

**Report on promoting the active participation of
high-skilled foreign human resources in the Chubu region**

November 2021



Introduction

As the working population declines more seriously due to the declining birthrate and aging population, we will actively promote the active participation of foreigners in addition to the active participation of women and seniors as a measure to maintain sustainable growth and social systems. It has been a long time since it was discussed to go.

In fact, the number of foreign workers has more than doubled in the last 10 years due to various measures taken by the national and local governments, and it is now indispensable in Japan.

On the other hand, looking at responding to changes in the industrial structure and complicated global competition, we are able to accelerate innovation and improve productivity, and have diverse ideas and thoughts that are difficult for Japanese people to create. The active participation of high-skilled foreign human resources will become more important.

With the progress of globalization, the number of companies working on global education for Japanese people is increasing, but the globalization of socio-economic activities is becoming highly complicated. By the promotion of diverse and talented high-skilled foreign human resources and adding the effects of collaboration with Japanese people, we believe that the potential of companies will be greatly improved.

It is clear that the activities of various foreign human resources are indispensable for companies and society, but this book focuses on high-skilled foreign human resources and their eggs, foreign students, who have the above-mentioned effects. We visualized the current situation, problems and issues in the Chubu region, and considered points for promoting active participation.

The Chubu region is known for its large number of working foreigners as it is a center of manufacturing, but it is difficult to say that employment is still progressing for high-skilled foreign human resources. We would like to continue to deepen cooperation with industry, academia and government and carry out activities that contribute to employment expansion support.

We hope that this book will help promote the active participation of high-skilled foreign human resources by widely introducing the awareness of companies, international students, and workers, including our member organizations.

We would like to express our sincere gratitude to all the people concerned for their valuable advice and contributions, as well as to everyone who cooperated in the questionnaires and interviews in preparing this report.

November 2021

Central Japan Economic Federation

Chairman Akihisa Mizuno

Vice chairman
International Committee Chair Taku Oshima

Report on promoting the active participation of high-skilled foreign human resources in the Chubu region

Summary

I . Background

<Significance of active participation of high-skilled foreign human resources>

- As the transformation of the industrial structure and the progress of globalization accelerate, innovative ideas and the active participation of diverse and talented foreign human resources are indispensable for regional economic development.
- Accelerate corporate transformation and strengthen international competitiveness in various areas such as international business expansion, overseas customer acquisition, and global business model construction.

<The situation in the chubu region>

- The number of foreign residents is one of the largest in Japan, but it is hard to say that the employment of high-skilled foreign human resources is progressing.

II . Outline / purpose

By conducting a [fact-finding survey](#) of industry, academia and government in the Chubu region, we will [verify issues and corporate needs](#), and concretely show examples of the activities of foreign human resources and the status of various initiatives, thereby contributing to the expansion of employment and [promotion of the activities of high-skilled foreign human resources](#).

III . Issue recognition

<[Issues verified by the research in this book](#)>

- Clarification of the significance of hiring foreign human resources and the image of human resources required by companies
- Promotion of understanding of Japanese-style system by foreign human resources
- Promotion of understanding of different cultures and improvement of communication skills by Japanese employees
- Uncovering the needs for employment of highly-skilled foreign human resources that have not become apparent
- Promotion of employment style transformation by companies
(Job-type employment, short-term / long-term employment, evaluation / treatment / wage system, etc.)

IV . Implementation items in preparation

- Survey on the current situation of foreign residents and high-skilled foreign human resources
- Interviews with related industry, academia and government
- Questionnaire (company, foreign student, foreign worker)
- Recommendation consideration

V. Overview

1. Status of foreign residents

- * By nationality, status of residence, region, etc.

2. Status of high-skilled foreign human resources

- * Clarified the definition of the survey target in this document
 - Generally speaking, white-collar human resources
 - Foreign students who are the eggs
- * Latest data from all over Japan and the Chubu region

3. Status of international students

- * Latest data from all over Japan and the Chubu region regarding foreign students who are the eggs of high-skilled foreign human resources
- * Current status of domestic employment of international students

4. Awareness of companies accepting high-skilled foreign human resources (questionnaire results)

- * Fact-finding survey of companies in the Chubu region
 - Regarding employment of foreigners
 - Regarding recruitment of international students
 - Regarding internship implementation
- * Characteristics by company size

5. Awareness of international students and workers regarding employment in Japanese companies (questionnaire results)

- * Survey of foreign students in the Chubu region and high-skilled foreign human resources at work
 - Concept of career formation
 - Requests to companies, universities, and local governments

6. Successful cases of high-skilled foreign human resources in Japanese companies

- * Corporate awareness of reasons for employment and effects (questionnaire results and hearings)
- * Introducing companies in the Chubu region that are active in hiring high-skilled foreign human resources by characteristics
- * Special feature on specific cases of 3 companies

7. Problem cases of high-skilled foreign human resources in Japanese companies

- * Introduction of cases related to problems (questionnaire results and hearings)
- * Consider the cause

8. Summary and recommendations on promoting the active participation of high-skilled foreign human resources

- * Summarize what was found in the survey of this book and consider the points that lead to measures
- * Considering measures to be taken by industry-academia-government and foreign human resources from a short-term and long-term perspective

【Attachments】

- * Introduction of the status of efforts by industry, academia and government to support high-skilled foreign human resources
 - Chubu 4 prefectures, Nagoya city
 - 5 universities in the Chubu region
 - 6 groups such as companies and organizations

VI. Summary and recommendations

1. Summary of 4-7

(1) Summary of "4. Awareness of companies accepting high-skilled foreign human resources"

- Employment status: 35% are employed (with deviation depending on the size of the company, 61% for companies with 1,000 or more employees, 16% for companies with less than 100 employees)
- Employment motivation: Yes = 44% (There is a deviation depending on the size of the company, 72% of companies with 1,000 or more employees, 27% of less than 100 employees)
- Reason for employment: Global expansion, different perspectives from Japanese, labor shortage, promotion of diversity
- Job description: Generalist equivalent to Japanese = 33%, professional = 31%
There is a deviation depending on the size of the company (large company = generalist oriented, SME = professional oriented)
- Employment source: New graduate recruitment of domestic students = 47%, job change from other domestic companies = 28%
- Section title: Culture / customs / values understanding = 35%, language = 22%
- Necessary support: Japanese language education = 38%, consultation counter strengthened = 37%
- Employment conditions: Japanese ability = 59%, corporate cultural knowledge = 17%, long-term employment = 16%
- Japanese ability: N2 or above = 76%, unnecessary if you can speak English = 2%
- Pre-employment education: Japanese: 49%, Japanese general corporate cultural knowledge: 44%
- Internship record: Yes = 15%
- Effect of internship: Discovery of foreign human resources: 31%, hurdles for hiring foreign human resources have been lowered: 27%, Recruitment mismatch prevention: 21%, promotion of diversity: 19%
- Internship schedule: Yes = 13%, interested but not planned = 17%

<Tips for measures>

- It is essential to secure successors to the currently employed human resources.
- There is plenty of room for employment expansion in small companies (lack of contact with foreign human resources, etc.)
- It is essential to strengthen Japanese language ability / understanding of Japanese culture
→ If measures are taken, it will have an immediate effect on employment expansion.
- It is necessary to facilitate communication with Japanese people
- By implementing internships, internal awareness of the significance of utilizing foreign human resources will improve.

(2) Summary of "5. Awareness of international students and workers regarding employment in Japanese companies (Questionnaire results)"

- Willingness to work: 77% want to get a job at a Japanese company
- Enrollment period: Approximately half wish to be enrolled for a long period of 5 years or more
- Reason for employment: "I want to work in Japan" 50%, "I want to work in a global company" 40%
- Career formation: 63% want to work for the same company
- Requests to companies: Implementation of internships, implementation of required human resources specifications, improvement of recruitment methods
- Requests to universities: Introduction of companies wishing to hire international students 29%

<Tips for measures>

- Enlightenment of merits unique to Japanese companies (careful employee education, long-term employment, etc.)
- It is important to harmonize career plans before and after employment.
- Strengthening career education while attending school (Japanese language, Japanese culture, job hunting measures)
- Lack of information on public trends regarding job hunting

(3) Summary of "6. Successful cases of high-skilled foreign human resources in Japanese companies"

- Many companies are active in hiring international students and utilize internships.
- Many companies have overseas bases
- Many companies have a track record of accepting foreigners and have a well-established acceptance system.
- Many companies place importance on diversity
- It is easy for international students with a high level of Japanese acquisition to be hired.
- Many companies have been rejuvenated by hiring highly-skilled foreigners.
- Many companies know how to use different perspectives from foreign Japanese

<Tips for measures>

- Clarify the purpose of employment
- Education for understanding Japanese language / culture should be focused on before and after employment.
- By implementing internships, mutual understanding between foreigners / companies will deepen
- Internal maintenance on the company side to prepare for the employment of foreigners
- Not only corporate policies such as promotion of diversity and internal revitalization, but also recruitment activities after digging up specific demand at the site.
- Clarify the recognition of the significance of the active participation of high-skilled foreign human resources

(4) Summary of "7. Problem cases of high-skilled foreign human resources in Japanese companies"

- We overlooked the opportunity to utilize their ability even if they lacked Japanese ability.
- Lack of daily communication
- Wage negotiations do not agree with each other
- You will not be able to hire due to lack of knowledge such as work visas.
- I could not grasp the career plan such as permanent residence in advance.
- Differences in perceptions between companies and foreigners regarding employment patterns
- Turnover due to changes in business content
- Failed to issue a transfer resignation without understanding the national character

<Tips for measures>

- Should not be based solely on the results of the Japanese Language Proficiency Certification Test
- Revision of systems such as assessment and salary standards for foreign human resources
- Improvement of legal knowledge about employment of foreigners
- Promotion of cross-cultural understanding on the side of management and Japanese employees
- Improving the acceptance of foreigners in the corporate system

2. Recommendation

By giving priority to the problems shown in this book that can be solved in a relatively short period of time, it is possible to expand the employment of high-skilled foreign human resources in the near future. However, it is expected that the number of foreign human resources who wish to work in Japan will decrease in the future, and it is necessary to seriously tackle the long-term issue of attracting talented foreign human resources. From this perspective, the following short-term and long-term measures should be taken by industry-academia-government and foreign human resources.

Short-term measures

<Company>

- Promote the introduction of internships for foreigners in order to expand contact points with foreign human resources. If it is difficult to hold the event for foreigners, we will introduce and announce a format in which foreigners can participate if they have a certain level of Japanese communication skills.
- In order to present clear specifications when hiring foreign human resources, we will build an in-house system that allows the hiring department to grasp the needs of foreign human resources in each department.
- To facilitate mutual understanding of different cultures between Japanese and foreigners, we will hold global training and exchange meetings in which both parties participate.

<University>

- Start education from the lower grades in order to acquire advanced Japanese proficiency by the time of job hunting.
- Create a practical curriculum such as business Japanese that will be useful after employment in collaboration with companies and economic organizations.
- Start education for improving job hunting skills (interviews, document preparation, start timing information, etc.) from the lower grades.
- In order to expand and standardize advanced Japanese language education, we will share and collaborate with the outside world on the know-how of Japanese language education that each university is conducting independently.

<Foreign human resources>

- Based on the fact that advanced Japanese proficiency is a prerequisite, we will actively start learning from the lower grades.
- Improve the information acquisition network during job hunting, such as deepening exchanges with Japanese students and other university students.
- Voluntarily study Japanese culture and corporate culture.
- Actively participate in social gatherings and matching events.

<Local government>

- Use hybrid online events to hold matching events and exchange meetings over a wide area in collaboration with other local governments. (Providing opportunities to foreign human resources will increase)

Long-term measures

<Company>

- Establish recruitment standards that emphasize the characteristics and expertise of foreign human resources, which is different from the membership employment system equivalent to that of Japanese people.
- Introduce job-type employment, evaluation criteria, and wage system that can be applied to foreign human resources.
- Establish a job area that does not require advanced Japanese proficiency.
- Build a network that can be directly adopted from overseas universities.
- Consider flexible recruitment of master's and doctoral graduates in collaboration with universities.

<University>

- Collaborate with companies to establish employment routes from master's and doctoral programs to companies.
- Build a database system that allows companies to inquire about individual student profiles.
- Increase the number of students who are interested in Japan in collaboration with overseas affiliated universities and induce an increase in international students.

<Local government>

- Develop an environment and social infrastructure that makes it easy for foreigners to live.

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1. Status of foreign residents

The number of foreign residents (nationwide) has continued to increase by about 800,000 over the past 10 years to about 2.89 million by the end of 2020, excluding the slight decrease due to the pandemic situation in 2020.

By nationality, China ranked first with about 780,000 (27%), followed by Vietnam with about 450,000 (16%), and South Korea with about 430,000 (15%). Of particular note is Vietnam, which has increased by about 410,000 over the last decade. Qualifications for foreign residents for employment purposes (technical intern training, engineers / specialist in humanities / international services, etc.) are increasing. It is thought that one of the reasons is that the number of international students was increased as a national policy of Vietnam. On the contrary, South Korea has decreased by about 60,000 in the past eight years.

By status of foreign residents, status of residence based on status (permanent resident, long-term resident, spouse of permanent resident, special permanent resident, etc.) is ranked first with about 1.5 million (52%). Approximately 380,000 (13%) for "technical intern training", approximately 280,000 (10%) for "engineers / specialist in humanities / international services", and approximately 280,000 (10%) for "study abroad" And.

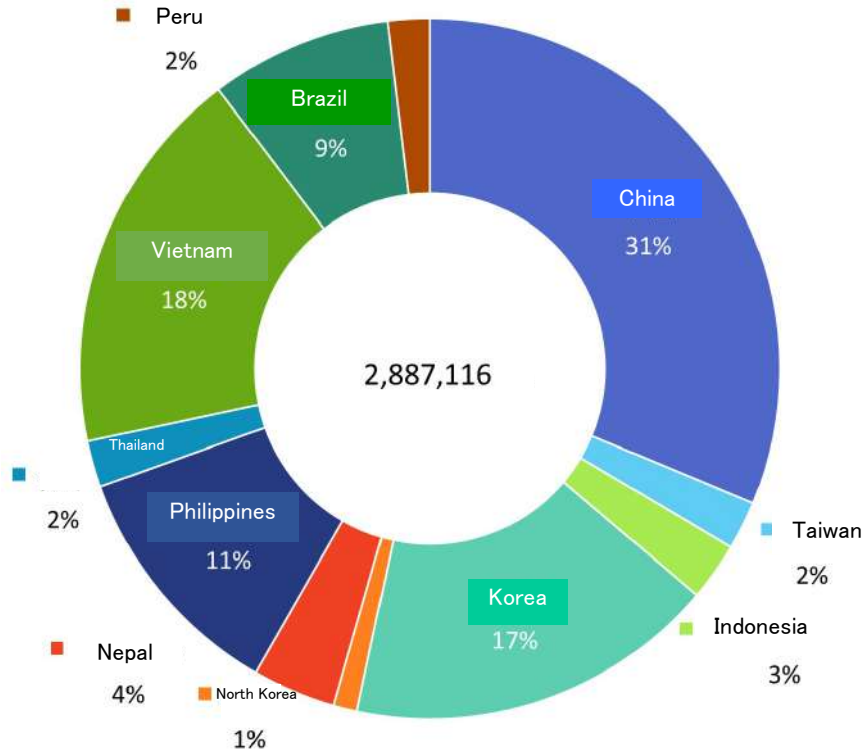
According to the latest number of foreign residents in Reiwa at the end of June 3 (Graph P3 (3)), the number of "permanent residents" continues to increase, but the number of "study abroad" has decreased significantly due to immigration restrictions due to the pandemic situation. There is. For the same reason, "technical intern training" is decreasing, but "specific skills" is increasing. This is thought to be due to a change in status of residence from "technical intern training".

The number of foreign residents in the Chubu area (Aichi, Gifu, Mie, Shizuoka, Nagano) is second place about 530,000 (18%), and the number of foreigners in the Tokyo area (Tokyo, Kanagawa, Saitama, Chiba) is first place about 1.16 million (40%). The Kansai area (Osaka, Kyoto, Hyogo, Nara, Shiga, Wakayama) is the third place more than about 490,000 (17%). By prefecture, Aichi Prefecture has about 270,000 people, second only to Tokyo's about 560,000 people.

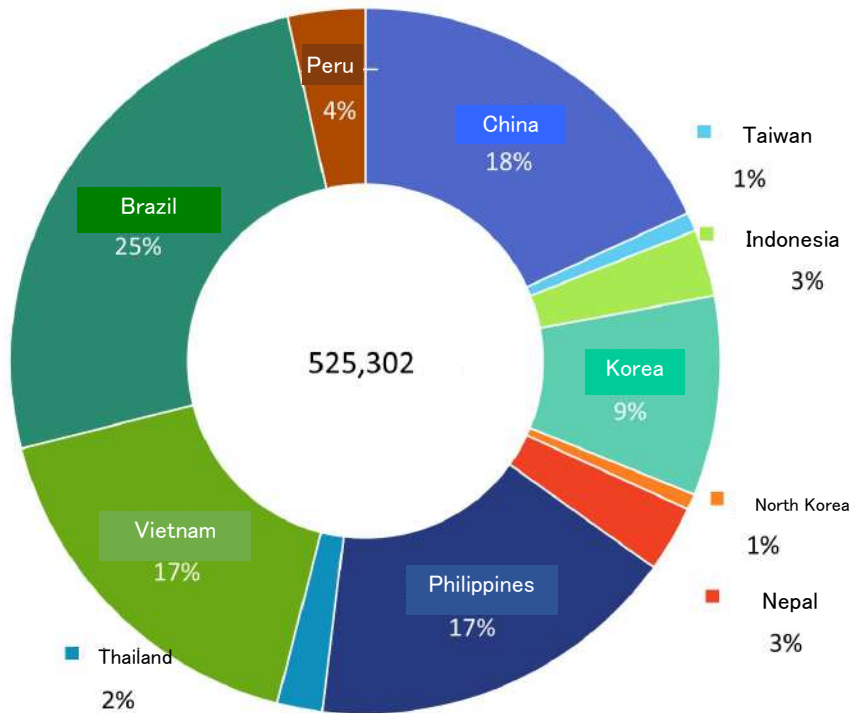
(1) Foreign residents by nationality

Source: Immigration Services Agency of Japan "Table 4 Foreign Residents by Prefecture / Nationality / Region"
As of December 2020

① Nationwide

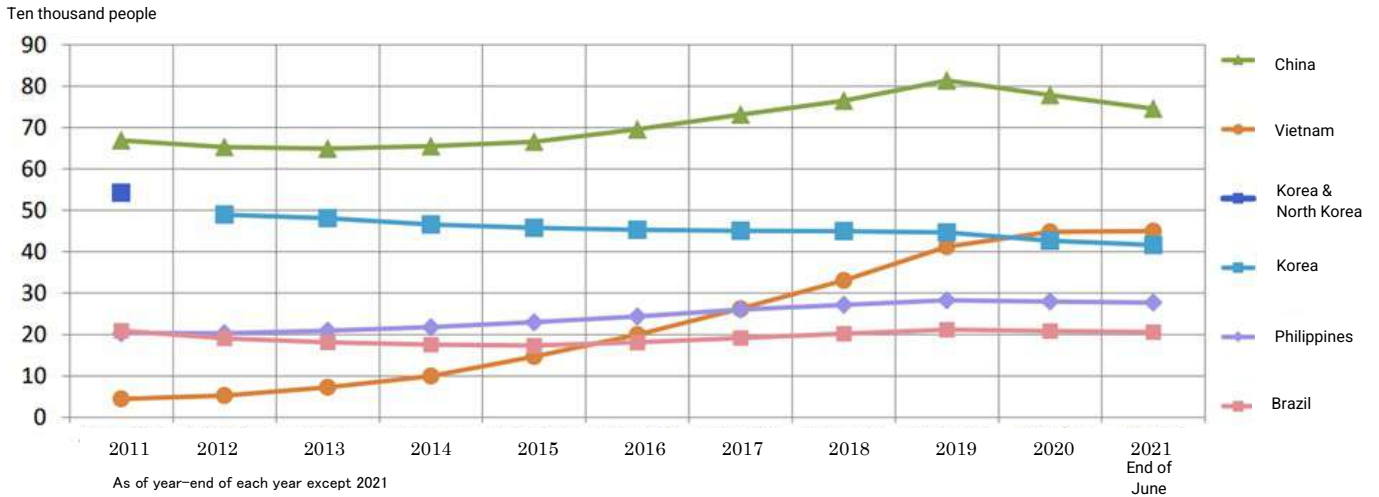


② Chubu region



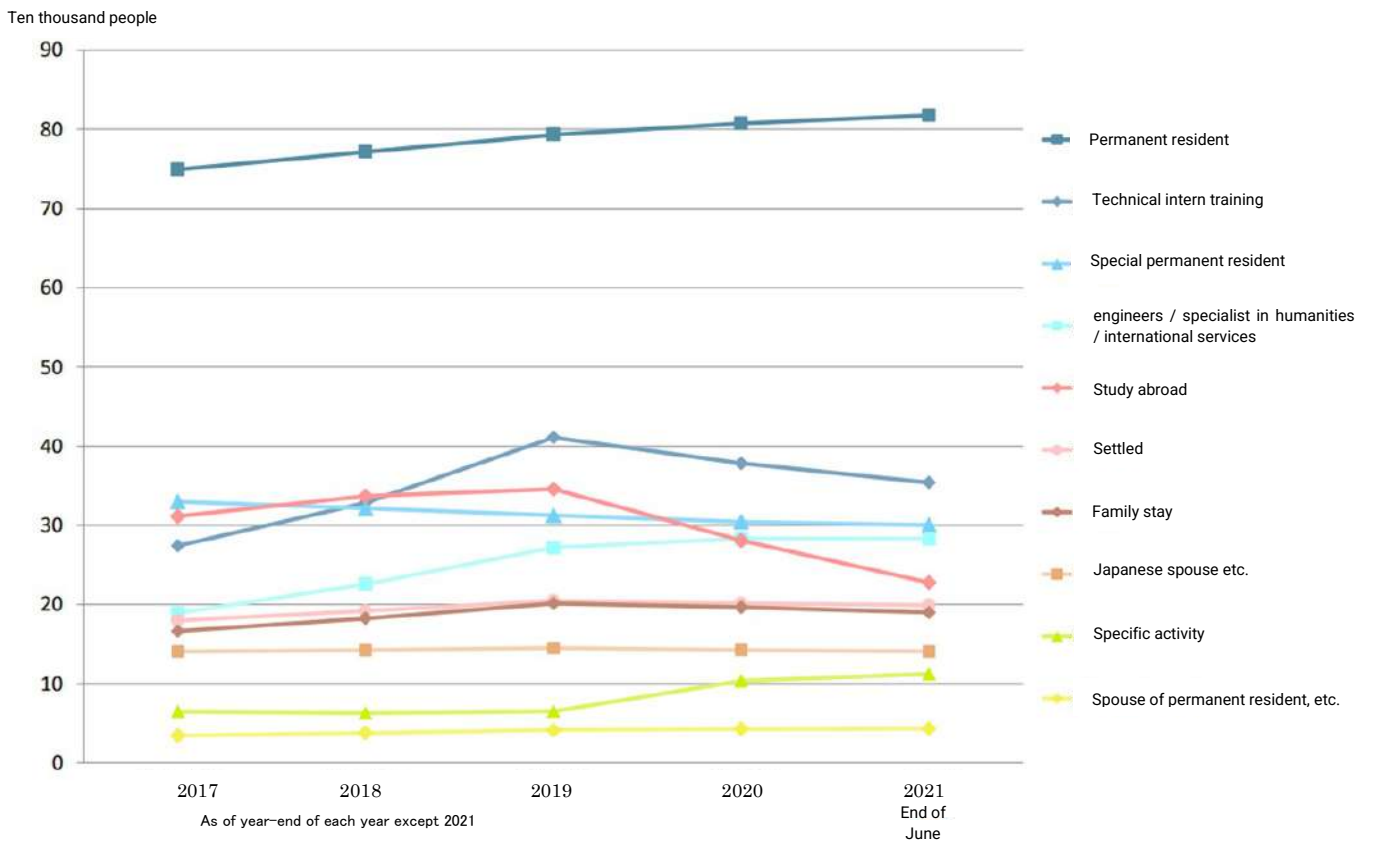
(2) Changes in the number of foreign residents (nationwide)

Quote: Immigration Services Agency of Japan : Changes in the number of foreign residents (by nationality / region, top 5 countries)



(3) Changes in the number of foreign residents (by major status of residence)

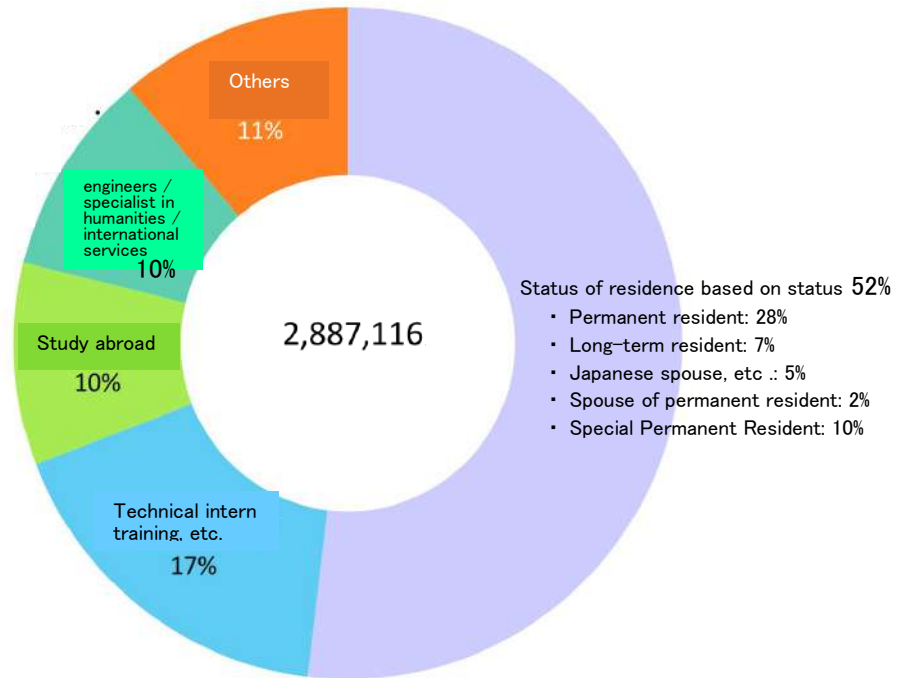
Quote: Immigration Services Agency of Japan: Changes in the number of foreign residents (by major status of residence)



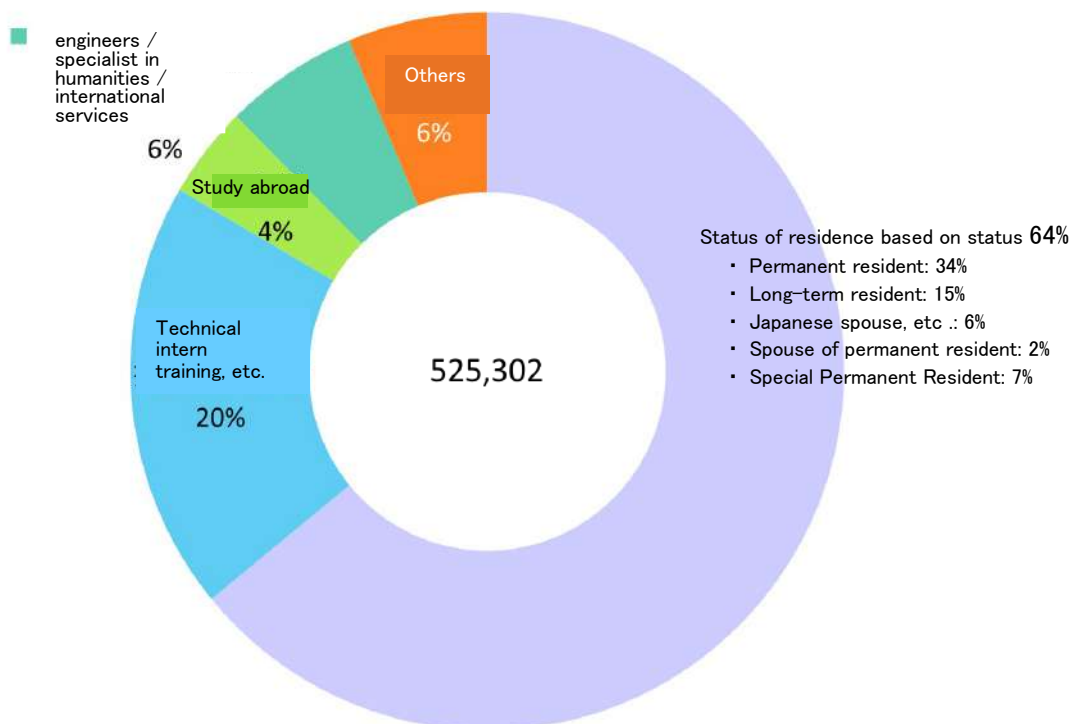
(4) Foreign residents by status of residence

Source: Immigration Services Agency of Japan "Table 5 Foreign Residents by Prefecture, Status of Residence (Total Number)" As of December 2020

