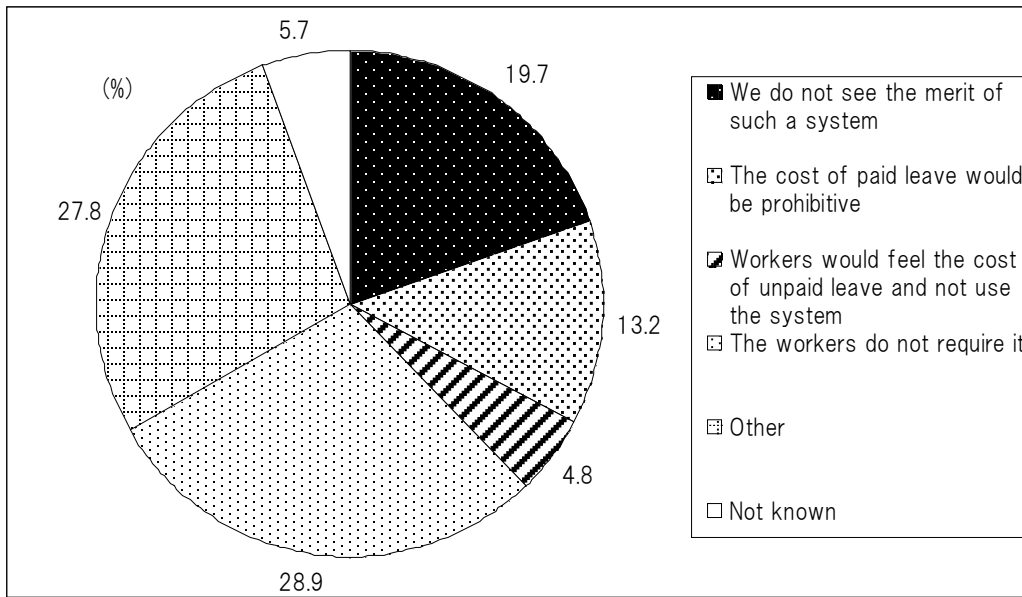


Figure 16 Reasons for not implementing a leave system for education and training



3) The state of implementation of career counseling systems (Figures 17 and 18)

Only 7.9% of businesses implement a career counseling system. Categorized by size of the business, the proportion of large businesses that implement career counseling is high, at 32.6% for businesses with 5,000 employees or more, and 24.9% with 1,000 to 4,999 employees. The specific reasons offered by businesses that do not implement a career counseling system include, “The workers do not require it” at 27.6% and “We do not see the merit of such a system” at 21.1%.

Figure 17 Businesses that implement a career counseling system

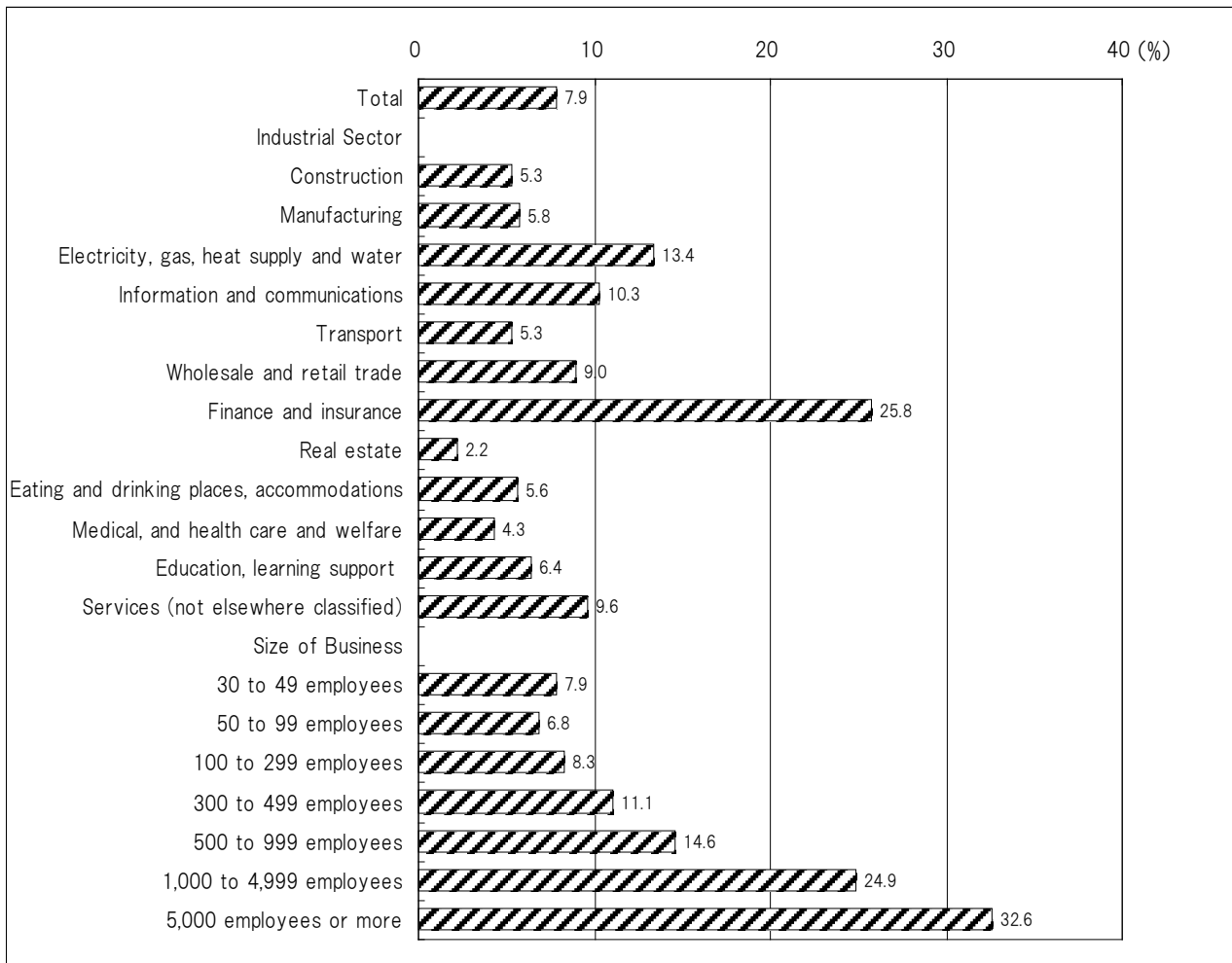
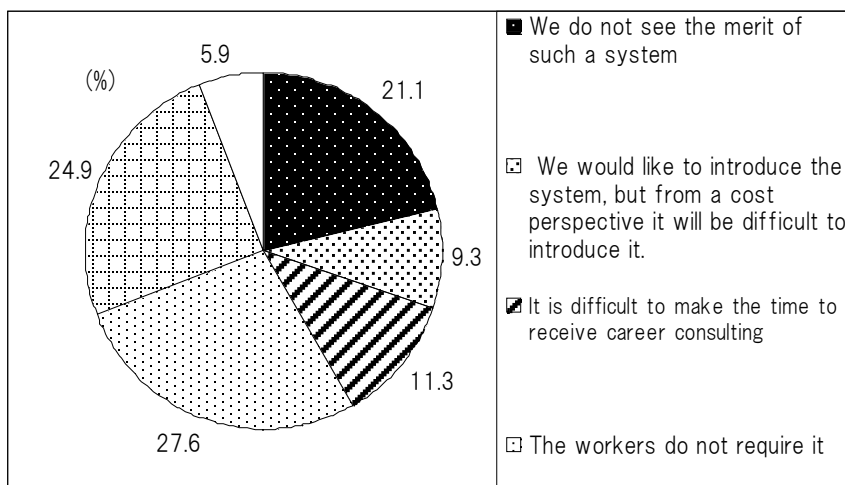


Figure 18 Reasons for not implementing a career counseling system



- 4) The state of provision of avenues for considering career planning (Figures 19 and 20) 67.5% of businesses provided avenues for considering career planning for regular employees. Categorized by size of the business, there is a tendency towards a higher proportion of larger businesses providing avenues for career planning, with 100% for companies with 5,000 or more employees.

As the means of providing an avenue for career planning (multiple answers allowed), the ratio of the response “Consultation with superiors” was high at 85.1%, while “Self-assessment system” was relatively high at 48.2%.

On the other hand, 42.3% of businesses provided avenues for considering career planning for non-regular employees. As the means of providing an avenue for career planning (multiple answers allowed), similarly with regular employees, the ratio of the response “Consultation with superiors” was highest at 84.4%.

