

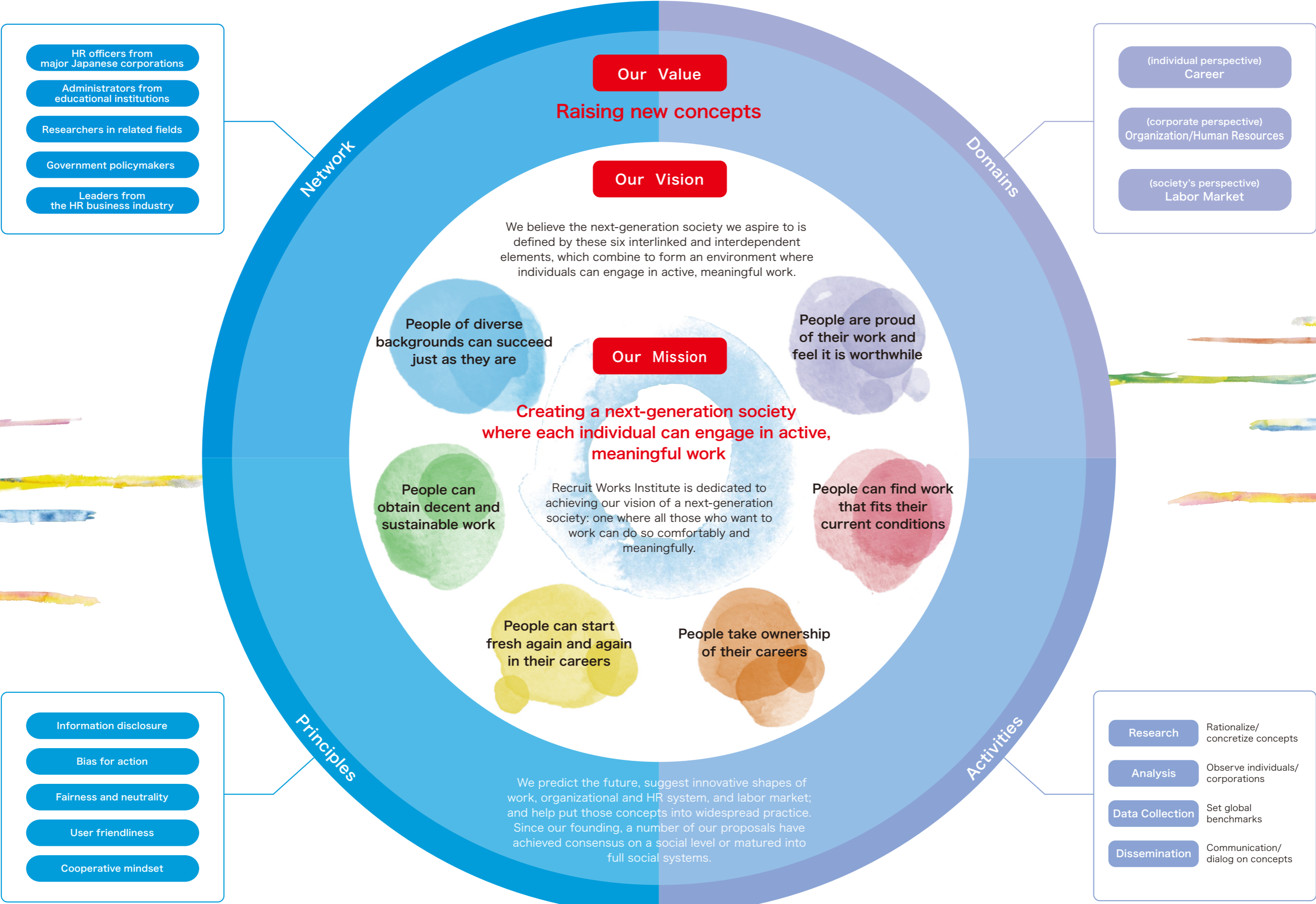


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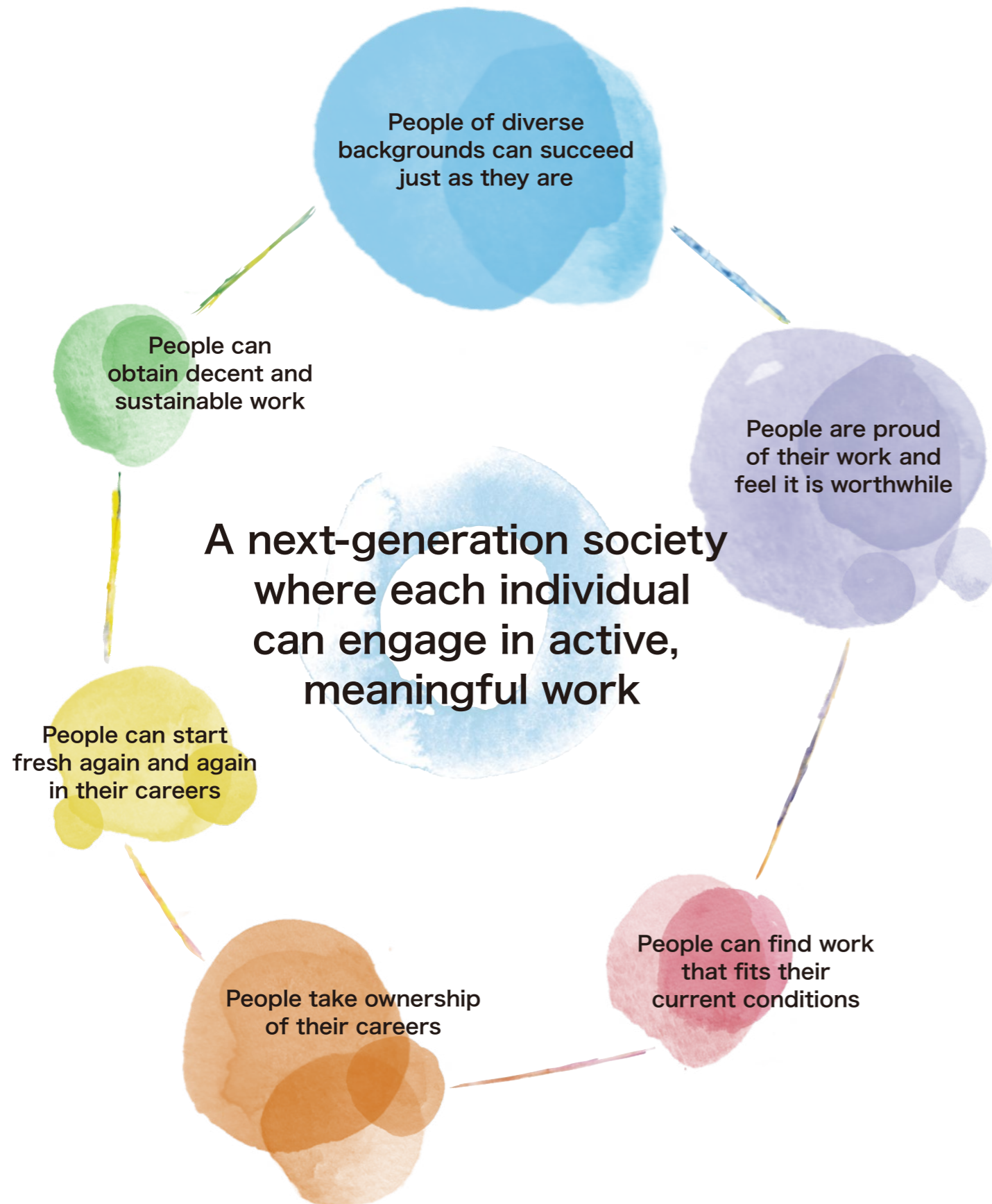
Recruit Works Institute

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Recruit Works Institute is an independent research institute dedicated to creating a next-generation society where each individual can engage in active, meaningful work.



