

Summary of Results of the Fiscal 2010 Basic Survey of Human Resources Development
- Off The Job Training and Support for Self-Development Initiatives at Businesses Show
Downward Trend Overall -

[Key Points of Survey Results]

1. Company policies for skills development of employees

- Regarding educational policies, the proportion of companies that emphasized or mainly emphasized raising the level of ability of workers in general was over 50% (53.5%, previous survey: 49.5%) for regular employees, and exceeded the proportion of companies that emphasized or mainly emphasized raising the level of ability of selected workers (46.5% (previous survey: 50.5%)), which was previously the majority of companies.

For non-regular employees, too, 48.8% (previous survey: 46.7%) of companies emphasized or mainly emphasized raising the level of ability of workers in general.

- Regarding the method of training, the proportion of companies that emphasized or mainly emphasized on the job training increased for both regular and non-regular employees to 74.5% for the former (an increase of 3.7 percentage points from the previous year) and 79.2 for the latter (an increase of 1.0 percentage points from the previous year).

On the other hand, the proportion of companies that emphasized or mainly emphasized off the job training was 25.4% for regular employees (a decrease of 3.8 percentage points from the previous year) and 20.7% for non-regular employees (a decrease of 1.0 percentage points from the previous year).

2. The state of implementation of education and training at business establishments

- 57.8% (an increase of 0.6 percentage points from the previous year) of businesses implemented systematic on the job training for regular employees. On the other hand, this ratio continued to be lower for non-regular employees, with 27.7% (a decrease of 0.6 percentage points from the previous year) of businesses implementing systematic on the job training for non-regular employees.

- The implementation of off the job training decreased for both regular and non-regular employees, with 67.1% (a decrease of 1.4 percentage points from the previous year) of businesses implementing off the job training for regular employees and 31.4% (a decrease of 1.8 percentage points from the previous year) for non-regular employees. In addition, while the proportion of businesses which provide support for the self-development of employees decreased for both regular employees at 62.2% (a decrease of 4.3 percentage points from the previous year) and non-regular employees at 38.0% (a decrease of 3.3 percentage points from the previous year), the margins of decline have narrowed.

3. The status of participation in education and training of individual employees

- The ratio of workers who undertook self-development was 41.7% for regular employees (a decrease of 0.4 percentage points from the previous year) and 18.4% for non-regular employees (a decrease of 1.6 percentage points).

- Regarding the issues with carrying out self-development, for both regular and non-regular employees, “I’m too busy with work and have no time for self-development” and “It costs too much” accounted for a large portion of the responses.

Among non-regular employees, a high ratio of 30.7% responded “I’m too busy with family matters and childcare and have no time for self-development”.

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 individual surveys were conducted in 2010 from September 1 to October 5.

The business establishment surveys were conducted from September 1 to November 2 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 7,100 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 6,700 business establishments in Japan that were selected using a defined method from among business establishments 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 25,000 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	7,100 companies	3,090 companies	43.5%
Business Establishment Survey	6,666 businesses	4,512 businesses	67.7%
Individual Survey	20,632 employees	7,991 employees	38.7%

7. Main Survey Results

See Annex.

Main Survey Results

1. Policies for skills development of employees

Regarding the education policies for employees, the proportion of companies which emphasized raising the level of ability of workers in general over that of selected workers increased from the previous fiscal year. In addition, regarding method of training, the proportion of companies which emphasized on the job training over off the job training increased.

(1) “Emphasis on selected workers” or “emphasis on workers in general”? (Figures 1 and 2)

Regarding the educational policies for regular employees, 53.5% (previous survey: 49.5%) of companies emphasized or mainly emphasized “education and training to raise the level of ability of workers in general”. The proportion of companies that emphasized or mainly emphasized “education and training to raise the level of ability of selected workers” was 46.5% (previous survey: 50.6%).

On the other hand, for non-regular employees, 48.8% (previous survey: 46.7%) of companies emphasized or mainly emphasized “education and training for workers in general”, and 51.1% (previous survey: 53.2%) of companies emphasized or mainly emphasized “education and training for selected workers”.

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

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 59.8% for regular employees and 51.8% for non-regular employees.

Figure 1 Emphasized targets of education and training for regular employees

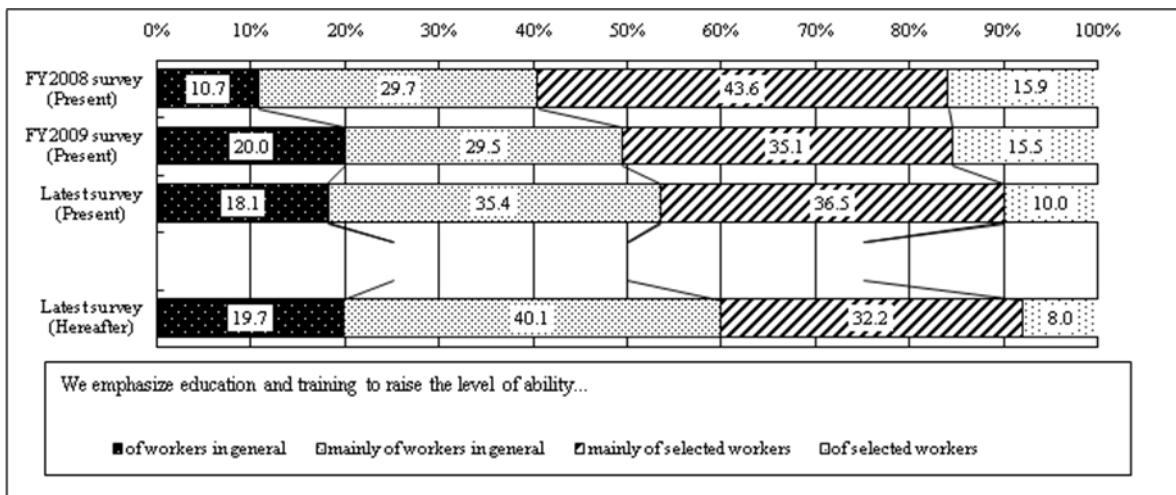
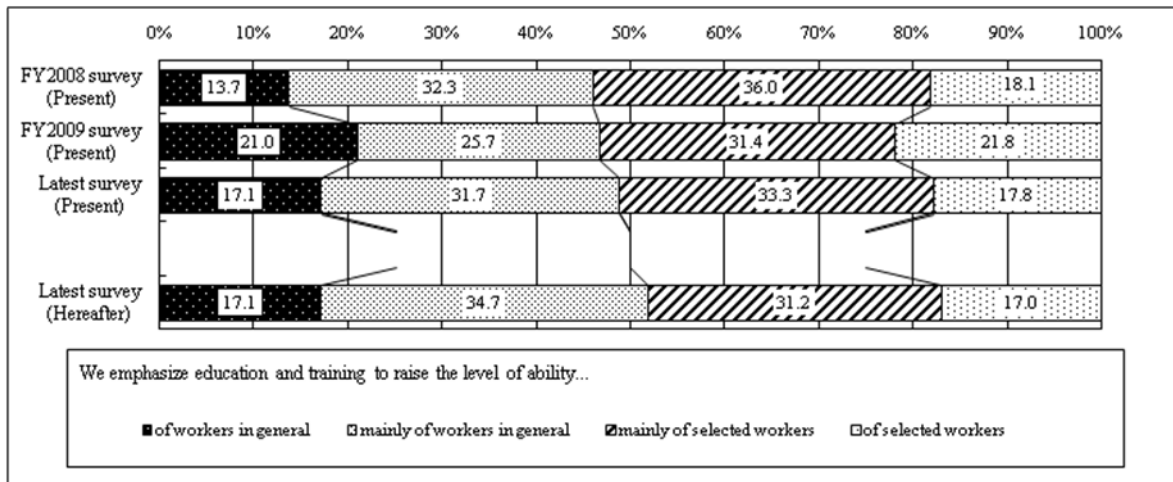


Figure 2 Emphasized targets of education and training for non-regular employees



(2) “On the job training” or “off the job training”? (Figures 3 and 4)

Regarding the method for education and training of regular employees, 74.5% (previous survey: 70.8%) of companies emphasized or mainly emphasized “on the job training”, and 25.4% (previous survey: 29.2%) emphasized or mainly emphasized “off the job training”.

On the other hand, for non-regular employees, 79.2% (previous survey: 78.2%) of companies emphasized or mainly emphasized “on the job training”.

In comparison to the previous survey, there has been a slight increase of companies that emphasize or mainly emphasize “on the job training” for regular employees, but the proportion has remained steady for non-regular employees.

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 slightly increase from the survey results regarding the current state. These proportions were 29.6% for regular employees and 23.2% for non-regular employees.

Figure 3 Emphasis of method for education and training (regular employees)

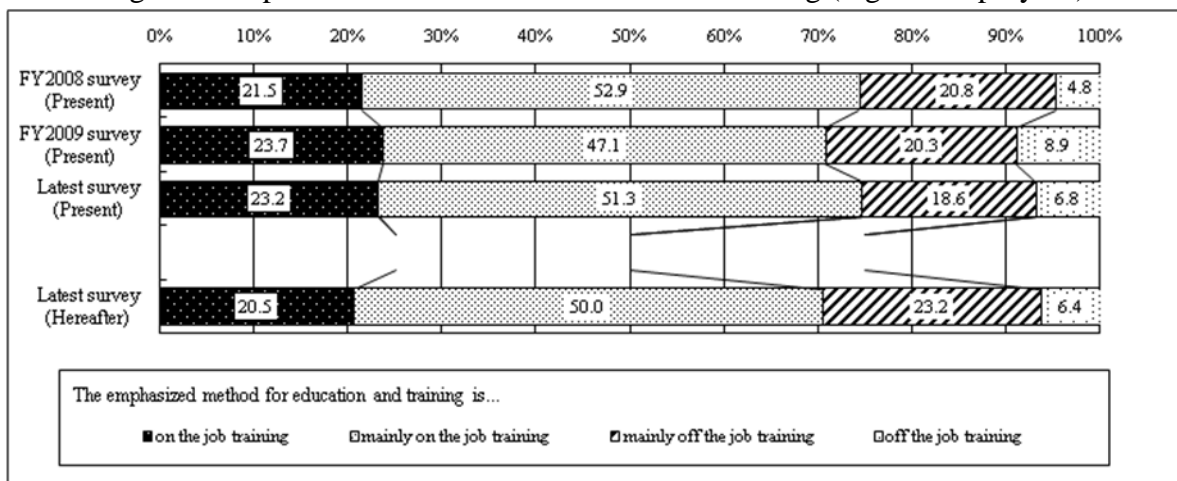
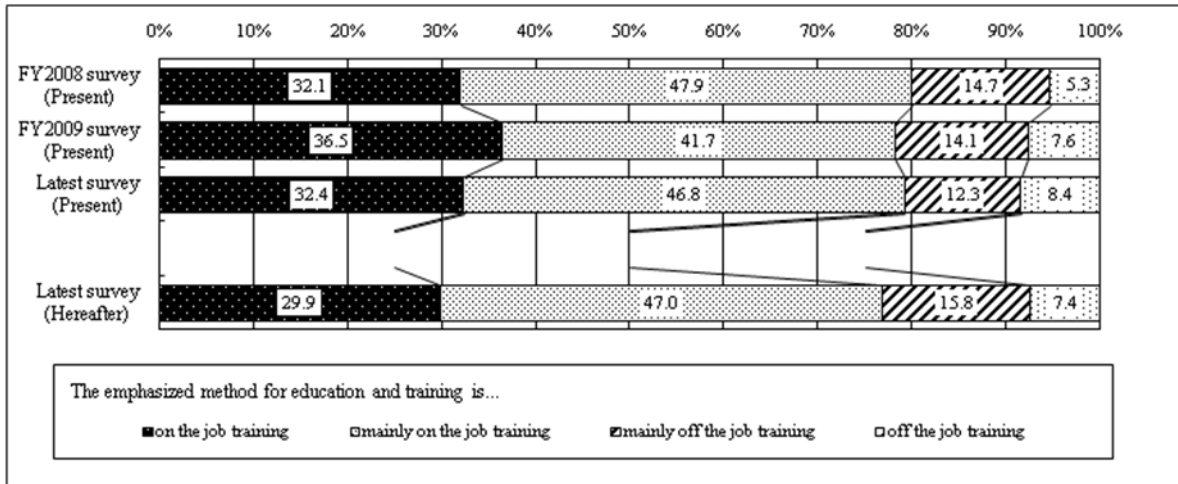


Figure 4 Emphasis of method for education and training (non-regular employees)



2. The state of implementation of education and training over a one-year period in fiscal 2009

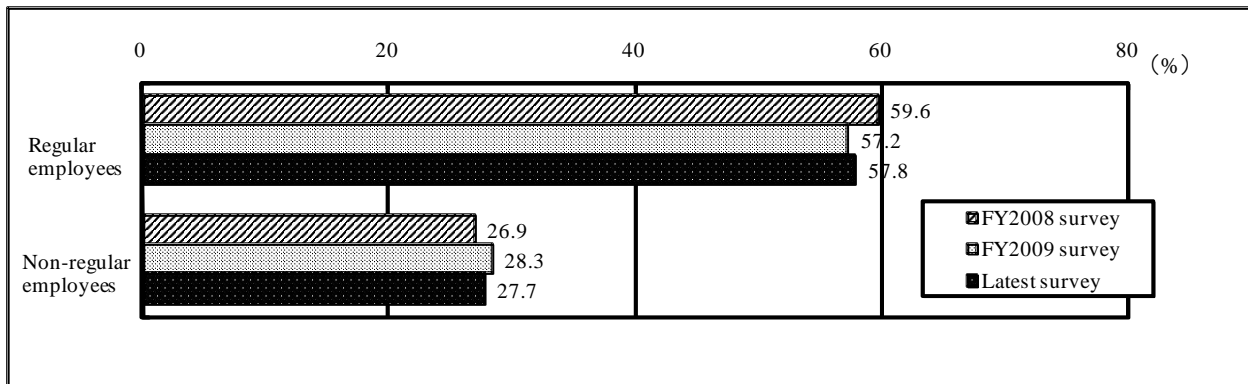
Regarding the proportion of businesses which implemented systematic on the job training, the proportion for regular employees slightly increased from the previous fiscal year, while the proportion for non-regular employees slightly decreased. The proportion of businesses which implemented off the job training and support for self-development decreased for both regular and non-regular employees. However, the margin of decline has narrowed. In addition, the average expenditure per worker for off the job training and support for self-development was similar to the previous fiscal year.

(1) The state of implementation of systematic on the job training (Figures 5 and 6)

1) 3-year trend

About 57.8% (previous survey: 57.2%¹) of businesses implemented systematic on the job training of regular employees in fiscal 2009. On the other hand, about 27.7% (previous survey: 28.3%) of businesses implemented systematic on the job training of non-regular employees, which represents a lower level than for regular employees.

Figure 5 Businesses that implemented systematic on the job training (total)



2) The situation by industrial sector and size of business

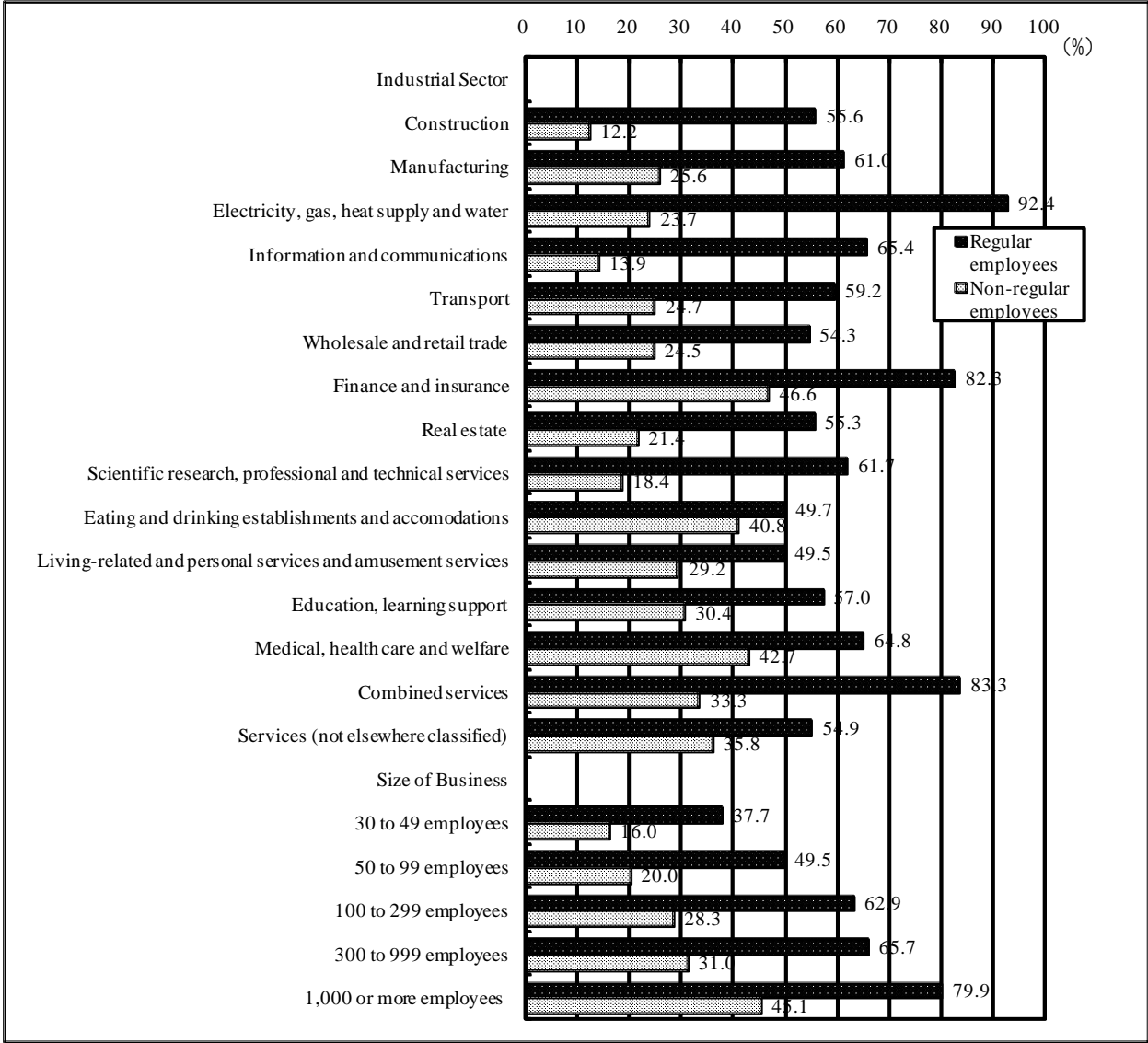
Regarding the breakdown by industry of businesses which implemented systematic on the job training of regular employees in fiscal 2009, the proportions were as follows: Electricity, gas, heat supply and water (92.4%), Combined services (83.3%), and Finance and insurance (82.3%) were high, whereas Living-related and personal services and amusement services (49.5%) and Eating and drinking establishments and accommodations (49.7%) were low. Categorized by size of the business, of businesses that have 100 or more employees, 60% range implemented on the job training and of businesses that have 1,000 or more employees, about 80% implemented on the job training.

Regarding the breakdown by industry of businesses which implemented systematic on the job training of non-regular employees, the proportions were as follows: Finance and insurance (46.6%), Medical, health care and welfare (42.7%), and Eating and drinking establishments and accommodations (40.8%) were high, whereas Construction (12.2%), Information and

¹ Starting with the fiscal 2009 survey, some questions directed at businesses which do not employ either regular employees or non-regular employees will be omitted from the survey. For this reason, some estimates from the fiscal 2008 survey have been re-tallied in order to maintain their relevancy.

communications (13.9%) and so on were low. Categorized by size of the business, there is a tendency towards a higher proportion of larger businesses implementing systematic on the job training.

Figure 6 Businesses that implemented systematic on the job training (categorized by industrial sector and size of business)

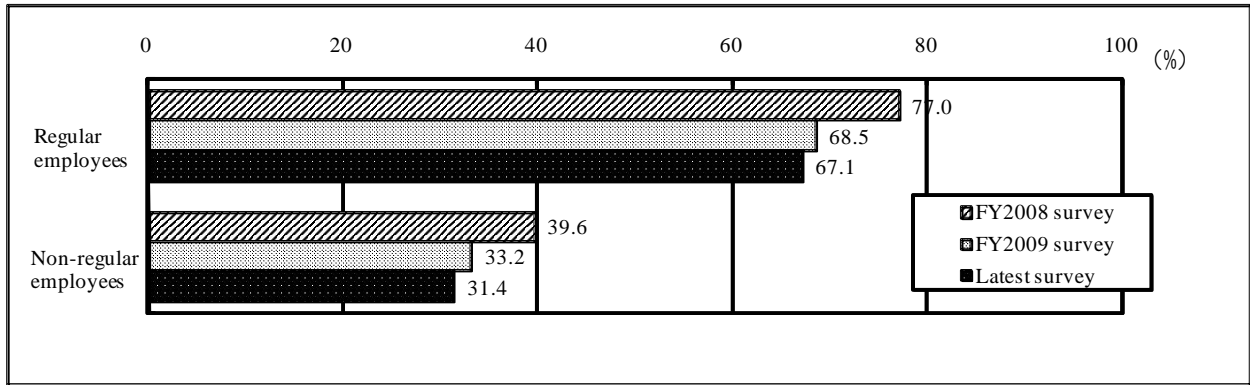


(2) The state of implementation of off the job training (Figures 7 and 8)

1) 3-year trend

About 67.1% (previous survey: 68.5%) of businesses implemented off the job training of regular employees in fiscal 2009. On the other hand, for non-regular employees, about 31.4% (previous survey: 33.2%) of businesses implemented off the job training, representing a lower level than for regular employees.

Figure 7 Businesses that implemented off the job training (total)

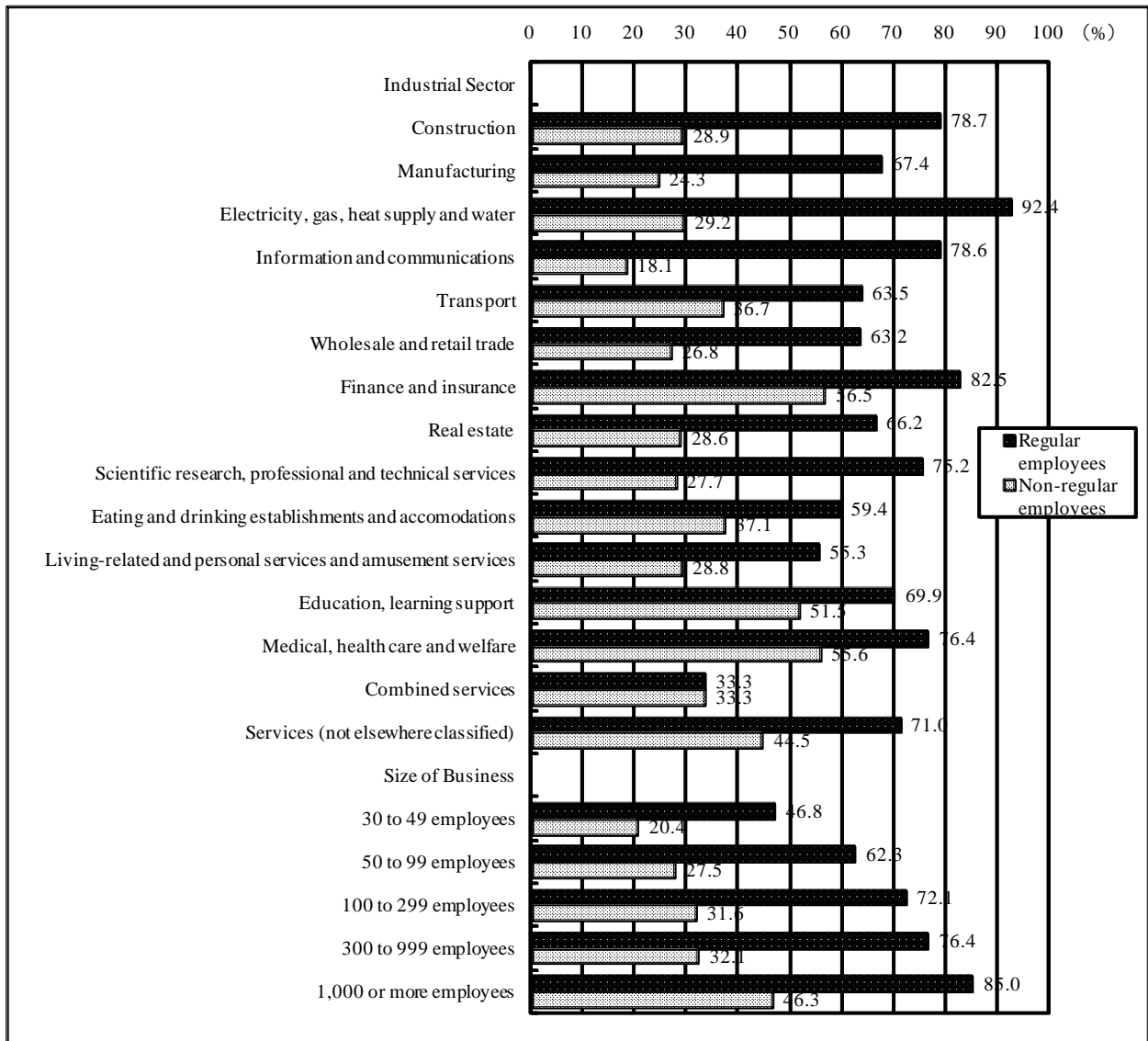


2) The situation by industrial sector and size of business

Regarding the breakdown by industry of businesses which implemented off the job training of regular employees in fiscal 2009, the proportions were as follows: Electricity, gas, heat supply and water (92.4%), Finance and insurance (82.5%) and so on were high, whereas Combined services (33.3%), Living-related and personal services and amusement services (55.3%), and Eating and drinking establishments and accommodations (59.4%) were low. Categorized by size of the business, of businesses that have 100 or more employees, 70% range implemented off the job training and of businesses that have 1,000 or more employees, about 85% implemented off the job training.

On the other hand, regarding the breakdown by industry of businesses which implemented off the job training of non-regular employees, the proportions were as follows: Finance and insurance (56.5%), Medical, health care and welfare (55.6%), and Education, learning support (51.5%) were high, whereas Information and communications (18.1%), Manufacturing (24.3%) and so on were low. Categorized by size of the business, there is a tendency towards a higher proportion of larger businesses implementing off the job training.

Figure 8 Businesses that implemented off the job training (categorized by industrial sector and size of business)

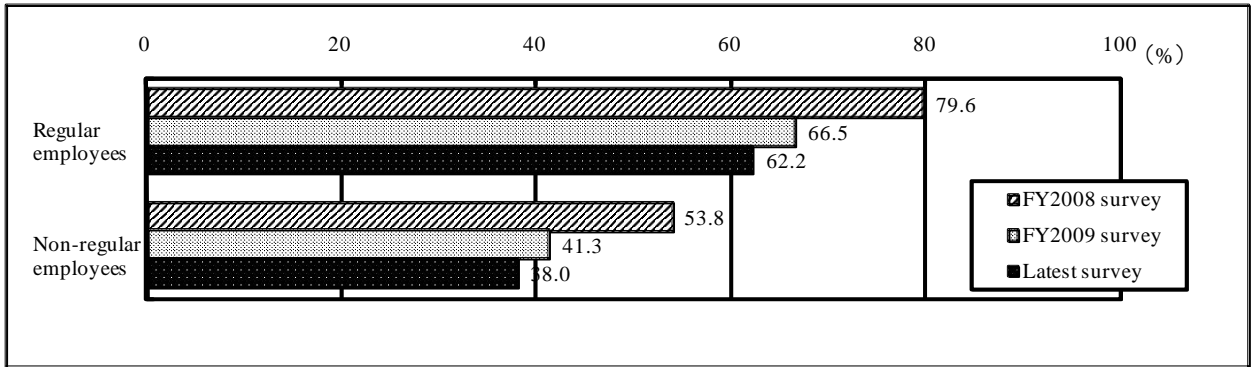


(3) The state of implementation of support for self-development (Figures 9, 10, 11)

1) 3-year trend

62.2% (previous survey: 66.5%) of businesses responded “We provide support” for self-development of regular employees. On the other hand, 38.0% (previous survey: 41.3%) of businesses responded “We provide support” for self-development of non-regular employees.