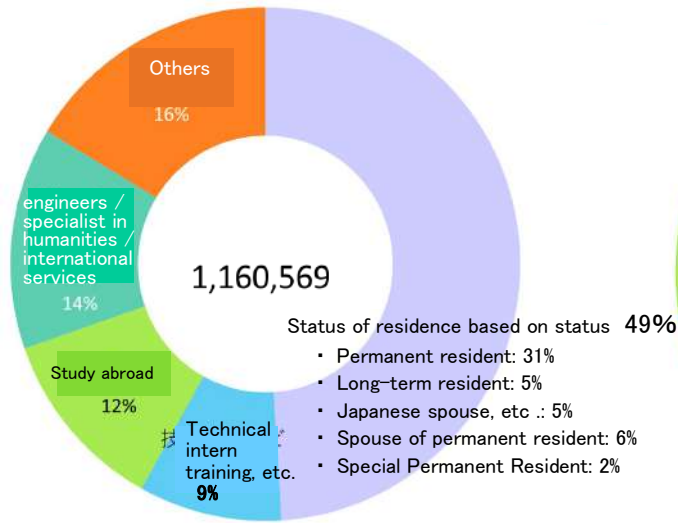
① Nationwide



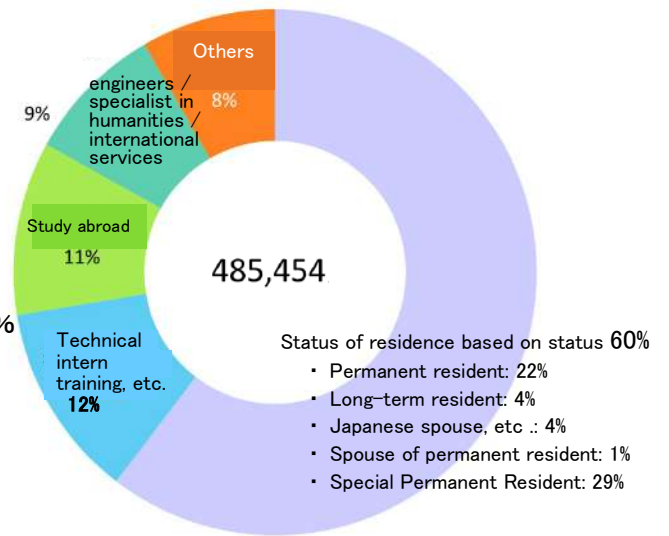
② Chubu region



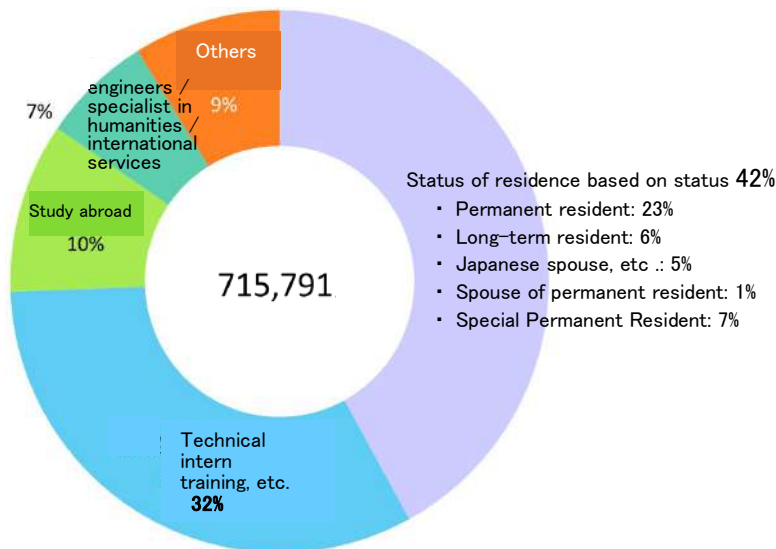
③Tokyo region



④Kansai region

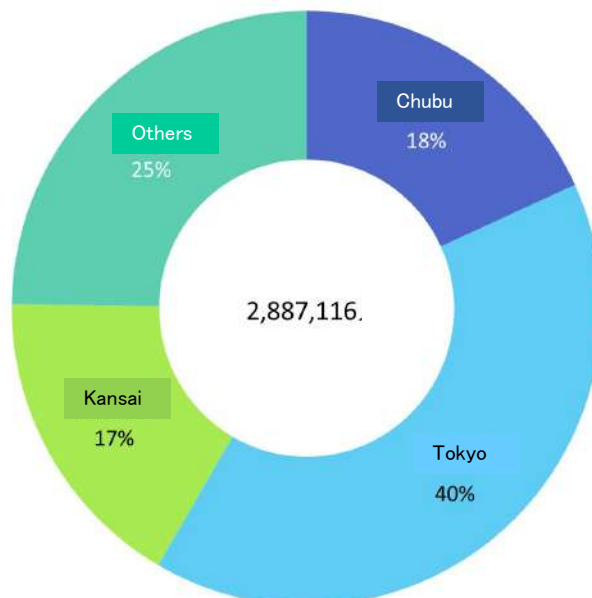


⑤The other region



(4) Foreign residents by region

Source : Immigration Services Agency of Japan "Table 5 Foreign Residents by Prefecture (Total Number) by Status of Residence" As of December 2020



2. Status of high-skilled foreign human resources

(1) Definition of high-skilled foreign human resources

The Cabinet Office defines high-skilled foreign human resources in the 2009 report "Full-scale development of foreign high-skilled human resources acceptance policy" as follows.

"High-skilled human resources are" high-quality human resources that have a complementary relationship with domestic capital and labor and cannot be replaced ", and" bring innovation to Japanese industry and through friendly competition with Japanese people. It can be defined as "human resources who are expected to promote the development of the technical labor market and improve the efficiency of the Japanese labor market."

In view of the above definition of the Cabinet Office, the Society will classify the status of residence 1) Engineers/Specialist in humanities/International services, 2) intra-company transfer, 3) skill, 4) business / management, 5) law / accounting work, 6). Medical, 7) Nursing, 8) Research, 9) Education, 10) Professor, 11) Highly specialized professionals who have 11 fields of residence status and are allowed to stay for work purposes are defined as the target of advanced foreign human resources. (See (1) Status of Residence table).

Regarding "technical intern training", the Ministry of Health, Labor and Welfare has referred to "technical intern training" as "foreign technical intern training system, in order for Japan to play a role as a developed country and to develop in harmony with the international community. Or, it explains that it is a status of residence classification with the purpose of "transferring knowledge to developing countries, etc., and cooperating in" human resource development "that is responsible for the economic development of developing countries, etc." After studying abroad at a Japanese university, some people find employment as "technical intern training", but "technical intern training" is not targeted for high-skilled foreign human resources.

"Specific skills" was newly established in April 2019 as a status of residence for work purposes, but at the moment it is excluded because it is similar to "technical intern training".

"International students" are likely to become the eggs of future "high-skilled foreign human resources", and employment support for international students will greatly contribute to "promoting the active participation of advanced foreign human resources", so this report is the subject of the survey. It is dealt with in the next section. According to a survey by the Society, 47% of the hiring sources of high-skilled foreign human resources are new graduates of domestic international students, and support for international students is considered to be the most important item.

Although there are high-skilled foreign human resources in the "status of residence based on status", this time it was excluded.

As shown in the graph of (2)-①, the number of high-skilled foreigners nationwide has increased in the same way as the increase in all foreign residents, and in the past 6 years, about 210,000 have doubled to about 410,000. By status of residence, the 1st place is "Technology / Humanities / Knowledge / International Business" 70%, the 2nd place is "Skills" 10%, and the 3rd place is "Business / Management" 7%.

By nationality, as shown in the graph (3)-①, 1st place is China 34%, 2nd place is Vietnam 16%, 3rd place is South Korea 8%, 4th place is Nepal 8%, and 5th place is India 4%.

The number of high-skilled foreigners in the central region is about 40,000, which is about 11% nationwide, and has doubled in the past six years, as in the whole country. Compared to the national ratio of foreign residents of 18%, it remains low. By status of residence, the number one "Engineers/Specialist in humanities/International services" is 75%, which is slightly higher than the national average. By nationality, 1st place Vietnam 35%, 2nd place China 24%, 3rd place Nepal 7%, 4th place South Korea 4%. 5th place Philippines 3%, which is higher than the whole country in Vietnam (see the graphs of (2) -② and (3) -②).

① Status of residence classification

Status of residence classification	Contents	Number of people (thousands) Dec.-2020
① Status of residence based on status	<ul style="list-style-type: none"> Permanent resident, long-term resident, Japanese spouse, spouse of permanent resident, special permanent resident 	1,499 (52%)
② Technical intern training	<ul style="list-style-type: none"> The purpose is international cooperation to developing countries through technology transfer Short-term period of stay (2 to 3 years) 	378 (13%)
③ Specific skill	<ul style="list-style-type: none"> The purpose is to solve the domestic labor shortage (newly established in April 2019) Persons with a certain degree of specialization and advanced skills Medium- to long-term period of stay (5 years or more, can be extended) Specify 14 industries Nursing care, building cleaning, raw material industry, industrial machine manufacturing industry, electrical / electronic information related industry, Construction, shipbuilding / marine industry, automobile maintenance, aviation, accommodation, agriculture, fishing, food and beverage manufacturing, restaurant industry	16 (1%)
④ Persons who are allowed to stay for work purposes (Status of residence in professional / technical fields)	<ul style="list-style-type: none"> So-called high-skilled foreign human resources with specialized skills. Mainly white-collar human resources Classified into 11 fields Engineers/Specialist in humanities/International services, intra-company transfer, skills, business / management, legal / accounting business, medical care, Long-term care, research, education, professor, advanced profession	406 (14%)
⑤ Study abroad	<ul style="list-style-type: none"> Graduate school, university (undergraduate), junior college, college of technology, Vocational school (specialized course), preparatory education institution, Japanese language education institution 	281 (10%)
⑥ Specific activity	<ul style="list-style-type: none"> Persons who are allowed to work in specific activities Nursing care, construction, working holiday, etc. 	103 (4%)
⑦ Others	<ul style="list-style-type: none"> Family stay, status of residence for arts / religion, etc. 	205 (7%)
		2,887

* According to data from the Ministry of Health, Labor and Welfare, 1,724 thousand working foreigners

* Source: Immigration Services Agency of Japan "Regarding the number of foreign residents as of the end of 2nd year of Reiwa"

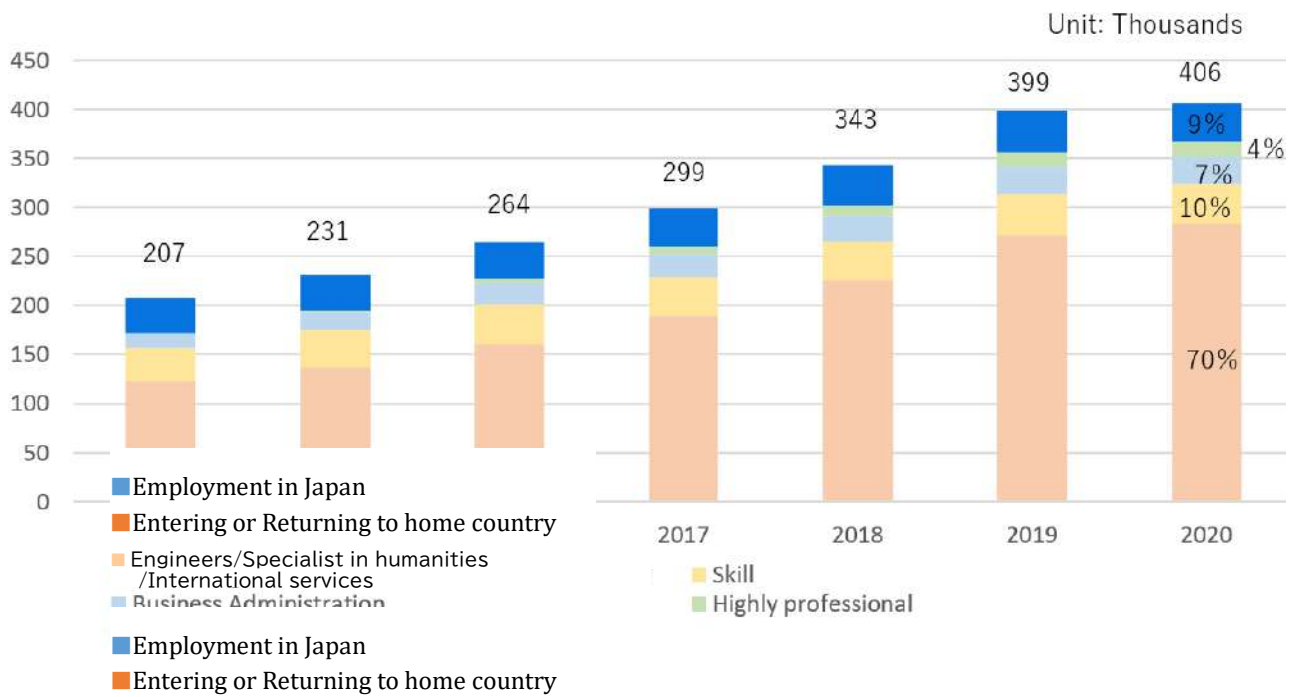
② Status of residence applicable

Exhibitor: Ministry of Internal Affairs and Communications Policy Evaluation Report on Acceptance of Advanced Foreign Human Resources (June 2019)

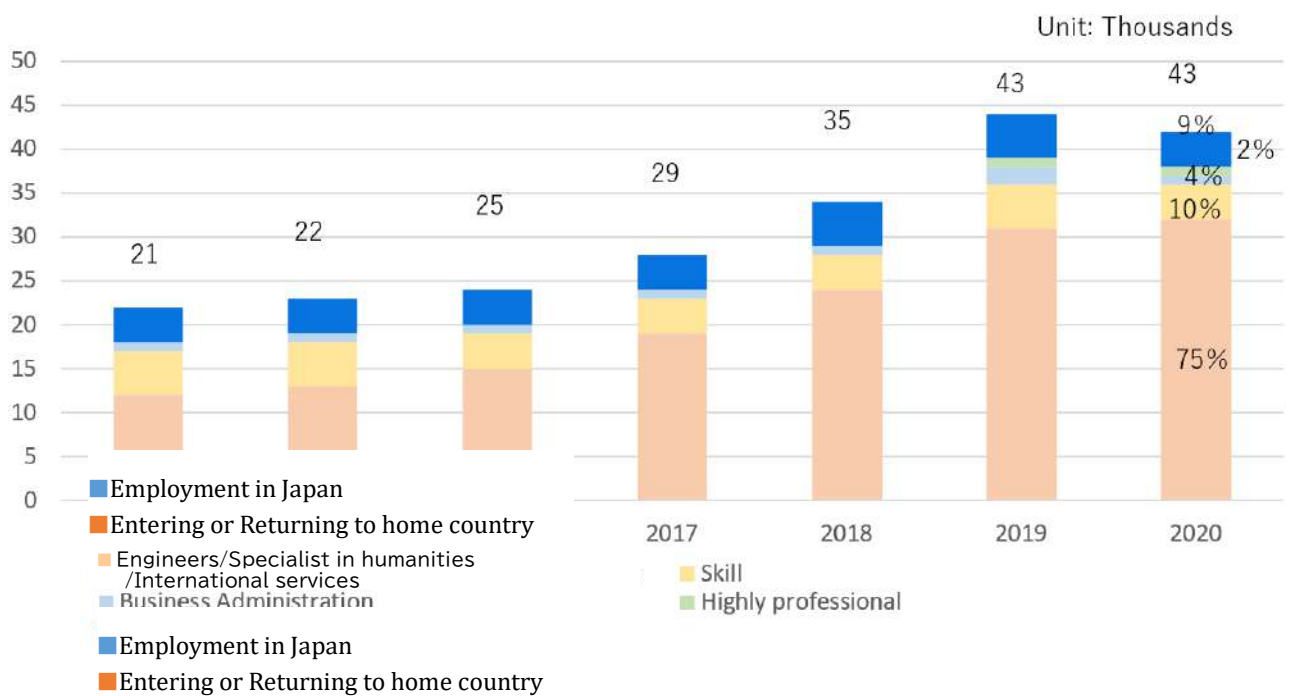
#	Status of residence	Applicable example
1	Engineers/Specialist in humanities/International services	Mechanical engineering engineers, interpreters, designers, language instructors, etc.
2	Transfer within a company	Transferred from a foreign office
3	Skill	Foreign food cooks, sports instructors, etc.
4	business Administration	Business owners, managers, etc.
5	Legal / accounting business	Lawyer, certified accountant, etc.
6	medical care	Doctors, dentists, nurses, etc.
7	nursing	care worker
8	the study	Researchers of government-affiliated organizations and companies
9	education	Language teachers in high school, junior high school, etc.
10	Professor	University professors, etc.
11	Highly professional	Advanced human resources by point system

(2) Changes in the number of high-skilled foreign human resources

① Nationwide * Source: Immigration Services Agency of Japan "Regarding the number of foreign residents as of the end of 2nd year of Reiwa"

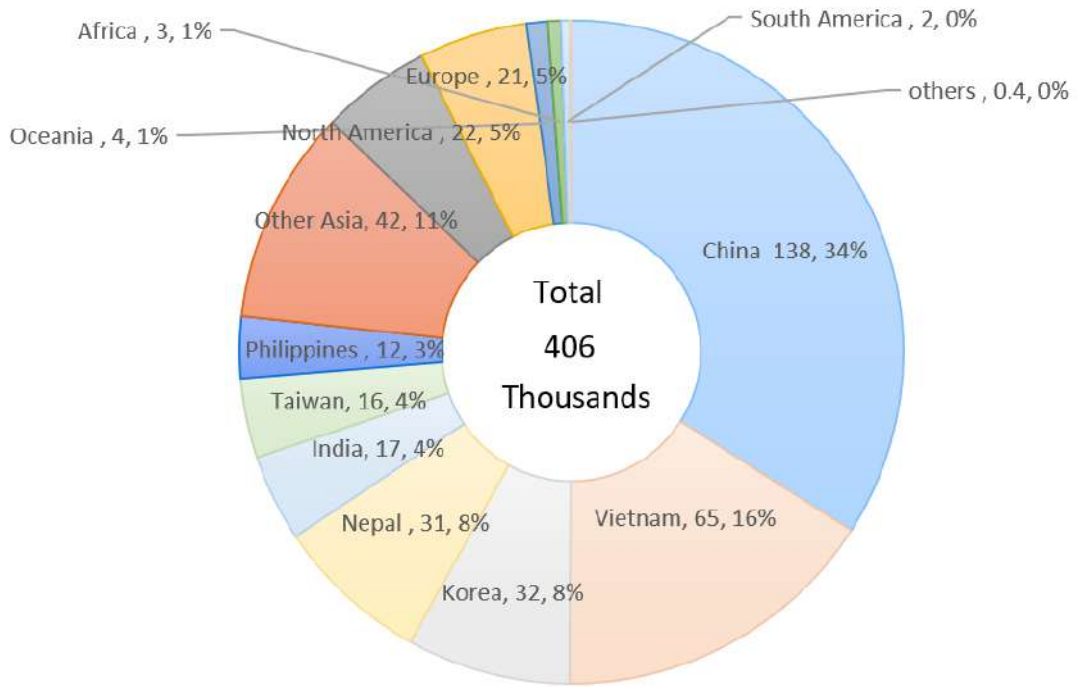


② Chubu region * Source: Immigration Services Agency of Japan "Regarding the number of foreign residents as of the end of 2nd year of Reiwa"

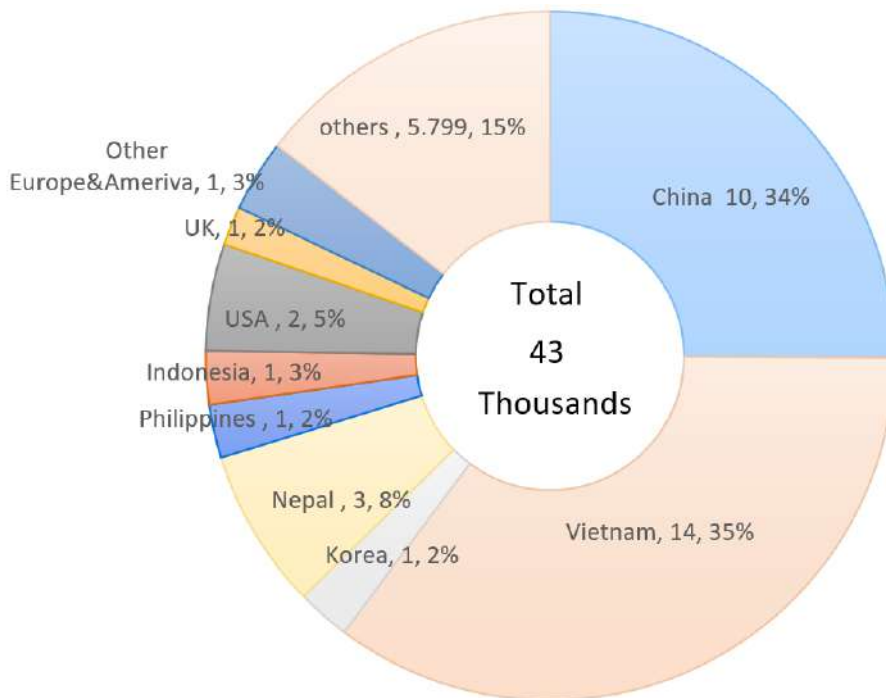


(3) High-skilled human resources by nationality

① Nationwide * Source: Immigration Services Agency of Japan "Regarding the number of foreign residents as of the end of 2nd year of Reiwa"



② Chubu region * Source: Immigration Services Agency of Japan "Regarding the number of foreign residents as of the end of 2nd year of Reiwa"



3. Status of international students

The number of foreign students residing in Japan (nationwide) has continued to increase by about 120,000 over the past 10 years to about 280,000 in May 2020, excluding the decrease due to the pandemic situation in 2020.

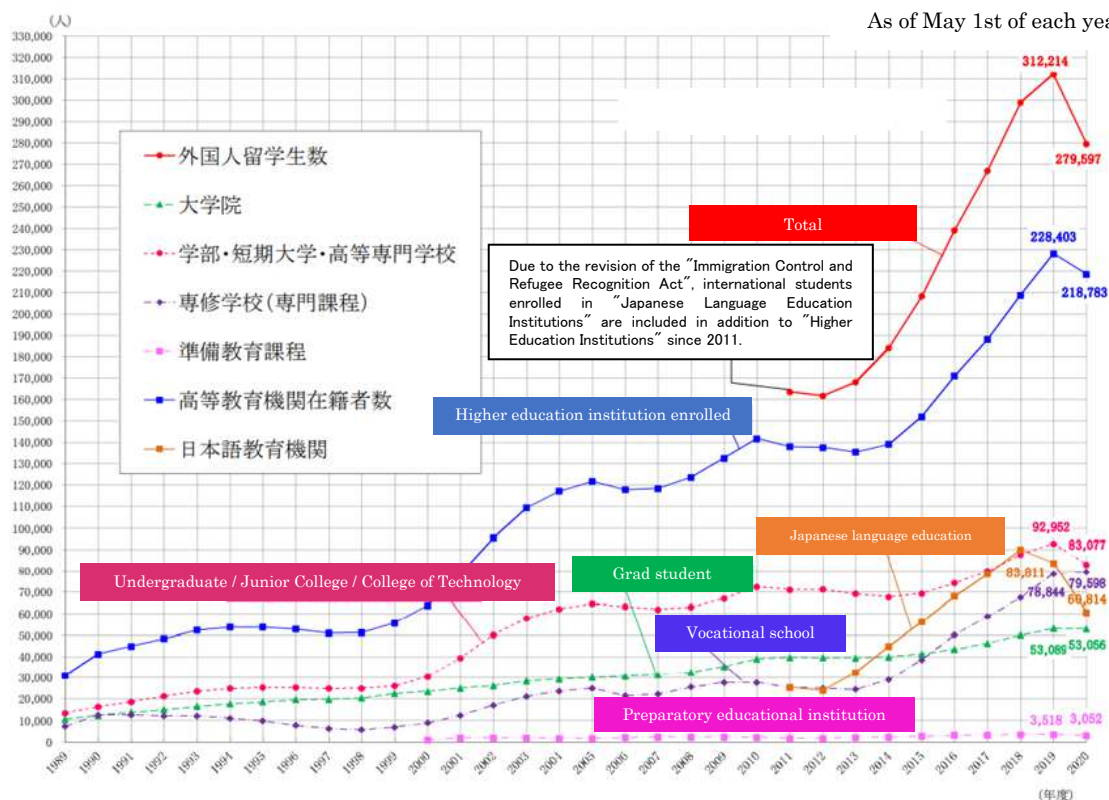
International students are students of graduate schools, universities (undergraduates), junior colleges, colleges of technology, vocational schools (specialized courses), preparatory education courses, and Japanese language education institutions who have a status of residence of "Study abroad" in the status of residence classification.

By nationality, China ranked first with about 120,000 (44%), followed by Vietnam with about 60,000 (22%) and Nepal (9%). The overwhelming majority of foreign students are privately funded 96%, nationally funded 3%, and dispatched by foreign governments 1%.

The number of foreign students (Chubu region: Aichi, Gifu, Mie, Shizuoka, Nagano) is about 22,000 (8%). It ranks fourth place of nationwide. The number one Tokyo region (Tokyo, Kanagawa, Saitama, Chiba) is about 134 thousand (48%). 2nd place Kansai region (Osaka, Kyoto, Hyogo, Nara, Shiga, Wakayama) about 52,000 people (18%), 3rd place Kyushu region (Fukuoka, Saga, Nagasaki, Kumamoto, Oita, Miyazaki, Kagoshima, Okinawa) about 28,000 (10%). In the Chubu region, Aichi prefecture has 60%, followed by Shizuoka prefecture with 19% and Gifu prefecture with 8%. By university, it is ranked 1st at Nagoya University, 2nd at Suzuka University, and 3rd at Shizuoka University.

(1) Changes in the number of international students (nationwide)

Quote: Japan Student Services Organization (JASSO) 2020 (Reiwa 2) year foreign student enrollment status survey results



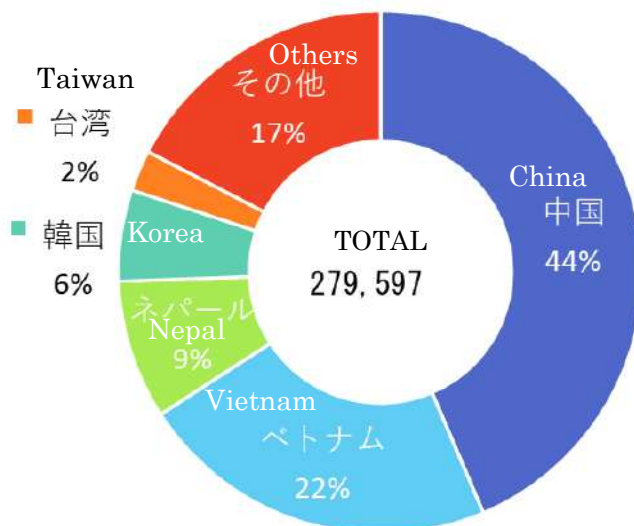
Due to the revision of the Immigration Control and Refugee Recognition Act (promulgated on July 15, 2009), the status of residence "College Student" and "School Enrollment" were unified on July 1, 2010, so May 2011. After that, the number of international students including those enrolled in Japanese language education institutions is also counted.