Figure 19 Businesses that provide avenues for considering career planning

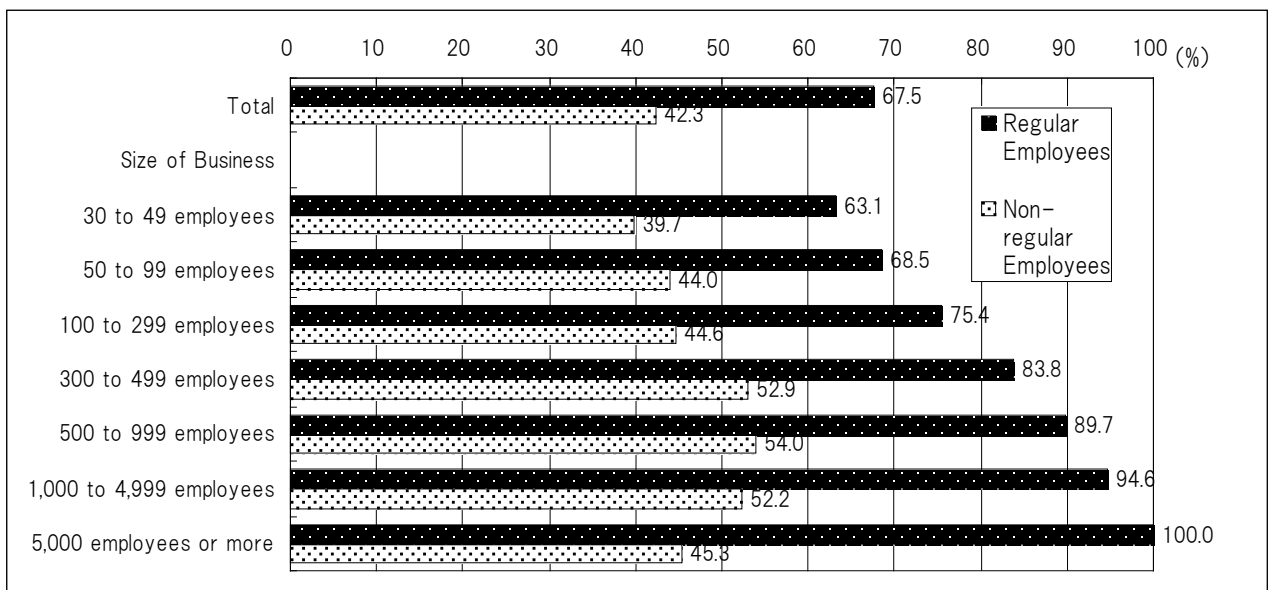
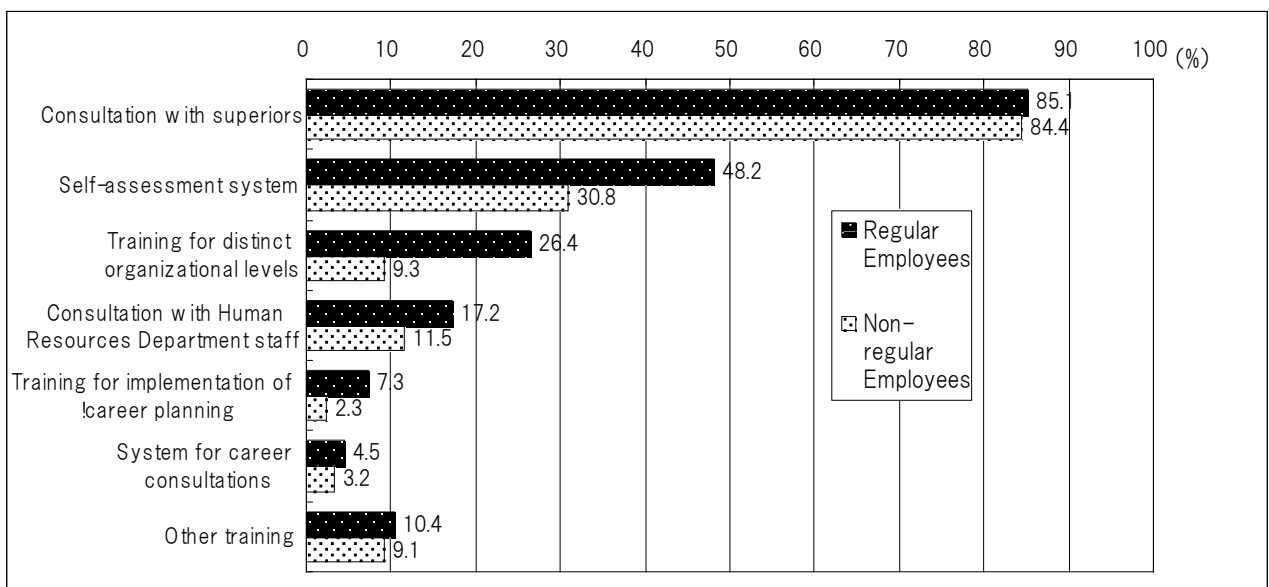


Figure 20 Means of providing avenues for considering career planning (multiple answers allowed)



5) The state of initiatives based on career planning (Figures 21 and 22)

49.9% of businesses took initiatives based on career planning for regular employees. The content of the initiatives is as follows (multiple answers allowed); “Placement of personnel based on a self-assessment system” (52.0%) and “Placement of personnel taking career planning into consideration” (51.7%) were highest, followed by “Education and training taking career planning into consideration” (34.8%), and “Placement of personnel based on an in-house staff recruitment system” (21.0%).

On the other hand, 25.6% of businesses took initiatives based on career planning for non-regular employees. The content of the initiatives is as follows (multiple answers allowed); “Placement of personnel taking career planning into consideration” (48.0%) was highest, followed by “Placement of personnel based on a self-assessment system” (34.9%) and “Education and training taking career planning into consideration” (28.4%).

Figure 21 Businesses that took initiatives based on career planning

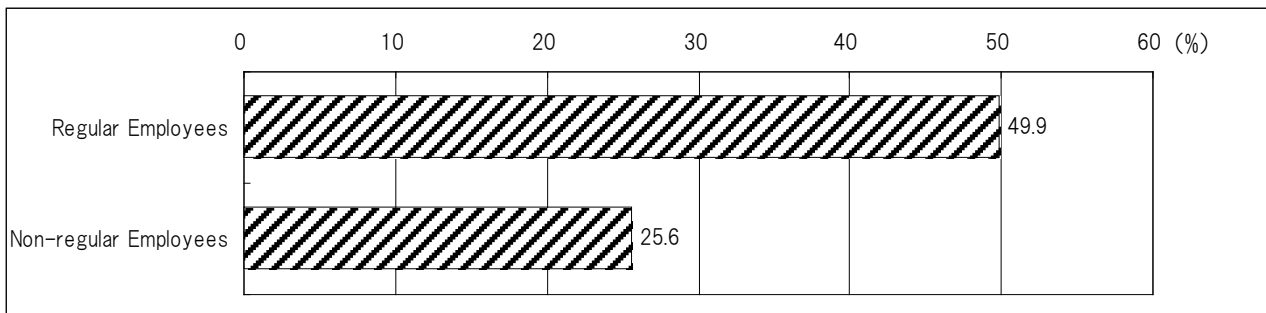
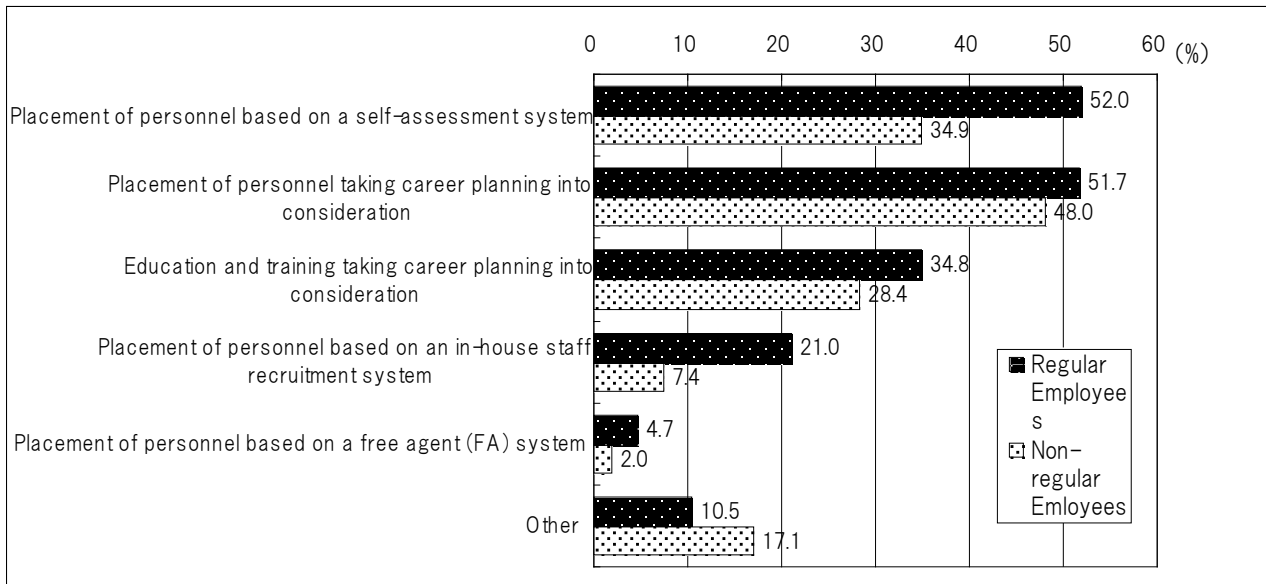


Figure 22 The nature of initiatives based on career planning (multiple answers allowed)

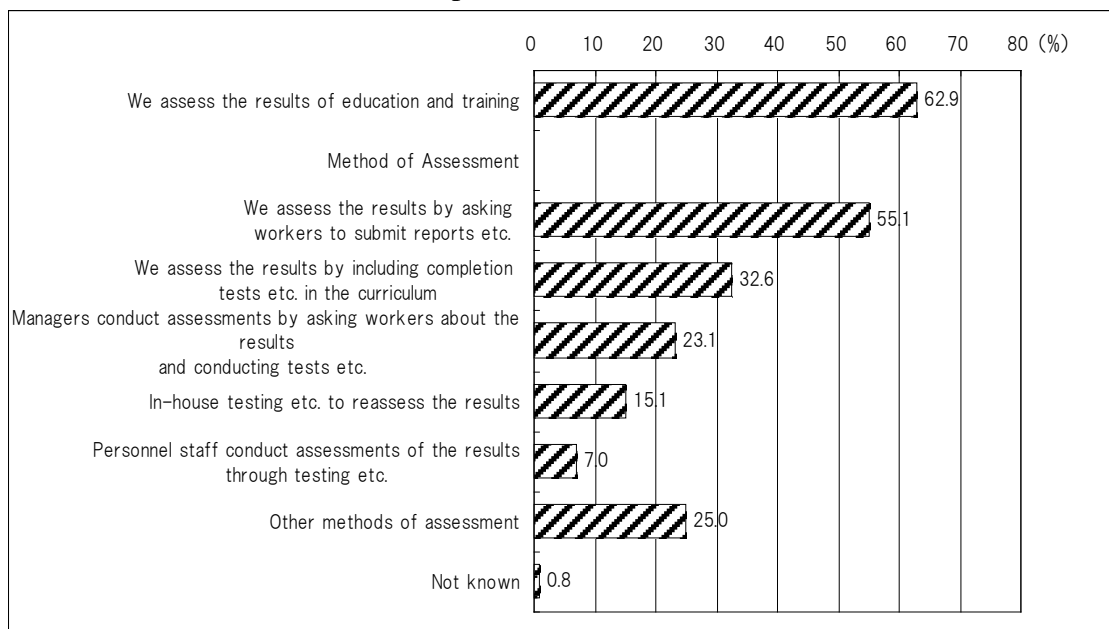


(4) Assessment of the results of education and training and its utilization

1) The state of assessment of the results of education and training (Figure 23)

62.9% of businesses assess the results of education and training. As the means of assessing this (multiple answers allowed), the ratio of the response “We assess the results by asking workers to submit reports etc.” was highest at 55.1%.

