

Summary of Results of the Fiscal 2008 Basic Survey of Human Resources Development

The results of Fiscal 2008 Basic Survey of Human Resources Development is summarized below.

[Key Points of Survey Results]

1. Regarding the state of the implementation of education and training, while the implementation rate of off the job training remained steady from the previous year, the rate for systematic on the job training increased by over 10%. Also, a large difference between results for regular and non-regular employees is observed, with the implementation rate for non-regular employees at less than half of that for regular employees. Especially for non-regular employees, the implementation rates by industry have a large range of results.
2. “On education and training aimed at increasing the ability of workers; which is emphasized for selected workers or workers in general?” On regular workers, the proportion of companies that chose the former response was about 60% with an increase of over 10 % from the 2006 survey.
3. “On education and training; which is more dominant either outsourced one or conducted one in house?” While there was about an equal split for regular employees, there was a greater proportion of companies that emphasized in-house education and training for non-regular employees.
4. The proportion of workers who undertook self development exceeded that of the previous year for both regular and non-regular employees. Regarding the issues of self development for both types of employees, the responses “I’m too busy with work and have no time for self development” and “It costs too much” had high proportions. For non-regular employees, “I’m too busy with family matters and childcare and have no time for self development” was also a popular response.
5. The proportion of businesses that responded that there are problems with human resources development was about 70%. Some issues that were raised include “There are insufficient personnel to provide guidance”, “There is no time for carrying out human resources development”, and “Even if we train personnel, they quit.

1. Survey Objectives

This survey aims to show the current state of the country's companies, business establishments, and human resources development, categorized by regular and non-regular employees. The surveys were also conducted to contribute to the government policies for human resources development.

2. Scope of Surveys

The company surveys and business establishment surveys were conducted in 2008 from October 6 to November 21.

The individual surveys were conducted from October 6 to December 12 in the same year.

3. Survey Components

(1) Company Survey

An overview of the company, funds for education and training, and policies for human resources development.

(2) Business Establishment Survey

An overview of the business establishment, the state of implementation of education and training, human resources development, support for career planning, the state of implementation of vocational ability evaluations, and succession of skills.

(3) Individual Survey

The state of off the job training attended, the state of implementation of self development, and future career planning.

4. Targets of Surveys

(1) Company Survey

About 7,900 companies in Japan that were selected using a defined method from among companies with 30 or more full-time employees that belong to the 15 large industries according to the Japanese industrial sector standards (revised November, 2007).

(2) Business Establishment Survey

About 7,400 business establishments in Japan that were selected using a defined method from among companies with 30 or more full-time employees that belong to the 15 large industries according to the Japanese industrial sector standards.

(3) Individual Survey

About 24,000 workers, selected using a defined method from the business establishments mentioned in (2).

5. Survey Method

(1) Company Survey

Surveys were sent out to targeted companies from the Human Resources Development Bureau of the Ministry of Health, Labour, and Welfare through private-sector institutions. After the surveys were completed by the targeted companies, they were collected and sent back.

(2) Business Establishment Survey

Surveys were sent out to targeted companies from the Human Resources Development Bureau of the Ministry of Health, Labour, and Welfare through private-sector institutions. After the surveys were completed by the targeted business establishments, they were collected by statistical research staff.

(3) Individual Survey

Through private-sector institutions, the statistical research staff requested the surveys to be distributed to the targeted business establishments. After the surveys were completed by the targeted workers, they were collected and sent back through private-sector institutions.

6. Number of Targets for Survey, Numbers responded, and Response Rate

	Survey sample size	Number of valid responses	Response Rate
Company Survey	7,879 companies	2,875 companies	36.5%
Business Establishment Survey	7,378 businesses	4,561 businesses	61.8%
Individual Survey	19,869 employees	7,806 employees	39.3%

7. Main Survey Results

See Annex.

Main Survey Results (Annex)

Summary of Survey Results (Reference1)

Definitions of Main Terms (Reference2)

Main Survey Results

1. Regarding the state of the implementation of education and training, while the implementation rate of off the job training remained steady from the previous year, the rate for systematic on the job training increased by over 10%. Also, a large difference between results for regular and non-regular employees is observed, with the implementation rate for non-regular employees at less than half of that for regular employees. Especially for non-regular employees, the implementation rates by industry have a large range of results.

About 76.6% (previous survey: 77.2%) of businesses implemented off the job training of regular employees. By industry, the proportions were as follows: Electricity, gas, heat supply and water (93.5%), Scientific research, professional and technical services (88.8%), Finance and insurance (88.1%), Medical, health care and welfare (86.1%) and so on were high, whereas Real estate (67.5%), and Eating and drinking establishments and accommodations (67.5%) were low. Categorized by size of the business, of businesses that have 100 or more employees, over 80% implemented off the job training.

On the other hand, for non-regular employees, about 35.0% (previous survey: 40.9%) of businesses implemented off the job training, representing a lower level than for regular employees. By industry, the proportions were as follows: Medical, health care and welfare (71.3%) and Finance and insurance (58.9%) were high, whereas Electricity, gas, heat supply and water (24.0%), Real estate (24.0%), Construction (24.9%) and so on were low. These results show a larger range compared with results for regular employees.

Figure 1 Businesses that implemented off the job training

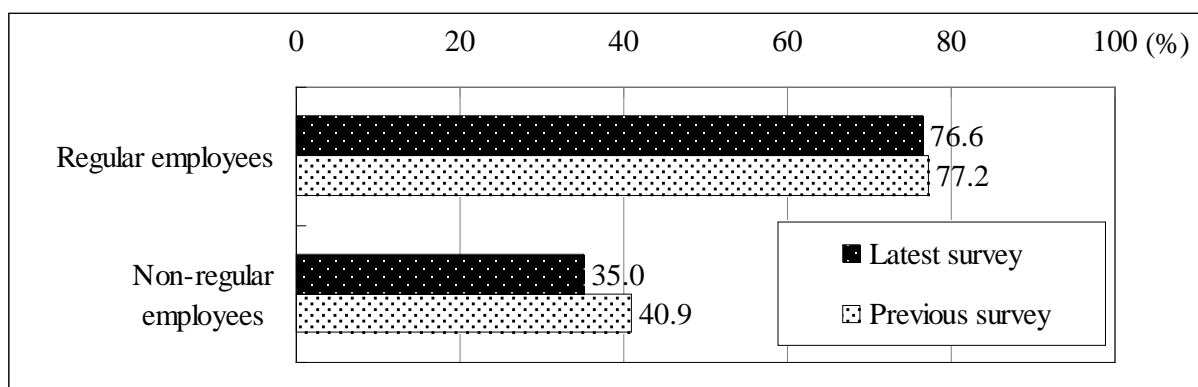
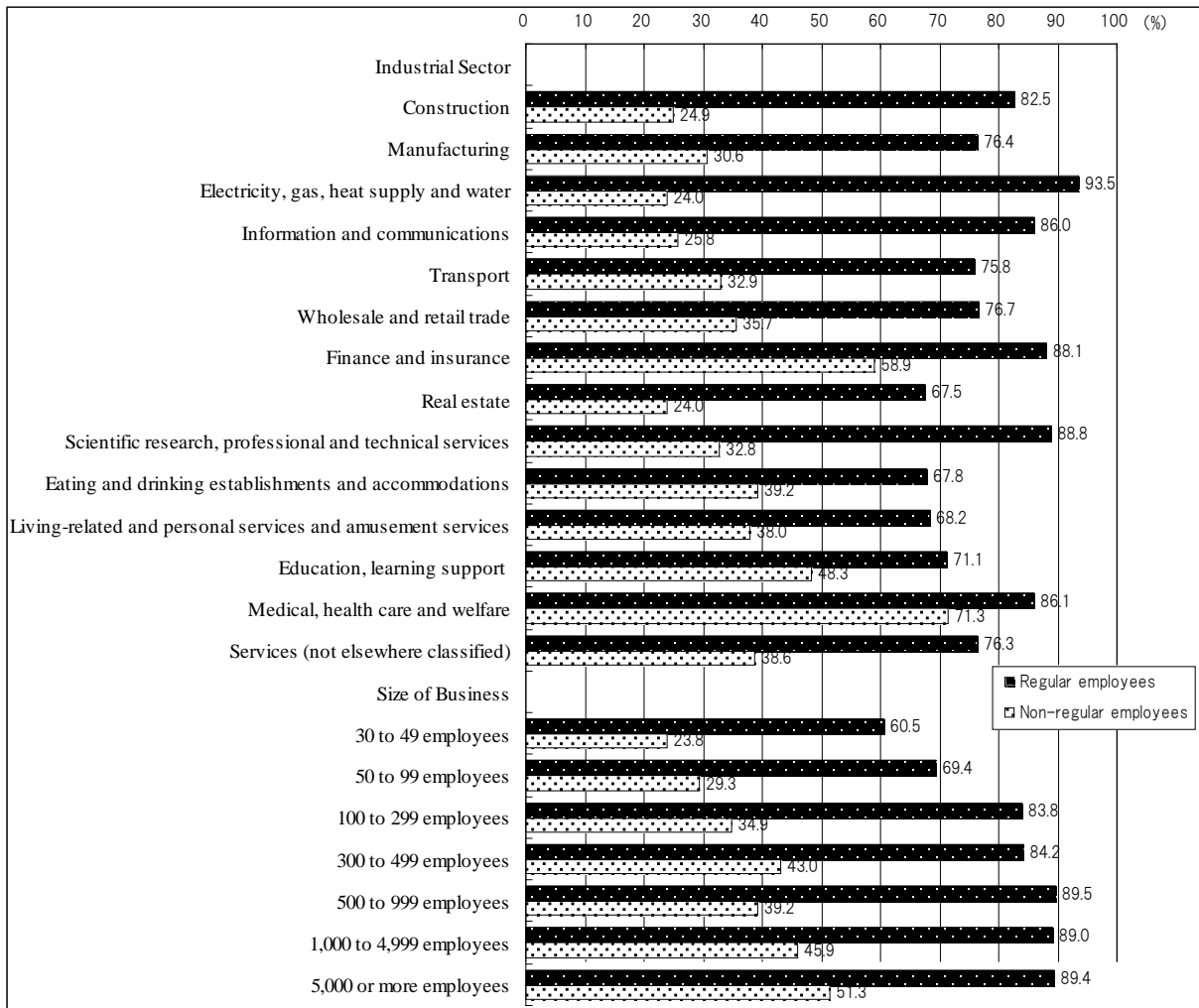


Figure 2 Businesses that implemented off the job training (By industrial sector and size of business)



About 59.4% (previous survey: 45.6%) of businesses implemented systematic on the job training of regular employees. By industry, the proportions were as follows: Finance and insurance (92.2%), Electricity, gas, heat supply and water (86.2%), Scientific research, professional and technical services (72.5%) and so on were high, whereas Real estate (43.0%) 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. In addition, compared with off the job training, the difference between proportions for regular and non-regular employees within each category increases with the size of the business.

On the other hand, about 23.8% (previous survey: 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: Medical, health care and welfare (46.3%), Finance and insurance (42.3%) and so on were high, whereas Construction (11.3%), Information and communications (14.1%), Real estate (14.3%) and so on were low.

Figure 3 Businesses that implemented systematic on the job training (total)

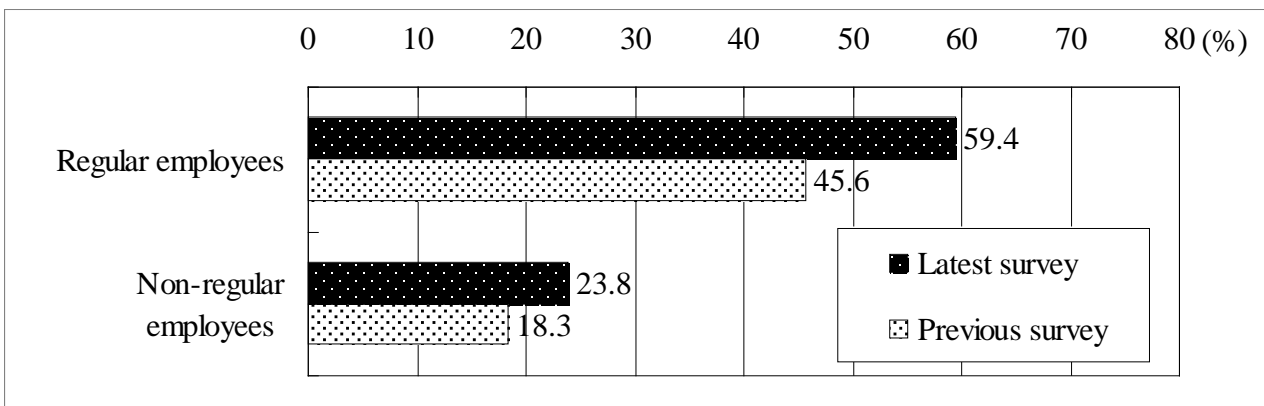
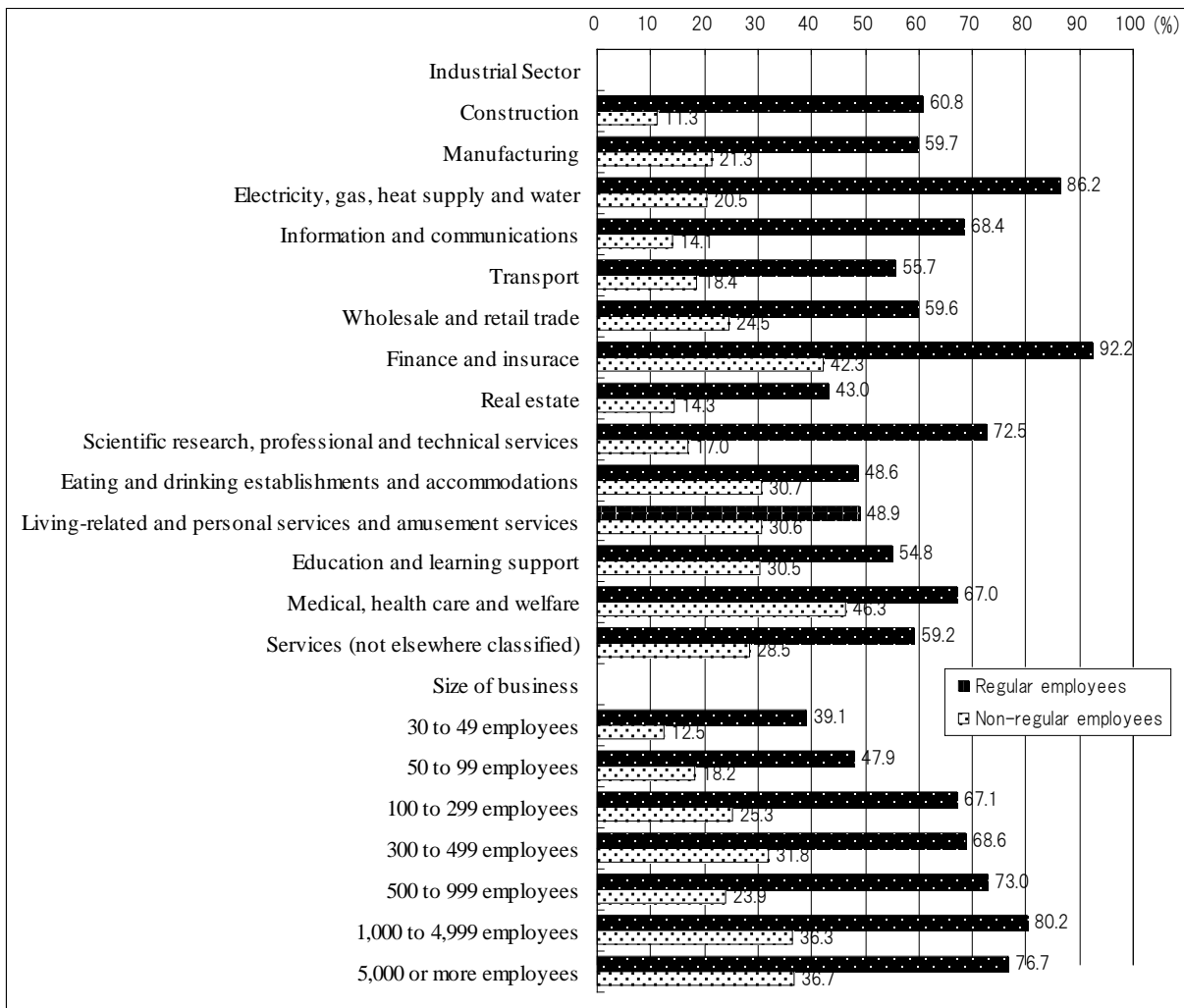


Figure 4 Businesses that implemented systematic on the job training
(categorized by industrial sector and size of business)



79.2% (previous survey: 79.7%) of businesses responded “We provide support” for self-development of regular employees. By industry, the proportions were as follows: Electricity, gas, heat supply and water (97.7%), Medical, health care and welfare (95.8%), Finance and insurance (94.1%), Construction (93.2%) and so on were high, whereas Eating and drinking establishments and accommodations (70.2%), Transport (70.7%) and so on were relatively low. All the results were over 70%. Categorized by size of the business, the proportion of businesses that provided support for self-development of workers tends to be higher among larger businesses.

On the other hand, 47.5% (previous survey: 48.4%) of businesses responded “We provide support” for self-development of non-regular employees. By industry, the proportion for Medical, health care and welfare was especially high at 81.9%, whereas Electricity, gas, heat supply and water (28.3%) was low.

Figure 5 Businesses that provide support for self-development of workers (Total)

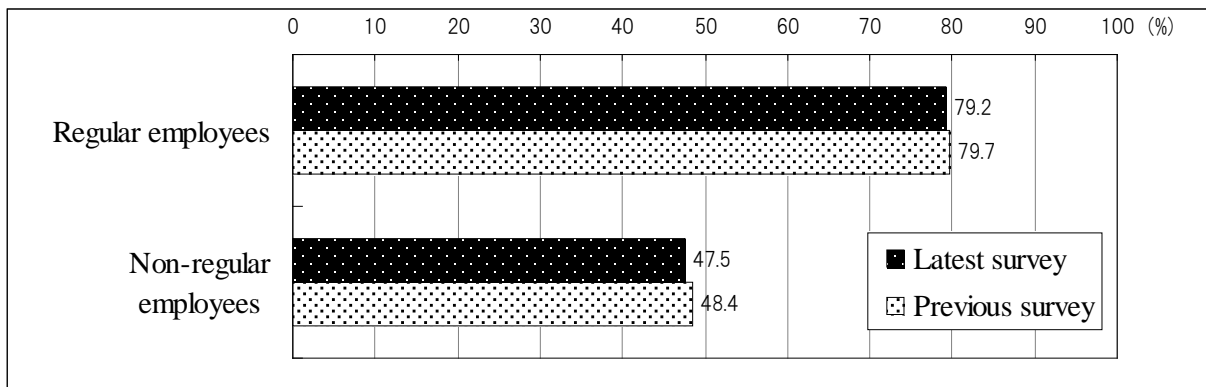
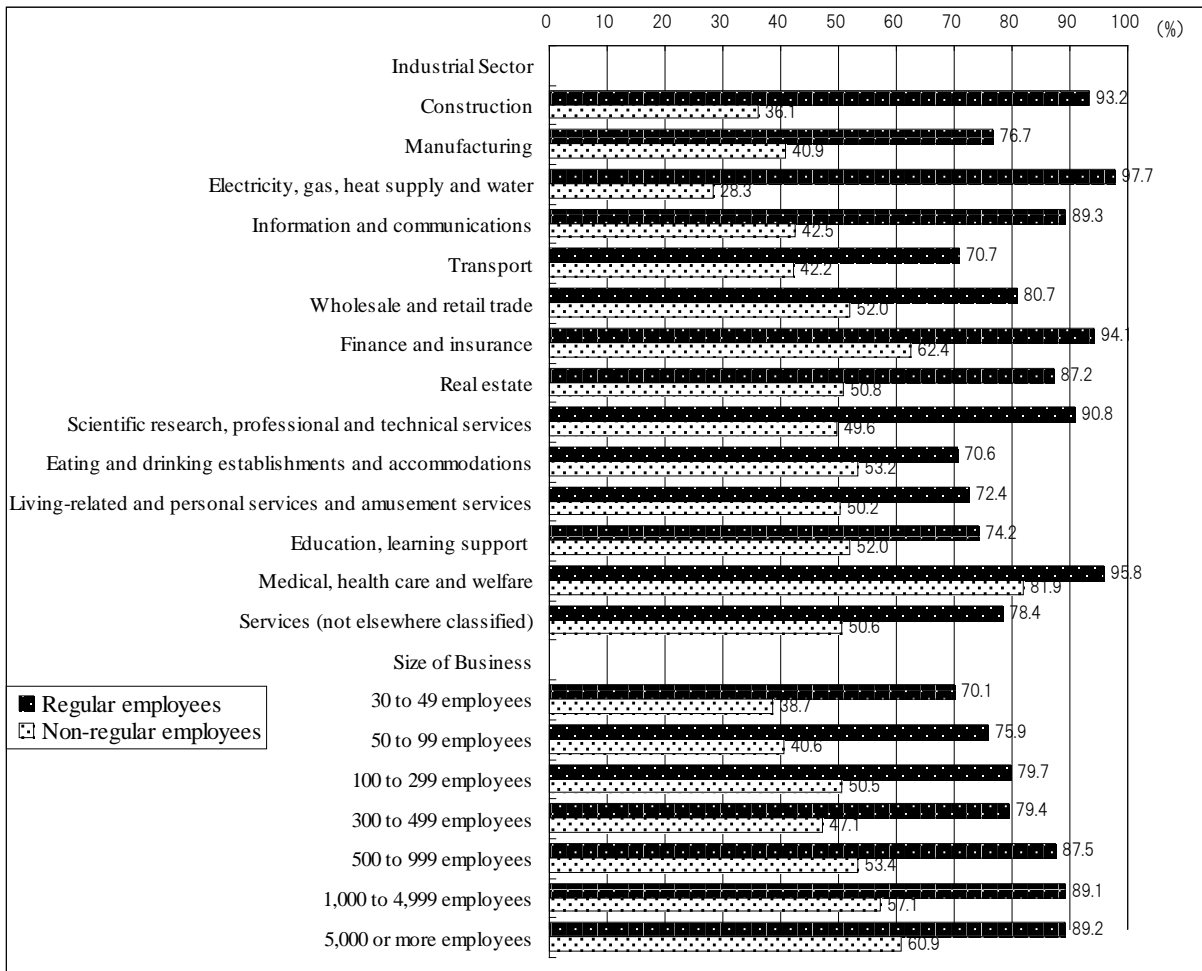


Figure 6 Businesses that provide support for self-development of workers
(Categorized by industrial sector and size of business)



2. Education and training aimed at increasing the ability of workers was either emphasized for selected workers or for workers in general. With an increase of over 10% from the survey of 2006, the proportion of companies that chose the former response was about 60%, exceeding the proportion of companies that chose the latter response.

Regarding the educational policies for regular employees, 59.5% (2006 survey: 47.2%) of companies emphasized or mainly emphasized “education and training to raise the level of ability of selected workers”. The proportion of companies that emphasized or mainly emphasized “education and training to raise the level of ability of workers in general” was 40.4% (2006 survey: 52.9%).

On the other hand, for non-regular employees, 54.1% (2006 survey: 39.7%) of companies emphasized or mainly emphasized “education and training for selected workers”, and 46.0% (2006 survey: 60.3%) of companies emphasized or mainly emphasized “education and training for workers in general”.

The latest results regarding both regular and non-regular employees showed that the proportion of companies that responded that they emphasized or mainly emphasized “education and training for selected workers” had increased from the survey of year 2006. Moreover, the proportion was greater than the proportion of companies that emphasized “education and training for workers in general”.

Figure 7 Principal targets of education and training for regular employees

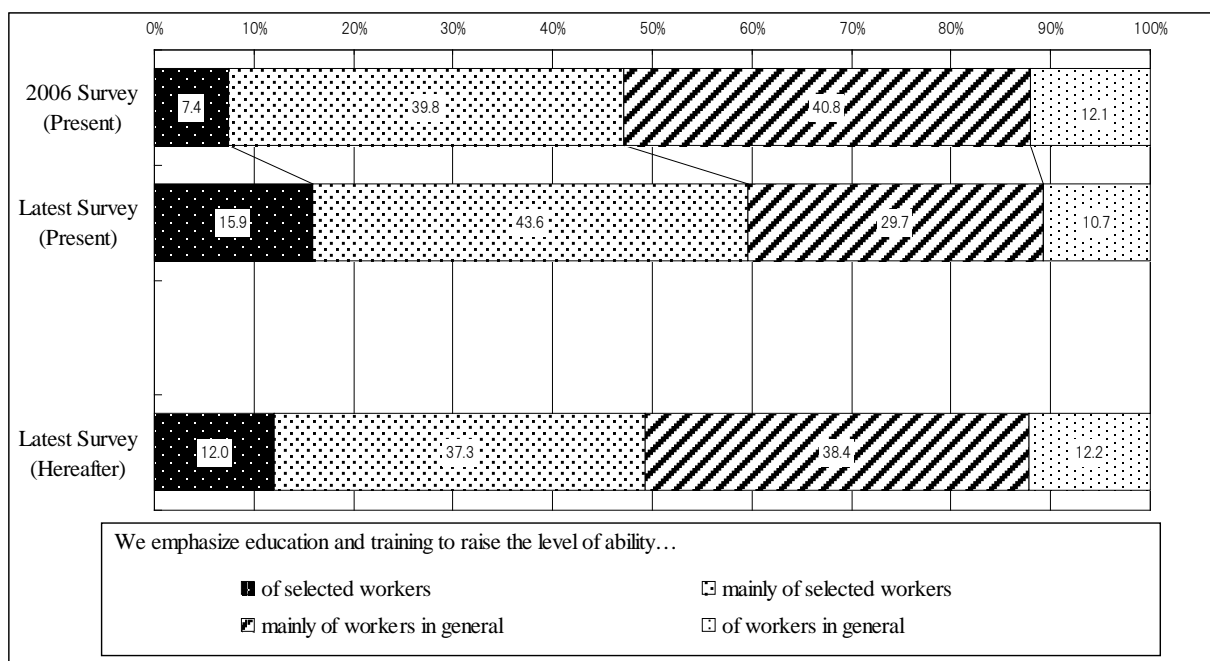
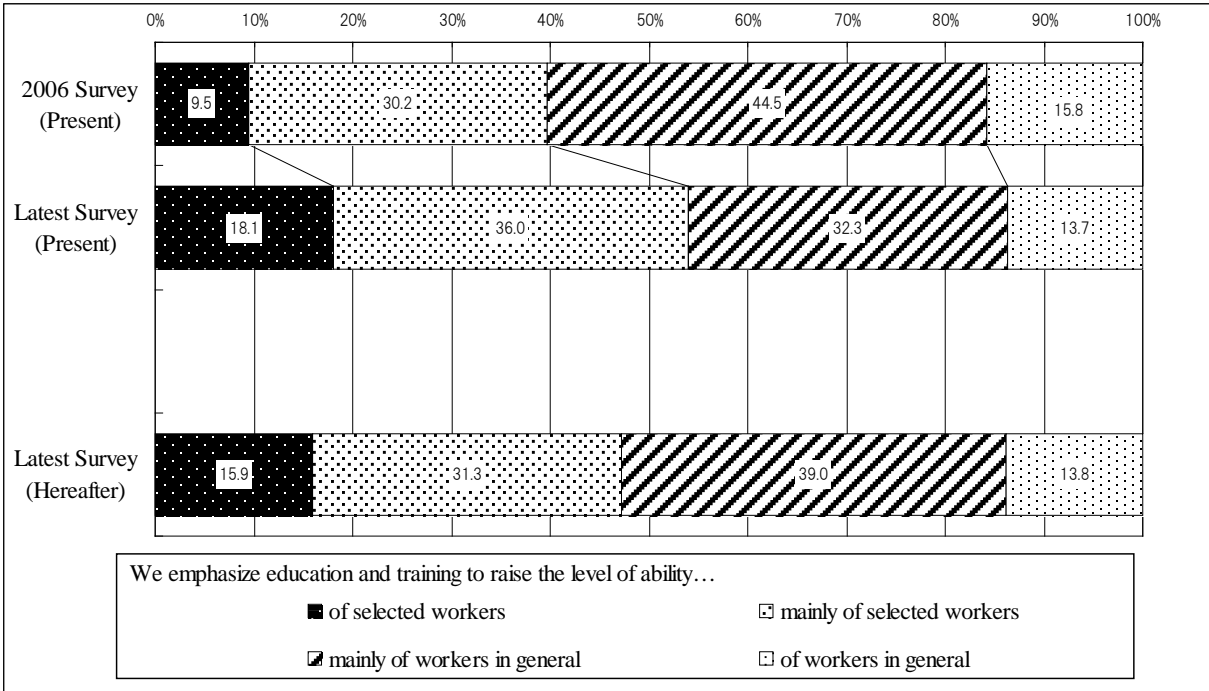


Figure 8 Principal targets of education and training for non-regular employees



3. Education and training was either outsourced or conducted in house. While there was about an equal split for regular employees, there was a greater proportion of companies that emphasized in-house education and training for non-regular employees.