(2) Number of international students (nationwide)

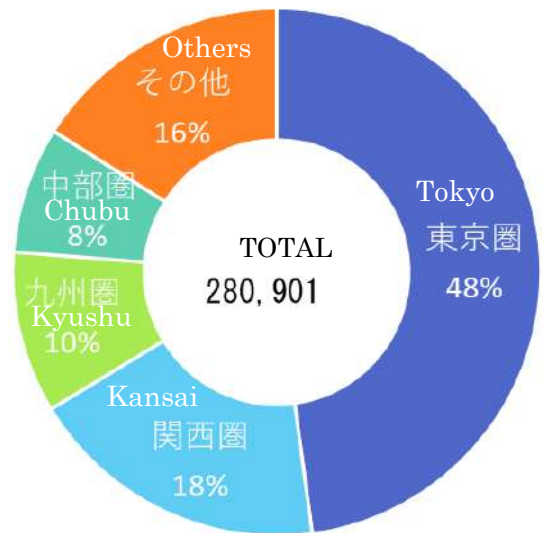
① By school

School type	Number of people	%
Grad student	53,056	19%
University (undergraduate)	79,826	29%
Junior college	2,828	1%
College of technology	423	0%
Vocational school (specialized course)	79,598	28%
Preparatory curriculum	3,052	1%
Japanese language education institution	60,814	22%
Total	279,597	100%

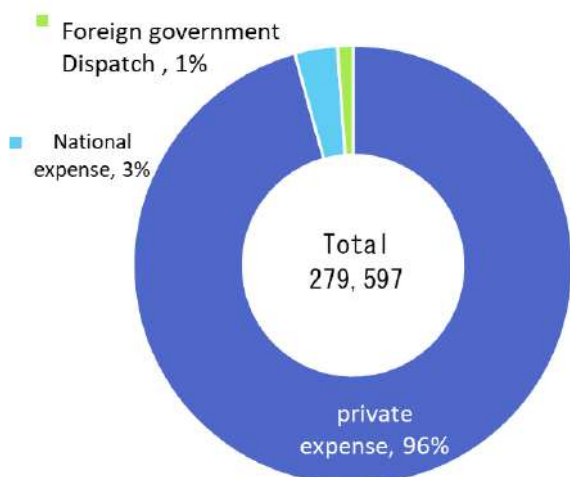
② By nationality



③ By region



④ Private / national expenses



① Source: Japan Student Services Organization (JASSO) 2020 (Reiwa 2) year foreign student enrollment status survey results

② Source: Japan Student Services Organization (JASSO) 2020 (Reiwa 2) year foreign student enrollment status survey results

③ Source: Immigration Services Agency of Japan "Regarding the number of foreign residents as of the end of 2nd year of Reiwa"

④ Source: Japan Student Services Organization (JASSO) 2020 (Reiwa 2) year foreign student enrollment status survey results

(3) Number of international students (Chubu region)

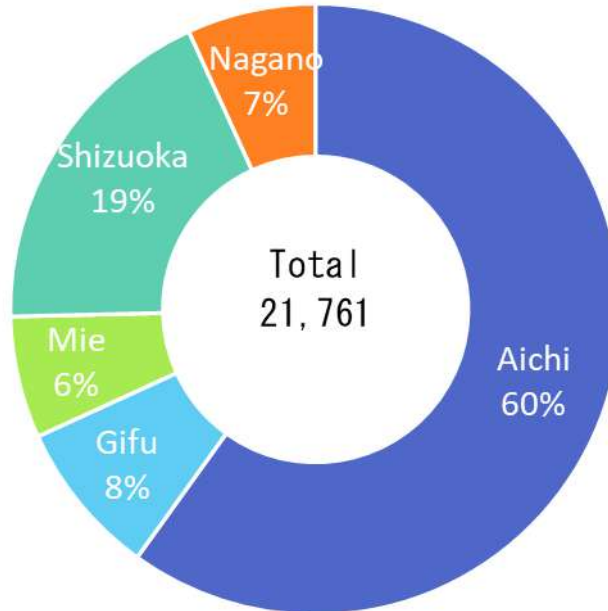
① The 20 best number of university students in the Chubu region

	University name	Location Pref.	Number of people	Breakdown	
				Grad student	Undergraduate, non-regular student *
1	Nagoya University	Aichi	1,937	1,486	451
2	Suzuka University	Mie	384	20	364
3	Shizuoka University	Shizuoka	372	215	157
4	Nagoya University of Economics	Aichi	362	22	340
5	Nagoya Institute of Technology	Aichi	307	159	148
6	Shinshu University	Nagano	294	143	151
7	Gifu University	Gifu	287	212	75
8	Tokyo University of Social Welfare Nagoya campus	Aichi	285	17	268
9	Toyohashi University of Technology	Aichi	277	109	168
10	Seijoh University	Aichi	244	0	244
11	Nagoya University of Commerce & Business	Aichi	231	46	185
12	Aichi University	Aichi	219	46	173
13	Yokkaichi University	Mie	212	0	212
14	Nanzan University	Aichi	204	24	180
15	Matsumoto Dental University	Nagano	201	9	192
16	Aichi Sangyo University	Aichi	200	20	180
17	Shizuoka Eiwa Gakuin University	Shizuoka	198	0	198
18	Mie University	Mie	174	71	103
19	Aichi Bunkyo University	Aichi	171	2	169
20	Nagoya City University	Aichi	155	109	46

* Non-regular students include research students, trainees, auditors, etc. As of May 2021

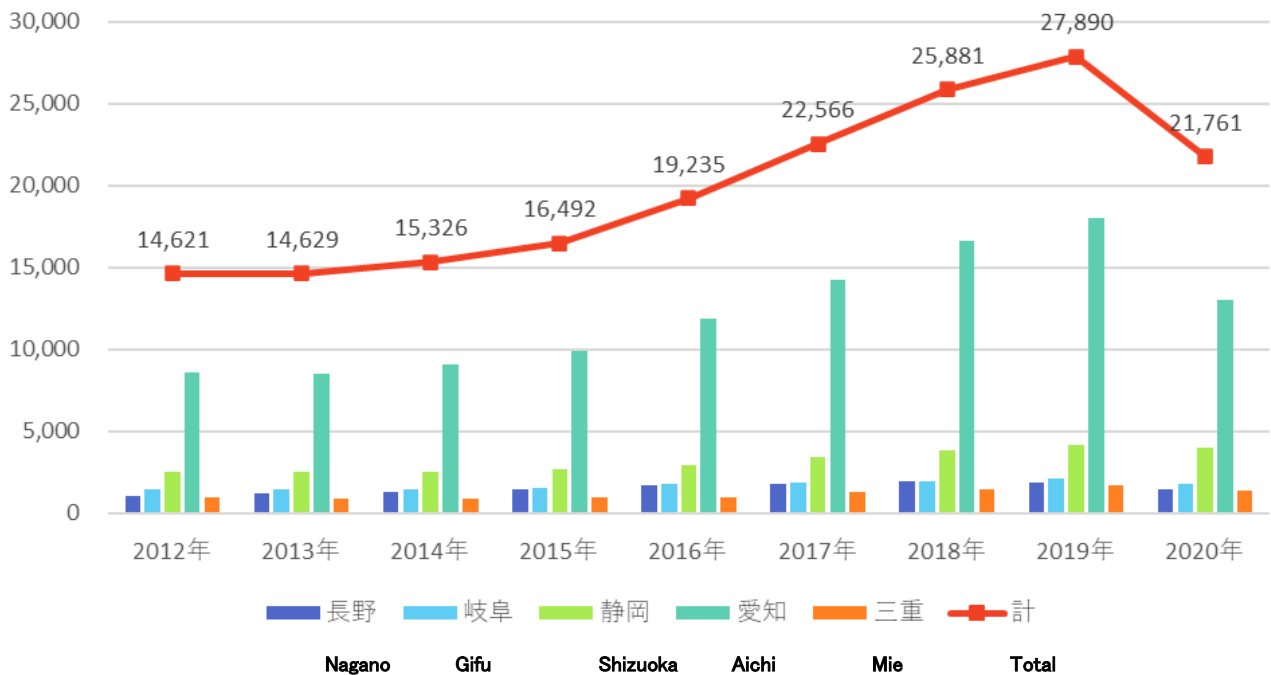
② Number of international students (by prefecture)

Source: Immigration Services Agency of Japan: by prefecture, by status of residence Foreign residents (total number) as of the end of December 2020



③ Changes in the number of international students (Chubu region)

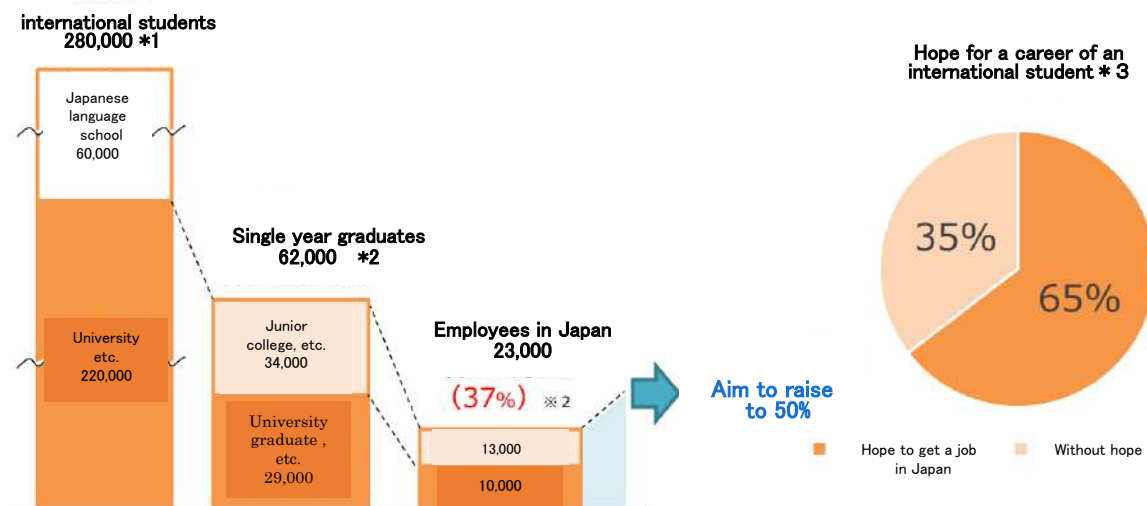
Source: Immigration Services Agency of Japan : by prefecture, foreign residents by status of residence (total number), data at the end of December every year



(4) Current status of domestic employment of international students

The number of graduates and graduates of universities (undergraduates and graduate schools) in 2018 is 28,512, but the number of employment in Japan is only 10,490 (37%). On the other hand, according to the 2018 questionnaire statistics, 65% of international students answered that they would like to get a job in Japan. The government aims to raise the employment rate of graduates in Japan to 50%. In our questionnaire (Chapter 5 (2) ①), 77% of international students answered that they would like to work at a Japanese company (including working at overseas bases).

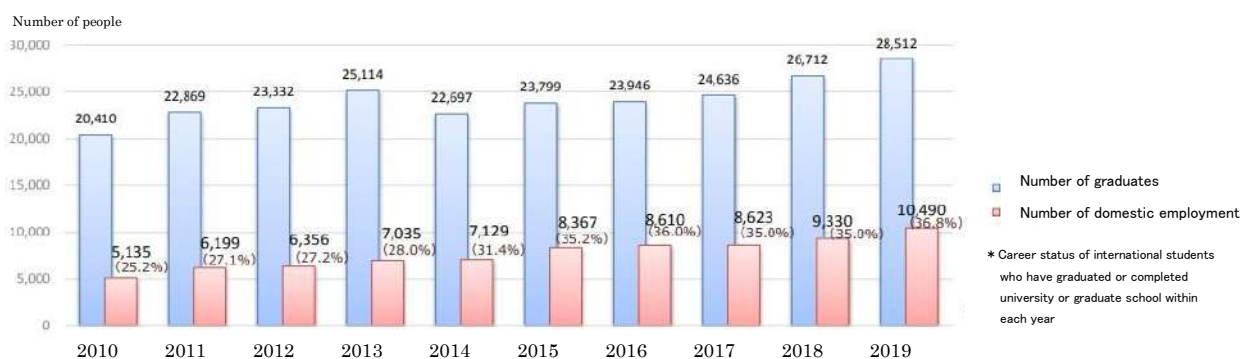
Source / Quotation: Ministry of Health, Labor and Welfare, Current status of domestic employment of "foreign students" (announced on May 10, 2021)



* 1 Japan Student Services Organization "Results of Survey on Enrollment of International Students in 2020" ... As of December 21, 2020, 279,597 (218,783 at universities, etc., 60,814 at Japanese language education institutions)
 * 2 "Results of the 2019 Foreign Student Career / Degree Conferral Survey" ... 62,411 international students who graduated (completed) during the 2019 academic year (including 28,512 universities (undergraduate / graduate school). Of these, 10,490 are employed in Japan) * Excluding unknowns.
 * 3 The same "Summary of the 2017 Survey on the Living Conditions of Privately-Funded International Students" ... Of the 5,704 people who responded to the questionnaire for privately-sponsored international students conducted in January 2018, 3,682 respondents answered that they would like to get a job in Japan (in addition, multiple answers are possible from those who wish to go on to Japan, those who wish to work in their country of origin, etc.).

Source / Quotation: Ministry of Education, Culture, Sports, Science and Technology "Promotion of Employment of Foreign Students" (Efforts of the Ministry of Education, Culture, Sports, Science and Technology regarding employment of foreign students) (announced on June 2019)

○ Transition of graduation/completion and domestic employment of international students at the university (undergraduate / graduate school)



○ Career status of international students who have graduated or completed university (undergraduate / graduate school)

Of those who graduated or completed university (undergraduate / graduate school) in 2019 (28,512), 10,490 (about 37%) got a job in Japan.

○ Government direction regarding employment support for international students

In the "Japan Revitalization Strategy Revision 2016" (June 2, 2016), the Cabinet decided to improve the employment rate of foreign students in Japan from 30% to 50%.

○ Situation of foreign students wishing to find employment in Japan

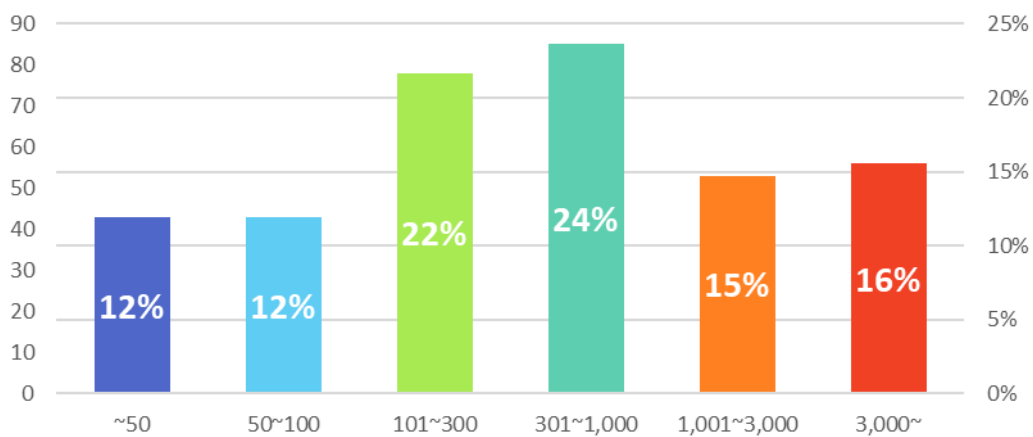
Foreign students who wish to find employment in Japan account for about 65% of the total.

4. Awareness of companies accepting high-skilled foreign human resources (questionnaire results)

(1) Questionnaire summary

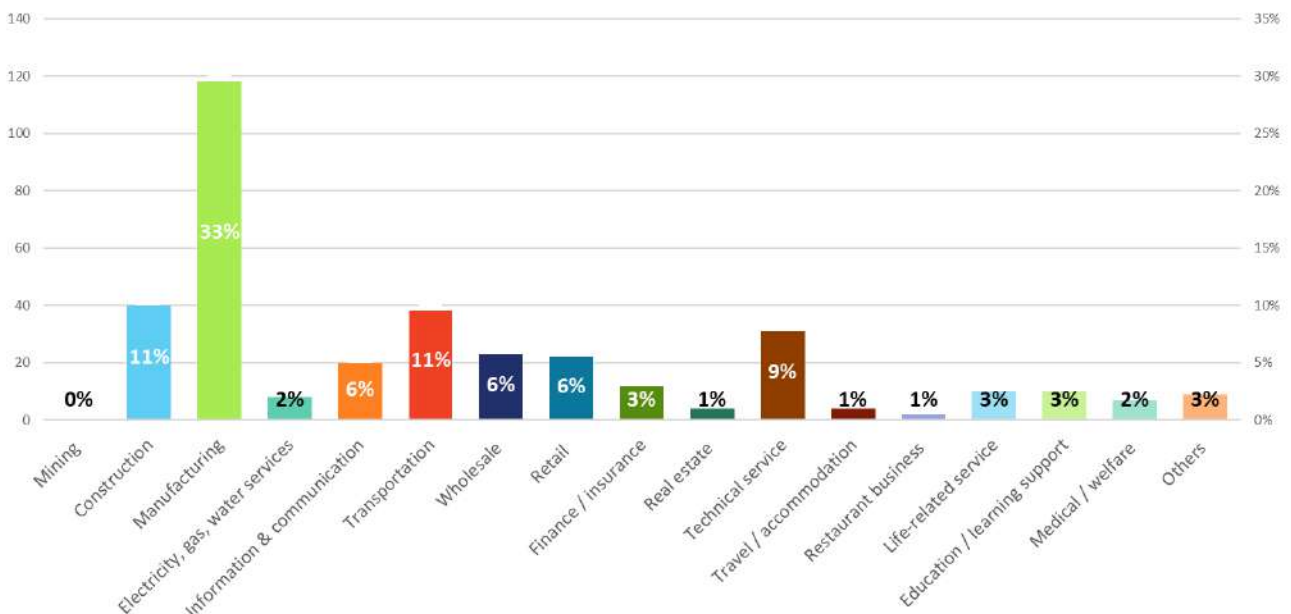
We would like to introduce the survey on the acceptance of high-skilled foreign human resources by companies (period: July 27–September 7, 2021, collection number: 358 companies). With the cooperation of related organizations, we were able to conduct a survey without bias in the size of the company (see page 31).

① Company size: Number of employees



100 or less: 24%, ~ 300: 22%, ~ 1,000: 24%, 1,000 or more: 31%

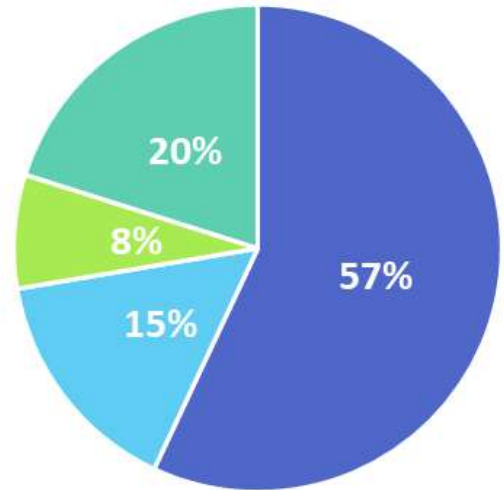
② By Industry



Manufacturing industry: 33%, retail industry / wholesale industry: 12%, construction industry / equipment construction industry: 11%, transportation industry 11%

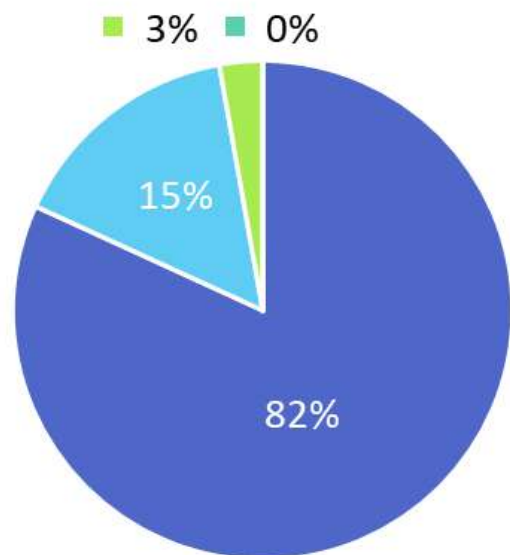
③ Number of overseas bases

● None	204
● 1-2 bases	55
● 3-5 bases	27
● Over 6 bases	72



④ Headquarters location

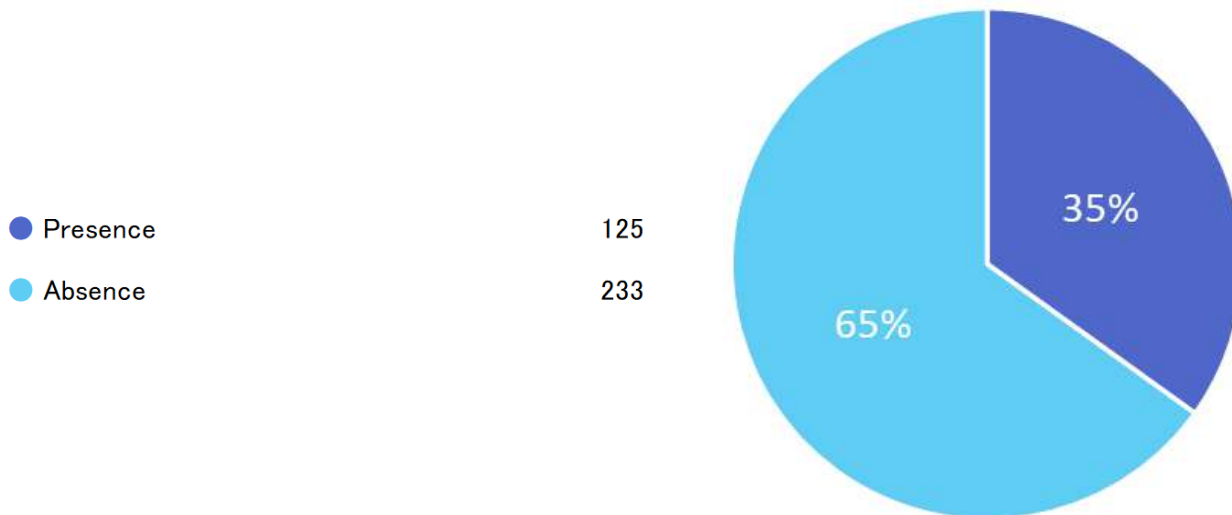
● Chubu region (Nagano, Gifu, Shizuoka, Aichi, Mie)	293
● Tokyo region (Saitama, Chiba, Tokyo, Kanagawa)	55
● Kansai region (Shiga, Kyoto, Osaka, Hyogo, Nara, Wakayama)	10
● Others	0



(2) About high-skilled foreign human resources in employment

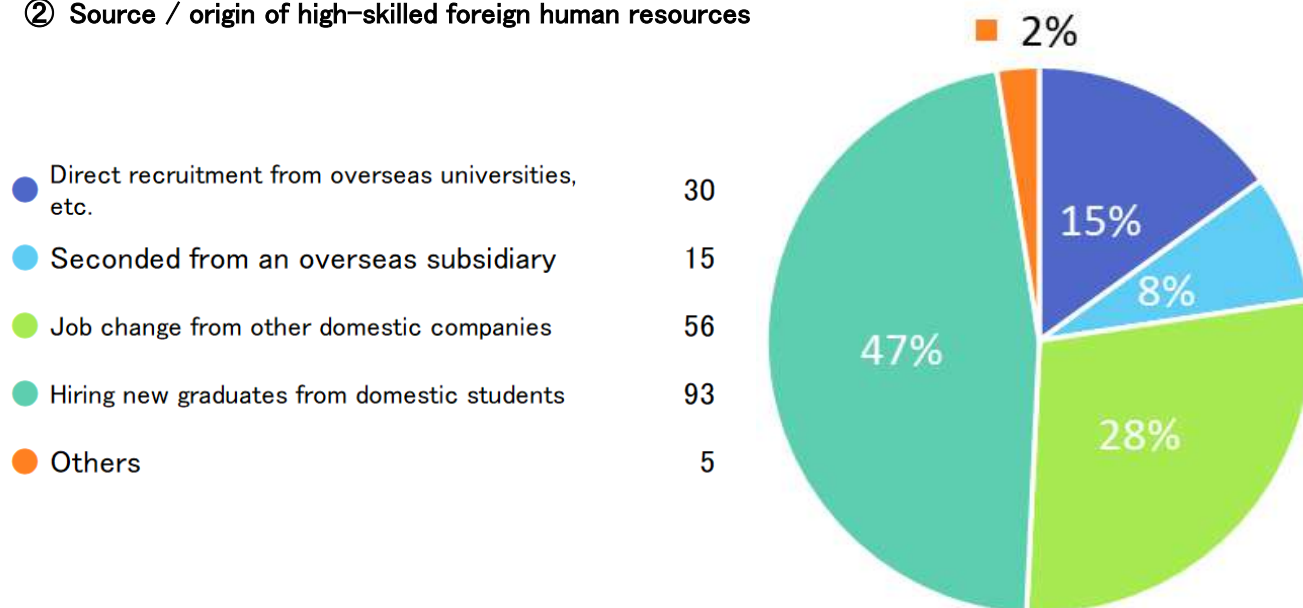
35% of companies / organizations have already hired high-skilled foreign human resources, and 47% of them are domestic new graduates, which is the most common source of employment. I reaffirmed the importance of employment support for international students in promoting the active participation of high-skilled foreign human resources.

① Presence or absence of high-skilled foreign human resources



Employed high-skilled foreign human resources: 35%

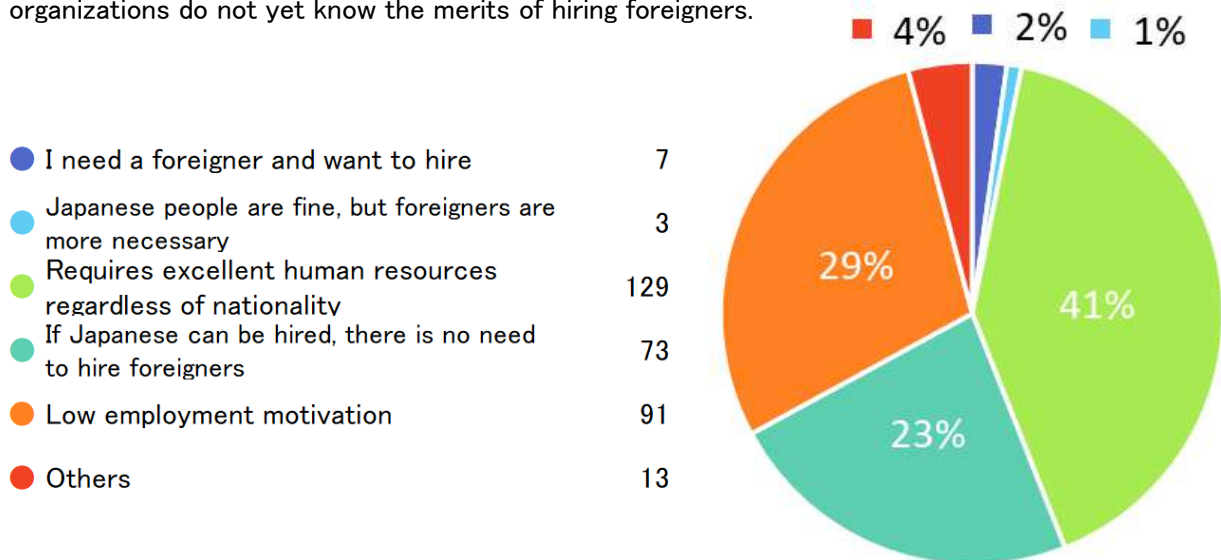
② Source / origin of high-skilled foreign human resources



New graduate recruitment of domestic students: 47%, Job change from other domestic companies: 28%

③ Motivation to hire high-skilled foreign human resources

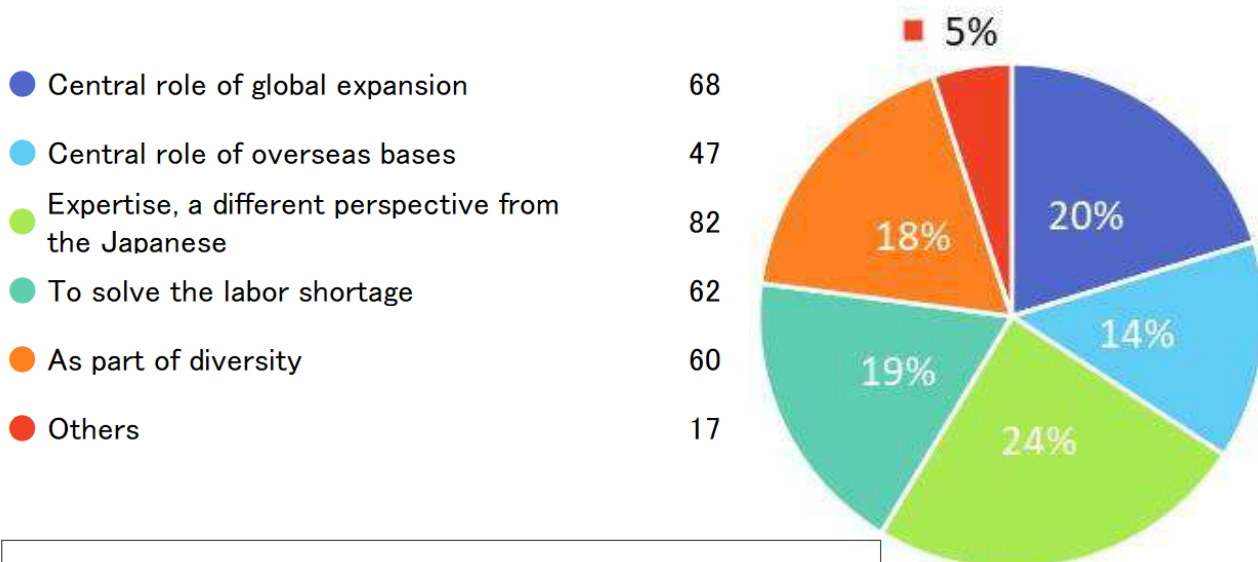
Regarding the motivation to hire high-skilled foreign human resources, 44% (including "excellent human resources are required regardless of nationality") were motivated. However, only 3% of the companies and organizations answered that "I need a foreigner and want to hire" and "A Japanese person is fine, but a foreigner needs him more". It seems that this is because many companies and organizations do not yet know the merits of hiring foreigners.



Motivation to hire: 44% (including "regardless of nationality if excellent")

④ Reasons for hiring high-skilled foreign human resources

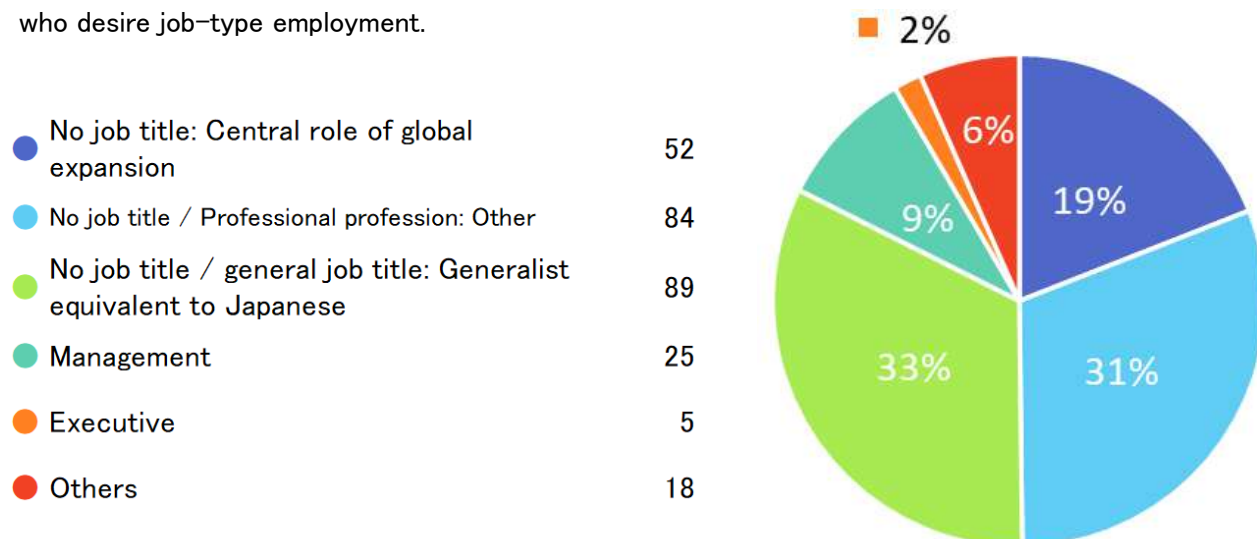
The most common reason for hiring high-skilled foreign human resources was "expert expertise, a different perspective from the Japanese" at 24%, followed by "global expansion," "solving labor shortages," "part of diversity," and "central role of overseas bases." in order.