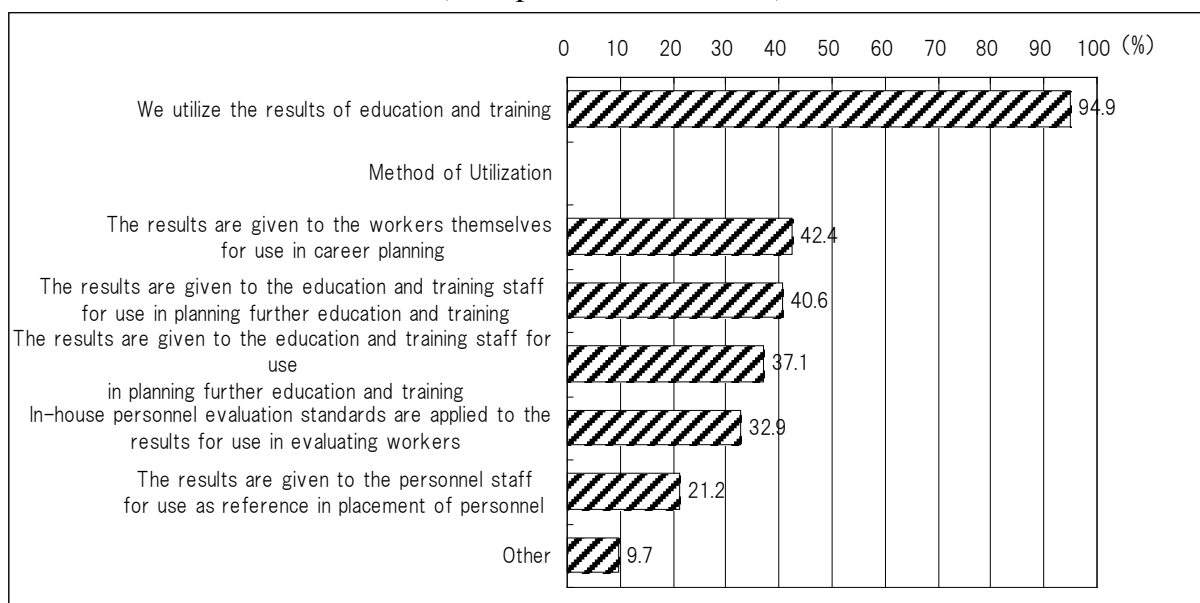
Figure 23 Businesses that assess the results of education and training and the means of assessment (multiple answers allowed)



2) Means of assessing the results of education and training (Figure 24)

94.9% of businesses that assess the results of education and training also utilize the results, which means that most businesses utilize the results of assessment. The means of assessment is as follows (multiple answers allowed); “The results are given to the workers themselves for use in career planning” (42.4%), “The results are given to managers for use in evaluations carried out by the managers” (40.6%), and “The results are given to the education and training staff for use in planning further education and training” (37.1%).

Figure 24 Businesses that utilize the results of education and training and the means of utilization (multiple answers allowed)

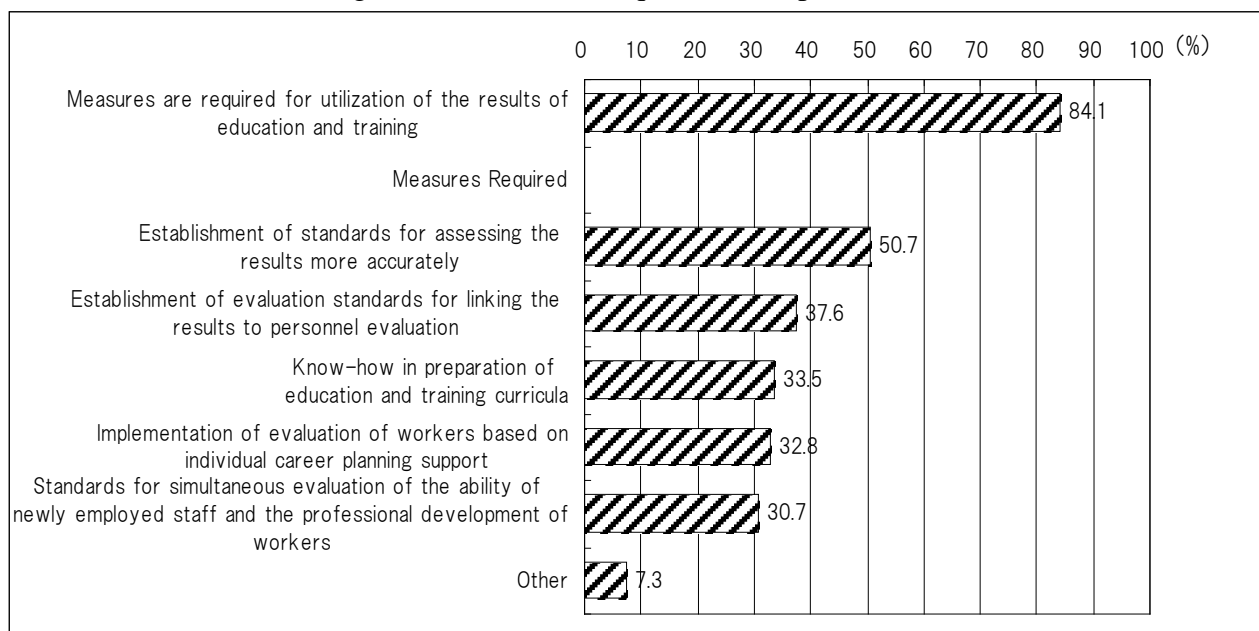




3) Measures required to utilize the results of education and training (Figure 25)

Of the businesses that assess the results of education and training, 84.1% responded that some sort of measures are required to utilize the results. As the measures required (multiple answers allowed), the ratio of the response “Establishment of standards for assessing the results more accurately” was highest at 50.7%.

Figure 25 Businesses that believe measures are required for utilization of the results of education and training and the measures required (multiple answers allowed)



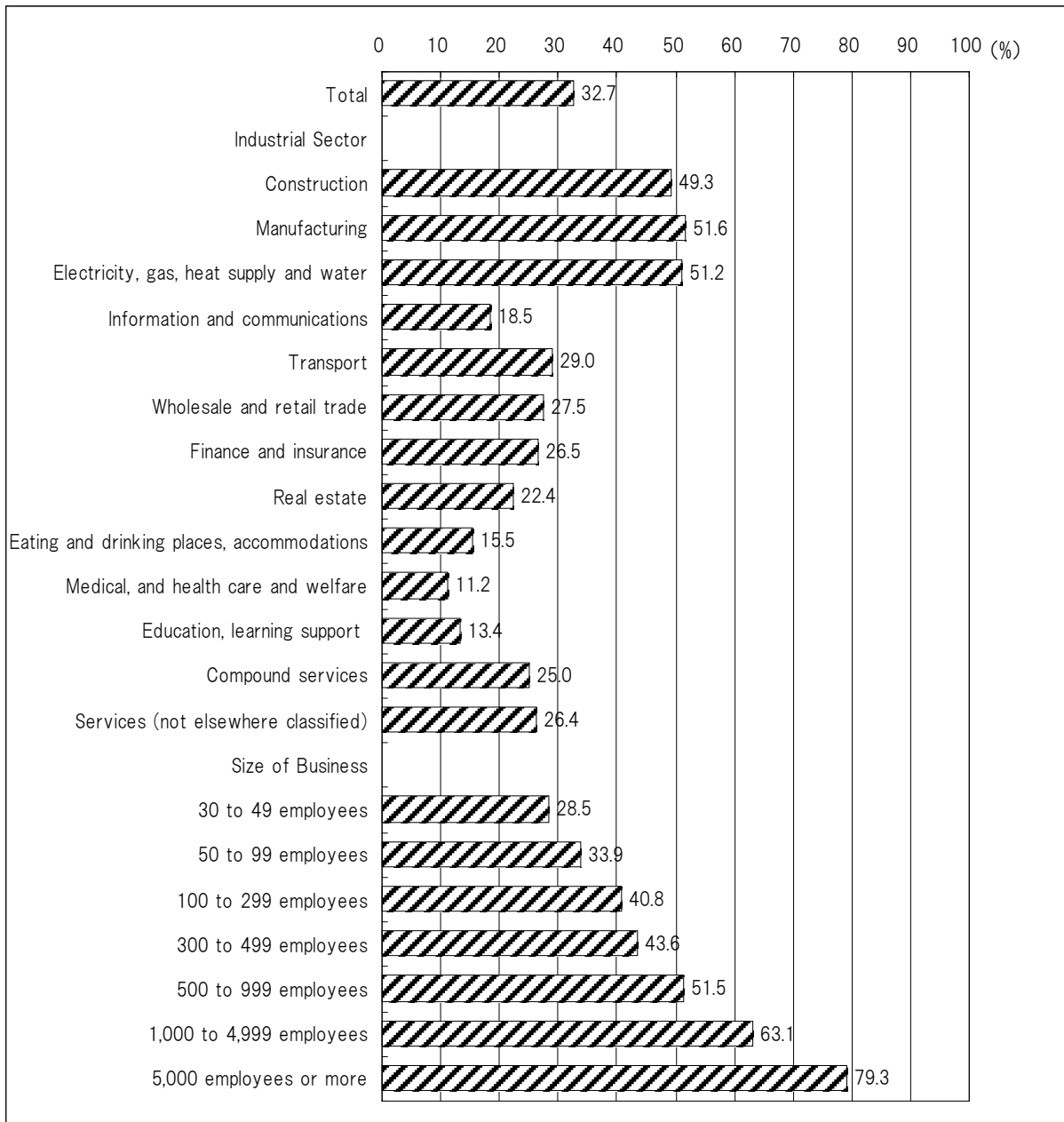
(5) Concerning succession of skills

1) Issues with succession of skills (Figure 26)

32.7% of businesses responded that there is an issue with the succession of skills when the baby-boom generation retires. By industry, the proportions were as follows; Manufacturing (51.6%), Electricity, gas, heat supply and water (51.2%), and Construction (49.3%) were high, whereas Medical, and health care and welfare (11.2%), Education, learning support (13.4%), Eating and drinking places, accommodations (15.5%) and so on were low.

Categorized by size of the business, there is a tendency towards a higher proportion of larger businesses responding that it is an issue, with 50% for companies with 500 or more employees, and 79.3% with 5,000 or more.

Figure 26 Businesses that responded that there is an issue with the succession of skills when the baby-boom generation retires



2) The state of initiatives concerning succession of skills (Figures 27 and 28)

72.6% of businesses responded “We are undertaking initiatives” in response to the issue of succession of skills. Categorized by size of the business, there is a tendency towards a higher proportion of larger businesses responding “We are undertaking initiatives”, with 80% for companies with 300 or more employees.

Concerning the content of initiatives (multiple answers allowed), the highest proportion of responses was, “We pick out necessary employees from among retirees and reemploy them by extending their employment or through part-time employment to use as instructors” at 63.4%. Other high response ratios include, “We are increasing mid-career hiring” (37.9%) and “We are increasing hiring of new university graduates” (22.9%).

