

# **Recruit Works Institute**



# Mission & Vision

**Our mission is to contribute to the creation of a next-generation society in which individuals have the opportunity for a meaningful and stimulating 'work style'.**

Recruit Works Institute was established in 1999 as a research division of Recruit Holdings Co.,Ltd., with the aim of realising this mission. Our vision is to establish effective corporate management that taps into the expertise of each individual and creates a society in which individuals can actively work by transforming the existing social systems.

'A society in which individuals have the opportunity for a meaningful and stimulating work style' is where individuals can choose their work styles based on their preferences, have open and fair opportunities to make such selections and fully demonstrate their skills and knowledge.

We contribute to realise a society that embodies the following:

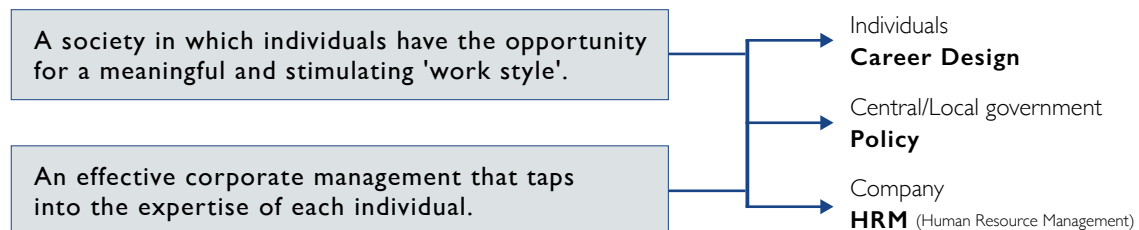
- An open and fair job market
- A wide selection of work styles
- Constant generation of employment opportunities
- A full range of career support functions
- An alignment of organisational needs with individual needs at a high level
- Stimulation of a strong synergy between organisational and individual values

## Recruit Works Institute presents 'new concepts' of individuals and organisations.

Overall, our activities can be summarised as 'presenting new concepts'.

Our societal value lies in presenting and promoting the next generation of work styles, organisational and HR systems and labour market functions with the aim of creating new social norms. Since our founding, we have presented a wide array of concepts, some of which have become social norms while others have been incorporated into various social systems.

### Our Ideal Society



# What We Do

With our mission of contributing to the creation of a society in which individuals have the opportunity for a meaningful and stimulating 'work style', we conduct various research activities to propose new concepts and insights to policy-makers, academic researchers and HR professionals.

## 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.

## Publications

- Works: a bimonthly journal featuring emerging trends and hot topics of HRM and career development.
- Offer journals, research papers, books, presentations and web contents to deliver the results of various researches and surveys.

## 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.

- Global
- Policies
- HR Business
- HR measures

**Information Gathering**  
Global Research Centre is benchmarking the news and trends abroad

**Presenting concepts/PR**  
Presenting concepts

- Works magazine
- Website
- Works Review
- Works Report
- Discussion Paper Series

- Working Individuals
- Global Career
- HRM
- Recruitment trends

**Surveys/Analyses**  
on Individuals and corporate HRM

**Research**  
Conceptualise and theorise

- State a hypothesis
- Demonstration
- Collaboration

# Research - Research Topics -

We research the following topics by using a wide range of approaches:

## **Labour and Employment Policies**

While the government is required to implement comprehensive measures in response to an increasingly diversified labour market, Recruit Works Institute, as a private organisation, is expected to provide knowledge and information on working individuals as well as opinions regarding employment policies. We take a global perspective to identify the broad issues concerning employment and the labour market such as flexible work arrangements, external labour market and system building for balancing labour supply and demand.

## **Labour Market**

In this depopulated society where businesses are globalising and life values among people are diversifying, the following question is raised: How will the working styles of individuals and the structure of the workforce be shifted? In order to shed light on the employment structure and its challenges, we conduct research and surveys on the labour market throughout Japan and overseas. We also forecast short- and long-term changes of the employment structure and make policy proposals regarding working styles and HRM.

## **Personal Career**

How do people face their careers and find employment? When do they start thinking about their careers and gain the skills or knowledge necessary for their roles in the labour market? What changes occur in their circumstances and their ways of thinking about various career stages? We aim to determine what types of experience, skills and knowledge are required to continue actively working throughout their lives. Our research is focused on the process of individuals' career development, attitudes and behaviours towards work.

## **Organisation/Human Resource Management**

Many companies and organisations claim that their most valuable assets are human resources, which supports their mid- to long-term growth. All companies may need to make ongoing efforts to review and advance their HRM to maximise the value of human resources and achieve employee satisfaction. We conduct research on HRM trends and issues to determine how companies and organisations should deal with human resources for constructive and mutually beneficial relationships. In addition, our research covers a series of personnel management processes including recruitment, personnel placement, skill development, treatment of employees (assessments, rewards and talent management), organisational development and exit management.

## **Career Education**

The concept of career education first appeared in Japan in 1999 to provide smooth transitions between different levels of schooling and from the school to the workplace. The area of Career Education Research covers curriculum management, career self-efficacy and generic skills required in the workplace. We work closely with policymakers to establish guidelines on career education policies at national and prefectural levels. Joint research with high schools includes assessment of generic skills and self-efficacy. In partnership with universities, we conduct research on the adaptation of first-year university students as well as the experiences of college dropouts.

## **HR Business**

HR business is broad in scope, which includes permanent placement, temporary staffing, outplacement, recruitment advertising, consulting and vocational education.