Expertise, different perspective from Japanese: 24%
 Central role of global expansion : 20%
 To solve the labor shortage : 19%
 As part of diversity : 18%

⑤ Job description of high-skilled foreign human resources

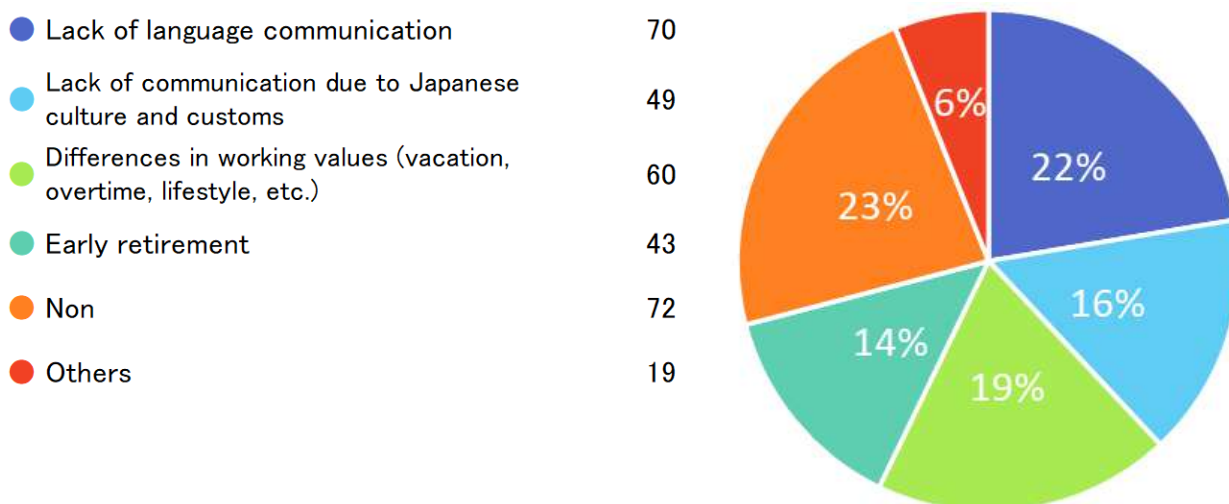
As for the job content, “generalist equivalent to Japanese” accounted for the largest percentage at 33%, which was higher than “professional occupation”. From this, it can be seen that membership-type employment, which is common among Japanese companies, is deep-rooted. In addition, this seems to be one of the factors that lowers the matching rate because it passes by many foreigners who desire job-type employment.



Generalist equivalent to Japanese: 33%, Professional: 31%

⑥ Issues of high-skilled foreign human resources

The issues of highly-skilled foreign human resources related to corporate employment were in the order of “understanding of culture, customs and values” (35%), “language” (22%), and “early turnover” (14%). “Early turnover” was less than expected, reaffirming the importance of “language”.

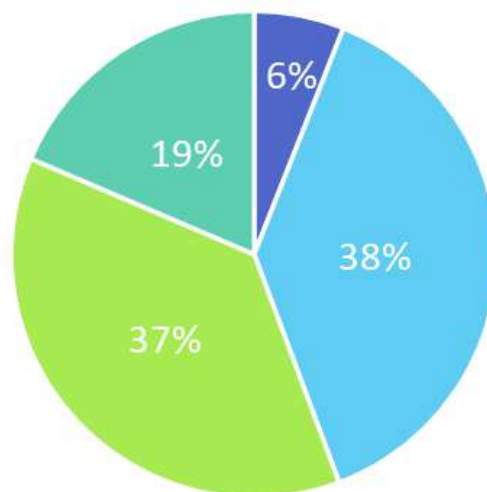


Lack of communication due to Japanese culture and customs, differences in values: 35%,
Lack of communication by language: 22%

⑦ Support needed for high-skilled foreign human resources

The support required for high-skilled foreign human resources was 38% for Japanese language education and 37% for strengthening the consultation desk. Recognizing the importance of Japanese language education and the importance of strengthening and disseminating existing consultation desks.

● Educational environment for children	10
● Japanese language education	64
● Strengthening the consultation desk	62
● Others	31



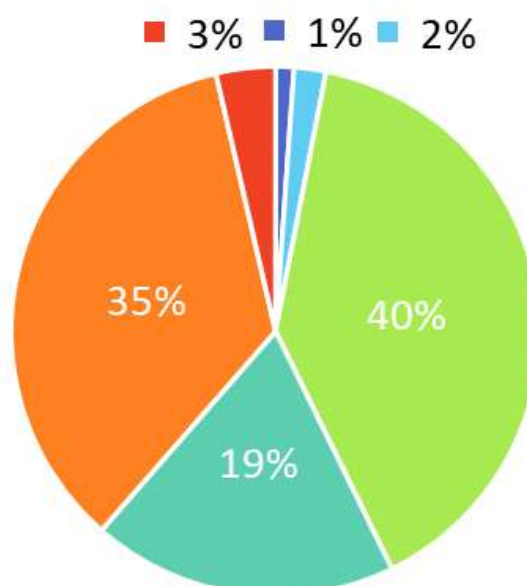
Japanese language education: 38%, strengthening consultation desk: 37%

(3) About hiring foreign students

① Motivation to hire foreign students

Regarding motivation, the results were similar to (2) ③ motivation to hire high-skilled foreign human resources.

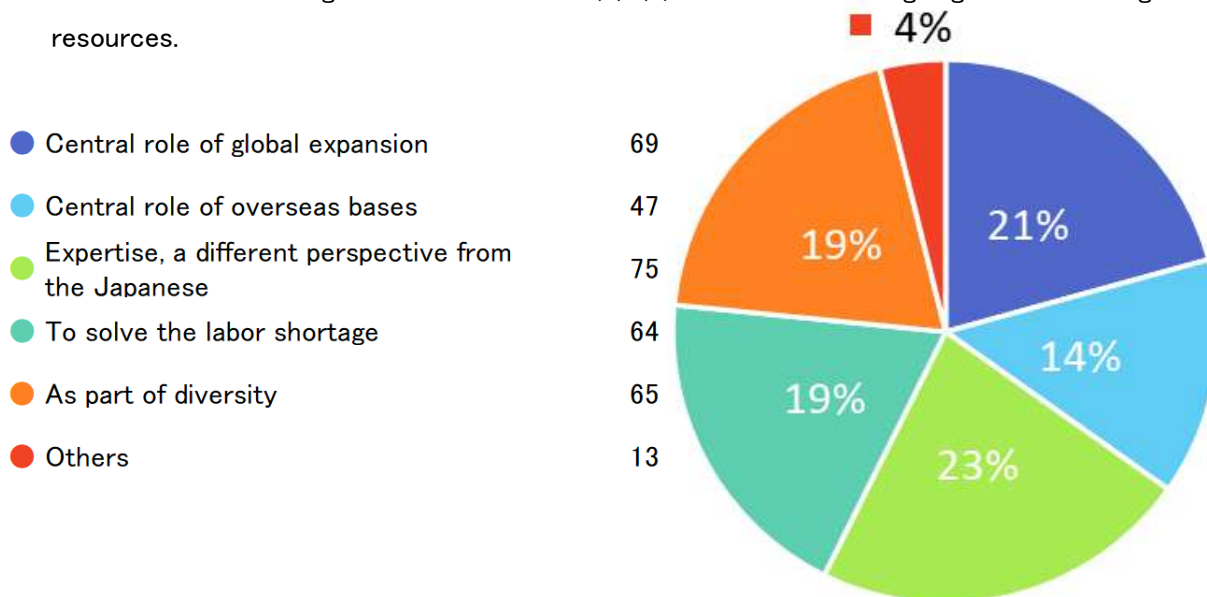
● I need a foreign student and want to hire	4
● Japanese is fine, but foreign students are more necessary	7
● Requires excellent students regardless of nationality	142
● If Japanese can be hired, there is no need to hire foreign students	67
● Low motivation	125
● Others	13



Willingness to hire foreign students: 43%
(Including "excellent students are required regardless of nationality")

② Reasons for hiring foreign students

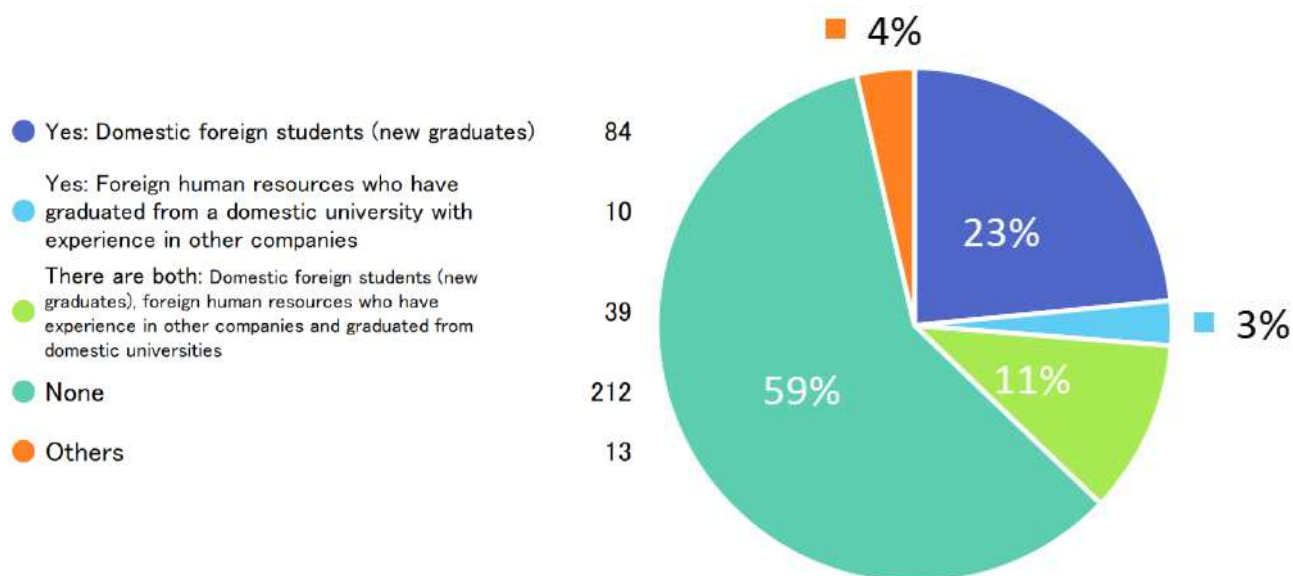
The reasons for hiring were the same as (2) (4) Reasons for hiring high-skilled foreign human resources.



Expertise, different perspective from Japanese: 23%
 Central role of global expansion : 21%
 As part of diversity : 19%
 To solve the labor shortage : 14%

③ Recruitment record of foreign students

37% of companies / organizations have hired international students

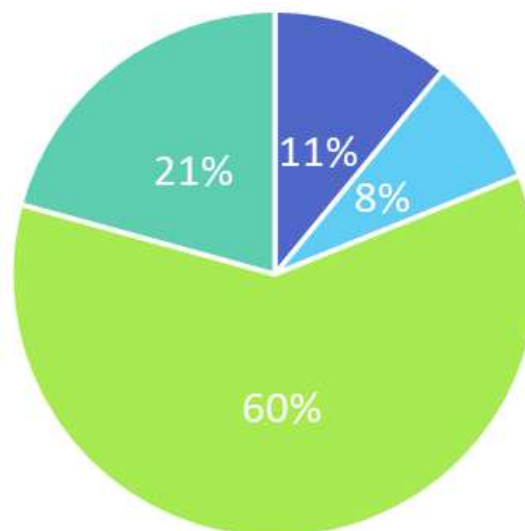


Adopted: 37%

④ Continuity of hiring foreign students

On the other hand, 19% of the companies / organizations answered, "We have just started hiring within 3 years and are currently considering whether to continue hiring." and "We have a track record of hiring, we are grasping issues and problems, and we are temporarily suspended." Sharing success stories, issues, etc. and strengthening the consultation desk are considered to be effective means of encouraging international students to make hiring decisions.

● We have just started hiring within 3 years and are currently considering whether to continue.	18
● Has a track record of hiring, is grasping issues and problems, and is temporarily suspended	13
● We have a track record of hiring, and we are continuing after understanding the issues and problems.	99
● Others	34

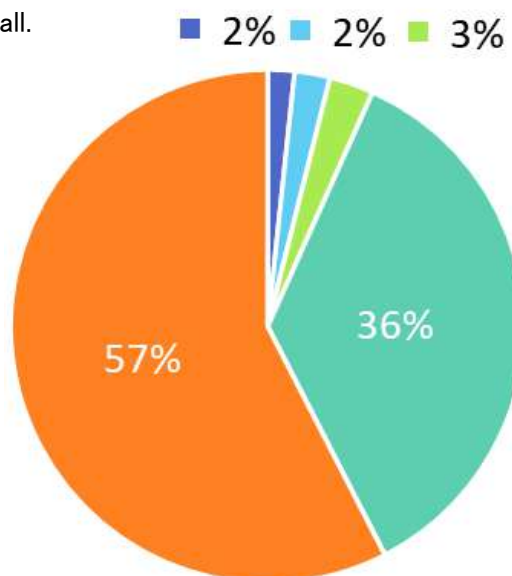


60% of companies with a track record of hiring intend to continue

⑤ Changes in the willingness to hire foreign students due to the COVID-19 trouble

There was almost no effect from the COVID-19 trouble, and 38% of the companies / organizations answered that they were motivated to hire ("raised", "no change: motivated to hire"). It seems that the reason why the influence of corona trouble was small is that the ratio of accommodation and restaurant businesses of the responding companies is small.

● Motivated	6
● Declined motivation	8
● We're less motivated, but after the COVID-19 we're thinking positively about hiring	10
● No change: Willingness to hire	128
● No change: No willingness to hire	206

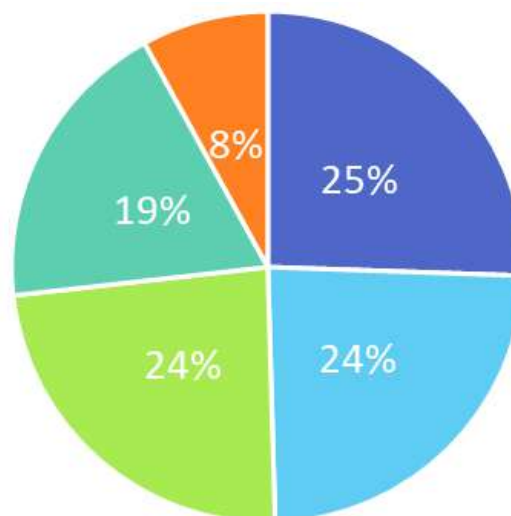


There is no change in hiring motivation, and there is motivation to hire: 36%, increased: 2%

⑥ Issues in recruiting international students

Regarding the issues, the results were similar to those of (2) ⑥ Advanced foreign human resources.

● Lack of language communication	83
● Lack of communication due to Japanese culture and customs	78
● Differences in working values (vacation, overtime, lifestyle, etc.)	77
● Early retirement	61
● Others	26

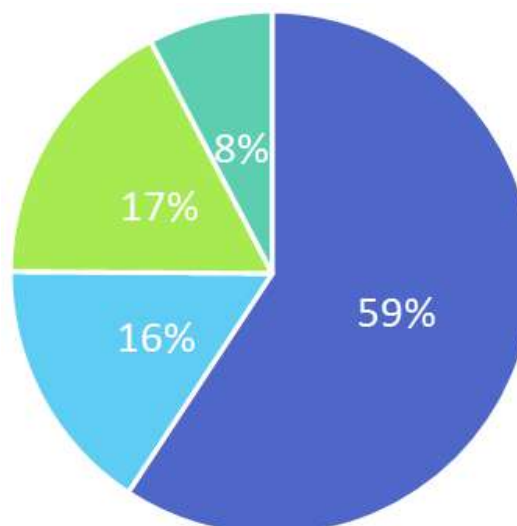


Lack of communication due to Japanese culture and customs, differences in values: 48%
Lack of language communication: 25%

⑦ The most important recruitment conditions required of international students

As an important recruitment condition, 59% of companies / organizations answered "Japanese ability".

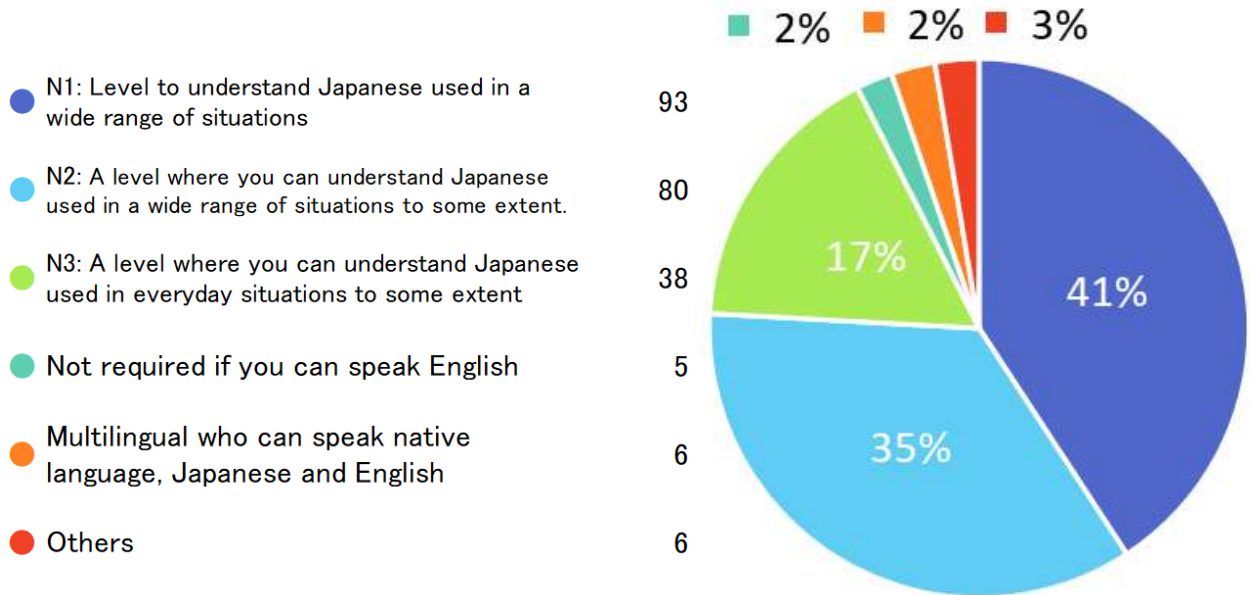
● Japanese ability	131
● Long-term employment contract	35
● Japanese general corporate cultural knowl	38
● Others	17



Japanese ability: 59%, corporate cultural knowledge: 17%, long-term employment contract 16%

⑧ Desired level of Japanese proficiency when hiring foreign students

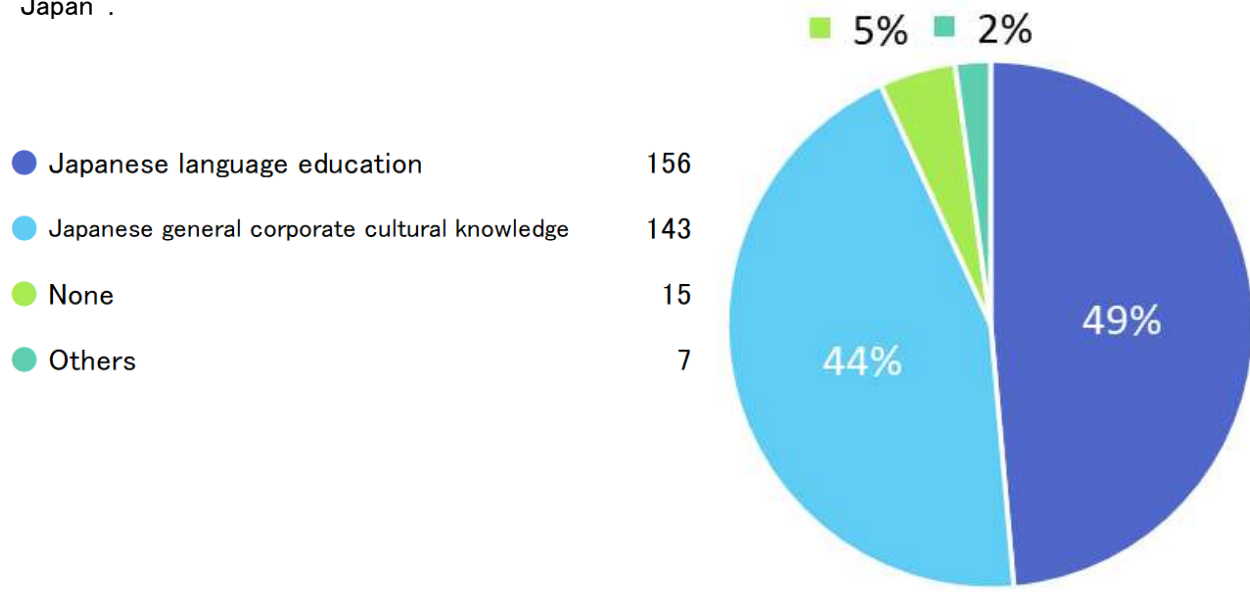
The level of Japanese proficiency desired by companies and organizations when hiring foreign students is 76% for N2 and above, and many companies require foreign students to have high Japanese proficiency.



N2 or above: 76%, unnecessary if you can speak English: 2%

⑨ Education that I want foreign students to do before hiring

49% of companies and organizations answered that the education they wanted to provide before hiring was "Japanese," reaffirming the importance of Japanese language education. In addition, 44% of the companies / organizations answered that they had "general corporate cultural knowledge in Japan".



Japanese: 49%, Japanese general corporate cultural knowledge: 44%

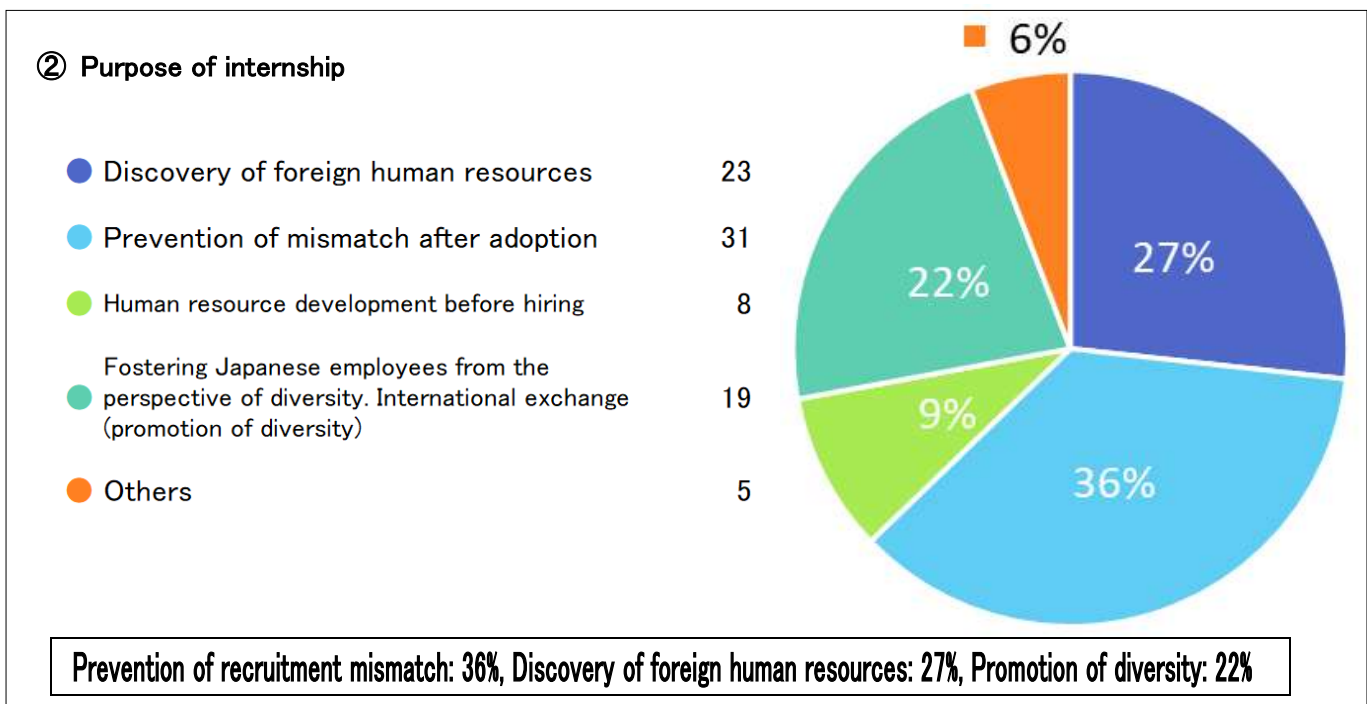
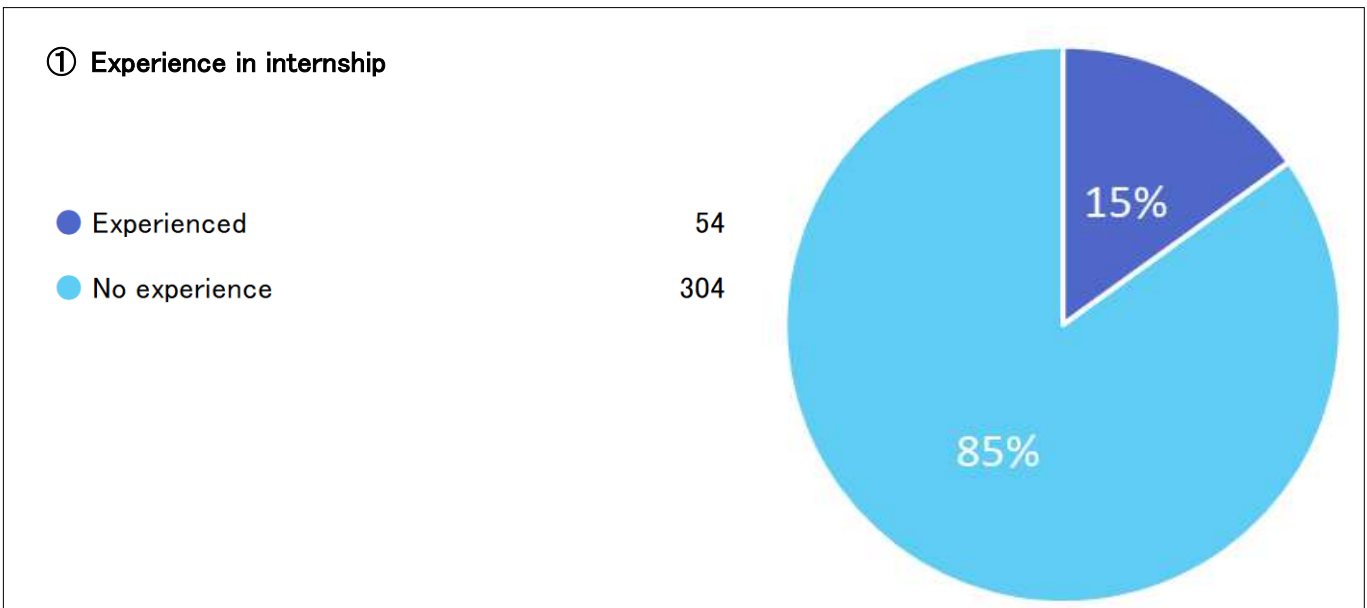
(4) About internship implementation for high-skilled foreign human resources

Only 15% of companies / organizations answered that they had experience in internships. I reaffirmed that the awareness of internships for high-skilled foreign human resources is still low.

36% of the companies / organizations answered that the purpose of the internship was "prevention of mismatch". As for internal changes after the implementation, 31% of the respondents were able to "find / hire human resources".

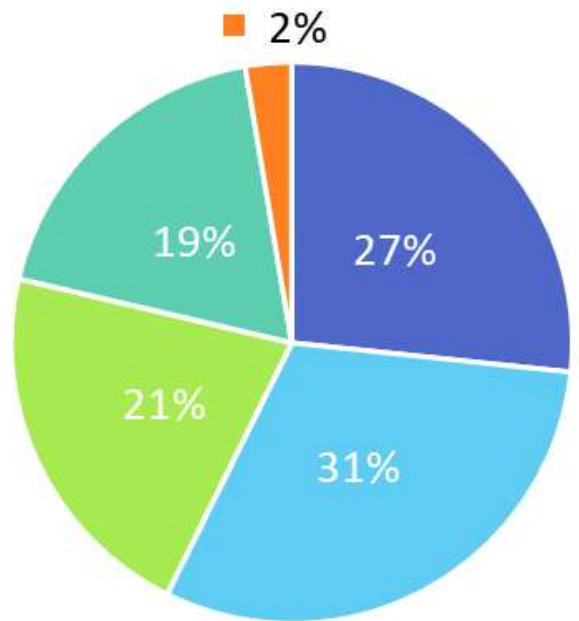
Regarding future implementation plans, 13% of companies / organizations answered "yes" and 17% answered "interested but no plans". The main reasons for responding "I'm interested but have no plans" were "I don't know how to implement it" and "I can't find any merit on the company side" at 14%.

In addition, 13% of companies / organizations answered that they were "interested in future implementation". It is important to raise the matching rate for hiring high-skilled foreign human resources by making such companies and organizations aware of the effectiveness of internships and implementing them.