Figure 9 Businesses that provide support for self-development of workers (total)

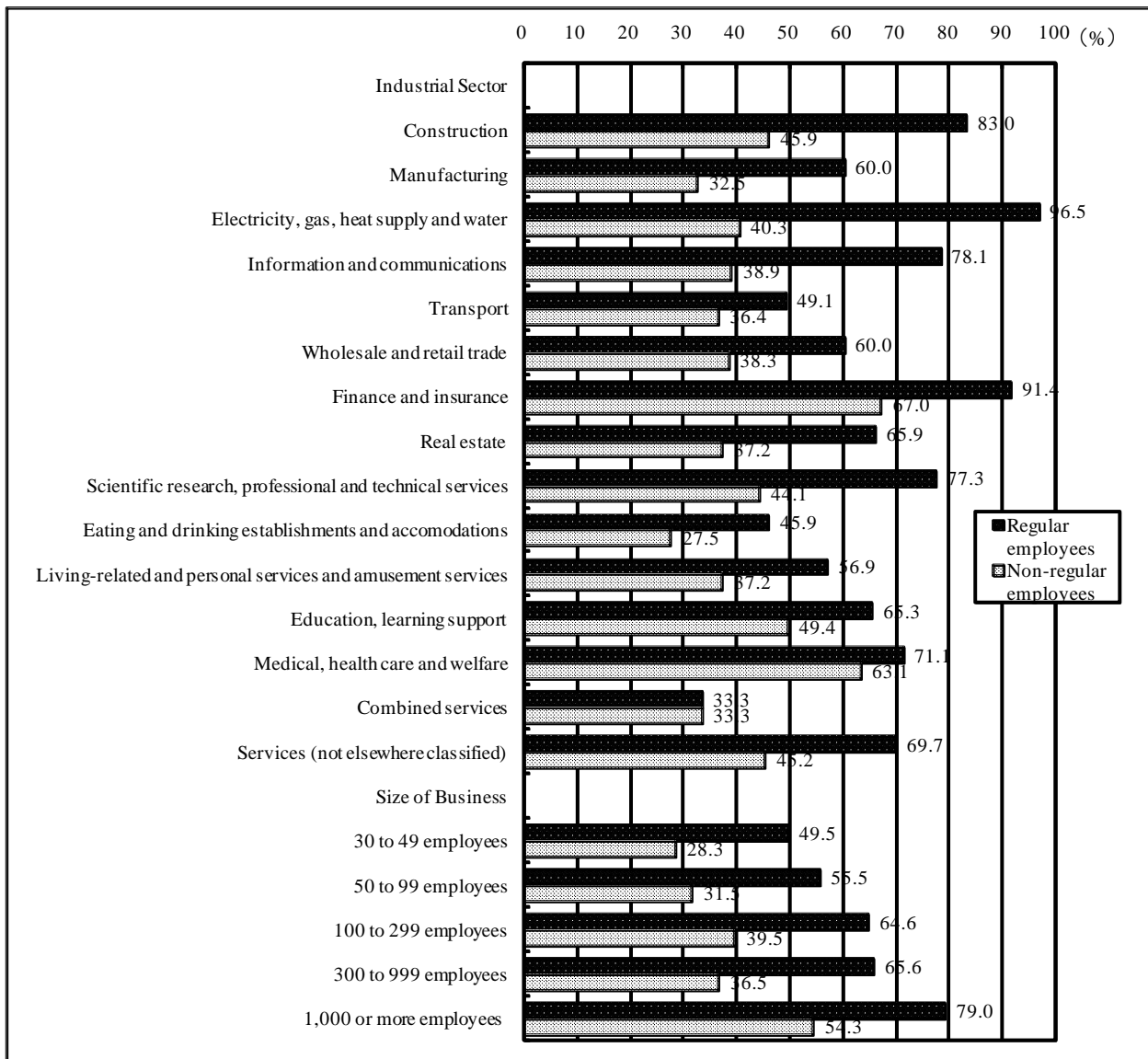


2) The situation by industrial sector and size of business

Regarding the breakdown by industry of businesses which responded “We provide support” for the self-development of regular employees, the proportions were as follows: Electricity, gas, heat supply and water (96.5%), Finance and insurance (91.4%), Construction (83.9%) and so on were high, whereas Combined services (33.3%), Eating and drinking establishments and accommodations (45.9%), Transport (49.1%) and so on were low. 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, regarding the breakdown by industry of businesses which responded “We provide support” for the self-development of non-regular employees, the proportions were as follows: Finance and insurance (67.0%), Medical, health care and welfare (63.1%) and so on were high, whereas Eating and drinking establishments and accommodations (27.5%) was low. Categorized by size of the business, similar to regular employees, the proportion of businesses that provided support for self-development of workers tends to be higher among larger businesses.

Figure 10 Businesses that provide support for self-development of workers (categorized by industrial sector and size of business)

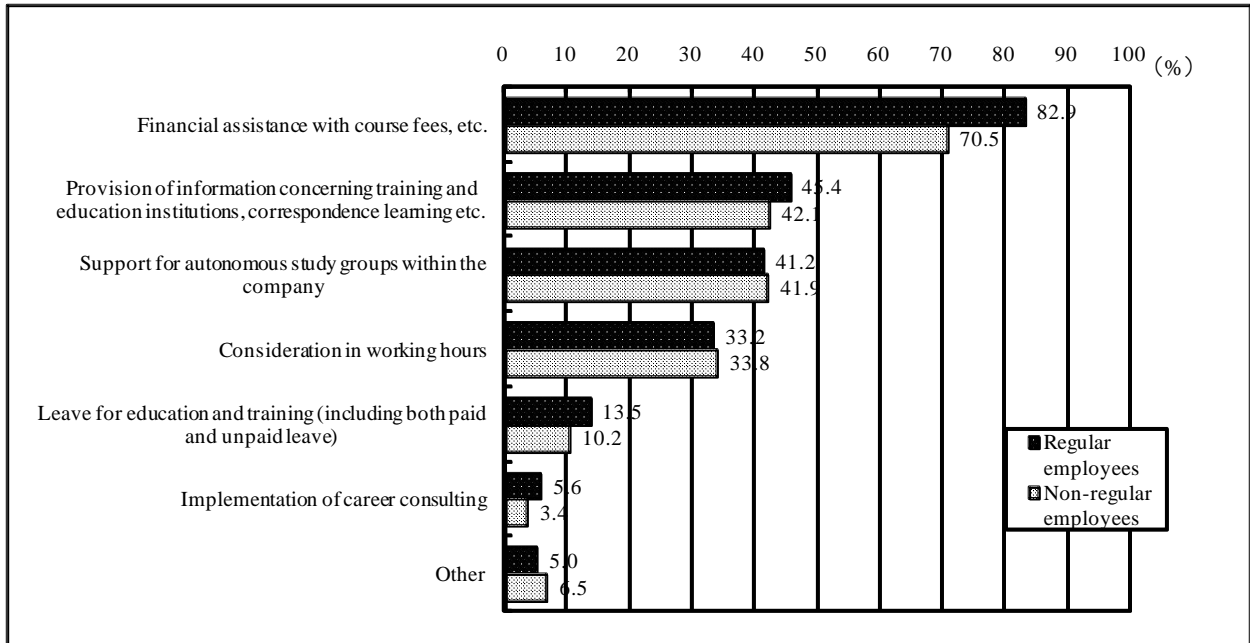


3) The nature of the support

Regarding the breakdown of the support for the self-development of regular employees (multiple answers allowed), the ratio of “Financial assistance with course fees etc.” was highest (82.9% [previous survey: 83.1%]), followed by “Provision of information concerning training and education institutions, correspondence learning etc.” (45.4% [previous survey: 45.7%]), “Support for autonomous study groups within the company” (41.2% [previous survey: 39.6%]) and so on.

On the other hand, regarding the breakdown of the support for the self-development of non-regular employees (multiple answers allowed), the ratio of “Financial assistance with course fees etc.” was the highest (70.5% [previous survey: 70.4%]), followed by “Provision of information concerning training and education institutions, correspondence learning etc.” (42.1% [previous survey: 45.3%]) and “Support for autonomous study groups within the company” (41.9% [previous survey: 42.2%]).

Figure 11 The nature of support for self-development of workers (multiple answers allowed)



(4) Expenditure for off the job training and support for self-development (Figures 12 and 13)

1) 3-year trend in average expenditure per worker

The average expenditure per worker for education and training (the average amount spent by companies; hereafter the same) was the same as the previous survey, amounting to ¥13,000 for off the job training (¥13,000 for the survey conducted in fiscal 2009 [hereafter referred to as “previous survey”]) and ¥4,000 (previous survey: ¥4,000) for support for self-development.

Figure 12 Average expenditure per worker for off the job training

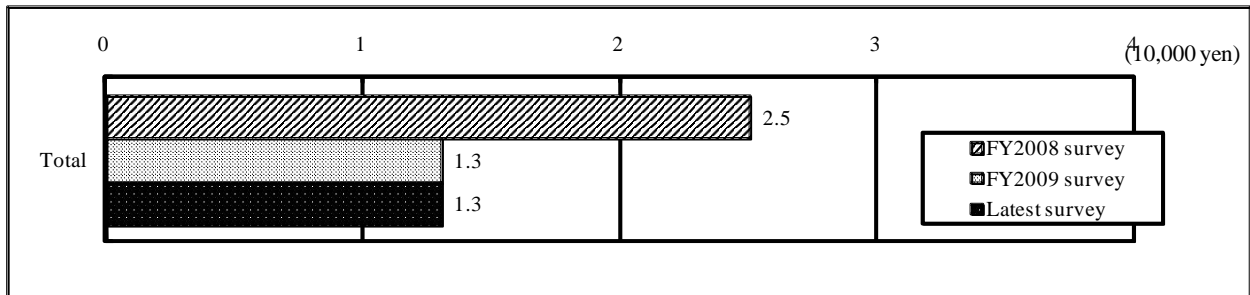
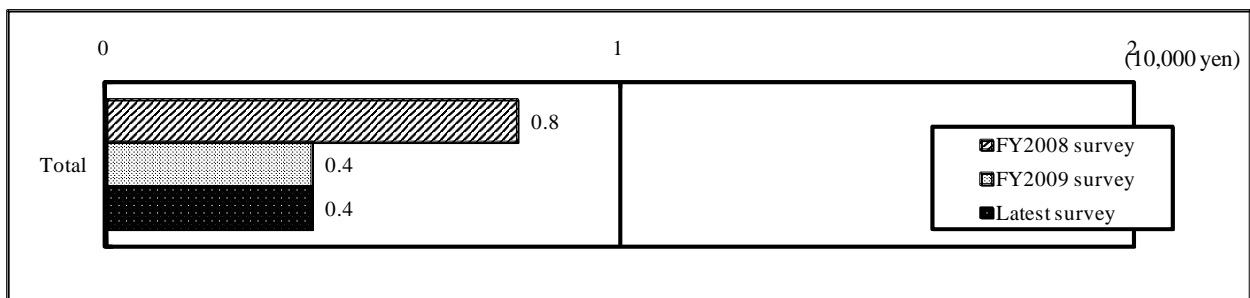


Figure 13 Average expenditure per worker for support for self-development



3. The status of participation in education and training of employees over a one-year period in fiscal 2009

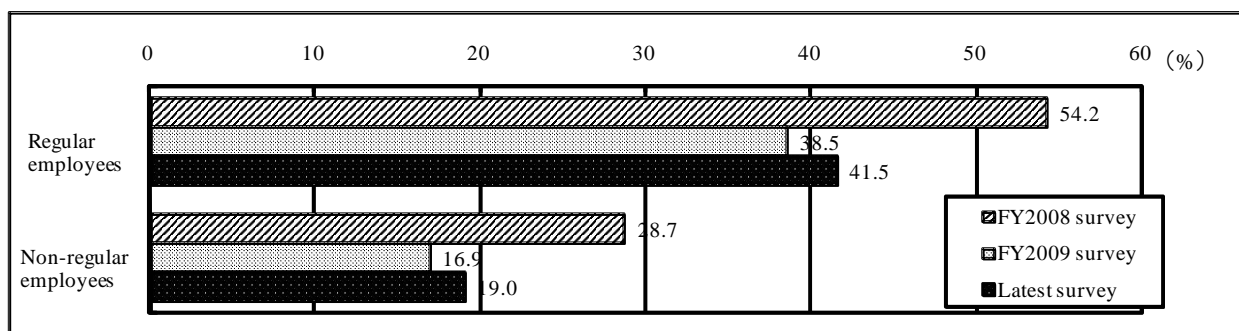
The proportion of workers who undertook self-development decreased from the previous fiscal year for both regular and non-regular employees. However, the margin of decline has narrowed. Regarding the issues of self-development, the responses “I’m too busy with work and have no time for self-development” and “It costs too much” had high proportions, while 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.

(1) The state of participation in off the job training (Figures 14 and 15)

1) 3-year trend

The ratio of workers who participated in off the job training in fiscal 2009 was 41.5% (previous survey: 38.5%) of regular employees and 19.0% (previous survey: 16.9%) of non-regular employees.

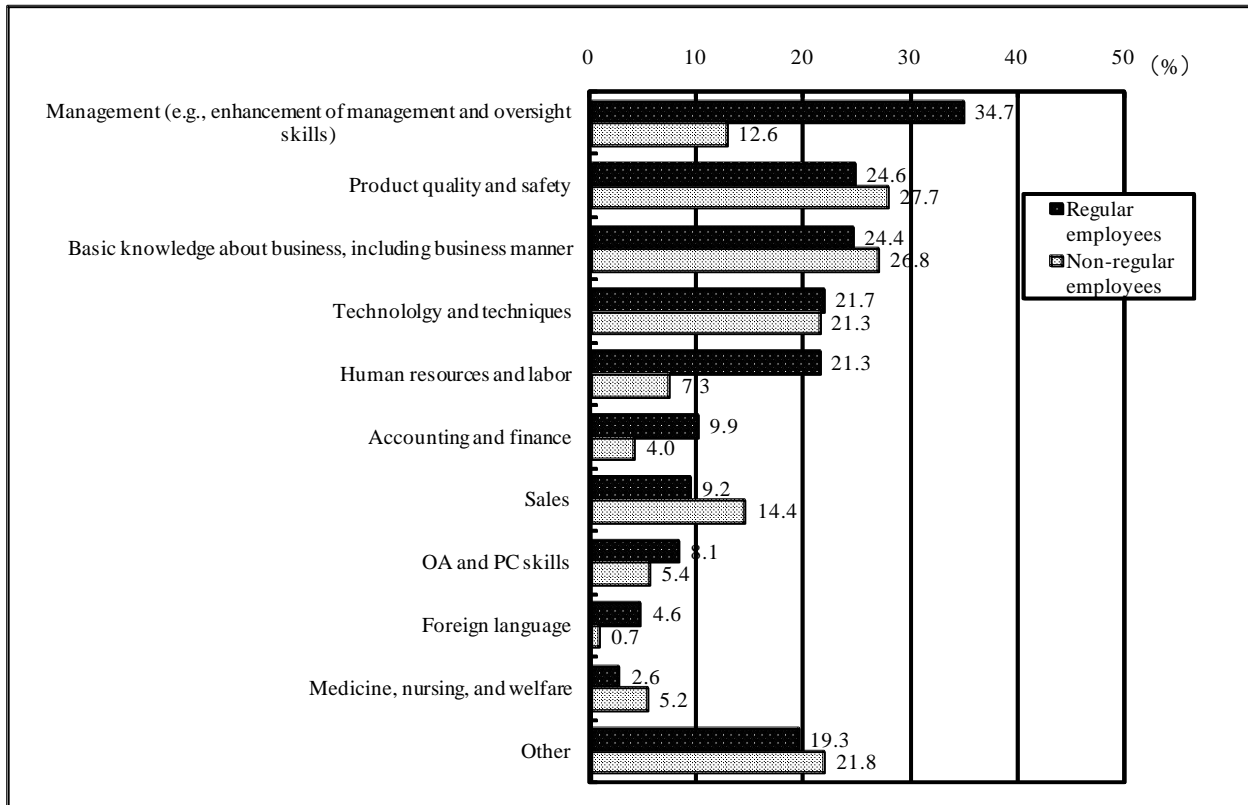
Figure 14 Workers who participated in off the job training (total)



2) The nature of the off the job training

Concerning the nature of off the job training attended (multiple answers allowed), the ratio of regular employees who responded “Management (e.g., enhancement of management and oversight skills)” was the highest at 34.7%, followed by “Product quality and safety” (24.6%), “Basic knowledge about business, including business manner” (24.4%), “Technology and techniques” (21.7%), and “Human resources and labor” (21.3%). On the other hand, for non-regular employees, the ratio for “Product quality and safety” (27.7%) and “Basic knowledge about business, including business manner” (26.8%) were high, followed by “Technology and techniques” (21.3%) and “Sales” (14.4%).

Figure 15 The nature of off the job training attended (multiple answers allowed)

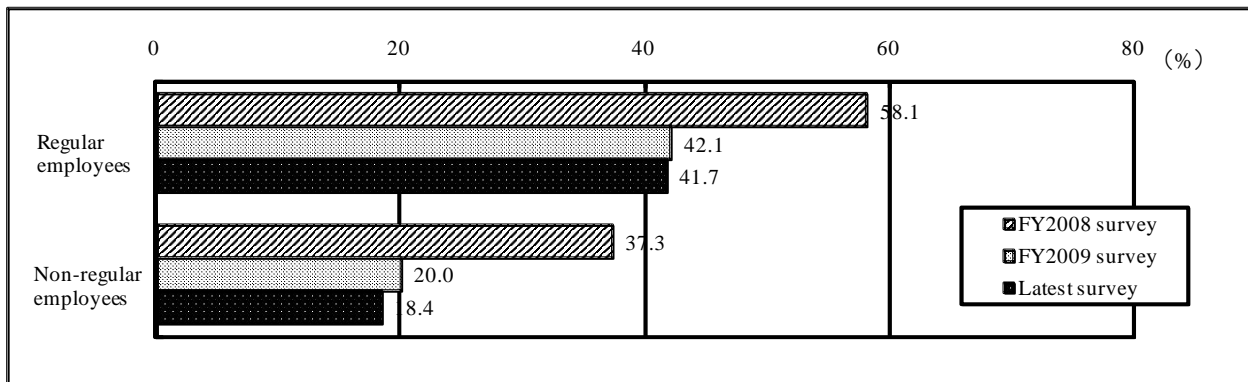


(2) The state of implementation of self-development (Figures 16, 17, 18, 19)

1) The state of implementation of self-development

The ratio of workers who undertook self-development in fiscal 2009 was 41.7% (previous survey: 42.1%) of regular employees and 18.4% (previous survey: 20.0%) of non-regular employees. For both regular and non-regular employees, the ratio of workers who undertook self-development was similar to the previous fiscal year.

Figure 16 Workers who undertook self-development

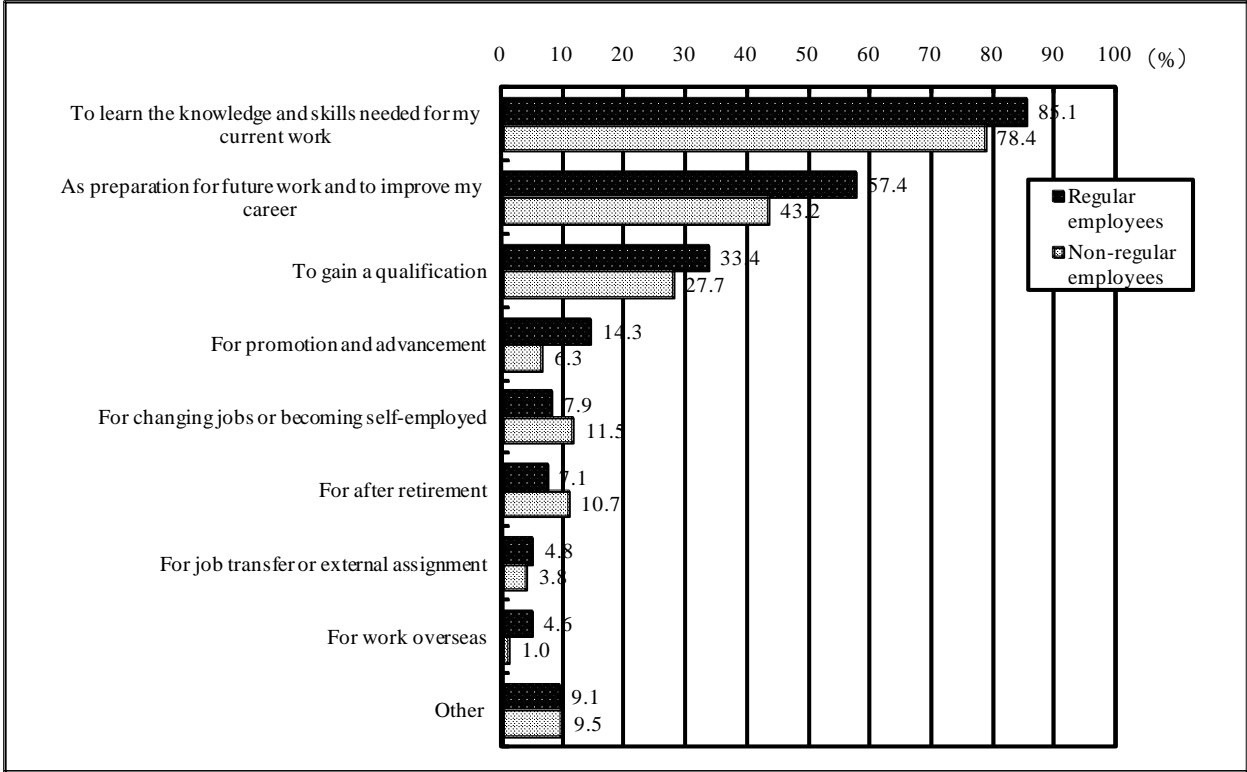


2) Reasons for undertaking self-development

The main reasons for undertaking self-development were as follows (multiple answers allowed): For regular employees, the ratio of the response “To learn the knowledge and skills needed for my current work” was especially high at 85.1% (previous survey: 86.3%), followed by “As preparation for future work and to improve my career” at 57.4% (previous survey:

59.1%), and “To gain a qualification” at 33.4% (previous survey: 35.4%). There was a similar trend for non-regular employees, with “To learn the knowledge and skills needed for my current work” at 78.4% (previous survey: 83.7%), “As preparation for future work and to improve my career” at 43.2% (previous survey: 45.7%), and “To gain a qualification” at 27.7% (previous survey: 29.4%).

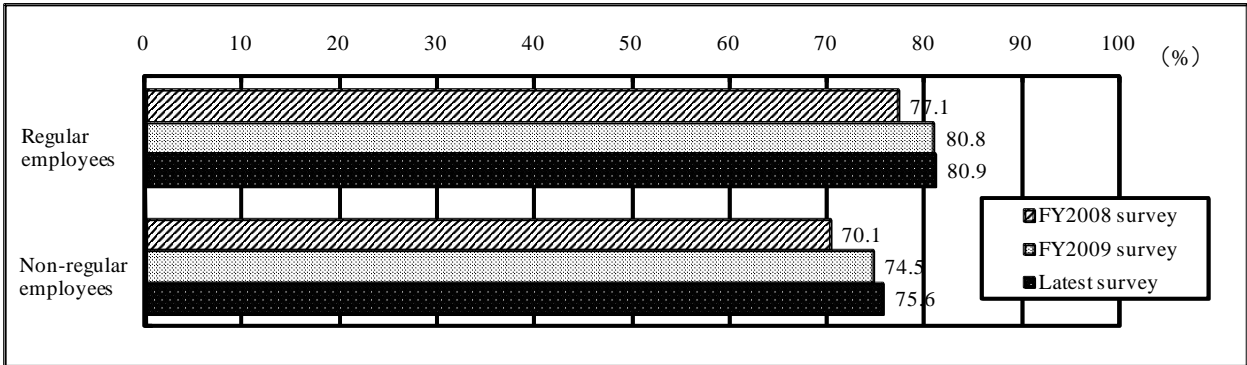
Figure 17 Reasons for undertaking self-development (multiple answers allowed)



3) Existence or non-existence of issues with self-development

The ratio of workers who responded that there are issues with self-development was 80.9% (previous survey: 80.8%) of regular employees and 75.6% (previous survey: 74.5%) of non-regular employees.

Figure 18 Workers who responded that there are issues with self-development



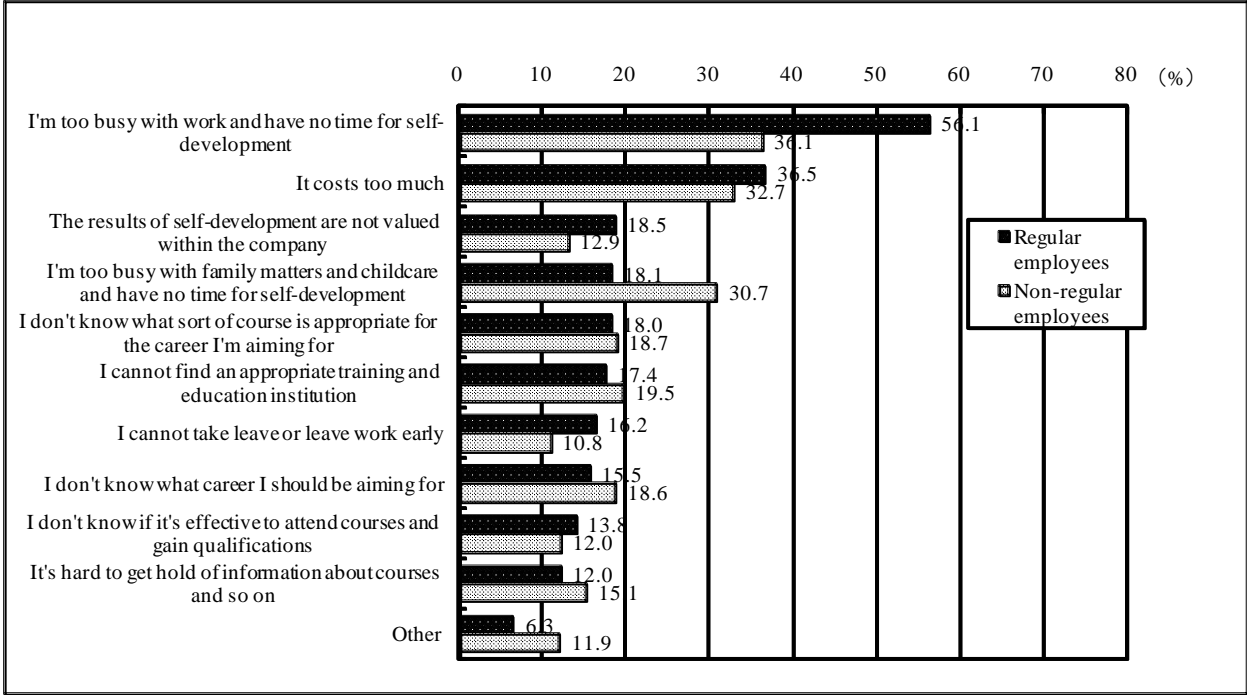
4) The nature of the issues with self-development

Concerning the nature of the issues with self-development (multiple answers allowed), the

response “I’m too busy with work and have no time for self-development” was the highest for regular employees at 56.1% (previous survey: 55.8%), followed by “It costs too much” at 36.5% (previous survey: 37.7%). These were followed by “The results of self-development are not valued within the company” (18.5% [previous survey: 19.3%]), “I’m too busy with family matters and childcare and have no time for self-development” (18.1% [previous survey: 16.1%]), “I don’t know what sort of course is appropriate for the career I’m aiming for” (18.0% [previous survey: 20.2%]) and so on.

For non-regular employees, the ratio responding “I’m too busy with work and have no time for self-development” was also the highest at 36.1% (previous survey: 36.5%), but this percentage was low compared with regular employees. Different trends were also observed between regular and non-regular employees concerning issues with self-development, including a high ratio of non-regular employees responding “I’m too busy with family matters and childcare and have no time for self-development” (30.7% [previous survey: 31.8%]).

Figure 19 Issues of self-development among workers who responded that there are issues with self-development (multiple answers allowed)



Summary of Survey Results

1. Company Survey¹

(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) was the same as the previous survey, amounting to ¥13,000 for off the job training (¥13,000 for the survey conducted in fiscal 2009 [hereafter referred to as “previous survey”]) and ¥4,000 (previous survey: ¥4,000) for support for self-development.

