

Closing Japan's Global Talent Gap

グローバル人材ギャップの縮減：
日本企業における熟練外国人労働者

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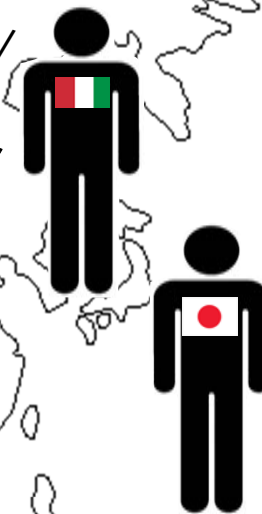
September 3, 2015

Global talent

グローバル人材

Foreign global talent/
skilled migrants

海外のグローバル人材/
熟練労働移住者

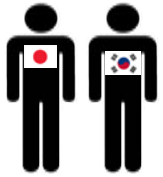


Native global
talent

日本の
グローバル人材

Benefits of global talent

グローバル人材活用の利点



- Bring unique, complementary skills to the economy
- Increase opportunities for international business & scientific collaboration



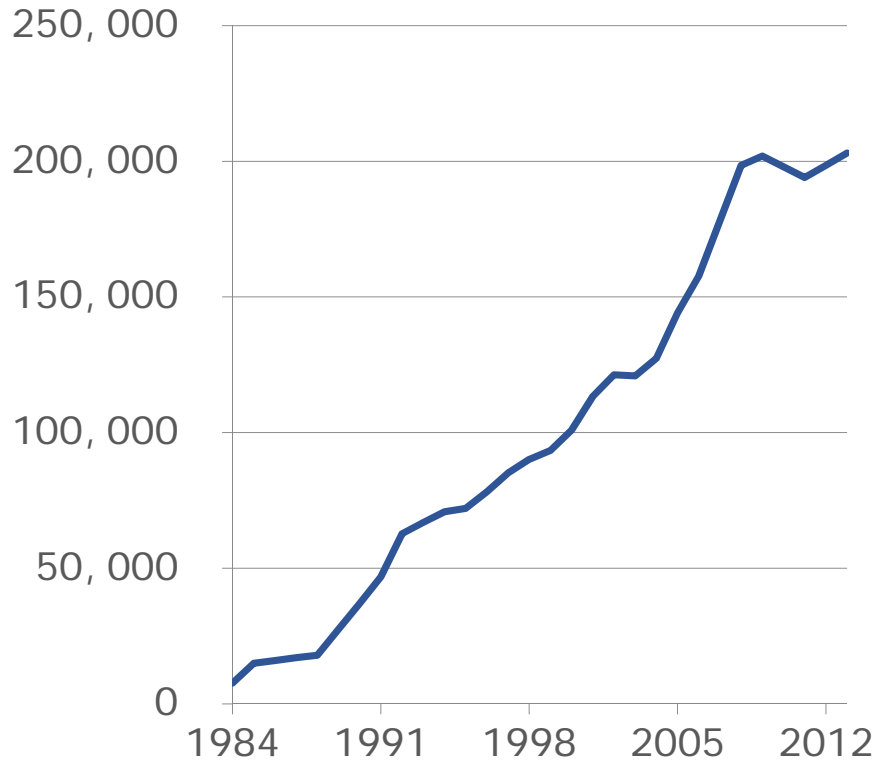
- In-depth knowledge of foreign societies / technical skills
- Fill labor shortages
- Reduce deficits

(Borjas 1999; Regets 2007; Chaloff & Lemaitre 2009)