Regarding the method for education and training of regular employees, 54.4% (2006 survey: 56.4%) of companies emphasized or mainly emphasized “in-house education and training”, and 45.6% (2006 survey: 43.7%) emphasized or mainly emphasized “outsourced education and training”.

On the other hand, for non-regular employees, 71.9% (2006 survey: 70.0%) of companies emphasized or mainly emphasized “in-house education and training”, and 28.0% (2006 survey: 30.0%) of companies emphasized or mainly emphasized “outsourced education and training”. Compared to regular employees, the proportion of companies that emphasized or mainly emphasized “outsourced education and training” is low.

In comparison to the survey of 2006, there has been a slight increase of companies that emphasize or mainly emphasize “outsourced education and training” for regular employees, and “in-house education and training” for non-regular employees.

Figure 9 Policy on education and training method (regular employees)

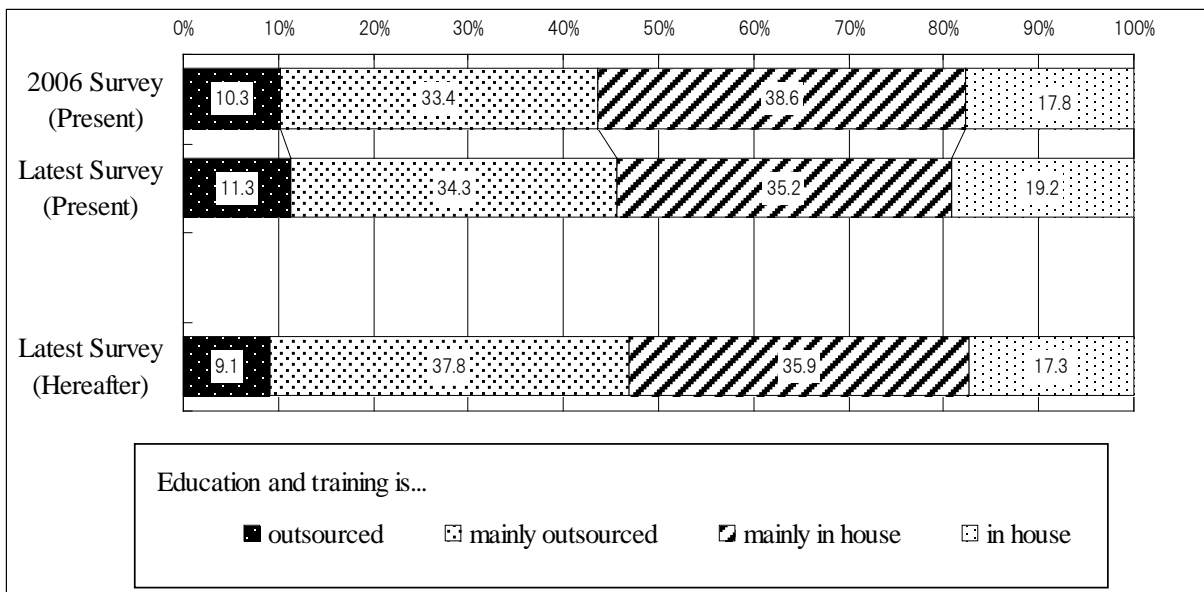
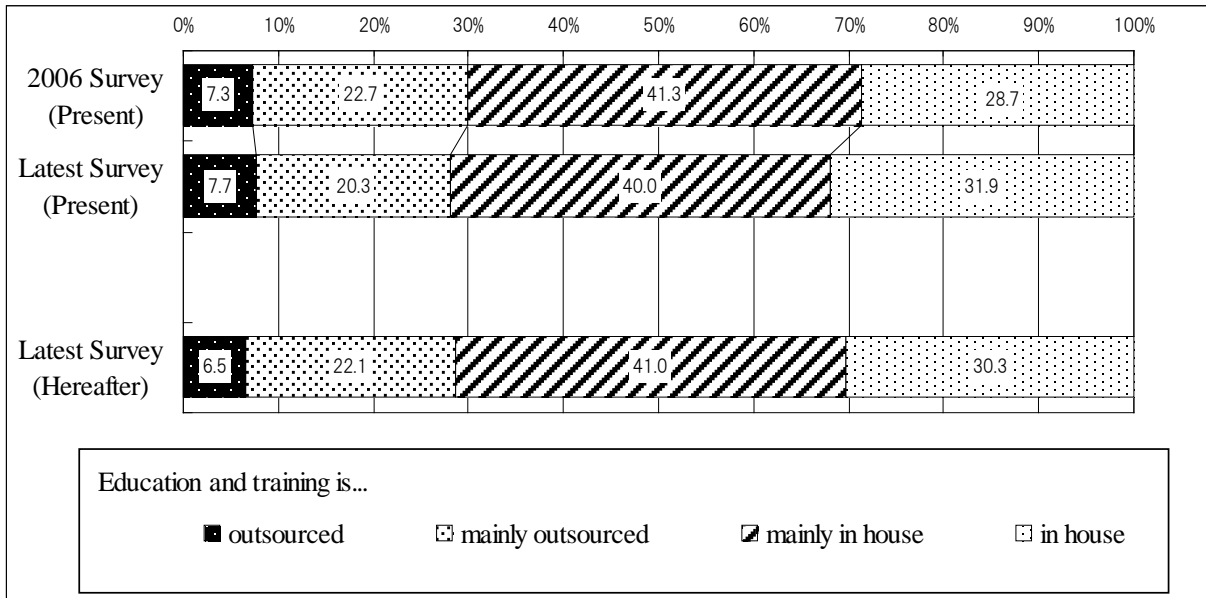


Figure 10 Policy on education and training method (non-regular employees)

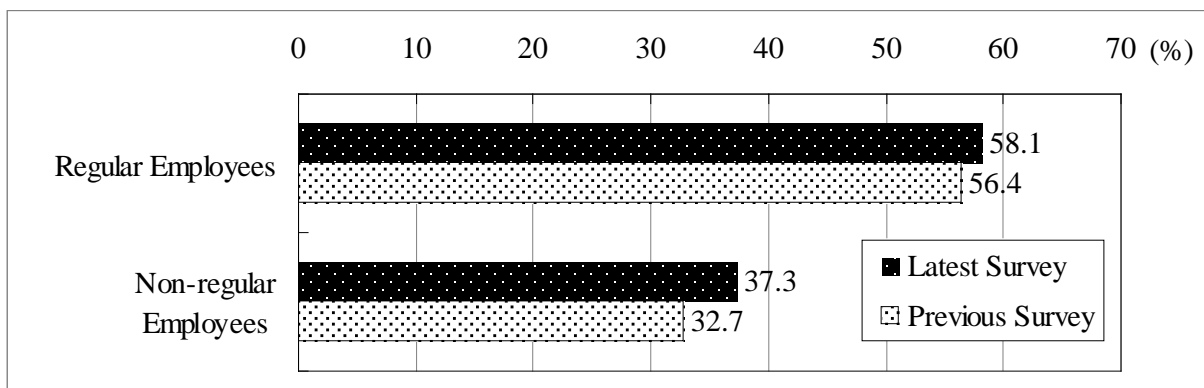


4. The proportion of workers who undertook self development exceeded that of the previous year for both regular and non-regular employees. Regarding the issues of self development for both types of employees, the responses “I’m too busy with work and have no time for self development” and “It costs too much” had high proportions. For non-regular employees, “I’m too busy with family matters and childcare and have no time for self development” was also a popular response.

The state of implementation of self-development

The ratio of workers who undertook self-development was 58.1% (previous survey: 56.4%) of regular employees and 37.3% (previous survey: 32.7%) of non-regular employees. For both regular and non-regular employees, the ratios have slightly increased from the previous year.

Figure 11 Workers who undertook self-development



Issues with self-development

The ratio of workers who responded that there are issues with self-development was slightly under 80% (77.1% (previous survey: 77.1%)) of regular employees and about 70% (70.1% (previous survey: 68.8%)) of non-regular employees.

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” (59.0% (previous survey: 62.0%), 36.2% (previous survey: 37.8%)).

Responses regarding non-regular employees that were high compared to those regarding regular employees were “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”, “I cannot find an appropriate education and training institution”, and “I don’t know what sort of course is appropriate for the career I’m aiming for”.

Figure 12 Workers who responded that there are issues with self-development

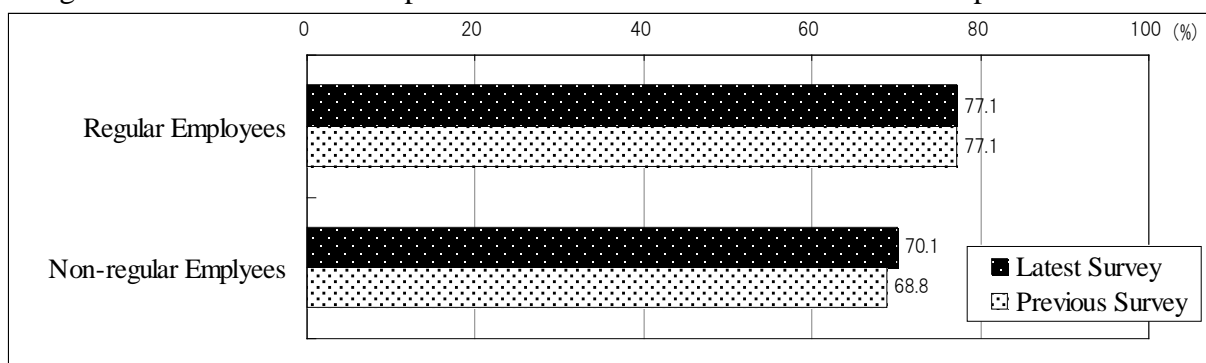
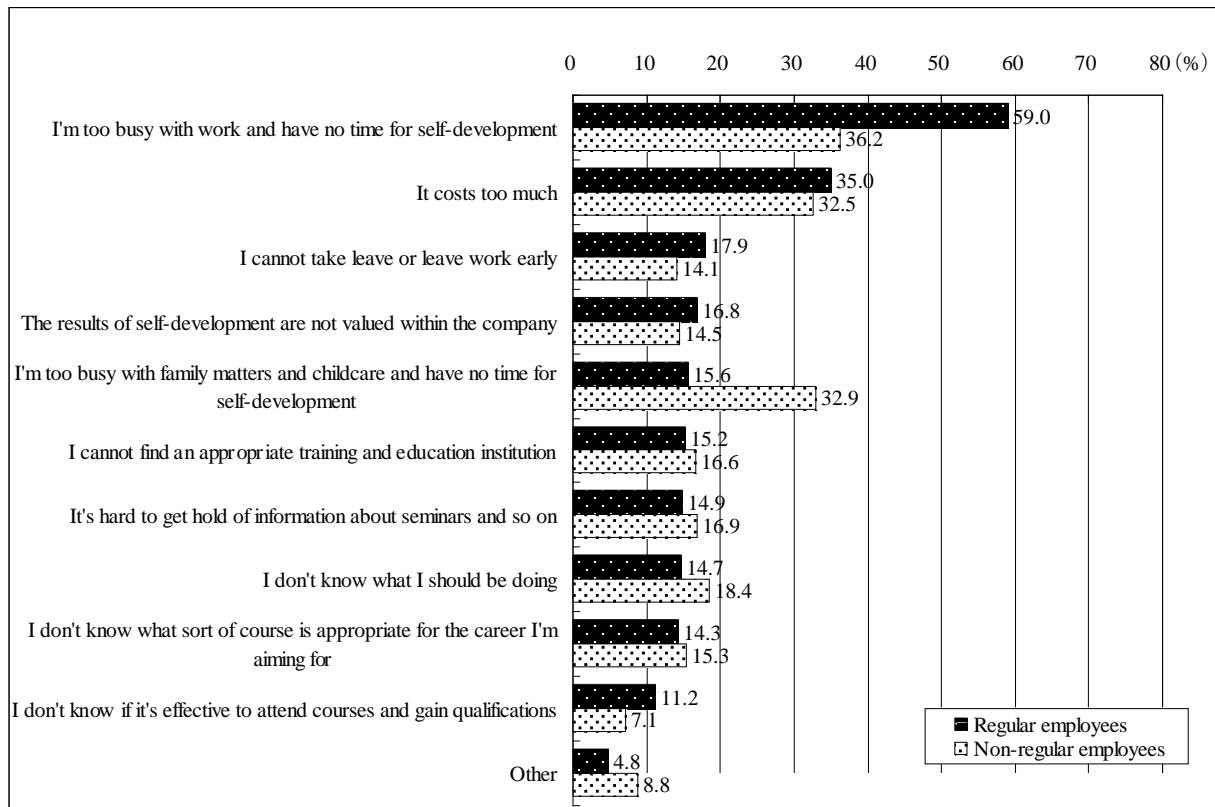


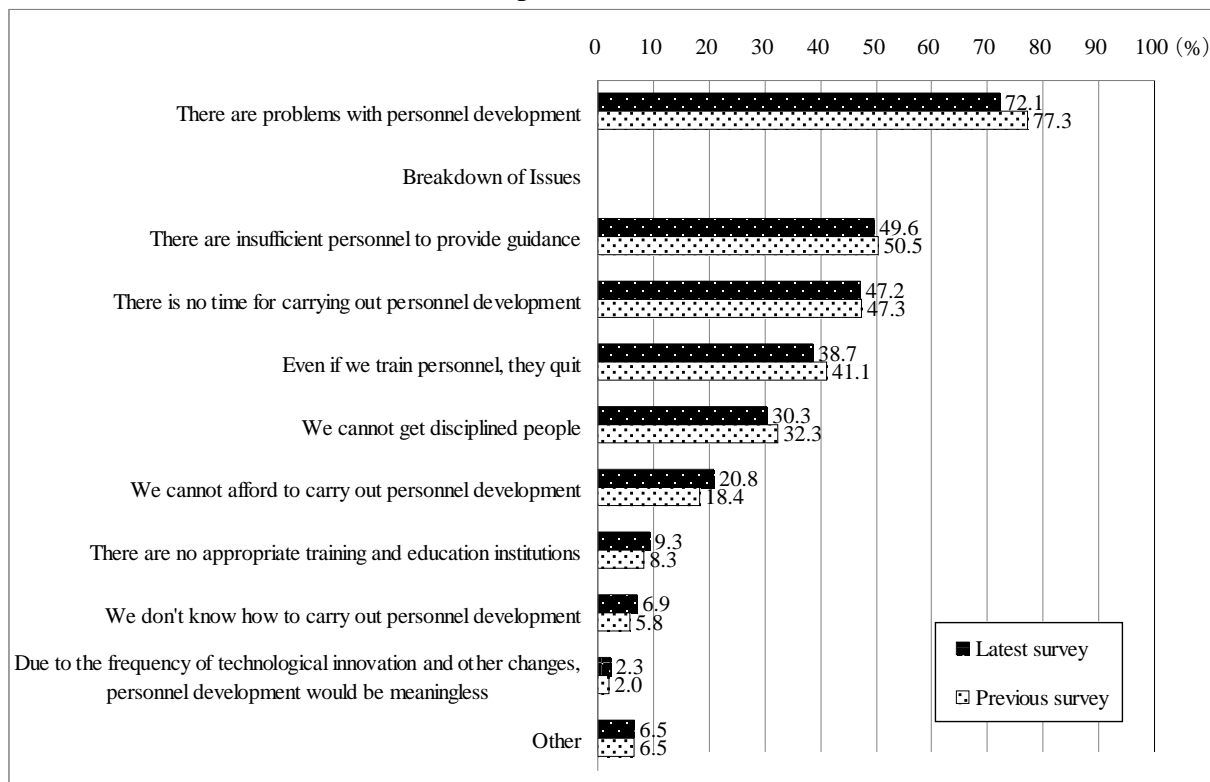
Figure 13 Issues of self-development among workers who responded that there are issues with self-development (multiple answers possible)



5. The proportion of businesses that responded that there are problems with human resources development was about 70%. Some issues that were raised include “There are insufficient personnel to provide guidance”, “There is no time for carrying out human resources development”, and “Even if we train personnel, they quit.

72.1% (previous survey: 77.3%) of businesses responded “There are problems with human resources development”. Compared to the previous year’s survey results, the proportion decreased 5.2%. The issues in order of high to low proportion are as follows; “There are insufficient personnel to provide guidance” (49.6% (previous survey: 50.5%)) and “There is no time for carrying out human resources development” (47.2% (previous survey: 47.3%)) were highest, followed by “Even if we train personnel, they quit” (38.7% (previous survey: 41.1%))

Figure 14 Breakdown of businesses that reported problems with human resources development (multiple answers allowed)



Summary of Survey Results

1. Company Survey

(1) Expenditure for off the job training and support for self-development (Figures 1 and 2)

The average expenditure per worker for education and training (the average amount spent by companies; hereafter the same) amounted to ¥25,000 for off the job training (¥23,000 for the survey conducted in 2007 (hereafter referred to as “previous survey”)) and ¥8,000 (previous survey: ¥8,000) for support for self-development.

The breakdown for off the job training costs was as follows: “Outsourced training costs and participation fees” was the highest at 47.0% (previous survey: 44.4%), followed by “Personnel expenses paid outside the company” (18.0% (previous survey: 19.5%)), and “Internal personnel expenses” (16.0% (previous survey 14.5%)).

Figure 1 Average expenditure per worker for off the job training and support for self-development

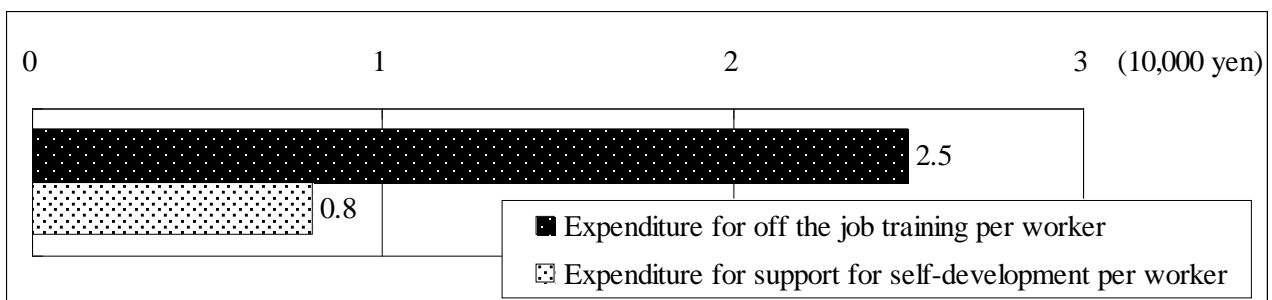
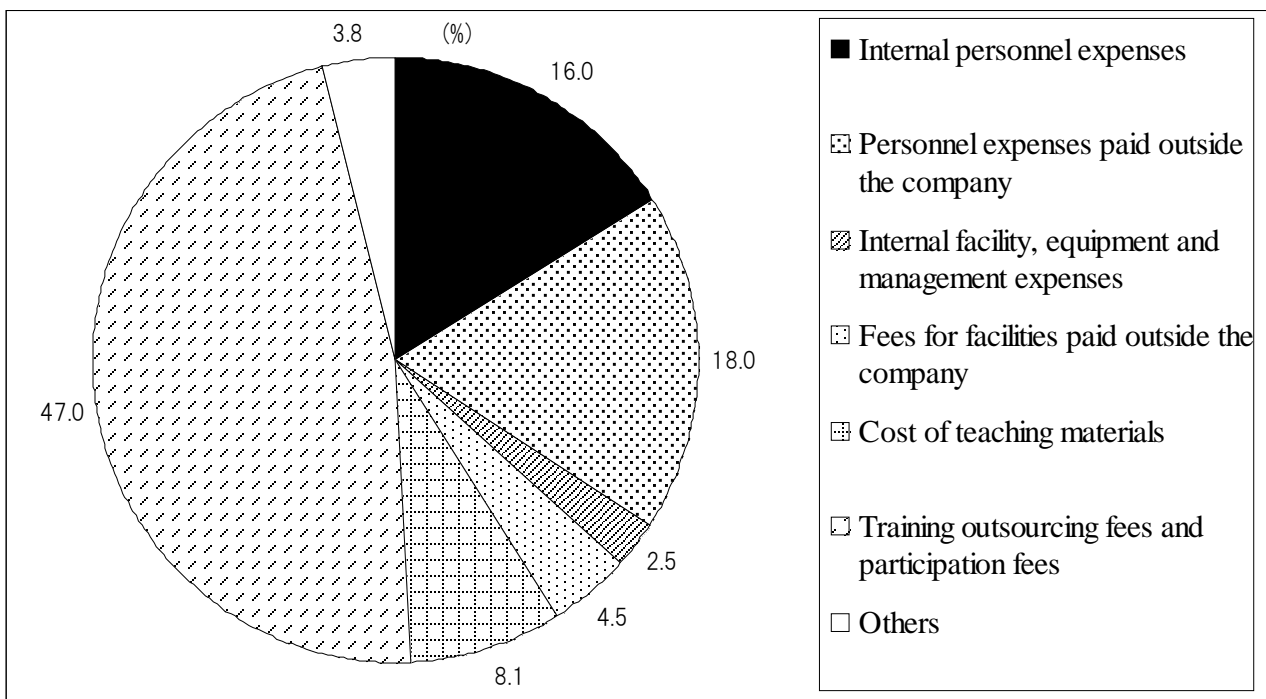


Figure 2 Breakdown of average expenditure for off the job training



(2) Policies for Human resources development for Employees

1) “Corporation’s responsibility” or “individual workers’ responsibility”? (Figures 3 and 4)

Human resources development for regular employees is considered “the corporation’s responsibility” or “mainly the corporation’s responsibility” by 64.2%* (69.6% in the Fiscal 2008 Basic Human Resources Development Survey (hereafter referred to as “2006 survey”)) of companies. The proportion of companies that responded that it is “the individual workers’ responsibility” or “mainly the individual workers’ responsibility” was 35.9% (2006 survey: 30.5%).

On the other hand, human resources development for non-regular employees is considered “the corporation’s responsibility” or “mainly the corporation’s responsibility” by 52.1% (2006 survey: 54.1%) of companies. 47.9% (2006 survey: 54.1%) of companies responded that it is “the individual workers’ responsibility” or “mainly the individual workers’ responsibility”.

The latest results regarding both regular and non-regular employees showed that the proportion of companies that consider or mainly consider human resources development “the individual workers’ responsibility” had increased from the survey of year 2006.

Survey results about the future for both regular and non-regular employees suggest that the proportion of companies that consider human resources development “the corporation’s responsibility” or “mainly the corporation’s responsibility” will increase from the survey results regarding the current state. The proportion is 73.4% for the human resources development of regular employees and 59.3% for that of non-regular employees.

*(The percentage was recalculated after the response “not known” was removed.