Figure 27 Businesses that took initiatives towards the succession of skills

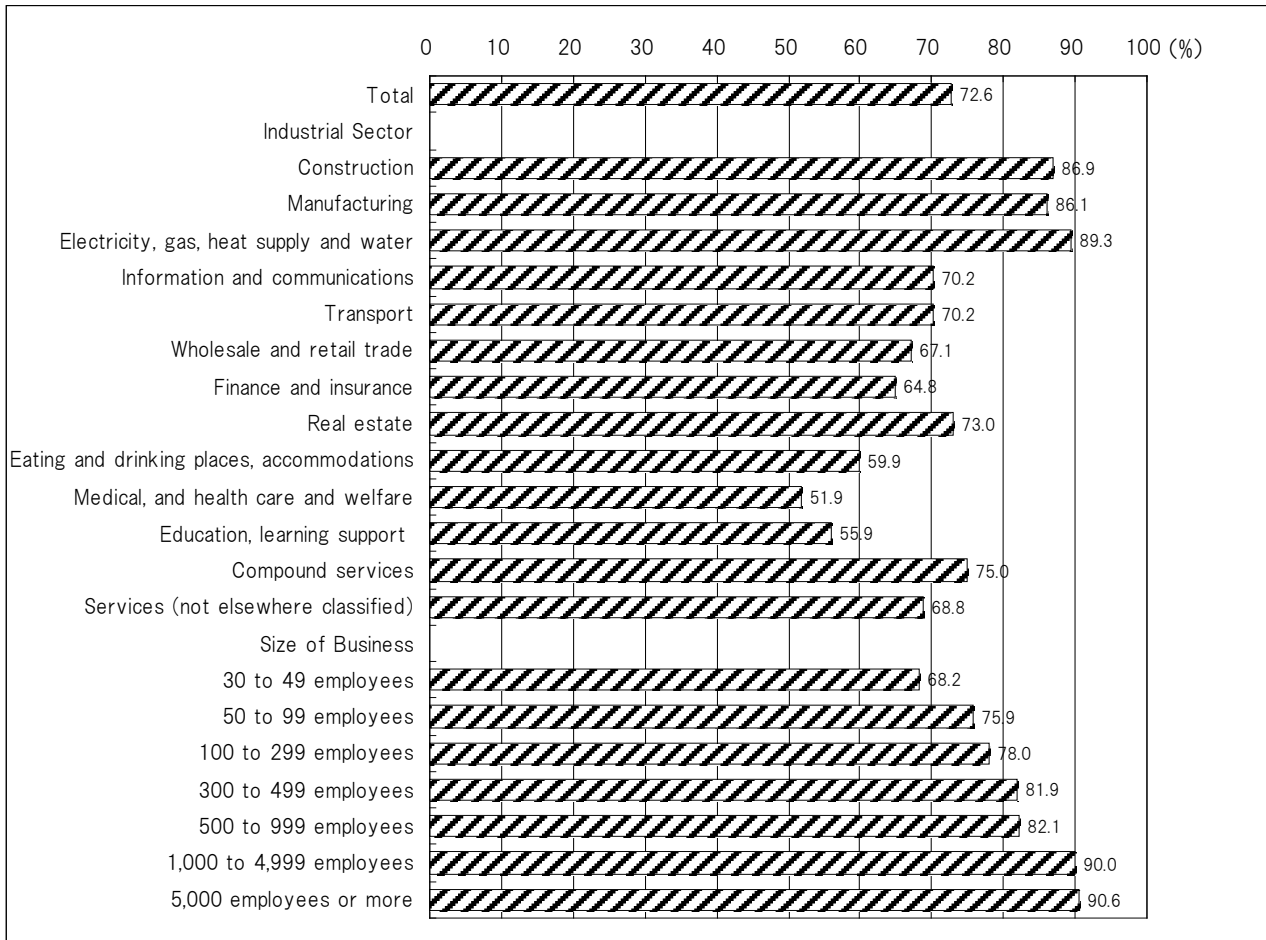
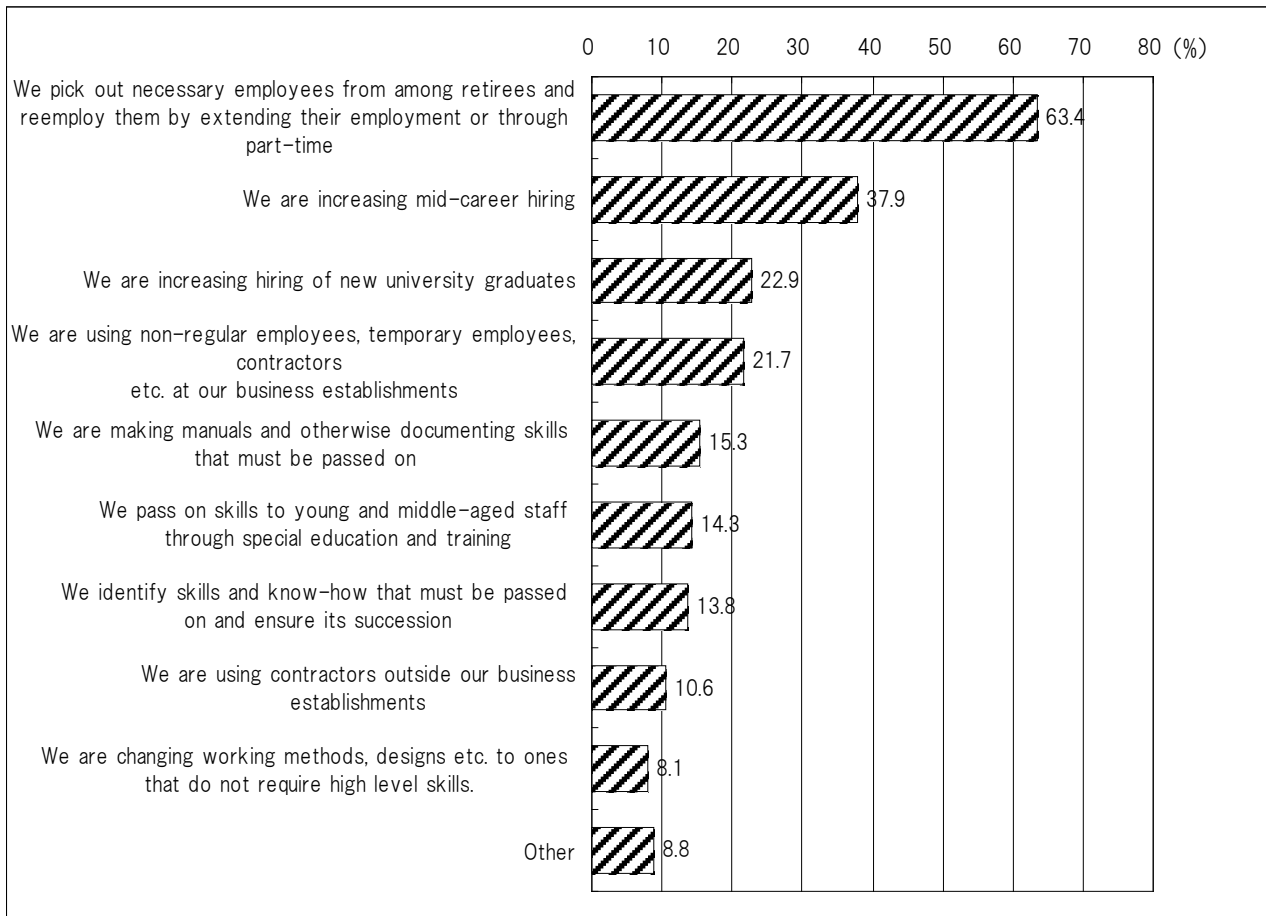


Figure 28 The nature of initiatives taken by businesses towards the succession of skills (multiple answers allowed)



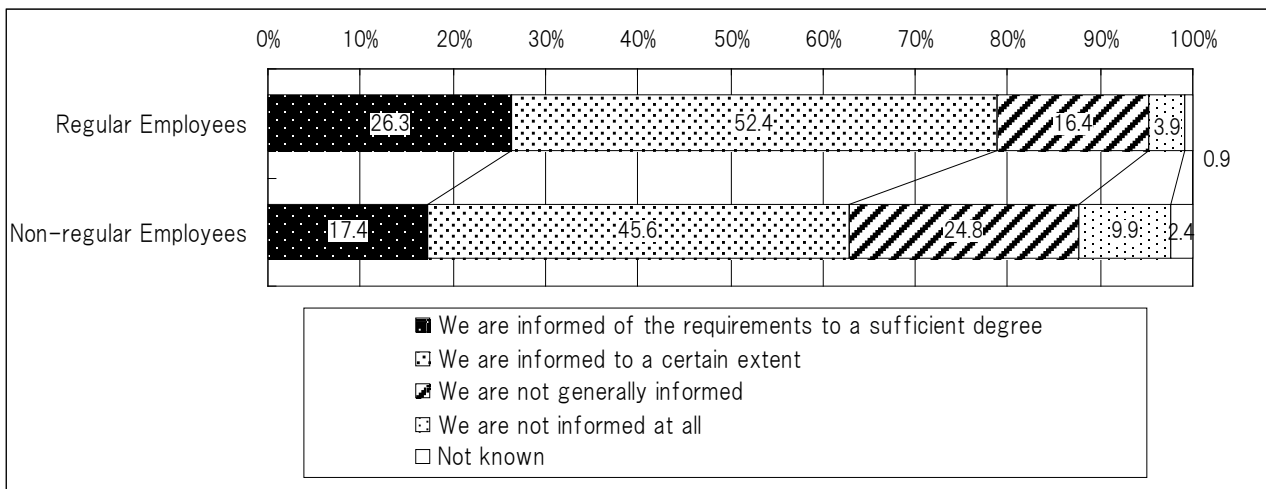
### 3. Individual Survey

#### (1) Education and training attended through the company

##### 1) Awareness of the ability required of workers (Figure 29)

Concerning awareness of the ability required of workers, 26.3% of regular employees reported “We are informed of the requirements to a sufficient degree”, while 52.4% responded “We are informed to a certain extent”, which means that nearly 80% of workers are informed of the requirements. On the other hand, 17.4% of non-regular employees reported “We are informed of the requirements to a sufficient degree”, while 45.6% responded “We are informed to a certain extent”, representing a lower ratio than regular employees. A relatively high ratio of 34.7% responded “We are generally not informed”, or “We are not informed to a sufficient degree”.

Figure 29 Awareness of the ability required of workers



##### 2) The state of participation in off the job training (Figure 30 and Figure 31)

The ratio of workers who participated in off the job training in fiscal 2006 was 55.3% of regular employees and 27.6% of non-regular employees. By industry, the proportions were as follows; Electricity, gas, heat supply and water (73.3%), Medical, and health care and welfare (69.7%), and Finance and insurance (69.3%) were high, whereas Transport (47.6%) and Wholesale and retail trade (49.7%) were low. For non-regular employees, the proportions were as follows; Electricity, gas, heat supply and water (62.9%), Medical, and health care and welfare (60.7%), Education, learning support (59.5%) and so on were high, whereas Construction (12.7%), Real estate (16.5%), Wholesale and retail trade (18.8%) and so on were low.

Categorized by size of the business, there is a tendency towards a higher proportion of regular employees participating in larger businesses, with around 70% for companies with 500 or more employees. On the other hand, with non-regular employees, there is no clearly defined relation to size of business.

In addition, the average total number of hours of off the job training attended by regular employees was 43.4 hours and 20.6 hours for non-regular employees. For regular employees, there were relatively small differences between categories of business and size of business.