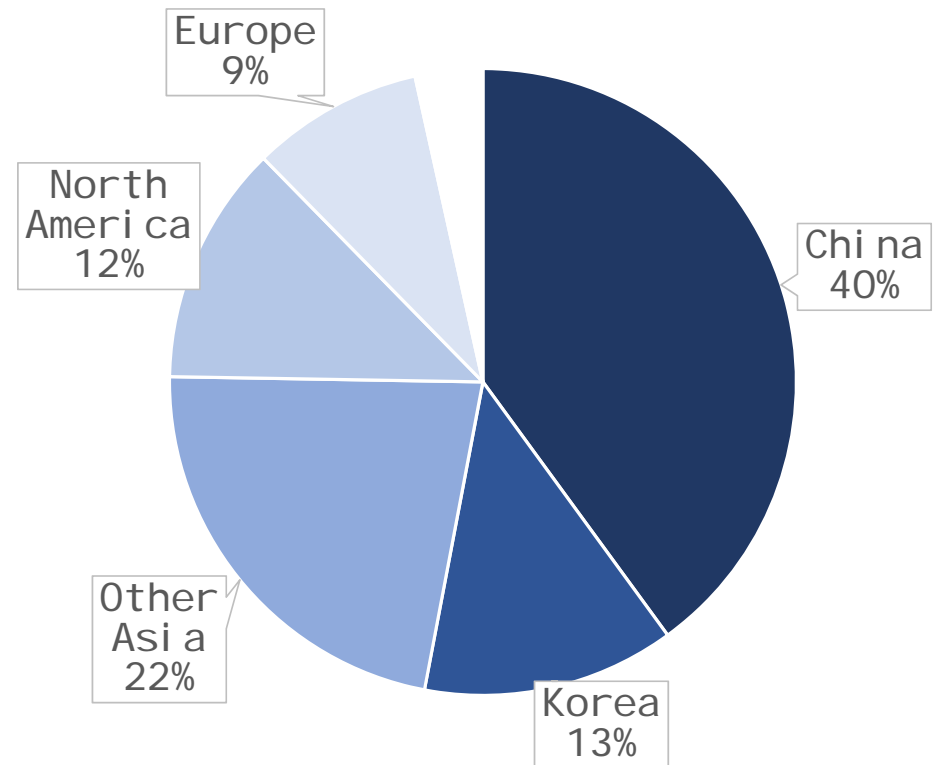
Japan's foreign global talent

日本における 海外からのグローバル人材

Foreign Residents in Japan
on Skilled Visas



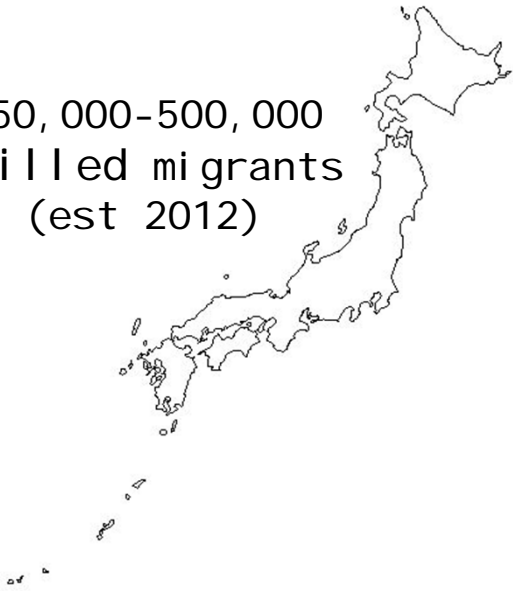
Nationality of Skilled
Visa Holders



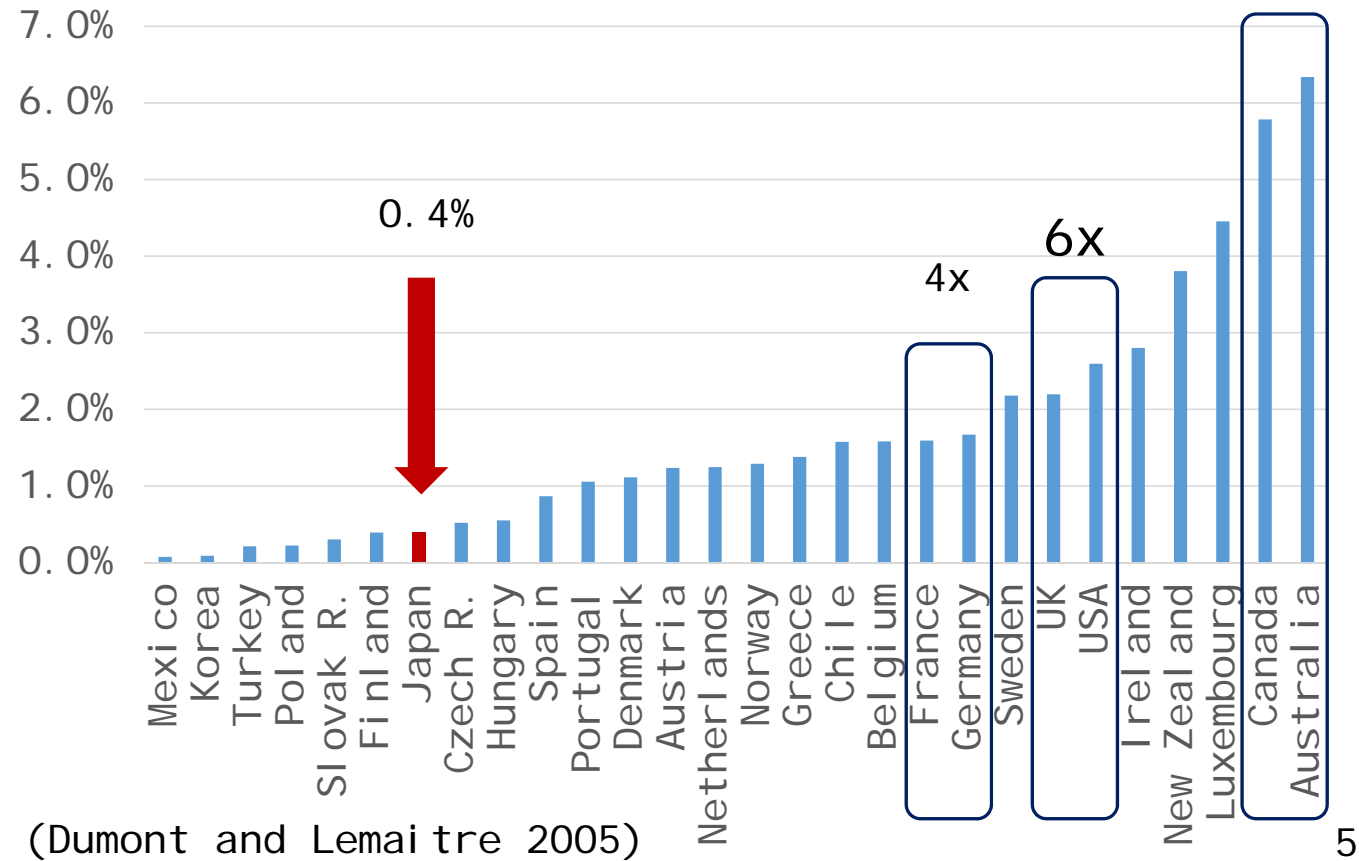
Japan's foreign global talent in international comparison

海外からのグローバル人材:
国際比較

250,000-500,000
skilled migrants
(est 2012)



Skilled Migrants as a % of Population **15x**

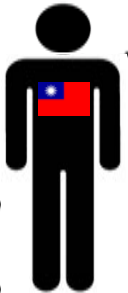


Japan data: 2012 (MOJ)

Other countries: 2000/2001 (Dumont and Lemaitre 2005)

Where does the global talent gap come from?

海外からの
グローバル人材：
何処から？



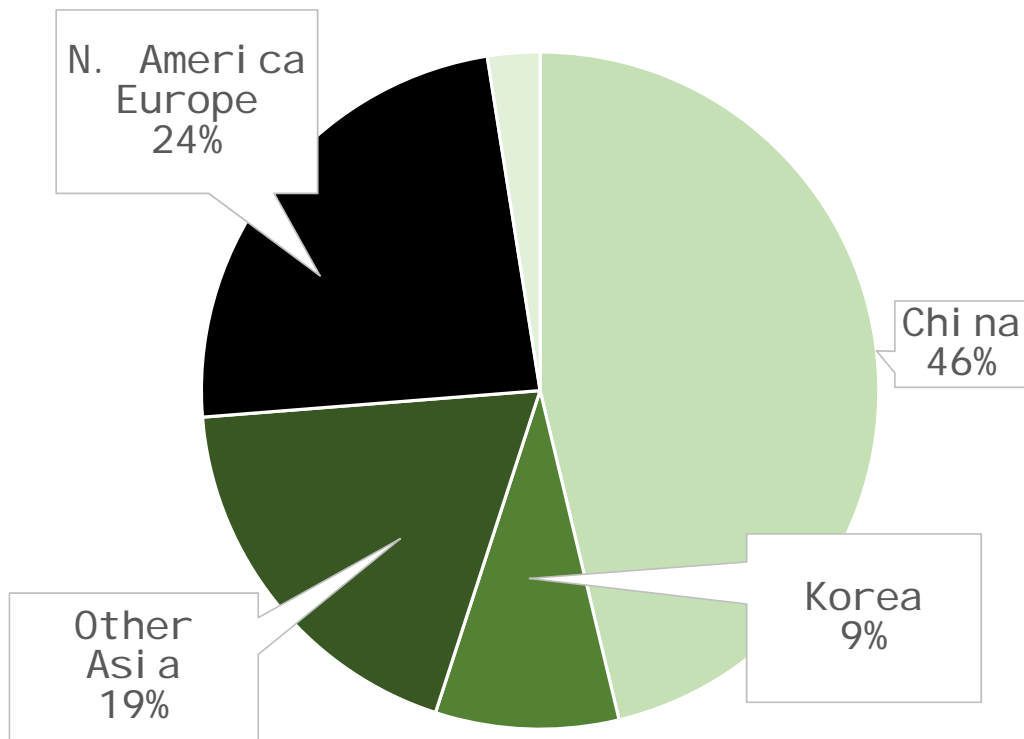
Survey

今回の調査について: 概要

Survey Target:	Foreign and Japanese white-collar employees, working in the same sections at the same firms
# of Firms:	11 (most 1000+ employees, manufacturing, wholesale)
# of Respondents:	520 (440 Japanese, 80 non-Japanese)
Survey Period:	February-April 2015
Survey Method:	Internet
Survey Languages:	Japanese, English, Mandarin Chinese

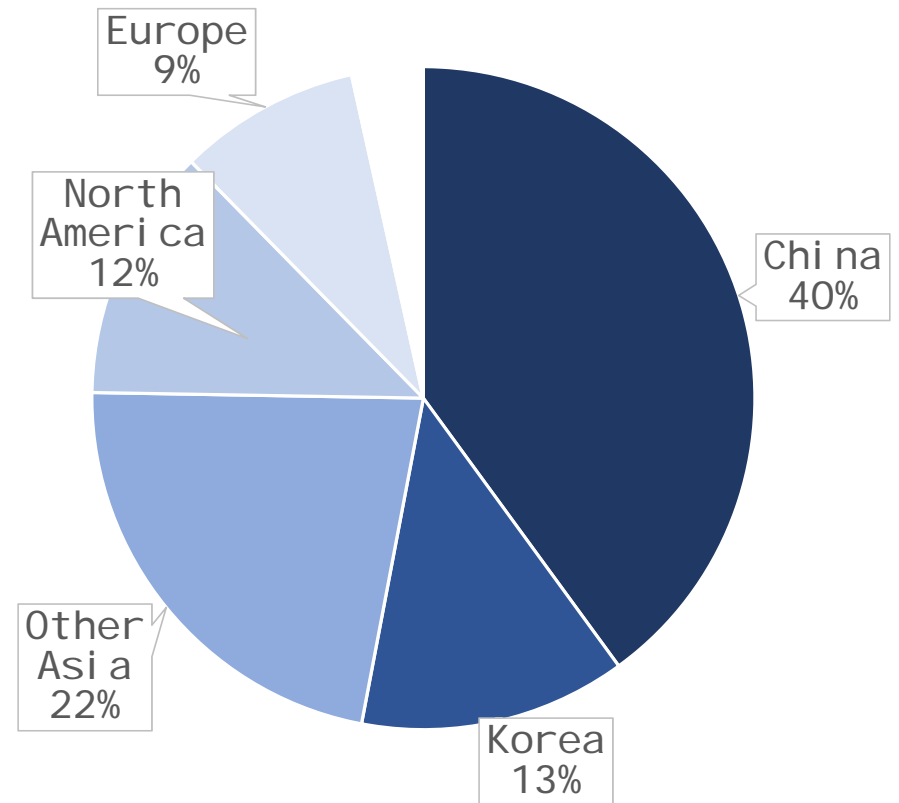
Foreign survey respondents

Foreign Survey Respondents (N=80)