Figure 1 Average expenditure per worker for off the job training

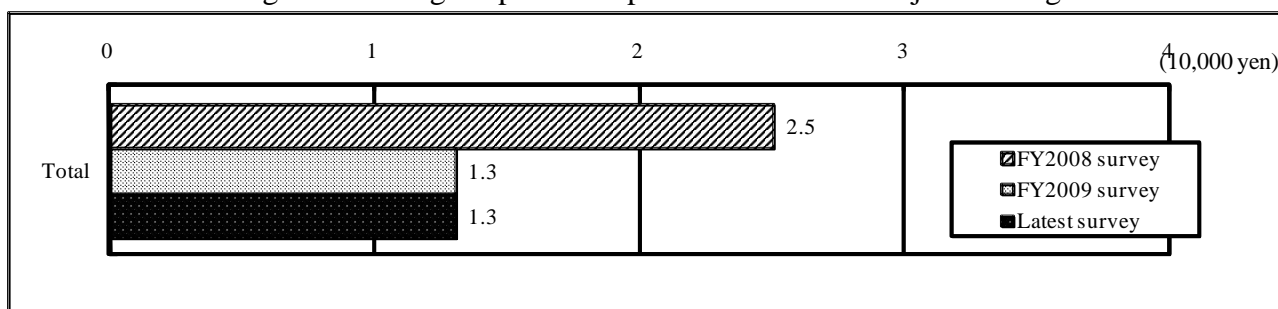
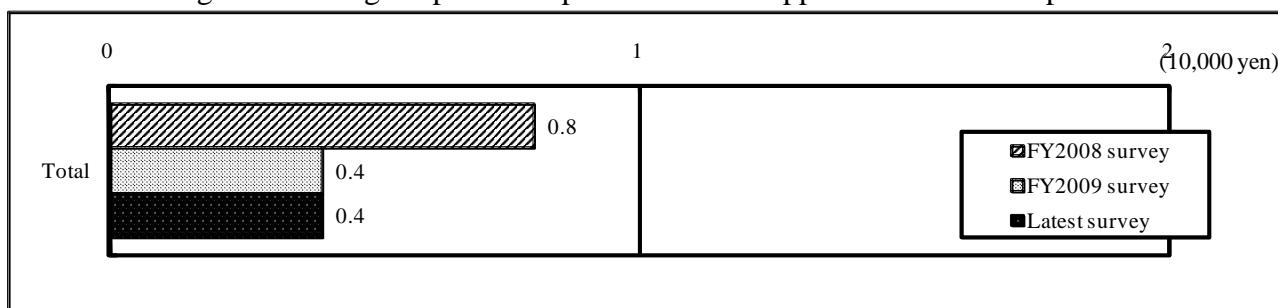


Figure 2 Average expenditure per worker for support for self-development



¹ The target respondents of the fiscal 2008 survey and all prior surveys were private-sector companies with 30 or more full-time employees in the headquarters. Starting with the previous survey, the target respondents of the survey were expanded to private-sector companies with 30 or more full-time employees. In order to make time-series comparisons, the estimates here represent those of companies with “30 or more employees in the headquarters.”

(2) Policies for skills development of employees

1) “Emphasis on selected workers” or “emphasis on workers in general”? (Figures 3 and 4)

Regarding the educational policies for regular employees, 53.5% (previous survey: 49.5%) of companies emphasized or mainly emphasized “education and training to raise the level of ability of workers in general”. The proportion of companies that emphasized or mainly emphasized “education and training to raise the level of ability of selected workers” was 46.5% (previous survey: 50.6%).

On the other hand, for non-regular employees, 48.8% (previous survey: 46.7%) of companies emphasized or mainly emphasized “education and training for workers in general”, and 51.1% (previous survey: 53.2%) of companies emphasized or mainly emphasized “education and training for selected workers”.

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

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 59.8% for regular employees and 51.8% for non-regular employees.

Figure 3 Emphasized targets of education and training for regular employees

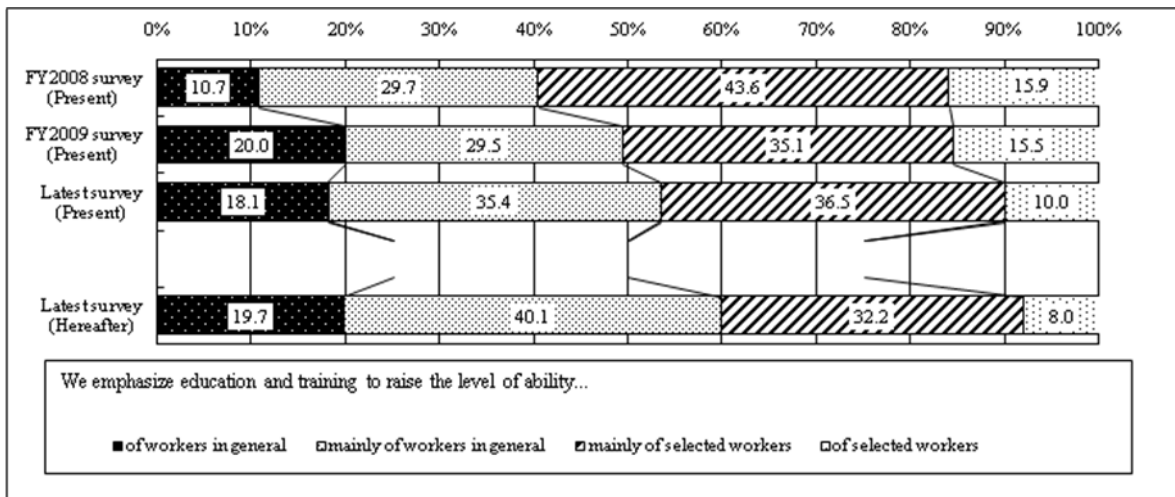
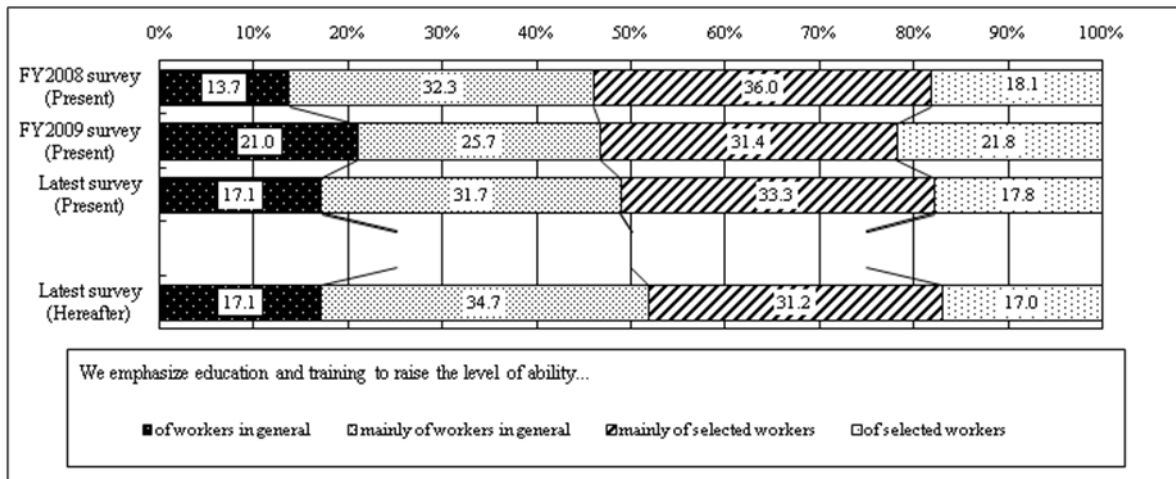


Figure 4 Emphasized targets of education and training for non-regular employees



2) “On the job training” or “off the job training”? (Figures 5 and 6)

Regarding the method for education and training of regular employees, 74.5% (previous survey: 70.8%) of companies emphasized or mainly emphasized “on the job training”, and 25.4% (previous survey: 29.2%) emphasized or mainly emphasized “off the job training”.

On the other hand, for non-regular employees, 79.2% (previous survey: 78.2%) of companies emphasized or mainly emphasized “on the job training”.

In comparison to the previous survey, there has been a slight increase of companies that emphasize or mainly emphasize “on the job training” for regular employees, but the proportion has remained steady for non-regular employees.

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 slightly increase from the survey results regarding the current state. These proportions were 29.6% for regular employees and 23.2% for non-regular employees.

Figure 5 Emphasis of method for education and training (regular employees)

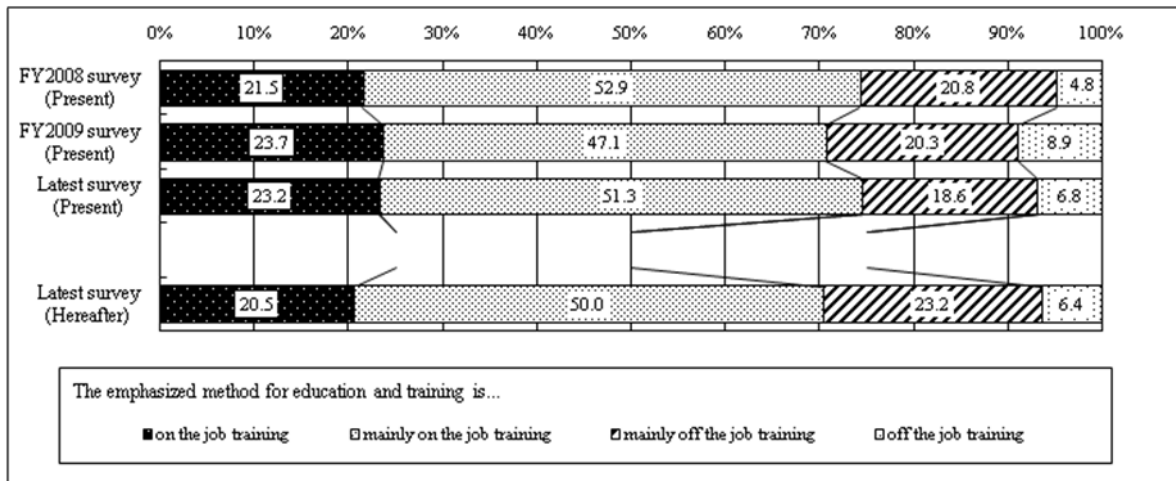
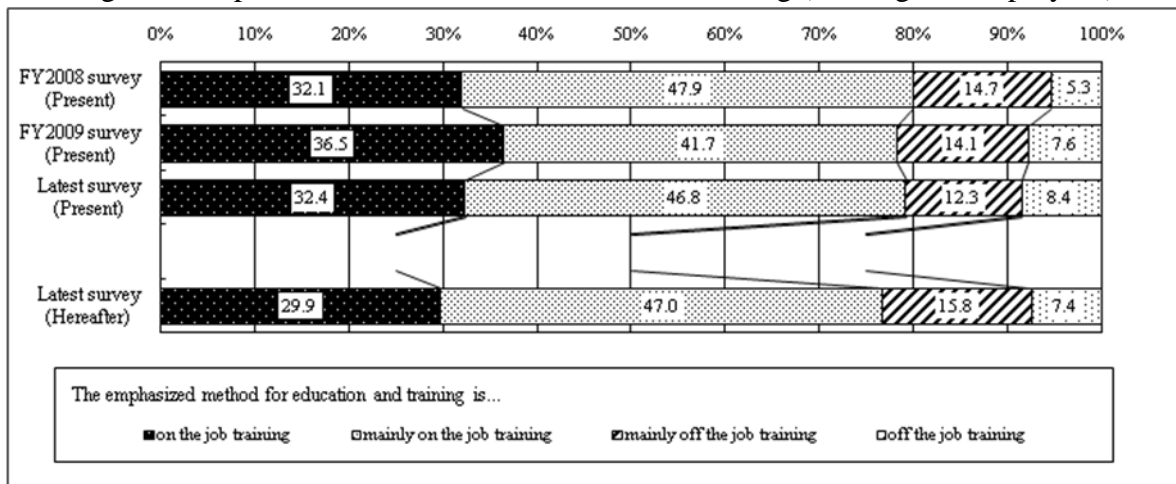


Figure 6 Emphasis of method for education and training (non-regular employees)



3) “Outsourced” or “in-house” education and training? (Figures 7 and 8)

Regarding the method for education and training of regular employees, 39.6% (previous survey: 43.0%) of companies emphasized or mainly emphasized “outsourcing”, and 60.4% (previous survey: 56.9%) emphasized or mainly emphasized “in-house”.

On the other hand, for non-regular employees, 22.7% (previous survey: 27.3%) of companies emphasized or mainly emphasized “outsourcing”, and 77.3% (previous survey: 72.6%) of companies emphasized or mainly emphasized “in-house”. Compared to regular employees, the proportion of companies that emphasized or mainly emphasized “outsourcing” is low.

In comparison to the previous survey, there has been a decrease of companies that emphasize or mainly emphasize “outsourcing” for both regular and non-regular employees.

Survey results regarding the future method for education and training for both regular and non-regular employees suggest that the proportion of companies that emphasize or mainly emphasize “outsourcing” will increase from the survey results regarding the current state.

Figure 7 Policy of method for education and training (regular employees)

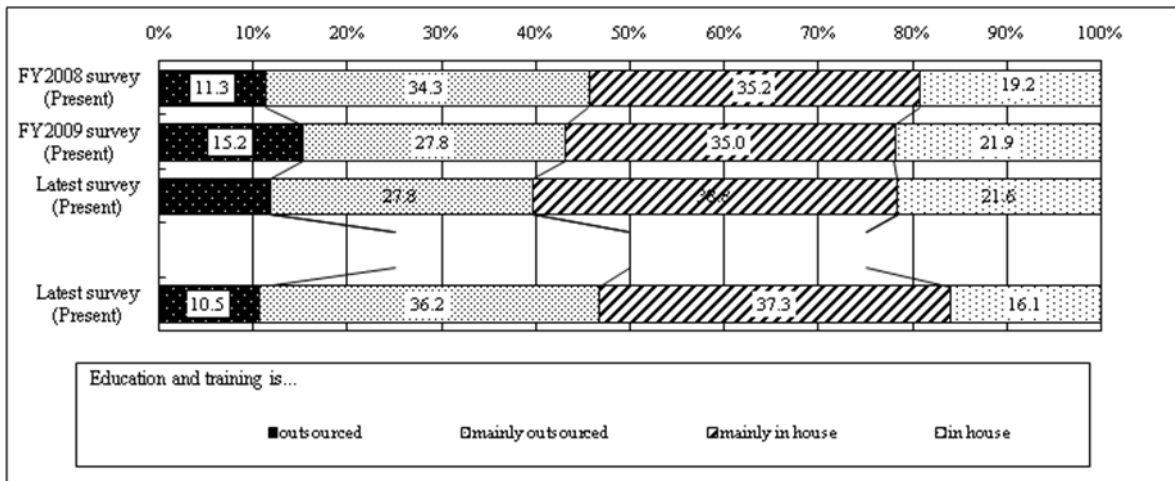
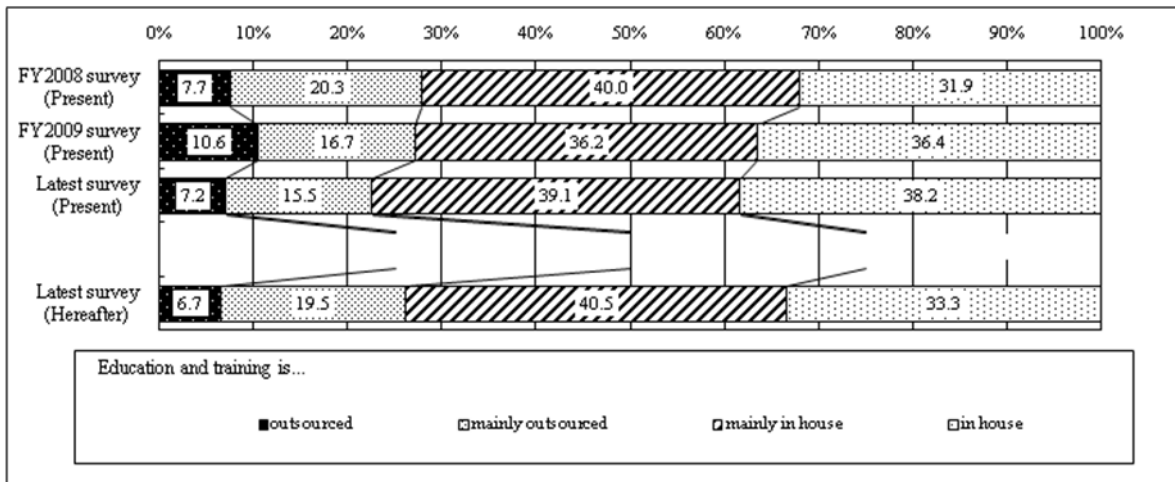


Figure 8 Policy of method for education and training (non-regular employees)



(3) The track record and prospect of human resources development (Figures 9 and 10)

Regarding the cost of off the job training of regular employees during the past three years (fiscal 2007-fiscal 2009), 34.7% of companies responded “no change”, and 19.6% of companies responded “increasing trend”. Regarding the cost of support for self-development, 27.7% of companies responded “no change”, and 8.6% of companies responded “increasing trend”. Survey results regarding the prospects for the next three years for both the cost of off the job training and the cost of support for self-development suggest that the proportion of companies that respond “increasing trend” will increase from the survey results regarding the current state to 32.1% for the cost of off the job training and 22.3% for the cost of support for self-development.

On the other hand, regarding the cost of off the job training of non-regular employees during the past three years, 54.9% of companies responded “no track record”, and 7.5% of companies responded “increasing trend”. Regarding the cost of support for self-development, 66.2% of companies responded “no track record”, and 3.2% of companies responded “increasing trend”.

Survey results regarding the prospects for the next three years for both the cost of off the job training and the cost of support for self-development suggest that the proportion of companies that respond “increasing trend” will increase from the survey results regarding the current state to 15.0% for the cost of off the job training and 11.0% for the cost of support for self-development, representing a lower level than for regular employees.

Figure 9 Cost of off the job training and support for self-development over the past three years (regular employees)

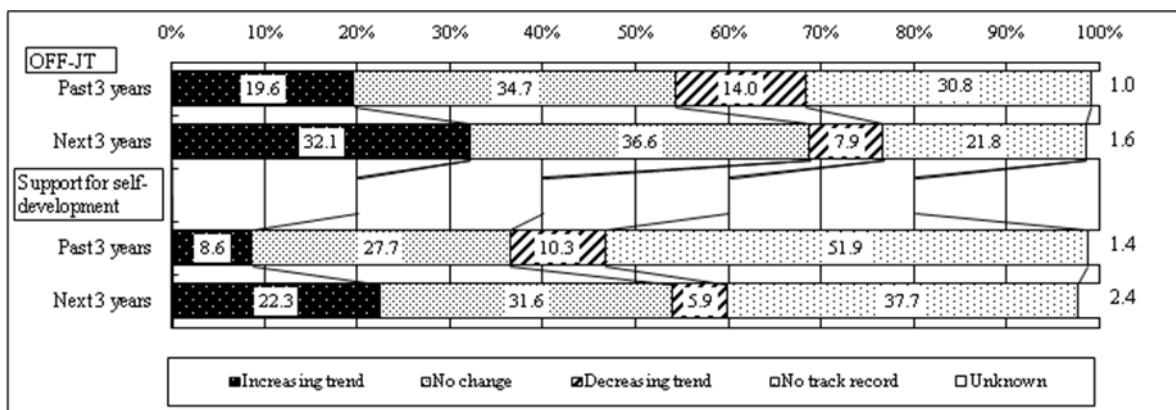
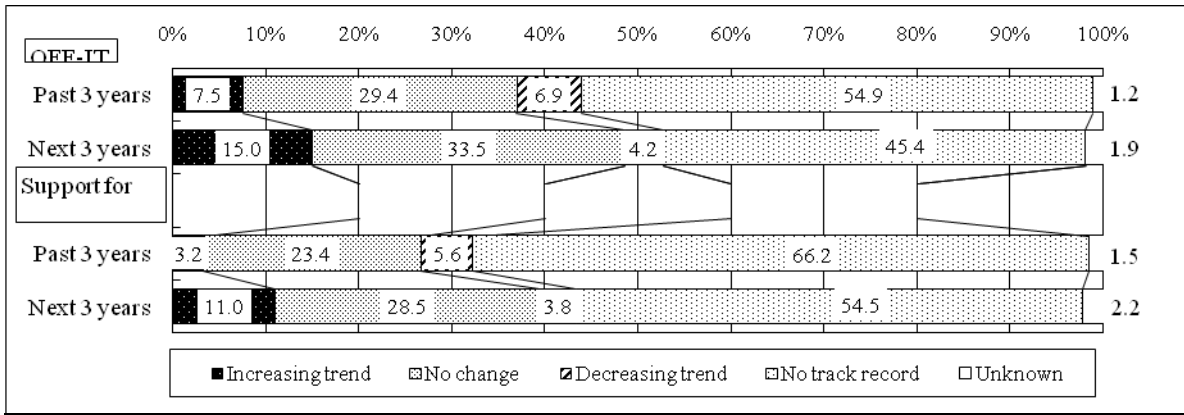


Figure 10 Cost of off the job training and support for self-development over the past three years (non-regular employees)



2. Business Establishment Survey

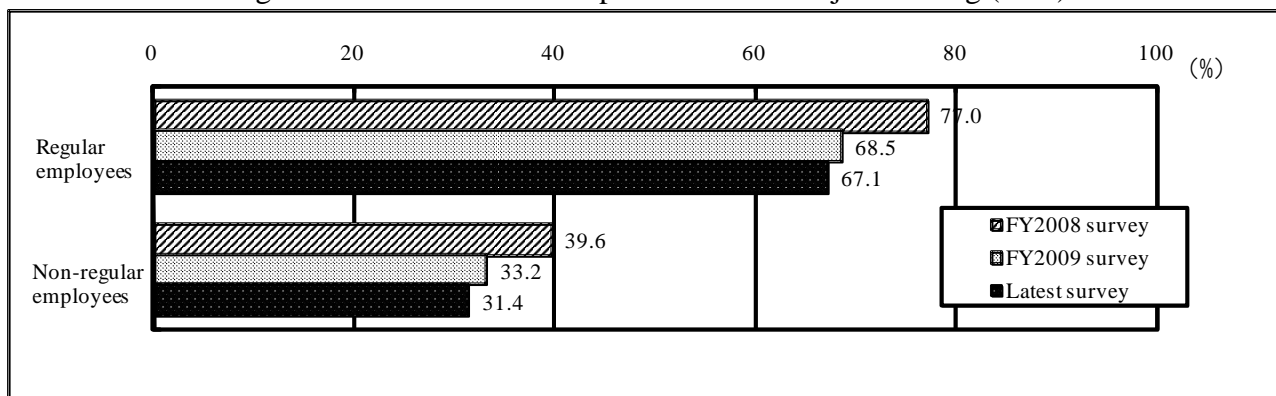
(1) The state of implementation of education and training

1) The state of implementation of off the job training (Figures 11 and 12)

About 67.1% (previous survey²: 68.5%) of businesses implemented off the job training of regular employees in fiscal 2009. By industry, the proportions were as follows: Electricity, gas, heat supply and water (92.4%), Finance and insurance (82.5%) and so on were high, whereas Combined services (33.3%), Living-related and personal services and amusement services (55.3%), and Eating and drinking establishments and accommodations (59.4%) were low. Categorized by size of the business, of businesses that have 100 or more employees, 70% range implemented off the job training and of businesses that have 1,000 or more employees, about 85% implemented off the job training.

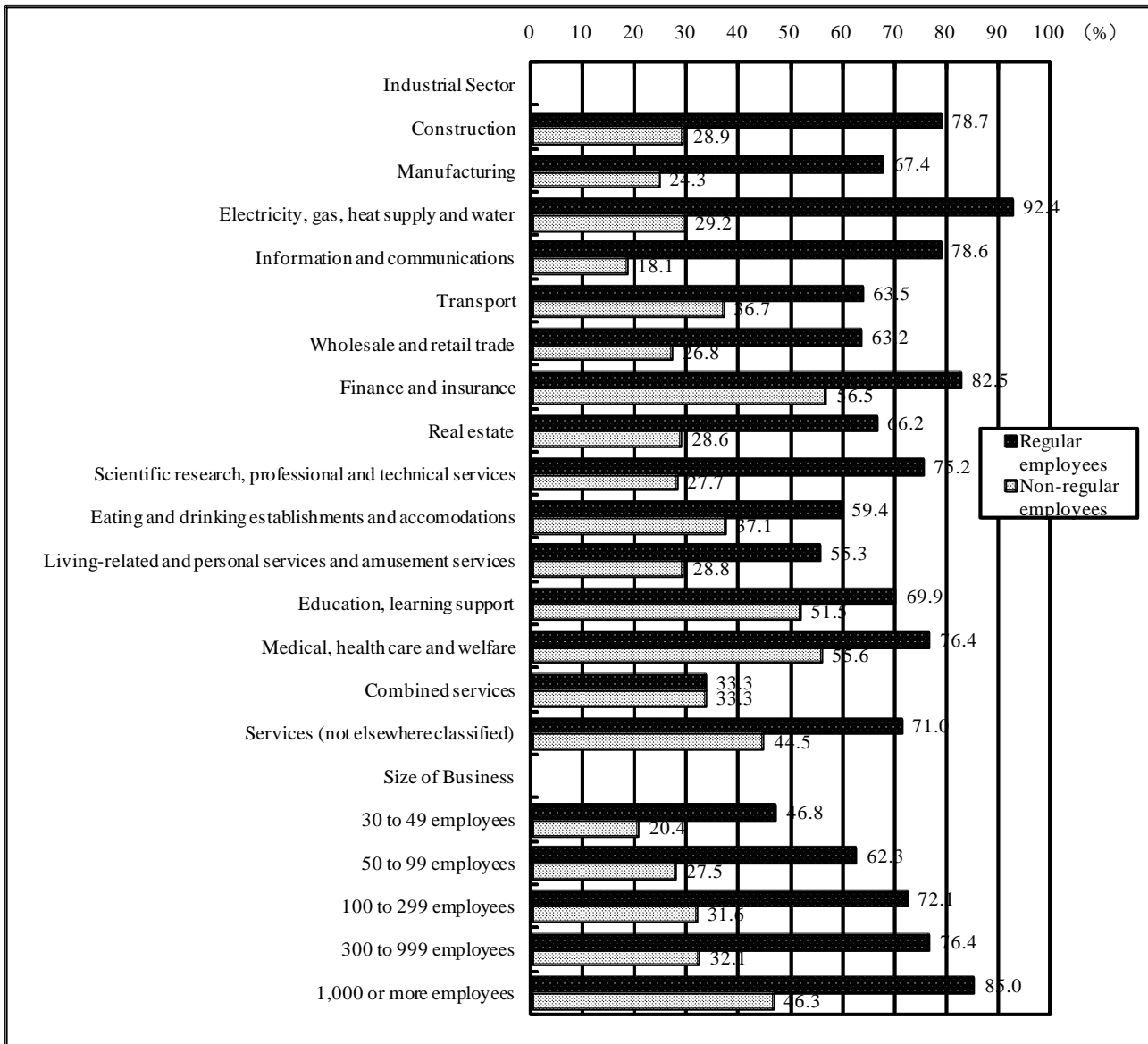
On the other hand, for non-regular employees, about 31.4% (previous survey: 33.2%) of businesses implemented off the job training, representing a lower level than for regular employees. By industry, the proportions were as follows: Finance and insurance (56.5%), Medical, health care and welfare (55.6%), and Education, learning support (51.5%) were high, whereas Information and communications (18.1%), Manufacturing (24.3%) and so on were low. Categorized by size of the business, there is a tendency towards a higher proportion of larger businesses implementing off the job training.

Figure 11 Businesses that implemented off the job training (total)



² Starting with the previous survey, some questions directed at businesses which do not employ either regular employees or non-regular employees will be omitted from the survey. For this reason, some estimates from the fiscal 2008 survey have been re-tallied in order to maintain their relevancy.

Figure 12 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 (Figures 13 and 14)

About 57.8% (previous survey: 57.2%) of businesses implemented systematic on the job training of regular employees in fiscal 2009. By industry, the proportions were as follows: Electricity, gas, heat supply and water (92.4%), Combined services (83.3%), and Finance and insurance (82.3%) were high, whereas Living-related and personal services and amusement services (49.5%) and Eating and drinking establishments and accommodations (49.7%) were low. Categorized by size of the business, of businesses that have 100 or more employees, 60% range implemented on the job training and of businesses that have 1,000 or more employees, about 80% implemented on the job training.

On the other hand, about 27.7% (previous survey: 28.3%) 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: Finance and insurance (46.6%), Medical, health care and welfare (42.7%), and Eating and drinking establishments

and accommodations (40.8%) were high, whereas Construction (12.2%), Information and communications (13.9%) and so on were low.