Figure 3 Policy on party responsible for human resources development (Regular-employees)

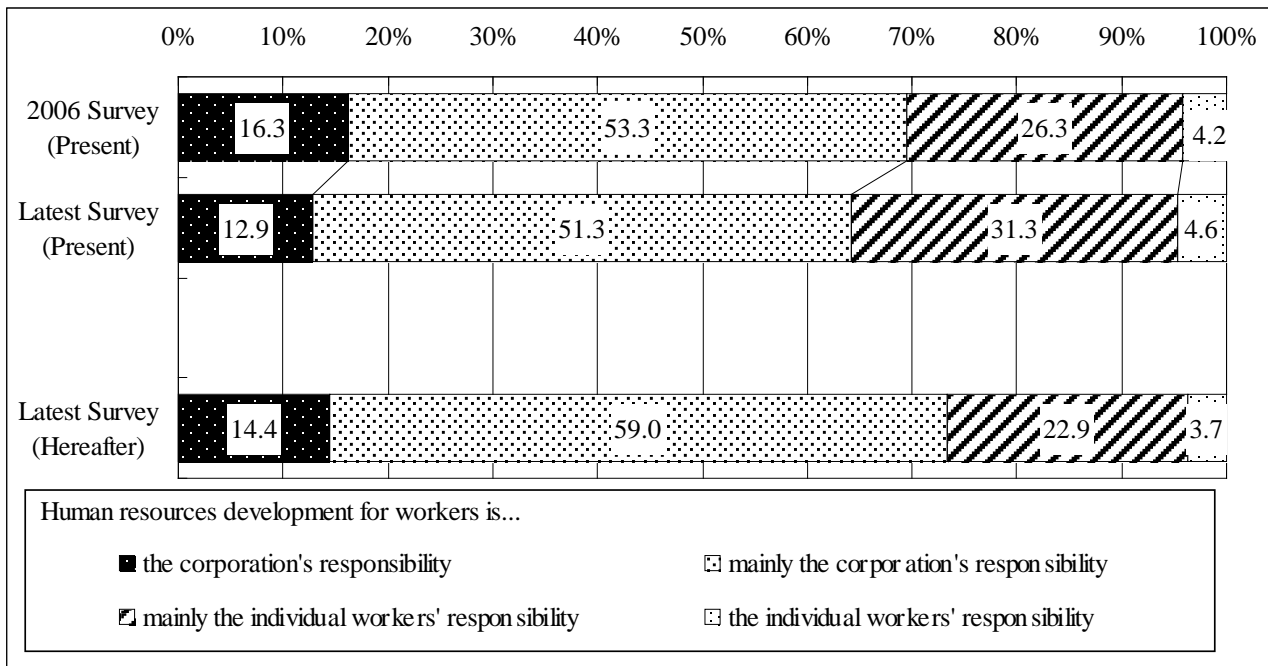
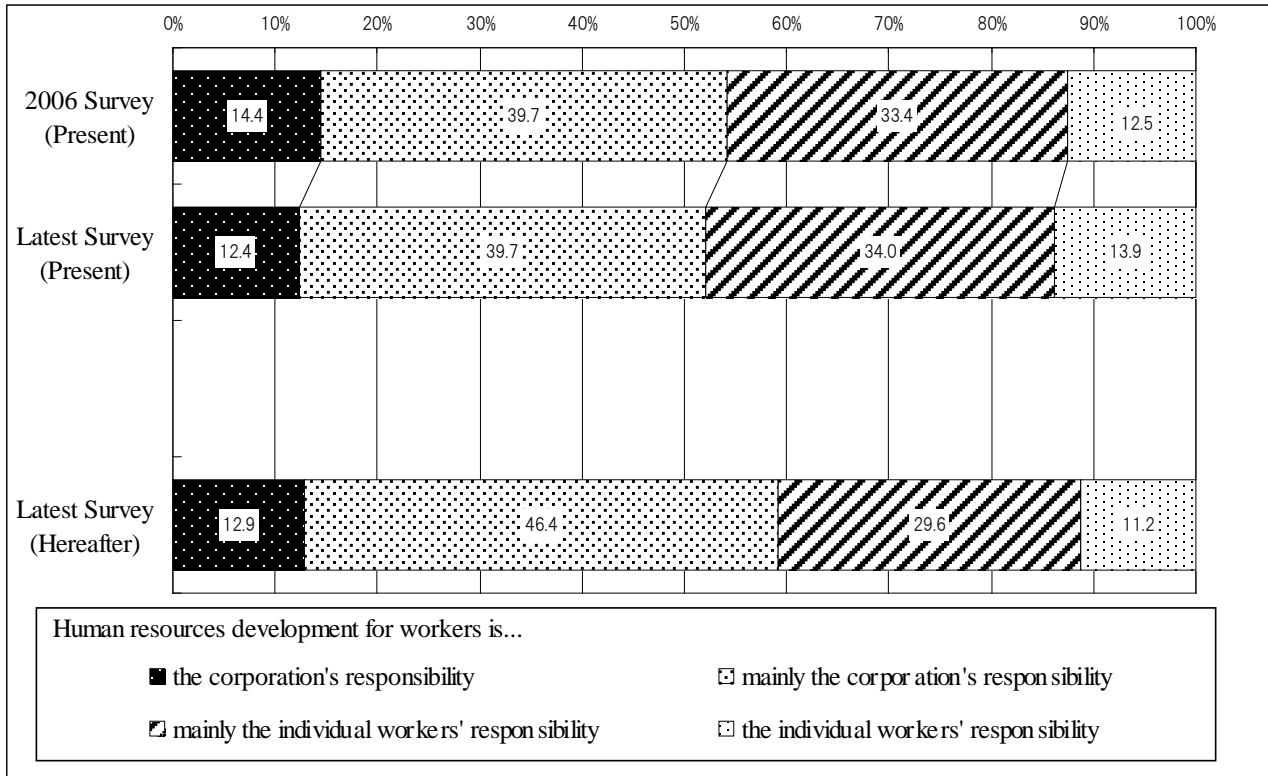


Figure 4 Policy on party responsible for human resources development (non-regular employees)



2) “Emphasis on selected workers” or “emphasis on workers in general”?

Regarding the educational policies for regular employees, 59.5% (2006 survey: 47.2%) of companies that emphasized or mainly emphasized “education and training to raise the level of ability of selected workers”. The proportion of companies that emphasized or mainly emphasized “education and training to raise the level of ability of workers in general” was 40.4% (2006 survey: 52.9%).

On the other hand, for non-regular employees, 54.1% (2006 survey: 39.7%) of companies emphasized or mainly emphasized “education and training for selected workers”, and 46.0% (2006 survey: 60.3%) of companies emphasized or mainly emphasized “education and training for workers in general”.

Latest results regarding both regular and non-regular employees showed that the proportion of companies that responded that they emphasized or mainly emphasized “education and training for selected workers” had increased from the survey of year 2006. Moreover, the proportion was greater than the proportion of companies that emphasized “education and training for workers in general”.

Survey results about the future for both regular and non-regular employees suggest that the proportion of companies that emphasize or mainly emphasize “education and training for workers in general” will increase from the survey results regarding the current state. These proportions were 50.6% for regular employees and 52.8% for non-regular employees.

Figure 5 Emphasized targets of education and training for regular employees

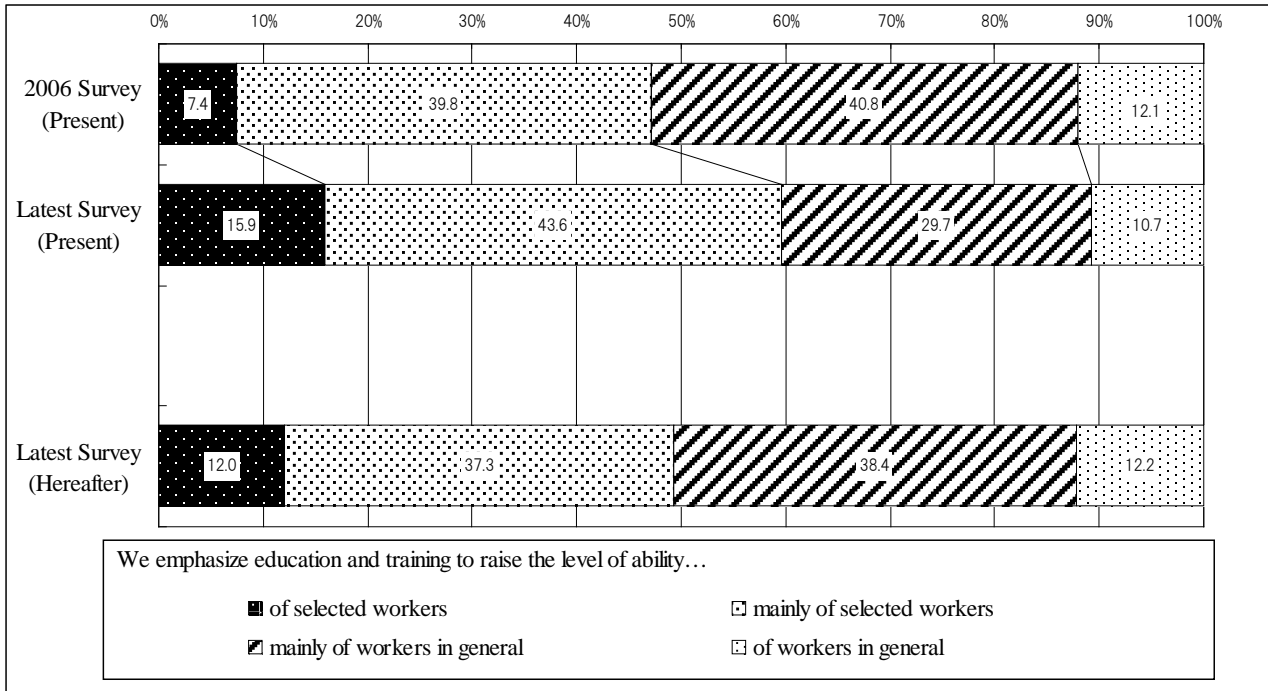
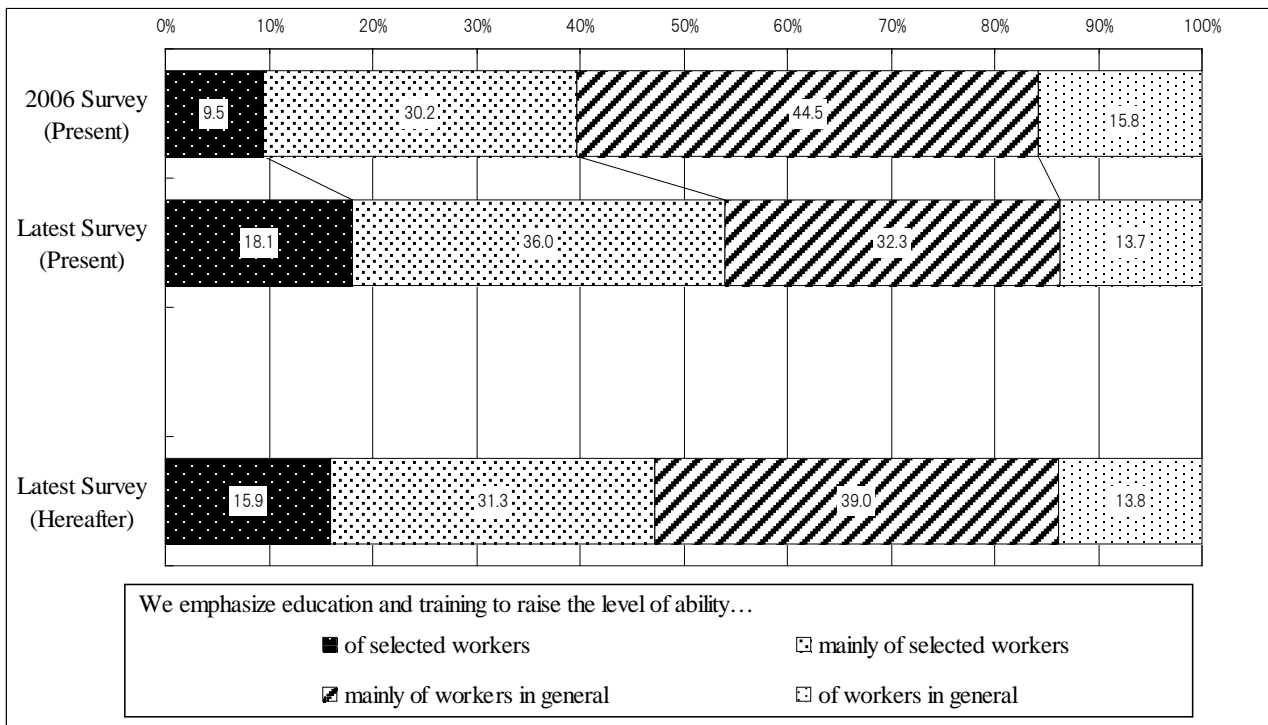


Figure 6 Emphasized targets of education and training for non-regular employees



3) “Head office leadership” or “line division leadership”? (Figures 7 and 8)

Regarding education and training for regular employees, 66.8% (2006 survey: 53.4%) of companies had or mainly had “head office leadership”, and 33.2% (2006 survey: 46.6%) had or mainly had “line division leadership”.

Regarding education and training for non-regular employees, 55.2% (2006 survey: 43.5%) of companies have had or mainly had “head office leadership”, and 44.8% (2006 survey: 56.5%)

had or mainly had “line division leadership”.

The latest results regarding education and training for both regular and non-regular employees showed that the proportion of companies that had or mainly had “head office leadership” had increased from the survey of year 2006.

Survey results regarding the future education and training for both regular and non-regular employees suggest that the proportion of companies that have or mainly have “line division leadership” will increase from the survey results regarding the current state. These proportions were 36.8% for regular employees and 47.8% for non-regular employees.

Figure 7 Leadership of education and training for regular employees

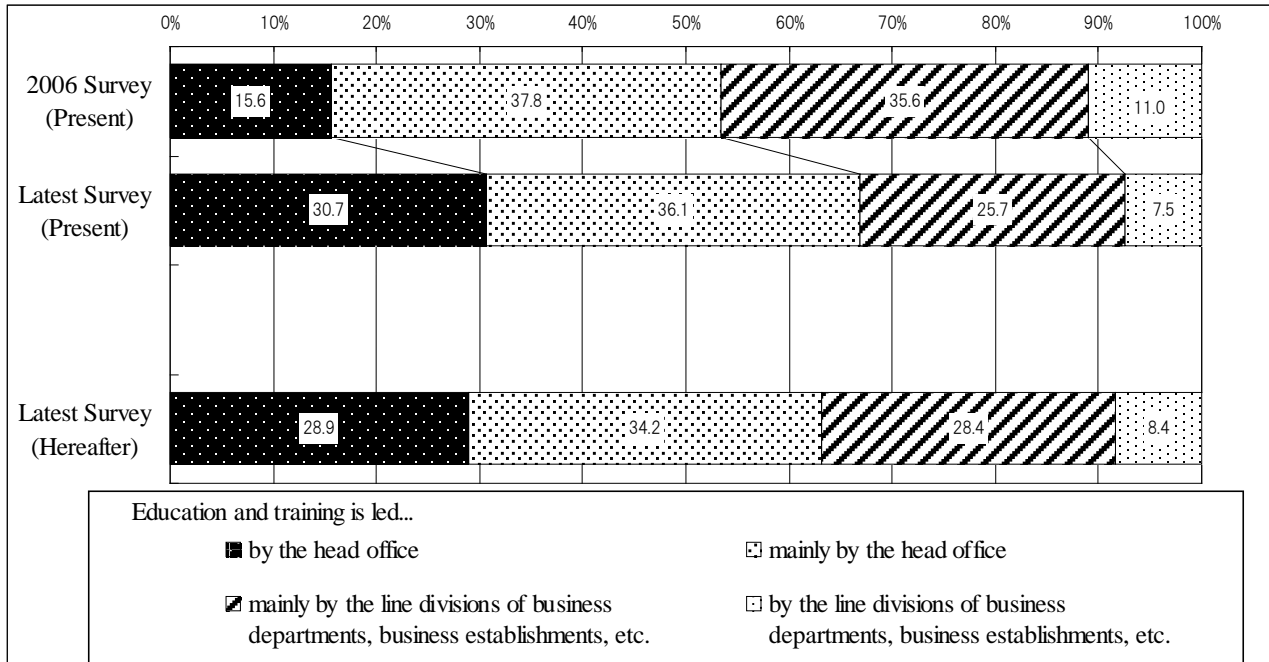
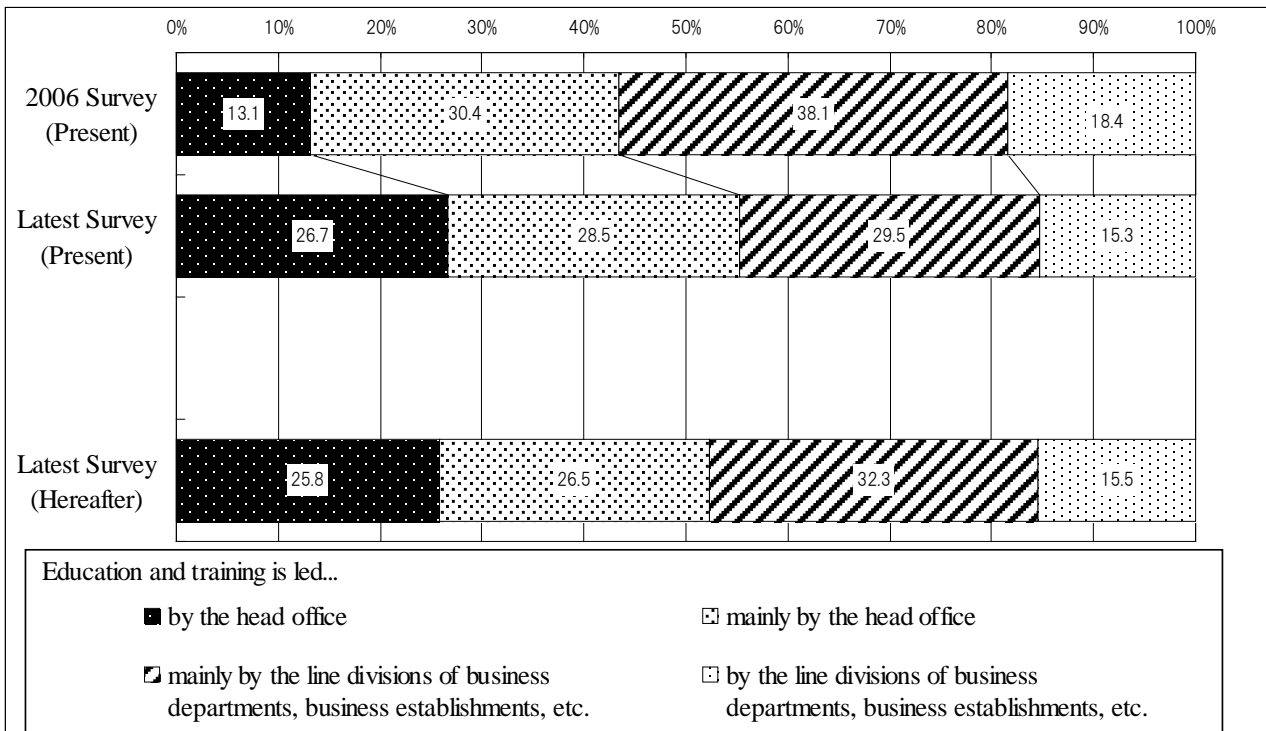


Figure 8 Leadership of education and training for non-regular employees



4) “On the job training” or “off the job training”? (Figures 9 and 10)

Regarding the method for education and training of regular employees, 74.4% (2006 survey: 76.7%) of companies emphasized or mainly emphasized “on the job training”, and 74.4% (2006 survey: 76.7%) of companies emphasized or mainly emphasized “off the job training”.

On the other hand, for non-regular employees, 80.0% (2006 survey: 79.3%) of companies emphasized or mainly emphasized “off the job training”.

Survey results regarding future education and training for both regular and non-regular employees suggest that the proportion of companies that emphasize or mainly emphasize “off the job training” will increase from the survey results regarding the current state. These proportions were 33.7% for regular employees and 24.2% for non-regular employees.

Figure 9 Emphasis of method for education and training (Regular employees)

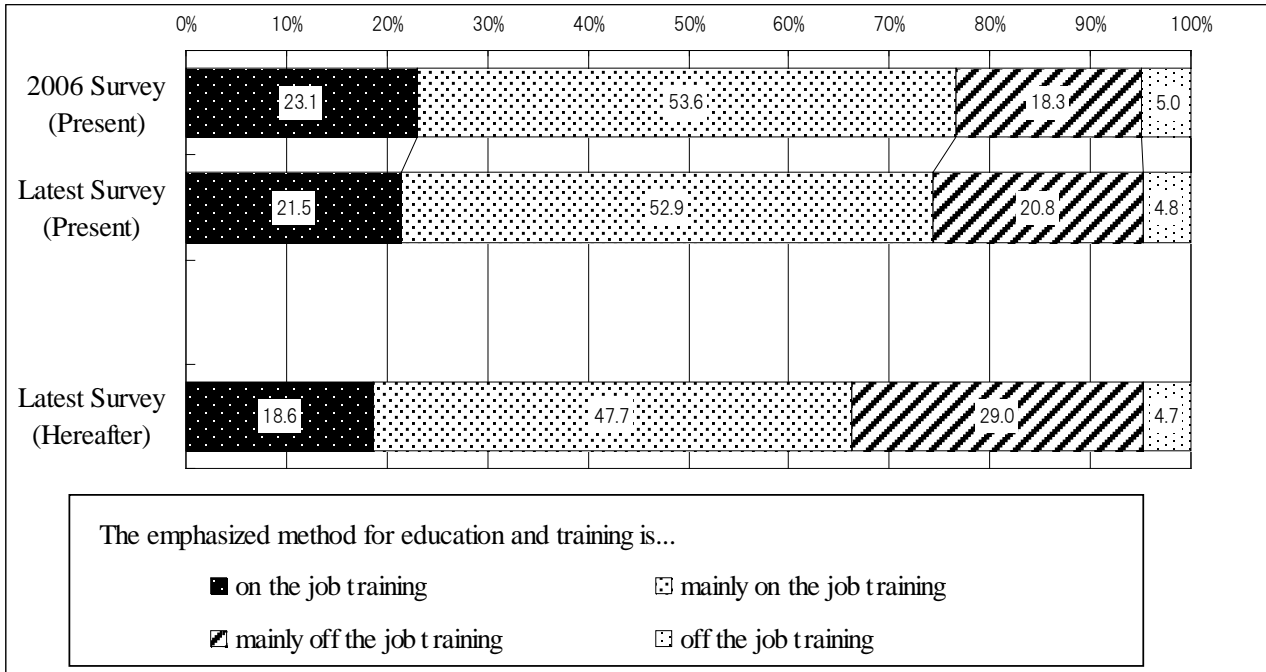
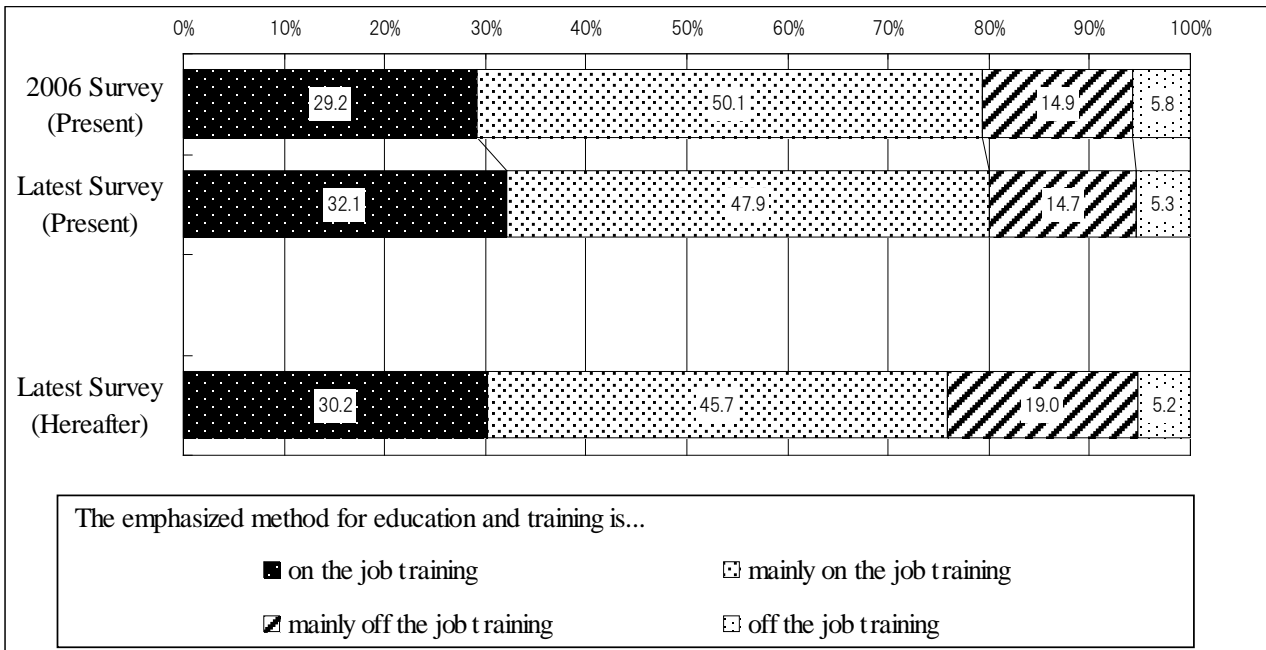


Figure 10 Emphasis of method for education and training (Non-regular employees)



5) “Outsourced” or “in-house” education and training? (Figures 11 and 12)

Regarding the method for education and training of regular employees, 54.4% (2006 survey: 56.4%) of companies emphasized or mainly emphasized “in-house education and training”, and 45.6% (2006 survey: 43.7%) emphasized or mainly emphasized “outsourced education and training”.

On the other hand, for non-regular employees, 71.9% (2006 survey: 70.0%) of companies emphasized or mainly emphasized “in-house education and training”, and 28.0% (2006 survey: 30.0%) of companies emphasized or mainly emphasized “outsourced

education and training”. Compared to regular employees, the proportion of companies that emphasized or mainly emphasized “outsourced education and training” is low.

In comparison to the survey of 2006, there has been a slight increase of companies that emphasize or mainly emphasize “outsourced education and training” for regular employees, and “in-house education and training” for non-regular employees.

The survey results regarding the future for both regular and non-regular employees show that the proportions for each response remain almost steady from the results regarding the current state.