外国人回答者の構成

Nationality of Skilled Visa Holders



AI I survey respondents

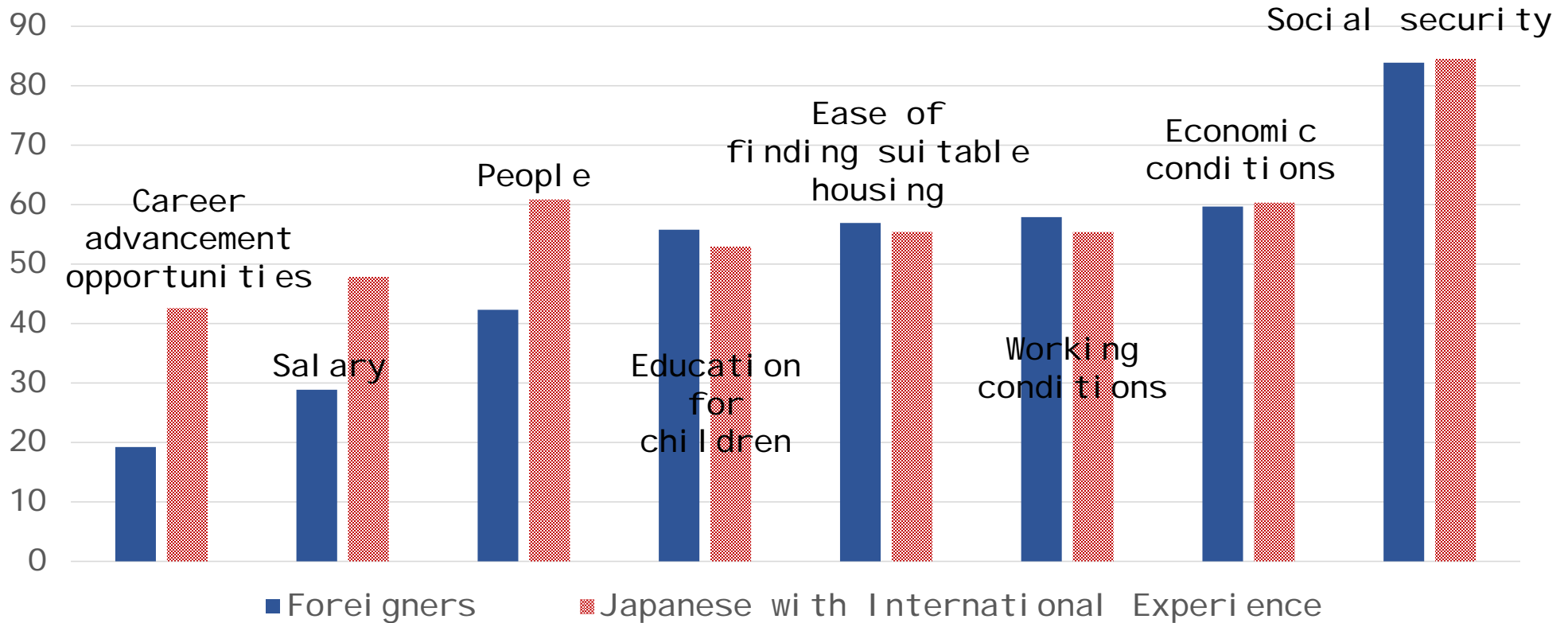
全回答者の構成

	Japanese	Foreign	Overall
% Women	30%	50%	33%
% Younger than 30	20%	50%	24%
% Education MA or higher	21%	51%	26%
% Seishain	68%	71%	68%

Japan's strengths and weaknesses

日本の長所と短所

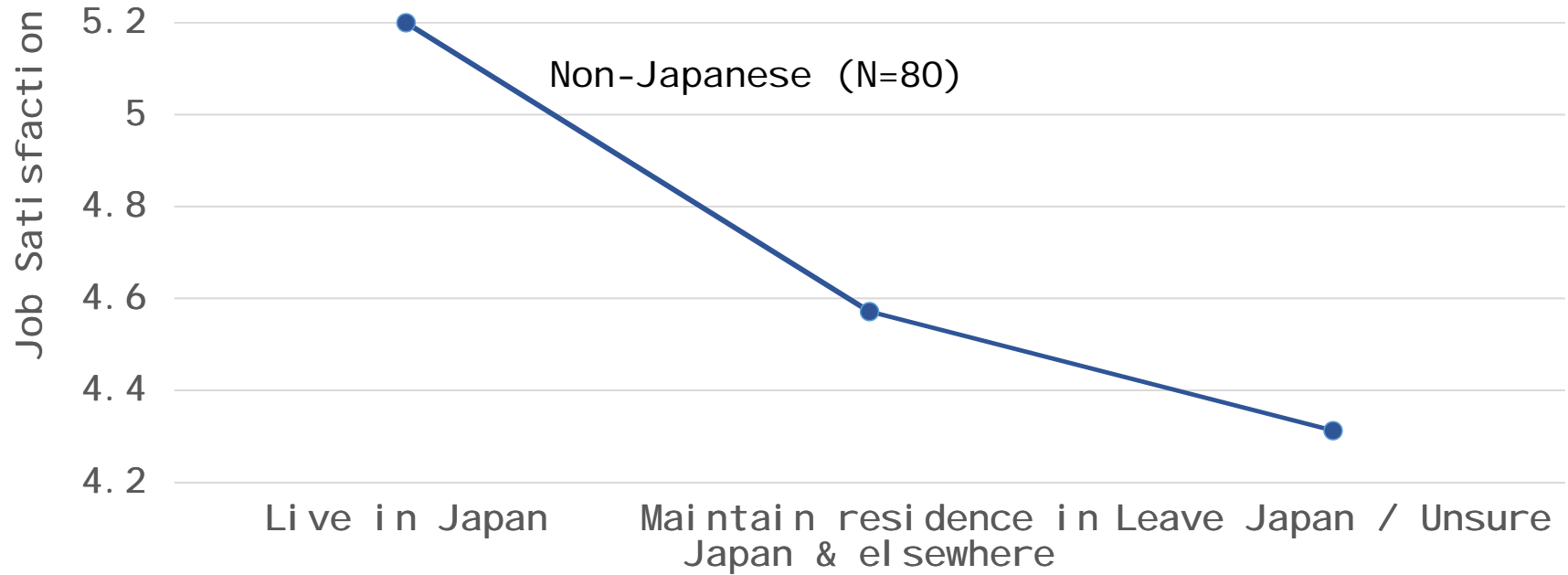
Percent of Respondents Who Prefer Japan Compared to Other Countries Where They Have Lived (Various Aspects)



Importance of job satisfaction for intent to stay

長期滞在のためには就業満足度が重要

Relationship between job satisfaction and future plans



Individual choice in career path

キャリアパスにおける個人の選択

"I don't see a path for me to get above a ceiling now unless I take a role I don't want to take... [I] was offered to take a [XYZ] role. I am not interested in doing that. I've been doing [ABC]. If you take a role as head of [XYZ], I'm never going to get out of [XYZ]. And I've been saying for several years, I don't want that role. They keep coming back to me with it. I was telling them, I would like to do this, I'd like to go here. And still no. So just a total ignoring what somebody wants to do... Shot myself in the foot. Guess I'm not going to get necessarily any other promotions."


- 40s, Oceania, male

Individual choice in career path

キャリアパスにおける個人の選択

大橋さんは現在の会社で 15 年間勤務しています。その間、大橋さんはコンピュータエンジニアリングの専門家となり、一方で広報でも短期間勤務しました。現在は複数のエンジニアのチームを指導しておりこの仕事を得意としています。大橋さんは上司たちに、広報の仕事のほうが好きだったのでまたその仕事に挑戦したいと伝えます。しかしこの会社は新しい製品を開発しており、上司たちは大橋さんのその職務における専門知識と実績から、エンジニアリングチームの指導を続けてほしいと考えています。

大橋さんはあなたの会社で勤務している場合、人事部は大橋さんの配属についてどうすると思いますか？

- 人事部はおそらく大橋さんを広報に配属する。  84%
- 人事部はおそらく大橋さんをエンジニアリングの管理職に配属する。
- 人事部はおそらく大橋さんを広報にもエンジニアリングの管理職にも配属しない。おそらく他へ配属する。