Figure 13 Businesses that implemented systematic on the job training (total)

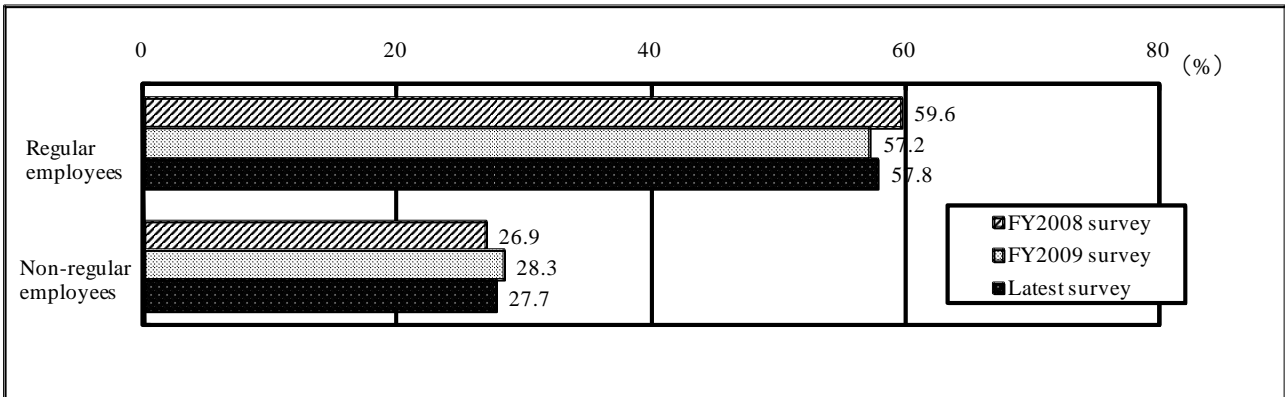
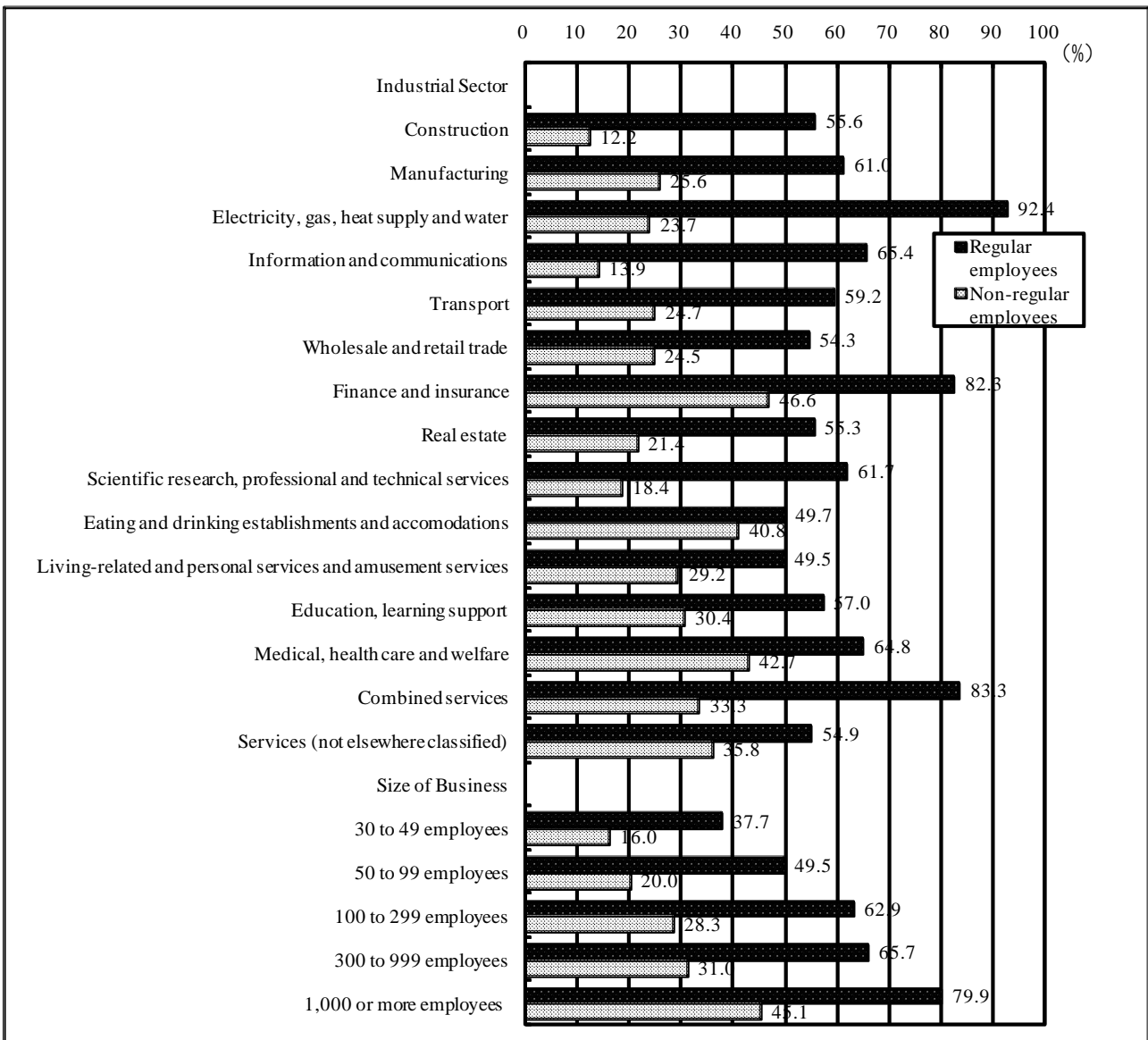


Figure 14 Businesses that implemented systematic on the job training (categorized by industrial sector and size of business)



(2) Concerning human resources development

1) Issues concerning human resources development (Figures 15 and 16)

67.5% (previous survey: 69.0%) of businesses responded “There are problems with human resources development”. The nature of the issues were as follows (multiple answers allowed): “There are insufficient personnel to provide guidance” (48.1% [previous survey: 50.3%]) and “There is no time for carrying out human resources development” (46.6% [previous survey: 46.5%]) were the highest, followed by “Even if we train personnel, they quit” (35.8% [previous survey: 33.9%]), “We cannot get disciplined people” (27.4% [previous survey: 26.5%]), and “We cannot afford to carry out personnel development” (26.3% [previous survey: 26.3%]).

Figure 15 Businesses that reported problems with human resources development

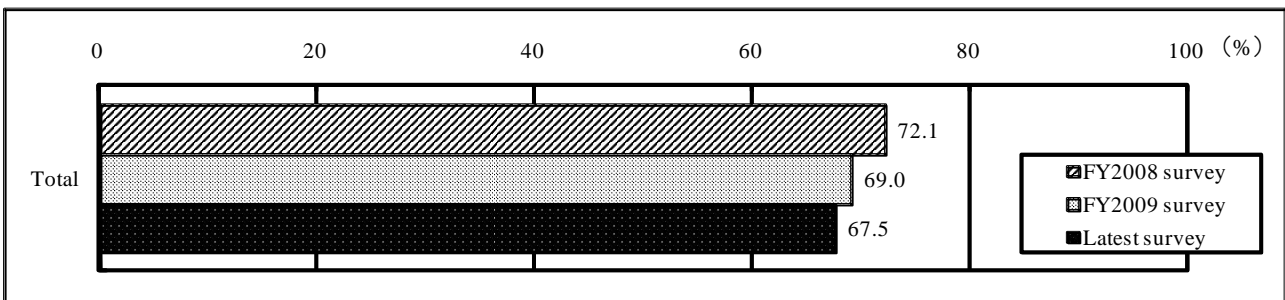
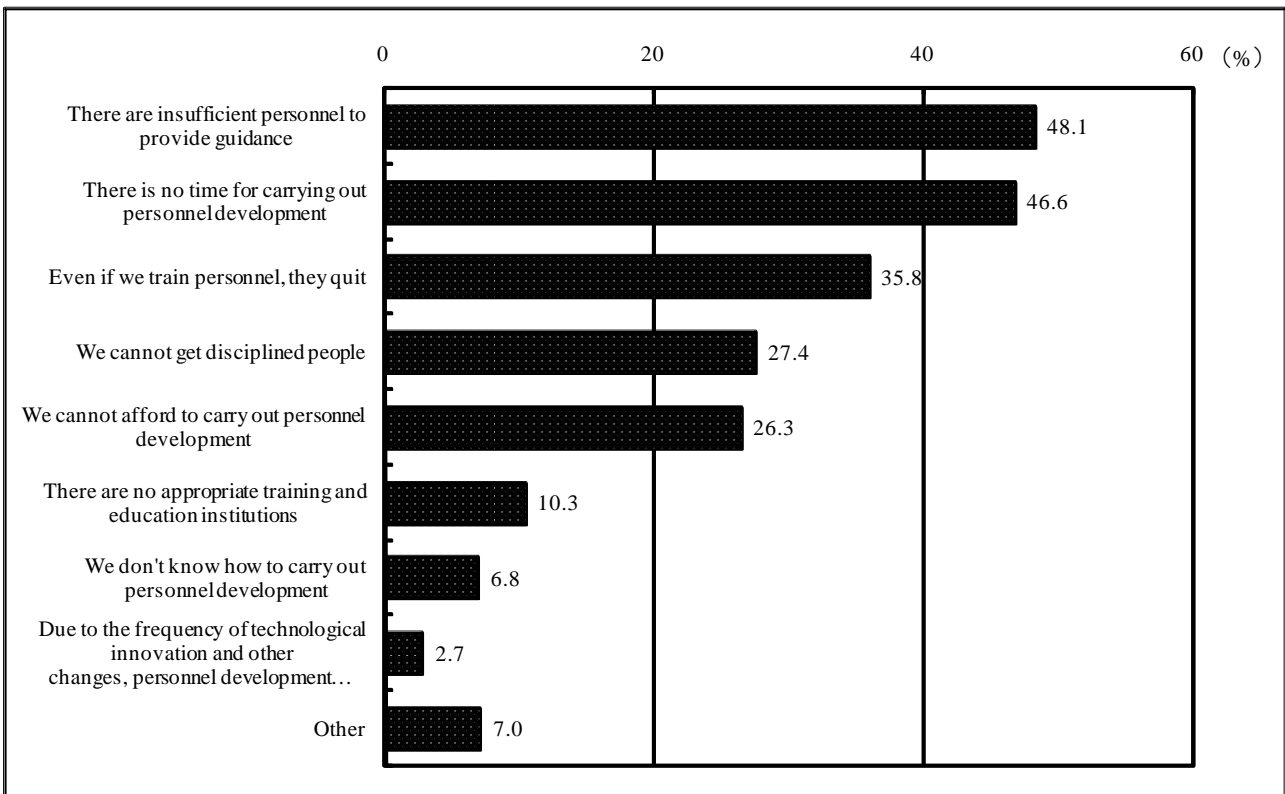


Figure 16 Breakdown of problems with human resources development (multiple answers allowed)



2) Awareness of the ability required of workers (Figures 17 and 18)

83.8% (previous survey: 90.2%) of businesses report informing regular employees what abilities are required of them, with 44.4% (previous survey: 52.4%) responding “We inform our workers”, and 39.4% (previous survey: 37.8%) responding “We inform our workers to a certain extent”.

71.4% (previous survey: 79.0%) of businesses report informing non-regular employees, with 29.6% (previous survey: 36.9%) responding “We inform our workers”, and 41.8% (previous survey: 42.1%) responding “We inform our workers to a certain extent”.

Figure 17 Awareness of the ability required of workers (regular employees)

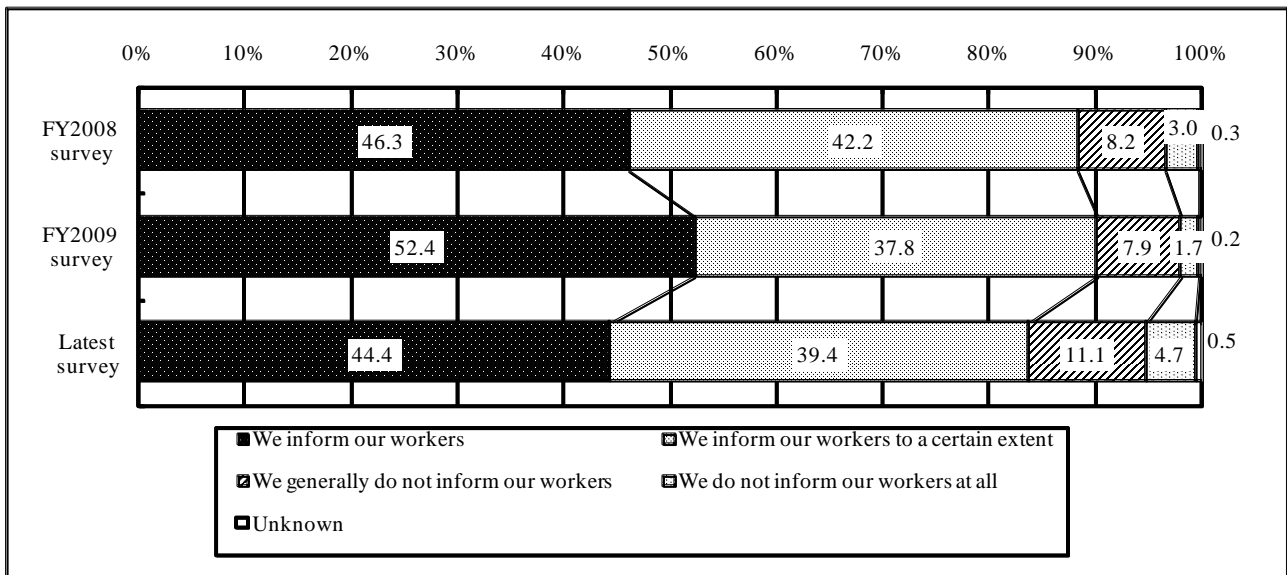
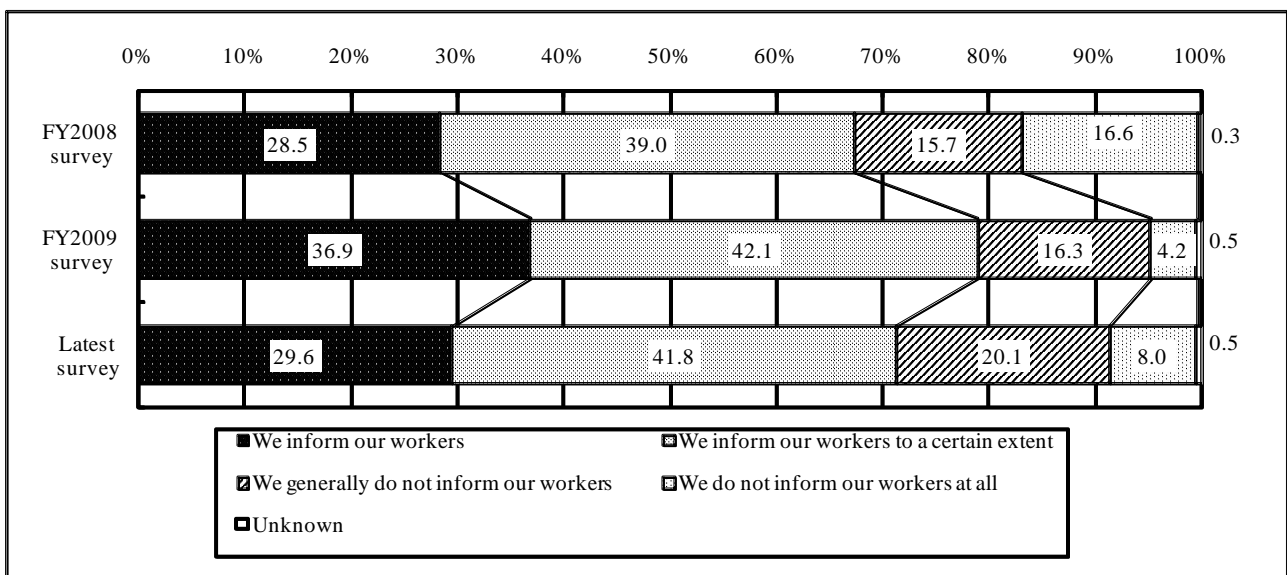


Figure 18 Awareness of the ability required of workers (non-regular employees)

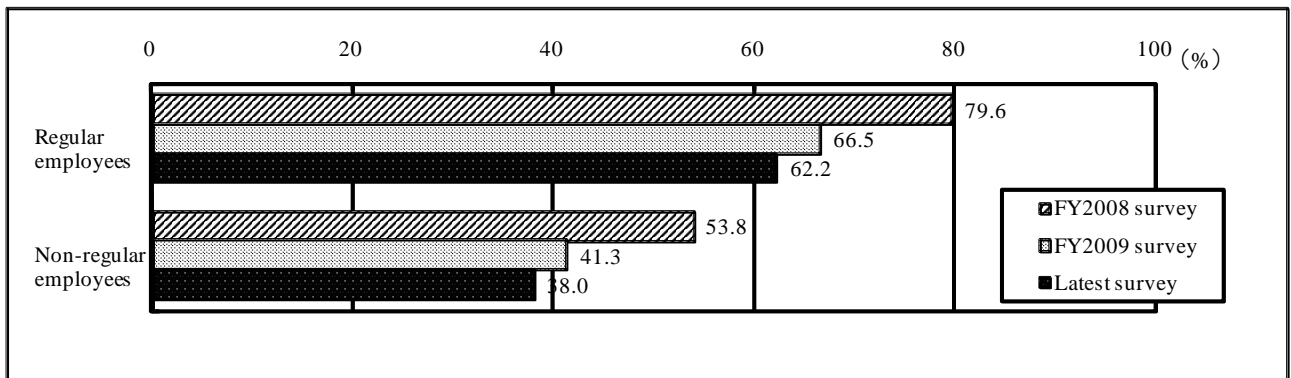


(3) Support for career planning

1) Support for self-development (Figures 19, 20, 21)

62.2% (previous survey: 66.5%) 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 (96.5%), Finance and insurance (91.4%), Construction (83.9%) and so on were high, whereas Combined services (33.3%), Eating and drinking establishments and accommodations (45.9%), Transport (49.1%) and so on were low. Categorized by size of the business, the proportion of businesses that provided support for self-development of workers was higher among larger businesses.

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



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 82.9% (previous survey: 83.1%), followed by “Provision of information concerning training and education institutions, correspondence learning etc.” at 45.4% (previous survey: 45.7%), “Support for autonomous study groups within the company” at 41.2% (previous survey: 39.6%) and so on.

On the other hand, 38.0% (previous survey: 41.3%) of businesses responded “We provide support” for self-development of non-regular employees. By industry, the proportion for Finance and insurance (67.0%), Medical, health care and welfare (63.1%) and so on were high, whereas Eating and drinking establishments and accommodations (27.5%) was low. 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 the highest at 70.5% (previous survey: 70.4%), followed by “Provision of information concerning training and education institutions, correspondence learning etc.” at 42.1% (previous survey: 45.3%) and “Support for autonomous study groups within the company” at 41.9% (previous survey: 42.2%).

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

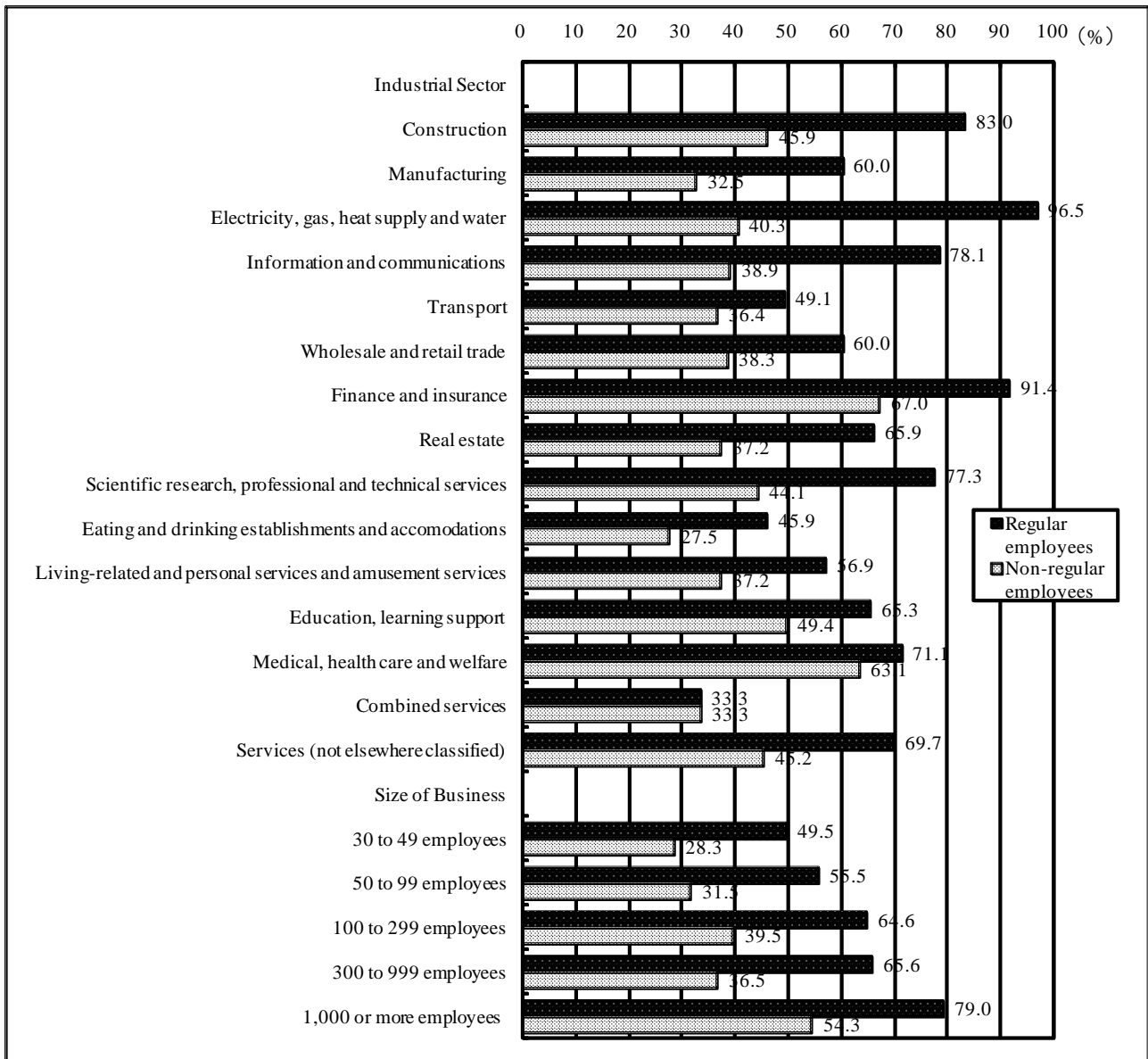
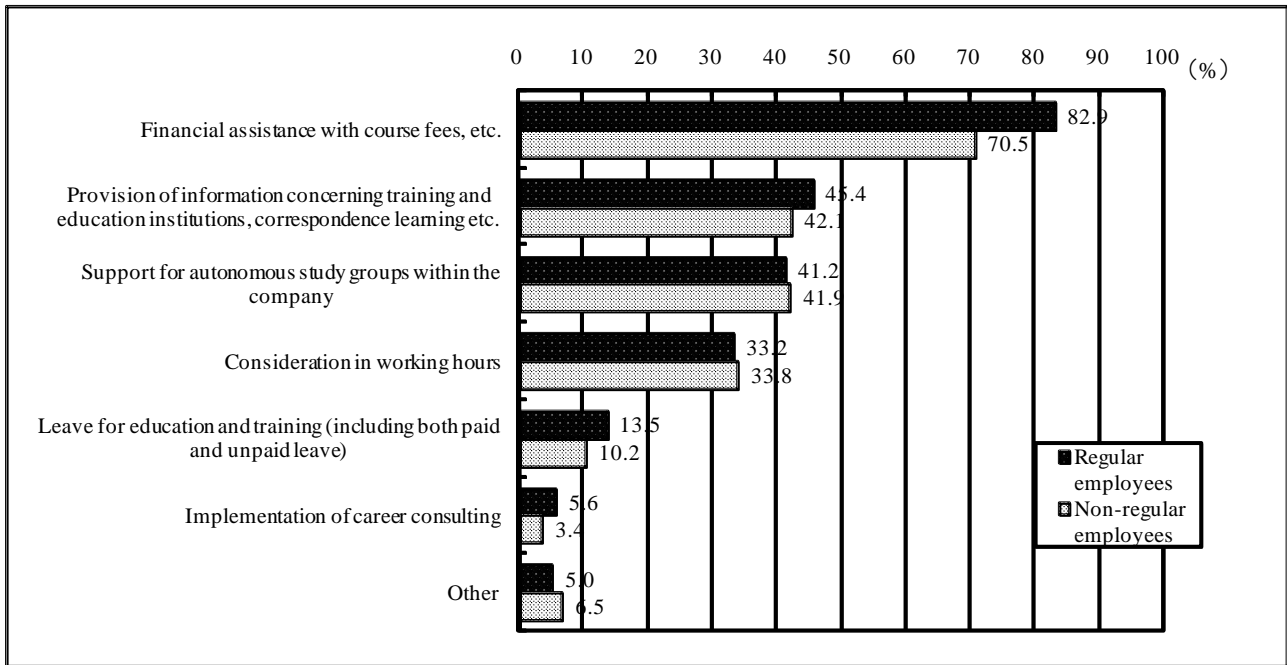


Figure 21 The nature of support for self-development of workers (multiple answers allowed)



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

Only 4.2% (previous survey 7.6%) of businesses implement a leave system for education and training. By industry, Electricity, gas, heat supply and water (32.4%) was high, and Combined services was also high at 16.7%. 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)

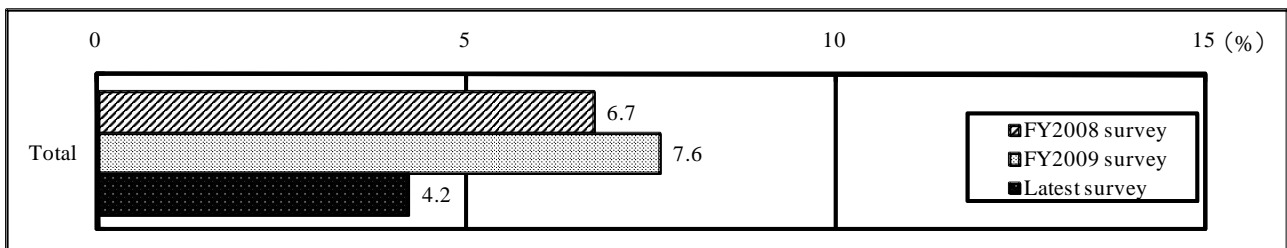
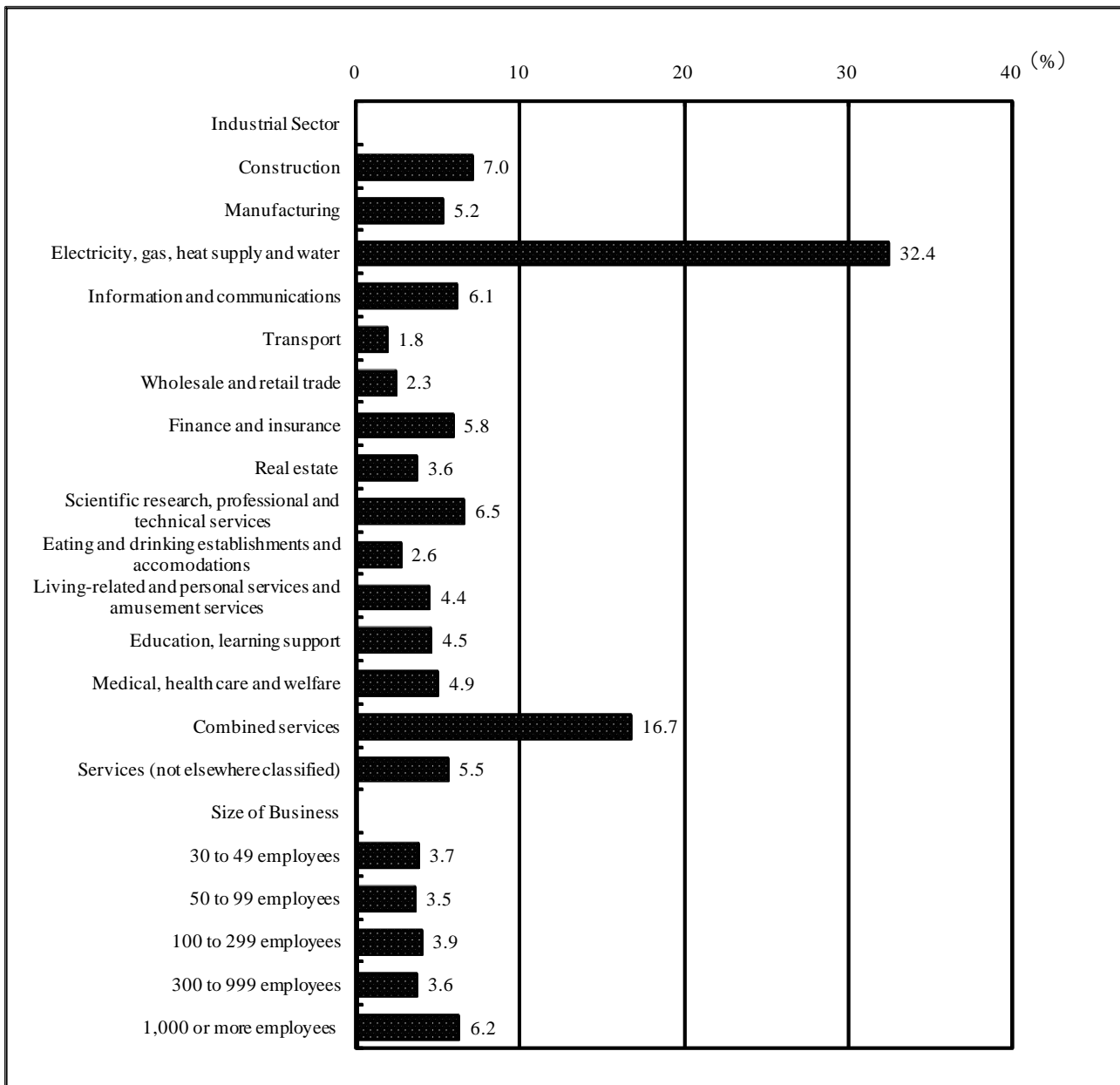


Figure 23 Businesses that implement a leave system for education and training (categorized by industrial sector and size of business)



3) The state of implementation of career consulting systems (Figures 24, 25, 26)

Only 4.9% (previous survey: 4.5%) of businesses implement a career consulting system. By industry, the proportion for Finance and insurance (21.1%) and Electricity, gas, heat supply and water (14.4%) were high. Categorized by size of the business, the proportion for businesses with 1,000 employees or more was high at 9.9%.