Figure 11 Policy of method for education and training (regular employees)

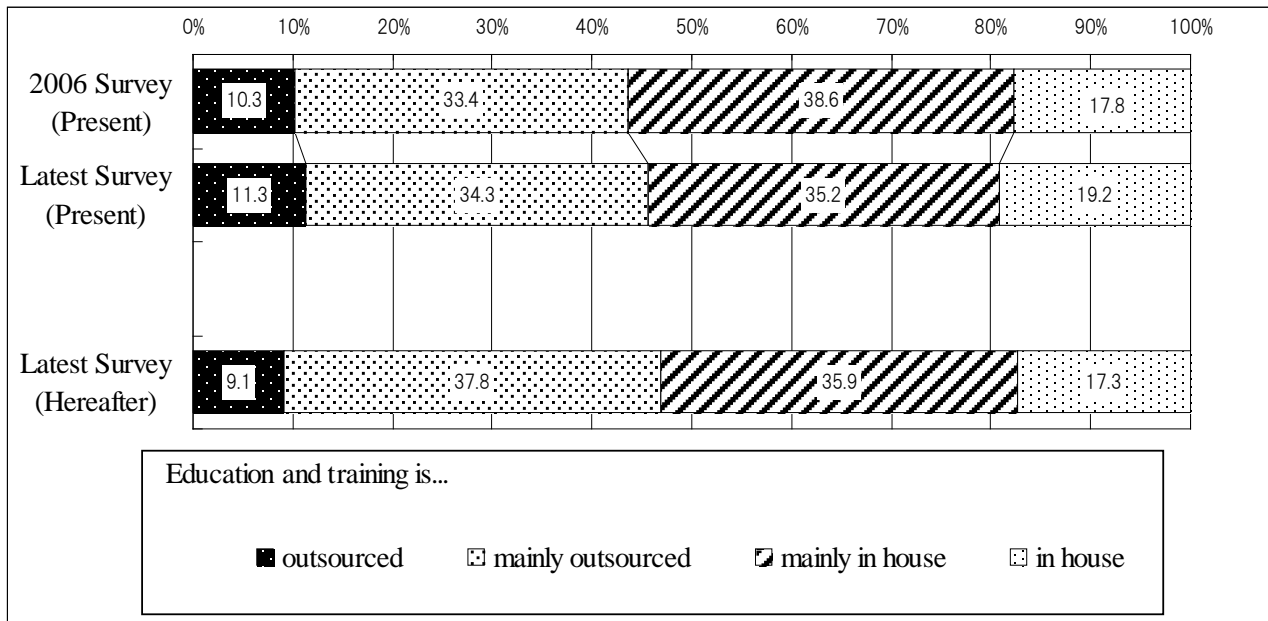
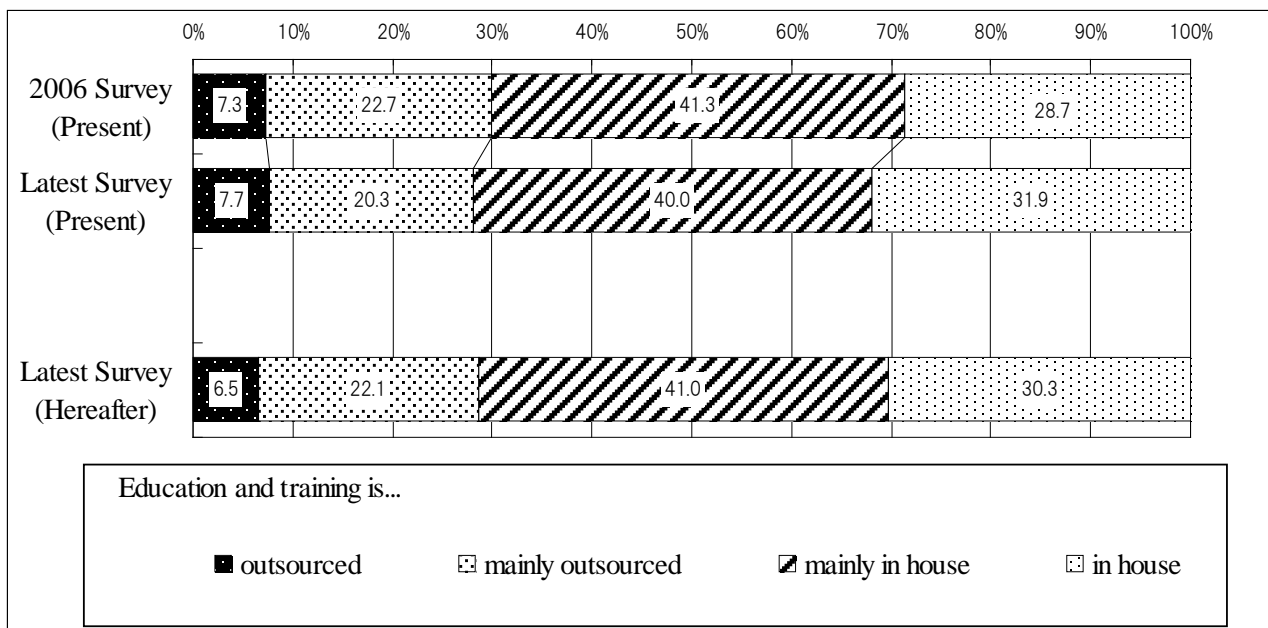


Figure 12 Policy of method for education and training (non-regular employees)



2. Business Establishment Survey

(1) The state of implementation of education and training

1) The state of implementation of off the job training (Figures 3 and 4)

About 76.6% (previous survey: 77.2%) of businesses implemented off the job training of regular employees in fiscal 2007. By industry, the proportions were as follows: Electricity, gas, heat supply and water (93.5%), Scientific research, professional and technical services (88.8%), Finance and insurance (88.1%), Medical, health care and welfare (86.1%) and so on were high, whereas Real estate (67.5%), and Eating and drinking establishments and accommodations (67.5%) were low. Categorized by size of the business, of businesses that have 100 or more employees, over 80% implemented off the job training.

On the other hand, for non-regular employees, about 35.0% (previous survey: 40.9%) of businesses implemented off the job training, representing a lower level than for regular employees. By industry, the proportions were as follows: Medical, health care and welfare (71.3%), and Finance and insurance (58.9%) were high, whereas Electricity, gas, heat supply and water (24.0%), Real estate (24.0%), Construction (24.9%), and so on were low. These results show a larger range compared with results for regular employees. Categorized by size of the business, although there is a general tendency towards a higher proportion of larger businesses implementing off the job training, the range of results for non-regular employees is smaller compared to that for regular employees.

Figure 13 Businesses that implemented off the job training (total)

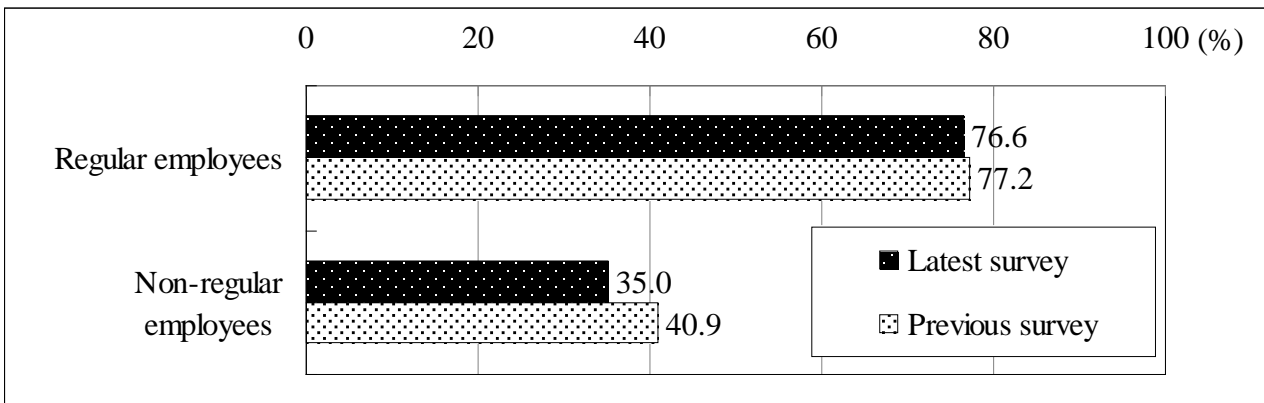
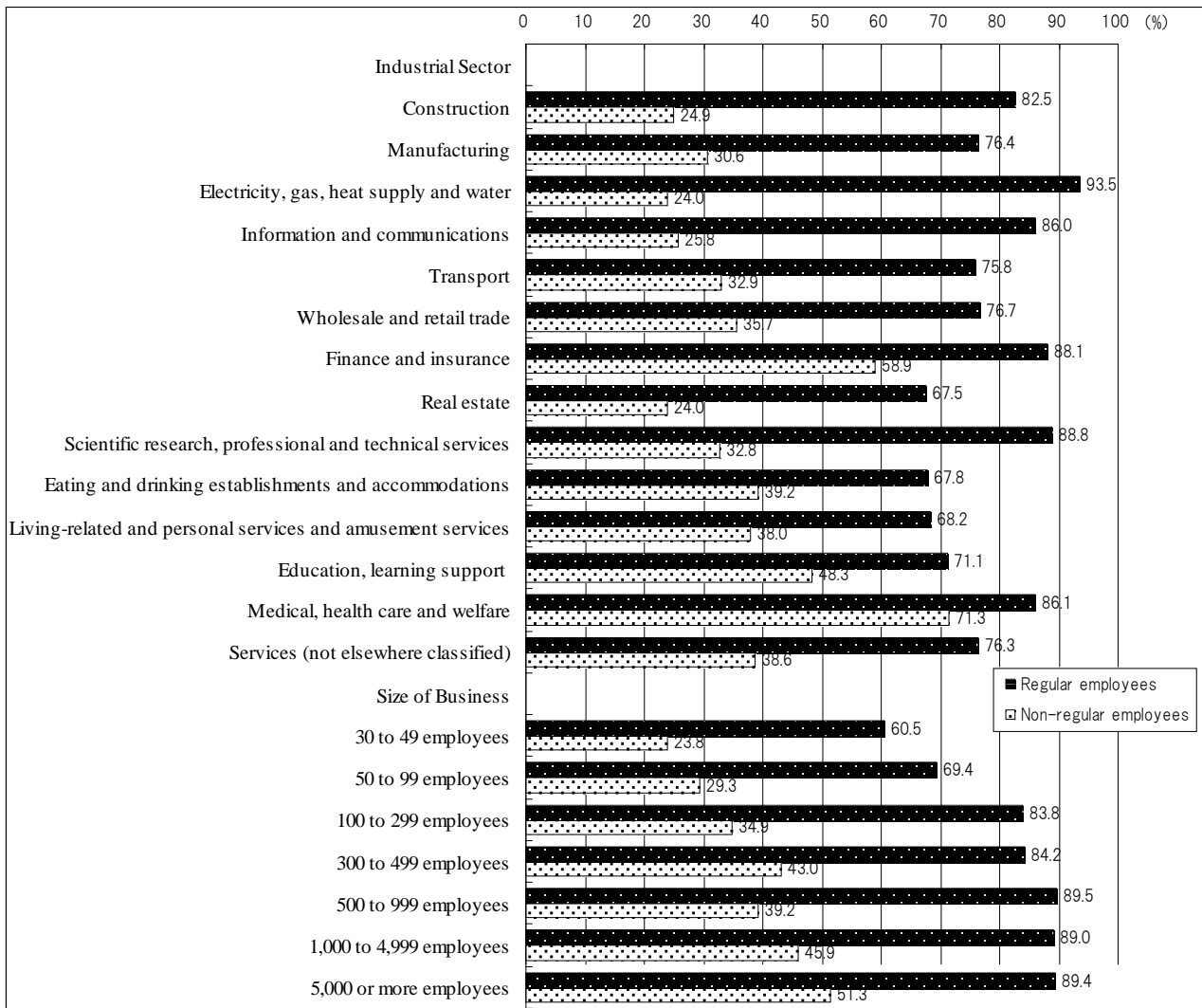


Figure 14 Businesses that implemented off the job training (categorized by industrial sector and size of business)



2) The state of implementation of systematic on the job training (Figure 15 and 16)

About 59.4% (previous survey: 45.6%) of businesses implemented systematic on the job training of regular employees in fiscal 2007. By industry, the proportions were as follows: Finance and insurance (92.2%), Electricity, gas, heat supply and water (86.2%), Scientific research, professional and technical services (72.5%) and so on were high, whereas Real estate (43.0%) 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. In addition, compared with off the job training, the difference between proportions for regular and non-regular employees within each category increases with the size of the business.

On the other hand, about 23.8% (previous survey: 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: Medical, health care and welfare (46.3%), Finance and insurance (42.3%) and so on were high, whereas Construction (11.3%), Information and communications (14.1%), Real estate (14.3%) and so on were low.

Figure 15 Businesses that implemented systematic on the job training (total)

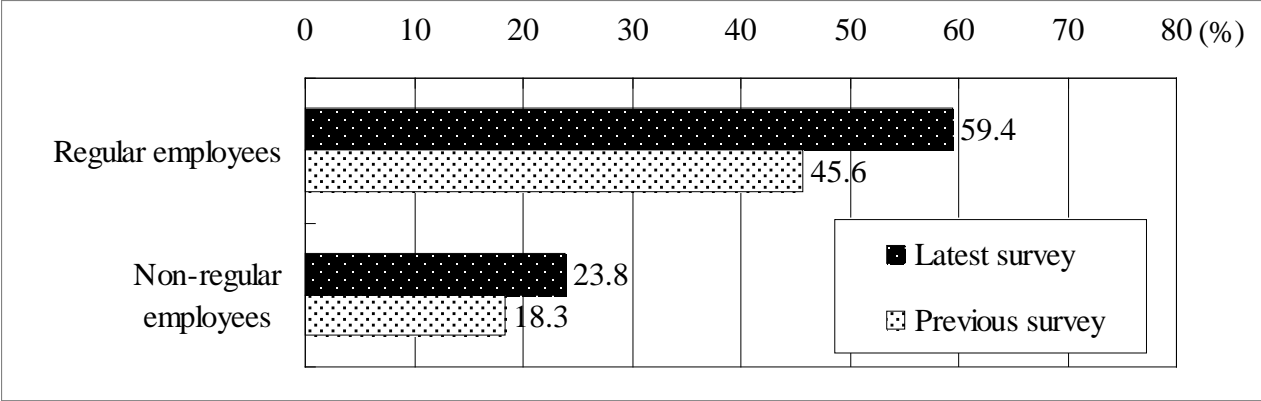
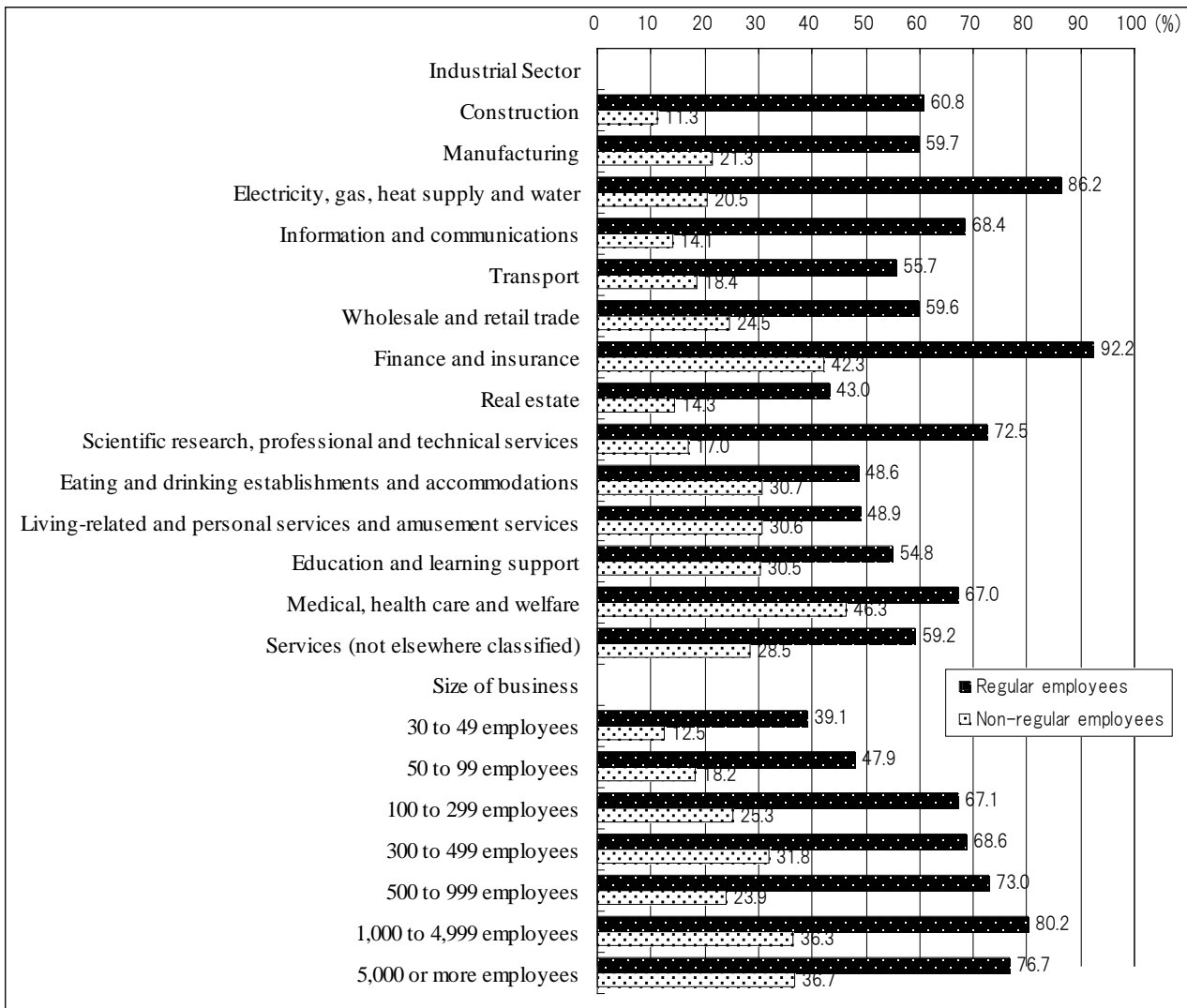


Figure 16 Businesses that implemented systematic on the job training (categorized by industrial sector and size of business)

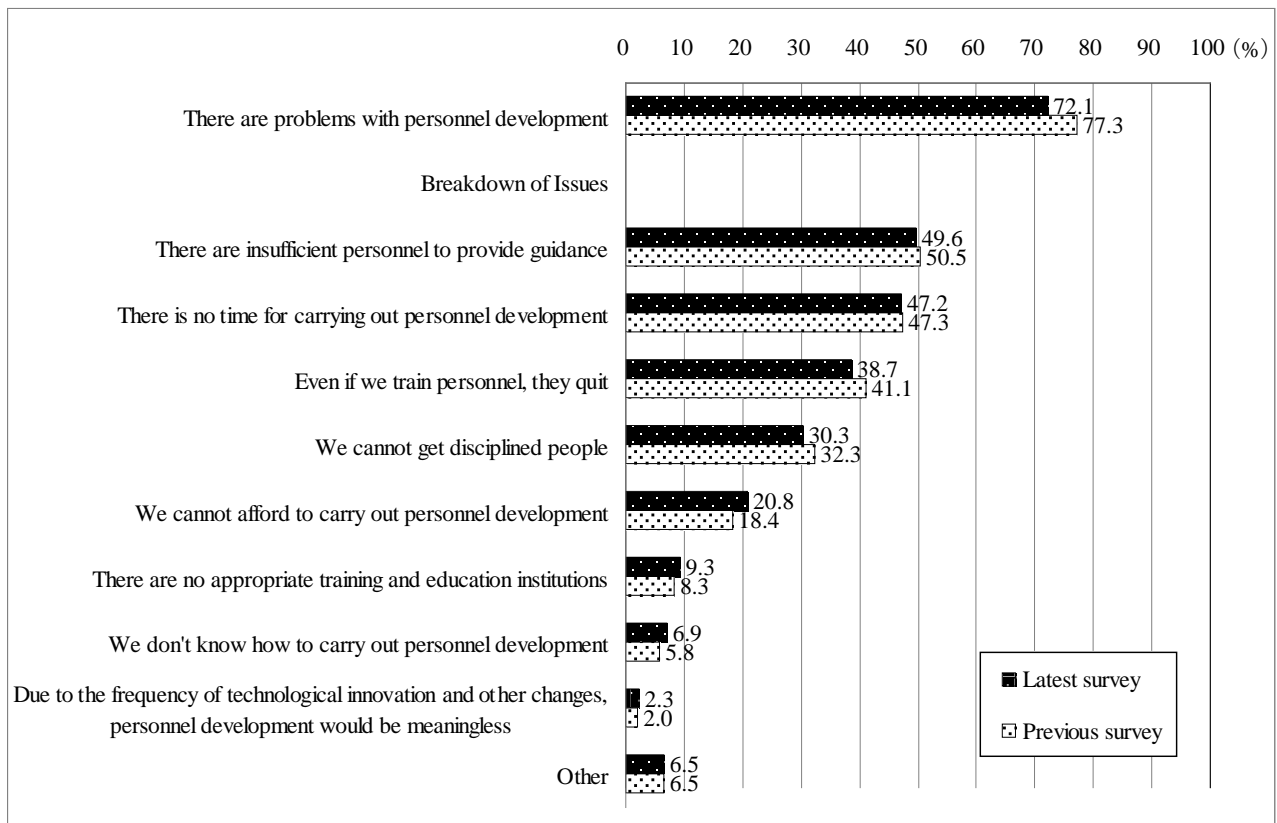


(2) Concerning human resources development

1) Issues concerning human resources development (Figure 17)

72.1% (previous survey: 77.3%) of businesses responded “There are problems with human resources development”. The issues were as follows: “There are insufficient personnel to provide guidance” (49.6% (previous survey: 50.5%)) and “There is no time for carrying out human resources development” (47.2% (previous survey: 47.3%)) were highest, followed by “Even if we train personnel, they quit” (38.7% (previous survey: 41.1%)), and “We cannot get disciplined people” (30.3% (previous survey: 32.3%)).

Figure 17 Breakdown of businesses that reported problems with human resources development (multiple answers allowed)

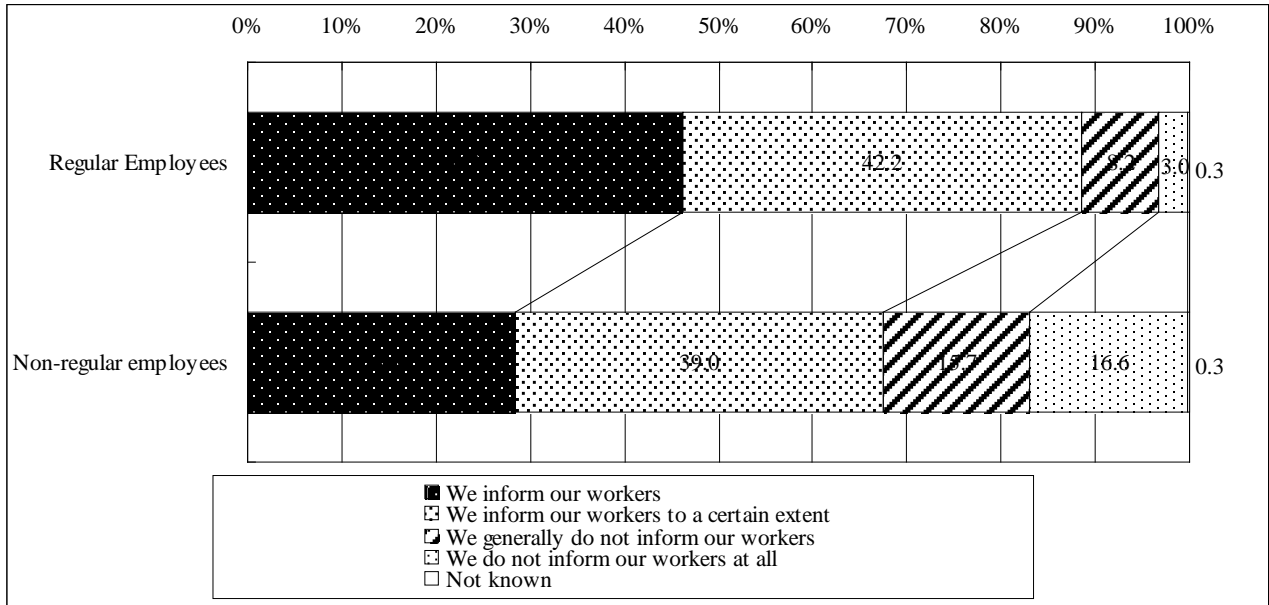


2) Awareness of the ability required of workers (Figure 18)

Almost 90% of businesses report informing regular employees what abilities are required of them, with 46.3% (previous survey: 41.5%) responding “We inform our workers”, and 42.2% (previous survey: 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 28.5% (previous survey: 25.0%) responding “We inform our workers”, and 39.0% (previous survey: 38.2%) responding “We inform our workers to a certain extent”.

Figure 18 Awareness of the ability required of workers



(3) Support for career planning

1) Support for self-development (Figures 19 to 21)

79.2% (previous survey: 79.7%) of businesses responded “We provide support” for self-development of regular employees. By industry, the proportions were as follows: Electricity, gas, heat supply and water (97.7%), Medical, health care and welfare (95.8%), Finance and insurance (94.1%), Construction (93.2%) and so on were high, whereas Eating and drinking establishments and accommodations (70.2%), Transport (70.7%) and so on were relatively low. All the results were over 70%.

Categorized by size of the business, the proportion of businesses that provided support for self-development of workers tends to be higher among larger businesses.

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 72.4% (previous survey: 73.1%), followed by “Consideration in working hours” at 51.8% (previous survey: 38.7%), “Provision of information concerning training and education institutions, correspondence learning etc.” at 40.6% (previous survey: 40.1%), “Support for autonomous study groups within the company” at 39.2% (previous survey: 37.5%) and so on.

On the other hand, 47.5% (previous survey: 48.4%) of businesses responded “We provide support” for self-development of non-regular employees. By industry, the proportion for Medical, health care and welfare was especially high at 81.9%, whereas Electricity, gas, heat supply and water (28.3%) was low. The nature of the support (multiple answers allowed) was as follows: the ratio of the response “Consideration in working hours” was the highest at 56.6% (previous survey: 41.0%), followed by “Financial assistance with course fees etc.” at 50.2% (previous survey: 48.9%), “Support for autonomous study groups within the company” at 36.7% (previous survey: 37.4%), and the “Provision of information concerning training and education institutions, correspondence learning etc.” at 34.4% (previous survey: 32.6%).

