

RECRUIT

Works Institute

OVERVIEW



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Create a next generation society where “everyone can work actively”

Works Institute is a research division of Recruit Co., Ltd., which presents new concepts of “people” and “organizations”. Founded in January 1999, the Institute is committed to building the next generation society with focus on three main activities.

Research

- Institute-wide annual research projects.
- Ongoing research on labor policies, labor market and corporate hiring practices, career education, and recruiting and staffing industries.

Surveys

- Recruitment Trend
- HR Management
- Attitudes of Working Individuals
- Labor Index

Publications & Symposium

- Publications & Symposium Publication of “Works”, a bimonthly journal for executives and HR professionals, “Works Review”, a collection of research papers and “Works Report”.
- Works Symposium

RECRUIT CO., LTD.

Recruit Co., Ltd. publishes print and web-based media to promote and advertise for clients, while enabling consumers to find the best solution for their needs. HR services are also delivered through direct services such as search, placement, and staffing.



<http://www.recruit.jp/corporate/english/index.html>

Research

Project

Every year, Works Institute sets an institute-wide research theme that leads to the creation of the next era. Each researcher conducts research from various perspectives such as business management, career development, and human resources.

2011	Future Forecast 2020: Medium and Long-Term Future Trends
2010	Talent Development and Growth
2009	Face to Face with HR Risks
2008	The Issues of Global Talent
2007	Breakthrough for the Middle Management
2006	Assessment and Development of Hospitality Talent
2005	Study of Universal Organizations

Ongoing Research

To achieve the mission “to create a next generation society where everyone can work actively”, we focus on following areas and research on an ongoing basis.

Labor and Employment Policies (International Trend, Government Policies, Proposals)

We aim to identify and resolve labor issues that are becoming increasingly complex and multidimensional from a multidisciplinary approach. We take a global perspective to address broad issues of employment and labor market such as flexible work arrangements in the near future (future of work), system building for balancing labor supply and demand, and external labor market, through various activities including market research and forecast, study, and policy recommendations.

In 2010, we published textbook-style report “Works University” that covers broad topics of labor policy in Japan including union, public employment security office, employment insurance, employment assistance for youth, and self-employment assistance.

Past research themes include:

- **Emergency Employment Measures in US, UK and France: How Each Country Addressed ‘Once in 100 years’ Crisis**
- **Employment and Labor Policies in US, UK and France: Emergency Employment Measures in 2009**
- **Labor Market Services in US, UK and France 2008: Current State of Labor Supply and Demand System**

Labor Market

We conduct researches on the labor market and corporate hiring practices in Japan.

Past research themes include:

- An Analysis on the Risk Whether the Termination of Consecutive Employment is Judged Invalid:
Does the Renewal Many Times Increase the Risk of Invalidity?
- The Risk of Hiring Cutbacks of Recent College Graduates: A Study of the Impact on Major Companies
- The Difference Between “Supported Career Change” and “Self-Supported Career Change”:
Efficacy of Consulting at the Public Employment Security Office

Career Education

Career education in Japan started in 1999 in order to provide smooth transitions between school and society, and between different levels of schooling. We work year-round with career education policymakers and organizations, building national support for career education in prefecture, cities and towns. We also work for collaborative project with elementary, middle and high schools. Research themes include curriculum management, career self-efficacy, and basic skills needed in workplace.

Past research themes include:

- The Conditions for a Structural Career Education to be Performed :
Analysis on Curriculum Management Structure at Lower Secondary School
- The Impact of 3 years Career Education in a High School:
A Longitudinal Research of Life Career Self-Efficacy

Recruiting and Staffing Business

Recruiting and staffing business is broad in scope, including permanent placement (contingency and retainer), temporary staffing, outplacement, recruitment advertising (newspapers, trade magazine, job boards), ATS, consulting and vocational education. However, the complete picture and the details of the business are still not fully revealed. As a result of recent deregulation of the industries and IT development, it is rapidly changing its form in Japan.

Mainly focusing on the US which is at the forefront of recruiting and staffing business, we identify current situations and changes of recruiting and staffing industries worldwide in order to explore a future direction and possibilities for the recruiting and staffing business in Japan.

In 2010, we published textbook-style report “Works University” that covers the basics and the emerging trends of the recruiting industries in Japan and the US such as the history, related laws, market size, and services.

Past research themes include:

- Current State of External Labor Market in Singapore
- Current State of External Labor Market in China
- Labor Market Services in US, UK and France 2008: Current State of Labor Supply and Demand System

Surveys

With a focus on “attitudes and behavior of working individuals” and “effectiveness and challenges of HR management practices”, Works Institute conduct surveys from a variety of perspectives to analyze the current state which is becoming more diverse and complex.

Recruitment Trend

As a leading company in recruitment business, Recruit Group has conducted surveys on graduate recruitment for more than 30 years, such as “Ideal Employer Rankings” and “College Graduates Job Opening Survey” in order to assess the current state of job market. Now, Works Institute takes over the Job Opening Survey to measure the ratio of entry-level job seeker to job openings every year. We also conduct “Survey on Employment of Experienced Workers” to measure previous year’s hiring levels. “Employment Prospects Survey” is also released to assess employers’ hiring plans for both college graduates and experienced workers.

HR Management

“Human Resource Management Research” is released every two years to assess HR management practices of about 300 major Japanese corporations and foresee the future.

Attitudes of Working Individuals

Works Institute releases “Working Person Survey” every two years to reveal the realities and attitudes of working individuals towards employment in a multidisciplinary and comprehensive way. The survey is conducted online among 10,000 Japanese employees ages 18 and over, including full-time permanent employees and workers in alternative work arrangements such as contingent and part-time workers.