③ Internal changes after the internship

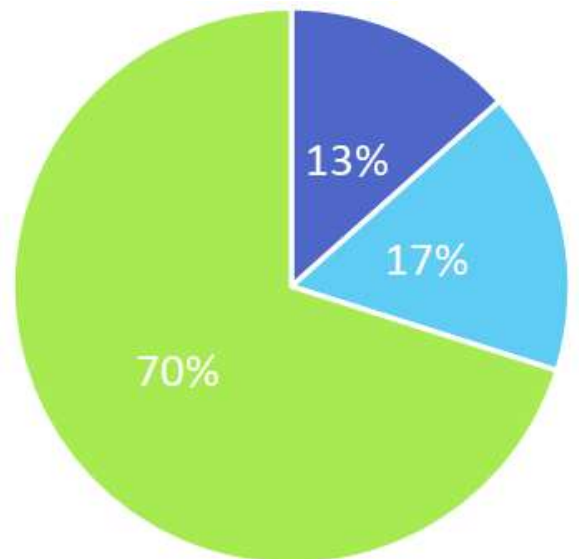
- The hurdles for hiring foreigners in the company have been lowered 20
- I was able to find / hire foreign human resources 23
- Prevented mismatches after employment 16
- Awareness reform of Japanese employees and international exchange (promotion of diversity) 14
- Others 2



Finding foreign human resources: 31%, employment hurdles lowered: 27%, Recruitment mismatch prevention: 21%, promotion of diversity: 19%

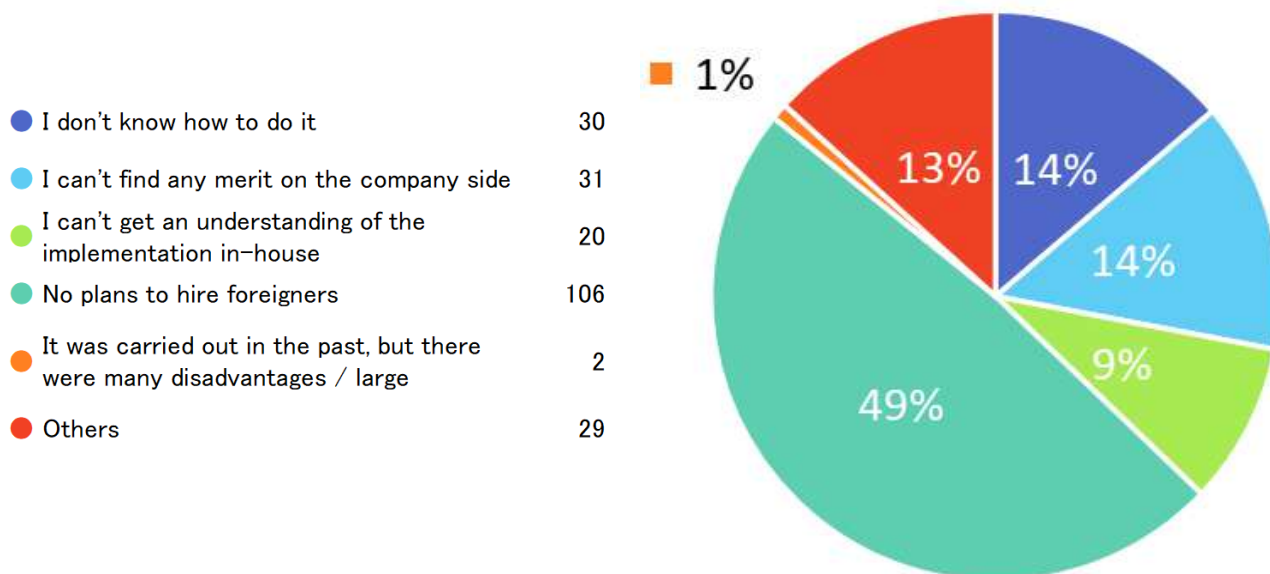
④ Future internship schedule

- There is a plan 48
- I'm interested but have no plans 59
- No plan 251



Scheduled to be implemented: 13%, interested but not planned: 16%

⑤ Reasons for answering “I’m interested in the internship schedule but no schedule” and “None”



I don't know how to implement it: 14%, I can't find any merit on the company side: 14%

(5) Other opinions

【Acceptance system】

- At that time, we had the experience of accepting international students who came to Japan using the “Abe Initiative” for a half-year internship. I think that Japan should make a permanent system such as the “Abe Initiative”, actively accept excellent international students from developing countries in Asia and Africa, and contribute to the world in terms of technology and knowledge.
- It is difficult for foreigners to understand Japan’s social security system.
- We utilize the labor force of foreigners as an internal and external outsourcing through an external partner company, but since our company does not yet have a system to accept foreigners, we will prepare for future hiring of Japanese workers. I have the recognition that preparation is necessary. I’m still not active in hiring, but I feel that it’s time to collect information.
- I would like to consider assignment and career development after hiring depending on whether or not the foreigner intends to return to his / her home country.
- It would be very helpful if you could share the success stories of collecting the career development wishes of the person after joining the company and confirming the matching of the work given by the company.

【Communication】

- There are few highly-skilled foreign human resources, and I am worried that they may feel alienated in the company in various areas other than work. In the case of highly-skilled foreign personnel who have some experience of staying in Japan, they may not disclose their problems even if they have their own problems, and there are cases where they do not understand the surroundings.
- Although it depends on the country, it is difficult to communicate because the self-assertion is strong and the law is not understood.
- In the case of our company, it is a special occupation, and if you have work ability, you cannot comment because nationality does not matter, but in general, it will be asked whether communication is smooth or not.

【Japanese ability】

- Communication within the company cannot be achieved unless the Japanese language ability of domestic and foreign students is high.
- I had interviews with various students (including the WEB) when hiring international students, but I think that “N1” is indispensable as a Japanese proficiency when considering entrusting internal work in the future.
- I want you to be able to speak English even if only you visit the counter at a bank or city hall.
- Foreigners can understand everyday conversation, but if they can't understand technical terms in Japanese, it's difficult to leave the job to them. It takes too long to become a force.

【Qualification】

- It is difficult to obtain qualifications such as large / towing license, dangerous goods “Otsu4”, etc., which are essential qualifications at our company, and it is not possible to hire them. For foreigners who are considered to be able to obtain qualifications, I would like to hire excellent human resources.
- I hope that the procedure for obtaining the status of residence will be simplified.

【In-house education】

- Although it is an issue for us, I am interested in what kind of education other companies are doing in-house education for international students.

【keep a secret】

- Although there is no particular awareness of nationality, there are concerns about early retirement and confidentiality.
- I am particularly concerned about the risk of taking out confidential information from major domestic manufacturers at our company, which is located in the semiconductor industry.

【Others】

- It is indispensable for Japanese companies with a declining birthrate and an aging population to become more competitive with foreigners.
- The policy is to strengthen and expand overseas bases over the medium to long term, and hiring excellent students is indispensable.
- It would be good if we could not only hire people in specialized fields but also hire them flexibly like Japanese people.
- We are hiring not only international students but also overseas local university students.

(6) Analysis by company size

Contents	Total	less than 100		100~300		300~1000		more than 1000		
Surveyed companies										
① Number of companies	358	86		78		85		109		
② Number of overseas bases										
0	204	57%	75	21%	56	16%	56	16%	17	5%
1~2	55		10		15		17		13	
3~5	27	43%	1	13%	4	28%	7	34%	15	84%
6 or more	72		0		3		5		64	
Corporate										
③ Presence or absence of high-skilled foreign human resources (employees)										
Presence	125	35%	14	16%	22	28%	22	26%	67	61%
Absence	233	65%	72	20%	56	16%	63	18%	42	12%
④ Source / origin of high-skilled foreign human resources (employees)										
Hired directly from overseas universities	27	12%	0	0%	4	11%	3	8%	20	17%
Job change from other domestic companies	52	23%	8	30%	9	24%	10	27%	25	21%
Secoded from an overseas subsidiary	15	7%	1	4%	1	3%	0	0%	13	11%
Recruitment of new graduates from domestic students	93	42%	10	37%	16	43%	17	45%	50	41%
Others	28	13%	7	25%	6	16%	7	18%	9	7%
⑤ Motivation to hire highly-skilled foreign human resources (employees)										
I want to hire a foreigner	7		1		1		1		4	
Japanese people are fine, but foreigners are more necessary	3	44%	0	27%	1	31%	2	36%	0	72%
Requires excellent students regardless of nationality	129		18		21		23		67	
If Japanese can be hired, there is no need to hire foreigners	73	23%	24	35%	18	24%	21	29%	10	10%
Low employment motivation	91	29%	23	33%	31	41%	23	31%	14	14%
Others	13	4%	3	5%	3	4%	3	4%	4	4%
⑥ Reasons for hiring high-skilled foreign human resources (employees)										
Central role of global expansion	68	20%	12	23%	13	18%	12	18%	31	21%
Central role of overseas bases	47	14%	5	10%	10	14%	5	8%	27	18%
Expertise, a different perspective from the Japanese	82	24%	13	25%	17	23%	17	26%	35	24%
To solve the labor shortage	62	18%	11	22%	19	26%	14	22%	18	12%
Diversity promotion	60	18%	6	12%	11	15%	13	20%	30	21%
Others	17	5%	4	8%	4	5%	4	6%	5	4%
⑦ Job description of high-skilled foreign human resources (employees)										
Global expansion without job title	52	19%	9	19%	12	22%	9	19%	22	18%
No job title Professional profession Other	84	31%	22	46%	22	41%	15	32%	25	20%
No job title Generalist equivalent to Japanese	89	33%	10	21%	11	20%	15	32%	53	43%
Management	25	9%	2	4%	4	7%	3	6%	16	13%
Executive	5	2%	1	2%	1	2%	0	0%	3	2%
Others	18	7%	4	9%	4	7%	4	9%	5	4%
⑧ Issues for highly-skilled foreign human resources (employees)										
Lack of language communication	70	22%	14	25%	18	23%	17	24%	21	19%
Lack of communication due to Japanese culture and customs	49	16%	7	13%	16	20%	9	13%	17	16%
Differences in working values (vacation, overtime, lifestyle, etc.)	60	19%	14	25%	16	20%	12	17%	18	17%
Early retirement	43	14%	3	5%	10	13%	11	15%	19	17%
None	74	23%	13	23%	15	19%	18	25%	28	26%
Others	19	6%	5	8%	4	5%	5	6%	6	5%
International student										
⑨ Motivation to hire domestic and foreign students										
I want to hire foreign students	4		1		1		1		1	
Japanese are fine, but international students are more necessary	7	43%	2	29%	1	28%	2	38%	2	68%
Requires excellent students regardless of nationality	142		22		20		29		71	
If Japanese can be hired, there is no need to hire foreign students	67	19%	19	22%	18	23%	23	27%	7	6%
Low motivation to hire	125	35%	38	45%	36	46%	27	32%	24	22%
Others	13	4%	3	4%	3	4%	3	4%	4	4%
⑩ Reasons for hiring domestic and foreign students										
Central role of global expansion	69	21%	13	27%	10	15%	12	18%	34	23%
Central role of overseas bases	47	14%	5	10%	8	12%	6	9%	28	19%
Expertise, a different perspective from the Japanese	75	23%	10	21%	14	21%	17	25%	34	23%
To solve the labor shortage	64	19%	10	21%	20	30%	17	25%	17	11%
Diversity promotion	65	20%	7	15%	12	18%	13	19%	33	22%
Others	13	4%	3	6%	3	4%	3	5%	4	3%

Contents	Total	less than 100	100~300	300~1000	more than 1000					
International student										
⑪ Employment record of domestic foreign students										
Employed : Domestic foreign students (new graduates)	123	31%	11	12%	18	22%	27	28%	67	50%
Employed : Foreign human resources graduated from domestic universities with experience in other companies	10	3%	4	5%	3	4%	0	0%	3	2%
There are both	39	10%	1	1%	4	5%	9	9%	25	19%
None	213	54%	69	78%	53	66%	56	59%	35	26%
Others	13	3%	3	4%	3	4%	3	3%	4	3%
⑫ Continue employment of domestic foreign students										
Stage 1: Employment has just started within 3 years and is currently under consideration for continuation	18	11%	6	21%	5	17%	3	9%	4	5%
Stage 2: Have a track record of employment, understand issues and problems, and suspend temporary employment	13	8%	4	14%	3	10%	4	12%	2	3%
Stage 3: Have a track record of employment and continue employment after understanding issues and problems	99	60%	6	21%	11	37%	22	67%	60	82%
Others	34	21%	12	43%	11	37%	4	12%	7	10%
⑬ Employment issues for domestic and foreign students										
Lack of language communication	83	26%	16	28%	18	23%	22	28%	27	24%
Lack of communication due to Japanese culture and customs	78	24%	12	21%	22	29%	17	21%	27	24%
Differences in working values (vacation, overtime, lifestyle, etc.)	77	24%	11	20%	19	25%	19	24%	28	25%
Early retirement	61	19%	11	20%	12	16%	15	19%	23	20%
Others	26	8%	6	11%	6	7%	6	8%	8	7%
⑭ Most important ability when hiring domestic and foreign students										
Japanese ability	131	59%	26	60%	33	65%	29	57%	43	56%
Long-term employment contract	35	16%	5	12%	5	10%	9	18%	16	21%
Japanese general corporate cultural knowledge	38	17%	8	19%	9	18%	9	18%	12	16%
Others	17	8%	4	9%	4	7%	4	8%	5	7%
⑮ Desired level of Japanese proficiency										
N1	93	76%	13	56%	15	80%	21	78%	44	84%
N2	80		12		25		22		21	
N3	38	17%	13	29%	7	14%	10	18%	8	10%
Not required if you can speak English	5	2%	3	7%	1	2%	1	2%	0	0%
Multilingual who can speak native language, Japanese and English	6	3%	2	5%	1	2%	0	0%	3	4%
Others	6	3%	1	3%	1	3%	1	3%	2	2%
⑯ Education that I want foreign students to do before hiring										
Japanese	156	48%	24	43%	39	52%	43	53%	50	45%
Japanese general corporate cultural knowledge	143	44%	27	48%	33	44%	31	38%	52	47%
None	16	5%	3	5%	1	1%	5	6%	7	6%
Others	7	2%	2	3%	2	2%	2	2%	2	2%
Internship										
⑰ Experience in internships for high-skilled foreign human resources (employees) and domestic foreign students										
Experienced	54	15%	6	7%	11	14%	11	13%	26	24%
No experience	304	85%	80	93%	67	86%	74	87%	83	76%
⑱ Purpose of internship										
Discovery of foreign human resources	23	27%	3	29%	3	19%	6	31%	11	27%
Prevention of mismatch after adoption	31	36%	1	10%	6	37%	6	31%	18	44%
Human resource development before hiring	8	9%	1	10%	1	6%	2	10%	4	10%
Fostering Japanese employees and international exchange from the perspective of diversity	19	22%	4	39%	5	31%	4	21%	6	15%
Others	5	6%	1	12%	1	7%	1	6%	2	4%
⑲ Internal changes after the internship										
The hurdles for hiring foreigners in the company have been lowered	20	27%	4	42%	5	29%	7	42%	4	13%
Discovery of foreign human resources	23	31%	1	11%	4	23%	4	24%	14	44%
Mismatch was prevented after employment	16	21%	2	21%	3	17%	2	12%	9	28%
Reform of Japanese employee awareness	14	19%	2	21%	5	29%	3	18%	4	13%
Others	2	3%	0	5%	0	2%	0	3%	1	2%
⑳ Future internship schedule										
There is a plan	48	13%	4	5%	6	8%	8	9%	30	28%
I'm interested but have no plan	59	16%	15	17%	11	14%	13	15%	20	18%
None	251	70%	67	78%	61	78%	64	75%	59	54%
㉑ Reasons for answering "None"										
I don't know how to do it	30	14%	9	16%	8	13%	5	9%	8	18%
I can't find any merit on the company side	31	14%	7	12%	9	15%	7	13%	8	18%
I can't get an understanding of the implementation in-house	20	9%	3	5%	7	11%	5	9%	5	11%
No plans to hire foreigners	106	49%	31	54%	29	47%	31	56%	15	33%
It was carried out in the past, but there were many disadvantages / large	2	1%	0	0%	2	3%	0	0%	0	0%
Others	29	13%	7	12%	6	10%	7	13%	9	20%

I will introduce the analysis by company size. 61% of the companies that answered “yes” about the existence of high-skilled foreign human resources (employees) are biased toward large companies. (P29 Analysis by company size ③) Regarding employment motivation, 72% of large companies with 1,000 or more responded that they were motivated (including regardless of nationality). (P29 Analysis by company size ⑤) It seems that this is because SMEs do not yet know the employment benefits of high-skilled foreign human resources and do not know how to hire them.

Regarding the work content, 43% of large companies with 1000 or more respondents answered that they are “generalists equivalent to Japanese”, and 21% of small and medium-sized companies with 100 or less, indicating that large companies have more hopes for generalists. On the other hand, 46% of small and medium-sized enterprises with 100 or less people answered “professional occupation” in the same question, and 20% of large enterprises with 1000 or more people, indicating that small and medium-sized enterprises have more requests for professional occupation. (P29 Analysis by company size ⑦)

Regarding the most important employment conditions, the most common answer was “Japanese ability” regardless of the size of the company. Regarding the experience of implementing internships, 24% of large companies with 1000 or more responded “Yes”, and 7% of small and medium-sized companies with 100 or less, which is more than small and medium-sized companies. (P30 Analysis by company size ⑰)

In order to increase the hiring rate, it is important to let small and medium-sized enterprises know the effectiveness of internships and encourage them to participate in internship events, etc. (For details, refer to P29-30 “Analysis by company size”)

(7) Summary

【Survey target companies / organizations】

Number of companies: 358 companies / organizations
 Company size: 100 or less: 24%, ~ 300: 22%, ~ 1,000: 24%, 1,000 or more: 30%
 Overseas bases available: 43%
 Industry type Manufacturing industry: 33%, retail industry / wholesale industry: 12%, construction industry / equipment work industry: 11%, transportation industry: 11%
 Research cooperation organization : Aichi Employers’ Association, Chubu Association of Corporate Executives, JETRO, JICA, Man to Man Co., Ltd., Global Aichi, Aichi pref., Gifu pref., Mie pref., Shizuoka pref., Nagano pref., Nagoya city, etc.

【High-skilled foreign human resources in employment】

Employment status: Companies / organizations hire high-skilled foreign human resources: 35%
 Employment source: New graduate recruitment of domestic students: 47%, job change from other domestic companies: 28%
 Motivation to hire: 44% (including “regardless of nationality if excellent”)
 Reasons for employment: Global expansion, perspective different from Japanese, labor shortage, diversity
 Job description: Generalist equivalent to Japanese: 33%, Professional: 31%
 Subject: Culture / customs / values understanding: 35%, language: 22%
 Necessary support: Japanese language education: 38%, strengthening consultation desk: 37%

【Recruitment of international students】

Motivation to hire	Willingness: 43% (including “regardless of nationality if excellent”)
Reason	Central role of global expansion, specialized knowledge / perspective different from Japanese, solving labor shortage, part of diversity
Employment record	Adopted: 37%
Continue to hire	60% of companies with a track record of hiring intend to continue
The influence of corona	No change / willingness to hire: 36%, increased willingness to hire: 2%
Issues	Lack of communication due to Japanese culture and customs, differences in values: 48%, Lack of language communication: 25%
Employment conditions	Japanese language ability: 59%, corporate cultural knowledge: 17%, long-term employment: 16%
Japanese ability	N2 or above: 76%, unnecessary if you can speak English: 2%
Pre-employment education	Japanese: 49%, Japanese general corporate cultural knowledge: 44%

【Internship for high-skilled foreign human resources】

Experience in internship	Experienced: 15%
Purpose of internship	Recruitment mismatch prevention: 36%, finding foreign talent: 27%, Promotion of diversity
Effect	Finding foreign human resources: 31%, hurdles for hiring foreign human resources have dropped: 27%, Recruitment mismatch prevention: 21%, promotion of diversity: 19%
No plan	I don't know how to implement it: 14%, I can't find any merit on the company side: 14%

In this survey, it seems that many companies and organizations do not yet know the merits of hiring foreigners. Success stories, sharing issues, consultation desks, matching events, and strengthening internships are considered to be effective means for disseminating the benefits of hiring foreigners.

Japanese companies have found that membership-based employment is deep-rooted. This was one of the factors that lowered the matching rate because it passed by many foreigners who wanted job-type employment. Before clarifying the hiring specifications from the company side, it is important to indicate the intention to hire high-skilled foreign human resources and international students.

It was found that the most important employment conditions are Japanese proficiency, and that the level requires high proficiency of N2 or higher. In Japan at present, learning Japanese is considered to be a shortcut for improving the matching rate for general advanced human resources other than ultra-advanced human resources such as researchers. On the other hand, it is necessary to take measures such as excluding Japanese proficiency from the recruitment conditions for ultra-advanced human resources that are difficult to acquire internationally.

It was found that the awareness of internships for high-skilled foreign human resources is low. First of all, it is important to raise the recruitment matching rate of high-skilled foreign human resources by making them aware of the effectiveness of internships and implementing them. It would be an effective means to devise ways for foreigners to participate in internships for Japanese students.

(8) Questionnaire result supplement

(2) About high-skilled foreign human resources in employment

② Source / origin of high-skilled foreign human resources

Descriptive answer

- Introduction from a dispatch company
- Recruitment through Job Fair and temporary staffing agency
- New graduates of domestic international students; foreign employment support organization
- Recruitment
- Hiring foreign nationals as university faculty members

③ Motivation to hire high-skilled foreign personnel

Descriptive answer

- Nationality does not matter if you can read and write Japanese
- I want to carry out recruitment activities only in departments
- Due to the problem of status of residence, we are considering it each time.
- No plans to hire
- Employment motivation is now low due to business downsizing
- It is not absolutely necessary for foreigners, but considering the declining birthrate and aging population, I would like to secure foreign human resources little by little.
- I want to consider it in the future
- Willing to hire if we have the qualities we seek
- Need human resources who can speak Japanese
- Hiring young Japanese is becoming extremely difficult. Therefore, I have come to think that it is okay to be an excellent foreigner, especially a Vietnamese who has been developing business.
- Depending on the need for education and research

④ Reasons for hiring highly-skilled foreign personnel

Descriptive answer

- We are hiring excellent human resources regardless of nationality
- Education / Research
- Communication with overseas manufacturers
- Management support, technical guidance, etc. to overseas subsidiaries
- If possible, I would like to hire Japanese with advanced technology
- Expecting overseas business in the future
- Conversation / interpretation in the native language of overseas transactions
- Depending on the need for education and research
- Support for overseas business trips

⑤ Job description of high-skilled foreign human resources

Descriptive answer

- Fostered as a leader candidate for overseas bases
- Education profession
- Auto mechanic
- Interpreter
- University faculty
- Professor, researcher
- Faculty / Researcher

⑥ Issues for high-skilled foreign human resources

Descriptive answer

- Risk of leakage of technical information, know-how, etc.
- There are different reasons, but many employees are thinking about returning to Japan in about 10 years.
- Further improvement of the acceptance environment
- There is a problem with Japanese ability (reading and writing) as a technical term in the industry
- Differences in career values
- Too many people are looking for the manufacturing industry
- I treat it like any other Japanese and I haven't developed their talent
- OFF real communication (welcome party, etc.) restricted by the COVID-19
- Expansion of in-house acceptance destinations

⑦ Support needed for high-skilled foreign human resources

Descriptive answer

- Family support, consultation on problems
- Living environment
- Child education, support for starting daily life, temporary return allowance as a welfare program, rent subsidy, etc.
- Strengthening business follow-up (increasing communication frequency, etc.)
- Retention support
- Supporting the living environment of the parties concerned
- Clarification of job description, confirmation of intention
- It is good to have a third party organization (supporter) that is well established in employment of persons with disabilities.

(3) About hiring foreign students

① Motivation to hire foreign students

Descriptive answer

- Candidate leader for overseas bases
- Nationality does not matter if you can read and write Japanese
- Due to the problem of status of residence, we are considering it each time.
- Motivation became low after the reduction of personnel
- It is not absolutely necessary for foreigners, but considering the declining birthrate and aging population, I would like to secure foreign human resources little by little.
- I want to consider it in the future
- No employment of international students
- Need human resources who can speak Japanese
- Depending on the need for research

② Reasons for hiring foreign students

Descriptive answer

- We are hiring excellent human resources regardless of nationality
- Management support, technical guidance, etc. to overseas subsidiaries
- If possible, I would like to hire Japanese with advanced technology
- Expecting overseas business in the future
- As a new graduate recruitment
- Depending on the need for research

③ Recruitment record of foreign students

Descriptive answer

- Domestic foreign vocational school student (new graduate)
 - Although I notified the offer, the international student returned to their home country and could not be contacted after that.
- Both have been employed through long-term internships, but the number is small.
- There will be a job offer in April next year
 - We have no employment record, but we have a record of hiring domestic foreign students (new graduates) at our subsidiaries.

④ Continuity of hiring foreign students

Descriptive answer

- We are hiring those who are recognized as excellent among those who applied by the normal new graduate selection route. We do not have any special international student quotas.
- Undecided (under consideration)
 - We have employment record, but there is a problem of status of residence, so we will consider it as necessary.
- Recruitment is suspended due to personnel reduction
- Employment will resume from April next year
- The stage where full-scale examination started after the corona

⑥ Issues in recruiting international students

Descriptive answer

- If possible, I would like to hire colleagues from the same region of origin.
- The possibility of returning to Japan cannot be ruled out
- Obtaining a work visa
- The idea of taking long vacations to return to their home country
- In-house education
 - Balance of treatment with new graduates in Japan (because foreigners are not accustomed to hiring new graduates all at once, and salaries are determined by the major and its market value)
- Raising awareness of the receiving department
- Thinking about working in Japan as a stepping stone

⑦ The most important recruitment conditions required of international students

Descriptive answer

- Ability and skill of the person
- Compatibility with our values
- Have a certain degree of expertise in the information area, marketing area, etc.
- Ability and motivation to communicate with various departments of the company
- Educational ability and research ability
- Nationality does not matter as long as they have business ability.
- Aircraft engineers need to consider that salary levels are quite high in the West
- Specialized skills in promoting research
- Education and research achievements
- Prepared to live in the head office area
- Understanding the actual activities of the company where you work and the content of your work
- Research ability
- Cooperation, sense of responsibility
- Professional knowledge and competence
- Education / research ability

⑧ Desired level of Japanese proficiency when hiring foreign students

Descriptive answer

- A mixture of departments that are OK if you can speak English and departments that require Japanese
- N1 is desirable, but if you can speak English, N2 is also acceptable
- Level at which technical terms can be understood in Japanese
- Depends on the hiring department

⑨ Education that I want foreign students to do before hiring

Descriptive answer

- Understanding not only corporate culture but also Japanese popularity
- Specialization of plus alpha other than Japanese
- Make it a habit to learn how to read and write Chinese characters in earnest
- Japanese life rules
- Education in specialized fields, knowledge education necessary for living in Japan

(4) About internship implementation for high-skilled foreign human resources

② Purpose of internship

Descriptive answer

- Strengthening relationships with our customers, universities (introduction from professors)
- Understanding work content
- Acquisition of excellent people

③ Internal changes after the internship

Descriptive answer

- I was able to acquire excellent human resources

⑤ Reasons for answering "I'm interested in the internship schedule but no schedule" and "None"

Descriptive answer

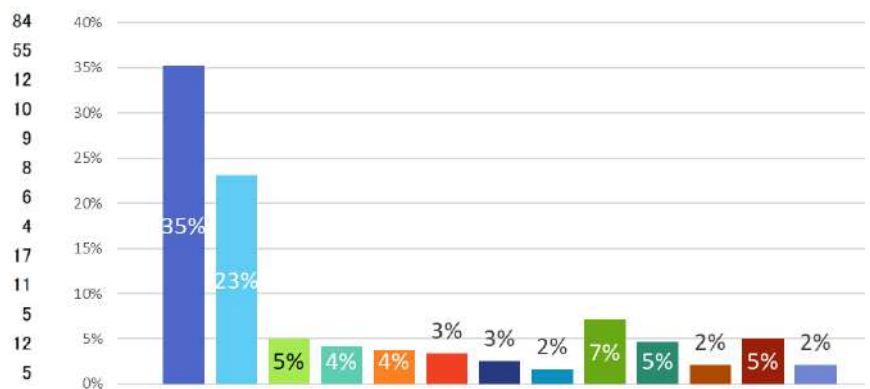
- We are recruiting not only Japanese
- There are no plans to hold an internship specializing in foreigners, and the internship will be held under the same conditions as Japanese people.
- We are suspending internships due to the COVID-19
- We have a half-day internship, but we have not created a curriculum that allows us to have more than 5 days of work experience.
- Since there is no distinction from Japanese students, there are no plans to hold an internship specializing in foreign students with high-skilled foreign resources.
- I'm thinking of interviewing-hiring
- Can be hired without holding an internship
- Because even Japanese internships cannot be held
- The internship itself is interrupted due to the pandemic situation
- Recruitment is suspended due to the reduction in personnel scale
- Not targeting only foreigners
- Appropriate by participating in a new graduate recruitment internship
- There are no plans for internships for foreigners as foreigners can also participate in general internships.
- It is unknown whether a training / follow-up system can be established.
- Because there is a language barrier and it is strict
- Because Japanese skills are required
- The internship itself is undecided
- Anxiety about doing with other general students
- I am not thinking of an internship specializing in international students
- Internal needs have not yet reached a concrete level
- We do not plan to have an intern specializing in international students
- Not specialized for foreigners, but conducted as a regular intern with Japanese students participating
- Since there is concern about the spread of the new coronavirus, we are considering when to implement it.
- Priority is given to training foreigners who are currently employed as a force

5. Awareness of international students and workers regarding employment in Japanese companies (Questionnaire results)

(1) Outline of questionnaire for international students

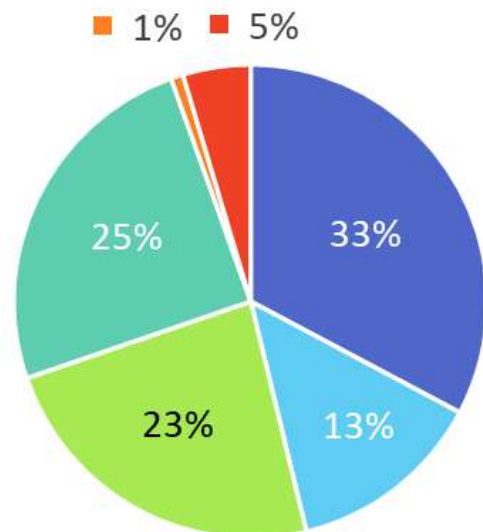
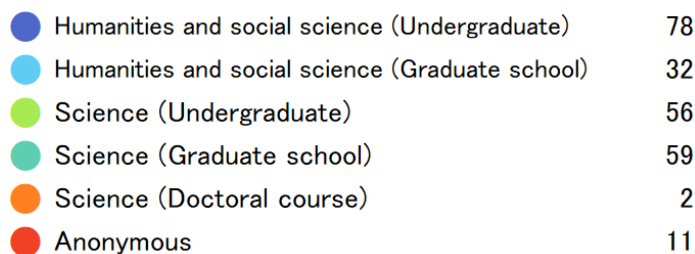
We conducted a employment awareness survey for international students (period: September 2, 2021 to October 15, 2021, collection number: 238 people / 27 universities and miscellaneous schools). The nationalities were 35% in China and 29% in Vietnam, and there were many responses from students from two countries. The majors were 46% in humanities & social science and 49% in science. From now on, we will report on the results of the questionnaire for international students up to item (3).