With regards to the specific reasons offered by businesses that do not implement a career consulting system, the proportion of businesses that responded “We did not know about the system” was high at 44.3%.

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

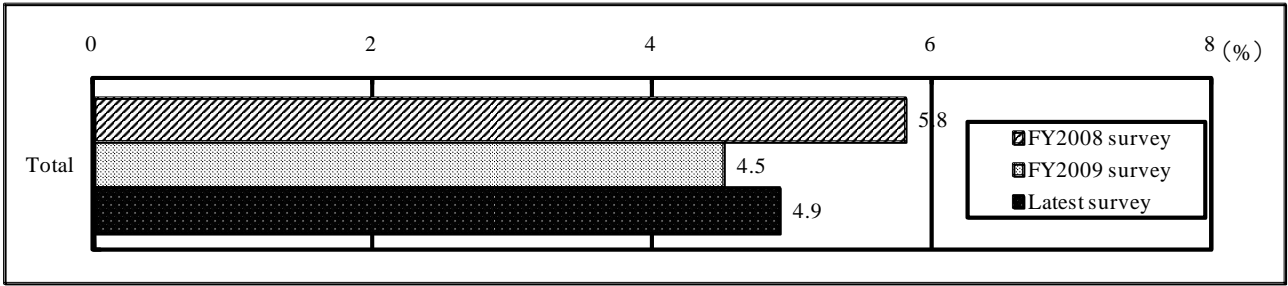


Figure 25 Businesses that implement a career consulting system (categorized by industrial sector and size of business)

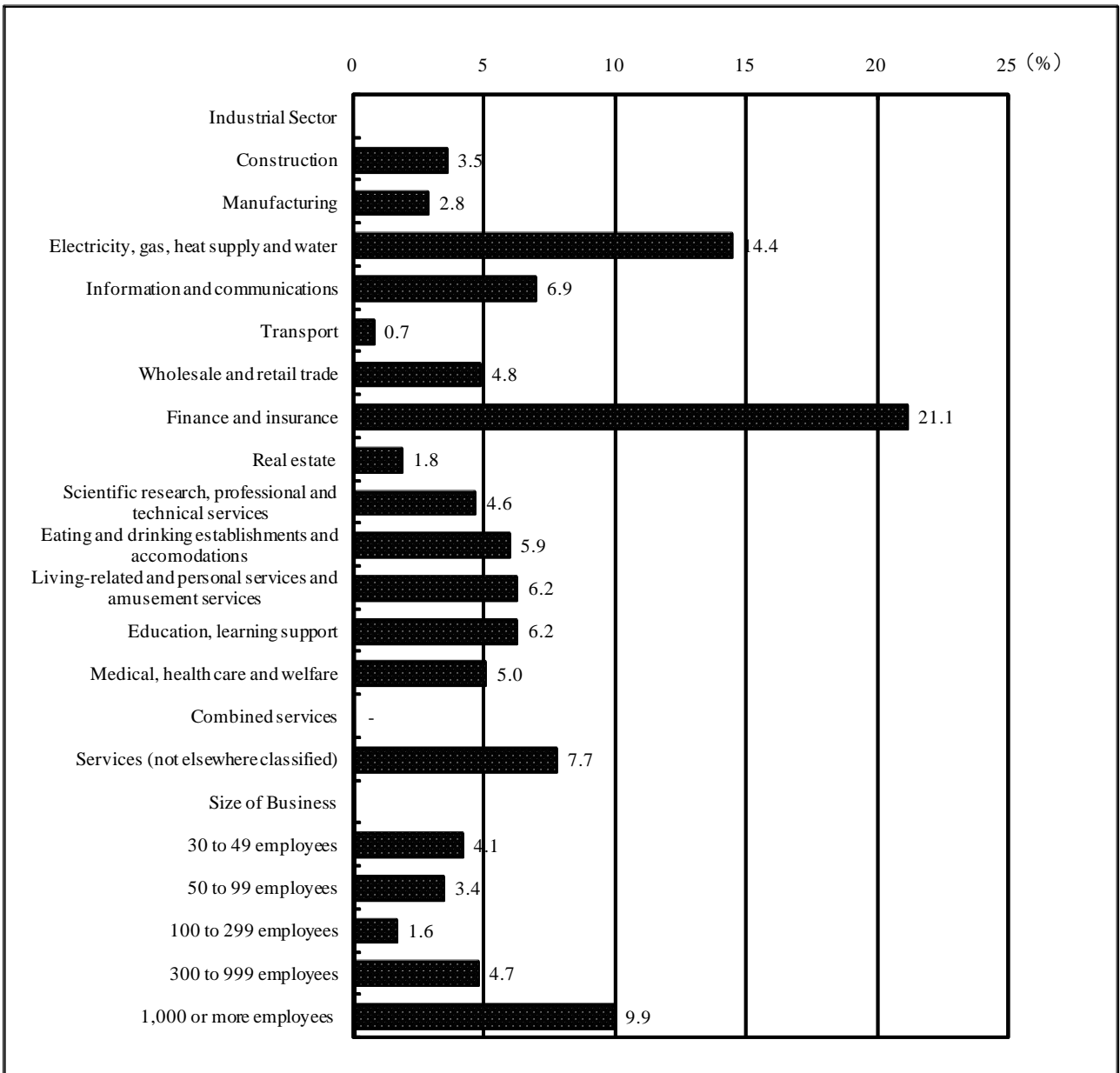
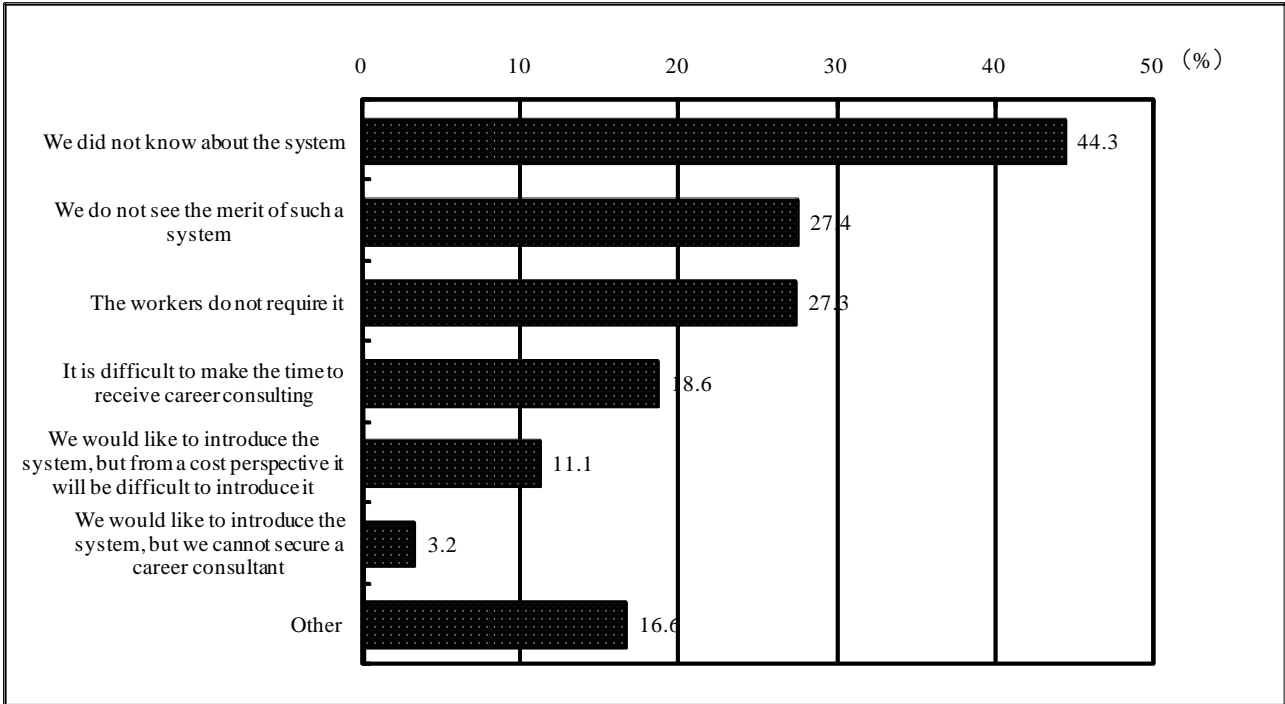


Figure 26 Reasons for not implementing a career consulting system



4) The state of provision of avenues for considering career planning (Figures 27 and 28)

39.3% (previous survey: 43.2%) of businesses provided avenues for considering career planning for regular 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 87.8% (previous survey: 86.8%), while “Self-assessment system” was relatively high at 49.8% (previous survey: 49.7%).

On the other hand, 22.0% (previous survey: 24.7%) 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 87.2% (previous survey: 87.7%).

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

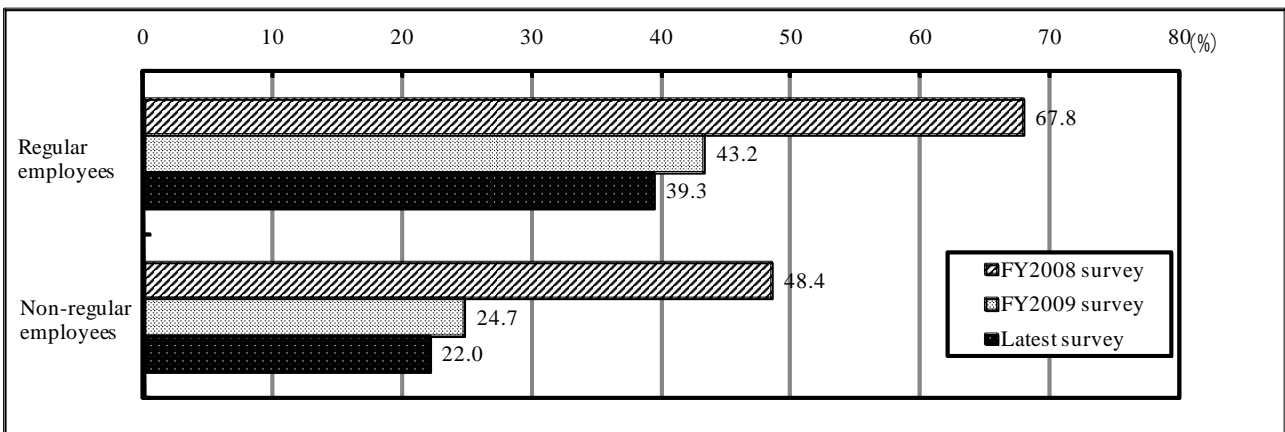
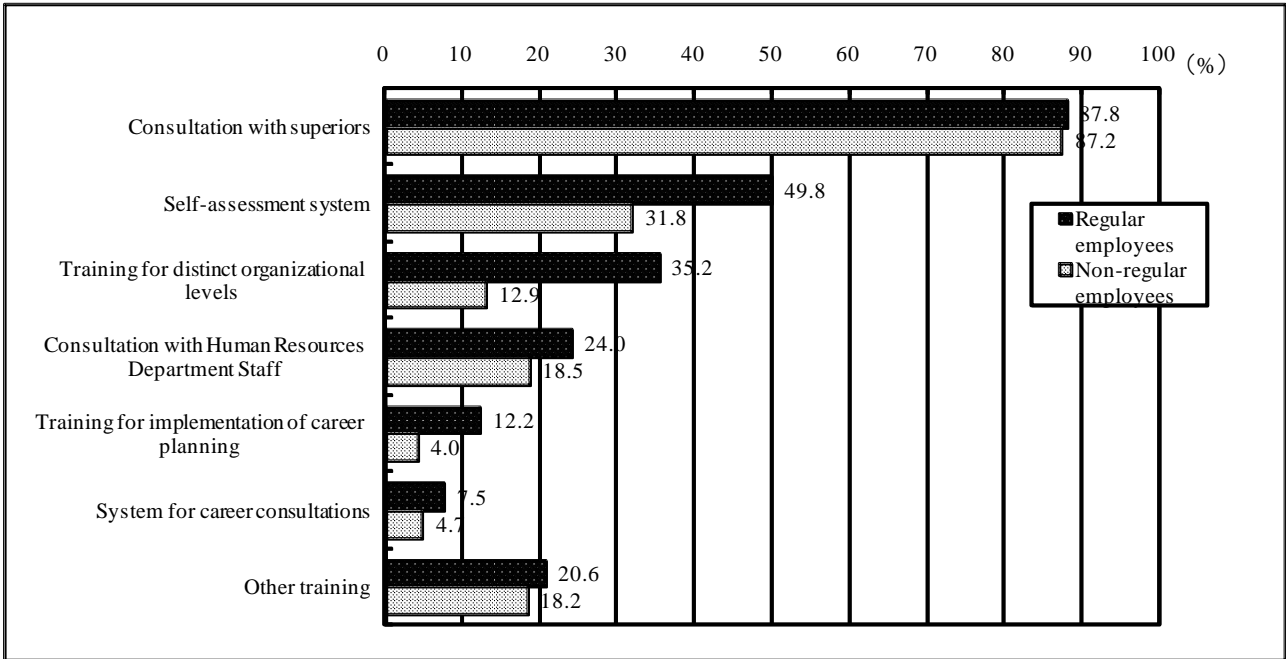


Figure 28 Means of providing avenues for considering career planning (multiple answers allowed)



(4) Vocational Ability Evaluations

1) State of Implementation of Vocational Ability Evaluations (Figures 29 and 30)

The proportion of businesses that implemented vocational ability evaluations was 65.3% (previous survey: 63.2%). By industry, the proportions were as follows: Finance and insurance (83.6%), Combined services (83.3%), Electricity, gas, heat supply and water (79.8%) and so on were high, and Transport (58.3%) was low.

Figure 29 Businesses implementing vocational ability evaluations (total)

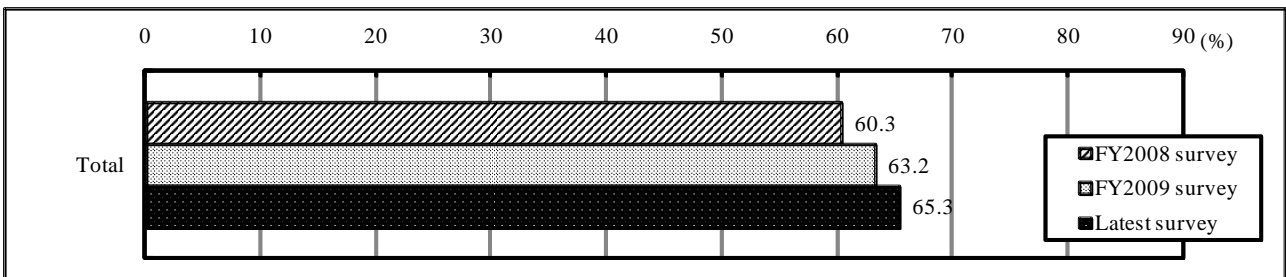
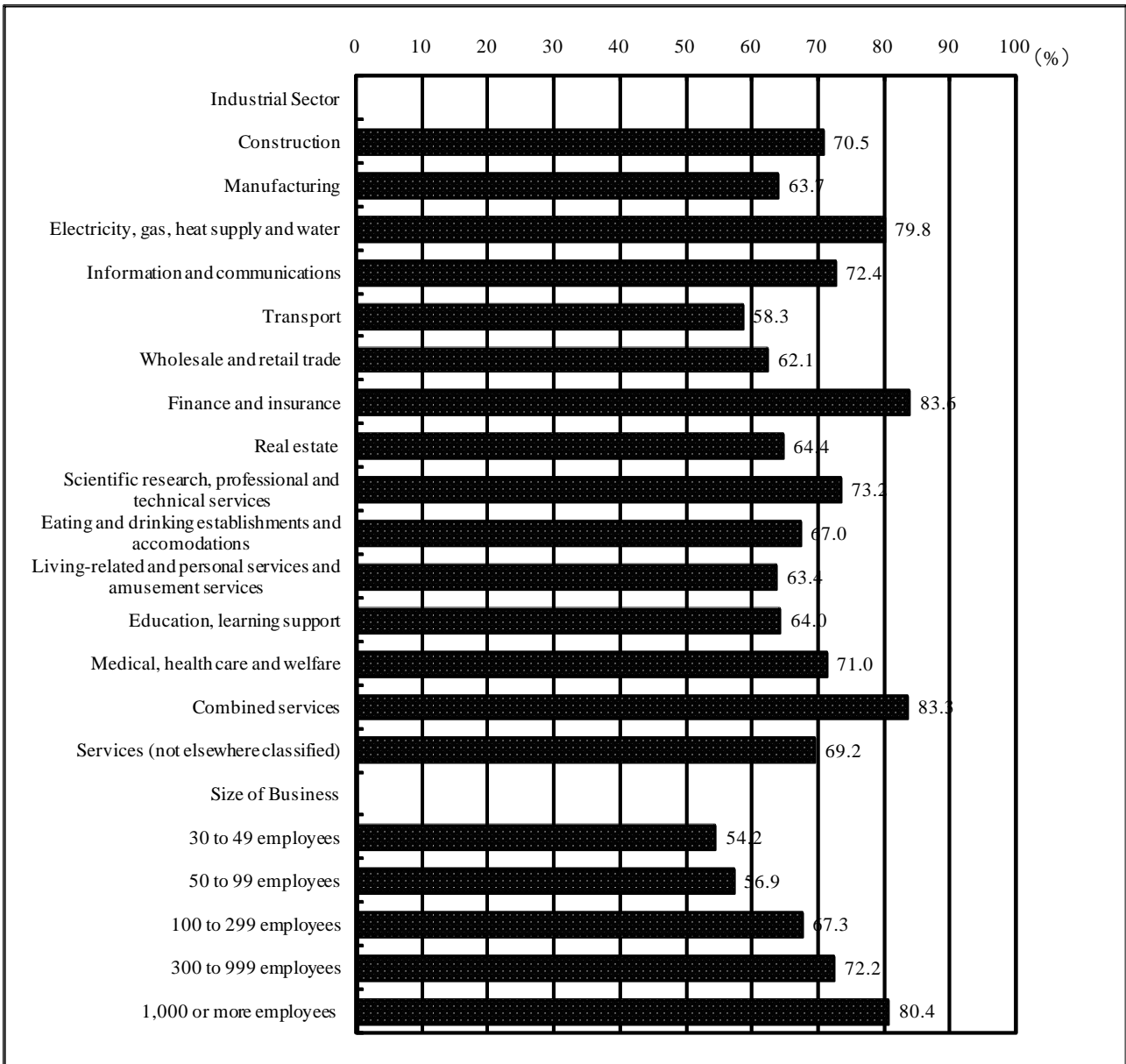


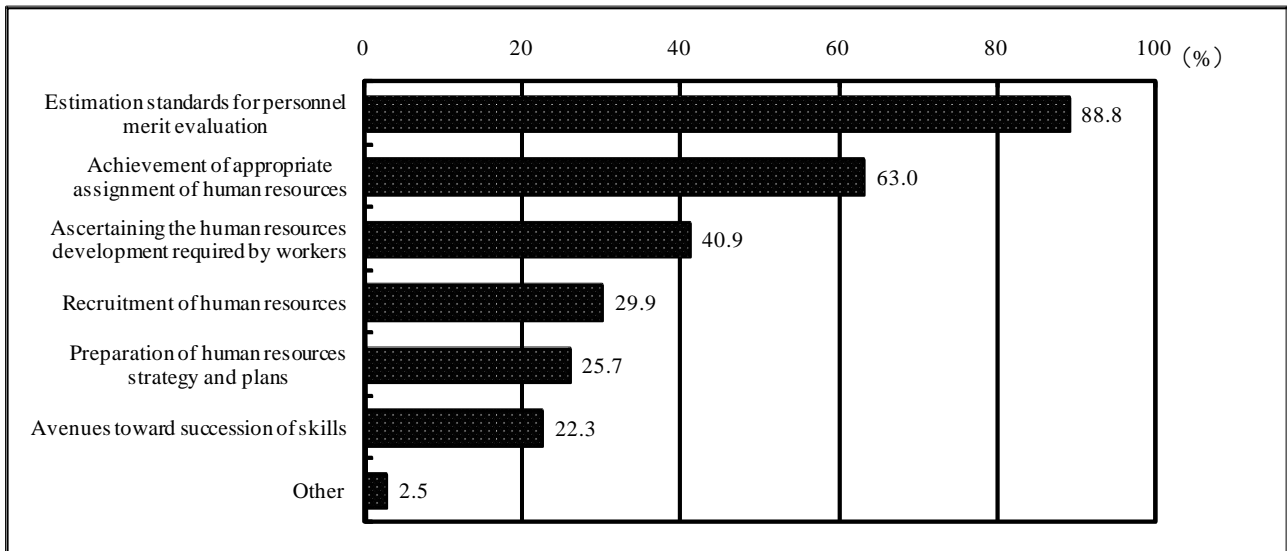
Figure 30 Businesses implementing vocational ability evaluations (categorized by industrial sector and size of business)



2) Methods of utilization of vocational ability evaluations (Figure 31)

Concerning the method of utilization of vocational ability evaluations (multiple answers allowed), the response “Estimation standards for personnel merit evaluation” was the highest at 88.8% (previous survey: 80.0%), followed by “Achievement of appropriate assignment of human resources” at 63.0% (previous survey: 59.1%), and “Ascertaining the human resources development required by workers” at 40.9% (previous survey: 41.9%).

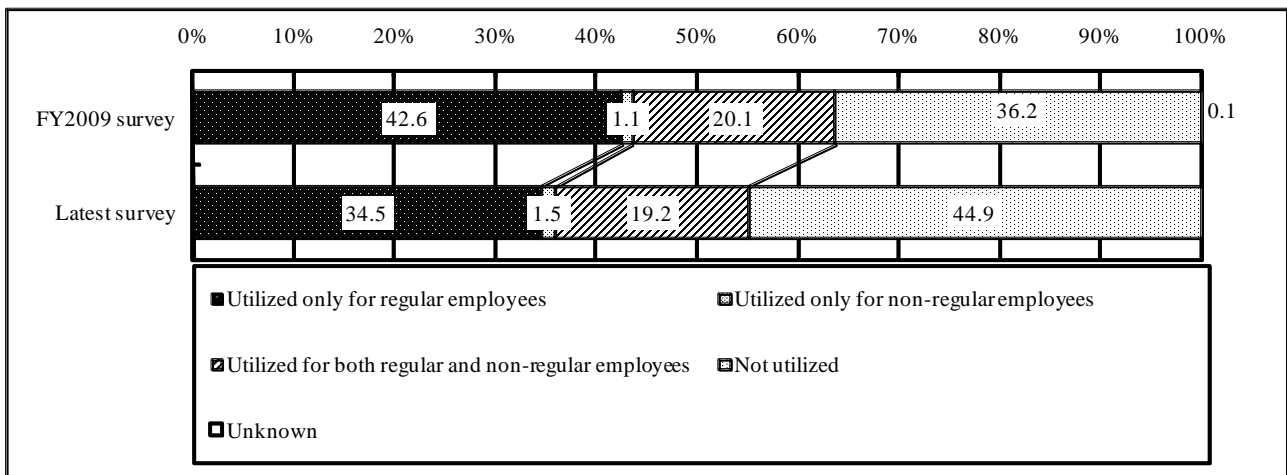
Figure 31 Methods of utilization of vocational ability evaluations (multiple answers allowed)



3) State of utilization of qualifications in vocational ability evaluations (Figures 32 and 33)

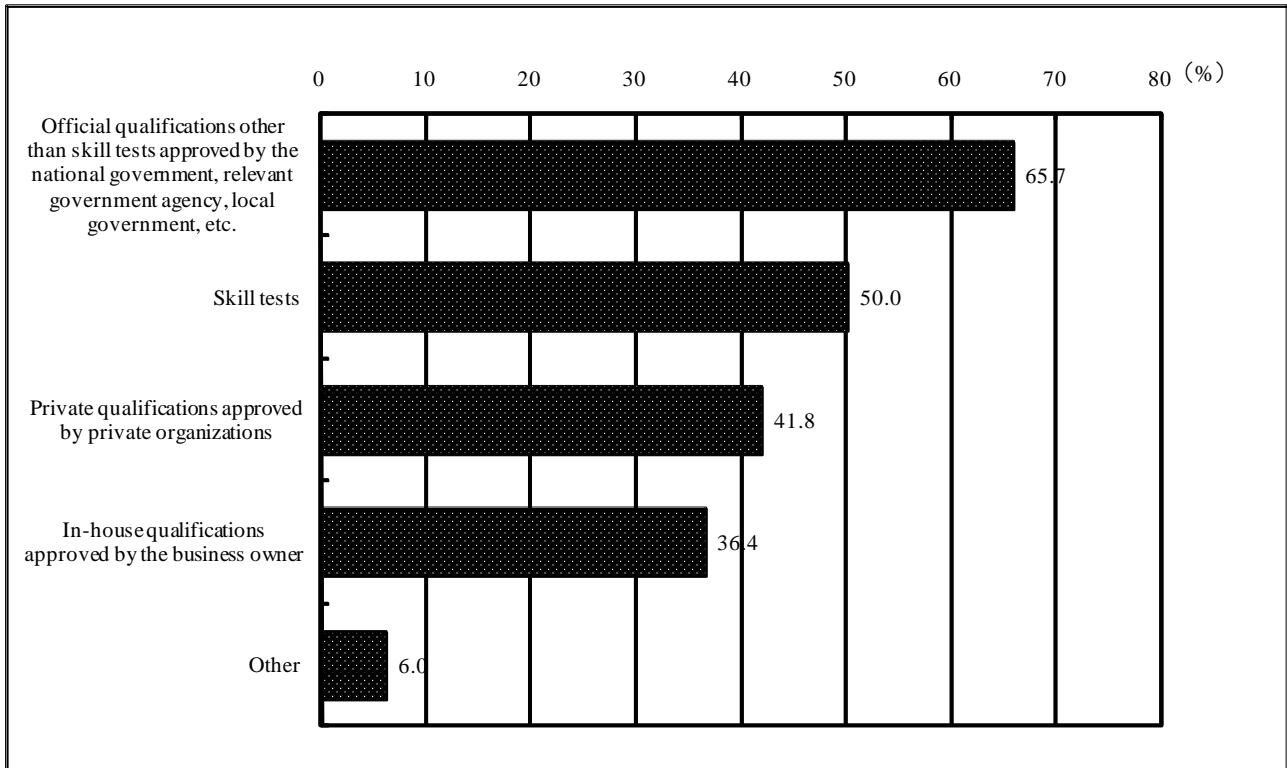
Concerning the state of utilization of qualifications in vocational ability evaluations among businesses that implemented vocational ability evaluations, 34.5% (previous survey: 42.6%) of businesses responded “Utilized only for regular employees”, and 19.2% (previous survey: 20.1%) responded “Utilized for both regular and non-regular employees”.