Figure 30 Workers who participated in off the job training

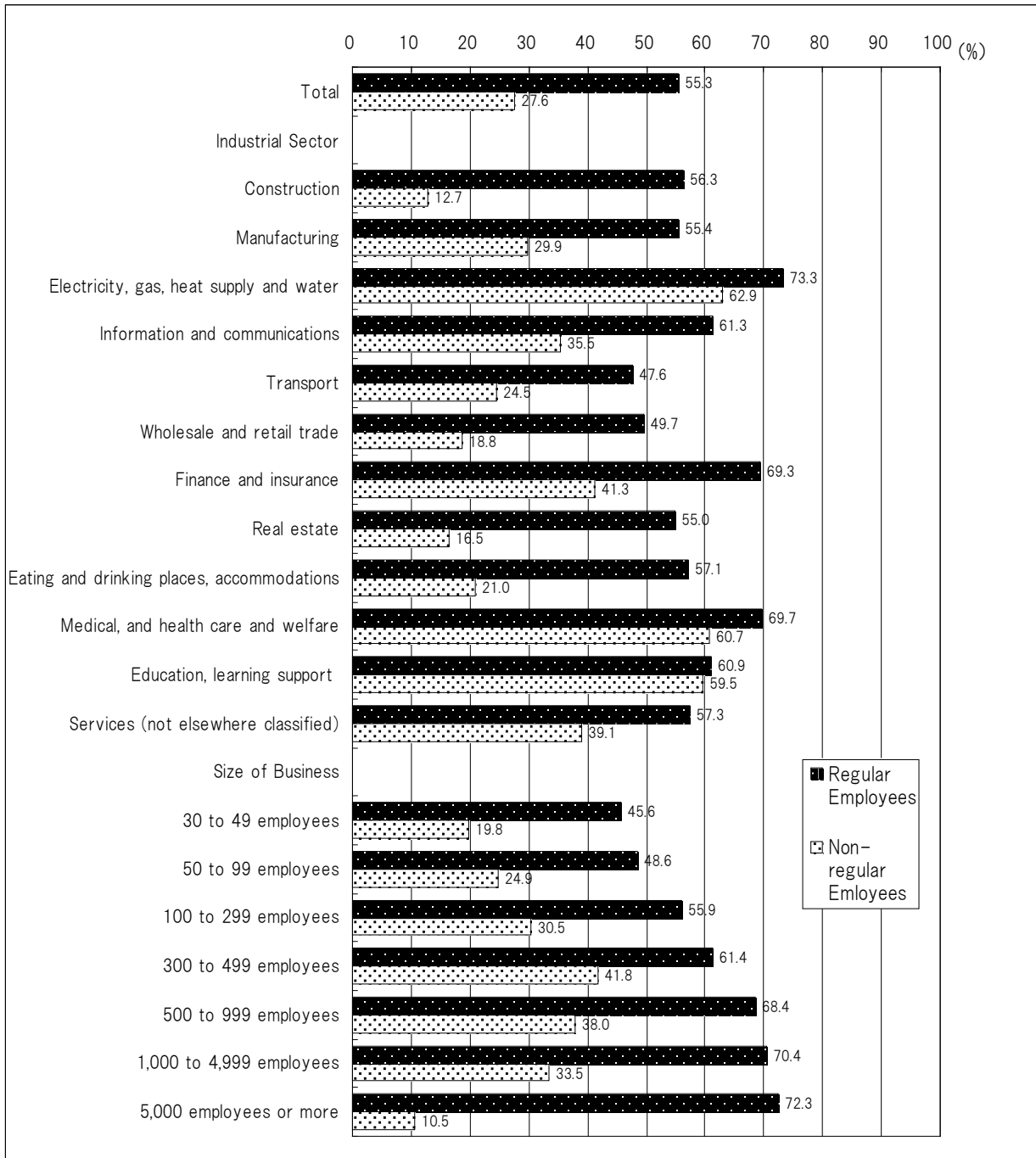
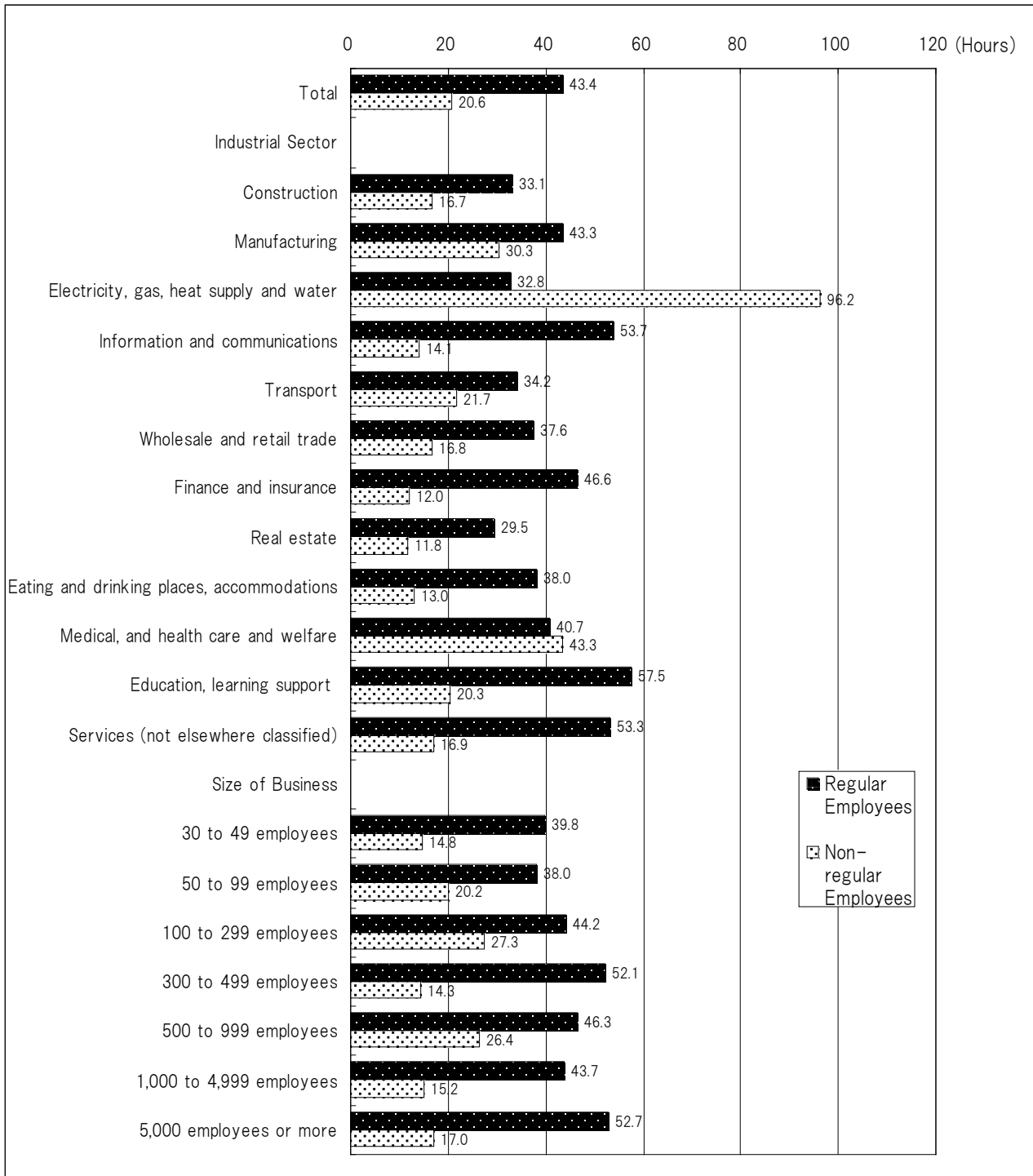


Figure 31 Average total number of hours of off the job training attended by workers

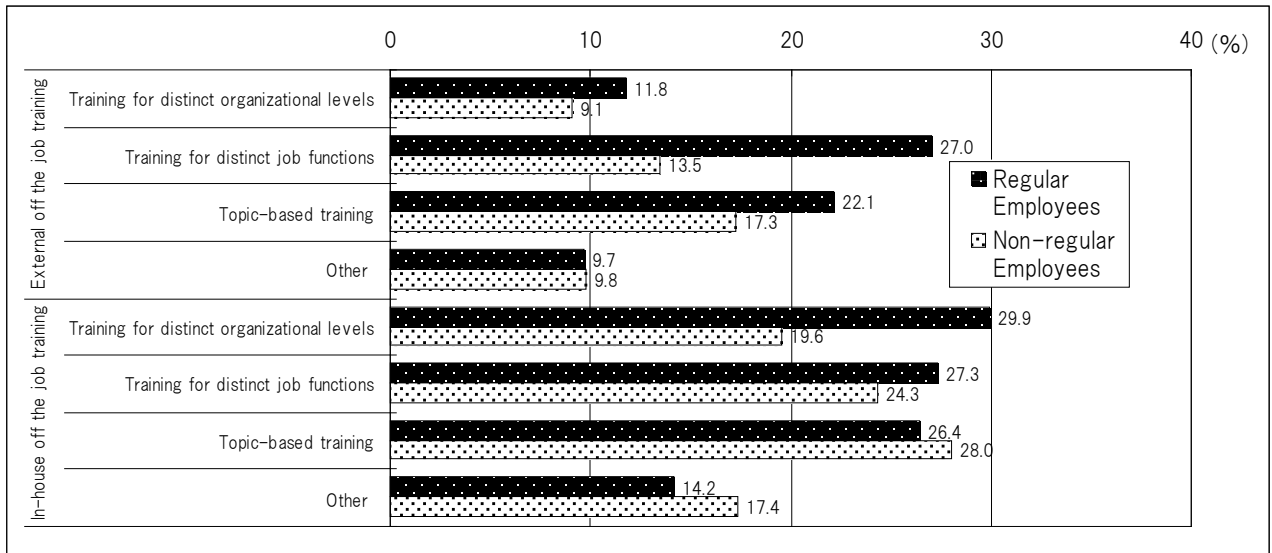


3) The nature of off the job training attended (Figure 32)

The nature of off the job training attended in fiscal 2006 (multiple answers allowed) was for regular employees, “In-house training for distinct organizational levels” (29.9%), “In-house training for distinct job functions” (27.3%), “External training for distinct job functions” (27.0%), “In-house topic-based training” (26.4%), and “External topic-based training” (22.1%), each of which amounts to around 20%. When training for distinct organizational levels is excluded, there is little difference between training attended in-house and externally.

On the other hand, for non-regular employees, the ratio for “In-house topic-based training” (28.0%), and “In-house training for distinct job functions” (24.3%) is relatively high. For all training, the ratio of training in-house is higher than that of external training.