Company Averages: 72% - 95%

Individual choice in career path

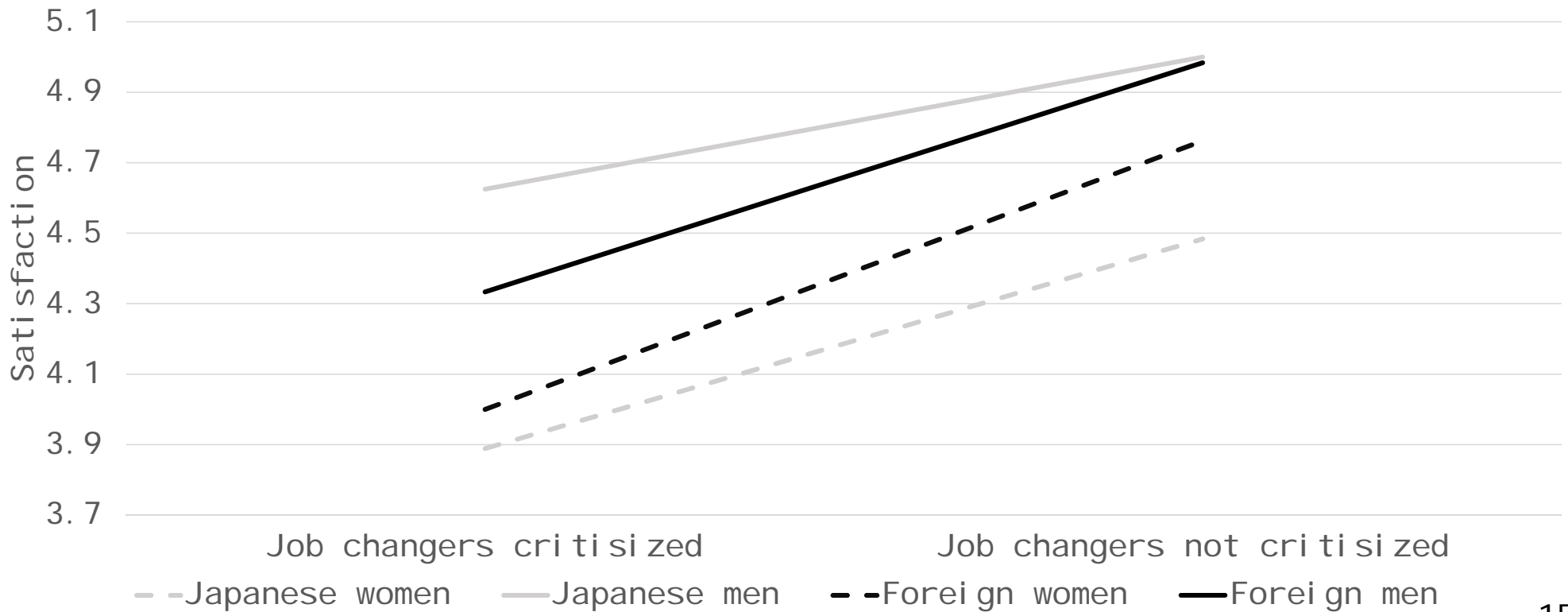
キャリアパスにおける個人の選択



Individual choice in career path: job change

キャリアパスにおける個人の選択: 転職

Coworkers' Attitude Towards Job Changers and Job Satisfaction



Individual choice in career path: job change

キャリアパスにおける個人の選択: 転職

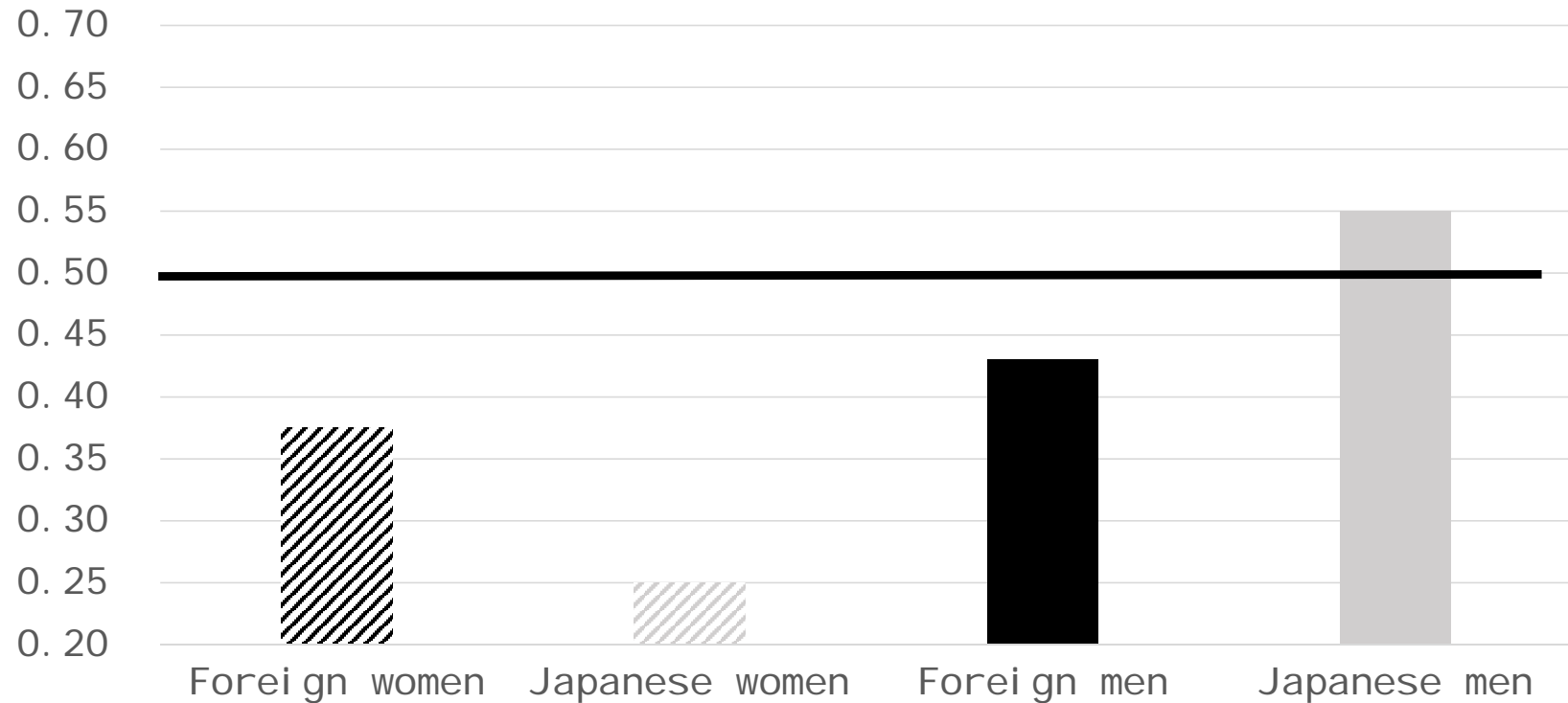
“An environment where job change is accepted is easier for foreigners to work in. If there are job changers from other companies, they create an more open environment where different ideas and perspectives are valued. That's a good environment for foreign workers.”

– 30s, China, female

Lack of information

会社からの情報提供

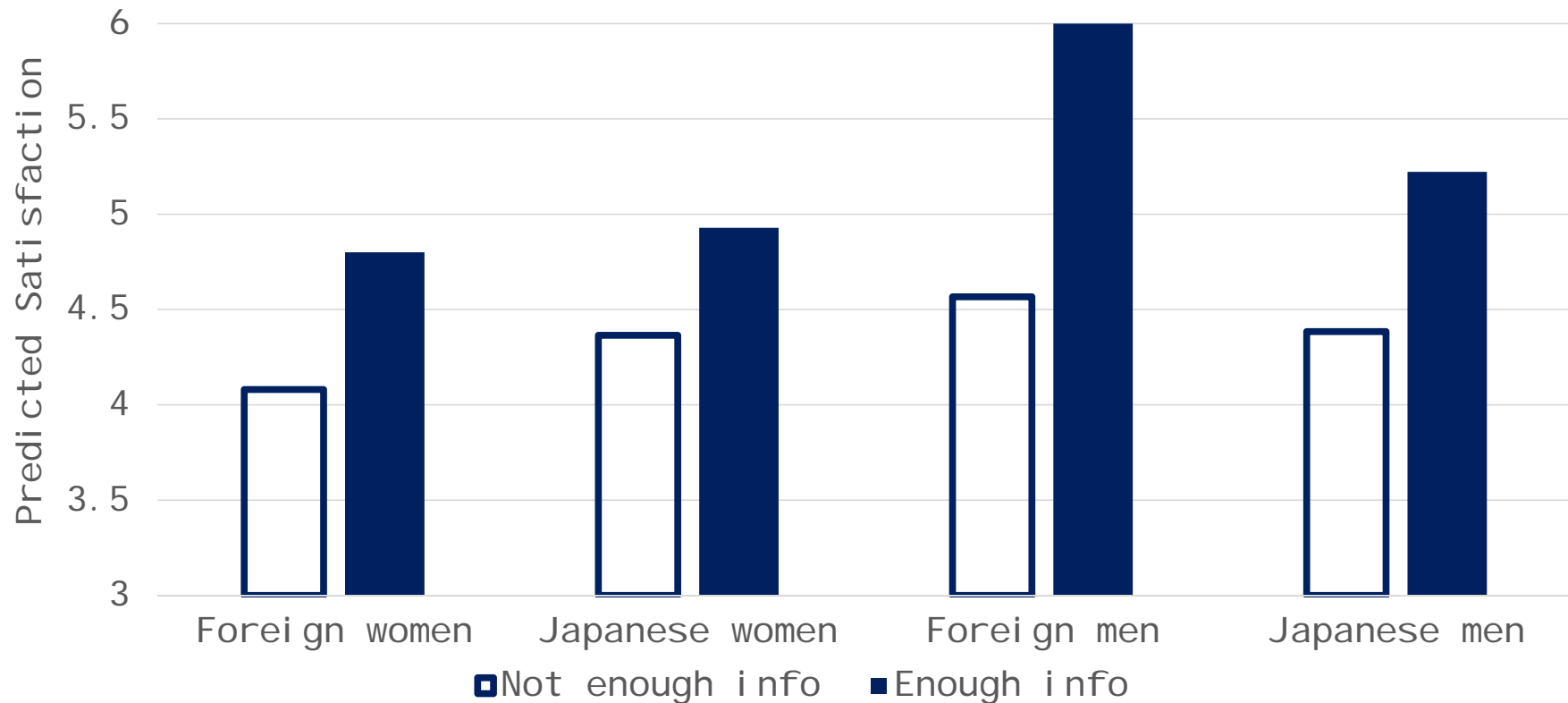
Proportion of Respondents Who Say Company Provides Enough Information About Careers