Figure 32 State of utilization of qualifications in vocational ability evaluations



In addition, for the utilized qualifications (multiple answers allowed for businesses that utilized qualifications for regular or non-regular employees), responses included “Official qualifications other than skill tests approved by the national government, relevant government agency, local government, etc.” at 65.7%, “Skill tests” at 50.0%, and “Private qualifications approved by private organizations” at 41.8%.

Figure 33 Utilized qualifications (multiple answers allowed)



4) Issues of vocational ability evaluations (Figures 34, 35, 36)

63.4% of businesses responded “There are issues” with the vocational ability evaluations. By industry, the proportions were as follows: Combined services (80.0%), Medical, health care and welfare (78.3%), Scientific research, professional and technical services (73.9%) and so on were high, whereas Electricity, gas, heat supply and water (41.8%), Transport (50.8%) and so on were low. Regarding the nature of the issues (multiple answers allowed), the proportion of businesses that responded “Difficult to establish fair evaluation items for all sectors and vocations” (78.2%) was high, followed by “Evaluation content varies due to evaluators’ lack of awareness about evaluation criteria” (41.1%).

Figure 34 Businesses that responded that there are issues with the vocational ability evaluations (total)

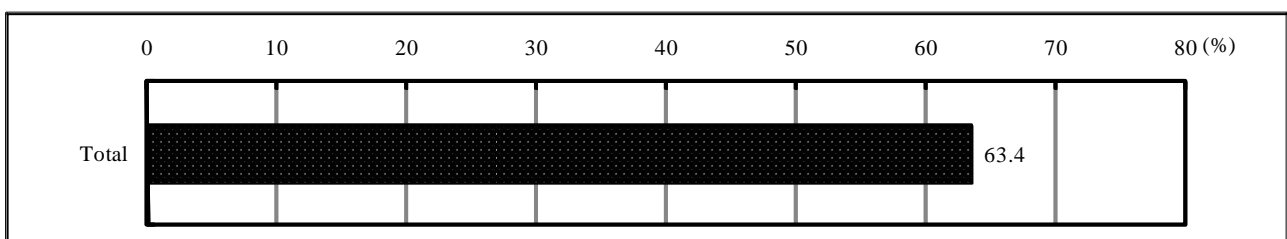


Figure 35 Businesses that responded that there are issues with the vocational ability evaluations (categorized by industrial sector and size of business)

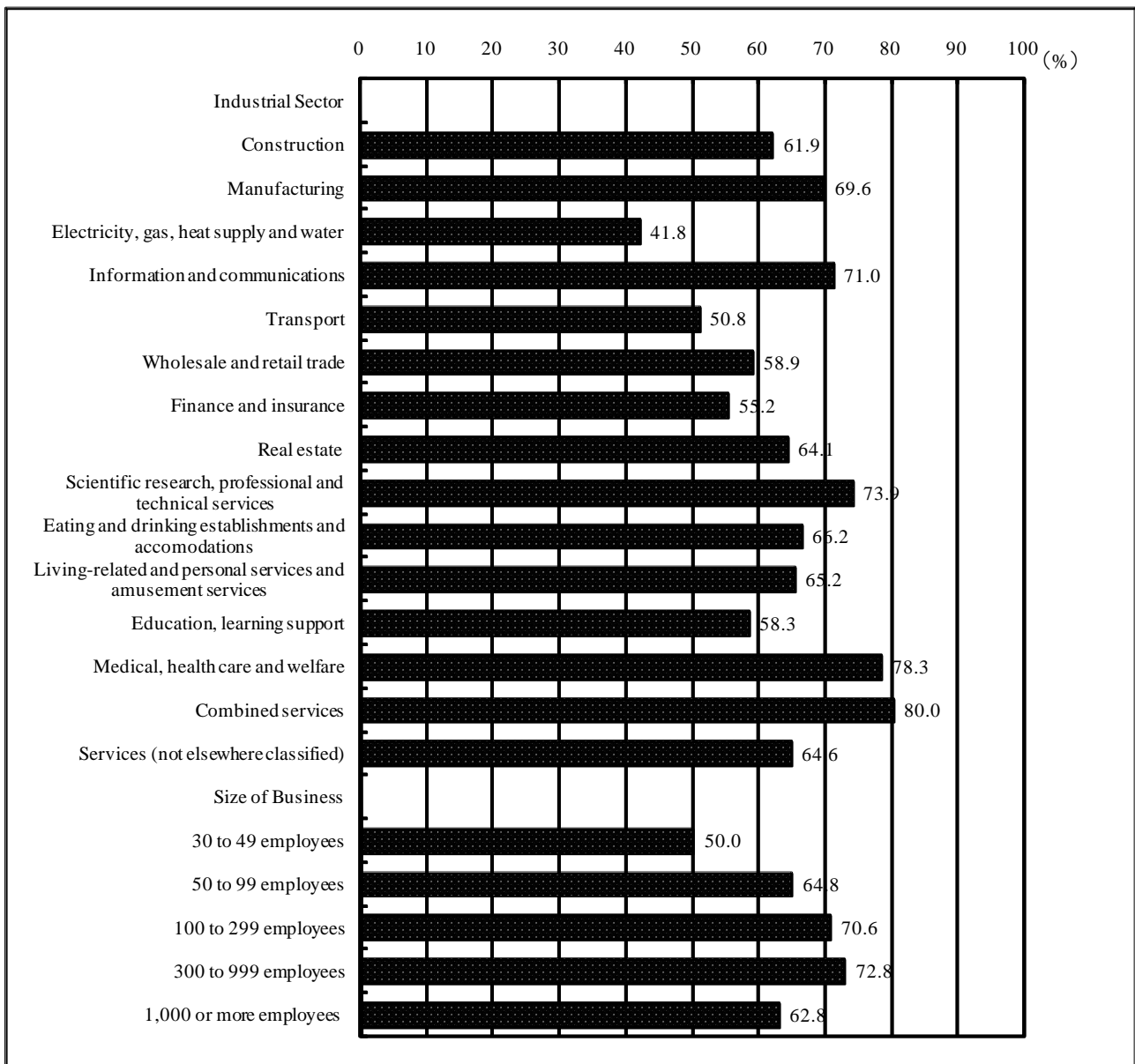
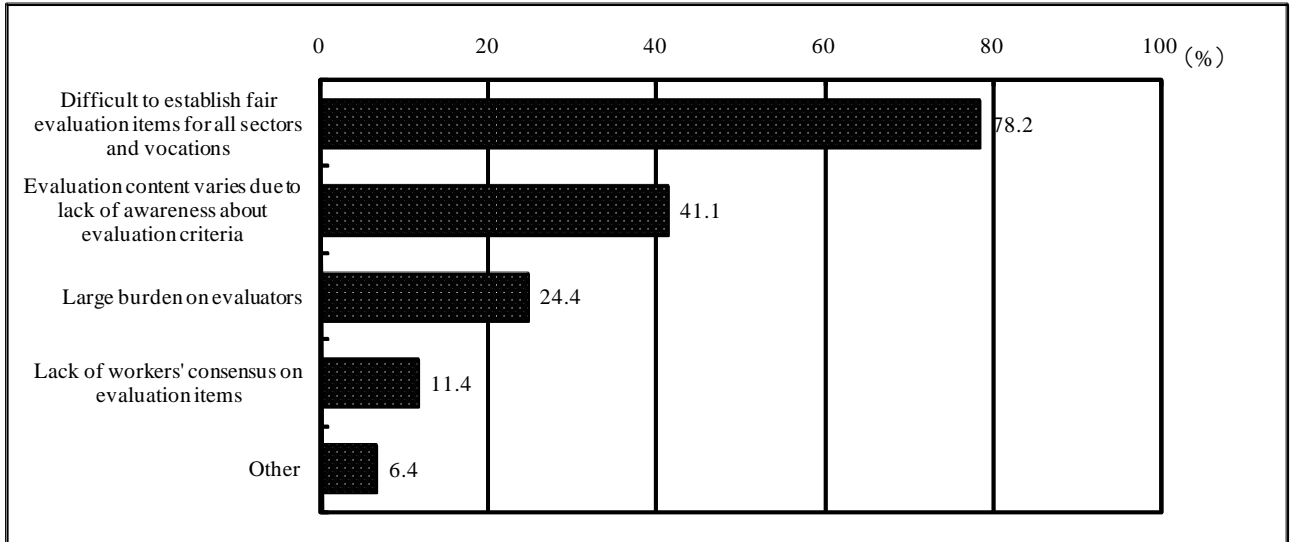


Figure 36 The nature of the issues of vocational ability evaluations (multiple answers allowed)



5) Creation of cross-sectoral criteria for vocational ability evaluations (Figures 37, 38, 39)

74.8% of businesses responded “There are merits” to creating a vocational ability evaluation criteria, which organize the vocational abilities sought by each vocation in a cross-sectoral manner. By industry, the proportions were as follows: Medical, health care and welfare (88.4%), Living-related and personal services and amusement services (83.9%) and so on were high, whereas Electricity, gas, heat supply and water (42.8%) and Combined services (33.3%) were low. Regarding the nature of the merits (multiple answers allowed), the proportion of businesses that responded “It can double as a criteria for the education and training of workers” (53.2%) and “It can be used effectively for the creation and improvement of the company’s vocational ability evaluation system” (48.5%) were high.

Figure 37 Businesses that responded that there are merits with creating cross-sectoral criteria for vocational ability evaluations (total)

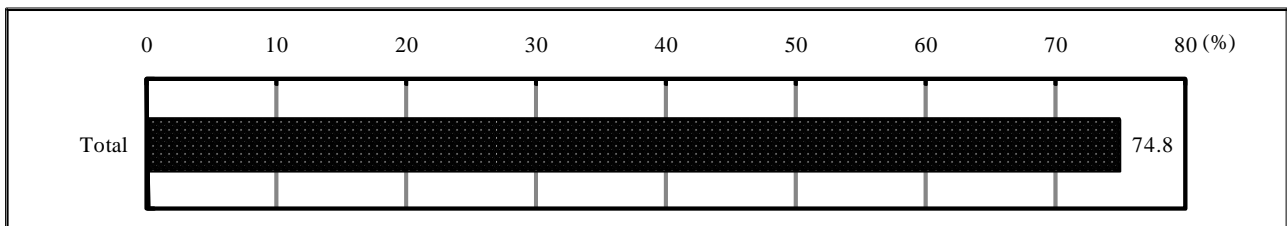


Figure 38 Businesses that responded that there are merits with creating cross-sectoral criteria for vocational ability evaluations (categorized by industrial sector and size of business)

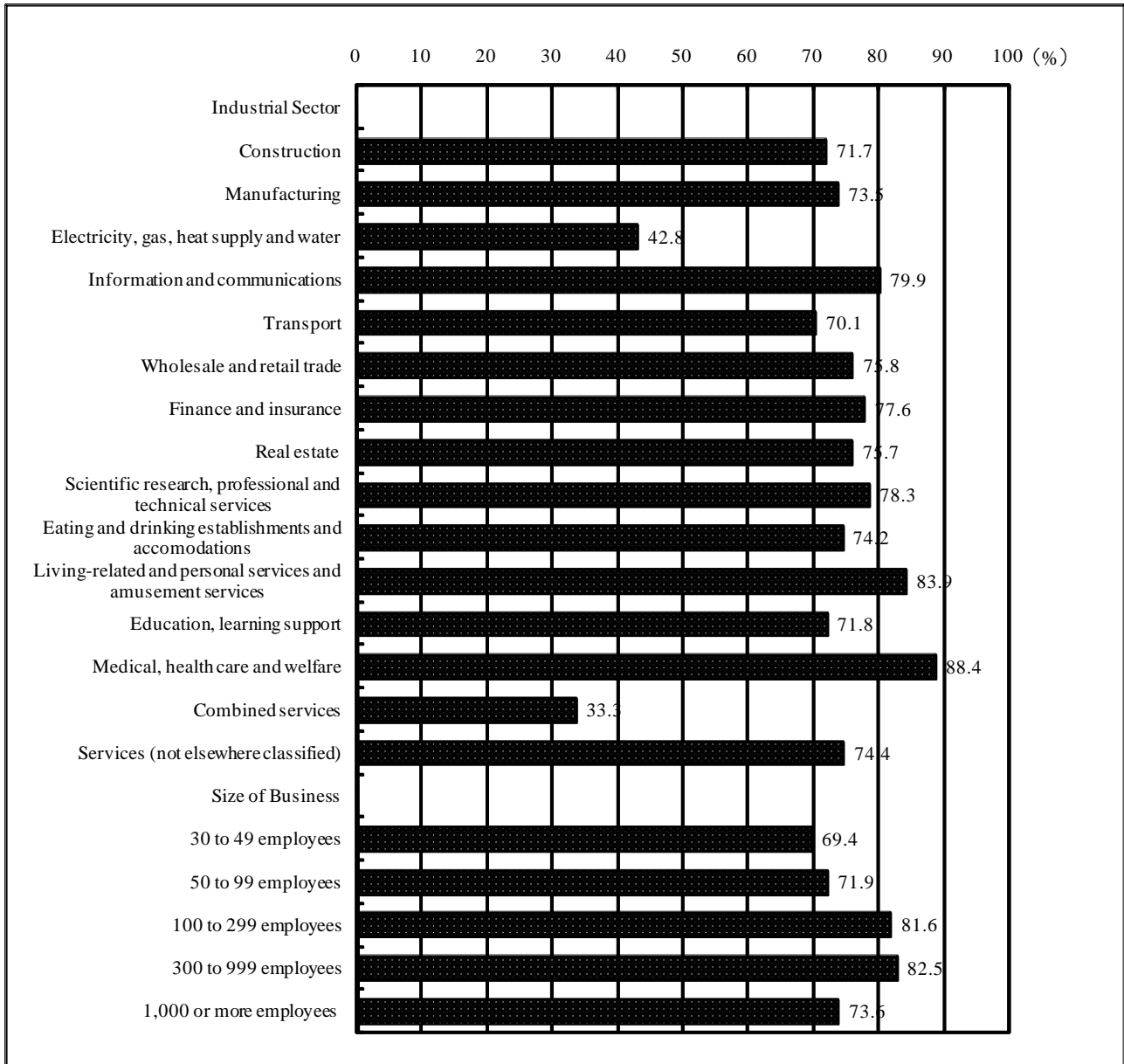
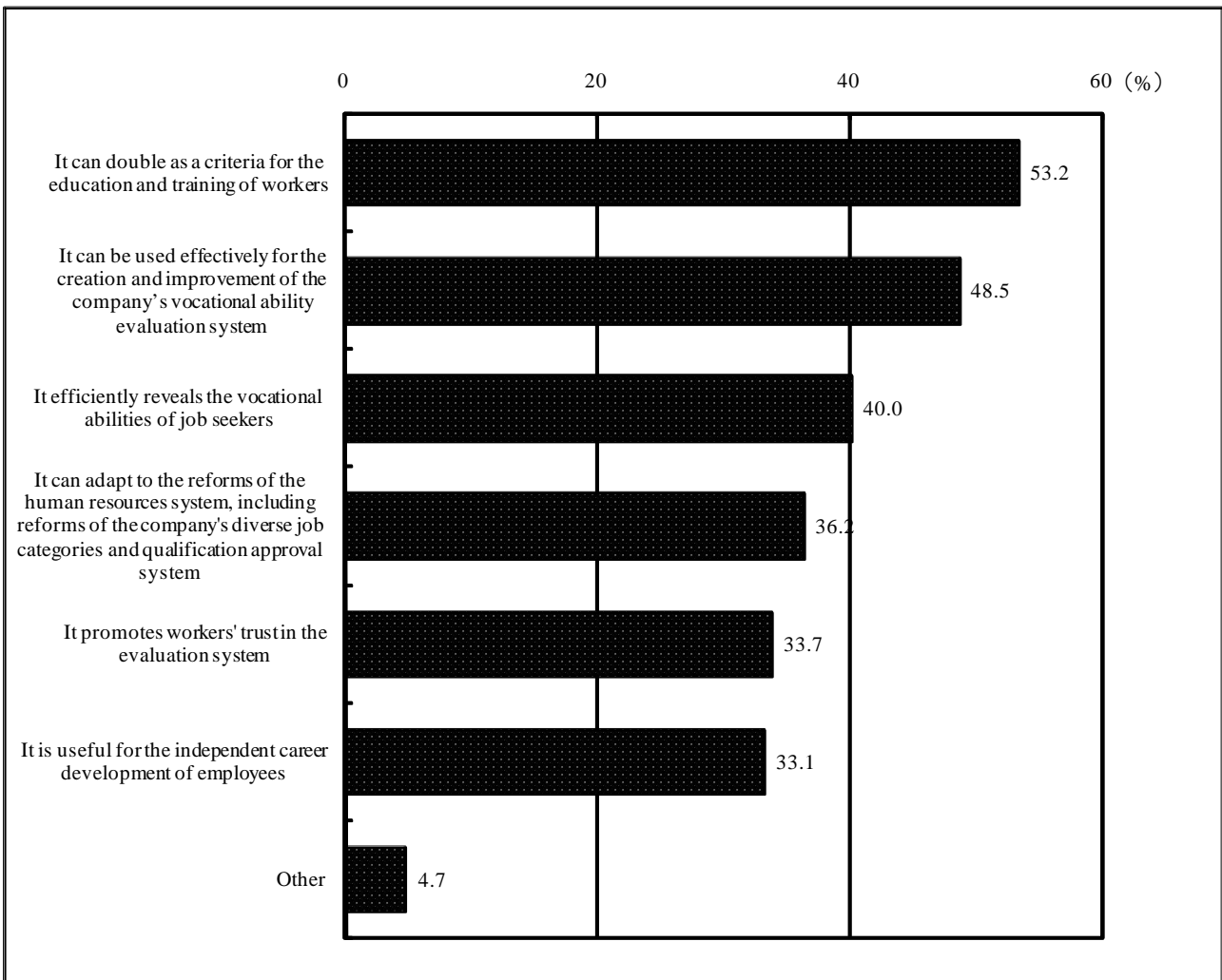


Figure 39 The nature of the merits of creating cross-sectoral criteria for vocational ability evaluations (multiple answers allowed)



(5) Concerning succession of skills

1) Issues with succession of skills (Figures 40 and 41)

27.4% (previous survey: 28.0%) 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: Electricity, gas, heat supply and water (54.4%), Manufacturing (46.4%), and Construction (45.9%) were high, whereas Combined services (not applicable), Finance and insurance (12.6%), Medical, health care and welfare (13.1%) and so on were low.

Figure 40 Businesses that responded that there is an issue with the succession of skills when the baby-boom generation retires (total)

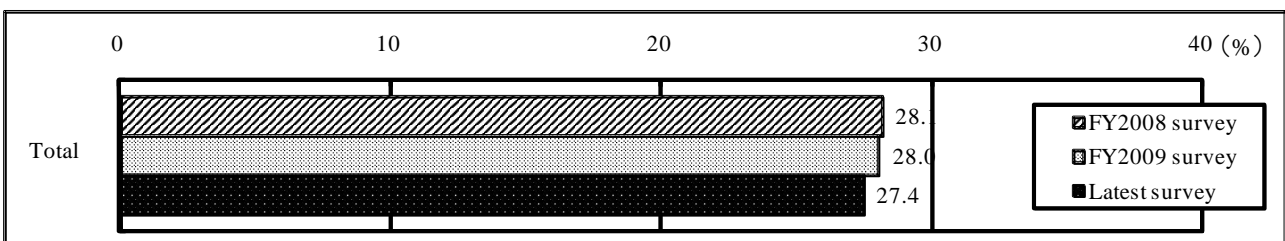
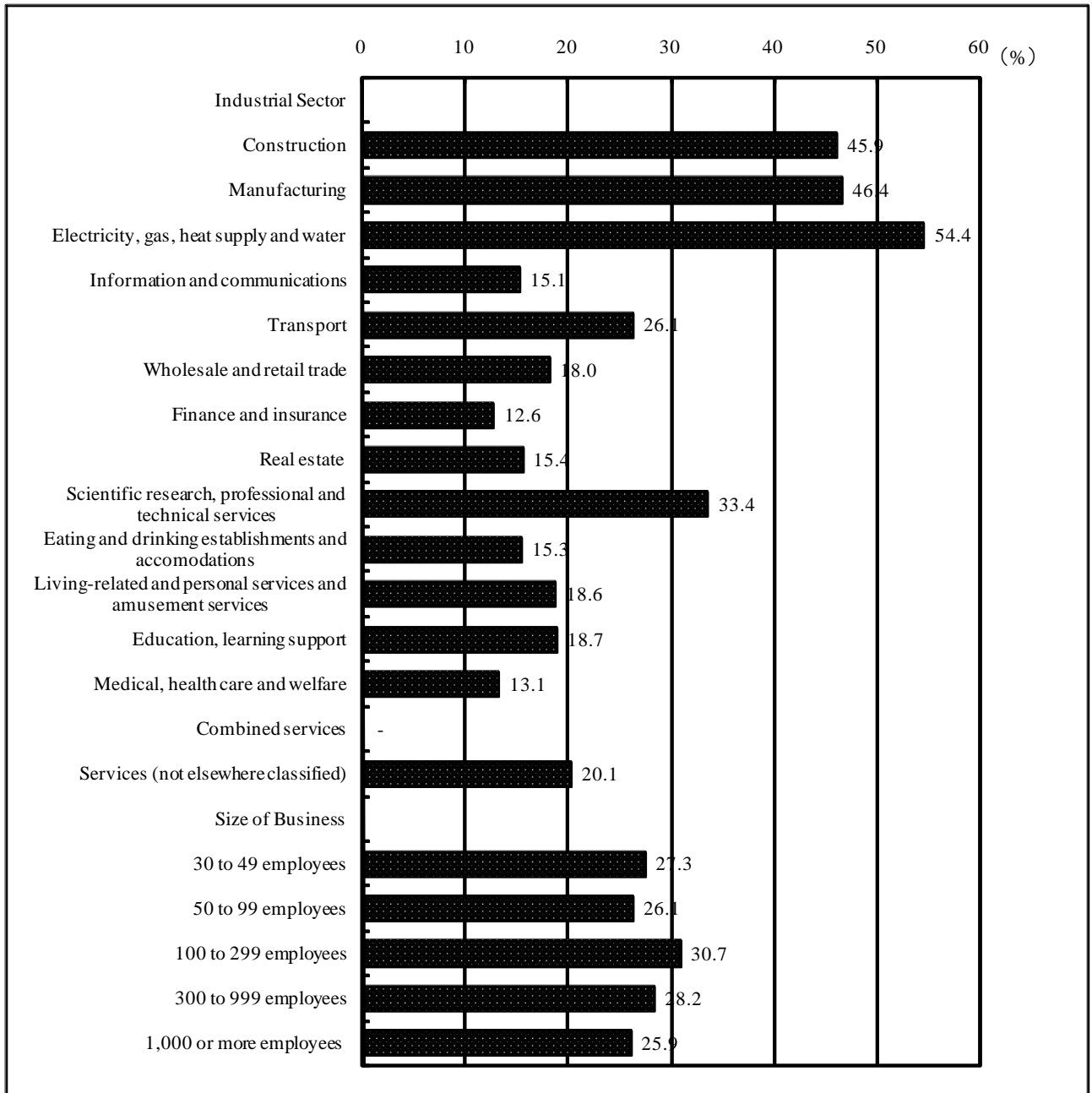


Figure 41 Businesses that responded that there is an issue with the succession of skills when the baby-boom generation retires (categorized by industrial sector and size of business)



2) The state of initiatives concerning succession of skills (Figures 42 and 43)

78.8% (previous survey: 80.0%) 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 63.1% (previous survey: 64.3%). Other high response ratios include, “We are increasing mid-career hiring” (29.8% [previous survey: 27.7%]), “We are documenting, creating databases, and making manuals of skills, knowhow, etc. of workers who are expected to retire that must be passed on” (21.0% [previous survey: 21.0%]), and “We pass on skills,

knowhow, etc. to young and middle-aged staff through special education and training for the succession of skills” (20.3% [previous survey: 22.8%]).

Figure 42 Businesses that are taking initiatives towards the succession of skills (total)

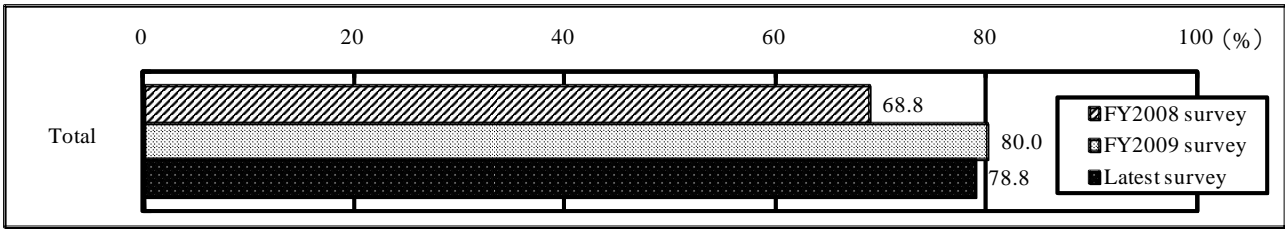
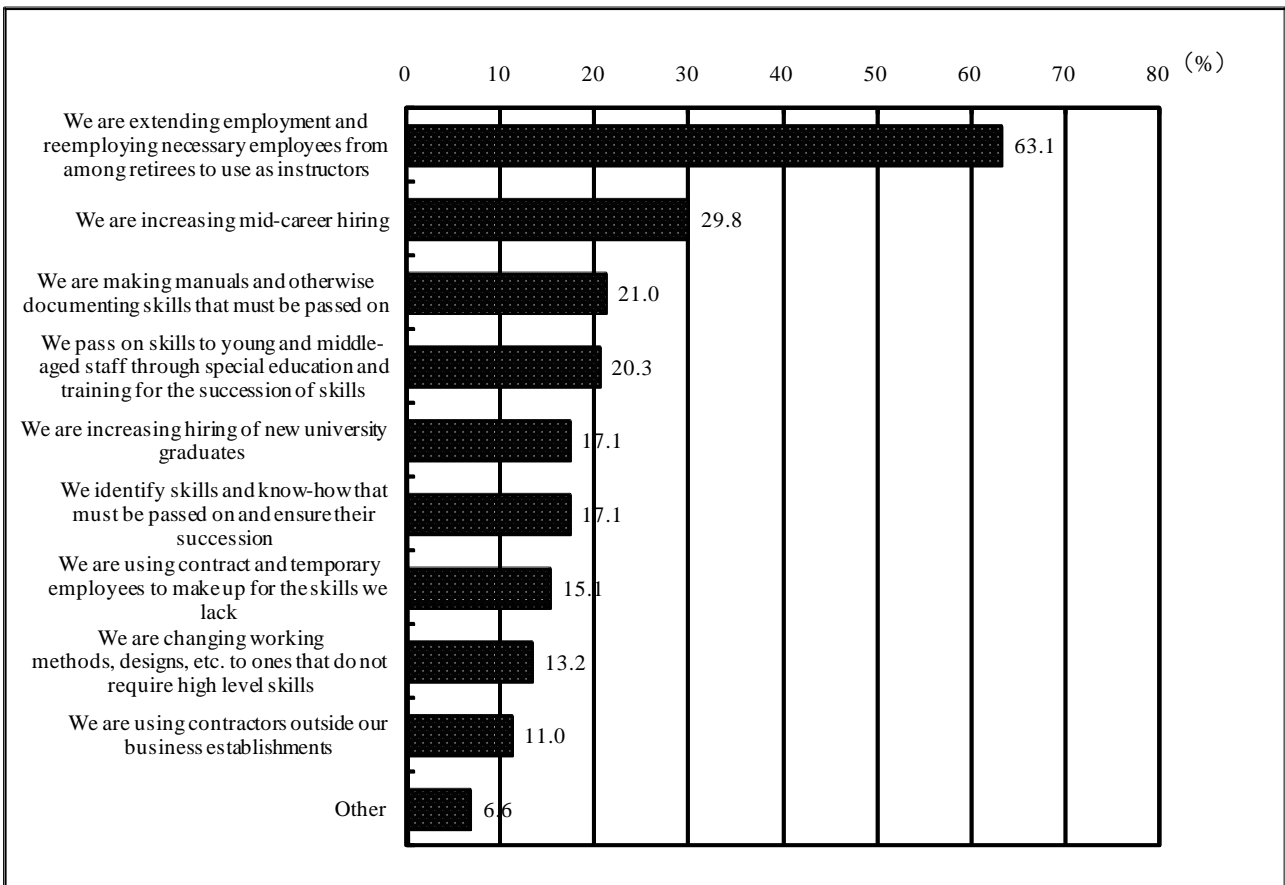


Figure 43 The nature of initiatives taken by businesses towards the succession of skills (multiple answers allowed)



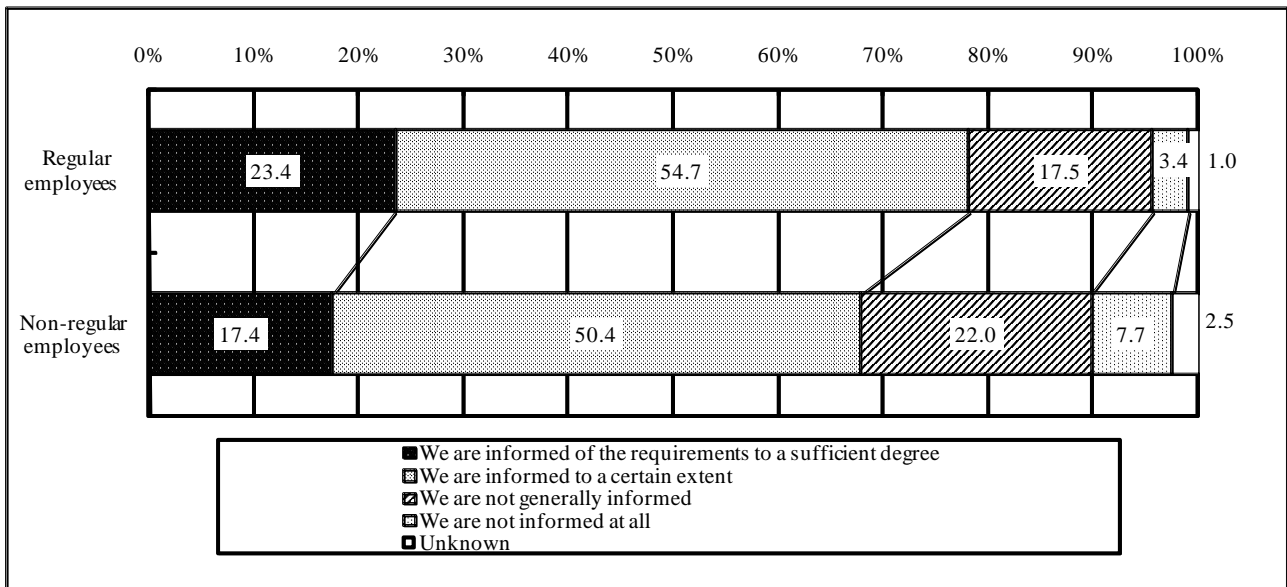
3. Individual Survey

(1) Education and training attended through the company

1) Awareness of the ability required of workers (Figure 44)

Concerning awareness of the ability required of workers, 23.4% (previous survey: 22.4%) of regular employees reported “We are informed of the requirements to a sufficient degree”, while 54.7% (previous survey: 55.8%) responded “We are informed to a certain extent”, which means that 78.1% (previous survey: 78.2%) of workers are informed of the requirements. On the other hand, 17.4% (previous survey: 17.3%) of non-regular employees reported “We are informed of the requirements to a sufficient degree”, while 50.4% (previous survey: 49.4%) responded “We are informed to a certain extent”, representing a lower ratio than regular employees. A relatively high ratio of 29.7% (previous survey: 31.2%) responded “We are generally not informed”, or “We are not informed at all”.