Figure 32 The nature of off the job training attended (multiple answers possible)

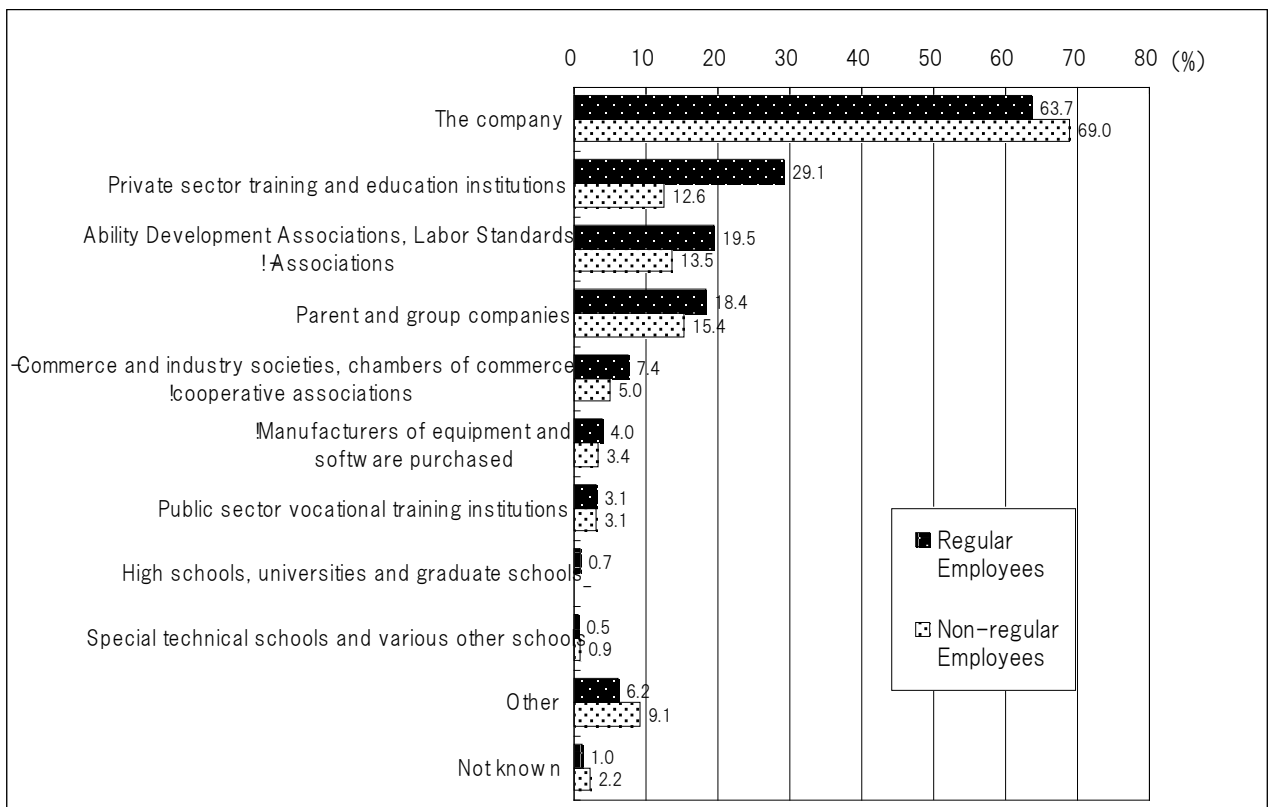


4) Entities that provide off the job training (Figure 33)

The entities that provided the off the job training were as follows (multiple answers allowed); For regular employees, “The company” was highest at 63.7%, followed by “Private sector training and education institutions” (29.1%), and “Ability Development Associations, Labor Standards Associations, public interest corporations and other industry groups” (19.5%), and “Parent and group companies” (18.4%).

On the other hand, for non-regular employees, “The company” was highest at 69.0%, followed by “Parent and group companies” (15.4%), “Ability Development Associations, Labor Standards Associations, public interest corporations and other industry groups” (13.5%), “Private sector training and education institutions” (12.6%) and so on.

Figure 33 The types of training and education institutions for off the job training attended (multiple answers possible)



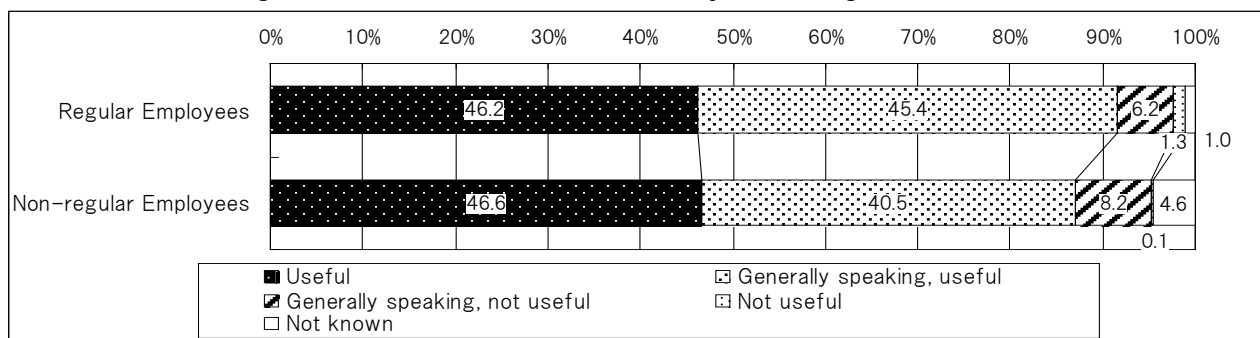


5) The usefulness of off the job training attended (Figure 34)

Concerning the usefulness of the off the job training attended, 46.2% of regular employees responded that it was “Useful”, and 45.4% responded that it was “Generally speaking, useful”, which represents a positive response rate of over 90% (91.6%).

Similarly among non-regular employees, 46.6% responded that it was “Useful”, and 40.5% responded that it was “Generally speaking, useful”, which represents a positive response rate of over 80% (87.1%).

Figure 34 The usefulness of off the job training attended



(2) The state of implementation of self-development

1) The state of implementation of self-development (Figures 35 and 36)

The ratio of workers who undertook self-development in fiscal 2006 was 56.4% of regular employees and 32.7% of non-regular employees. The average total number of hours spent in self-development by each worker was 55.4 hours for regular employees and 48.7 hours for non-regular employees. In the category for time spent, the rate of response for “10 to 30 hours” was high for both regular employees and non-regular employees.

Figure 35 Workers who undertook self-development

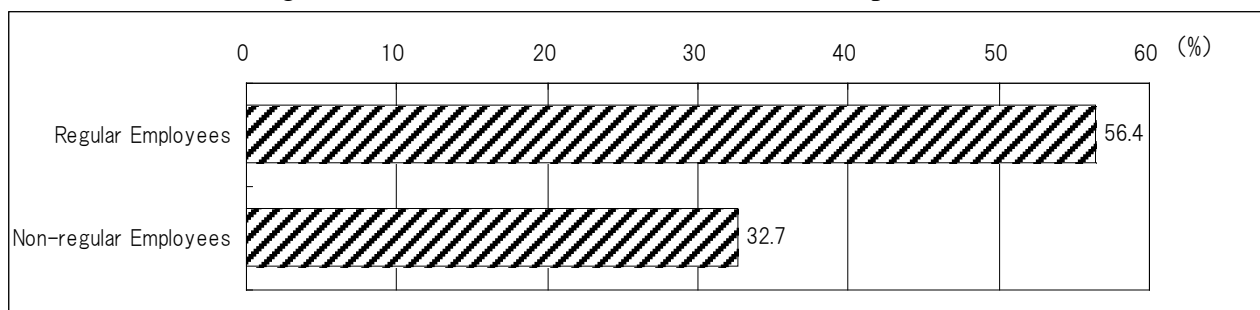
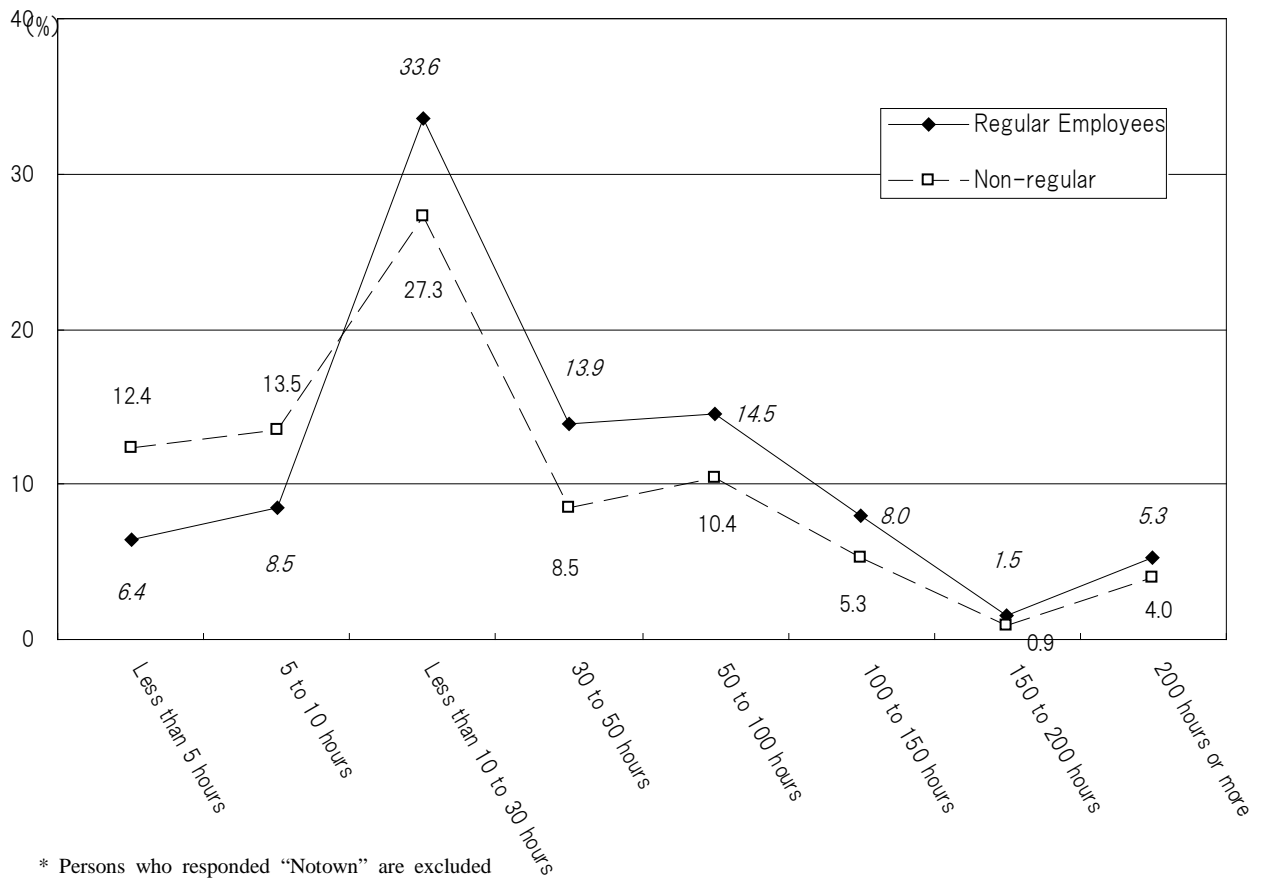


Figure 36 Average total number of hours spent in self-development



\* Persons who responded “Notown” are excluded (regular employees 8.3%, non-regular employees 17.7%), and the total does not equal 100%

2) Methods used for self-development (Figures 37 and 38)

The methods used for self-development were as follows (multiple answers allowed); For regular employees, “Self-study using radio, TV, textbooks, the Internet etc.” was highest at 41.9%, followed by “Participation in in-house autonomous study groups” (30.7%), “Participation in workshops and seminars at private sector training and education institutions” (24.3%), and “Participation in external study groups” (20.2%).