Information about career options and job satisfaction

会社からのキャリア・パスに関する情報提供と就業満足度

Relationship Between Receiving Enough Info About Careers & Job Satisfaction



Beyond improving communication

コミュニケーション問題の他に・・・

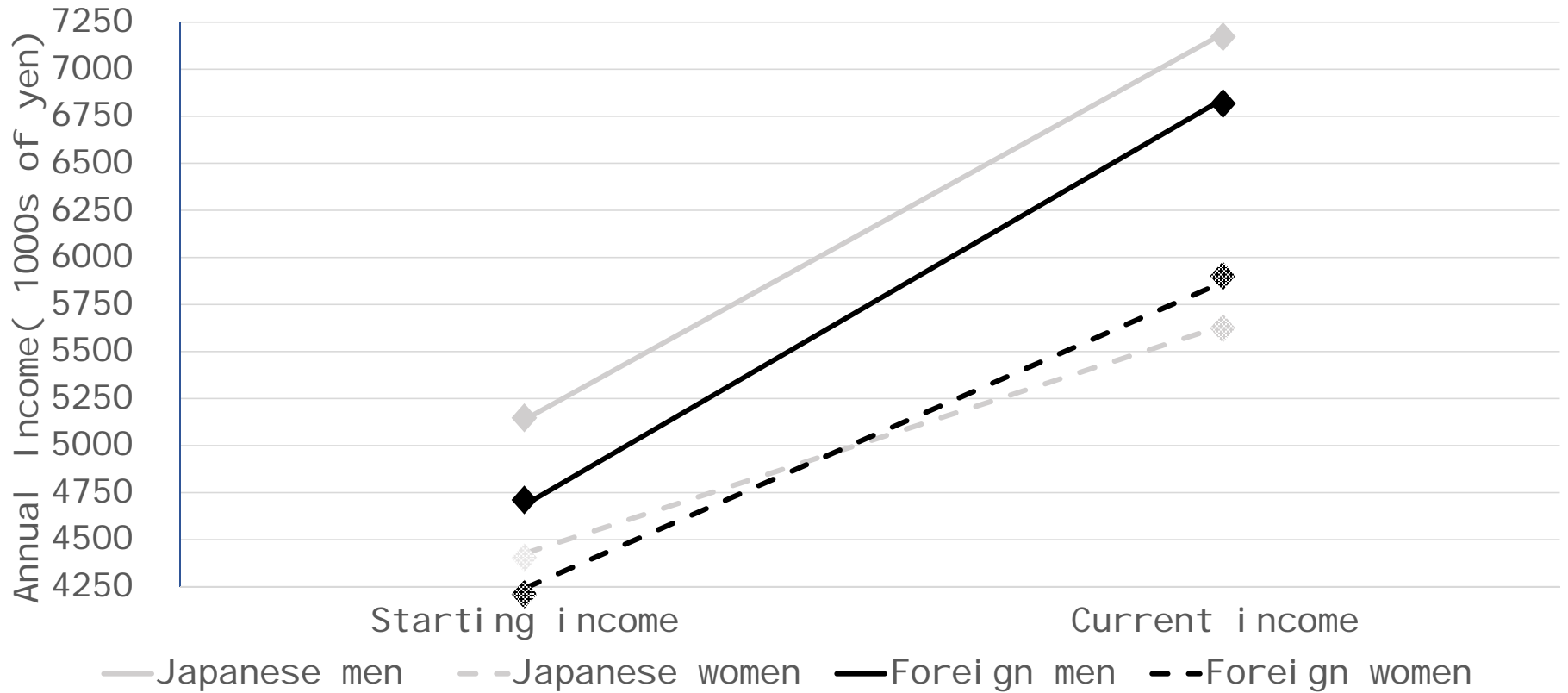
Interviewer: Do you think if companies improve communication about career options, foreign workers will feel more satisfied with career options?

Respondent: No. **The important thing is for companies to provide BETTER options**, not to just improve communication. Improving communication is good, but it's not enough. – 30s, China, female

Income profiles

所得水準

Annual Income by background and sex
(adjusted for age, tenure, education, and working hours)