Figure 19 Businesses that provide support for self-development of workers (total)

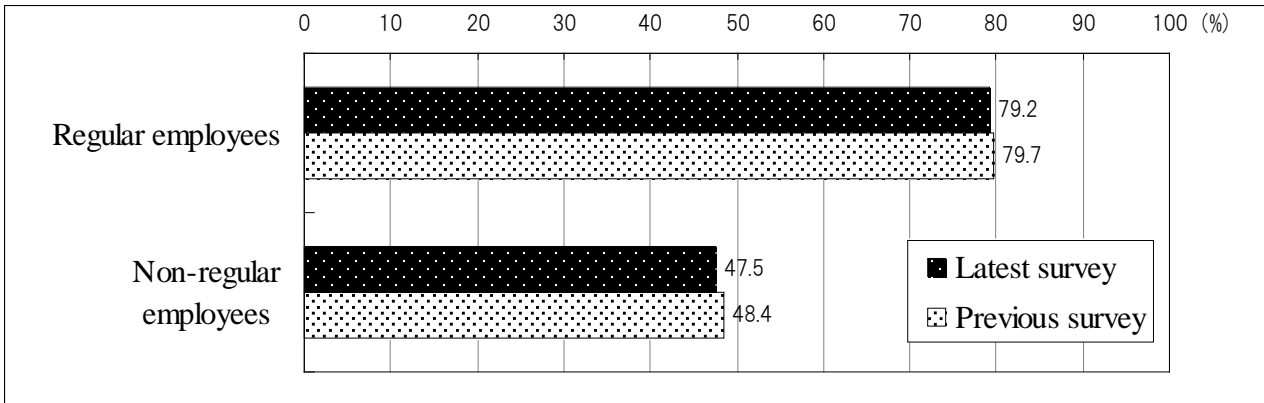


Figure 20 Businesses that provide support for self-development of workers (Categorized by industrial sector and size of business)

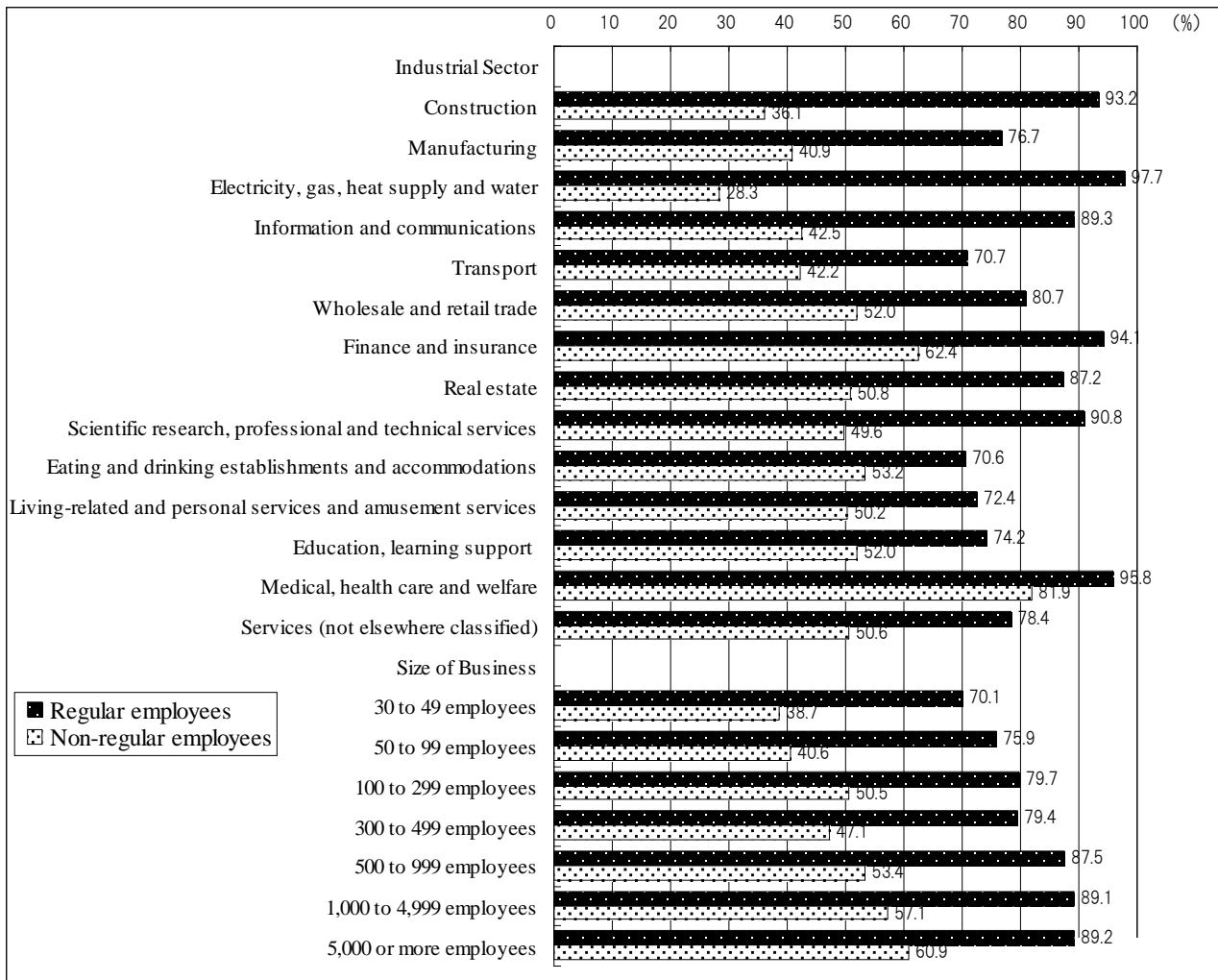
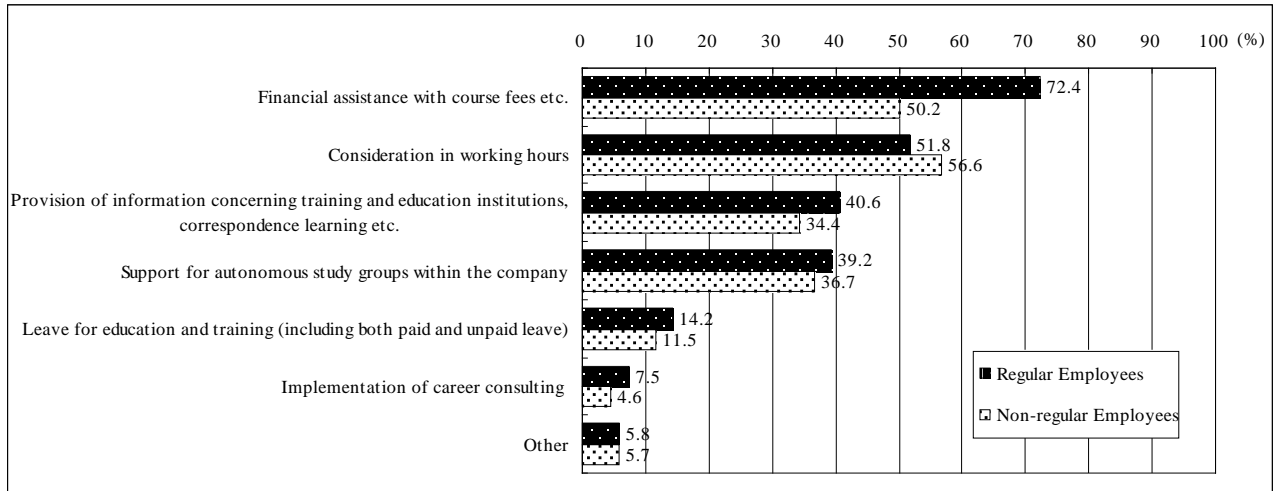


Figure 21 The nature of support for self-development of workers (multiple answers allowed)



2) The state of implementation of leave systems for education and training (Figures 22 and 23)

Only 6.7% (previous survey 9.3%) of businesses implement a leave system for education and training. By industry, Electricity, gas, heat supply and water had the highest proportion at 27.3%, followed by Medical, health care and welfare (27.3%), Scientific research, professional and technical services (13.1%), and Construction (10.6%). In addition, categorized by size of the business, the range of proportions is small.

Figure 22 Businesses that implement a leave system for education and training (total)

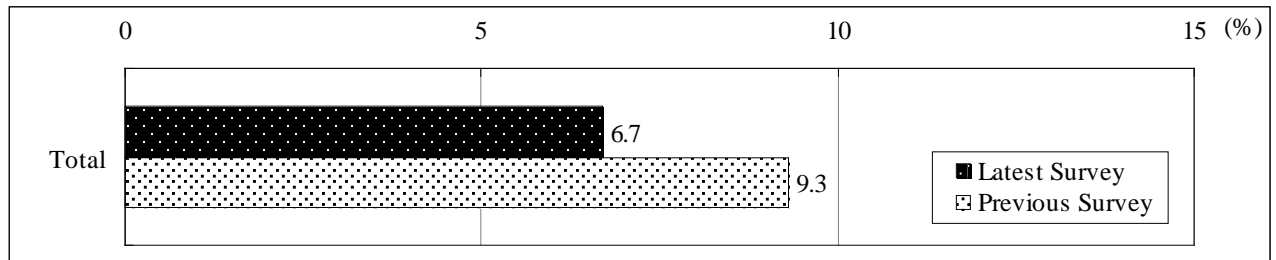
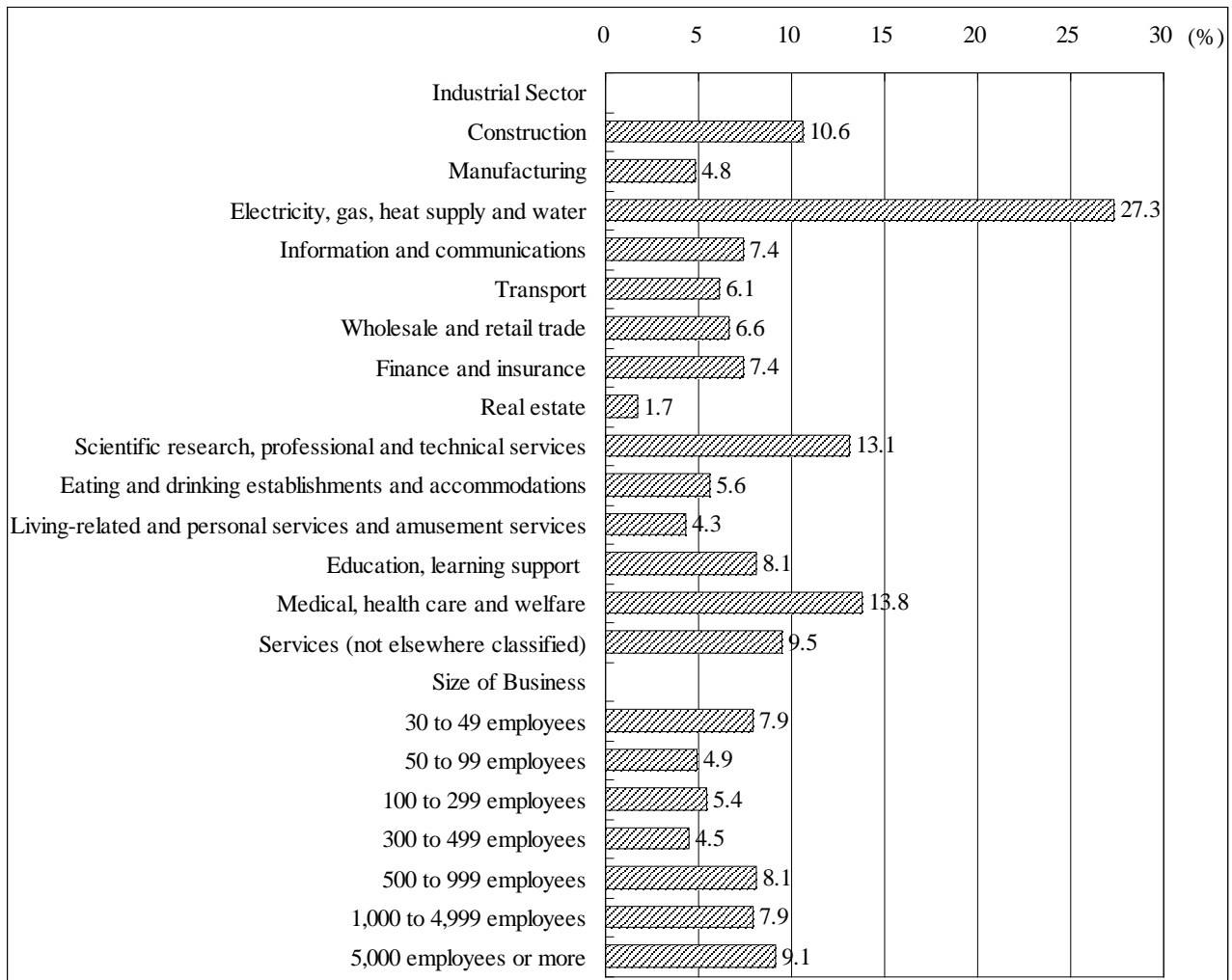


Figure 23 Businesses that implement a leave system for education and training (categorized by industrial sector and size of business)



3) The state of implementation of career consulting systems (Figures 24 to 26)

Only 5.8% (previous survey: 7.9%) of businesses implement a career consulting system. Categorized by size of the business, the proportion of businesses that implement career consulting systems tends to be higher among larger businesses, at 16.7% for businesses with 5,000 employees or more, and 10.3% with 1,000 to 4,999 employees. The specific reasons offered by businesses that do not implement a career consulting system include, “We do not see the merit of such a system” at 26.2% (previous survey: 21.1%) and “The workers do not require it” at 23.7% (previous survey: 27.6%).

Figure 24 Businesses that implement a career consulting system (total)

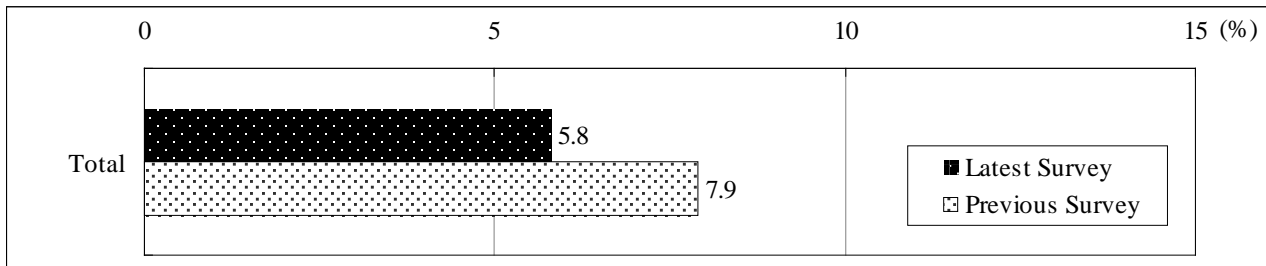


Figure 25 Businesses that implement a career consulting system (categorized by industrial sector and size of business)

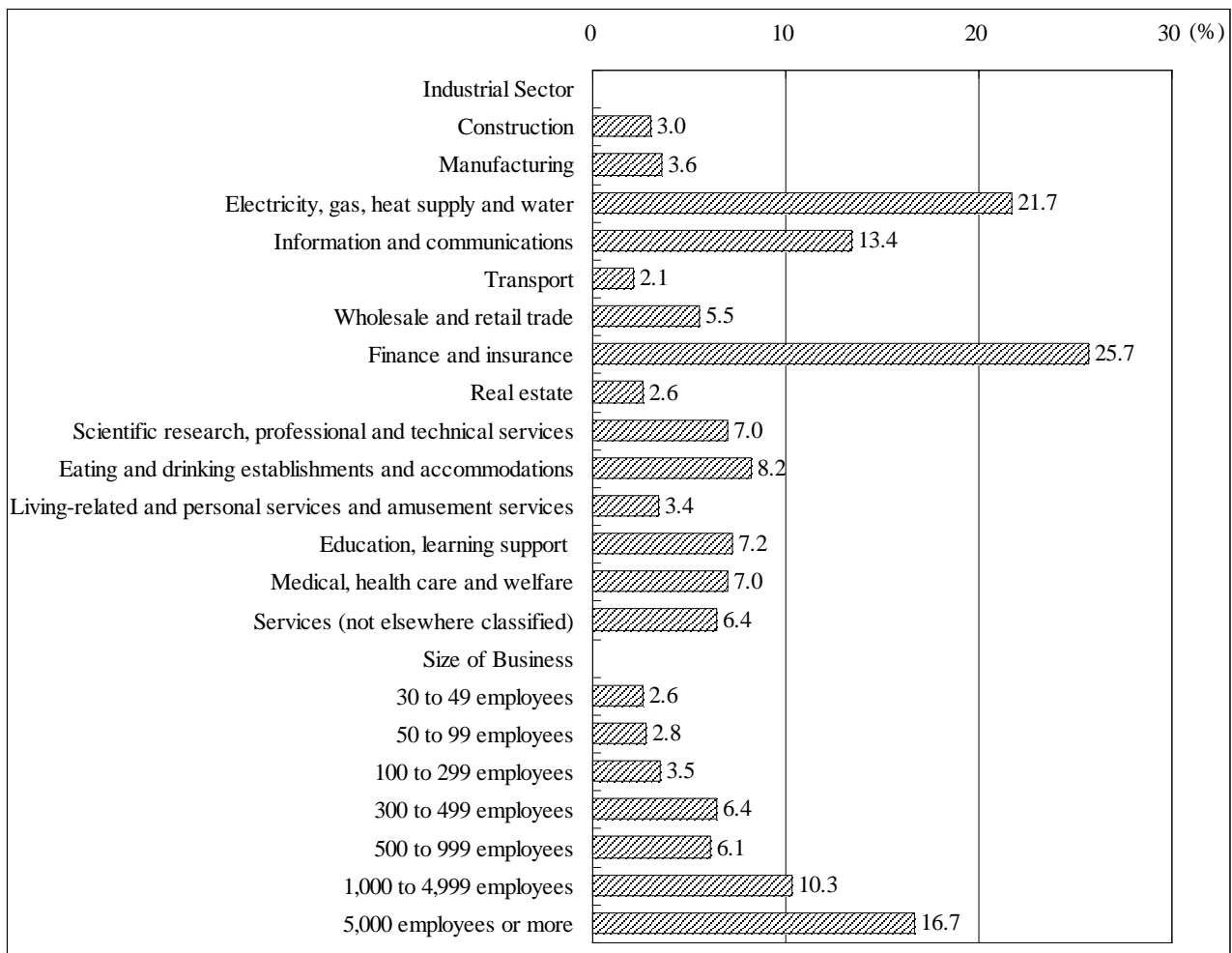
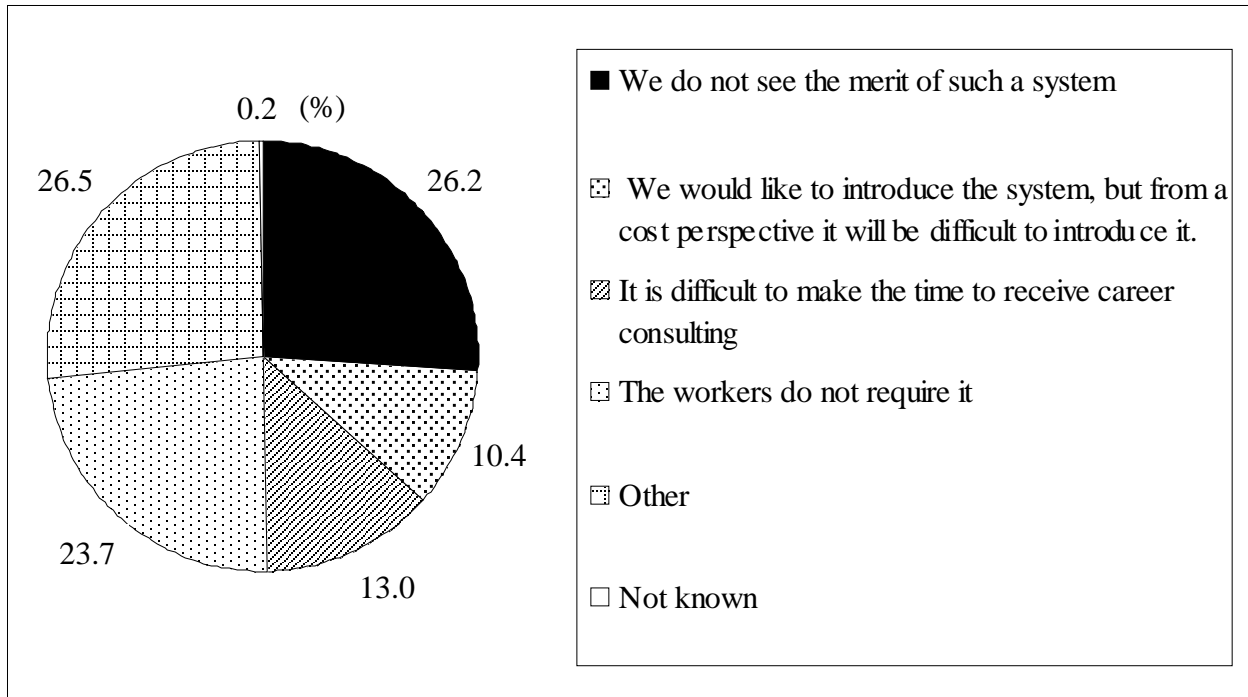


Figure 26 Reasons for not implementing a career consulting system



4) The state of provision of avenues for considering career planning (Figures 27 to 29)

67.5% (previous survey: 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.

As the means of providing an avenue for career planning (multiple answers allowed), the ratio of the response “Consultation with superiors” was high at 83.0% (previous survey: 85.1%), while “Self-assessment system” was relatively high at 39.8% (previous survey: 48.2%).

On the other hand, 42.5% (previous survey: 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 84.1% (previous survey: 84.4%).

Figure 27 Businesses that provide avenues for considering career planning (total)

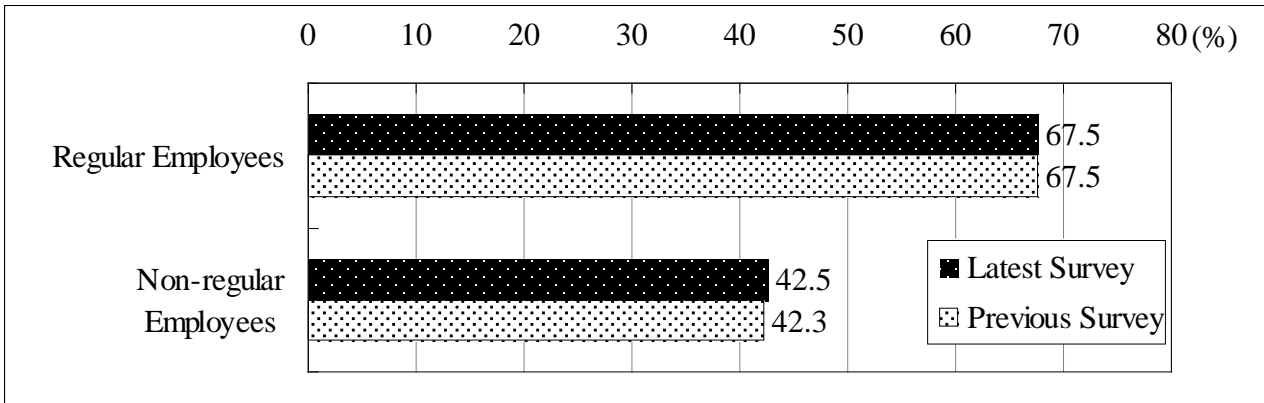


Figure 28 Businesses that provide avenues for considering career planning (categorized by size of business)

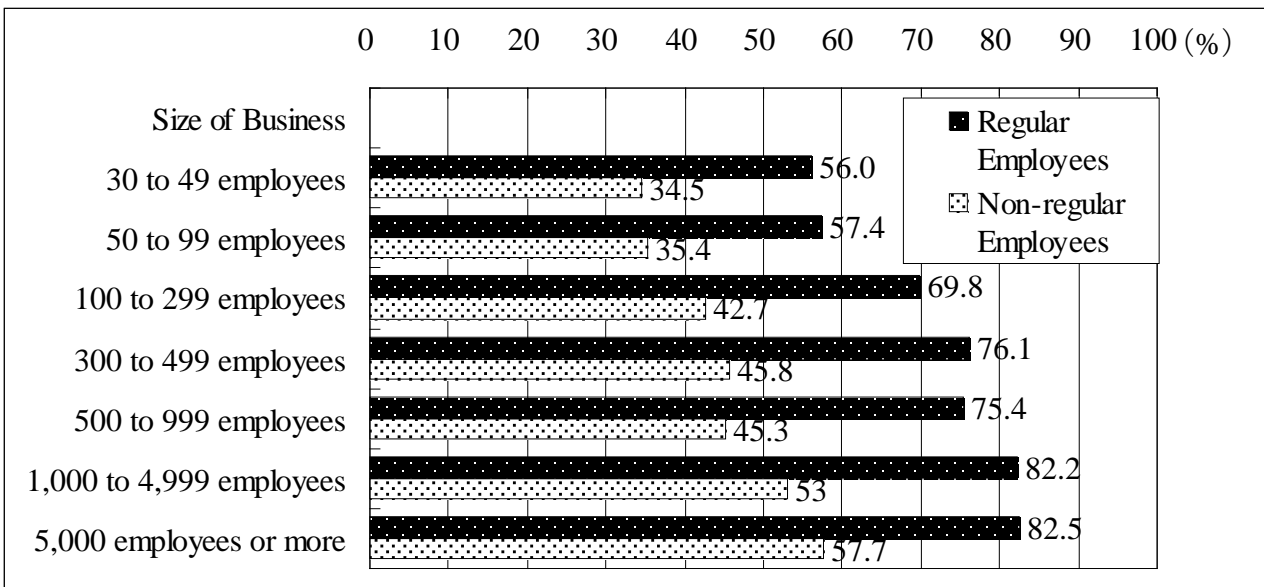
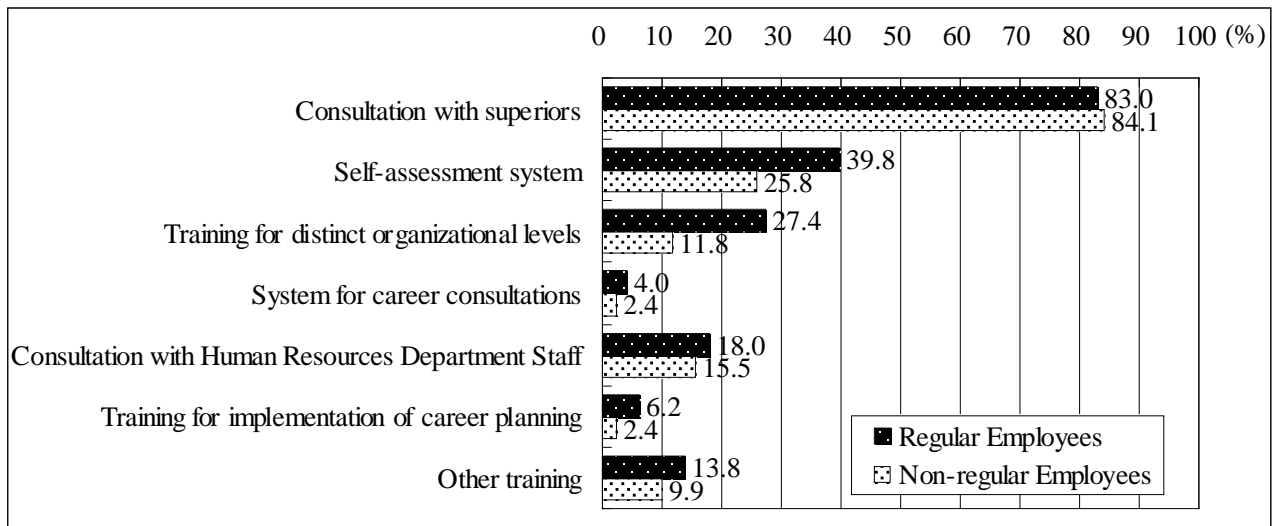


Figure 29 Means of providing avenues for considering career planning (multiple answers allowed)



5) The state of initiatives based on career planning (Figures 30 and 31)

46.7% (previous survey: 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” (47.8% (previous survey: 52.0%)) and “Placement of personnel taking career planning into consideration” (47.0% (previous survey: 51.7%)) were highest, followed by “Education and training taking career planning into consideration” (32.7% (previous survey: 34.8%)), and “Placement of personnel based on an in-house staff recruitment system” (22.2% (previous survey: 21.0%)).