① Nationality



China 35%, Vietnam 29%

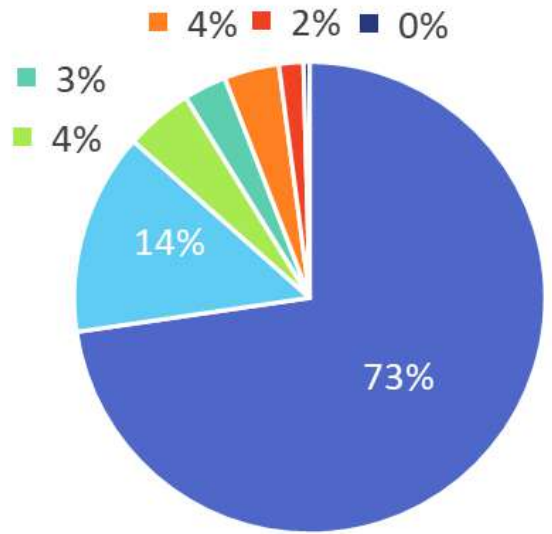
② Faculty



Humanities and social science 46%、Science 49%

③ The area I live in

Aichi prefecture	173
Gifu prefecture	33
Mie prefecture	11
Shizuoka prefecture	7
Nagano prefecture	9
Others	4
Anonymous	1



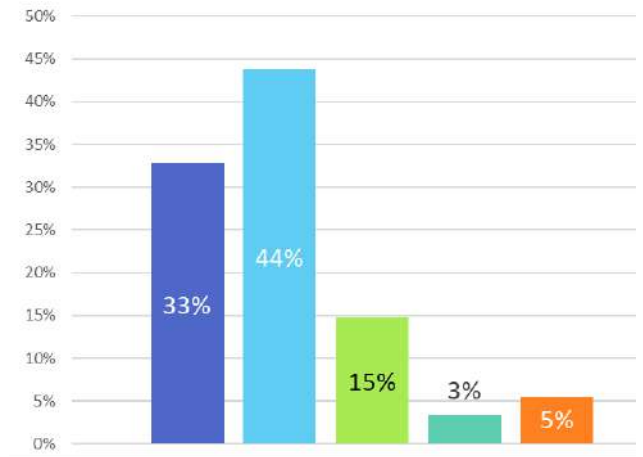
Aichi pref. 73%、Gifu pref. 14%

(2) About employment motivation, reasons, career development of international students

78% want to get a job at a Japanese company, and about half want a company in the prefecture where the university is located.

①Willingness to work for a Japanese company

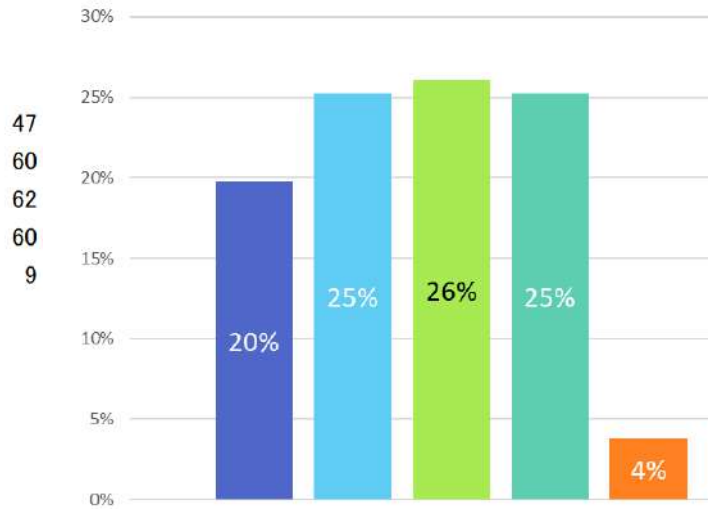
I want to get a job at a Japanese company, preferably a company in the prefecture where the university is located	78
I want to get a job at a Japanese company. It doesn't matter if the company is not in the prefecture where the university is located.	104
I want to get a job at a company in another country, but it doesn't matter if it's a Japanese company	35
I want to get a job at a company in another country. I have no plans to get a job at a Japanese company	8
No plans to get a job	13



77% want to get a job at a Japanese company

② Willingness to work for a Japanese company (duration of enrollment)

- Less than 5 years
- 5-9 years
- 10 years or more
- Do not know
- Do not want

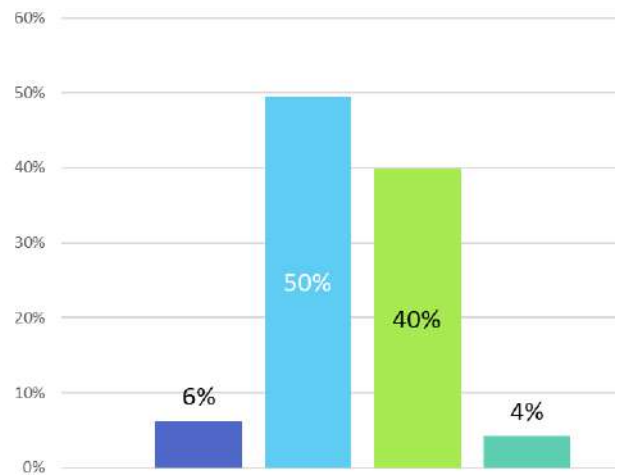


About half want long-term enrollment for 5 years or more.

③ Reasons for getting a job at a Japanese company

49% want to work in Japan and 40% want to work in a global company. “Because there is a local subsidiary in my home country” was a minority at 6%.

- Because there is a local subsidiary in my home country 15
- I want to work in Japan 118
- I want to work for a global company 95
- Others 10

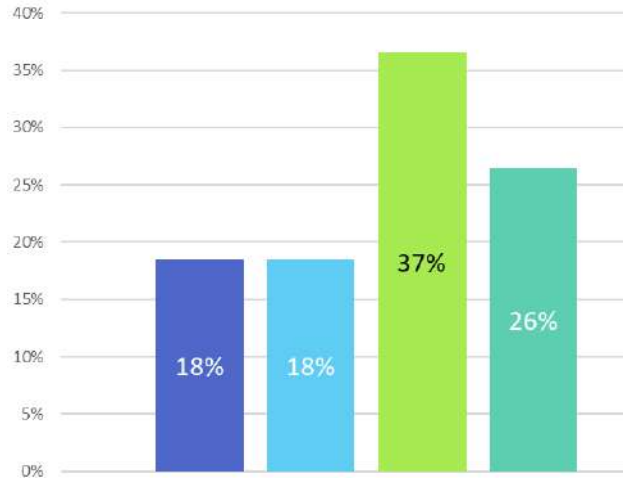


50% “want to work in Japan”, 40% “want to work in a global company”

④ Career formation when you can get a job at a Japanese company

Regarding career development, 60% answered that they would like to work for the same company, and 61% wanted a Japanese-style career track. On the other hand, 40% answered that they would like to change jobs repeatedly.

- I want to repeatedly change jobs, experience various occupations, and advance my career 44
- I want to repeatedly change jobs and advance my career in a specific field 44
- I want to experience various occupations and advance my career in the same company 87
- I want to advance my career in a specific field within the same company 63



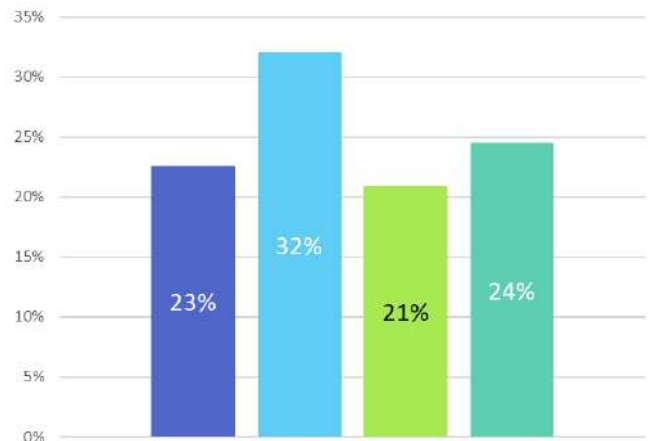
Regarding career development, 63% want to work for the same company

1) About employment support of companies

“Holding an event where you can meet companies recruiting international students” was the most common at 33%, but “I want you to increase the number of companies that offer internships”, “I want you to specify the specifications of the students you are looking for”, “It will not be disadvantageous to international students” Many students also wanted to use it as a recruitment method (SPI test, language, etc.).

⑤What I want Japanese companies to strengthen in relation to employment of companies (multiple answers)

- I want more companies to implement internships 108
- Holding an event where you can meet companies recruiting international students 153
- I want you to embody the specifications of the student you are looking for 100
- I want you to use a recruitment method that does not disadvantage international students (SPI test, language, etc.) 117



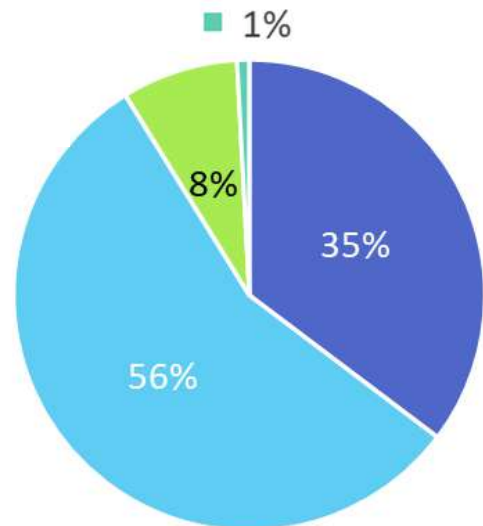
Implementation of internship, concrete specifications, improvement of recruitment method

2) About university employment support

91% of the students are satisfied with the employment support of the university, but they hope to further strengthen support such as "Introduction of companies wishing to hire international students", "Strengthening Japanese language education", "Strengthening general corporate culture education in Japan", "Interview practice, strengthening individual consultation", "Entry sheet, resume writing class".

⑥ Satisfaction with university employment support

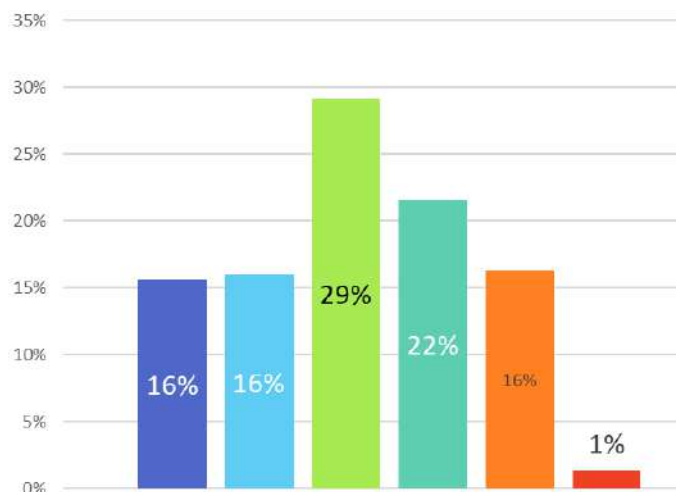
● satisfaction	84
● I'm satisfied, but I want you to strengthen it further.	133
● Somewhat dissatisfied	19
● Dissatisfaction	2



91% of students are satisfied with university employment support

⑦ What I want you to strengthen with university employment support (multiple answers)

● Strengthening Japanese language education	93
● Strengthening general corporate culture education in Japan	95
● Introduction of companies wishing to hire international students	173
● Interview practice, strengthening individual consultation	128
● Entry sheet, resume writing class	97
● Nothing special	8



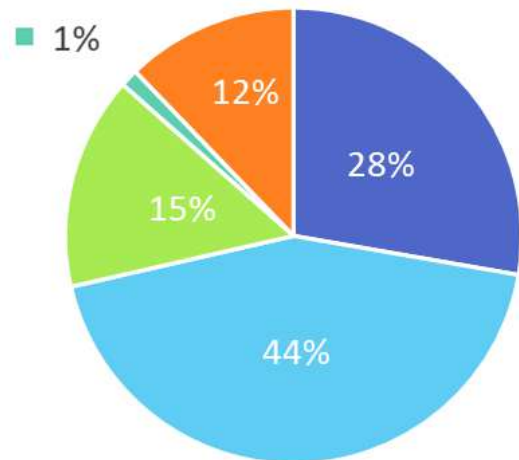
Introduction of companies wishing to hire international students 29%

3) About employment support of local governments and organizations

Although 72% are satisfied with local governments and organizations, they hope to strengthen support similar to that of universities.

⑧ Satisfaction with employment support of local governments and organizations

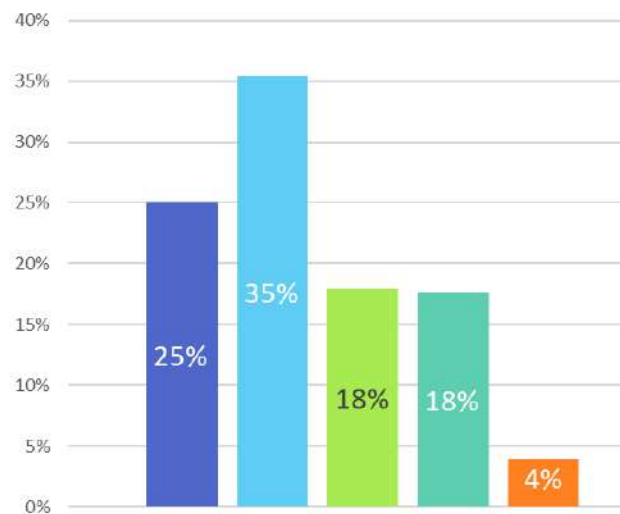
● Satisfaction	66
● I'm satisfied, but I want you to strengthen it further.	104
● Somewhat dissatisfied	36
● Dissatisfaction	3
● Not utilized	29



72% are satisfied with local governments and organizations

⑨ What I want you to strengthen by employment support of local governments / organizations (multiple answers)

● I want more internship events	119
● Holding an event where you can meet companies recruiting international students	168
● Strengthening Japanese language education	85
● Strengthening general corporate culture education in Japan	84
● Nothing special	19



Japanese language education, corporate culture education, holding events

⑩ Free opinions on employment support provided by universities, companies, local governments, etc.

【Events such as internships】

- I applied for an international student internship held in a rural area and participated online. Even though I couldn't go to Japan due to immigration restrictions, I was able to experience an internship that required job hunting, which was useful for job hunting after I came to Japan.

- I haven't participated yet, but I think it would be useful if I had a chance to participate because I could learn more about Japanese companies and choose the right company for employment. There is no choice but to watch Japanese people working at the company through TV and the Internet. Therefore, if I participate, I will be able to interact with many people, directly witness how Japanese people work, and draw my own experience from it.
- By participating in the internship, I learned about the human resources required by Japanese companies.
- I participated in a employment support course at Shinshu University and an event at an intermediary company called Acaric Co., Ltd..
- No, I have never participated in any employment support.
- I participated in the employment support provided by the company.
- Thanks to participating in the internship, I was able to imagine a Japanese company a little.

【Job hunting method】

- By writing the entry sheet and practicing the interview, I gained the confidence to get a job.
- Job hunting support for international students will start in earnest at this time (around October), but it would be helpful if you could introduce and support us a little earlier. Specifically, I wanted them to do it in time for the first recruitment from March to April, just like Japanese students.

【Others】

- Speaking in Japanese was useful.
- I want to learn what I have to do in a Japanese company.
- I will continue to do my best that I have been given the responsibility and trust.
- Thanks to AICHI VALUE's internship activities for international students, I lived a safe internship during the summer vacation.
- Anyways , no one can't help me. What can I do for my future it's more important to me. So, I would like to try my part to find on my own.
- I would like to work at a company and learn various experiences from my seniors in relation to work.

(3) Opinions on employment of international students in Japanese companies

【Japanese】

- I can't understand why Japanese companies /organizations only focus on Japanese language. Just think a PhD student who has requirements to publish 5 research articles, and complete 12 subject courses for graduation within the time of 2.5 years for that we need to study hard and do different research experiments, sometimes we can't eat, sometimes we can't sleep just focus on experiments to get better results and complete our research requirements. Meanwhile, Japanese companies demanding a high level of Japanese language skills like N2. (Learning another language is not a cup of tea) So, please make a good environment for international students at least at entry level.

【Acceptance system】

- Nowadays, there are many foreign students working in Japanese companies. However, there are some bad points. My friend got a job. After that, the company hired more Japanese staff. A friend's manager said, "Mr. D, teach a newcomer a job." However, as newcomers learned more and more about their work, their friends' workload decreased. After hearing this story, many of my friends think the company is biased towards Japanese employees. Therefore, if you can get a job at a Japanese company, I would like you to make no distinction between Japanese and foreigners.
- I want foreigners to create friendly measures and policies.
- I hope to deepen my understanding of international students. For example, Japanese people do not go on to graduate school very often, but in foreign countries, they often go on to graduate school after getting a job. I want Japanese companies to understand that point.
- I think it's better to stop age discrimination.
- The SPI (Japanese) test is disadvantageous to foreigners and I want them to improve.

【Enrollment period】

- How many years do Japanese companies basically require to work?
- After learning to work for a Japanese company for about 5 years, I plan to return to work with experience in the country.

【Job interview】

- I would like to answer in detail at the time of the interview and clearly know the conditions for joining the company and whether I can get my job offer.
- I want you to establish a global selection route for international students.
- I would like to see more support for international students online (interviews, SPI exams, etc.).

【Event】

- If possible, I would like you to have a chance to meet many Japanese companies that are considering hiring foreigners.
- I have been living in Japan two month ago.I have not participated in such events yet.

【Welfare】

- Clear information about job desk, clear information about daily working/office hour, flexibility for working from home, clear information in terms of days off due to sick or family matters.

【Culture】

- In fact, cultural understanding is important everywhere. People in every country expect long-term residents to understand their lifestyles.
- Complicated, but I understand it is the culture.

【Expectations for Japanese companies】

- It's my pleasure to start my career in Japan. Also start learning what can I improve myself in there ever works.
- I want to establish a dispatching company in Japan. Therefore, I want to join the related company in Japan.

【Employment support】

- Clarification of recruitment conditions (specs) (commercial law license, car license, etc.).
- Strengthen internships, welfare programs, and clarify overtime pay.
- Increased opportunities for internships, tours, briefings, etc. Reason feedback for rejection.
- Clarification of job hunting flow and important matters.
- There is a distinction between Japanese and international students, and if they are treated in the same way as Japanese, information will increase.
- I want feedback on the interview, it would be nice if there was an exchange meeting with senior employees.
- Clarification of required abilities (specs of IT passport qualification, etc.).

【Impressions about employment support at each university】

- It would be nice to have a business Japanese and manners course.

【Others】

- The start of job hunting in Japan is too early. I'm in trouble when I can't think of a course too much. Example) You have to start from the summer of the first year of graduate school.
- My uncle and aunt are in Japan, so I want to work for a long time.

(4) Questionnaire results for high-skilled foreign human resources who are employed

① About the companies / organizations surveyed

We conducted an employment awareness survey of highly-skilled foreign human resources (employees) (Period: September 2, 2021 (Thursday) to October 15, 2021 (Friday)). Since the number of collections was as small as 25, we will introduce it qualitatively.

② About employment support for companies, universities, and local governments

1) Corporate

There was no big difference from the survey for international students.

2) University

Like international students, many students are satisfied with their university employment support. They hope that university would strengthen further support such as "introduction of companies wishing to hire international students", "strengthening Japanese language education", "strengthening general corporate culture education in Japan", "strengthening interview practice and individual consultation", "entry sheet, resume writing class", etc.

3) Local governments

As with international students, there were many hopes for "holding an event where you can meet companies recruiting international students."

③ Regarding the company you currently belong to

1) Reason for employment

Like international students, most of them want to work in Japan because they want to work in Japan and want to work in a global company. "Because there is a local subsidiary in my home country" was a minority.

2) Job description

The majority are "generalists equivalent to Japanese".

3) Career formation

The results were similar to the survey of international students.

4) Problems in working at a Japanese company

There were many "lack of communication by language" and "difference in values (vacation, overtime, lifestyle)". On the other hand, surprisingly, "None" was the most common, as was the case with the survey for companies.

5) What I want you to support

"Strengthening the consultation desk" was the most common. In the survey for companies, "Japanese language education" was the most, and "educational environment for children" was few, but in the survey for high-skilled foreign human resources who are employed, it was found that there were a certain number of requests.

④ Other opinions

【Recruitment test】

- Simplification of SPI employment exam

【Acceptance system】

- As a Japanese company, we respect the individuality of each highly-skilled foreign human resource (employee), make the best use of their areas of expertise (strengths), and fully support the acquisition of their status of residence visa (including family members). I think that is important.

【Promotion exam】

- I would like to have more internal system and grading system support. I need to take certain tests but there are no English tests till recently. Second, all internal systems are in Japanese. It is quite difficult for foreigners to understand.

【University support】

- Regarding university support, there is a lot of superficial support, and it feels like I haven't gone deep into it. I would like to have one-on-one support for job hunting tailored to international students.

【Others】

- Japanese companies (Japan in general) should work on becoming more adaptable.

(5) Summary

【Questionnaire target : International students】

Nationality	China 35%, Vietnam 29%
Faculty	Humanities and social science 46%, Science 49%
Residential areas	Aichi pref. 73%、Gifu pref. 14%
Survey cooperation organization	JETRO, JICA, Man to Man Co., Ltd, Global Aichi, Aichi pref., Gifu pref., Mie pref., Shizuoka pref., Nagano pref., Nagoya city, Aigi Career Development Consortium for International Students

【Questionnaire target: workers】

Nationality	China 44%, Vietnam 28%
Status of residence	Technology / Humanities / International Business 80%
Company size	100 or less 20%、~300 20%、~1,000 0%、1,000 or more 60%
Residential areas	Aichi pref. 92%

【Employment awareness】

Willingness to get a job	77% want to get a job at a Japanese company
Enrollment period	About half want long-term enrollment for 5 years or more
Reason for employment	"I want to work in Japan" 50%, "I want to work in a global company" 40%
Career formation	63% want to work for the same company
Requests to companies	Implementation of internship, concrete specifications, improvement of recruitment method
Satisfaction (university)	91% of students are satisfied with university employment support
Requests to the university	Introduction of companies wishing to hire international students 29%
Satisfaction (local government)	72% of students are satisfied with employment support for local governments and organizations

It was found that many international students want to get a job at a Japanese company, and about half want to have a long-term enrollment for 5 years or more. Most of the reasons for employment were "I want to work in Japan" and "I want to work for a global company", and few "I have a local subsidiary in my home country". When it comes to career development, many want to work for the same company. Contrary to these survey results, there are cases of early turnover, and introduction of successful / problem cases seems to be an effective means to prevent this. It can be said that daily communication is important because there are cases where a company misunderstands that a foreigner wants to work in his / her home country and recommends that the foreigner be transferred to a local subsidiary in his / her home country, and then leaves the job.

Satisfaction with companies, universities, and local governments is quite high, but there are many requests for improvement of recruitment methods that are disadvantageous to foreigners, such as internship implementation, strengthening of matching events, concrete recruitment specifications, SPI test, etc. It can be inferred that strengthening is important.

There is also a request for improvement of the hiring method that emphasizes Japanese proficiency from super-advanced foreigners, and it is considered necessary to have a hiring method that stratifies super-advanced human resources such as researchers and general advanced human resources.

There are a certain number of high-skilled foreigners (employees) who wish to support the "educational environment for children" in addition to the "consultation counter", and it seems important to strengthen the acceptance system on the company side.

(6) Questionnaire result supplement

(2) Job hunting, reasons, career development

③ Reasons for getting a job at a Japanese company

Descriptive answer

- I want to accumulate experience while making use of what I learned in Japan
 - I am thinking of an independent administrative agency such as a university as a place of employment rather than a company.
- I want to know about Japanese culture and I want learn there ever thinks except...
- High salary compared to the company in home country
 - Probably foreign students need to gain experience in the country as Japan for sometime.
 - I have my condition of scholarship because I am a government officer.
 - I need to come back to my own country after I graduated.
- I still want to continue my studies
- I like the company
- I want to get permanent residence
- I want to pursue a career in academia

⑤ What I want Japanese companies to strengthen in relation to employment

Descriptive answer

- I want the company to have a good environment for international students and foreigners.

(7) About the Japanese Language Proficiency Test (Column / Reference)

The Japanese–Language Proficiency Test was started in 1984 as a test to measure and certify the Japanese language proficiency of non–native speakers of Japanese. At the beginning, the number of examinees was about 7,000 worldwide, but in 2011, the number of examinees reached about 610,000, making it the largest Japanese–Language Examination in the world. In recent years, the number of examinees for the Japanese Language Proficiency Test has become diverse, and the purpose of the examination is changing and expanding, such as employment, salary increase / promotion, and utilization for qualification certification, in addition to measuring ability.

Elephant: In principle, people who do not speak Japanese as their mother tongue

Objective: Measure and certify Japanese proficiency

Organizer: The Japan Foundation, Japan Educational Exchanges and Services

Estimated Japanese Language Proficiency Test Certification:

Level	Example of certification
N1	Can understand Japanese used in a wide range of situations.
N2	In addition to understanding Japanese used in everyday situations, you can understand Japanese used in a wider range of situations to some extent.
N3	Can understand Japanese used in everyday situations to some extent.
N4	Can understand basic Japanese.
N5	Can understand basic Japanese to some extent.

Question example: You can challenge the question example on the official website from the following URL and QR code.

<Japanese Language Proficiency Test Official Website “Examples of Japanese Language Proficiency Test Questions”>

<https://www.jlpt.jp/samples/forlearners.html>



Source / Citation source: Japanese Language Proficiency Test Official Website (<https://www.jlpt.jp/index.html>)

6. Successful cases of high-skilled foreign human resources in Japanese companies

(1) Questionnaire results

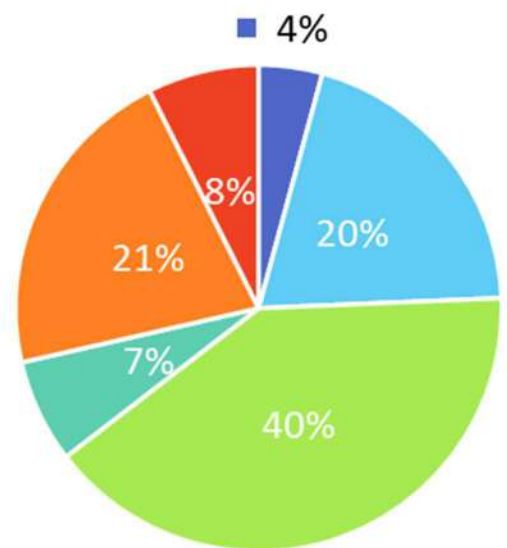
According to our survey, 35% of companies employ highly-skilled foreign human resources (see page 17), but there are many companies that have not yet hired. We hope that it will be helpful in the future by introducing successful cases of high-skilled foreign human resources.

In our questionnaire, as shown in the graph ① below, regarding "success cases", 1st place is "internal activation", 2nd place is "none", 3rd place is "active as a central role of overseas bases", and 4th place is "Management of foreign technical intern trainees". Most of the reasons for employment were "expert knowledge, a different perspective from the Japanese", "the central role of global expansion", and "to solve the labor shortage", but the number one successful case was surprisingly the side effect "In-house activation".

Answers other than options include "recruitment of human resources with high ICT literacy", "Japanese people were inspired by the efforts of foreigners", "technical support for overseas subsidiaries", "interpretation / translation", and "research assistance". There was an "approach to trainees of business partners".

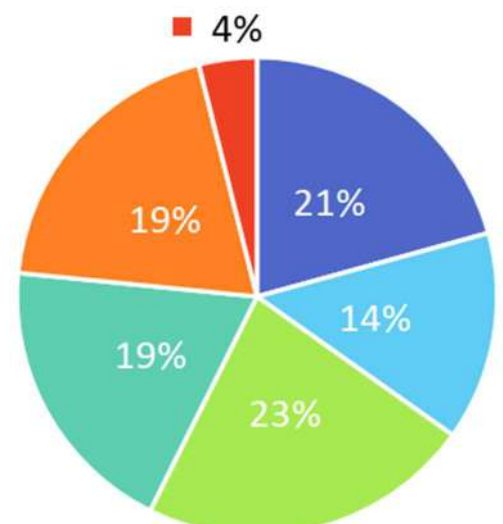
① Successful cases

● Succeeded in developing overseas markets	8
● Active as a central role of overseas bases	38
● In-house activation	76
● Management of foreign technical intern trainees	13
● None	40
● Others	14



② Reason for employment (repost)

● Central role of global expansion	69
● Central role of overseas bases	47
● Expertise, a different perspective from the Japanese	75
● To solve the labor shortage	64
● As part of diversity	65
● Others	13



(2) Success stories in companies in Aichi and Gifu prefectures

The following successful examples are introduced on the related homepages of Aichi and Gifu prefectures.