Why income inequality matters

所得格差の重要性

Predicted Income \leftarrow Tenure
Age
Education
Working Hours

Actual Income - Predicted Income = Measure of Advantage

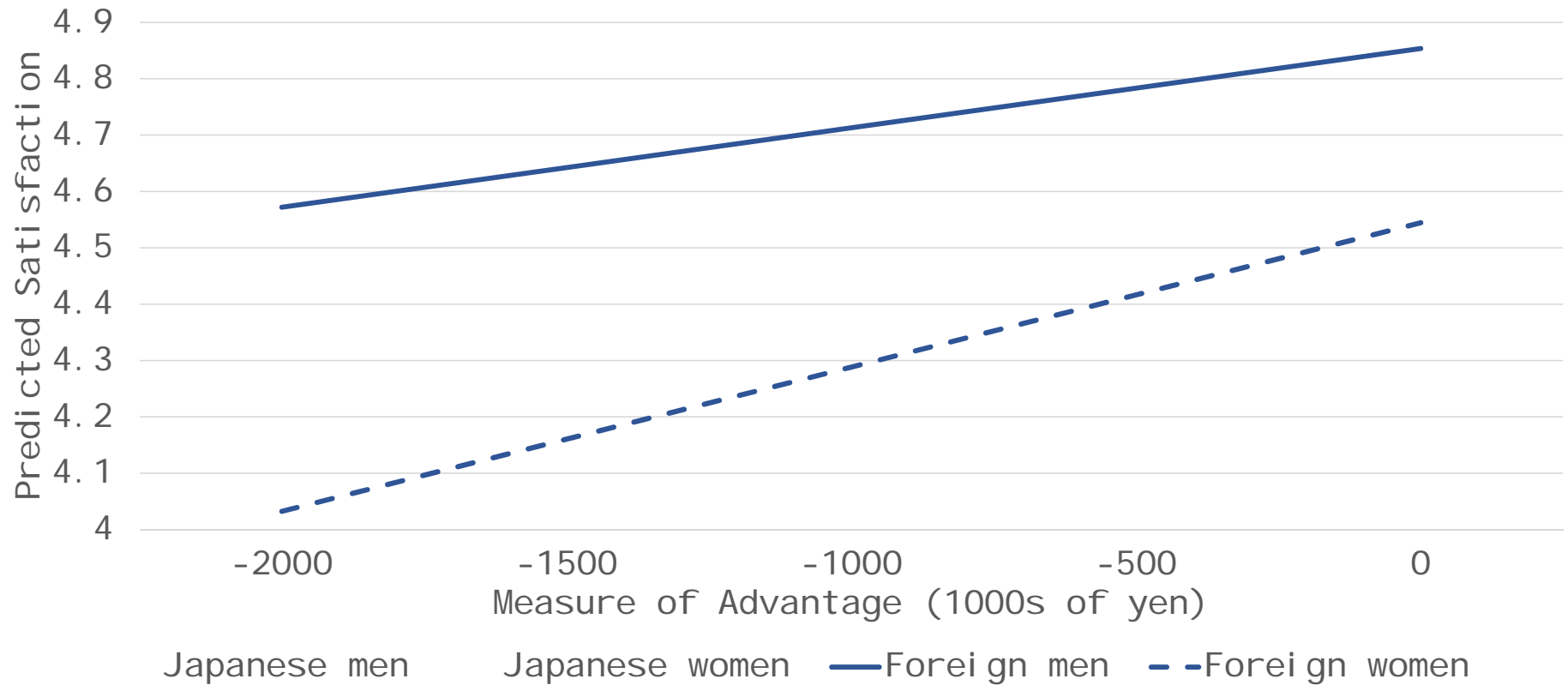
>0 = Advantage

<0 = Disadvantage

Why income inequality matters

所得格差の重要性

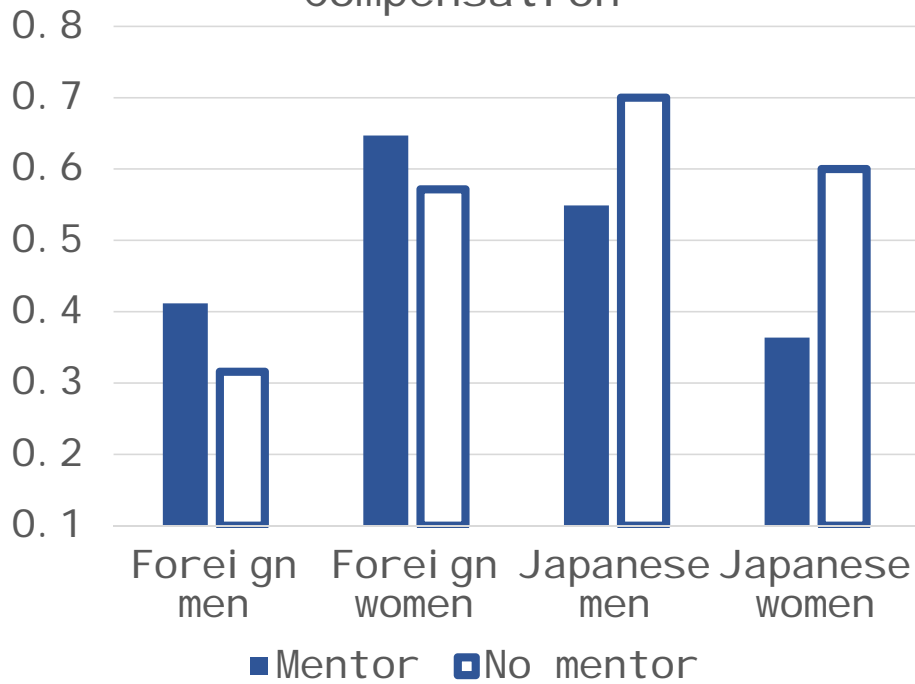
Income Disadvantage and Job Satisfaction



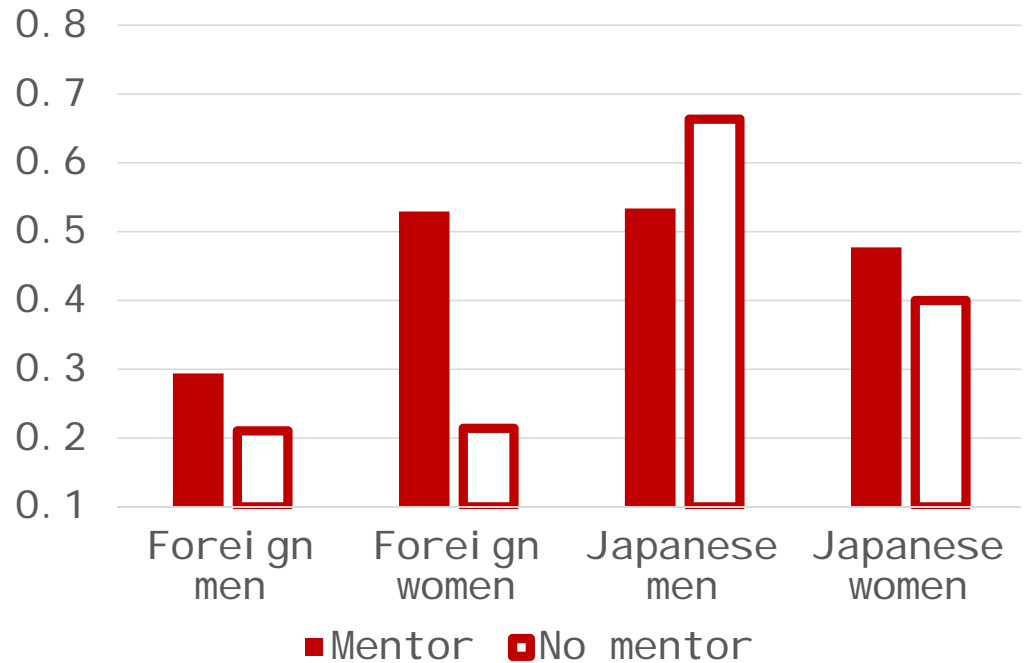
Mentoring and information

メンター制度と情報提供

Proportion of Respondents Who Get Enough Info About Compensation

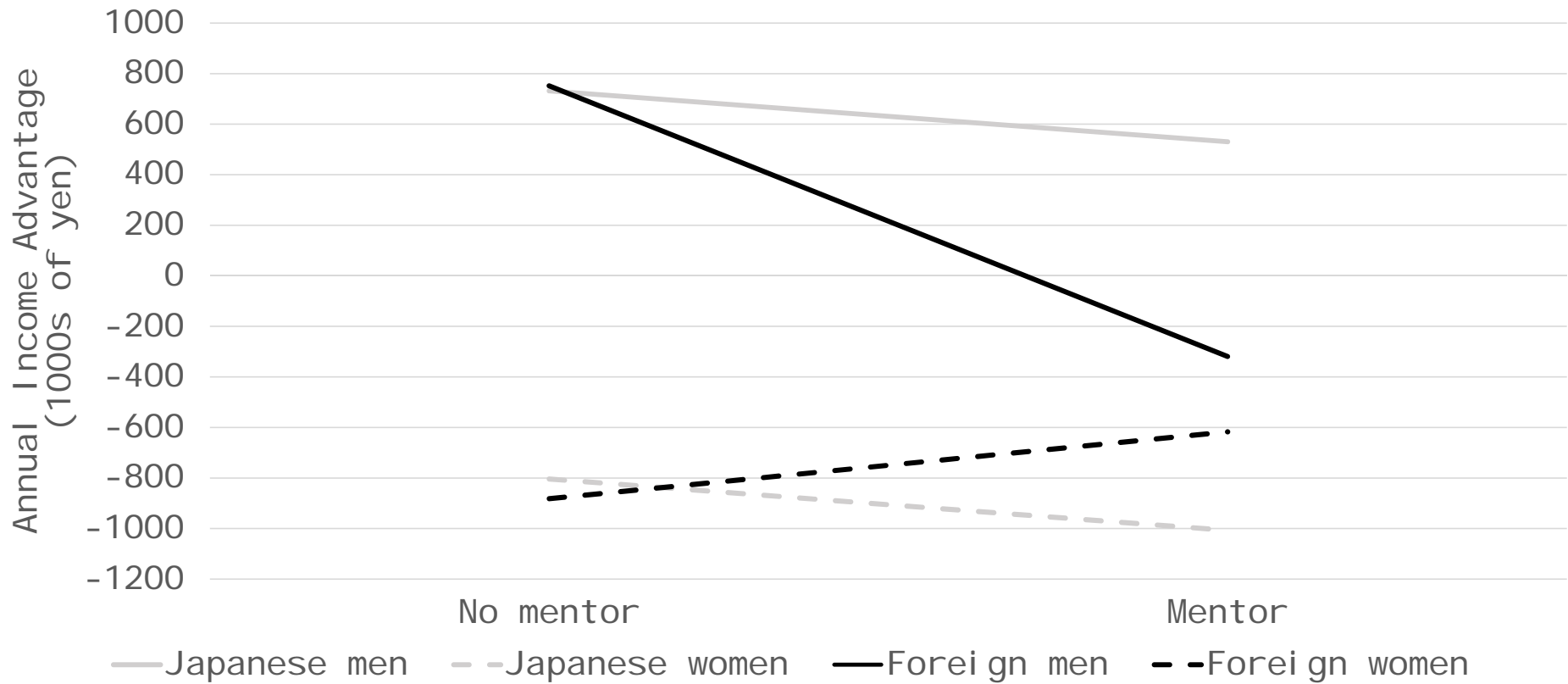


Proportion of Respondents Who Get Enough Info About Career Paths



Mentoring and pay inequality メンター制度と所得格差

Income Advantage and Mentoring



How is mentoring linked to inequality?