On the other hand, 24.0% (previous survey: 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” (50.2% (previous survey: 48.0%)) was highest, followed by “Placement of personnel based on a self-assessment system” (33.7% (previous survey: 34.9%)) and “Education and training taking career planning into consideration” (24.5% (previous survey: 28.4%)).

Figure 30 Businesses that took initiatives based on career planning

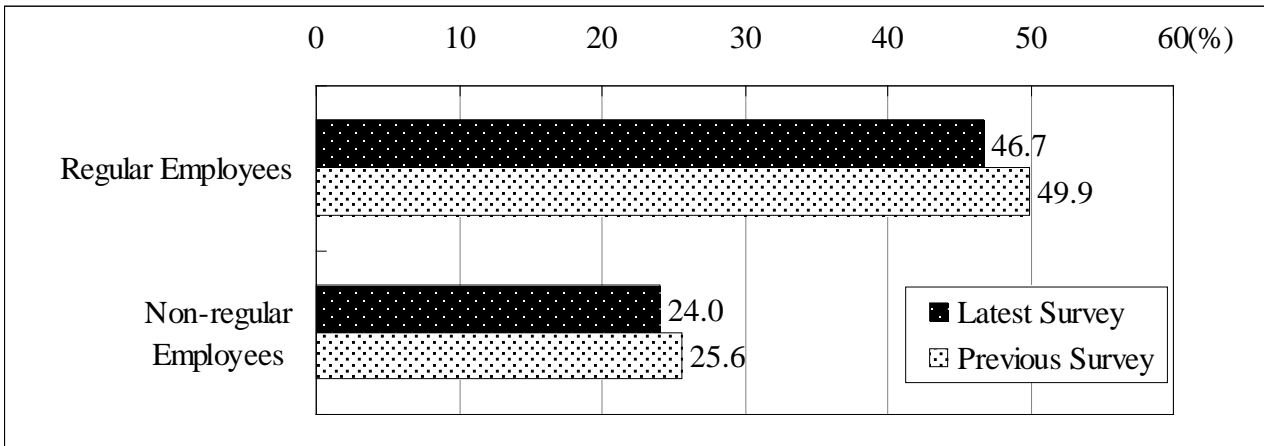
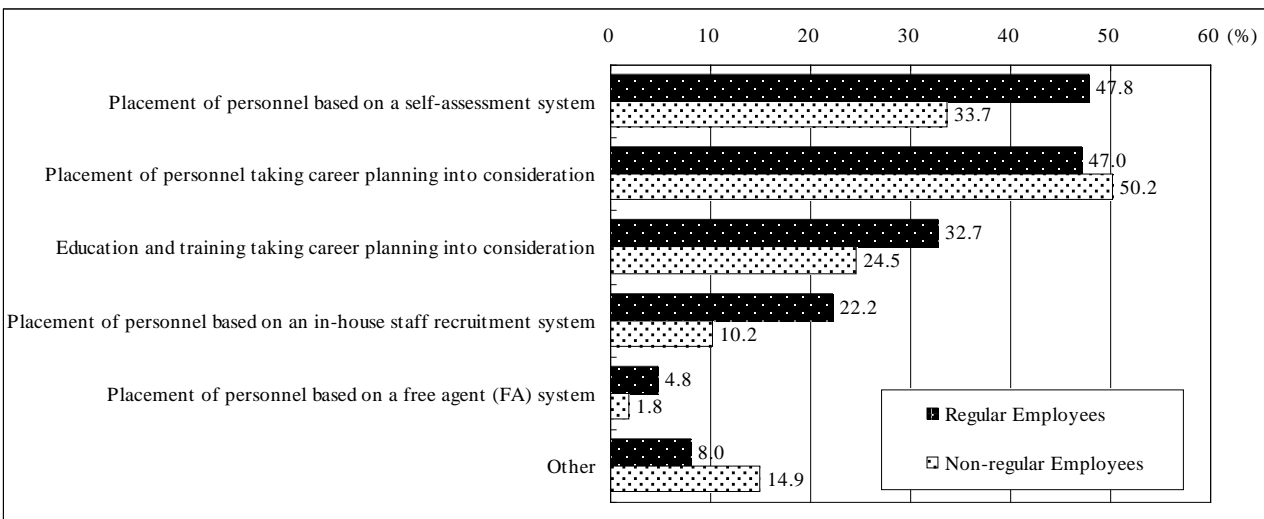


Figure 31 The nature of initiatives based on career planning (multiple answers allowed)



(4) Vocational Ability Evaluations

1) State of Implementation of Vocational Ability Evaluations (Figures 32 and 33)

The proportion of businesses that implemented vocational ability evaluations was 60.3% (2006 survey: 61.1%). By industry, the proportions were as follows: Finance and insurance (78.7%) and Construction (75.4%) were especially high, and Education, learning support (49.7%), Transport (51.5%), and so on were low.

Figure 32 Businesses implementing vocational ability evaluations (total)

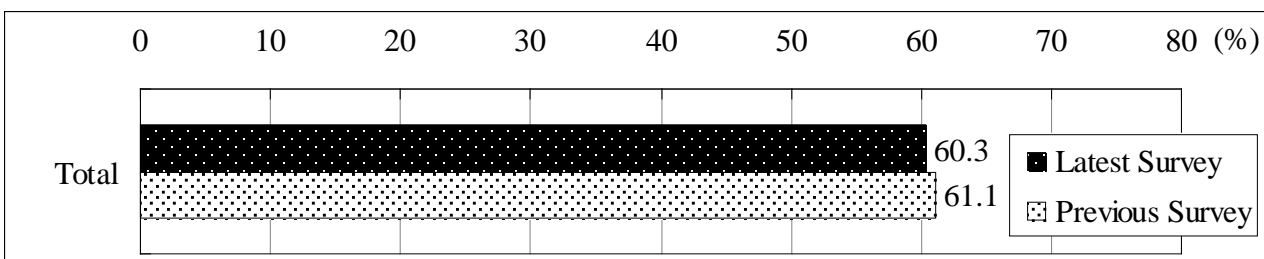
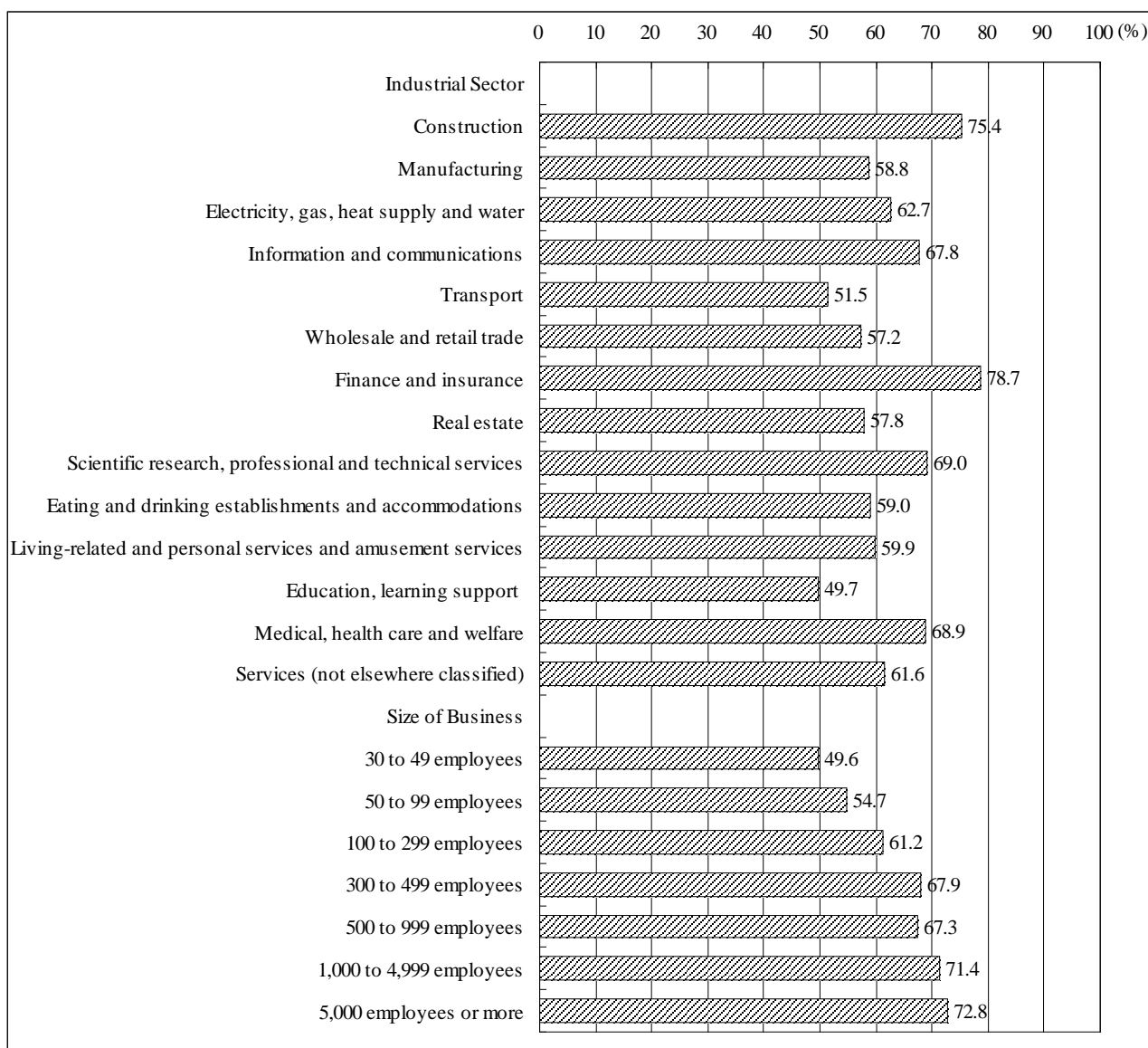


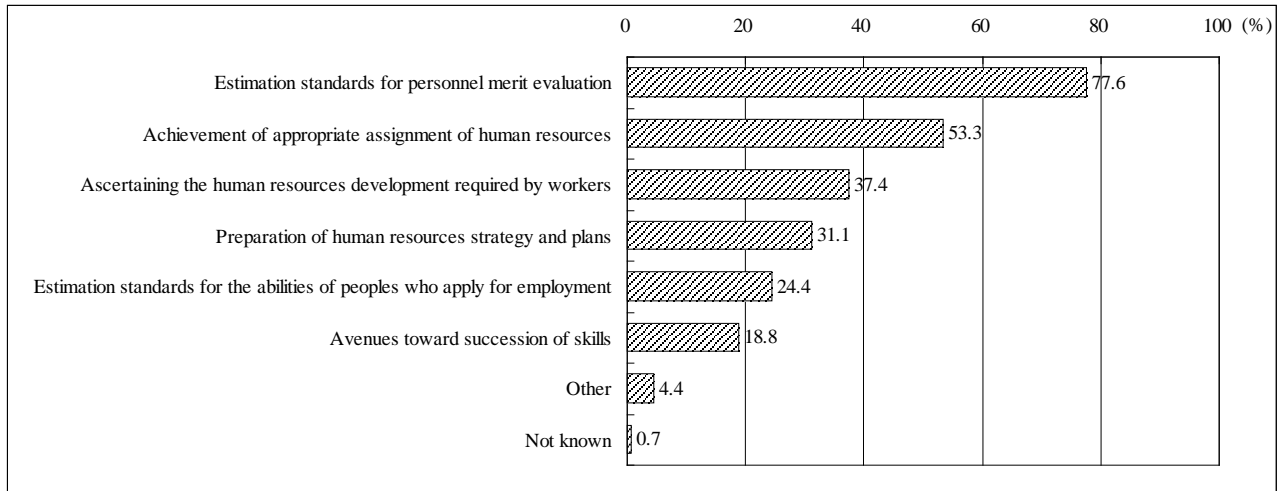
Figure 33 Businesses implementing vocational ability evaluations (By industrial sector and size of business)



2) Methods of utilization of vocational ability evaluations (Figure 34)

Concerning the method of utilization of vocational ability evaluations (multiple answers possible), the response “Estimation standards for personnel merit evaluation” was the highest at 77.6% (2006 survey: 82.1%), followed by “Achievement of appropriate assignment of human resources” at 53.3% (2006 survey: 57.5%), and “Ascertaining the human resources development required by workers” at 37.4% (2006 survey: 37.6%).

Figure 34 Methods of utilization of vocational ability evaluations (multiple answers possible)



3) State of utilization of qualifications in vocational ability evaluations (Figures 35 and 36)

60.6% (2006 survey: 67.8%) of businesses utilized qualifications in vocational ability evaluations. Responses included, “Utilized only for regular employees” at 40.7% (2006 survey: 46.3%), and “Utilized for both regular and non-regular employees” at 18.9% (2006 survey: 20.5%).

In addition, for the utilized qualifications (multiple answers possible), responses included “Skill examination” at 55.3%, “Other public qualifications” at 34.6%, and “Private qualifications approved by private organizations” at 33.3%.

Figure 35 State of utilization of qualifications in vocational ability evaluations

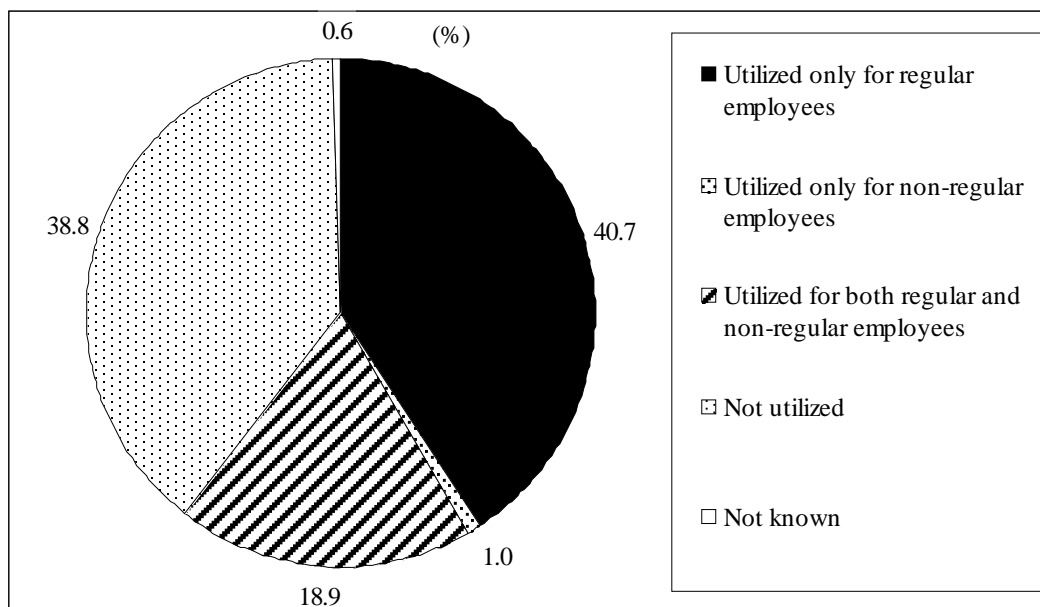
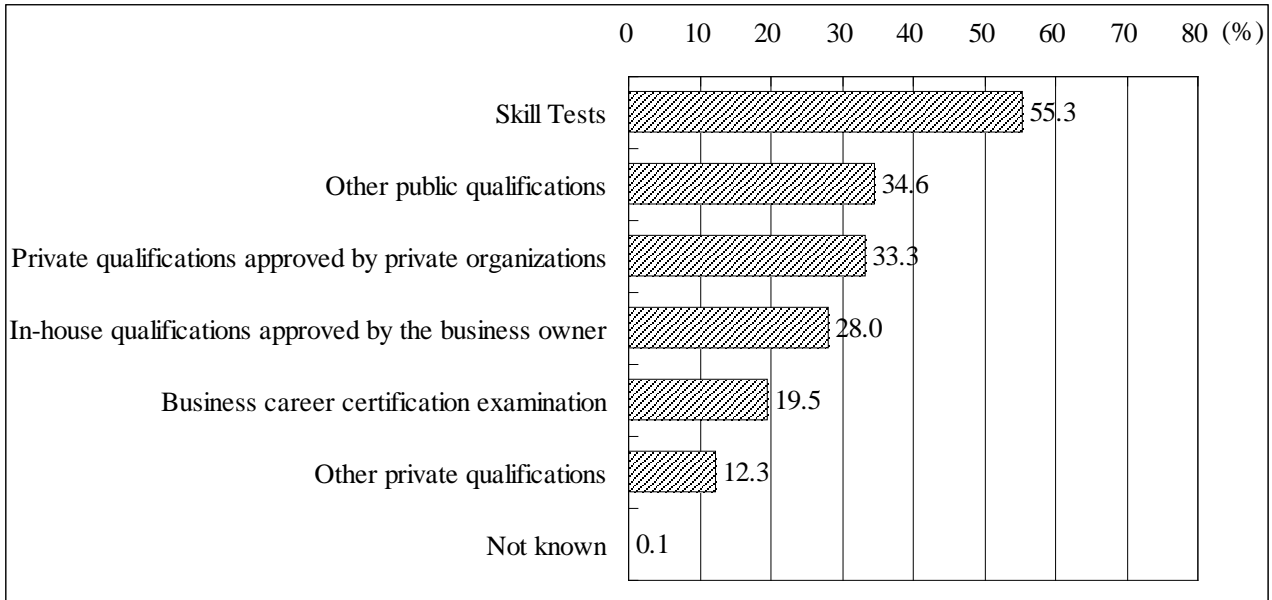


Figure 36 Utilized qualifications (multiple answers possible)



(5) Concerning succession of skills

1) Issues with succession of skills (Figure 37 and 38)

28.1% (previous survey: 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: Construction (53.7%), Electricity, gas, heat supply and water (49.9%), and Manufacturing (46.0%) were high, whereas Finance and insurance (12.8%), Eating and drinking establishments and accommodations (13.2%) and so on were low.

Figure 37 Businesses that responded that there is an issue with the succession of skills when the baby-boom generation retires (total)

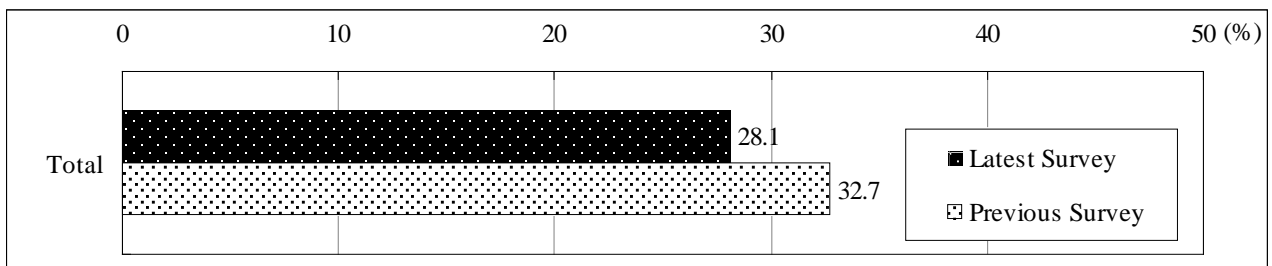
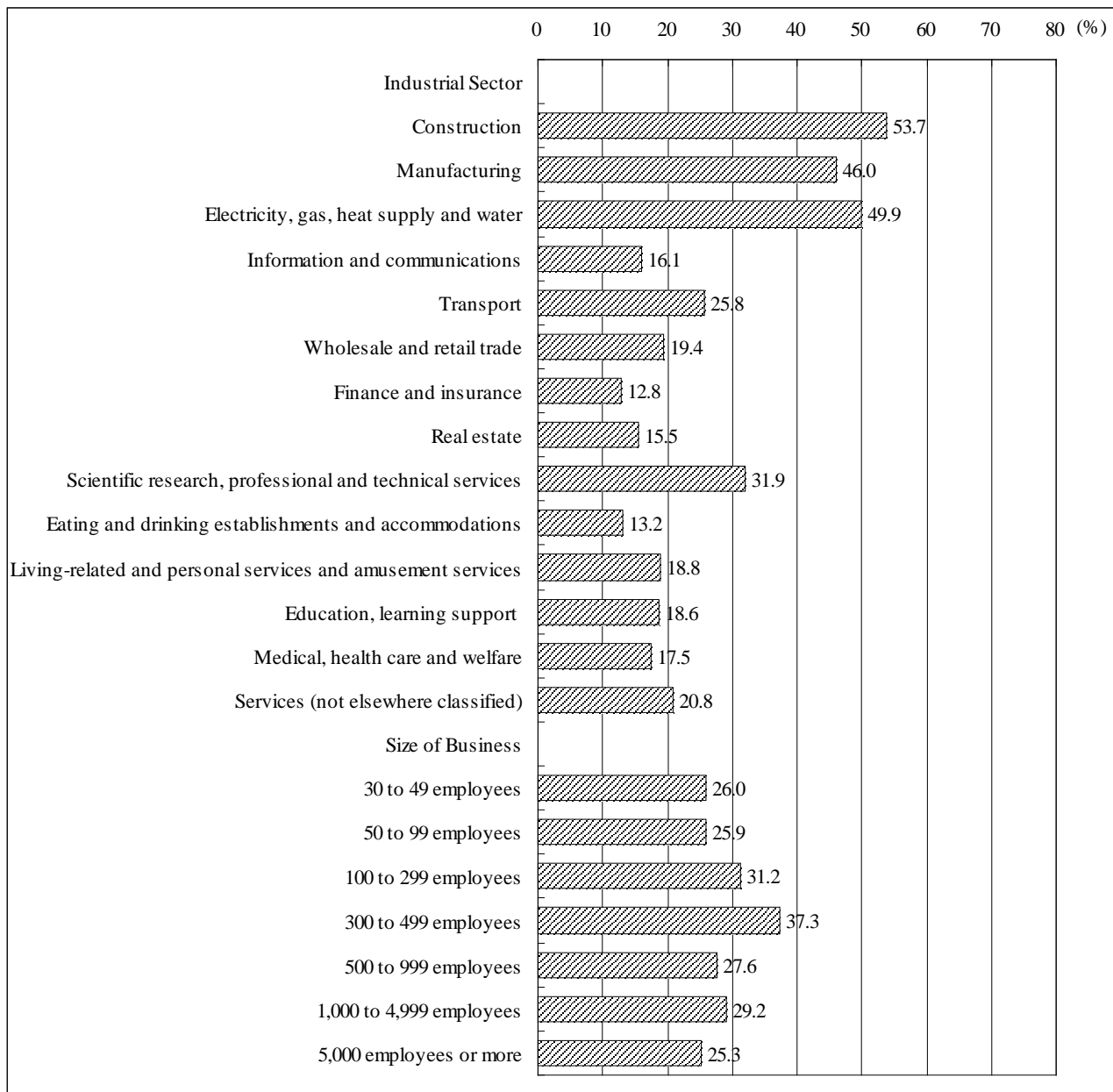


Figure 38 Businesses that responded that there is an issue with the succession of skills when the baby-boom generation retires (categorized by industrial sector and size of business)



2) The state of initiatives concerning succession of skills (Figures 39 to 41)

68.8% (previous survey: 72.6%) of businesses responded “We are undertaking initiatives” in response to the issue of succession of skills.

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 56.4% (previous survey: 63.4%). Other high response ratios include, “We are increasing mid-career hiring” (37.9% (previous survey: 37.9%)) and “We are increasing hiring of new university graduates” (25.8% (previous survey: 22.9%)).