For non-regular employees, “Self-study using radio, TV, textbooks, the Internet etc.” was highest at 41.9%, followed by “Participation in in-house autonomous study groups” (27.7%). The responses are similar to those of regular employees. On the other hand, the ratio of “Participation in workshops and seminars at private sector training and education institutions” (15.3%), “Participation in external study groups” (11.6%) and so on was lower than for regular employees.

In addition, of workers who undertook self-development, the ratio that received assistance with expenses was 31.5% of regular employees and 19.5% of non-regular employees.

Figure 37 The types of training and education institutions for self-development attended (multiple answers possible)

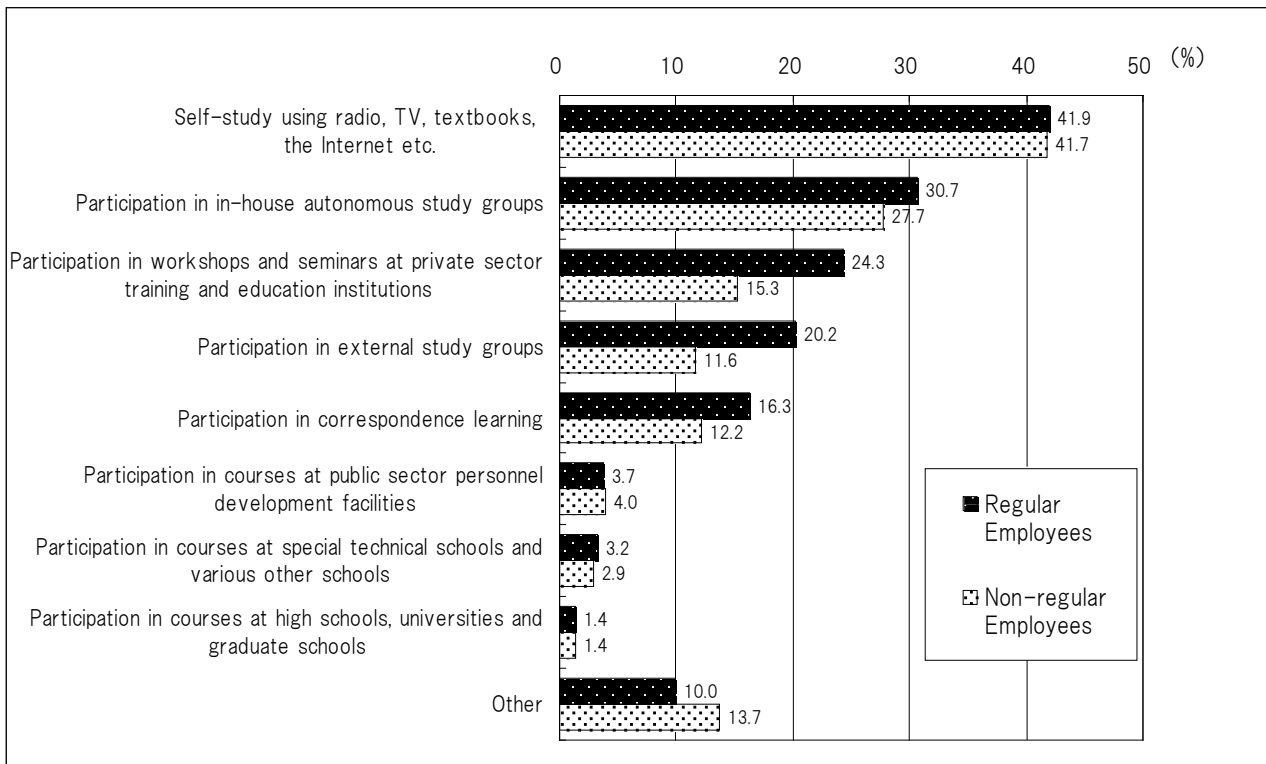
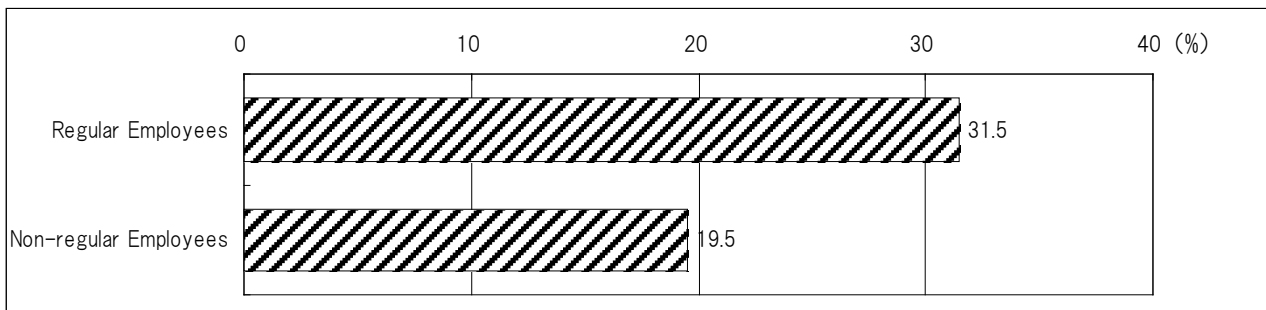


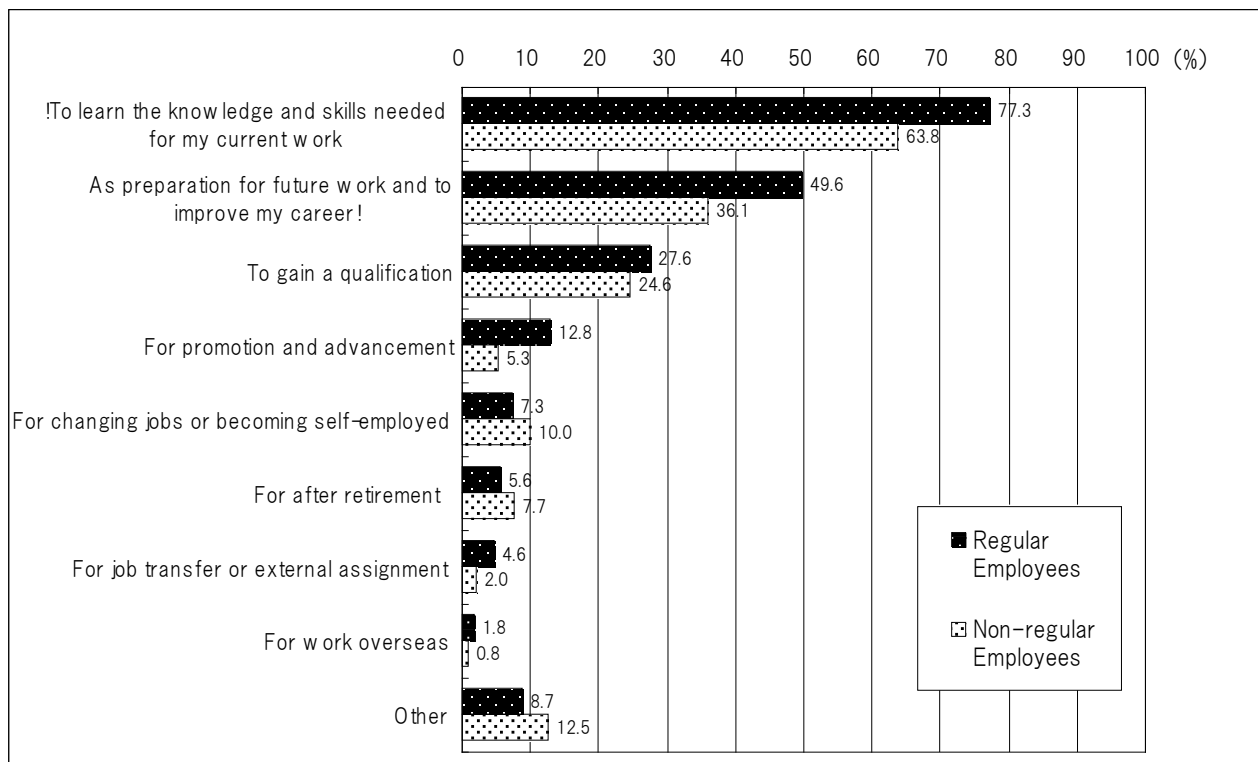
Figure 38 Workers who received assistance with expenses for self-development



3) Reasons for undertaking self-development (Figure 39)

The main reasons for undertaking self-development were as follows (multiple answers possible): For regular employees, the ratio of the response “To learn the knowledge and skills needed for my current work” was especially high at 77.3%, followed by “As preparation for future work and to improve my career” at 49.6%, and “To gain a qualification” at 27.6%. There was a similar trend for non-regular employees, with “To learn the knowledge and skills needed for my current work” at 63.8%, “As preparation for future work and to improve my career” at 36.1%, and “To gain a qualification” at 24.6%.

Figure 39 Reasons for undertaking self-development (multiple answers possible)



4) Issues with self-development (Figures 40 and 41)

The ratio of workers who responded that there are issues with self-development was 77.1% of regular employees and 68.8% of non-regular employees.

As issues with self-development (multiple answers possible), the greatest proportion of regular employees responded “I’m too busy with work and have no time for self-development” at 62.0%, followed by “It costs too much” at 34.0%. Other responses included, “The results of self-development are not valued within the company” (18.3%), “I cannot find an appropriate training and education institution” (17.2%), “I cannot take leave or leave work early” (17.1%) and so on, representing about 20% each.

For non-regular employees, the ratio responding “I’m too busy with work and have no time for self-development” was highest at 37.8%, followed by “It costs too much” at 28.8%, but compared with regular employees, the percentage is low. In addition, there is a tendency for the issues with self-development to differ from those of regular employees, with “I’m too busy with family matters and childcare and have no time for self-development” at 28.7% and “I don’t know what I should be doing” at 24.0% and so on.