メンター制度と所得格差との関係

Non-causal

Companies assign mentors to poorest paid employees and mentors are ineffective at improving career outcomes.

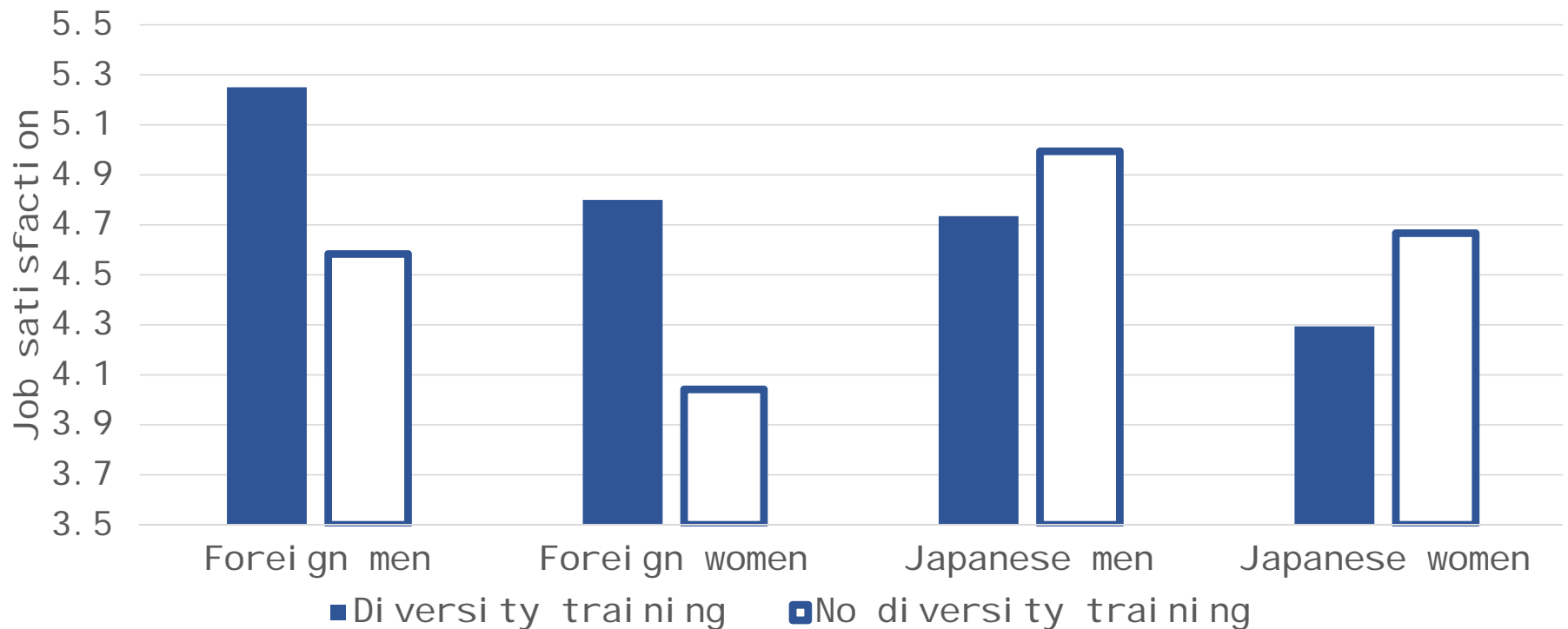
Causal

Mentors somehow damage their mentees' career prospects, for example by providing incorrect information.

Diversity training and job satisfaction

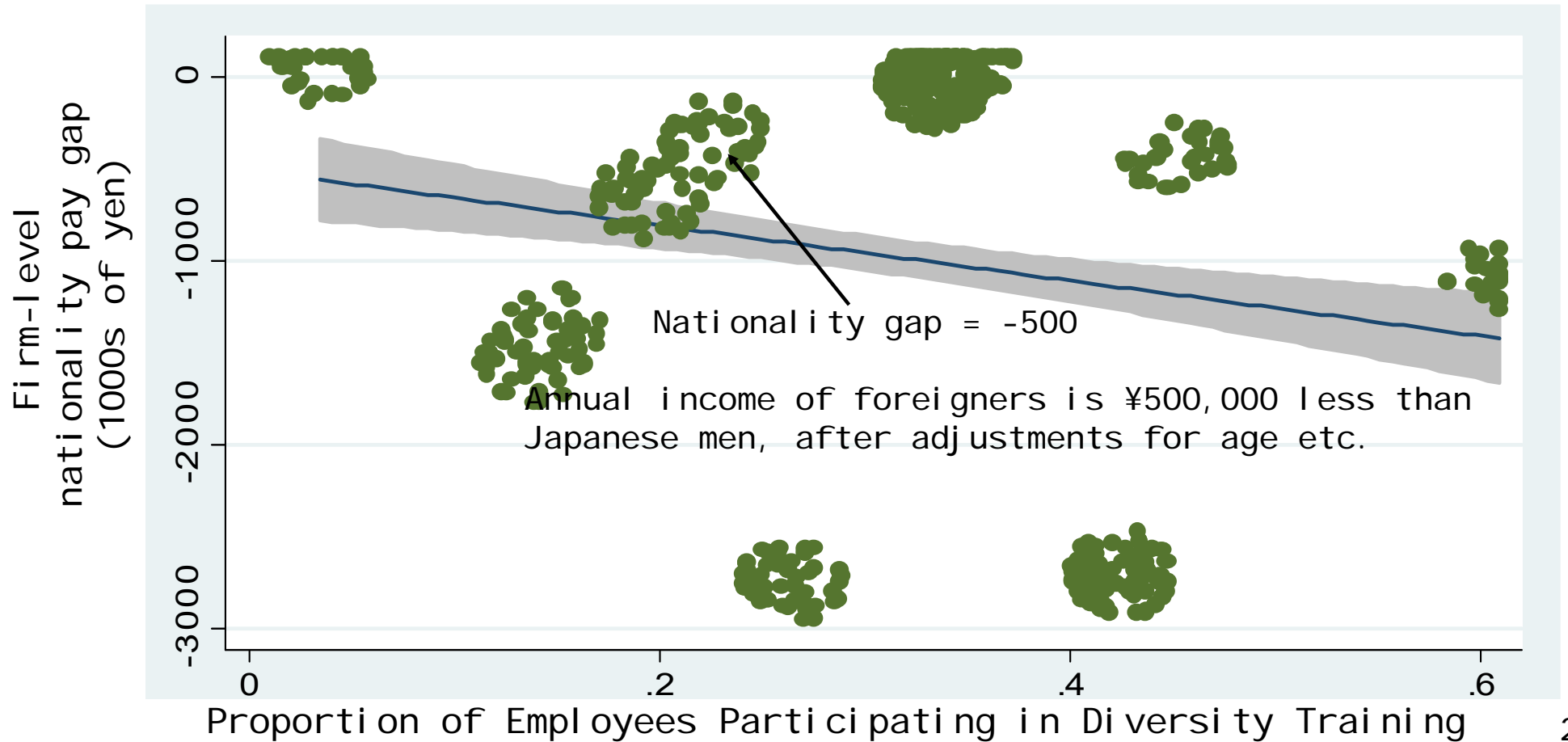
異文化間ビジネス研修と職場満足度

Participation in Diversity Training and Job Satisfaction



Diversity training and pay inequality

異文化間ビジネス研修と所得格差



How is diversity training linked to inequality?

異文化間ビジネス研修と所得格差との関係

Non-causal

Companies aware of their problems with inequality are more likely to introduce diversity training.

Causal

Presence of diversity training makes people less likely to notice or acknowledge inequality.

Diversity training “activates” stereotypical beliefs or creates resentment, leading to discrimination.