Figure 39 Businesses that are taking initiatives towards the succession of skills (total)

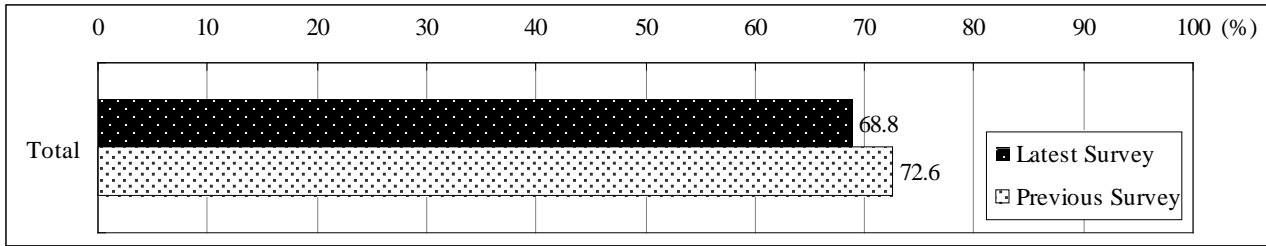


Figure 40 Businesses that are taking initiatives towards the succession of skills (categorized by industrial sector and size of business)

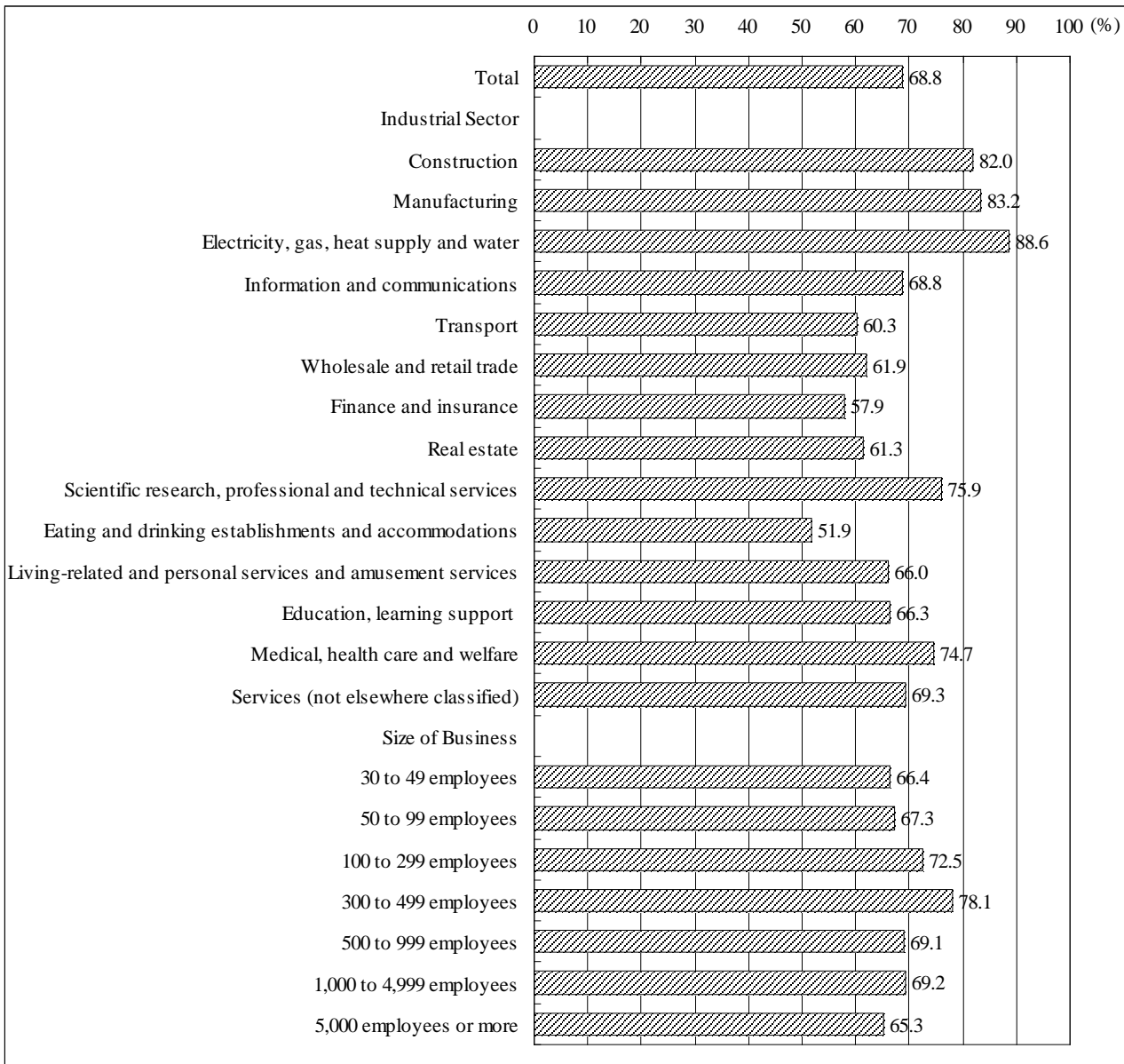
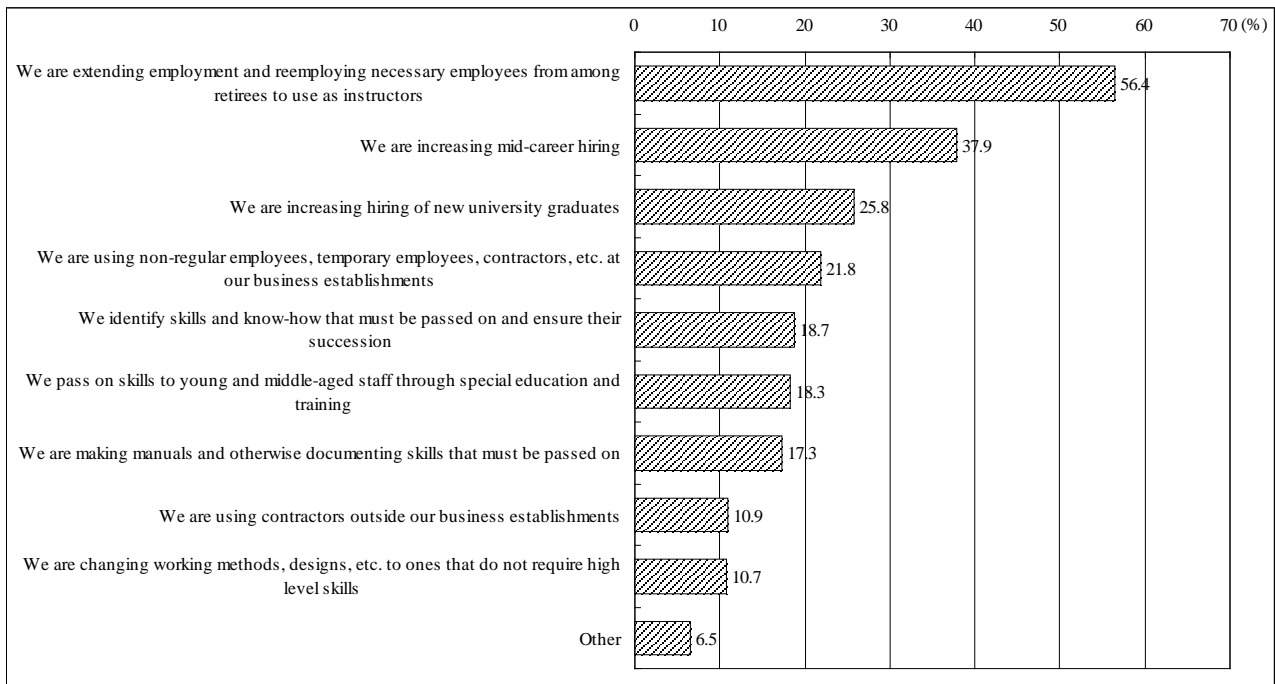


Figure 41 The nature of initiatives taken by businesses towards the succession of skills (multiple answers allowed)



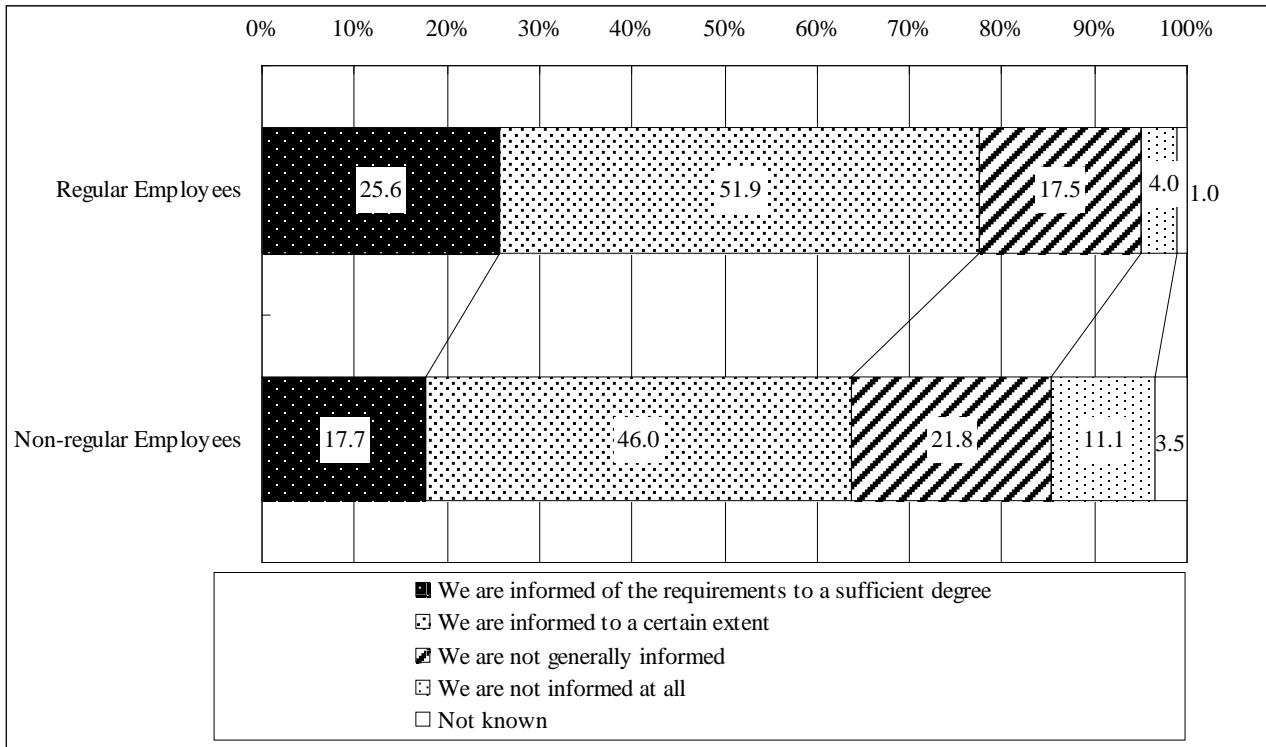
3. Individual Survey

(1) Education and training attended through the company

1) Awareness of the ability required of workers (Figure 42)

Concerning awareness of the ability required of workers, 25.6% (previous survey: 26.3%) of regular employees reported “We are informed of the requirements to a sufficient degree”, while 51.9% (previous survey: 52.4%) responded “We are informed to a certain extent”, which means that 77.5% (previous survey: 78.7%) of workers are informed of the requirements. On the other hand, 17.7% (previous survey: 17.4%) of non-regular employees reported “We are informed of the requirements to a sufficient degree”, while 46.0% (previous survey: 45.6%) responded “We are informed to a certain extent”, representing a lower ratio than regular employees. A relatively high ratio of 32.9% (previous survey: 34.7%) responded “We are generally not informed”, or “We are not informed at all”.

Figure 42 Awareness of the ability required of workers



2) The state of participation in off the job training (Figures 43 and 44)

The ratio of workers who participated in off the job training in fiscal 2007 was 54.2% (previous survey: 55.3%) of regular employees and 28.7% (previous survey: 27.6%) of non-regular employees. By industry, the proportions were as follows: Medical, health care and welfare (75.6%), and Electricity, gas, heat supply and water (68.7%) were high, whereas Living-related and personal services and amusement services (42.5%), Transport (46.8%), Real estate (47.3%) and so on were low. For non-regular employees, the proportions were as follows: Finance and insurance (51.9%), Education, learning support (45.4%) and so on were high, whereas Construction (21.6%) was low.

Categorized by size of the business, there is a tendency towards a higher proportion of regular employees participating in larger businesses, with over 60% for companies with 1,000 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 34.6 hours (previous survey: 43.4 hours) and 16.5 hours (previous survey: 20.6 hours) for non-regular employees.

Figure 43 Workers who participated in off the job training

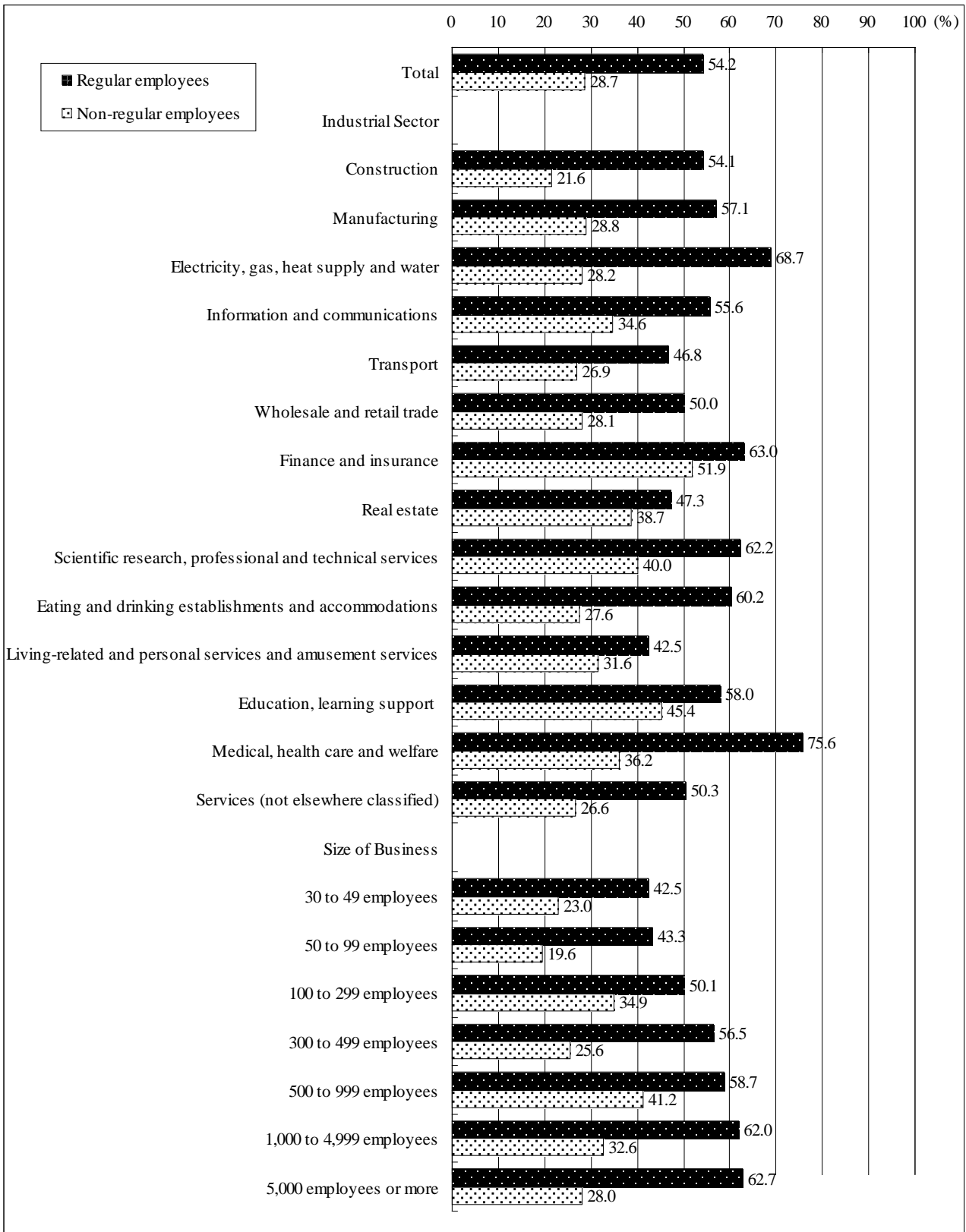
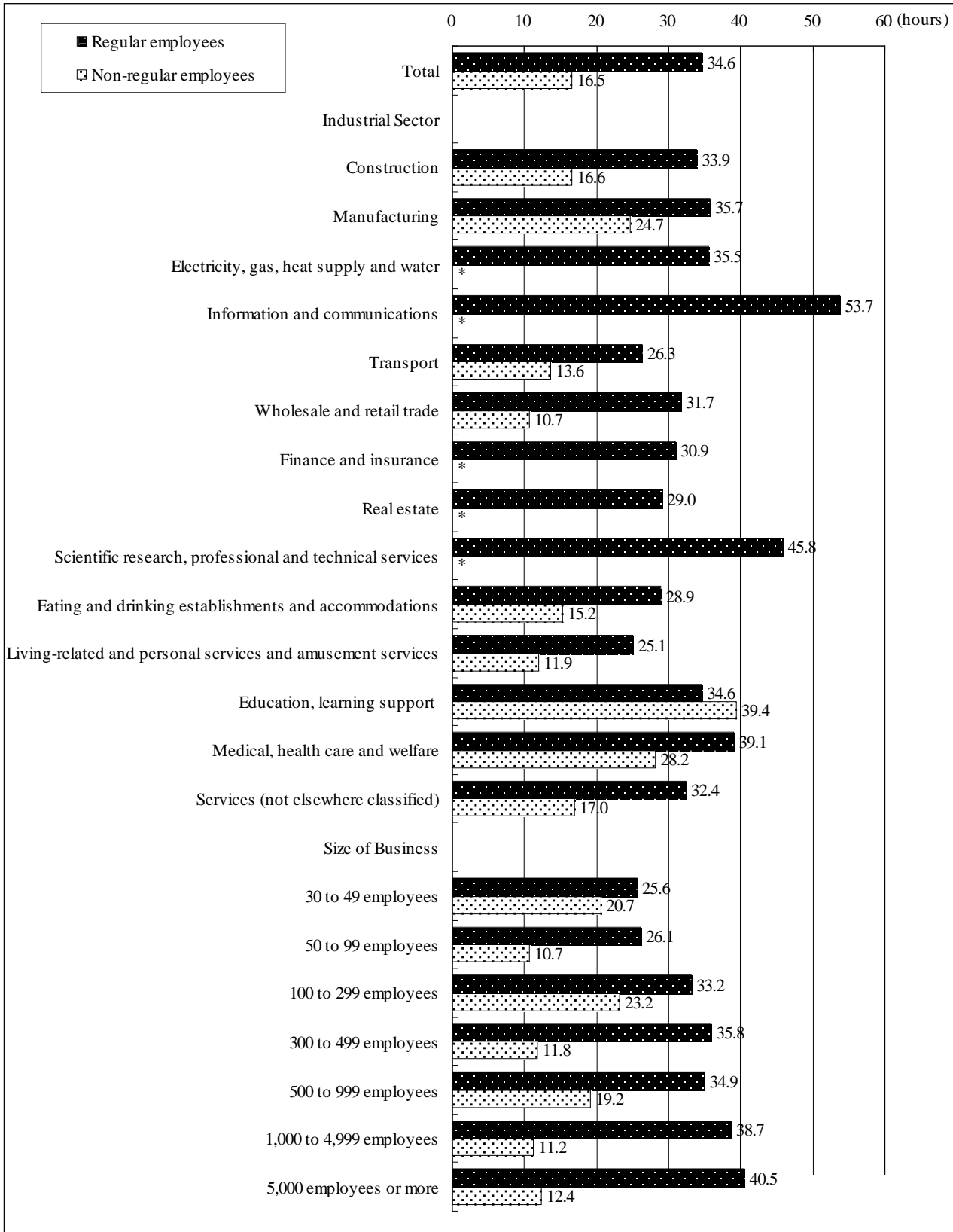


Figure 44 Average total number of hours of off the job training attended by workers



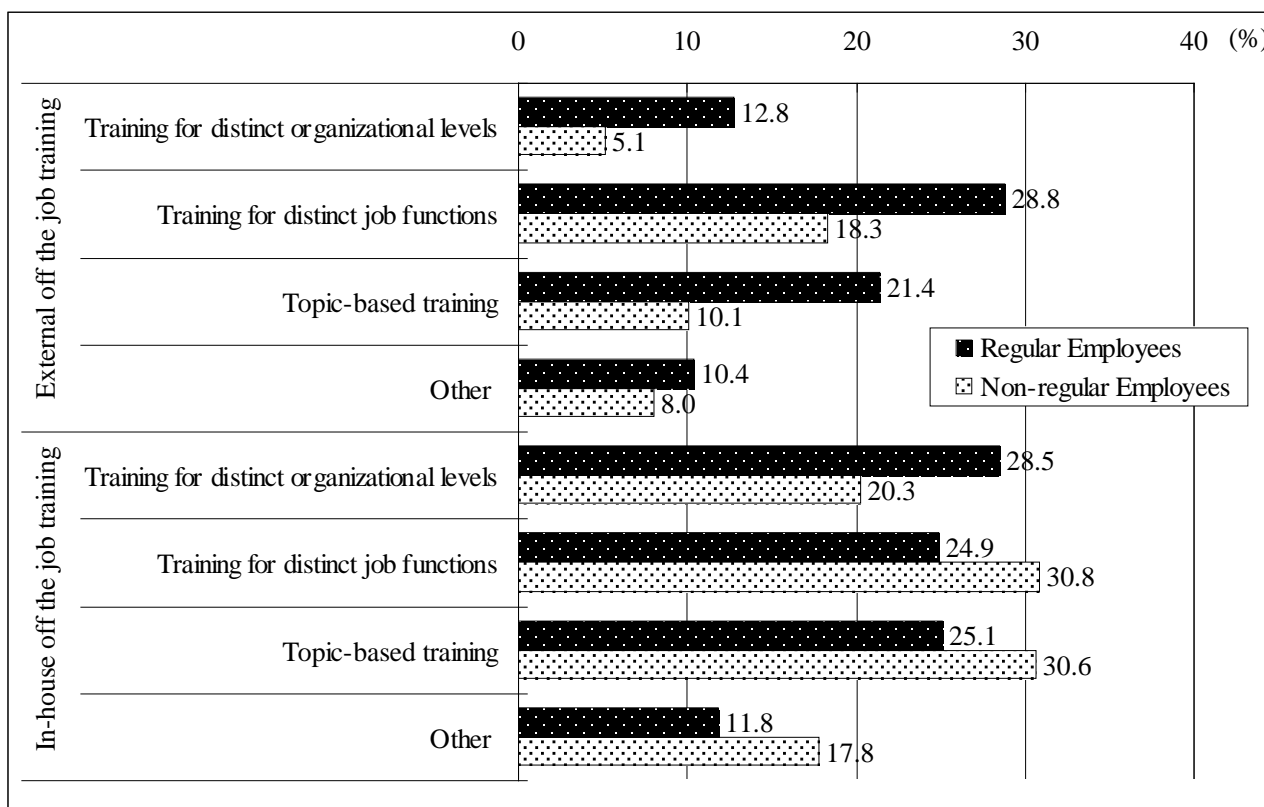
3) The nature of off the job training attended (Figure 45)

The nature of off the job training attended in fiscal 2007 (multiple answers allowed) was for regular employees, “External training for distinct job functions” (28.8% (previous

survey: 27.0%)), “In-house training for distinct organizational levels” (28.5% (previous survey: 29.9%)), “In-house topic-based training” (25.1% (previous survey: 26.4%)), “In-house training for distinct job functions” (24.9% (previous survey: 27.3%)), and “External topic-based training” (21.4% (previous survey: 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” (30.6% (previous survey: 28.0%)), and “In-house training for distinct job functions” (30.8% (previous survey: 24.3%)) is high. For all training, the ratio of training in-house is higher than that of external training.

Figure 45 The nature of off the job training attended (multiple answers possible)

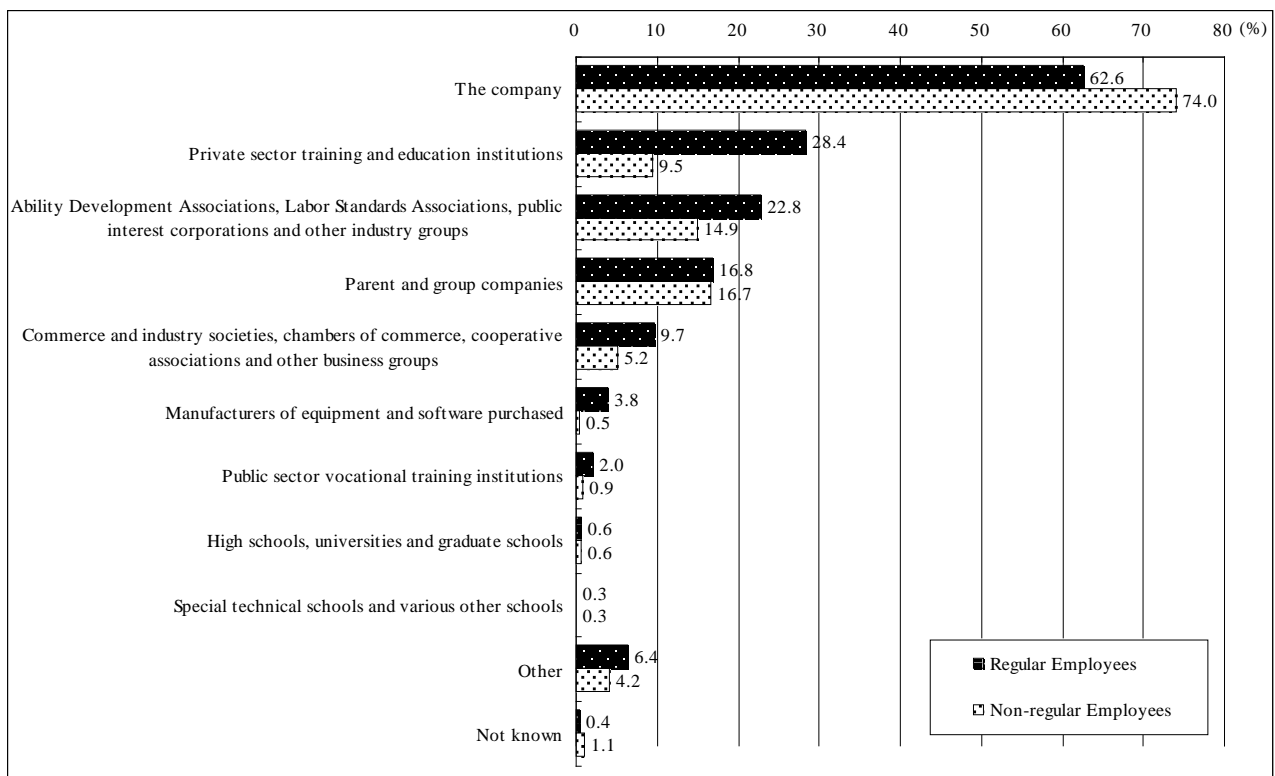


4) Entities that provide off the job training (Figure 46)

The entities that provided the off the job training were as follows (multiple answers allowed): For regular employees, “The company” was highest at 62.6% (previous survey: 63.7%), followed by “Private sector training and education institutions” (28.4% (previous survey: 29.1%)), and “Ability Development Associations, Labor Standards Associations, public interest corporations and other industry groups” (22.8% (previous survey: 19.5%)), and “Parent and group companies” (16.8% (previous survey: 18.4%)).

On the other hand, for non-regular employees, “The company” was highest at 74.0% (previous survey: 69.0%), followed by “Parent and group companies” (16.7% (previous survey: 15.4%)), “Ability Development Associations, Labor Standards Associations, public interest corporations and other industry groups” (14.9% (previous survey: 13.5%)).

Figure 46 The types of training and education institutions for off the job training attended (multiple answers possible)

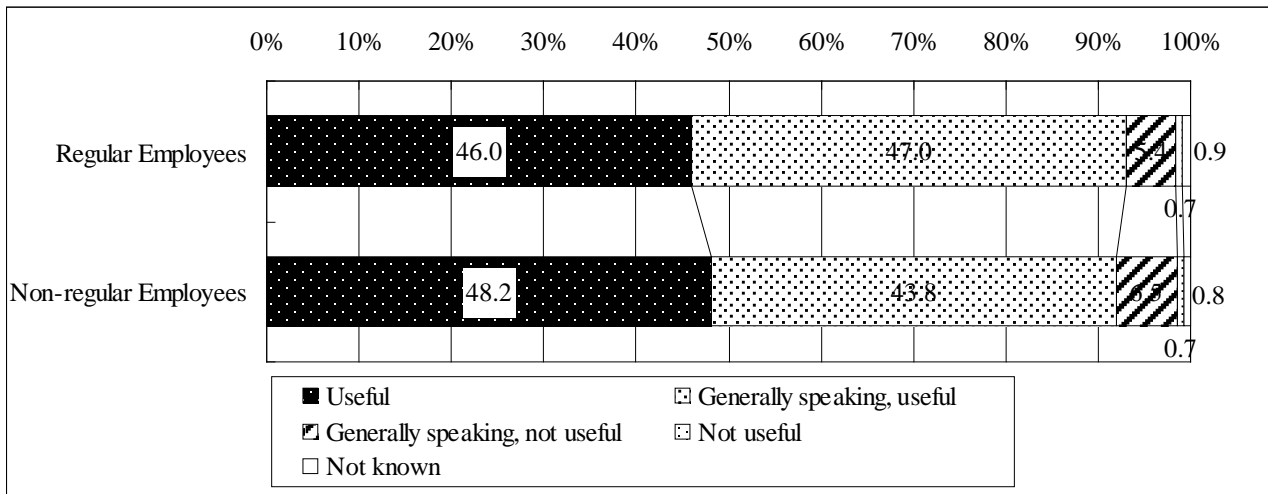


5) The usefulness of off the job training attended (Figure 47)

Concerning the usefulness of the off the job training attended, 46.0% (previous survey: 46.2%) of regular employees responded that it was “Useful”, and 47.0% (previous survey: 45.4%) responded that it was “Generally speaking, useful”, which represents a positive response rate of over 90% (93.0% (previous survey: 91.6%)).