<Case introduction source>

- Aichi Prefecture International Student Comprehensive Support Site "AICHI VALUE"
(Data is based on the time of publication in 2019).
* Details: "AICHI VALUE-Taking advanced global human resources to the power of Aichi-"
https://www.aichi-value.com/uploads/2020/03/aichi-value_pamp.pdf
- Gifu Prefecture's Reiwa 3rd year foreign student employment promotion project in
Gifu Prefecture "Global Human Resources in Gifu" (Data is based on the time of publication in 2021)
* Details: "Breaking the corporate model and global human resources in Gifu"
<https://www.pref.gifu.lg.jp/uploaded/attachment/232369.pdf>



<Case of Aichi Prefecture>

* Company: Company name

(A: Headquarters location B: Industry C: Overseas base D: Number of employees)

① Aichi Steel Corporation

(A: Tokai City, Aichi Prefecture B: Special steel manufacturing and sales business C: 8 bases in China, the United States, etc. D: 2,592 people)

Employment example: Graduated from Shizuoka University Graduate School (Science) / Vietnamese (female)

Features: As a company policy, it is necessary to expand overseas and actively hire foreigners.

② At Inn Co., Ltd.

(A: Nagoya City, Aichi Prefecture B: Real estate leasing business C: None D: 88 people)

Employment example: After graduating from National Central University (Humanities), graduated from a language school in Tokyo / Taiwanese (female)

Features: Services from pre-immigration support to daily life support in response to increased demand from foreigners for fulfillment.

③ SYSYSTEM Co., Ltd.

(A: Nagoya City, Aichi Prefecture B: Software Development C: Indonesia / China D: 400 people)

Employment example: Graduated from Toyohashi University of Technology (Science) / Indonesian (female)

Features: ▪ We have a long experience in hiring foreigners since 1996.

▪ Since it was difficult for small and medium-sized enterprises to secure excellent human resources, pay attention to hiring women, seniors, and foreigners.

▪ There is in-house support for technical and Japanese acquisition support (adopted if you have high human power and motivation).

④ MS SEISAKUSHO Co., Ltd.

(A: Kiyosu City, Aichi Prefecture B: Mold design / manufacturing C: 4 bases in China, India, etc. D: 53 people)

Employment example: Graduated from Nagoya University Graduate School (Humanities) / Chinese (male)

Features: The reason for hiring foreigners is labor shortage, and emphasis is placed on students' desire to grow.

⑤ CKD Corporation

(A: Komaki City, Aichi Prefecture B: Machine manufacturing and sales C: 15 countries such as the United States, China, and Thailand) D: 4,284 people)

Employment example: Graduated from Aichi Prefectural University Graduate School (Science) / Vietnamese (male)

- Features:
- It has been a long time since around 2011 that we began to focus on hiring foreign students. Incorporating diverse cultures and values into the head office, we reformed our consciousness.
 - Opened a nursery center on the premises of the head office (2018).

⑥ Daido Metal Co., Ltd.

(A: Nagoya City, Aichi Prefecture B: Bearing manufacturing and sales C: 14 countries such as the United Kingdom and China D: 1,306 people)

Employment example: Graduated from Nagoya Institute of Technology (Science) / Indian (male)

- Features:
- By hiring foreigners, we hope that their values and creativity will be extended to existing employees.
 - Employ foreigners with a certain level of Japanese proficiency.

⑦ CENTRAL JAPAN INTERNATIONAL AIRPORT Co., Ltd.

(A: Tokoname City, Aichi Prefecture B: Airport installation and management C: None D: 284 people)

Employment example: Graduated from Nagoya University Graduate School (Humanities) / Spanish (male)

- Features:
- 10 foreign nationals (2018) Scheduled to increase 5 in 2019.
 - In order to improve services, it is important to incorporate the ideas and cultures of various countries.

⑧ Toyoda Gosei Co., Ltd.

(A: Kiyosu City, Aichi Prefecture B: Automobile parts manufacturing C: 17 countries D: 6,485 people)

Employment example: Graduated from Kagawa University Graduate School (Science) / Chinese (male)

- Features:
- Since 2013, we have strengthened the recruitment of foreign students and have 20 foreign employees (2018).
 - In the department to which foreign employees are assigned, Japanese employees' awareness and understanding of foreign countries has increased.
 - In-house employees who can understand the local culture are indispensable for setting up overseas bases.

⑨ Nagasaki Industry Co., Ltd.

(A: Nagoya City, Aichi Prefecture B: Metal processing manufacturing C: China / Singapore D: 216 people)

Employment example: Graduated from Osaka City University Graduate School (Humanities) / American (male)

- Features: Launched "Global Aichi", which connects small and medium-sized enterprises with a shortage of human resources and international students.
- * Attached documents: Refer to the contribution collection "Global Aichi"

⑩ FUJI CORPORATION

(A: Chiryu City, Aichi Prefecture, B: Industrial robot development, C: 4 bases in the US, China, etc.), D: 1,652 people)

Employment example: Graduated from Nagoya Institute of Technology (Science) / Indian (female)

- Features:
- Started overseas expansion in earnest from the 1990s. We hired foreign employees from an early stage, currently 24 people are enrolled.
 - The hard work of foreign employees has led to the revitalization of the workplace.
 - Some level of understanding of Japanese is required.

⑪ Meitetsu World Travel Inc. ,

(A: Nagoya City, Aichi Prefecture B: Travel agency C: 5 bases in the US, China, etc. D: 1,520 people)

Employment example: Graduated from Nagoya City University Graduate School (Humanities) / Chinese (female)

- Features:
- For travel agencies whose jobs in the global market are increasing, foreign employees are necessary.
 - Eight foreign employees (2018).
 - Gives awareness of perspectives and ideas that Japanese people do not have.

⑫ YUASA YARN GUIDE ENGINEERING Co. , Ltd.

(A: Nagoya City, Aichi Prefecture B: Thread path / machine parts design C: China D: 70 people)

Employment example: Graduated from Chubu University Graduate School (Science) / Chinese (male)

- Features:
- Entered China about 20 years ago, about 50% of sales are from China, and about 10% are from overseas such as Asia.
 - I want to hire human resources who can operate in the local language.

<Case of Gifu Prefecture>

* Company: Company name

(A: Headquarters location B: Industry C: Overseas base D: Number of employees)

⑬ ICHIMARU PHARGOS Co. , Ltd.

(A: Motosu City, Gifu Prefecture B: Development / manufacturing / sales of cosmetics, etc. C: China D: 205 people)

Employment example: Graduated from Gifu University Graduate School (Science) / Bangladeshi (male)

- Features:
- Participation in a matching event of a consortium for international students led to recruitment.
 - A researcher with a PhD, English is the common language.

⑭ IBIDEN Engineering Co. , Ltd.

(A: Ogaki City, Gifu Prefecture B: Mechanical equipment design / construction C: None D: 321 people)

Employment example: Graduated from Gifu University Graduate School (Science) / Sri Lankan (female)

- Features:
- Active in hiring foreigners.
 - Internal activation by foreign employees.

⑮ ONDA TECHNO intl. Patent Attys.

(A: Gifu City, Gifu Prefecture B: Patent attorney business C: China / Taiwan D: 315 people)

Employment example: Graduated from Gifu University Graduate School (Science) / Chinese (male)

- Features:
- No special treatment by nationality.
 - Internal activation by foreign employees.

⑯ Seino Transportation Co. , Ltd.

(A: Ogaki City, Gifu Prefecture B: Transportation Business C: Indonesia / Thailand D: 13,212 people)

Employment example: Gifu Kyoritsu University (humanities) graduate / Côte d'Ivoire (female)

- Features:
- A company that has a system for accepting international students.
 - N1 level Japanese proficiency.

⑰ Prosper Co., Ltd.

(A: Hashima City, Gifu Prefecture B: Resin parts manufacturing C: None D: 62 people)

Employment example: Gifu Kyoritsu University (humanities) graduate / Vietnamese (female)

Features: ▪ Matching using internship.

- The presence of foreign employees has a great impact on the growth of Japanese staff.

The following is a summary of the above cases and the characteristics of hiring companies.

- Overseas expansion personnel: ① ⑫
- There is an acceptance system: ② ③ ⑤ ⑯
- Utilization of different perspectives from Japanese: ② ⑥ ⑦ ⑪
- Long recruitment experience: ③ ⑪
- Japanese ability: ③ ⑥ ⑩ ⑯
- Active in hiring: ④ ⑤ ⑭
- Diversity: ⑤ ⑦ ⑨
- In-house activation: ⑥ ⑧ ⑩ ⑭ ⑮ ⑰
- SME labor shortage solution: ⑨
- Utilization of employment support events: ⑬ ⑰

(3) Hearing information

The information obtained through interviews with companies, universities, etc. conducted independently by the Society is as follows.

【Management of technical intern training】

- The reason for hiring international students from mid-sized electric manufacturers (overseas bases / China, Thailand) is the management of technical intern trainees.
- A mid-sized paint maker was hired as a coordinator for Vietnamese technical intern trainees, and then had also taken on other duties.

【Understanding local culture】

- Transportation equipment manufacturers need to understand the local culture and climate because there are differences in their awareness of safety, especially related to construction. Foreigners in the area are needed, and it is also necessary to build an understanding of diversity as an in-house culture.

【Labor shortage】

- It is difficult to transfer the manager class of overseas bases (currently 3 bases) to a 5-year cycle with about 100 employees of a medium-sized chemical manufacturer. Of course, there are local hires, but foreign human resources who understand Japanese, English, local languages, and Japanese business customs are valuable.

【Overseas expansion】

- When the reliability evaluation service company of the developed product was looking for a foreigner for European customers, Japanese was N3 level, but I was attracted to being able to speak English and German, and foreign human resources from Germany Adopted.

- The reason for adopting the small and medium-sized wooden mold maker is to build a bridge with Vietnamese trainees and to develop human resources at the Vietnamese factory.
- Mid-sized industrial blade manufacturers (overseas bases / US, China, Indonesia, etc.) account for 50% of their sales overseas, actively hiring foreigners. The vice president of Indonesian subsidiary who experienced two years training in Japan 20 years ago led the company to victory based on the criteria cultivated in Japan in response to unreasonable demands for wage increases during the 2010 labor dispute (wage increase).

【Education for employment support】

- A certain private university has a substantial job hunting guidance curriculum, and has a track record of matching many international students with companies due to the early start of job hunting. Intellectual property profession (major metal maker), accounting profession (major electrical equipment maker, mid-sized parts maker), etc.
- Learning Japanese and career education (company tours, etc.) are important, and early preparation for internships is the key to success.

【In-house activation】

- As a by-product, improve the English proficiency of Japanese people who are in contact with foreigners in English.

(4) Detailed case studies (3 companies)

I would like to introduce in detail the company policy, achievements, merits of employment of foreigners, etc. for the following three companies.

- ① Toyota Tsusho Corporation (Nagoya City, Aichi Prefecture):
“Diversity creates new added value and change”
- ② Yabashi Holdings Co., Ltd. (Ogaki City, Gifu Prefecture):
“Warm support system based on management philosophy”
- ③ Fuji Tosou Industry Co., Ltd. (Hekinan City, Aichi Prefecture):
“Communication technique that brings peace of mind”

Toyota Tsusho Corporation / “Diversity creates new added value and change”

■ Major policy for diversity

- We have the belief that “diversity creates new added value and change.” The purpose of our D & I is to evolve from a monoculture organization centered on Japanese and men to an organization that realizes Be the Right ONE in the first person. (“Doubt the obvious” “Use various ideas, experiences and information”) *D&I : Diversity & Inclusion
- Since the 2014 Diversity Declaration, we have thoroughly selected, trained, evaluated, and promoted based on individual achievements and abilities, regardless of attributes such as nationality and gender. We will continue to introduce and promote new measures.

■ Recruitment record of international students / foreigners

Year of joining	Total		Hiring new graduates		career hiring	
	Foreigner	International student	Foreigner	International student	Foreigner	international student (※2)
2018	3	0	2	0	1	—
2019	2	1	1	1	1	—
2020	8	4	6	4	2	—
2021(※1)	4	1	3	1	1	—
2022(schedule)	3	3	3	3	-	—

※1 : Number of people scheduled to be hired only for careers,

※2 : It is not possible to calculate because we have not confirmed whether or not you are a former international student in career hiring.

■ About future recruitment policy

Policy	Aim to increase the ratio of foreign students to global employment to promote globalization and D & I
Purpose	1) Promotion of globalization (introduction of different values / thinking), 2) To acquire excellent students regardless of nationality

■ Good points of hiring foreigners

- Employees who are fluent in the native language of the country and who know the culture will take the lead in formulating strategies and develop new businesses. In addition, by introducing different values / thinking, we can contribute to the further globalization of the head office and creating new ideas.
- The mindset is global and fluent in languages, and it will be an immediate force for overseas business.

■ Impressions after joining a foreigner

- “I was a Vietnamese new graduate, but I was a global team with a Malaysian who transferred from a Singapore subsidiary and a French who was seconded for a short time from a European subsidiary. While being stimulated by each other, I can make unique proposals and it is very rewarding to work. ”
- “When we improved the business of a car dealer in China to improve management efficiency, the partner was the same Chinese nationality as himself, so explain carefully in the same language from the standpoint of the other party. I was able to gain credibility and successfully reach an agreement on the difficult adjustments. ”
- “Because I am from Iran, I understand the national circumstances and business customs of the Middle East, and I am the head of Middle East business. It contributes to both my home country and Japan, leading to self-actualization. ”

Yabashi Holdings Co., Ltd./“Warm support system based on management philosophy”

■ Major policy for employment of foreigners

The management philosophy is “human exploration” (discovering the talents of each employee and developing their abilities. Focusing on manufacturing so that people can live happily and prosperously by concentrating their abilities. As a result, the profits will be returned to society). We will hire Japanese and foreigners without discrimination based on the philosophy. Yabashi’s employees include Vietnamese, Burmese, Korean, Chinese, Indonesian, Mongolian, and Senegalese. Recognizing and hiring his opportunity to engage with the people of the country. This is greatly influenced by the teachings of the Yabashi family’s three family morals, which have continued for 400 years in Akasaka-juku, Nakasendo, “Accumulate virtue without knowing,” “do not rely on business,” and “get familiar with calligraphic and antiques.” When President Yabashi entered Vietnam for mine development in 2000, he came into contact with an excellent Vietnamese and realized that “the one who shines more than” ore “is” people”, and start full-scale recruitment of foreigners. President Yabashi takes good care of foreigners who have come to Japan because he understands the hardships overseas by traveling for more than 100 days a year until a few years ago. Regarding foreign human resources, it is meaningful to develop them into high-skilled human resources by themselves according to the three lessons, and President Yabashi is in the position of Public Safety Commissioner regarding the importance of collaboration and cooperation with foreigners. Also expresses his opinion and has a stable sense of values. The in-house newsletter (UMIYURI) is also published by translating it into Japanese, Korean, Vietnamese, and Burmese so that domestic and foreign employees can feel energetic when reading it. The purpose is to enable local employees and their families overseas to read and deepen their understanding in their native language and share the same information as in Japan.



Foreign employees surrounding President Yabashi (social gathering)



Foreign employees enjoying Japanese culture (tea party)

■ Recruitment record of international students / foreigners

2021 6 people (4 Vietnamese, 2 Senegalese), Scheduled for 2 people in 2022 (2 Vietnamese people)

Currently 21 foreign employees + 6 overseas training employees * The number of hires from Japanese Yabase Group companies does not include the number of hires from overseas foreigners.

■ About future recruitment policy

There is also a reason that it is difficult to hire Japanese people, but the policy is to give priority to international students who are motivated to hire new graduates and who will grow if they are instructed.

“If you want to work with us, nationality doesn’t matter,” says President Yabashi. In sympathy with the educational philosophy of the International Baccalaureate, we are also planning to operate a nursery center in collaboration with the International Kindergarten (Gifu) to support child-rearing.

■ Good points of hiring foreigners

- When an excellent foreigner with a good personality plays an active role, Japanese employees naturally respect the foreigner and learn the hungry spirit and aspirations. The company will be activated.
- You can interact with people from all over the world while staying in Japan.
- In the story of overseas investment-related contracts, Vietnamese employees living in Japan (graduated from law school) are in Japanese. It is very helpful to make full use of her native language (Vietnamese).

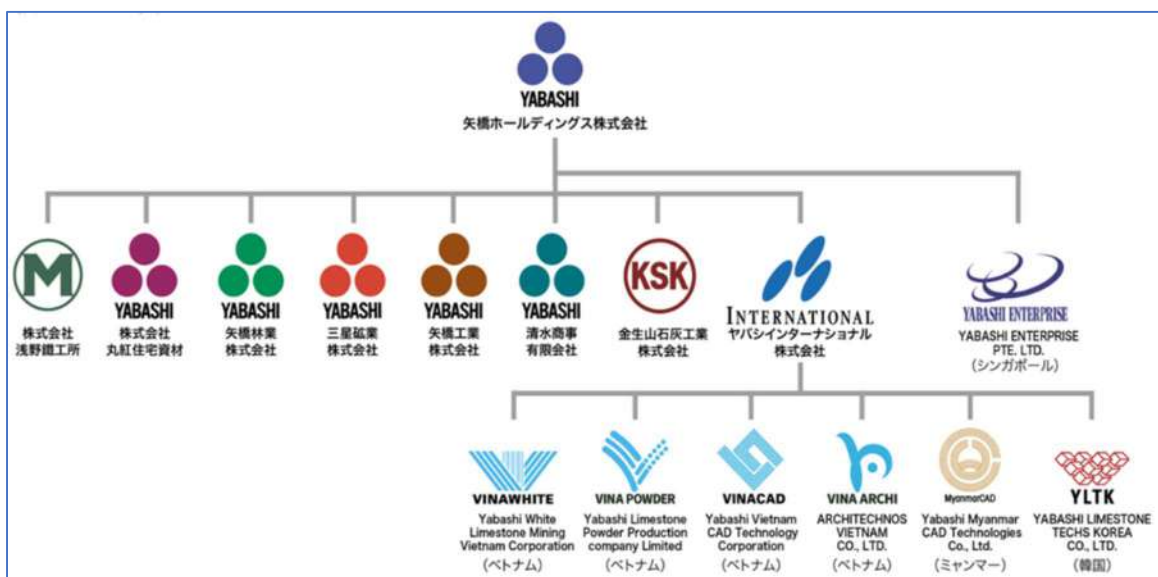
■ Impressions of foreign employees after joining the company

- The treatment is the same as that of Japanese people, and there is no discrimination.
- Thank you for all the warm support you have received so far, and would like to give back to the company.
- A full range of employee education programs for new employees. (Education including on-site training for about one month)
- I sympathize with the teachings of the Yabashi family’s three family lessons, and are practicing both publicly and privately.
- There is an effort to submit impressions of business books, etc. to the president, and the existence of the president feels close to us.
- There is a corporate culture and environment where you can do what you want to do.

■ Company profile

The Yabashi Group is a “human quest” company consisting of 15 companies, 8 in Japan and 7 overseas. We are developing our business with the aim of fully utilizing resources with our unique technology. We have a wide range of businesses in Japan, Vietnam, Myanmar, South Korea, and Singapore.

- Company name: Yabashi Holdings Co., Ltd. ▪ President: Tatsunori Yabashi
- Headquarters location: 226 Akasaka-cho, Ogaki-shi, Gifu 503-2213
- Established: June 1961 ▪ Capital: 40,680,000 yen
- Number of employees: 1,111 * In Japan / 533, Outside Japan / 578 (as of January 2021)
- Headquarters management department: Same as above Address TEL 0584-71-0820 (main) FAX 0584-71-1476



Fuji Tosou Industry Co., Ltd./“ Communication technique that brings peace of mind ”

■ Major policy for employment of foreigners

As a management philosophy of human resources, “lively people” (to live a fulfilling life both publicly and privately by utilizing the strengths of each person) is advocated. We value diversity such as many female employees (40%) , persons with disabilities, post-retirement employment and foreigner. Mr. Fujiura says that he is aiming for a warm treatment that does not discriminate against foreigners based on his own experience of studying abroad. We started accepting technical intern trainees in 2005, and in 2016 we started hiring high-skilled foreign employees to manage and support the many Chinese trainees at that time. Realizing that the employee can play an active role in a wide range of fields other than managing trainees, full-scale recruitment of high-skilled foreign employees has begun, and now about 40% are foreign employees. The in-house newsletter planned and edited by foreign employees has detailed ideas such as Vietnamese translation and Japanese furigana. It is easy to consult with his superior, such as monthly interviews, and there are many foreigners who are the same, and he has a cozy environment where he can work with peace of mind. We are promoting multi-skilled work (3 roles per person), and at the same time as the immediate support merit when there is a vacancy for a company, we are able to gain diverse work experience of foreigners and their satisfaction is increasing. These his communication techniques bring peace of mind to foreigners.



In-house newsletter with detailed ingenuity



foreign employees celebrating the New Year

■ Recruitment record of foreigners



11 high-skilled foreigners (7 Vietnamese, 3 Chinese, 1 Mongolian)

12 technical intern trainees (8 Vietnamese, 4 Mongolians)

15 dispatched employees (Filipino, Indonesian, Brazilian) * As of October 3rd year of Reiwa

- Advanced foreign recruitment method: 70% domestic recruitment, 30% overseas recruitment (introduction of senior employees, via a temporary staffing agency, etc.)

■ About future recruitment policy

We will continue to hire foreigners with the aim of becoming a “global model factory” (a factory where people from various countries come and go like airports and it is easy for anyone to work). Mr. Fujiura says that it should be a comfortable working environment for Japanese employees.

■ Good points of hiring foreigners

- It is a good training for Japanese people to learn by themselves while teaching foreigners.
- You can exchange different cultures while you are in Japan, learn the diversity of cooperating with nature, and the distinction between Japanese and foreigners is disappearing.

■ Impressions of foreign employees after joining the company

- We asked them to flexibly introduce a home-based system so that they could balance work and family.
- You can realize your own ideas by utilizing your skills such as production control work that makes use of language ability / bridge between trainees and companies, maintenance work that makes use of CAD knowledge, and quality control that makes use of chemical knowledge.
- Colleagues and bosses are kind, easy to consult, and there are many foreigners, so there is a sense of security.

■ Company profile

Fuji Toso Industry is a company that mainly performs industrial painting (metal parts painting), and has a track record with more than 50 automobile-related manufacturers. We are solving the problems of.

- Company name: Fuji Toso Industry Co., Ltd.
- Representative Director: Takeshi Fujiura
- Headquarters location: 1-33 Nakagomachi, Hekinan City, Aichi 447-0042 TEL: 0566-41-4085
- Established: April 1962 ▪ Capital: 10 million yen
- Number of employees: 94 * 38 foreigners (as of October 2021)



Hekinan Headquarters Factory



Anjo Factory

(5) Summary

- Many companies are active in hiring international students and utilize internships.
- Many companies have overseas bases.
- Many companies have a track record of accepting foreigners and have a well-established acceptance system.
- Many companies place importance on diversity.
- It is easy for international students with a high level of Japanese acquisition to be hired.
- Many companies have been rejuvenated by hiring highly-skilled foreigners.
- Many companies know how to use different perspectives from foreign Japanese.

Although the successful cases have the above-mentioned common items, it is considered essential that the company is willing to accept foreigners as a company policy and that the entire company has an acceptance system. Before employment, it seems effective to utilize internships and actively participate in employment support events such as matching. After employment, it is important to maintain communication by providing a support system that does not isolate foreigners, such as devising in-house newsletters and regular interviews with superiors.

On the foreign side, it seems to be advantageous to have Japanese proficiency of N2 or higher at this time. In addition, early start of job hunting seems to be the key to success for international students.

7. Problem cases of high-skilled foreign human resources in Japanese companies

(1) Results of the questionnaire

According to our survey, as shown in Graph (1) below, 24% “none”, 22% “early turnover”, and 18% “differences in working values (vacance)”, Overtime, lifestyle)”, 16% “lack of communication by language”, 15% “lack of communication by Japanese culture / customs”.

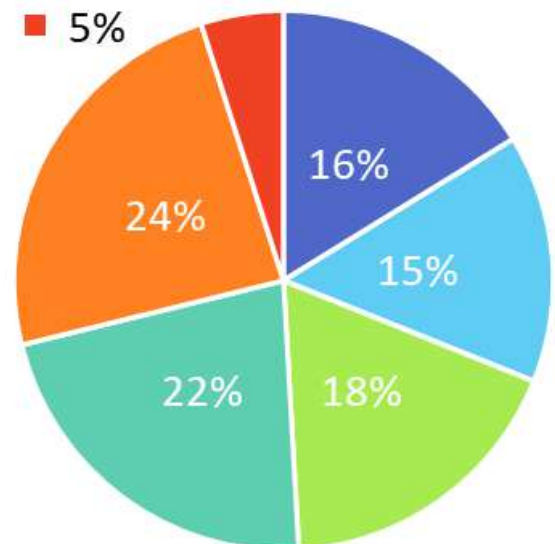
Opinions other than the options are as follows.

- When I first joined the company, I could not understand the subtle nuances of the customer’s conversation at an outside meeting.
- Tax delinquency due to lack of knowledge of the system.
- Failure due to differences in career values.
- Because we hurried to hire, we could not keep up with the development of the training program.
- Low awareness of lateness and health management.

“Early turnover” was less than initially expected, and more respondents answered that there were no problem cases. In addition, there were many “differences in values” and “lack of communication by language” as expected.

① Problem example (answer when there is employment record)

● Lack of language communication	36
● Lack of communication due to Japanese culture and customs	33
● Differences in working values (Vacation, overtime, lifestyle, etc.)	40
● Early retirement	49
● None	53
● Others	11



(2) Other opinions and information

Hearing information from related companies, organizations, universities, etc. is as follows.

【Japanese ability】

- I was judged to have no communication skills due to problems with my Japanese ability (although not so much in reality), and I was transferred from the sales department to another department. After that, he left his job.
- A student who gave up employment in Japan because he was not good at Japanese was eventually decided to get a job as a manager of a major Japanese home appliance maker in his native Singapore.
- In order to attract truly excellent international students, companies should compromise on English alone, but in reality, there are few such companies, and it should be stratified into ultra-high-level human resources and ordinary high-level human resources.

【communication】

- Polarization of international students ((1) come to Japan to earn money (change jobs one after another), (2) career development (realize dreams)).
The purpose could not be grasped accurately, and he left his job due to lack of communication with employees on a daily basis.

【wage】

- There are quite a lot of international students who are not particular about their work content and are willing to work in Japan with "anything is OK". However, after that, there are many cases where students who are not particular about it do not settle in one company and change jobs as soon as there is information that "there is a company with a high salary".
- If I return to my home country, my wages will drop, so I wanted to become a full-time employee in Japan, but I wasn't hired.

【work visa】

- There were cases where I could not get a work visa due to overwork when I was a student. Immigration standards are often allowed up to an annual income of 1.1 million yen, and 2 million yen is not allowed in many cases.
- In the case of Nagoya Immigration Bureau, if it was not 180,000 yen / month or more, it was not recognized as an executive candidate employee and the visa could not be obtained. The Japanese executive candidate was also less than 180,000 yen, so I explained that, but it was not accepted.
- In the Nagoya Immigration Bureau, one interpreter (manager) is allowed to be hired for every 10 technical intern trainees, but if there are nine technical intern trainees, the employment of an interpreter (manager) is not allowed and it is managed by existing employees. There was guidance to do so.

【Permanent residency】

- In many cases, the acquisition of permanent residence is not permitted if the annual income is 3 million yen or less.
- When I asked a foreign worker to relocate to his home country, he was retired because it was not a favorable condition for a foreigner who was on the verge of obtaining permanent residence.
* Permanent residence generally requires a minimum of 10 years of residence
(eg / student: 5 years, employment 5 years).

【Employment status】

- The company wants to hire a "general job" instead of the Japanese, but international students often want their own specialty ("unique" work). There will be a discrepancy, which will eventually lead to job turnover.

【Change of business content】

- After joining the company, I was assigned to a job (warehouse arrangement) that was different from the job content (startup and management of EC site / online shopping, etc.) that was told at the time of hiring, and then left the job.
- I was transferred from the work content (design) at the time of joining the company to another department where I could not utilize my abilities, and then left the job.

【National character】

- There are cases where even if you are transferred to the same mother country, you refuse to work in a district with different customs.
Example) Transfer from Hanoi, Vietnam (north) to Ho Chi Minh (south) is okay, but the opposite is NG. There is a similar case in China.

【Family】

- Some international students have wives and children, so immediately after joining the company, they become pregnant, give birth, and take leave or leave their jobs.

(3) Summary

- Even if the foreigner's Japanese proficiency is a little short, there are cases where the company does not realize that there is a way to utilize the foreigner's other abilities and loses employment opportunities.
- There is a lot of lack of daily communication.
- There are many cases where wages are not convinced.
- There are cases where you cannot hire due to lack of knowledge about working visas.
- There are cases where the cause was that the career plan such as permanent residence could not be grasped in advance.
- The cause may be a difference in perception between the company side of the employment form and the foreigner.
- There are many turnovers due to changes in business content.
- There are cases where a transfer resignation was issued without understanding the national character and failed.

Although the problem cases have the above-mentioned common items, it seems important for companies to acquire work visa knowledge before employment. After employment, it is important to hold regular interviews on career plans, wages, etc. and continue communication.

On the foreign side, it seems necessary to confirm exactly whether the business content is the same as desired. It is also important to learn Japanese corporate culture in advance and understand the difference from the culture of the home country.