Other surveys include:

- Survey on the Relationship Between the Experience in Student Life and Career of Young Workers in Their 20's
- Work Values and Attitudes of Senior Workers
- Reality of People and Organization in China: Talent Management of Japanese Companies in China

Labor Index

To clarify the current situations and changes in the labor market, we analyze the present state of the market based on macro data. We release “Factbook on Labor Market Statistics” every month, quarter and year, which is a compilation of labor market data including employment structure, unemployment trends, and balance of labor supply and demand.

Publications & Symposium

Works Institute reports the findings of its research and surveys, policy recommendations, and its knowledge broadly to the society through its journal, research papers, books, symposium and others.

Publications

Works

“Works” is a bimonthly journal featuring emerging trends and hot topics such as business management, HR and career development to help corporate executives and HR leaders stay ahead of the curves.



Works Report

Works Institute puts together the findings of its research and surveys on labor policies, recruiting and staffing business, HR management and attitudes of working individuals etc., Distributed free of charge.



Works Review

Works Review is a collection of research papers on the institute-wide annual research theme. Distributed for free to HR professionals, government officials, and research institutions.



Symposium

Works Symposium

Every year, Works Institute invites hundreds of corporate HR leaders free of charge to the one-day event to share its findings. In panel sessions, speakers from major corporations and universities discuss their first-hand knowledge of best practices in many different aspects such as HR management, talent development, and global talent management. In breakout sessions, Works Institute's researchers share their findings of the research and surveys which are aligned with the Institute-wide annual theme.



About Us

Mission & Vision

Recruit Co., Ltd. and Works Institute are committed to “create a next generation society where everyone can work actively”.



Society with an open and fair job market

With the ideals of creating a “mosaic society” that allows individuals to choose their work style based on their own strengths and preferences rather than their age or gender, Recruit Co., Ltd. and Works Institute have been committed to building a labor market that helps match the right talent with the right organization. We turned our wishes into reality through our various magazines for job listings which made job change common practice and through job boards that helped open up the job market for college graduates in Japan. We will continue to provide valuable and detailed information for job seekers as well as for employers and to fight for the elimination of discrimination. We are determined to exercise our leadership in helping build a more advanced labor market in Japan.

Mosaic Society *A society that ensures flexibility and allows everyone to choose their own work style based on their personal strengths and preferences, not on age or gender. A concept introduced by Works Institute in 1997.*



Society with a wide selection of work styles

Japan was for many years a society centered around the notion of regular employment. In fact, the vast majority of employees of major corporations are still full-time regular employees. But the last decade has witnessed rapid diversification of employment status. The percentage of part-time workers in the labor force has surged, and more and more people choose to work on temporary or contract basis. Meanwhile, many corporations, having become more aware of their “talent portfolio”, now take holistic approach to decide what types of human resources to acquire by which employment arrangements.

As we have proposed flexible work and life styles such as “freeter” (adult part-time worker) and relocating to regional areas outside of hometown after working in cities (“I-turn”) or moving back to hometown after working in cities (“U-turn”), we will continue to work on the improvement of the market mechanism and development of new work styles in order to build a society that allows individuals and companies to choose the best work arrangement when appropriate.



Society that constantly generates employment

We now live in an age where individuals are likely to make several career choices during their working lives. These choices may involve changing employers, moving to a different position with the company, or studying abroad. Whatever the cases they are, if you can make the best decisions for yourself each time, you are sure to be able to lead fulfilling working lives. But the reality is that designing your own career path is not an easy task. That is because most people do not really know themselves, such as their skills, competencies or fit. Sometimes they don't even know what they really want to do in their lives.

In order to help these individuals become self-reliant and take responsibility for their career choices, we have promoted corporate mentoring programs, developed career assessment and career counseling services and provided opportunities for internship experience. Taking further steps, we will continue to challenge ourselves to guide individuals to design their career paths throughout their lives.



Society that aligns organizational needs with individual needs at a high level

We will promote disclosure of information related with working terms and job descriptions to build an open labor market where individuals and organizations can choose each other. Furthermore, we aim to take one step further and create a system that matches preferences, skills and competence of individuals with corporate vision and culture. To accomplish this, we continue our challenge to develop common language for competencies and a category-based skills inventory. As we move forward, we intend to perfect our knowledge in matching the right individual with the right organizations in order to create best opportunities for individuals and organization to find each other.



Society that stimulates strong synergy between organizational and individual values

Japan has become a "knowledge society" where the knowledge of individuals within organizations is the key for corporations to gain competitive advantage. While promoting the knowledge creation at individual level is organization's biggest interest from corporate management's perspective, improving one's knowledge and skills throughout one's life is also the biggest issue for individuals.

Employer's ability to attract talent to become employers of choice comes in pair with individual's ability to gain skills that are sought after by employers. Refining this relationship on a continual basis calls for effective strategies of human resources management. We want to help reinforce the relationship between individuals and organizations from a human capital perspective and support lifelong learning of individuals by conveying new messages and delivering new services.

General Manager

Yukio Okubo

General Manager of Works Institute, Corporate Professional Officer

Yukio Okubo joined Recruit Co. Ltd. in 1983 after graduating from Hitotsubashi University with B.A. in Economics. He launched Works Institute in 1999 and became General Manager after serving in such posts as manager of the Planning Section of the Human Resources Services and director of the Area Information Services. In 2010, he was assigned as Advisor to the Cabinet Office of the Government of Japan. In 2011, he became Corporate Professional Officer of Recruit Co., Ltd. He specializes in HRM, labor policy and career theory. He has published several books including "Employment in Japan: Where the Real Problems Are" (Kodansha Ltd., 2009) and "Career Design 101 I, II" (Nikkei Publishing Inc., 2006).

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