Six visions for the realization
of a next generation society where each individual
can engage in active, meaningful work



A society where people of diverse backgrounds can succeed just as they are

Workers and potential workers are truly diverse. People differ in age, gender, nationality, and educational background. They have different philosophies, creeds, and family structures. Some have special circumstances, like disabilities.

And each one has his or her own desires and potential. At Recruit Works Institute, we envision a society where all of these diverse people can realize their desires and potential and be themselves as they engage in active, meaningful work.

Japan's labor force is starting to shrink, and as its society continues to grow older, the already-strong trend toward more seniors in that labor force is expected to gain speed. Faced with this trend, Japan must look toward building a society where diverse people can pursue diverse work styles in order to sustain

its vitality and productivity.

Achieving such a society means eliminating the qualitative disparities created by differences in the substance of people's work and the terms of their employment.

It is essential that people in all types of roles – executives, managers, team members, leaders and innovators, professionals and specialists, customer service and R&D staff – and in all types of employment – regular staff, contractors, part-timers, temps, and self-employed – find acceptance and succeed in their work regardless of the differences between them.

Our research continues on ways to create a next-generation society where all those who want to work, no matter who they are or what kind of job they have, can respect each other and engage in active and meaningful work.

A society where people can obtain decent and sustainable work

As Japan's markets mature and economic activity shifts to the service sector, employment has become more diverse. It is becoming more unstable in terms of both length and income; fewer jobs now offer lifetime employment and guaranteed income increases with seniority.

Opportunities to improve job-related skills, once available to all, are now limited to a select few. Even among those with stable jobs, long working hours are increasingly the norm, and malicious harassment is pervasive in many workplaces.

But working people want to have their human rights respected, to feel comfortable where they work, to have secure jobs in which they can tangibly improve their skills and abilities. All of these are basic prerequisites for engaging in active, meaning-

ful work.

For this reason, people who want to work should be able to do so on a stable, continuous basis; to earn income from that work that allows them to lead a decent life; and to have work-life balance free from excessive hours and other burdens.

They should expect formal and informal learning opportunities to increase their work-related skills. And it is essential that they be guaranteed a fair and just workplace free of discrimination and harassment, where their dignity as individuals is respected.

We will continue to explore and propose ways to create a society where all people can enjoy decent, humane work in which stability, economic security, sustainability, personal development, and well-being are assured.

A society where people are proud of their work and feel it is worthwhile

Work is an act performed on society's behalf. Working means doing something to help others solve problems or obtain things they desire.

For every job, there is a customer, and the value and meaning of the job lie in what people do for the customer. And in the course of providing that value and meaning, people receive feedback. It might be thanks from the customer, or it might be a broader response from society as a whole. Getting this kind of feedback reminds people why they work and why it is valuable.

Moreover, different people may perceive different value, meaning, and feedback from the same job. They choose their jobs for different reasons and have different understandings of how their skills and aims are put to use. In a sense, working is how

people utilize the qualities that make them who they are.

People derive meaning in their existence from fulfilling some kind of role in society. It lets them feel they are making the most of who they are, no matter how the environment changes or what the job is; they are proud of their work and see it as worthwhile. Every generation aspires to this ideal.

Achieving it requires not only autonomy for those performing the work, but also a sincere interest from those giving them the work and those working alongside them. We continue to strive every day toward creating a society where each individual can be proud of his or her work and feel it is worthwhile.

A society where people can find work that fits their current conditions

Each individual has his or her own unique goals, skills, and experiences. This is why different people are suited to different jobs. And as people progress through life, their working styles and the things they seek from work also change. Getting married, raising children, caring for parents, growing older, and dealing with health issues can dramatically alter a person's work-life balance.