Figure 40 Workers who responded that there are issues with self-development

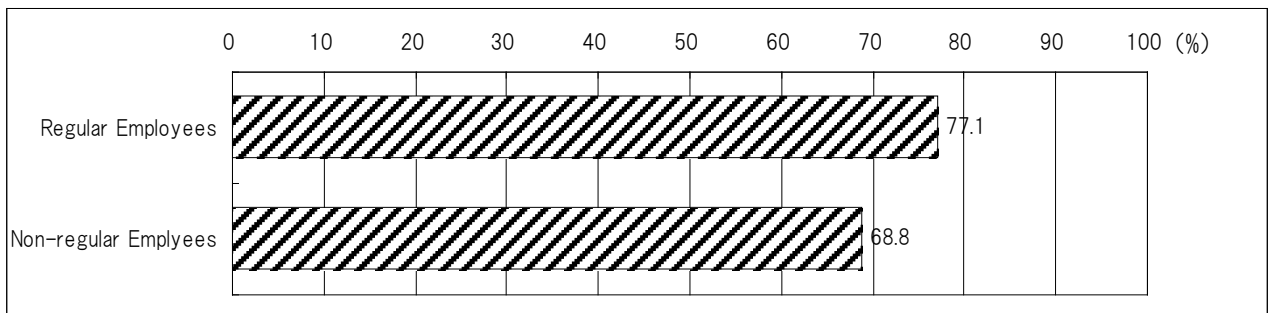
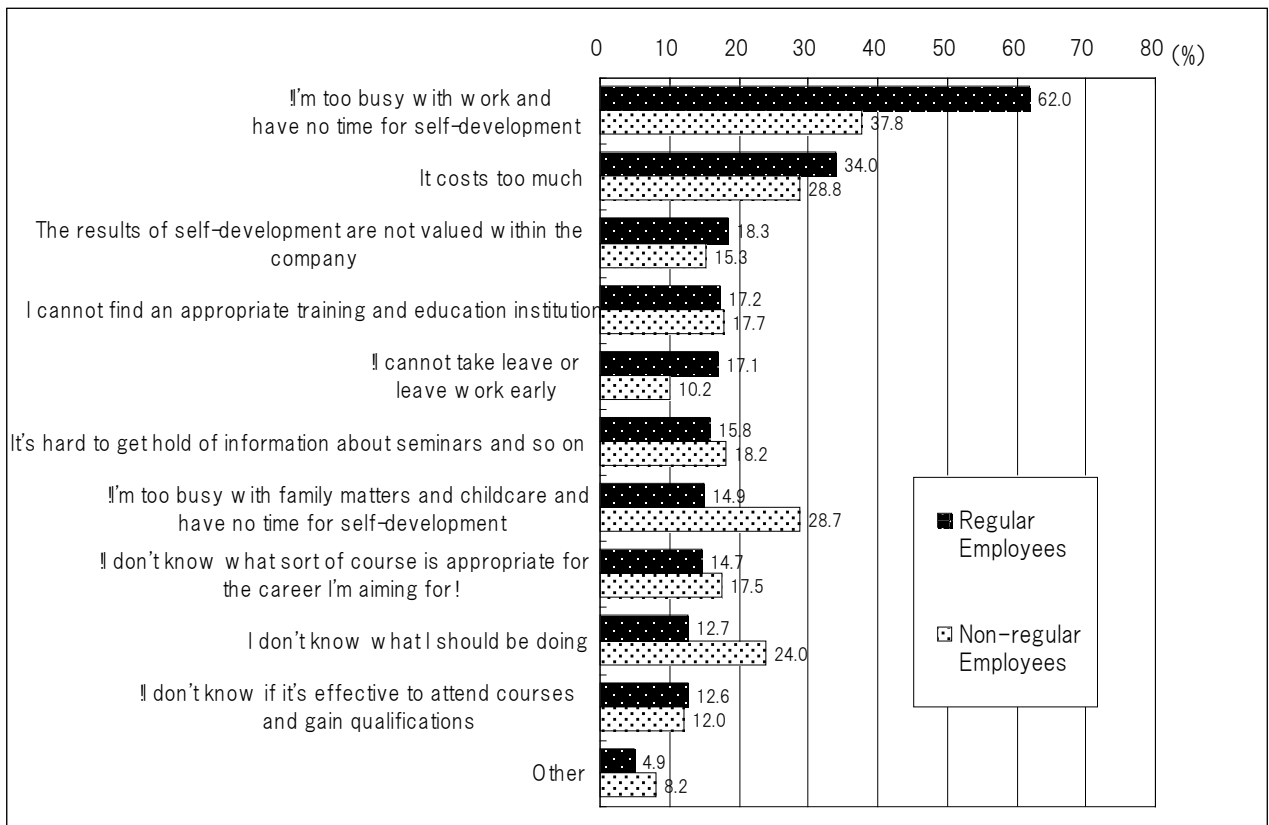


Figure 41 Issues with self-development (multiple answers possible)

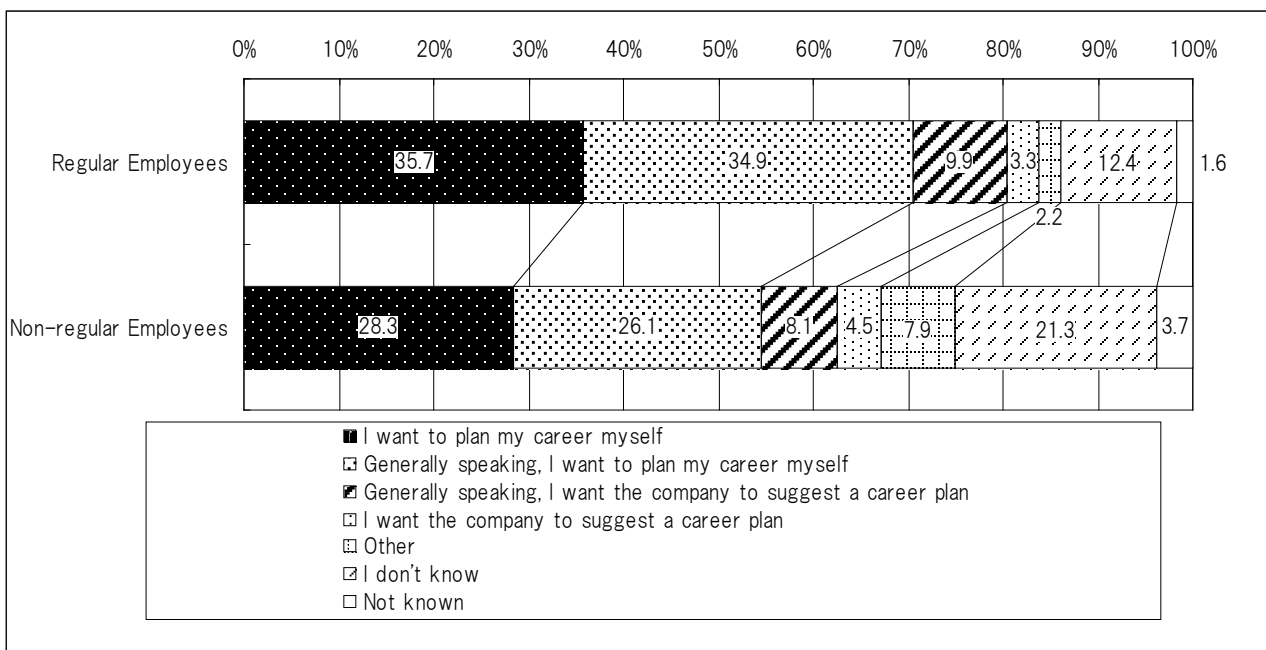


Future career planning (Figure 42)

Concerning the wishes of workers with regard to their own career planning, 35.7% of regular employees responded “I want to plan my career myself”, while 34.9% responded “Generally speaking, I want to plan my career myself”, which combined represents a ratio of about 70% wishing to plan their careers proactively.

On the other hand, 28.3% of non-regular employees responded “I want to plan my career myself”, while 26.1% responded “Generally speaking, I want to plan my career myself”, which represents a ratio of only about 50% wishing to plan their careers proactively. However, non-regular employees who wanted the company to suggest a career plan (the total for “Generally speaking, I want the company to suggest a career plan” and “I want the company to suggest a career plan”) amounted to just over 10%. The proportion of non-regular employees who responded “I don’t know” was 21.3%, about two times higher than regular employees (12.4%).

Figure 42 The attitude towards career planning



## Definitions of Main Terms

1. Full-time employee
  - 1) A worker who is employed with no fixed period or with a fixed period of more than one month.
  - 2) A temporary or day worker who was employed for 18 days or more a month in the two months prior to the date of the survey.
2. Regular employee  
A full-time employee without a fixed period of employment, who is neither a part-time worker nor a worker on loan from another company.
3. Non-regular employee  
A full-time employee, who is not a regular employee as defined above. (A short-term contract worker, contract employee, part-time worker or worker who is employed under a similar title.)
4. Labor productivity  
Labor productivity is the value added by a single worker, and higher labor productivity indicates that higher added value is created from the input of workers.
5. Systematic on the job training  
Education and training that is carried out in the course of daily work. A written plan for education and training is prepared, defining the persons responsible for training, the recipients of the training, the period, content and so on, and the training is carried out gradually and continuously. This includes for example, a line leader being responsible for education and training, and instructing his or her subordinates in work procedures based on the education and training plan.
6. Off the job training  
Education and training which involves temporary departure from normal work. This includes for example, training within the company (with a number of workers gathered together in one place) or training outside the company (sending workers for education and training to an external organization such as an industry group or a private sector education and training institution).
7. Self-development  
Activities carried out by a worker towards the continuance of his or her career, by autonomously developing and improving abilities related to work (not including hobbies, amusements, sport and fitness etc. unrelated to work).
8. Evaluation of vocational ability  
Evaluation of skills and abilities required for work based on evaluation standards prepared by the company organization or on various existing qualifications.
9. Training for distinct organizational levels  
Training conducted for distinct levels of the organization such as newly appointed section managers and new employees.
10. Training for distinct job functions  
Training in order to foster specialist abilities related to work, such as accounting, marketing, production management, health and safety, CAD/CAM and so on.
11. Topic-based training  
Training carried out across organizational boundaries in relation to a specific objective or topic, such as language training, office automation, presentation skills and so on.
12. e-learning  
Methods of learning using information technology such as PCs, the Internet and so on (not including TV and radio).
13. Leave for education and training  
Leave that can be used by a worker for education and training.
14. Career counseling

Specialist consultation to enable a worker to plan his or her career in accordance with their aptitude and work experience, and to select a job function and undertake relevant personal development effectively.

15. Career planning

Where a worker plans initiatives for developing and improving his or her work choices and vocational ability in accordance with their aptitude and work experience.