(Kalev et al. 2006; Kaiser et al. 2013: 504; Dover et al. 2014)

Merit pay 成果主義の導入

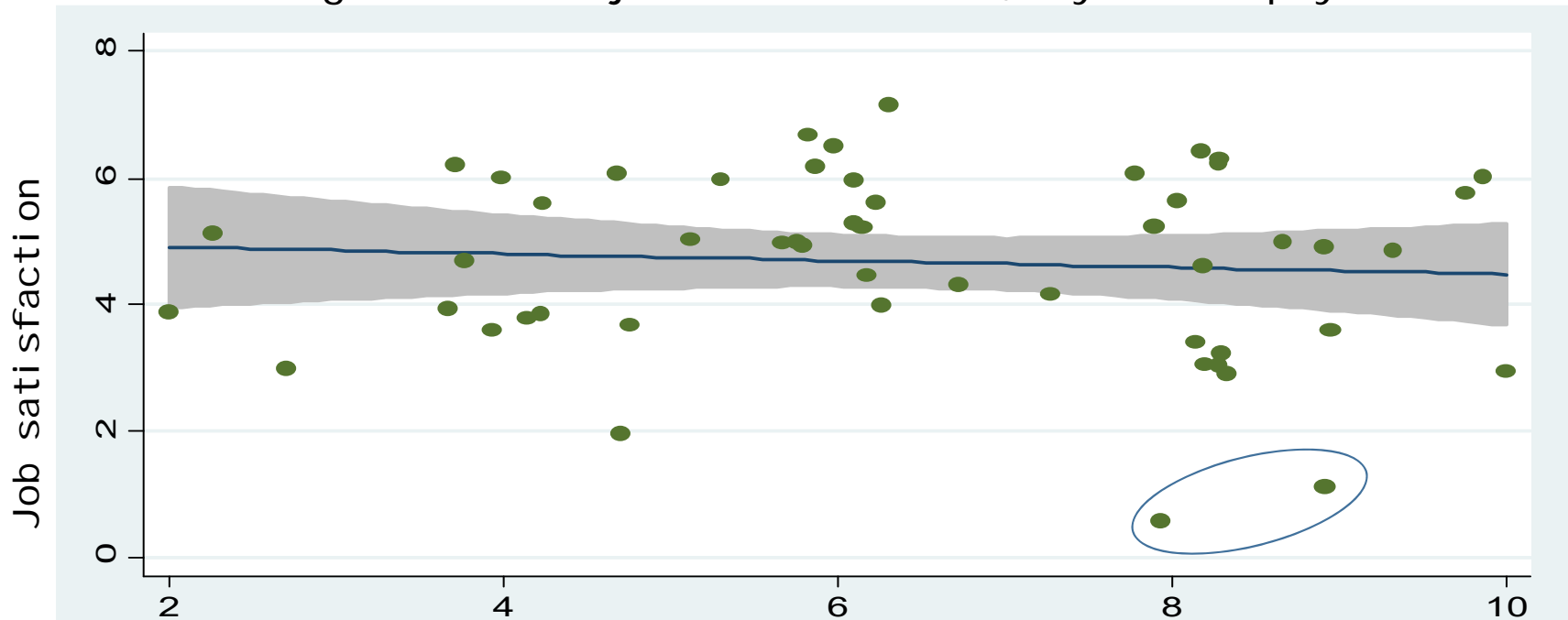
“Japanese employment practices take long-term career development and stable employment for granted. This employment system can't adequately meet foreign skilled workers' expectations for **pay based on performance**, which can push skilled foreign workers to **depart for labor markets in foreign countries.**”

「長期育成・安定雇用を前提とした日本の処遇制度では、成果に基づく報酬を求める外国人材の要求に応えきれず、外国人材が海外の労働市場に流出する原因となり得る。」

-Report for MHLW, 株式会社富士通総研, 2011

Merit pay & job satisfaction 成果主義と職場満足度

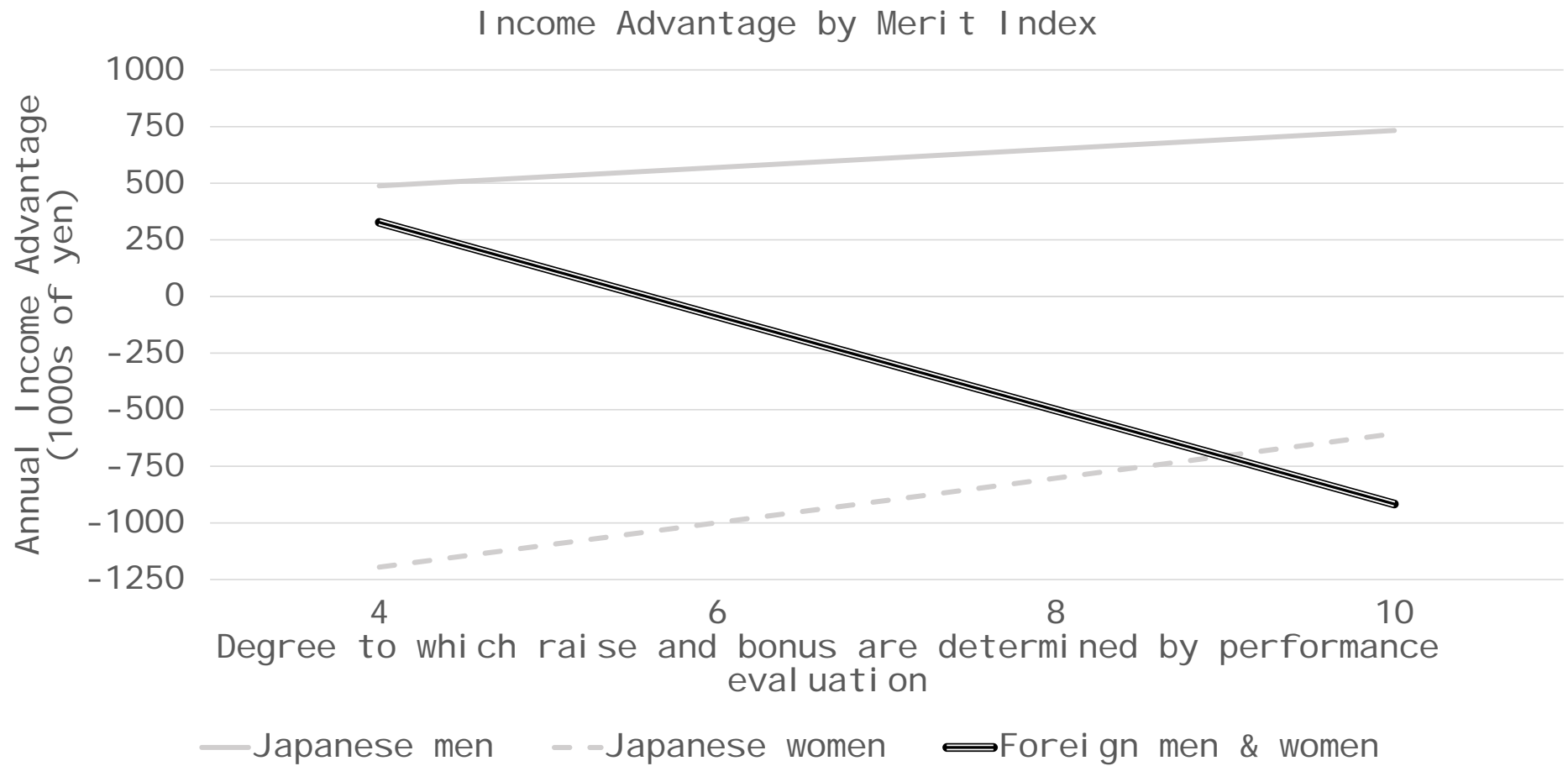
Foreign workers' job satisfaction, by merit pay



Degree to which raise and bonus are determined by performance evaluation

Merit pay & inequality

成果主義と所得格差



How is merit pay linked to inequality?

成果主義と所得格差との関係

Neutral

Foreign workers lack the language or cultural skills they need to receive good performance evaluations.

Discriminatory

Foreigners receive lower performance scores even if they perform equally with their Japanese colleagues.

Even when foreigners receive the same performance scores as Japanese, they receive lower raises and bonuses.

Summary

要約

Poor career prospects for global talent



Japan's Global Talent Gap

Summary

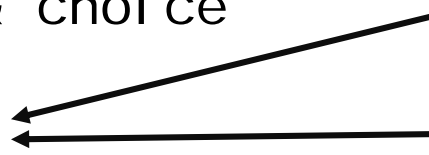
要約

Challenges

- Lack of flexibility & choice
- Lack of information
- Inequality

Responses

- Mentoring
- Diversity training
- Merit pay



Recommendations 提言

- Assess inequality and investigate reasons
(Consider participation in this survey!)
- Assign designated staff to identify problems, propose and implement solutions, and monitor progress
(e.g. Kalev et al. 2006)
- Broadly foster responsibility for addressing inequities
(e.g. Castilla 2015)
- Invest (equally) in training foreign workers
- Hire foreign managers