Traditionally, companies have not accommodated such changes in people's lives, prompting many to leave the labor market altogether. But in the future, employers will be expected to accept these people and provide them with opportunities to work. A society in which all workers, regardless of their personal qualities or circumstances, can find work that fits their conditions—this is what

people long for.

Achieving such a society will require transforming work into something more diverse. It will mean a shift in Japan's highly homogeneous society, built on a predominantly male, full-time workforce, toward a more heterogeneous society in which people are assigned work suited to their circumstances and roles are allotted to complement each other.

There is a strong desire, moreover, for a fair and open labor market where employment opportunities are provided on an equitable basis to all types of people. We will continue to share our Predictions and suggestions on how to create this kind of society.

A society where people can start fresh again and again in their careers

We are approaching an age when people can expect to live 100 years. And that means people will also be working longer. Working until age 70 or 75 will become the norm; even 80 may not be unusual.

At the same time, technological progress is set to transform the working world. The basic nature of many jobs will change, inevitably workers' knowledge and skills become obsolete. Some jobs will disappear, while others will be newly created. Companies will have shorter and shorter lifespans. In other words, people will have longer working lives with repeated career changes.

The way to ensure that each individual can adapt to these rapid environmental changes and engage in active, meaningful work is to create a society where people can start anew,

again and again. The time is ripe for a society where people can work in new fields and new sectors any time and at any stage in their careers, without being limited by their previous experience. Achieving this will require wide-ranging reforms, including developing labor markets for each occupation, connecting working and learning, and diversifying career paths in companies.

It will also require changes in the way society and companies view workers, placing higher value on people with diverse experience and being more accepting of those with experience in different fields. We will continue our dialogue with people from all walks of life to help make this kind of society a reality.

A society where people take ownership of their careers

Traditionally, the standard Japanese career consisted of getting a job right out of school and working at the same company until retirement. That era is over. The days when studying at a good school and joining a good company guaranteed a stable life are long gone. In the coming era, individuals will have to examine themselves and create personalized careers by their own will and actions.

It will be up to every working person to recognize that they are the owners of their careers, and act as such. And it all starts with individuals realizing they do not have to live their lives the same as everyone else. The first step toward taking ownership of one's own career is freeing oneself from the illusion that a "standard" life and career are the key to happiness. Enabling individuals to build their own careers of their own accord will

require improving the quality of vocational and career education they receive before embarking on their careers, as well as developing a career support framework that helps them discover their individual qualities, aspirations, and preferred working styles.

It will mean revamping the conformist social norms and systems in which people all go to college, apply for jobs en masse, and start their careers simultaneously upon graduation. It will also mean revising the outdated and one-sided conventional wisdom that promotion equals success and working life stops at retirement age into the one that suits modern age.

We will continue to broadly share our vision of the future as we work toward a society where individuals take ownership of their careers.

Company name

Recruit Works Institute
Recruit Co., Ltd.

Founded

January, 1999

General Manager

Hidehiro OKUMOTO

Location

Gran Tokyo South Tower
1-9-2 marunouchi chiyodaku, Tokyo 100-6640 Japan

Activities

Research

- Research on the desirable labour market and its functions for the next generation.
- Research on organisational structures and HR that will serve as the foundations for companies' future.
- Career research such as how individuals change through employment, career change, transfer and work experience.

Surveys

- Conducting surveys/analyses on awareness and attitudes of 'working individuals' as well as the advantages and issues concerning corporate HRM initiatives in order to explore the perception of work issues in detail.

Information Gathering

Global Research Centre is involved in benchmarking current trends of labour policies and the HR business abroad by focusing on near-future social systems and the labour markets.

Publication

- Works : a bimonthly journal featuring emerging trends and hot topics of HRM and career development.
- Works Report
- Works Review
- Works Discussion Paper
- Website

Contact Information

E-mail : works@r.recruit.co.jp

TEL : +81-3-6835-9200

FAX : +81-3-3575-5229