Similarly among non-regular employees, 48.2% (previous survey: 46.6%) responded that it was “Useful”, and 43.8% (previous survey: 40.5%) responded that it was “Generally speaking, useful”, which represents a positive response rate of over 90% (92.0% (previous survey: 87.1%)).

Figure 47 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 48 and 49)

The ratio of workers who undertook self-development in fiscal 2007 was 58.1% (previous survey: 56.4%) of regular employees and 37.3% (previous survey: 32.7%) of non-regular employees. The average total number of hours spent in self-development by each worker was 70.3 hours (previous survey: 55.4 hours) for regular employees and 73.6 hours (previous survey: 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 48 Workers who undertook self-development

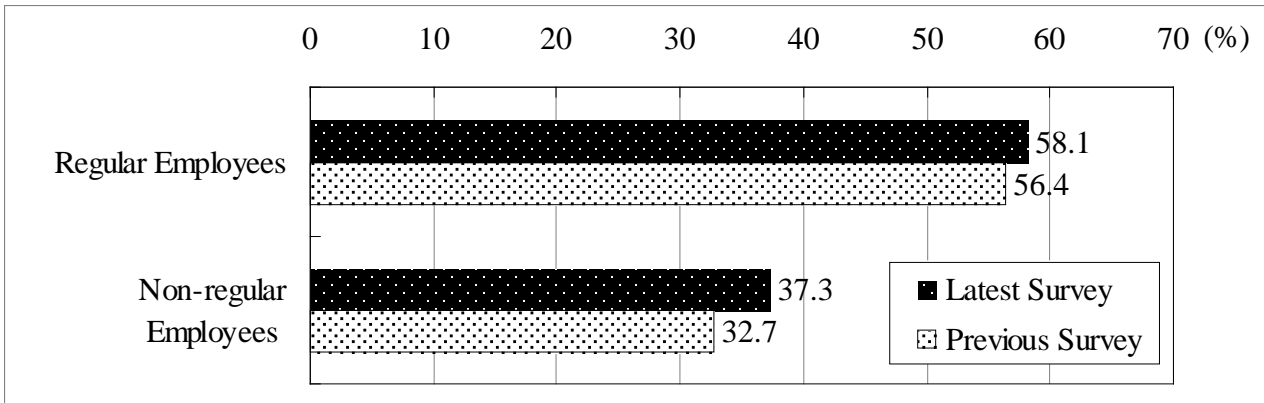
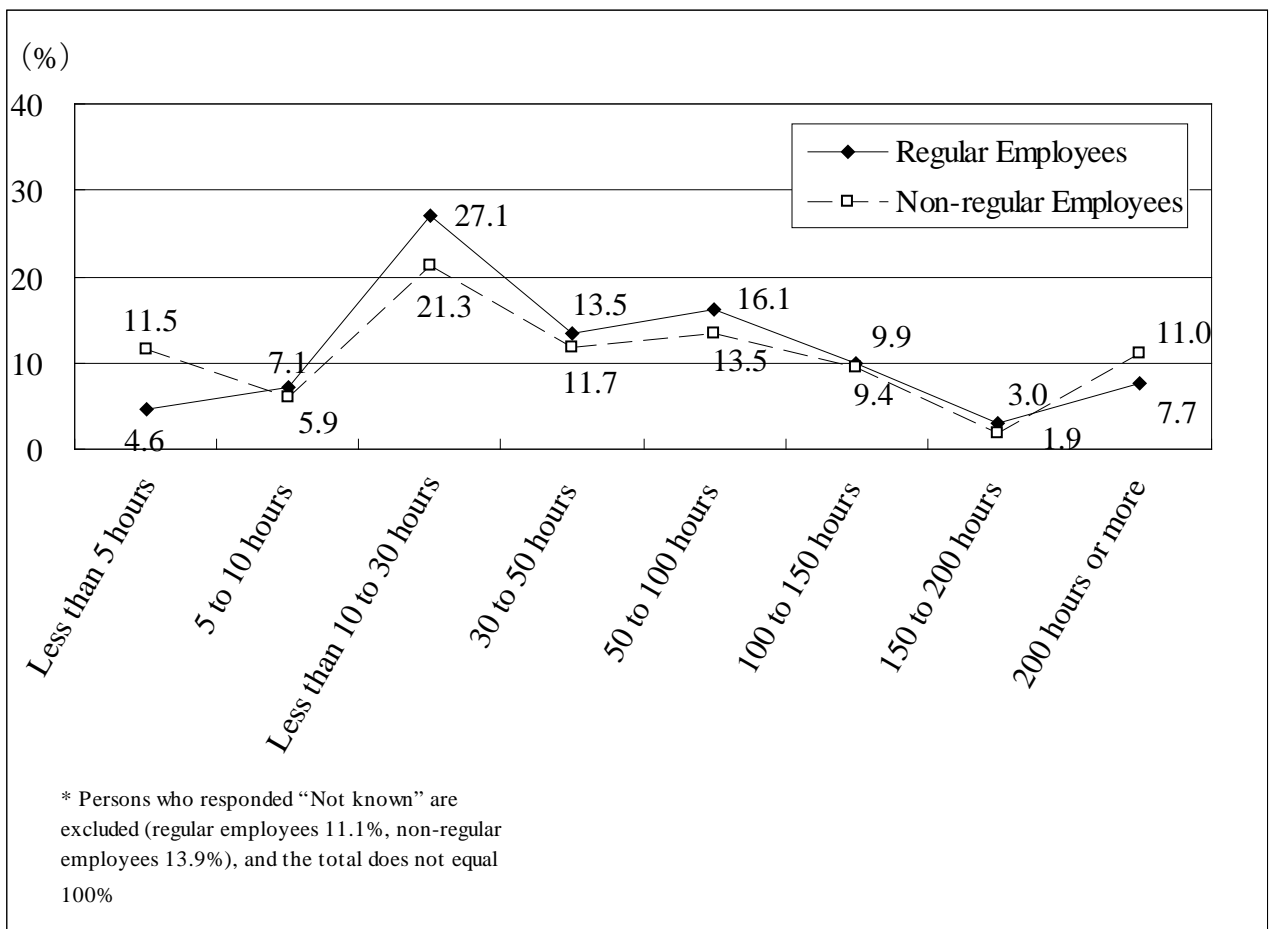


Figure 49 Average total number of hours spent in self-development



2) Methods used for self-development (Figures 50 and 51)

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 46.6% (previous survey: 41.9%), followed by "Participation in in-house autonomous study groups" (30.3% (previous survey: 30.7%)), "Participation in workshops and seminars at private sector training and education institutions" (22.8% (previous survey: 24.3%)), and

“Participation in external study groups” (18.9% (previous survey: 20.2%)).

For non-regular employees, “Self-study using radio, TV, textbooks, the Internet etc.” was highest at 48.2% (previous survey: 41.7%), followed by “Participation in in-house autonomous study groups” (25.3% (previous survey: 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” (16.1% (previous survey: 15.3%)), “Participation in external study groups” (10.5% (previous survey: 11.6%)) and so on was lower than it was for regular employees.

In addition, of workers who undertook self-development, the ratio that received assistance with expenses was 29.8% (previous survey: 31.5%) of regular employees and 18.4% (previous survey: 19.5%) of non-regular employees.

Figure 50 The methods used for self-development (multiple answers possible)

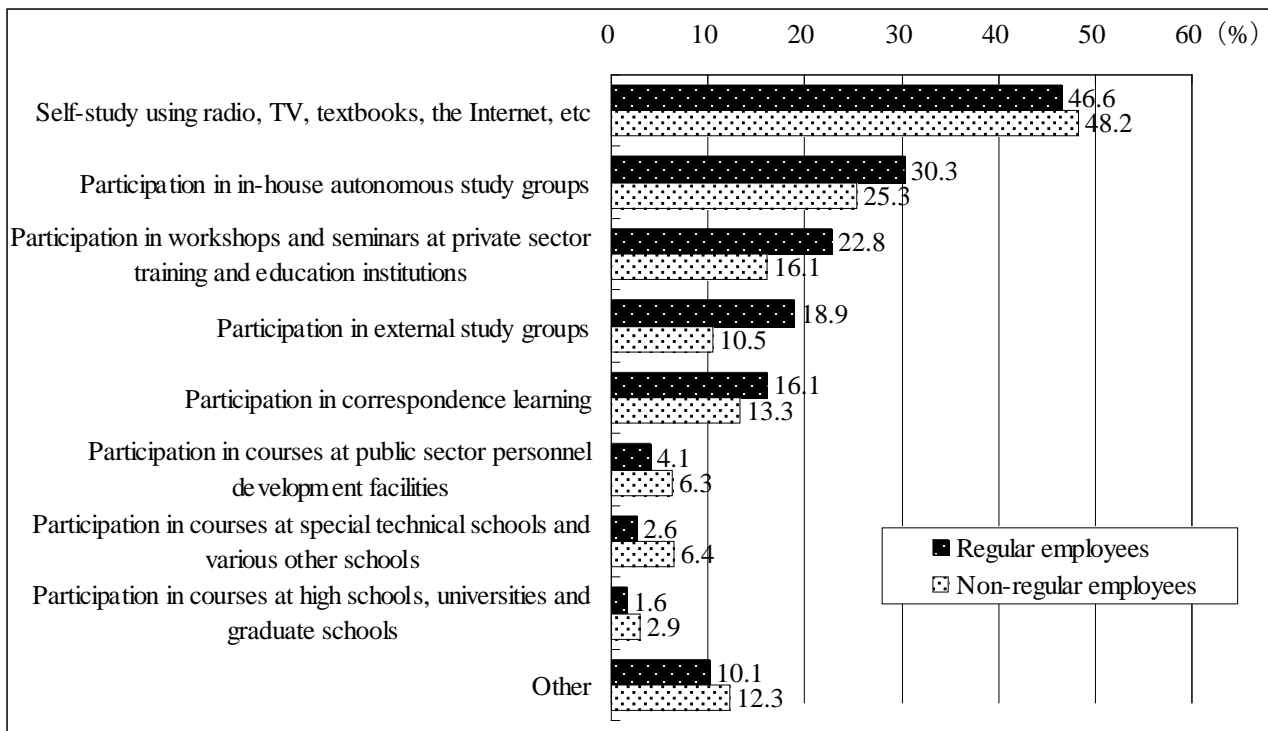
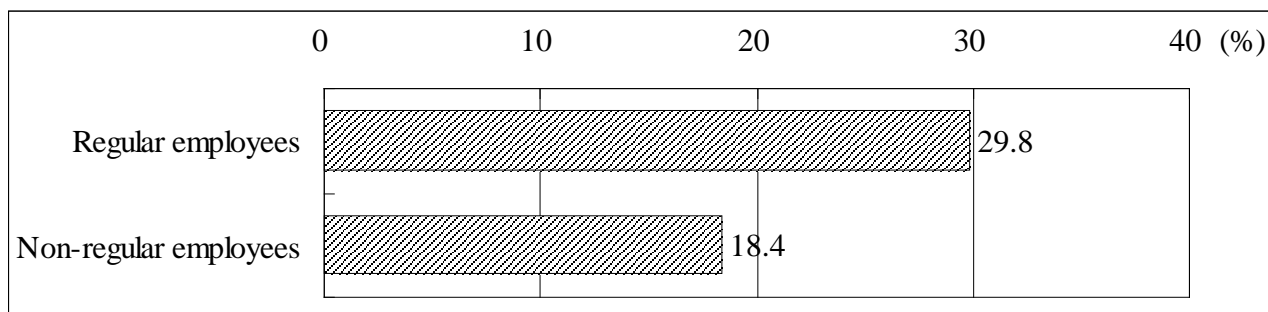


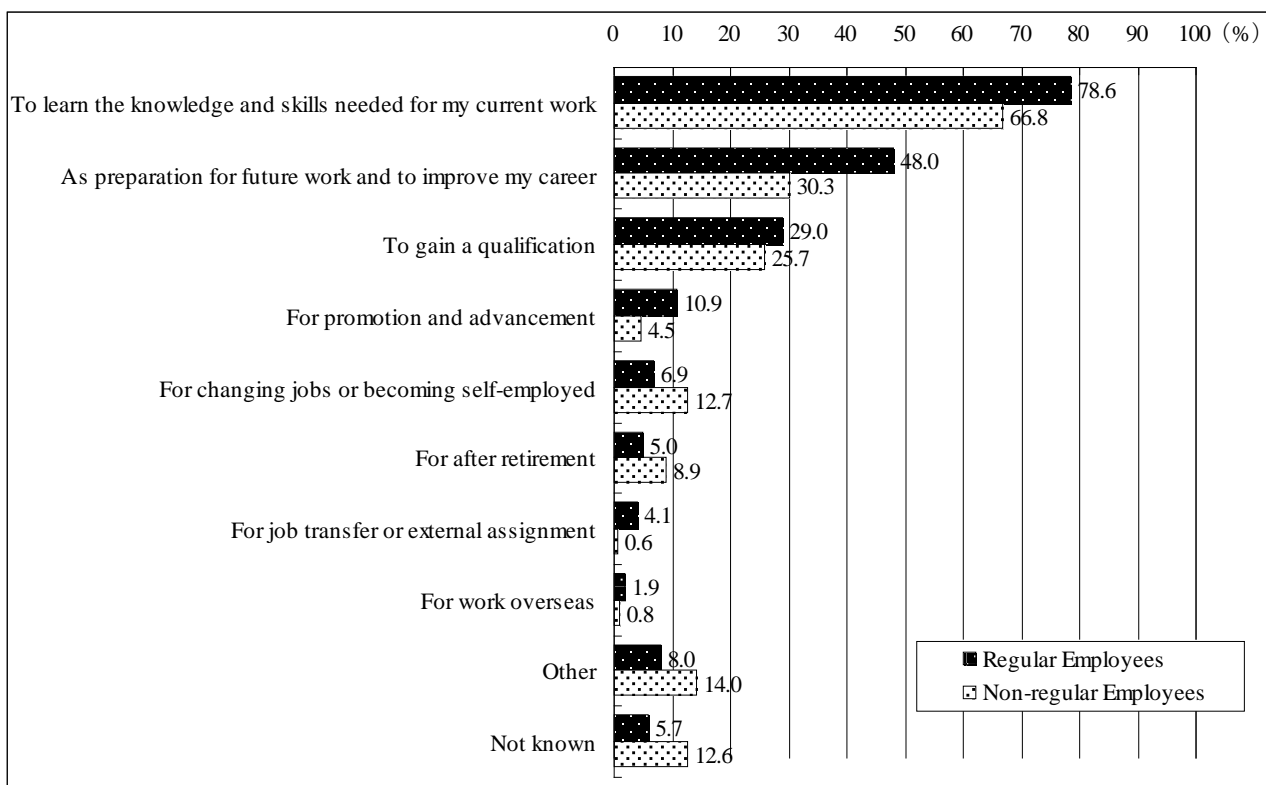
Figure 51 Workers who received assistance with expenses for self-development



3) Reasons for undertaking self-development (Figure 52)

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 78.6% (previous survey: 77.3%), followed by “As preparation for future work and to improve my career” at 48.0% (previous survey: 49.6%), and “To gain a qualification” at 29.0% (previous survey: 27.6%). There was a similar trend for non-regular employees, with “To learn the knowledge and skills needed for my current work” at 66.8% (previous survey: 63.8%), “As preparation for future work and to improve my career” at 30.3% (previous survey: 36.1%), and “To gain a qualification” at 25.7% (previous survey: 24.6%).

Figure 52 Reasons for undertaking self-development (multiple answers possible)



4) Issues with self-development (Figures 53 and 54)

The ratio of workers who responded that there are issues with self-development was 77.1% (previous survey: 77.1%) of regular employees and 70.1% (previous survey: 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 59.0% (previous survey: 62.0%), followed by “It costs too much” at 35.0% (previous survey: 34.0%). Other responses included, “I cannot take leave or leave work early” (17.9% (previous survey: 17.1%)), “The results of self-development are not valued within the company” (16.8% (previous survey: 18.3%)), “I’m too busy with family

matters and childcare and have no time for self-development” (15.6% (previous survey: 14.9%)), “I cannot find an appropriate training and education institution” (15.2% (previous survey: 17.2%)), and so on.

For non-regular employees, the ratio responding “I’m too busy with work and have no time for self-development” was 36.2% (previous survey: 37.8%). Although this percentage is low compared to the percentage for the same response among regular employees, this is the most common response for both types of employees. This is closely followed by the response, “I’m too busy with family matters and childcare and have no time for self-development” at 32.9% (previous survey: 28.7%), showing a difference in tendency from regular employees.

Figure 53 Workers who responded that there are issues with self-development

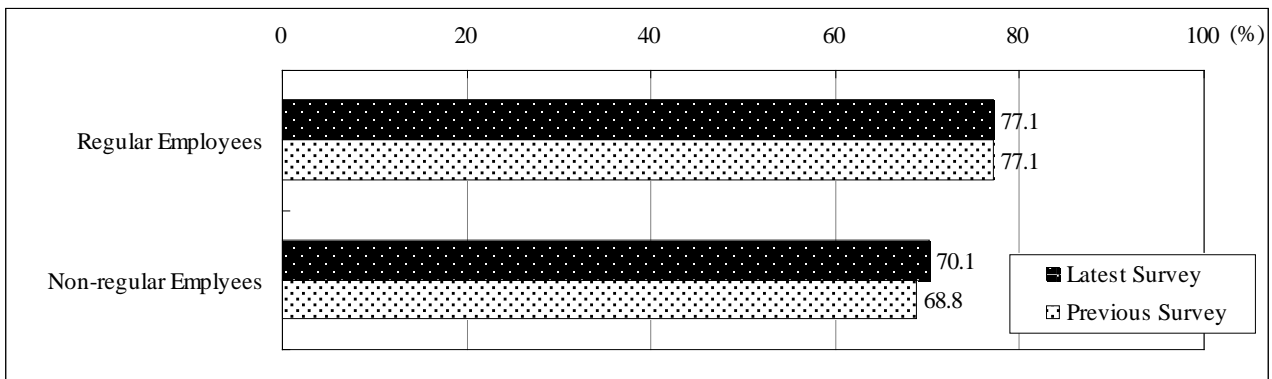
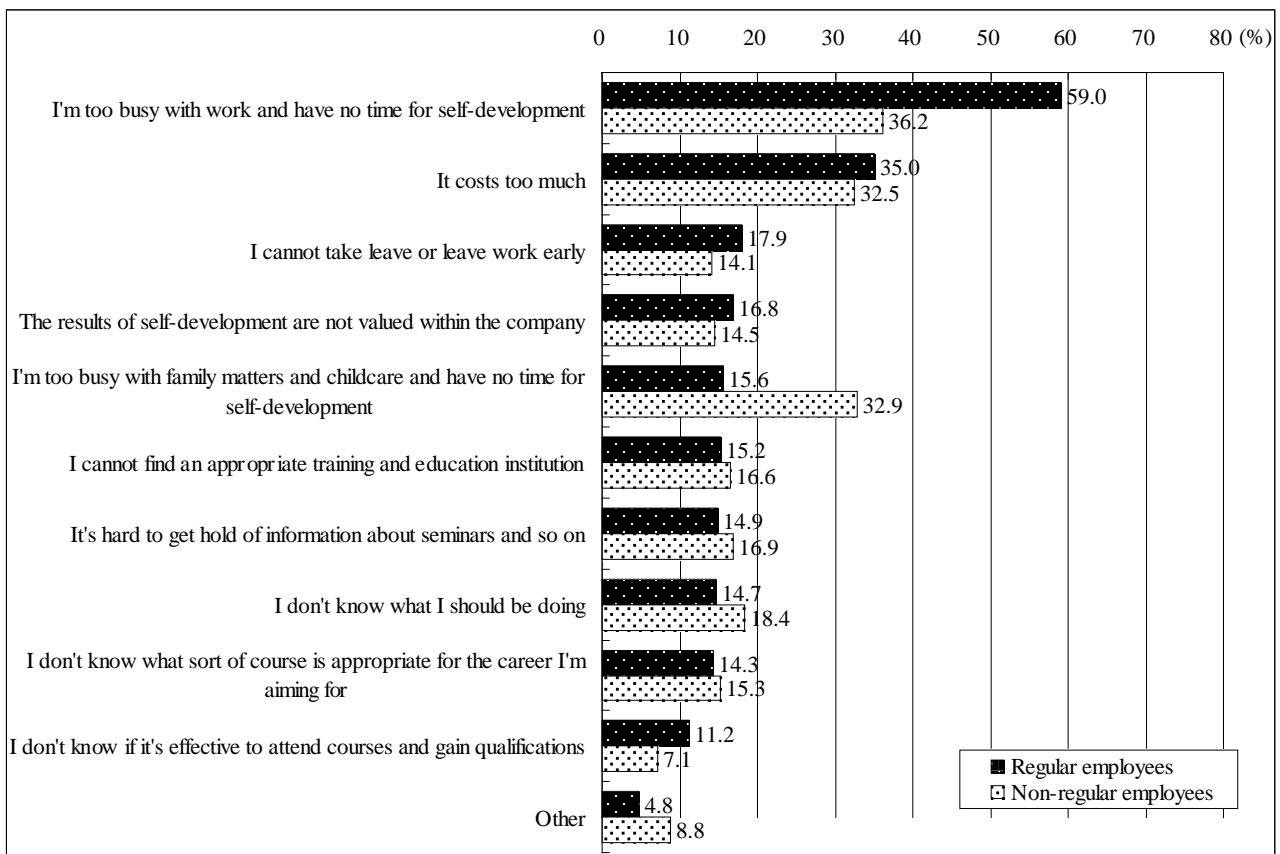


Figure 54 Issues of self-development among workers who responded that there are issues with self-development (multiple answers possible)

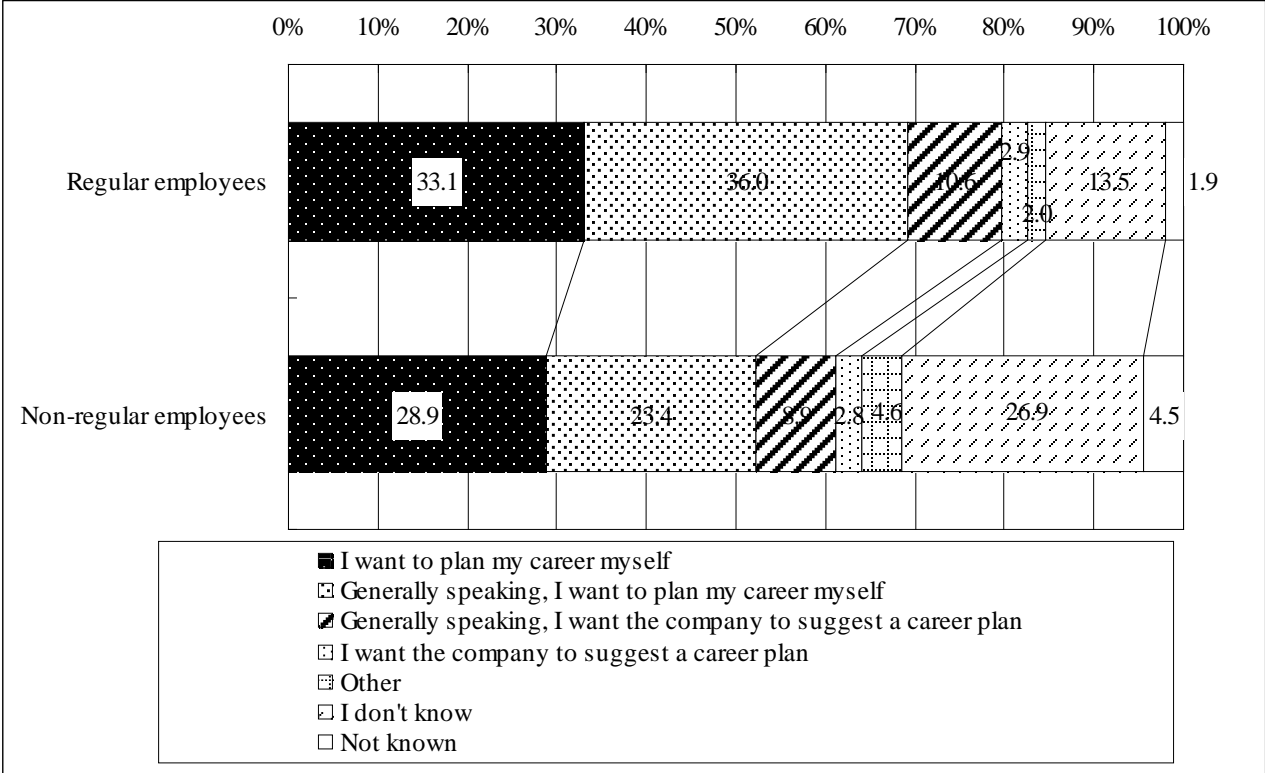


(3) Future career planning (Figure 55)

Concerning the wishes of workers with regard to their own career planning, 33.1% (previous survey: 35.7%) of regular employees responded “I want to plan my career myself”, while 36.0% (previous survey: 34.9%) responded “Generally speaking, I want to plan my career myself”. The combined result shows that about 70% (69.1% (previous survey: 70.6%)) wish to plan their careers proactively.

On the other hand, 28.9% (previous survey: 28.3%) of non-regular employees responded “I want to plan my career myself”, while 23.4% (previous survey: 26.1%) responded “Generally speaking, I want to plan my career myself”, which represents a ratio of only about 50% (52.3% (previous survey: 54.4%)) 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% (11.7% (previous survey: 12.6%)). The proportion of non-regular employees who responded “I don't know” was 26.9% (previous survey: 21.3%), about two times higher than regular employees (13.4% (previous survey: 12.4%)).

Figure 55 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. Off the job training

Work orders requiring employees to attend 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).
5. On the job training

Education and training that is carried out in the course of daily work, in which superiors directly instruct their subordinates on work procedures.
6. 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.
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 particular company organization, industry group, or on various existing qualifications.
9. Leave for education and training

Leave that can be used by a worker for education and training.
10. Career consulting

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.
11. 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.