We mainly focus on the United States and European Union countries, which are at the forefront of the recruiting and staffing business. We also identify current situations and changes in the recruiting and staffing industries worldwide to explore the future direction of recruiting and staffing in Japan.

## **- Projects -**

Each year, our researchers conduct research projects on a wide range of topics such as business management, career development and human resources, which lead to the creation of future working environments.

### **-FY 2015/2016**

- Japanese Panel Study of Employment Dynamics
- Future Perspectives on Recruitment Researches in Japan
- The Cross-Cultural Comparison of Working Values
- Inter-regional Migration and Employment
- The Effect of Experiential Opportunities on Interpersonal Skills
- Designing, Disclosing and Utilising HR/Organisational Strategy

### **FY 2014/2015**

- International Comparison Study on Managers
- Future Forecast and Proposals for Work Styles of the Elderly in 2030
- Future Forecast 2025
- Redesigning Productivity of White-collar Work: Research and Practice
- Research of Social Leaders

# Surveys

With a focus on the 'attitudes and behaviours of working individuals' and 'effectiveness and challenges of HR management practices', we conduct several surveys from different perspectives in order to analyse the diversified and complex labour market.

Core surveys are regularly conducted and sporadic surveys are held along with projects.

## Recruitment Trend

We conduct the *Job Opening Survey for College Graduates* to measure the ratio of entry-level job seekers to job openings every year. We also conduct the *Survey on Employment of Experienced Workers* to measure the previous year's hiring levels. The *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 the HR management practices of approximately 300 major Japanese corporations and foresee the future.

## Attitudes of Working Individuals

We release the *Working Person Survey* every two years to reveal the status and attitudes of working individuals towards employment in a multidisciplinary and comprehensive manner. 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 (e.g. contingent and part-time workers).

## Labour Index

To clarify the current situations and changes in the labour market, we analyse the present state of the market based on macro data. We release the *Fact book on Labour Market Statistics* every month, quarter and year, which is a compilation of labour market data including employment structure, unemployment trends and balance of labour supply and demand.

## Other surveys include:

- *Global Career Survey*
- *International Comparison Study on Managers—Evidence from China, Thailand, India, U.S. and Japan*
- *Relationship between the Experience in Student Life and Career of Young Workers in Their 20s*
- *Work Values and Attitudes of Senior Workers*

# Publications

Recruit Works Institute provides the findings of its research and surveys, policy recommendations and its knowledge to society through its journals, research papers, books, website and so on. The majority of the publications are free to access.

While most of our findings are provided in Japanese, we also offer some reports and columns in English, which are free to download from our website.

## Works

Works is a bimonthly journal featuring emerging trends and hot topics of HRM and career development to help corporate executives and HR leaders stay 'ahead of the curves'.



## Works Report

We provide the findings of our research projects and surveys. The topics cover labour markets, labour policies, the recruiting and staffing business, HR management and attitudes of working individuals, etc.



## Works Review

Works Review is the annual journal of Recruit Works Institute. It consists of research papers including the results of various research projects. It is widely circulated to academic researchers, HR professionals, government officials and research institutions.



## Works Discussion Paper Series

This series includes discussion papers that are based on the findings of numerous research and surveys. It aims to obtain initial views and comments from various professionals.



## Recent Outcomes in English

- Web Column: *Challenges for Local Talent Acquisition, Latest Trend in Internships Outside Japan (2015)*
- Research Project: *An International Comparative Study on Managers (2015)*
- *Global Career Survey 2013*
- *Future Forecast 2020 Paradigm Shift in a Matured Stage*
- Works Report: *Creation of New Business Creators (2011)*



## Website and Facebook

Our website and Facebook provide online access to the results of various studies and surveys.

Website: [www.works-i.com](http://www.works-i.com)

Facebook: [www.facebook.com/worksinstitute](http://www.facebook.com/worksinstitute)



# Our People

## General Manager

General Manager of Recruit Works Institute, Corporate Professional Officer **Yukio OKUBO**

## Researchers

Senior Chief Researcher **Yoshihiro TOYODA**

Chief Researchers **Kazuyoshi KIYOSE**  
**Akie NAKAMURA**  
**Katsuaki TANAKA**  
**Satoko TATSUMI**

Chief Researchers/  
Chief Analysts **Makiko HAGIHARA**  
**Koichi KUME**  
**Akihito TODA**

Researchers **Kunio IKARI**  
**Ryo JOKURA**

Assistant Researcher **Yawen SUN**

Special-appointment  
Research Advisor **Minoru NODA**

Visiting Researcher **Chihiro SHIMIZU**  
**Koumei ISHIKAWA**

## Editors of Works Magazine

Editor-in-Chief **Naoko ISHIHARA**

Editors **Yuriko IRIKURA**  
**Kaoru FUJII**  
**Miwa MINATO**

## Global Centre

Manager **Hiromi MURATA**

Researchers **Lucia ISHIKAWA**  
**Maky SUGITA**  
**Kumiko NAGAOKA**

Visiting Researcher **Keiko Kayla OKA**

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## Recruit Holdings Co., Ltd. and RGF (Recruit Global Family)

Recruit Group offers diverse information for a wide range of needs and life stages. It is dedicated to providing services both in Japan and around the world in order to help individuals discover 'opportunities for life'. Its network spans the globe, and it has acquired companies such as Staffmark Holdings, Inc. (staffing) and Indeed, Inc. (job site).

RGF is the global brand of Recruit Holdings. It aims to provide job opportunities to candidates as well as innovative human resource solutions for both local and multinational clients regardless of size or business category.



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