Figure 44 Awareness of the ability required of workers



2) The state of participation in off the job training (Figures 45 and 46)

The ratio of workers who participated in off the job training in fiscal 2009 was 41.5% (previous survey: 38.5%) of regular employees and 19.0% (previous survey: 16.9%) of non-regular employees. By industry, for regular employees, the proportions were as follows: Electricity, gas, heat supply and water (61.3%) and so on were high, whereas Living-related and personal services and amusement services (25.3%), Eating and drinking establishments and accommodations (28.2%), Transport (30.8%) and so on were low. For non-regular employees, the proportions were as follows: Finance and insurance (30.8%), Medical, health care and welfare (30.5%) and so on were high, whereas Living-related and personal services and amusement services (11.6%), Eating and drinking establishments and accommodations (11.7%) and so on were low. Between regular and non-regular employees, there were large differences in the ratio of workers who participated in off the job training in the following industries: Electricity, gas, heat supply and water, Information and communications, and Manufacturing.

Categorized by size of the business, there is a tendency towards a higher proportion of regular employees of larger businesses participating in off the job training. The proportion is close to 50% for businesses with 1,000 or more employees. On the other hand, with non-regular employees, the relation to size of the business is not as clearly defined compared with regular employees.

Figure 45 Workers who participated in off the job training (total)

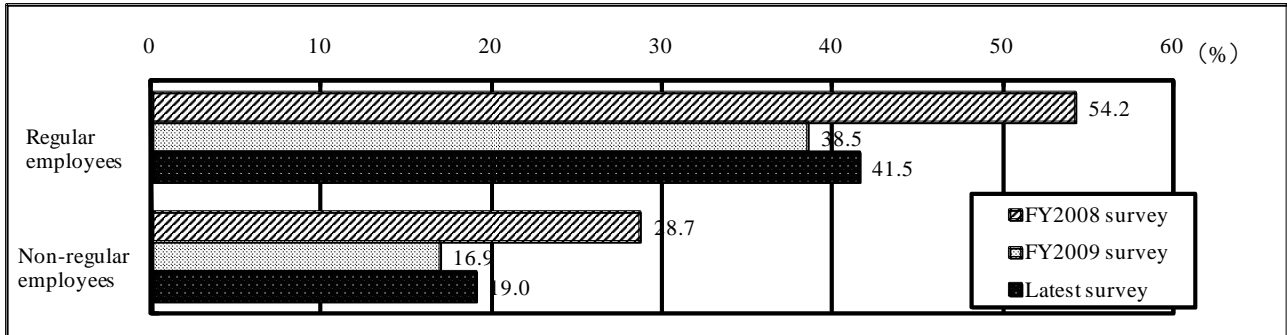
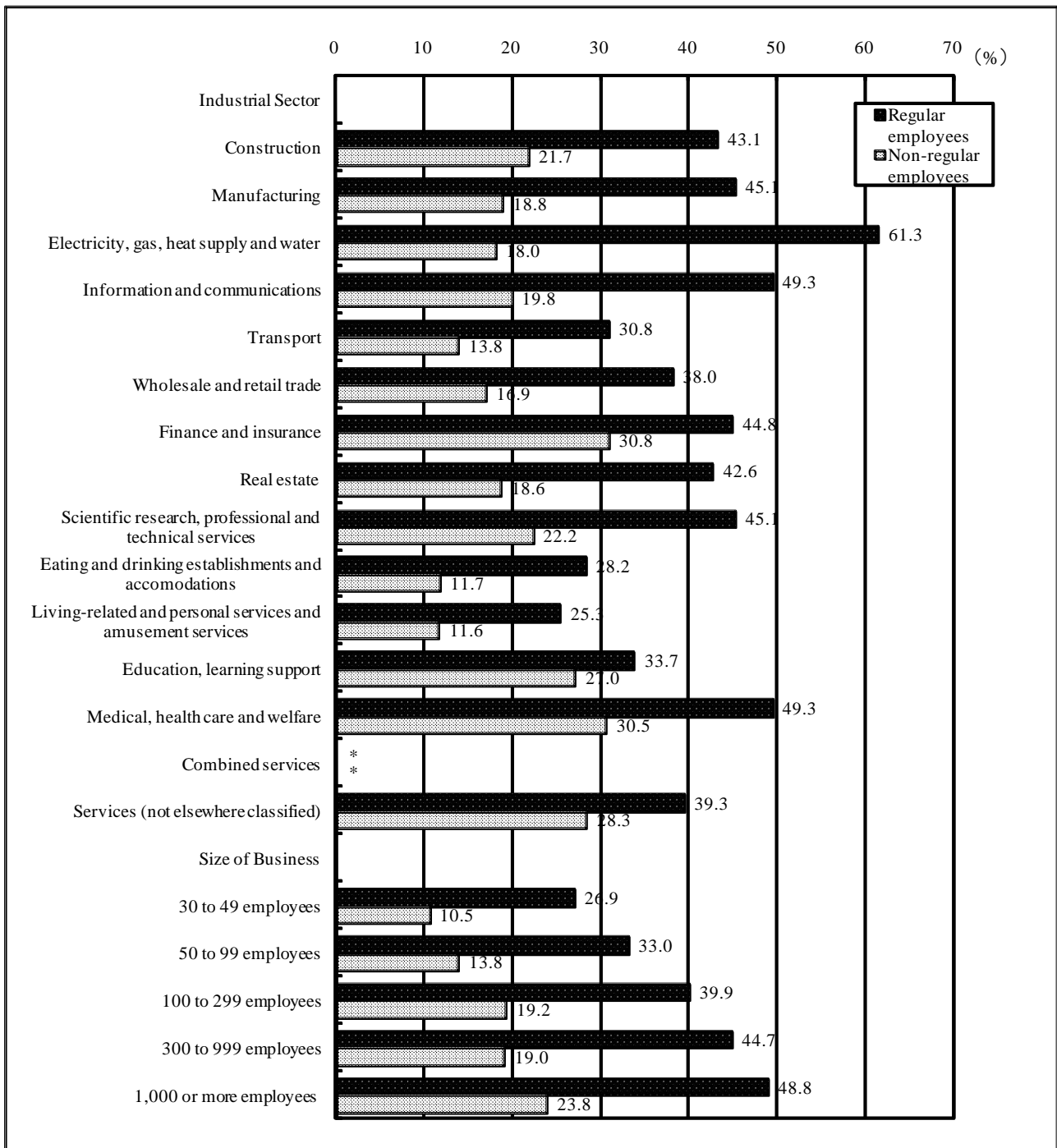


Figure 46 Workers who participated in off the job training (categorized by industrial sector and size of business)



3) The nature of off the job training attended (Figures 47, 48, 49)

Concerning the nature of off the job training attended (multiple answers allowed), the ratio of regular employees who responded “Management (e.g., enhancement of management and oversight skills)” was the highest at 34.7%, followed by “Product quality and safety” (24.6%), “Basic knowledge about business, including business manner” (24.4%), “Technology and techniques” (21.7%), and “Human resources and labor” (21.3%).

On the other hand, for non-regular employees, the ratio for “Product quality and safety” (27.7%) and “Basic knowledge about business, including business manner” (26.8%) were high, followed by “Technology and techniques” (21.3%) and “Sales” (14.4%).

The average total number of hours spent in attending off the job training was 41.9 hours (previous survey: 41.3 hours) for regular employees and 21.3 hours (previous survey: 19.0 hours) for non-regular employees.

Figure 47 The nature of off the job training attended (multiple answers allowed)

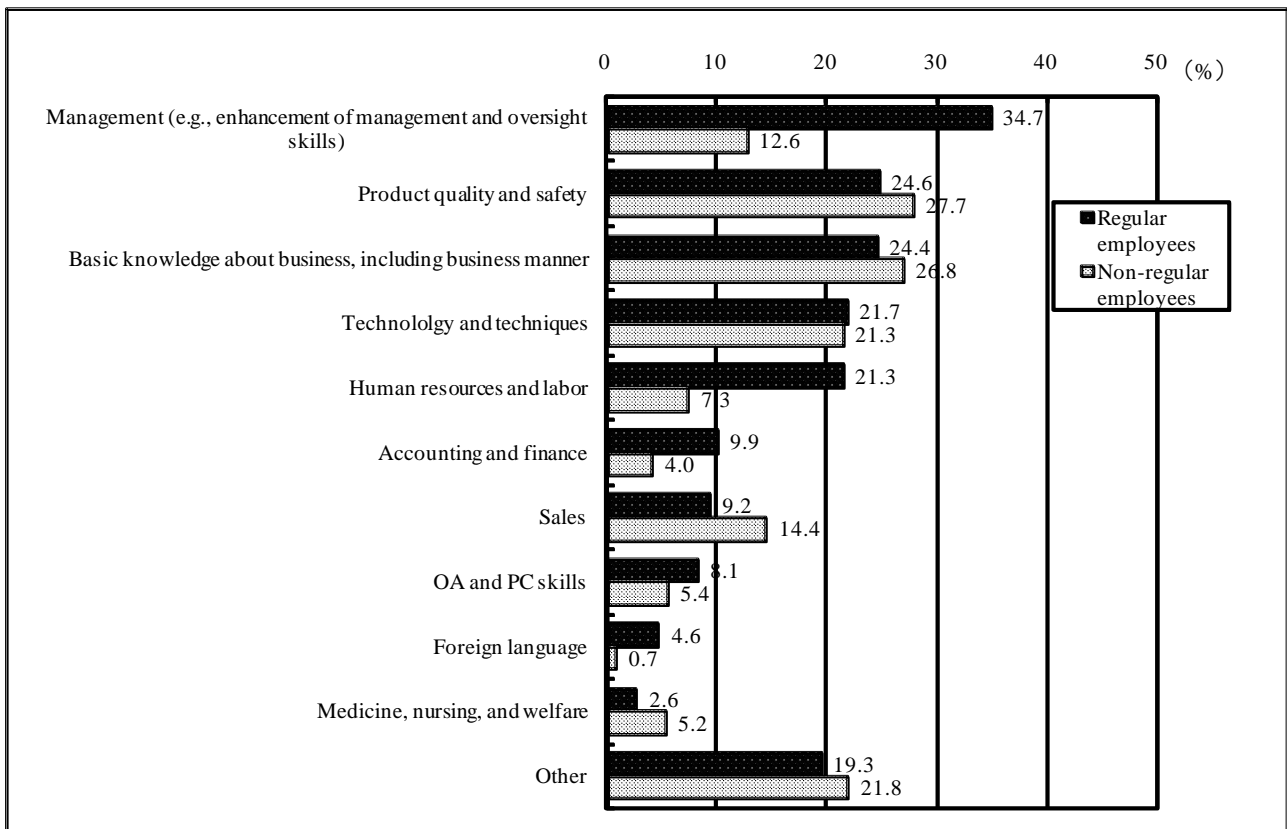


Figure 48 Average total number of hours of off the job training attended by workers (total)

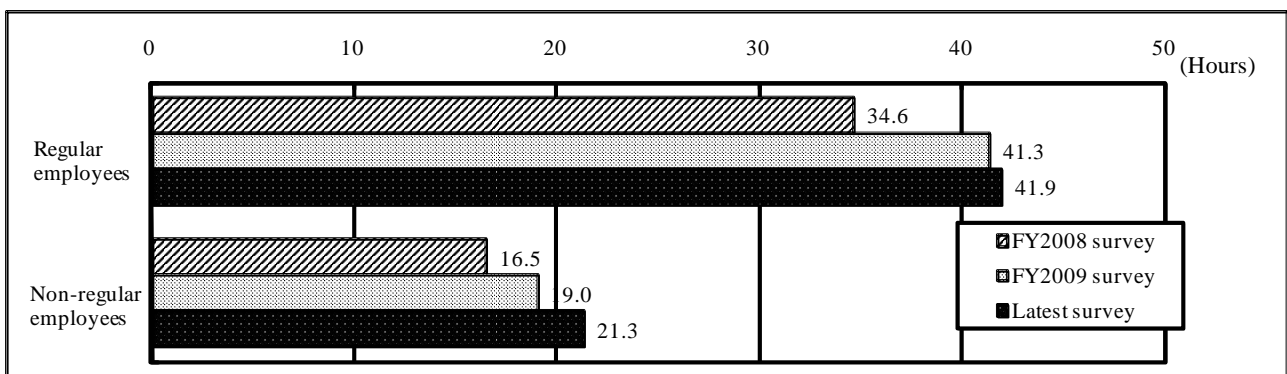
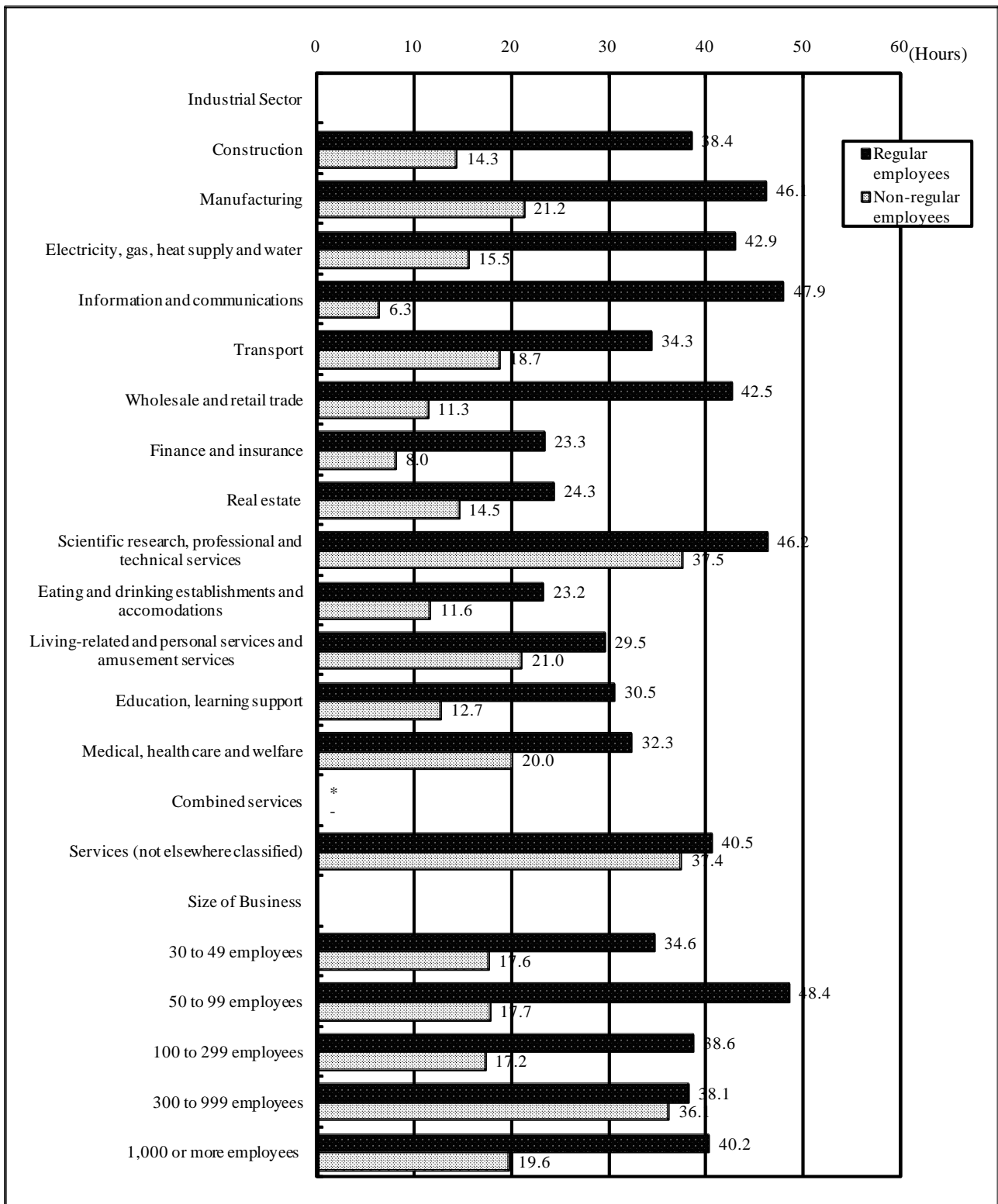


Figure 49 Average total number of hours of off the job training attended by workers (categorized by industrial sector and size of business)

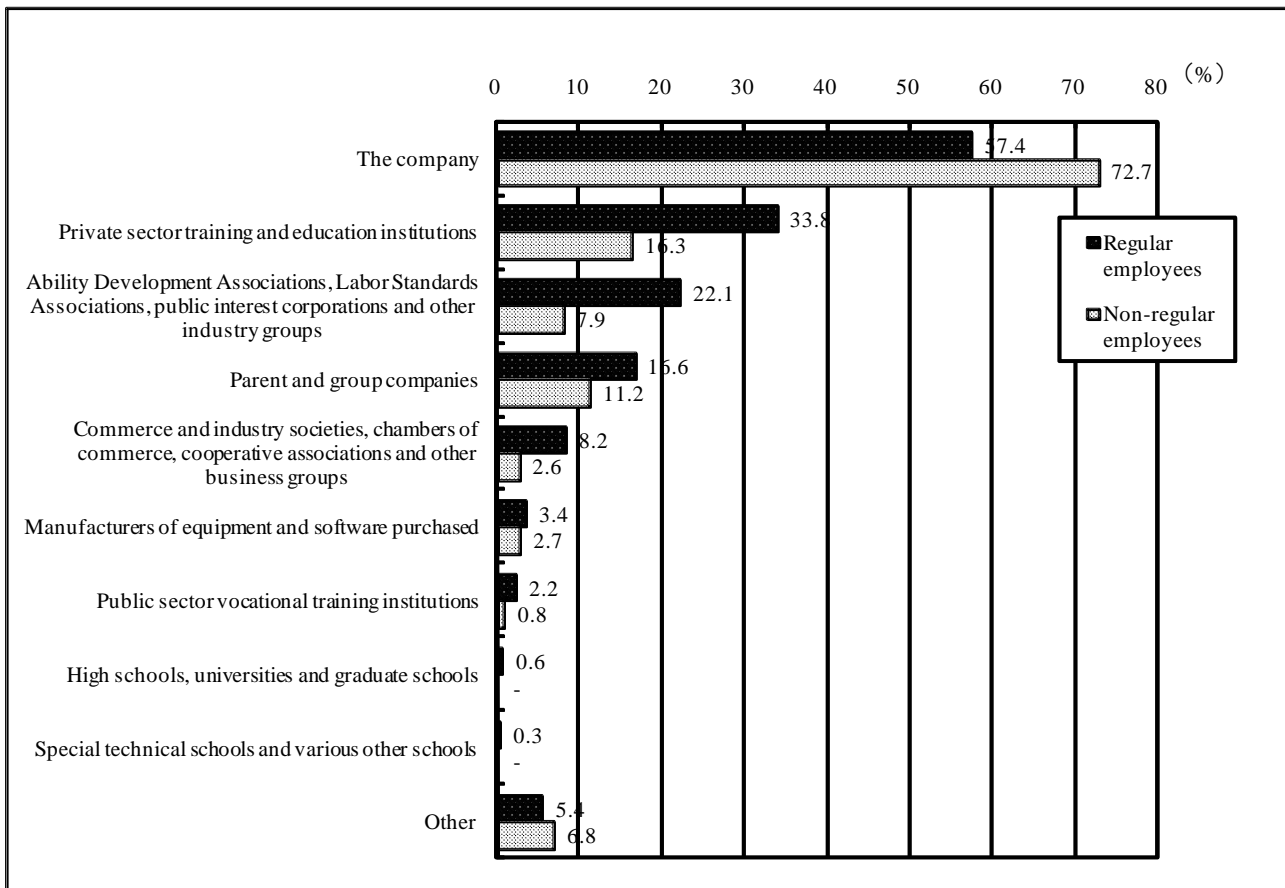


4) Entities that provide off the job training (Figure 50)

The entities that provided the off the job training were as follows (multiple answers allowed): For regular employees, “The company” was the highest at 57.4% (previous survey: 57.0%), followed by “Private sector training and education institutions” (33.8% [previous survey: 33.3%]), and “Ability Development Associations, Labor Standards Associations, public interest corporations and other industry groups” (22.1% [previous survey: 22.8%]), and “Parent and group companies” (16.6% [previous survey: 18.3%]).

On the other hand, for non-regular employees, “The company” was especially high at 72.7% (previous survey: 73.9%), followed by “Private sector training and education institutions” (16.3% [previous survey: 14.9%]) and “Parent and group companies” (11.2% [previous survey: 17.7%]).

Figure 50 The types of training and education institutions for off the job training attended (multiple answers allowed)

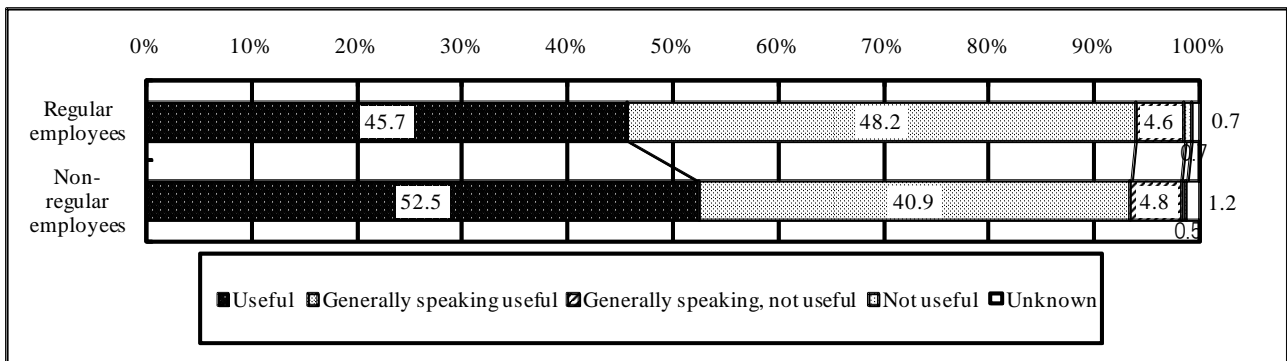


5) The usefulness of off the job training attended (Figure 51)

Concerning the usefulness of the off the job training attended, 45.7% (previous survey: 51.1%) of regular employees responded that it was “Useful”, and 48.2% (previous survey: 44.4%) responded that it was “Generally speaking, useful”, which represents a positive response rate in the 90% range (93.9% [previous survey: 95.5%]).

Similarly among non-regular employees, 52.5% (previous survey: 57.9%) responded that it was “Useful”, and 40.9% (previous survey: 34.5%) responded that it was “Generally speaking, useful”, which represents a positive response rate in the 90% range (93.4% [previous survey: 92.4%]).

Figure 51 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 52 and 53)

The ratio of workers who undertook self-development in fiscal 2009 was 41.7% (previous survey: 42.1%) of regular employees and 18.4% (previous survey: 20.0%) of non-regular employees. For both regular and non-regular employees, the ratio of workers who undertook self-development was similar to the previous fiscal year.

The average total number of hours spent in self-development by each worker was 83.1 hours (previous survey: 74.3 hours) for regular employees and 82.3 hours (previous survey: 66.5 hours) for non-regular employees. For both regular and non-regular employees, the time spent increased from the previous fiscal year.

Figure 52 Workers who undertook self-development

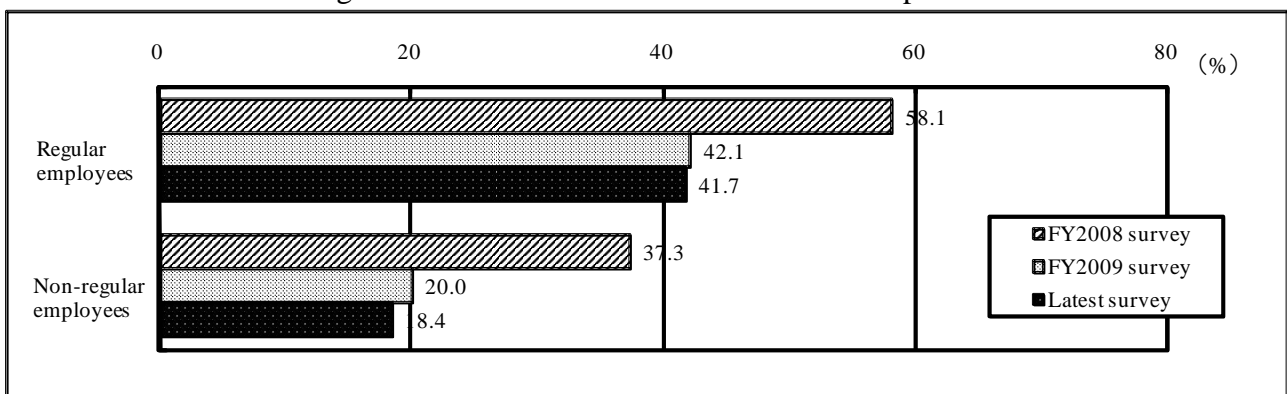
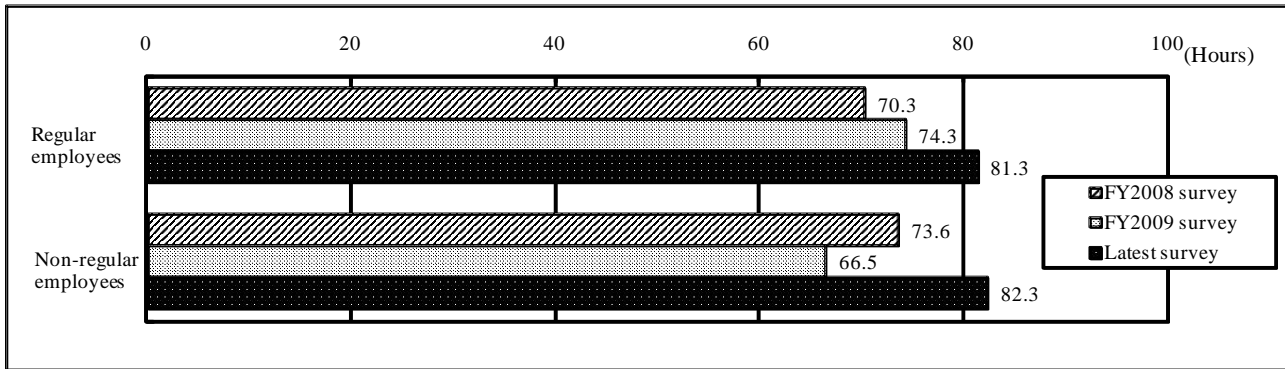


Figure 53 Average number of hours spent for self-development per worker (total)



2) Methods used for self-development (Figures 54 and 55)

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 49.1% (previous survey: 47.1%), followed by “Participation in in-house autonomous study groups” (25.5% [previous survey: 23.8%]) and “Participation in workshops and seminars at private sector training and education institutions” (20.9% [previous survey: 22.3%]).

For non-regular employees, “Self-study using radio, TV, textbooks, the Internet etc.” was highest at 39.3% (previous survey: 40.8%), followed by “Participation in in-house autonomous study groups” (30.8% [previous survey: 31.0%]). The responses are similar to those of regular employees. On the other hand, the ratio of “Participation in external study groups” (13.9% [previous survey: 13.7%]) 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 38.0% (previous survey: 36.4%) of regular employees and 28.2% (previous survey: 28.0%) of non-regular employees.

Figure 54 The methods used for self-development (multiple answers allowed)

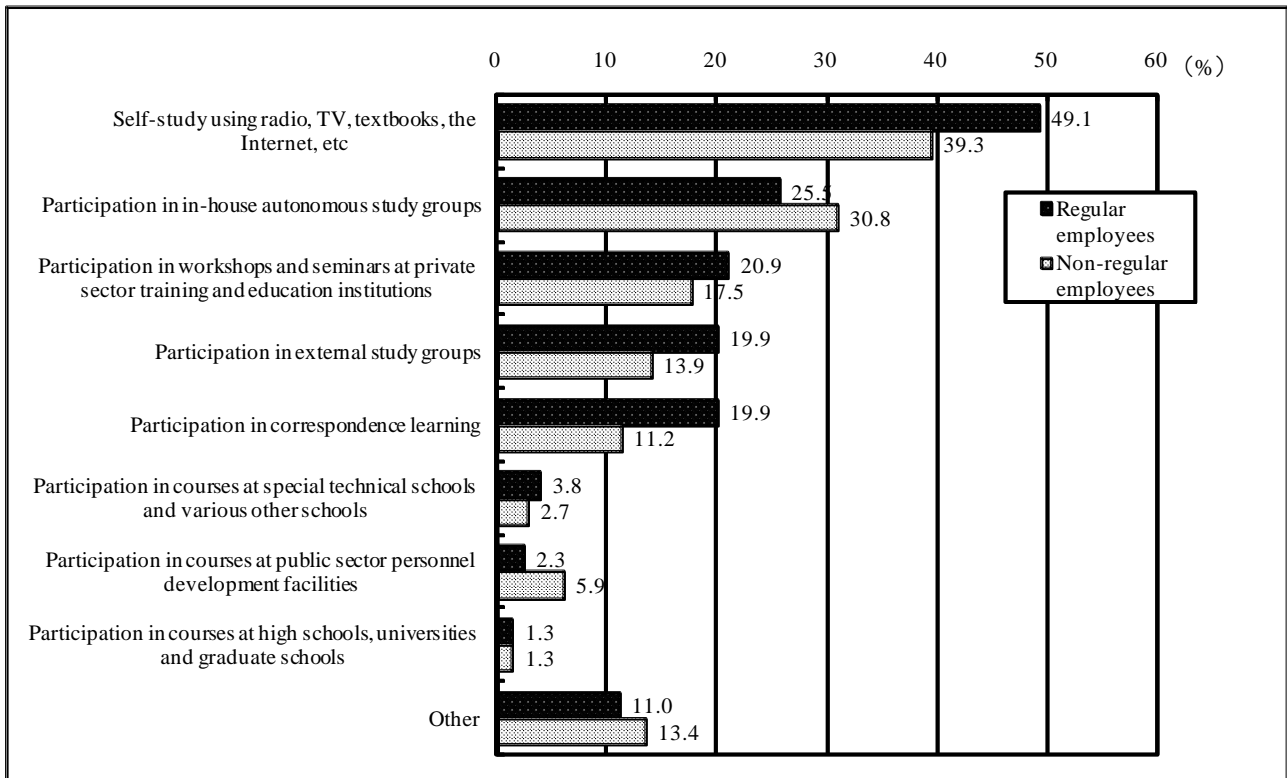
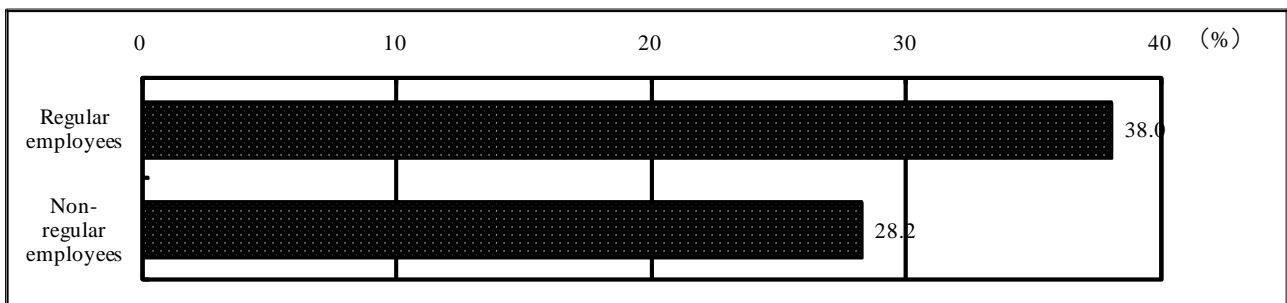


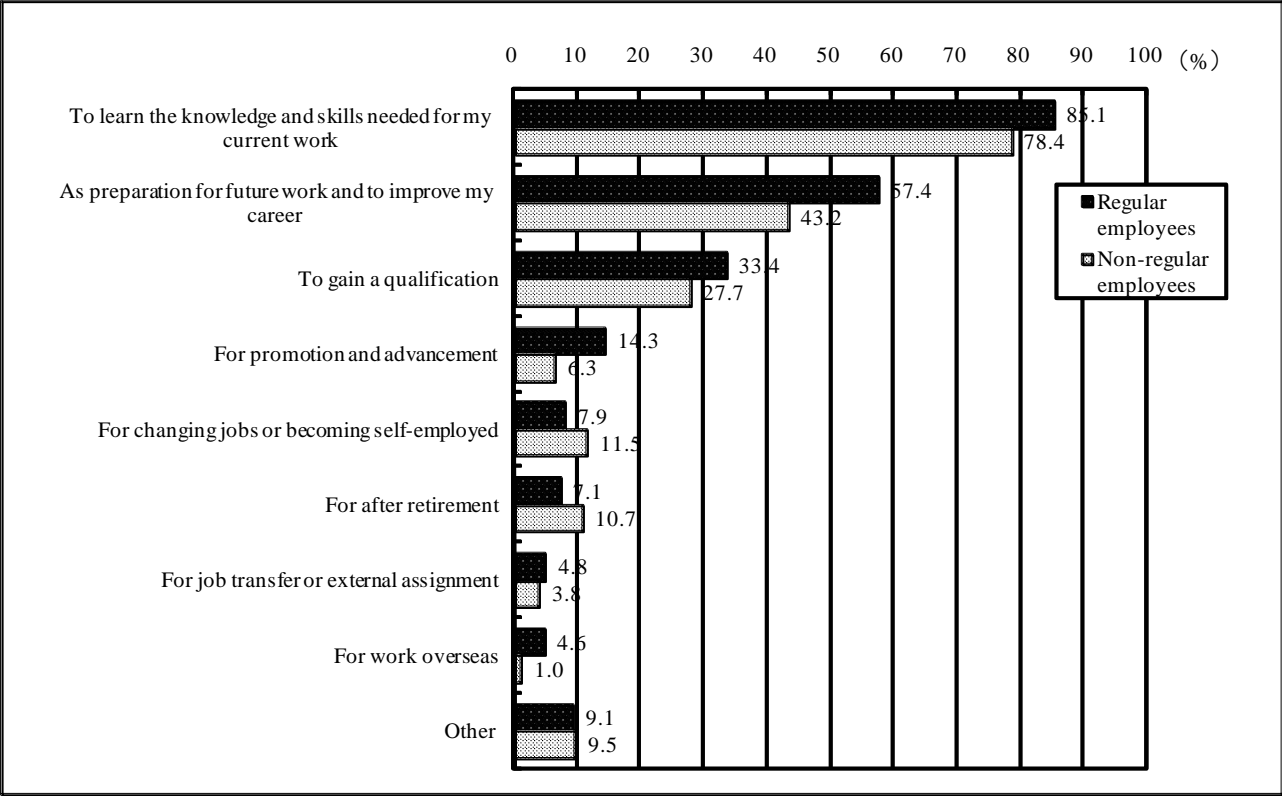
Figure 55 Workers who received assistance with expenses for self-development



3) Reasons for undertaking self-development (Figure 56)

The main reasons for undertaking self-development were as follows (multiple answers allowed): For regular employees, the ratio of the response “To learn the knowledge and skills needed for my current work” was especially high at 85.1% (previous survey: 86.3%), followed by “As preparation for future work and to improve my career” at 57.4% (previous survey: 59.1%), and “To gain a qualification” at 33.4% (previous survey: 35.4%). There was a similar trend for non-regular employees, with “To learn the knowledge and skills needed for my current work” at 78.4% (previous survey: 83.7%), “As preparation for future work and to improve my career” at 43.2% (previous survey: 45.7%), and “To gain a qualification” at 27.7% (previous survey: 29.4%).

Figure 56 Reasons for undertaking self-development (multiple answers allowed)



4) Issues with self-development (Figures 57 and 58)

The ratio of workers who responded that there are issues with self-development was 80.9% (previous survey: 80.8%) of regular employees and 75.6% (previous survey: 74.5%) of non-regular employees.

Concerning the nature of the issues with self-development (multiple answers allowed), the response “I’m too busy with work and have no time for self-development” was the highest for regular employees at 56.1% (previous survey: 55.8%), followed by “It costs too much” at 36.5% (previous survey: 37.7%). These were followed by “The results of self-development are not valued within the company” (18.5% [previous survey: 19.3%]), “I’m too busy with family matters and childcare and have no time for self-development” (18.1% [previous survey: 16.1%]), “I don’t know what sort of course is appropriate for the career I’m aiming for” (18.0% [previous survey: 20.2%]) and so on.

For non-regular employees, the ratio responding “I’m too busy with work and have no time for self-development” was also the highest at 36.1% (previous survey: 36.5%), but this percentage was low compared with regular employees. Different trends were also observed between regular and non-regular employees concerning issues with self-development, including a high ratio of non-regular employees responding “I’m too busy with family matters and childcare and have no time for self-development” (30.7% [previous survey: 31.8%]).

Figure 57 Workers who responded that there are issues with self-development

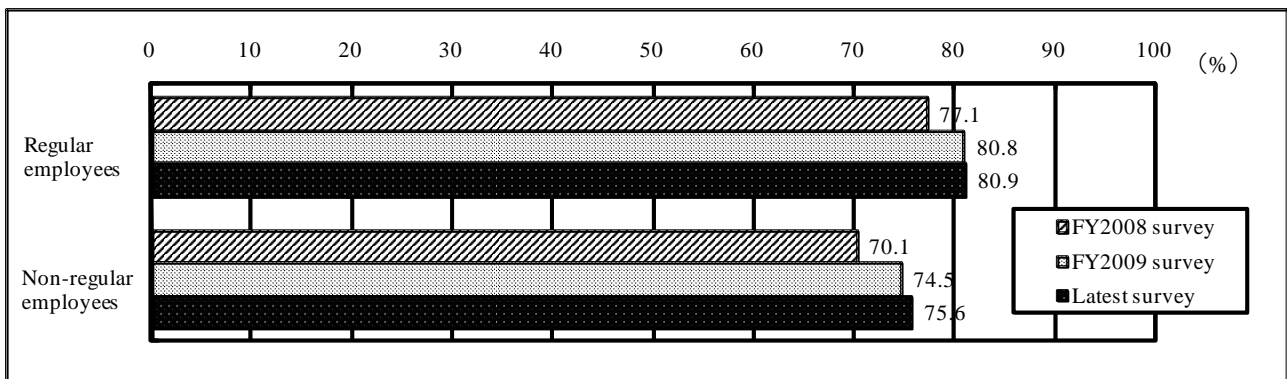
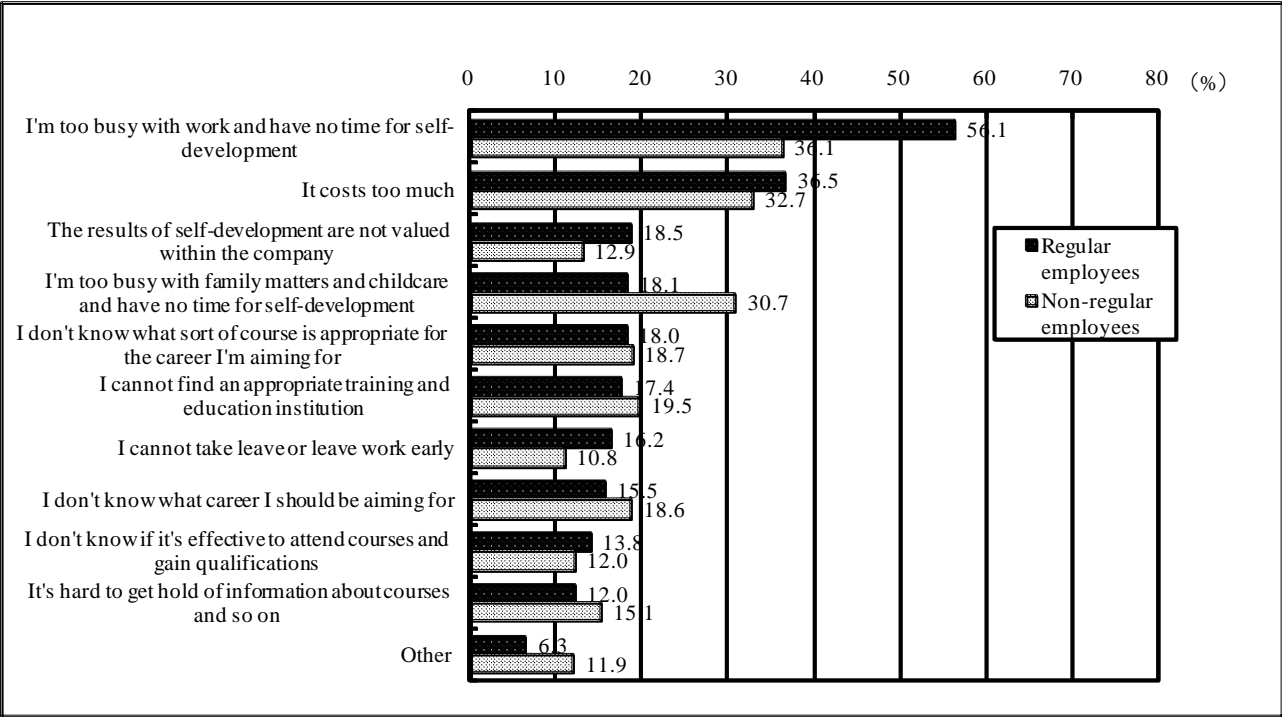


Figure 58 Issues of self-development among workers who responded that there are issues with self-development (multiple answers allowed)



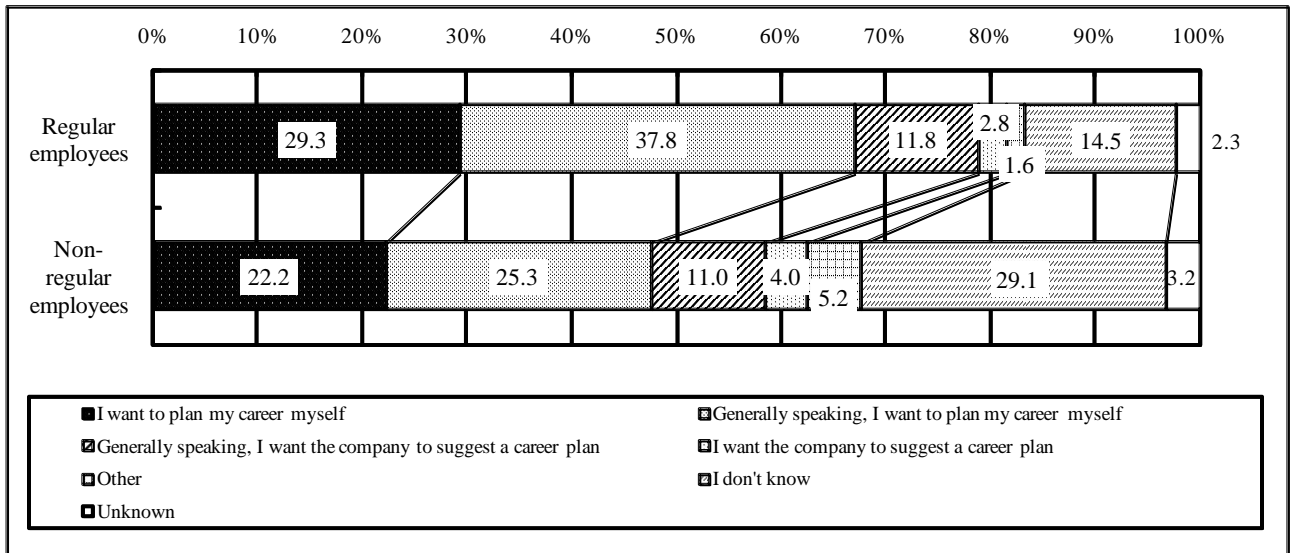
(3) Future career planning (Figure 59)

1) Thoughts on career planning

Concerning the wishes of workers with regard to their own career planning, 29.3% (previous survey: 29.9%) of regular employees responded “I want to plan my career myself”, while 37.8% (previous survey: 37.2%) responded “Generally speaking, I want to plan my career myself”. The combined result shows that close to 70% (67.1% [previous survey: 67.1%]) wish to plan their careers proactively.

On the other hand, 22.2% (previous survey: 22.5%) of non-regular employees responded “I want to plan my career myself”, while 25.3% (previous survey: 26.4%) responded “Generally speaking, I want to plan my career myself”, which represents a ratio of only 47.5% (previous survey: 48.9%) wishing to plan their careers proactively. The proportion of non-regular employees who responded “I don’t know” was 29.1% (previous survey: 24.2%), higher than regular employees (14.5% [previous survey: 14.0%]).

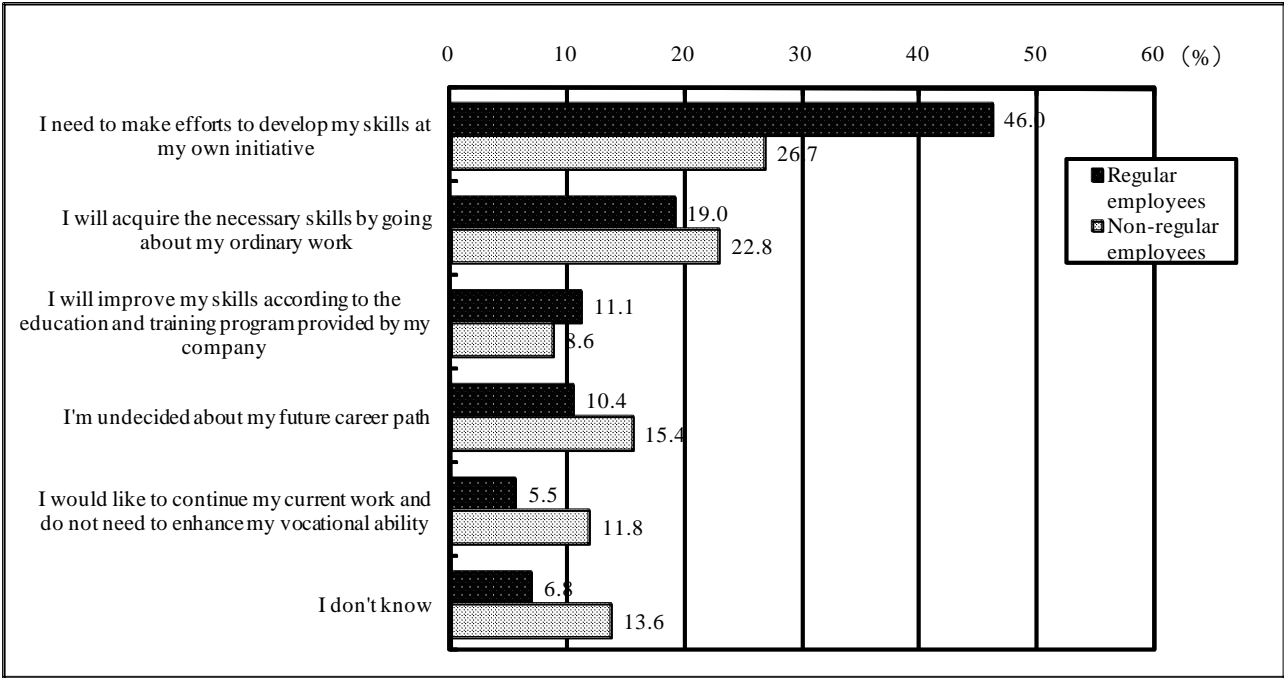
Figure 59 Attitude towards career planning



2) Conditions necessary for career improvement (Figure 60)

Concerning the method for acquiring the necessary vocational ability for workers to achieve their career aspirations, the ratio of regular employees who responded “I need to make efforts to develop my skills at my own initiative” was the highest at 46.0% (previous survey: 47.2%). On the other hand, for non-regular employees, the ratio responding “I need to make efforts to develop my skills at my own initiative” was also the highest at 26.7% (previous survey: 26.7%), but it accounts for a small proportion of the total responses. For this reason, a higher ratio of non-regular employees identified other items compared with regular employees, including “I will acquire the necessary skills by going about my ordinary work” (22.8% [previous survey: 22.3%]).

Figure 60 Method for acquiring necessary vocational ability to achieve career aspiration



Explanation of Terms

- (1) Full-time employee
A worker who falls under either 1) or 2) of the categories below.
 - 1) A worker who is employed for no fixed period or for a fixed period of more than one month.
 - 2) A temporary or day worker who was employed for 18 days or more/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 not a part-time worker, etc.
- (3) Non-regular employee
A full-time employee, who is a short-term contract worker, contract employee, part-time worker, or worker who is employed under a similar title. Dispatched workers and contract workers not included.
- (4) Off the job training
Education and training that are carried out pursuant to work orders, involving temporary departure from normal work. This includes, for example, training within the company (group training 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 are 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 are 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 on 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, sports for fitness, etc. which are 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, industry group, or on various existing qualifications.
- (9) New employee
An employee who has been working at the company for approximately three or less years.
- (10) Mid-career employee
An employee who does not fall under the categories of management and new employee.
- (11) Management
A person who is responsible for management or supervision.
- (12) Leave system for education and training
Leave that can be used by a worker for education and training.
- (13) Job card system
A system in which job seekers who have little regular employee experience, with a view to becoming regular employees, through career consultations at Hello Works (Public Employment Security Offices), Job Cafes, etc. based on the “Job Card” which contains information on the person’s job history, educational background, history of training, acquired licenses and certifications, etc., receive practical vocational training (vocational ability development program) that combines practical learning at enterprises and

lectures at education and training institutions, etc. The person is then given an evaluation sheet after the completion of the training which will be incorporated into the Job Card for utilization in job seeking activities and career development.

- (14) Career development promotion subsidy
A subsidy to help fund some of the costs and wages, etc. which is awarded to providers of systematic vocational training, etc. for workers, as well as businesses which make cost considerations, etc. to enable workers to receive vocational skills development autonomously.
- (15) Career consulting
Consultations to enable an employee to plan his or her career in accordance with his or her aptitude and work experience, and to select a job function and undertake relevant personal development effectively. It is also sometimes called career counseling, etc.
- (16) Career consulting system
An arrangement of some sort for assigning career consultants to provide opportunities for career consulting (or career counseling) as noted above, for partnering with specialized agencies, etc.
- (17) Career planning
Where a worker plans initiatives for developing and improving his or her work choices and vocational ability in accordance with his or her aptitude and work experience.
- (18) Self-reporting system
A system for reporting the wishes of each worker to the company concerning skills development, personnel transfers, and other items.
- (19) Internal job posting system
A system which allows employees to be recruited freely through in-house job postings if there is a shortage of workers for a specific project or program, and ordinarily allows employees to apply for these openings without going through their superiors.
- (20) Skills test
A national screening system, pursuant to the Human Resources Development Promotion Act, for screening the level of skills possessed by the worker and providing authentication.
- (21) State of working
 - 1) Mainly working
A state in which a person is working primarily at his or her workplace.
 - 2) Working while going to school
A state in which a person is mainly at school but also engages in even a little bit of work.
 - 3) Working between household chores
A state in which a person is mainly engaged in household chores (including child rearing, caring for the elderly, and nursing for the sick) but also engages in even a little bit of work.
- (22) Employment type
 - 1) Short-time contract worker
A retired person, etc. who enters into a contract for the purpose of fixed period reemployment and is being employed.
 - 2) Contract employee
A full-time employee who works full time with a fixed period of employment and is not a short-time contract worker.
 - 3) Part-time worker
A full-time employee whose prescribed daily working hours are shorter than those of regular employees, or whose prescribed weekly number of work days are shorter than those of regular employees, and are not “short-time contract workers” or “contract employees.”
 - 4) Other
A full-time employee who is not the aforementioned “regular employee,” “short-time contract worker,”

“contract employee,” and “part-time worker.”

(1) Tasks

1) Management work

Management work at the level of the division head (or equivalent) or above.

2) Specialized and technical work

A person who is engaged in technical work which utilizes highly specialized scientific knowledge, as well as specialized work in medicine, education, law, religion, arts, and other fields.

3) Administrative work

In general, work which is carried out under the supervision of a director (including equivalent positions) and those in higher positions, namely administrative work related to general affairs, documentation, human resources, accounting, research, planning, transport, communications, production management, sales, outside duties, and operation of office equipment.

4) Sales work

Selling and purchasing products (including services), real estate, securities, etc.; mediating, brokering and serving as an agent for the buying and selling; selling insurance; and soliciting, negotiating, acquiring work during transactions related to the buying and selling and manufacturing of products.

5) Services work

Personal services, including barbers and beauty salons, cleaners, cooking, hospitality services, and amusement services; management of residential facilities, buildings, etc. and other related services.

6) Security work

Protection of society, individuals, and assets; maintenance of law and order, etc.

7) Production process

Regulating and supervising production facilities; processing raw materials and ingredients using machinery, instruments, hand-operated tools, etc.; building, adjusting, repairing, and inspecting various machinery equipment; printmaking, printing, and bookbinding; work related to the production process and skilled work similar to production.

8) Transport and machinery operation

Operating and maneuvering locomotives, trains, cars, ships, aircrafts, etc. and other related work; and operating stationary engines and machinery and construction machinery.

9) Construction and mining

Construction; electrical work; drilling of dams and tunnels, etc.; exploration, excavation, mining, extraction, and processing of minerals (however, excludes operation of construction machinery).

10) Shipping, cleaning, packaging, etc.

Typical tasks which primarily require physical strength, including shipping, delivery, packing, cleaning, and packaging.

(24) Executives

1) Chief-level

A person who is ordinarily called “chief” or “director-general” at a business establishment which is composed of at least two departments, or the head of a group of at least 20 members (including chief and director-general).

2) Division head-level

A person who is ordinarily called “division head” at a business establishment which is composed of at least two divisions, or the head of a group of at least 10 members (including division head).

3) Section head, manager, boss-level

A person who is ordinarily called “section head” or “manager” irrespective of the number of people in the group. In addition, this classification includes “boss,” who leads and supervises a group of production workers as its head (irrespective of the size of the group) in the construction, manufacturing, and other industries irrespective of the position title.