8. Summary and recommendations on promoting the active participation of high-skilled foreign human resources

(1) Summary of chapters 4–7 of this book

① “4. Awareness of companies accepting high-skilled foreign human resources” (Questionnaire Results)

- Employment status: 35% are employed (with deviation depending on the size of the company, 61% for companies with 1,000 or more employees, 16% for companies with less than 100 employees)
- Employment motivation: Yes = 44% (There is a deviation depending on the size of the company, 72% of companies with 1,000 or more employees, 27% of less than 100 employees)
- Reason for employment: Global expansion, different perspectives from Japanese, labor shortage, promotion of diversity
- Job description: Generalist equivalent to Japanese = 33%, professional = 31%
There is a deviation depending on the size of the company (large company = generalist oriented, SME = professional oriented)
- Employment source: New graduate recruitment of domestic students = 47%, job change from other domestic companies = 28%
- Section title: Culture / customs / values understanding = 35%, language = 22%
- Necessary support: Japanese language education = 38%, consultation counter strengthened = 37%
- Employment conditions: Japanese ability = 59%, corporate cultural knowledge = 17%, long-term employment = 16%
- Japanese ability: N2 or above = 76%, unnecessary if you can speak English = 2%
- Pre-employment education: Japanese: 49%, Japanese general corporate cultural knowledge: 44%
- Internship record: Yes = 15%
- Effect of internship: Discovery of foreign human resources: 31%, hurdles for hiring foreign human resources have been lowered: 27%, Recruitment mismatch prevention: 21%, promotion of diversity: 19%
- Internship schedule: Yes = 13%, interested but not planned = 17%

<Tips for measures>

- It is essential to secure successors to the currently employed human resources.
- There is plenty of room for employment expansion in small companies (lack of contact with foreign human resources, etc.)
- It is essential to strengthen Japanese language ability / understanding of Japanese culture
→ If measures are taken, it will have an immediate effect on employment expansion.
- It is necessary to facilitate communication with Japanese people
- By implementing internships, internal awareness of the significance of utilizing foreign human resources will improve.

② “5. Awareness of international students and workers regarding employment in Japanese companies” (Questionnaire Results)

- Willingness to work: 77% want to get a job at a Japanese company
- Enrollment period: Approximately half wish to be enrolled for a long period of 5 years or more
- Reason for employment: “I want to work in Japan” 50%, “I want to work in a global company” 40%
- Career formation: 63% want to work for the same company
- Requests to companies: Implementation of internships, implementation of required human resources specifications, improvement of recruitment methods
- Requests to universities: Introduction of companies wishing to hire international students 29%

<Tips for measures>

- Enlightenment of merits unique to Japanese companies (careful employee education, long-term employment, etc.)
- It is important to harmonize career plans before and after employment.
- Strengthening career education while attending school (Japanese language, Japanese culture, job hunting measures)
- Lack of information on public trends regarding job hunting

③ “6. Successful cases of high-skilled foreign human resources in Japanese companies”

- Many companies are active in hiring international students and utilize internships.
- Many companies have overseas bases
- Many companies have a track record of accepting foreigners and have a well-established acceptance system.
- Many companies place importance on diversity
- It is easy for international students with a high level of Japanese acquisition to be hired.
- Many companies have been rejuvenated by hiring highly-skilled foreigners.
- Many companies know how to use different perspectives from foreign Japanese

<Tips for measures>

- Clarify the purpose of employment
- Education for understanding Japanese language / culture should be focused on before and after employment.
- By implementing internships, mutual understanding between foreigners / companies will deepen
- Internal maintenance on the company side to prepare for the employment of foreigners
- Not only corporate policies such as promotion of diversity and internal revitalization, but also recruitment activities after digging up specific demand at the site.
- Clarify the recognition of the significance of the active participation of high-skilled foreign human resources

④ “7. Problem cases of high-skilled foreign human resources in Japanese companies”

- We overlooked the opportunity to utilize their ability even if they lacked Japanese ability.
- Lack of daily communication
- Wage negotiations do not agree with each other
- You will not be able to hire due to lack of knowledge such as work visas.
- I could not grasp the career plan such as permanent residence in advance.
- Differences in perceptions between companies and foreigners regarding employment patterns
- Turnover due to changes in business content
- Failed to issue a transfer resignation without understanding the national character

<Tips for measures>

- Should not be based solely on the results of the Japanese Language Proficiency Certification Test
- Revision of systems such as assessment and salary standards for foreign human resources
- Improvement of legal knowledge about employment of foreigners
- Promotion of cross-cultural understanding on the side of management and Japanese employees
- Improving the acceptance of foreigners in the corporate system

(2) Recommendations

From the previous section “Summary and Tips for Measures” (found in this book survey), we considered the measures that companies, universities, foreign human resources, and local governments should take.

35% of companies already employ high-skilled foreign talent, and more companies are willing to hire. This shows that there is a need to continuously secure successors to existing employees, and that there are many companies that are motivated to hire but have not yet taken steps, and the actual and potentially high demand for foreign human resources is high. There is a certain number.

On the other hand, the number of international students is on the rise (apart from the temporary decrease due to the corona disaster), and 77% of students want to work for a relatively long term at a Japanese company.

Therefore, we believe that it is possible to expand the employment of high-skilled foreign human resources in the near future by giving priority to dealing with the problems shown in this document that can be solved in a relatively short period of time.

However, considering Japan's wage level, which is the lowest in developed countries, and the current situation where acceptance of foreign human resources is still insufficient, it is expected that the number of foreign human resources who wish to work in Japan will decrease in the future. We also need to seriously tackle the long-term challenges of attracting talented foreign talent.

From this perspective, the following short-term and long-term measures should be taken by industry-academia-government and foreign human resources.

■ Short-term measures

<Company>

- Promote the introduction of internships for foreigners in order to expand contact points with foreign human resources. If it is difficult to hold the event for foreigners, we will introduce and announce a format in which foreigners can participate if they have a certain level of Japanese communication skills.
- In order to present clear specifications when hiring foreign human resources, we will build an in-house system that allows the hiring department to grasp the needs of foreign human resources in each department.
- To facilitate mutual understanding of different cultures between Japanese and foreigners, we will hold global training and exchange meetings in which both parties participate.

<University>

- Start education from the lower grades in order to acquire advanced Japanese proficiency by the time of job hunting.
- Create a practical curriculum such as business Japanese that will be useful after employment in collaboration with companies and economic organizations.
- Start education for improving job hunting skills (interviews, document preparation, start timing information, etc.) from the lower grades.
- In order to expand and standardize advanced Japanese language education, we will share and collaborate with the outside world on the know-how of Japanese language education that each university is conducting independently.

<Foreign human resources>

- Based on the fact that advanced Japanese proficiency is a prerequisite, we will actively start learning from the lower grades.
- Improve the information acquisition network during job hunting, such as deepening exchanges with Japanese students and other university students.
- Voluntarily study Japanese culture and corporate culture.
- Actively participate in social gatherings and matching events.

<Local government>

- Use hybrid online events to hold matching events and exchange meetings over a wide area in collaboration with other local governments. (Providing opportunities to foreign human resources will increase)

■ Long-term measures

<Company>

- Establish recruitment standards that emphasize the characteristics and expertise of foreign human resources, which is different from the membership employment system equivalent to that of Japanese people.
- Introduce job-type employment, evaluation criteria, and wage system that can be applied to foreign human resources.
- Establish a job area that does not require advanced Japanese proficiency.
- Build a network that can be directly adopted from overseas universities.
- Consider flexible recruitment of master's and doctoral graduates in collaboration with universities.

<University>

- Collaborate with companies to establish employment routes from master's and doctoral programs to companies.
- Build a database system that allows companies to inquire about individual student profiles.
- Increase the number of students who are interested in Japan in collaboration with overseas affiliated universities and induce an increase in international students.

<Local government>

- Develop an environment and social infrastructure that makes it easy for foreigners to live.

【Attachments】

Introduction of the status of efforts by industry, academia and government to support high-skilled foreign human resources (contribution collection)

(1) Government / local government	1
①Aichi pref.	
②Gifu pref.	
③Mie pref.	
④Nagano pref.	
⑤City of Nagoya	
(2) University	13
①Nagoya University	
②Nagoya University of Economics	
③Gifu University	
④Mie University	
⑤Shinshu University	
(3) Corporation / organization	23
①The Hyakugo Bank, Ltd.	
②Man to Man Co., Ltd.	
③Global Aichi	
④Aichi Employers' Association	
⑤Japan External Trade Organization (JETRO)	
⑥Japan International Cooperation Agency (JICA)	

Efforts to establish and promote the success of international students in Aichi Prefecture

International Affairs Division
Aichi Prefectural Government

1 Background and purpose

Aichi Prefecture, one of the world's leading manufacturing regions, plays a leading role in Japan, and in today's world of globalization, in order to achieve medium- to long-term growth, we use the latest technology from the outside. It is essential to have a global perspective of introducing innovation and learning the wisdom and know-how for growth. Therefore, in this prefecture, based on the "Aichi International Strategy Plan 2022", we are working on each business from the three perspectives of "cultivation of global human resources", "globalization of industry", and "creation of attractiveness". Of these, as part of the "International Human Resources Strategy," we are actively accepting foreign students and promoting efforts to encourage them to play an active role in the region.

According to the 2016 prefectural survey, 70% of students want to get a job in Japan, but the employment rate is only about 30%. It was found that the factors were lack of awareness and lack of contact opportunities between companies and international students.

Therefore, from 2018, we have decided to increase opportunities for mutual understanding between companies and international students, and to enhance efforts to comprehensively support the employment of international students.

2 Efforts and achievements of Aichi International Students Acquisition, Retention, and Employment Program

This project promotes opportunities for mutual understanding between international students and companies through internships, exchange meetings, seminars for companies, etc., to deepen the understanding of the attractiveness of this prefecture company to international students and to discover new companies that accept international students.

Since 2018, the number of participants in internships, which is our main project, has increased year by year for both international students and companies, and despite the influence of the new coronavirus, in 2021, 172 people and 62 companies participated. (Fig. 1). In addition, exchange meetings and company tours between companies and international students emphasize the exchange and contact points between the two parties, and are very popular every year.

We are promoting this project in close cooperation and cooperation with prefecture universities, government agencies, various economic organizations, etc., which leads to effective information dissemination and business management. This kind of comprehensive international student support project is rare in Japan and has been highly evaluated by other prefectures.

<Main business (2021)>

I Promotion of employment for international students

- International student internship
- Job hunting follow-up course

II Promotion of exchange and mutual understanding between companies and international students

- Company tour
- Exchange meeting between companies and international students

III Expansion and enhancement of host companies

- International student recruitment course for companies



Company tour

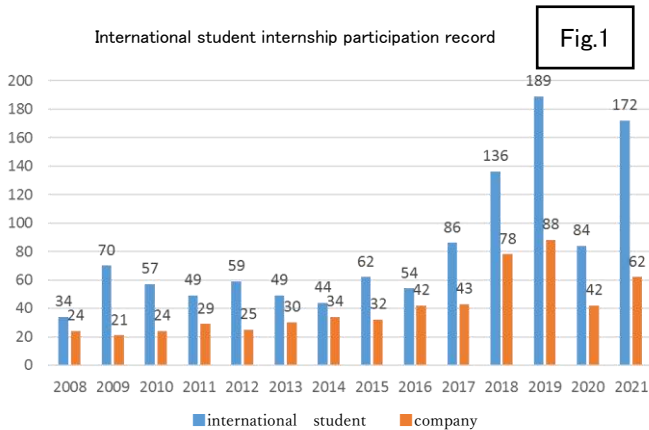


International Student Employment Awareness Pamphlet for Companies

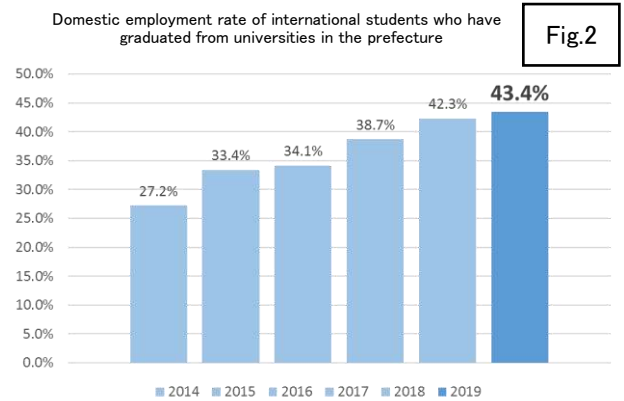
「AICHI VALUE」



* Business website「AICHI VALUE」(<https://www.aichi-value.com/>)



※Until 2017, the prefecture directly managed project



2014-2016 JASSO survey
 2017-2019 Aichi International Division Survey
 Prefectural universities, etc.: Universities, junior colleges, vocational schools (employment rate is calculated by the number of people excluding the preparatory curriculum)

As a result of these industry-academia-government collaboration efforts, the domestic employment rate of international students in the prefecture has increased year by year, and the number of graduates in 2019 has increased to 43.4% (Fig. 2).

This prefecture will continue to work on employment support for international students in close cooperation with universities and companies so that as many excellent international students as possible can find employment in companies in the prefecture.

<Reference: Other efforts>

◆Aichi Scholarship Program

This prefecture accepts excellent human resources from Asian countries and regions, mainly technical fields, as international students, and after completing graduate school, encourages employment in companies in this prefecture, thereby supporting the world's leading manufacturing region. We are trying to accumulate.

<Number of people accepted> 5 people / year

<Acceptance period>

2 years and 6 months (6 months for research students, 2 years for graduate school master's course)

<Payment details> Stay expenses, travel expenses to Japan, research students / graduate school tuition / admission / examination fees

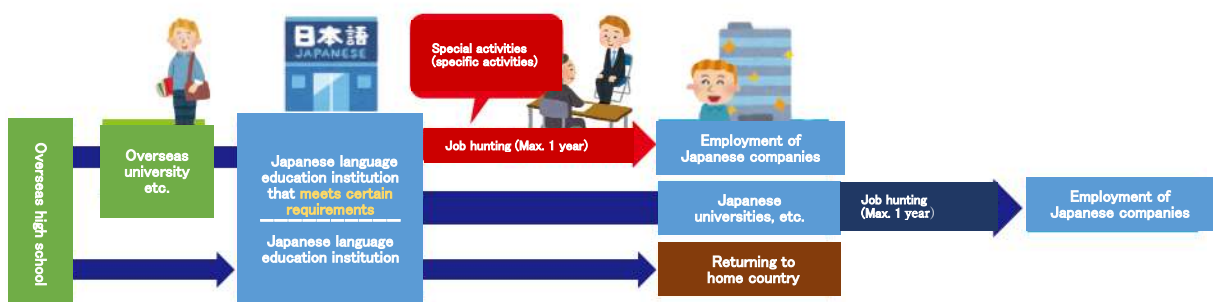
<Target country> Asian countries (22 countries / regions)



◆Aichi Prefectural National Strategic Special Zone / Overseas University Graduation Foreign Student Job Hunting Support Project

For foreign students who meet certain requirements, such as those who have graduated from overseas universities, staying for a maximum of one year after graduation so that they can continue job hunting even after graduating from a Japanese language education institution. We specially recognize the qualification "specific activities" and encourage international students to find employment in Japanese companies.

(※2National expansion measures from September 27, 2021)



About the current situation of employment of foreigners and support measures in Gifu prefecture

Industry Human Resources Division,
Department of Commerce, Labor and Industry
Gifu Prefectural Government

1 Current situation in Gifu prefecture

The total population of this prefecture, which has turned to a declining trend in recent years, fell below 2 million in 2018, and the estimated population as of 2021 is about 1.96 million. While the population under the age of 15 is declining, the population over the age of 65 is on the rise, and the birthrate is declining and the population is aging in this prefecture as well. In addition, there is a continuing shortage of human resources, especially in fields such as manufacturing, long-term care, and construction. Furthermore, it is estimated that the working-age population between the ages of 15 and 64 will decrease from about 1.18 million in 2015 to about 750,000 in 2045, 30 years later, and it will become even more serious in the future.

Against this background, the Ministry of Health, Labor and Welfare's "Notification Status of "Foreign Employment Status"" shows that the employment of foreigners in the prefecture has increased in the last 10 years. The number of foreign employment establishments, which was 2,800 in 2012, increased 1.7 times to 4,700 in 2020, and the number of foreign workers also increased 1.8 times from 19,000 to 35,000. Looking at the breakdown, as of 2020, the number of foreigners working in the prefecture's manufacturing industry is more than 19,000, accounting for the majority of the total, far exceeding the national average of 30%. Furthermore, the manufacturing industry accounts for about 70% of the breakdown of foreigners with a status of residence of "specific skills".

2 Efforts of this prefecture

As the labor shortage becomes more serious, the number of companies in the prefecture that find a way to utilize foreign human resources is increasing year by year. The prefecture has also established a cross-departmental support system and is making various efforts.

(1) Establishment of consultation desk

① Corporate consultation desk

• With the establishment of the specified skill system, from fiscal 2019, a dedicated consultation desk will be newly established at the "Gifu Prefectural General Human Resources Securement Center for Small and Medium Enterprises (Jinsapo Gifu)", which is a support base for securing industrial human resources established by the prefecture. We provide consultations from companies regarding employment of human resources, consultations with administrative scriveners, on-site lectures, seminars, etc.



② Consultation counter for foreigners

• From 2019, the "Gifu Prefectural Consultation Center for Foreign Residents" will be set up in the Gifu International Center as a centralized counseling service for foreigners, and various foreigners working and living in the prefecture will be able to do so. Consultation is available in 14 languages.

(2) Promoting the success of international students

• In order to promote the activities of high-skilled international students in companies in the prefecture, we hold job hunting support seminars for international students, foreign human resources utilization seminars for companies, international student internships, joint company information sessions, etc. in collaboration with neighboring universities.



(3) Promotion of utilization of specific skill system

① Dissemination of the system

• At the consultation desk of "Jinsapo Gifu" mentioned above, we are responding to consultations from companies regarding the system.

② Model business for accepting foreign human resources with specific skills

• In cooperation with the Ministry of Health, Labor and Welfare and the Labor Bureau, we provide consistent support such as seminars, matching, and retention support for small and medium-sized enterprises in the prefecture who wish to accept foreigners with specific skills. (Period: 2020–22, Field: Nursing care, food and drink manufacturing industry)

(4) Efforts in specific fields

• For specific fields, we provide support in cooperation with the following support organizations established by related departments.

<Nursing> Consultation Corner for Foreign Human Resources

<Agriculture> Gifu Agricultural Endeavors Support Center

<Construction> ICT Construction Human Resources Development Center

In the future, I would like to actively visit companies from the prefecture and develop push-type support according to individual circumstances.

About employment support for foreign students in Mie Prefecture

Employment Economy Department
Employment Measures Division
Mie Prefecture Government

1. Introduction

Mie straddles the metropolitan areas of Nagoya and Osaka, and is located at the intersection of eastern and western cultures. It has a long and diverse prefectural land stretching from north to south, and an abundant natural environment. Various parts of the prefecture have become places for exchange of people, information and culture, as key points of old roads. The people living in each area nurture the nature, history, culture, etc. inherited from their predecessors, making Mie a region full of diversity. As the elderly population grows and globalization accelerates, values and lifestyles are diversifying. The acquisition and utilization of diverse and talented foreign human resources is essential for the sustainable development of the local economy. In Mie prefecture, we support the establishment of a system for accepting foreign human resources by companies, and we are also working on employment support for foreign students.

2. Background of starting the initiative

Although the total number of foreign students in the prefecture has been increasing year by year, the recruitment by companies in the prefecture has not progressed despite labor shortages.

Regarding the hiring of foreign employees, company representatives have listed reasons such as “there is not yet an established in-house acceptance system”, “it is difficult to evaluate students’ abilities”, and “we are unsure what route to take for hiring”. It was thought that one of the reasons for lack of progress in recruiting foreign workers, was that companies were in the dark on how to search for foreign recruits.

In addition, there is data that about 60% of all foreign students want to get a job in Japan, but the participation rate of internships is only about half that of Japanese students. There was a possibility that sufficient knowledge about company research and job hunting was not provided.

For this reason, from the first year of Reiwa, we started employment support for foreign students in the prefecture and support for establishing a system for accepting foreign human resources for companies in the prefecture, in cooperation with higher education institutions in Mie.

3. Main efforts

In the first year of Reiwa, we provided support in a face-to-face manner. Since the second year of Reiwa, we have been providing online support in the interest of preventing the spread of new coronavirus infections.

(1) Employment support course

We carry out etiquette training to acquire basic skills in job hunting in Japan, such as personal attire, wording, and bowing. We also provide career counseling.



(2) Matching event

In order to create a meeting place for foreign students who want to work in the prefecture, we hold matching exchange meetings with companies and company tours.



(3) Joint company information session

For foreign students, we hold joint company information sessions for companies in the prefecture that are planning to hire foreign human resources in cooperation with related organizations.



(4) Foreign Human Resources Employment Seminar

Our purpose is to improve the system for accepting foreign human resources in companies in Mie, and to secure and develop foreign human resources. We hold seminars and individual consultations for small and medium-sized enterprises to provide information regarding compliance with labor-related laws and know-how on recruitment and utilization.



4. Results of efforts and future issues

The employment rate of foreign students enrolled in higher education institutions in the prefecture in the second year of Reiwa was 50.0%, which is a significant increase from 28.4% in the first year of Reiwa.

On the other hand, according to a questionnaire survey of foreign students enrolled in higher education institutions in the prefecture, 51% of the international students want to get a job in the prefecture, and about half of them want to get a job outside the prefecture. There were some who listed "there are more chances to get a job in the city" as a reason for wanting to get a job outside the prefecture. However, the percentage of companies in the prefecture that are considering hiring foreign workers is not much different from that of companies outside the prefecture. It is thought that the cause is a lack of opportunities to advertise the attractiveness of companies in the prefecture to foreign students.

In addition, due to the spread of the new coronavirus infection, the opportunities for foreign students to get to know the workplace of the company have been drastically reduced. In the future, when conducting matching events, we believe that further improvements are needed so that the atmosphere of company work places can be felt, even in the case of Corona.

We will also continue to work on employment support for international students in collaboration with universities in the prefecture.

About Industry–Academia–Government Employment Support for Highly Skilled Global Human Resources and International Students

Nagano Prefectural Government
Citizens and Cultural Affairs Department, Higher Education Promotion Division
Industry and Labor Department, Labor and Employment Division

This document serves as an introduction to industry–academia–government career development and employment support for global human resources and international students in Nagano Prefecture.

Since 2016, we have supported career development and employment within Nagano Prefecture for Nagano university students (including international students) through industry–academia–government collaborations such as university student internships (the Shinshu Industry–Academia–Government Collaboration Internship Program—for both citizens and international residents).

The Shinshu Industry–Academia–Government Collaboration Internship Program offers:

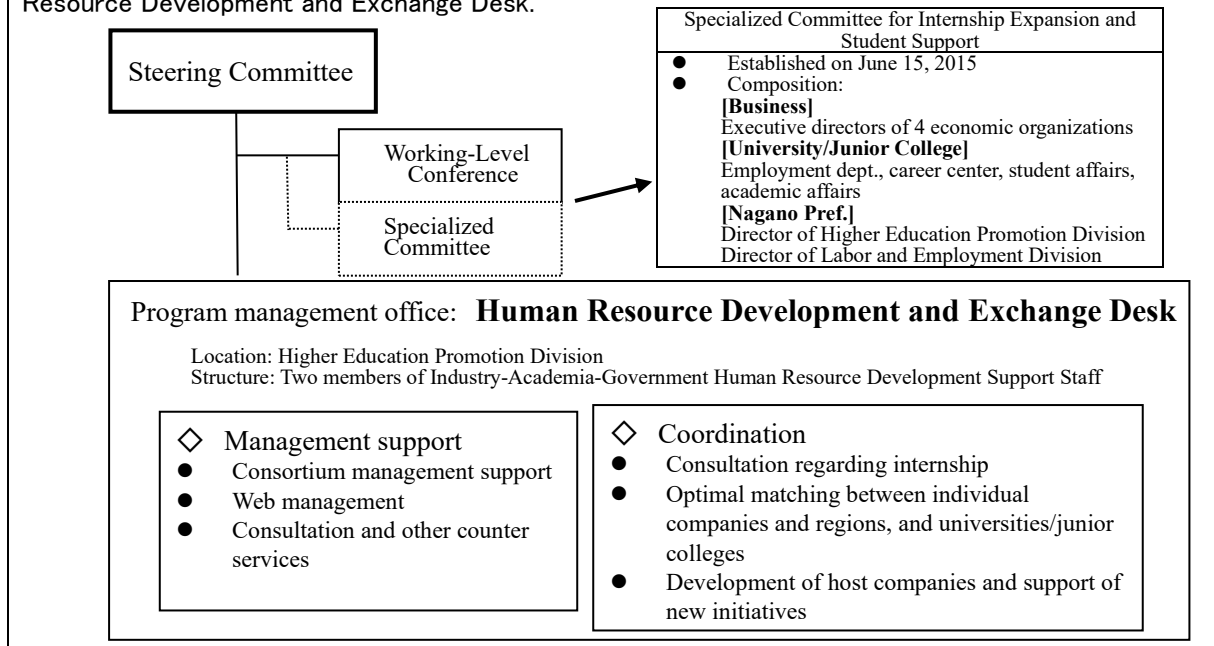
- Matching services between student applicants and participating Nagano companies—handled by our support staff to promote internship opportunities with Nagano employers, both within the prefecture and abroad, and
- Subsidies covering a portion of student expenses for international internships (at the overseas offices of Nagano-based employers).

Category	Internship in Nagano	International Internship
Eligible students	University students in and outside of Nagano (including graduate students and junior college students)	University students in Nagano (including graduate students and junior college students)
Recipient company	Prefectural offices of Nagano companies	Overseas offices of Nagano companies
Our subsidy	Up to 30,000 yen per person (e.g. Accommodation expense related to internship)	Up to 140,000 yen per person
Support by our staff	<ul style="list-style-type: none"> ● Matching students and employers ● Coordination between students, universities and businesses 	<ul style="list-style-type: none"> ● Matching students and employers ● Subsidy application support ● Coordination between students, universities and businesses

[Implementation System]

© In 2015, the Shinshu Industry–Academia–Government Human Resources Development Consortium was established as a platform for industry–academia–government collaboration to develop human resources and establish them in the prefecture.

The Steering Committee sets management policies and implements initiatives through the Human Resource Development and Exchange Desk.



In addition, Nagano Prefecture hosts the Global Career Fair (a prefectural job fair) to provide a chance for highly skilled global talent such as international students and Nagano employers to meet to encourage employment within the prefecture.

For employers, we offer the Support Center for Global Human Resources Host Company to respond to consultations from companies in Nagano looking to hire global human resources, as well as to hold seminars for companies to provide information about status of residence and other rules for employment of non-Japanese citizens.

For international students, we visit schools to provide administrative guidance regarding applications for change of visa status, and labor education regarding Japanese labor practices.

Furthermore, with the goal of creating workable environments for non-Japanese citizens, the Advanced Company Certification System for Lively Workplace was revised in October 2021 to include a diversity course recognizing companies utilizing diverse human resources to produce innovation. The course is designed to promote intercultural workplaces and support global talent's career development and success.

Highly skilled global human resources are now expected to play an important role in filling chronic human resource shortages in manufacturing, IT, etc. In particular, international students have advanced knowledge and skills, as well as understanding of Japanese society and culture, so they are valuable for regional development. Going forward, we will continue to make efforts so that highly skilled global human resources can find employment and play this important role in Japan.

Support for foreigners employment in city of Nagoya

Labor Planning Office, Industrial Labor Department,
Economic Affairs Bureau, City of Nagoya

The interest for company in foreign worker has increased year after year, due to the globalization of the economy and the lack of Japanese workers due to decreasing birthrate and aging of the population. The number of establishment which employ foreigners in Nagoya was 9,116, and the number of foreign worker in Nagoya was 60,278 (as of 31 October 2020).

These numbers are nearly doubled compared with the number 5 years ago. In order to the sustainable development of the Nagoya economy, it will be more than necessary that foreign worker.

While small and medium enterprise faces a variety of issues because there are various points of notice that recruiting between Japanese and foreigners. A certain degree of knowledge about visa status, and understanding of cultural difference is required for the employment of foreigners and the retention of foreigners.

Therefore, the following 2 programs were implemented in 2021 in order for small and medium enterprise in Nagoya to support to resolve the foreigners employment issues.

■The program of supporting for foreigners employment for small and medium enterprise

<Contents>

We comprehensive support for the employment of foreigners and the retention of foreigners with dispatch experts that most suitable for resolving various issues that small and medium enterprise facing problems of foreigners employment.

<Object>

Around 15, small and medium enterprise in Nagoya which employ or want to employ the foreigners.

<Concrete cases>

Consulting(recruiting/selection method/consultation of visa status)

Accompanying for support to start up daily life/Dispatching interpretation (presentation of working conditions, and working rules)

Training of cross-cultural communication and business etiquette/

Dispatching mentor/Training of more easily Japanese class for Japanese workers/

Training of middle or high grade business Japanese for foreign worker



企業の外国人材を確保して新たな発展を勝ち取り、その発展に貢献する外国人材の確保が重要です。 外国人材に新しいチカラを企業に提供し、外国人材に新しいチカラを企業に提供することにより、 企業の外国人材の確保、企業発展に貢献します。



↑ You can select combination support needed for resolve issues.

■The program of supporting actively participation of foreign employees for small and medium enterprise

<Contents>

○We held seminars that we explain the trend and rules of the employment and actively participation of foreigners with concrete cases for small and medium enterprise(twice a year).

○We held tours through enterprise for foreign students who hope to work in Japan(2 enterprise a day/ 3 days).



←Foreign students observed how foreign worker work at tours. Later date, we held an exchange meeting with Japanese students in order to employment at the enterprise which located in Nagoya.

Promotion of multicultural coexistence that supports the success of foreign human resources

International Relations Division,
Bureau of Tourism, Culture & Exchange
City of Nagoya

Currently, about 80,000 foreign residents live in Nagoya City. Although there is a temporary decrease due to the new coronavirus infection, it is expected to increase in the future in view of Japan's declining birthrate and aging population, labor shortage, and establishment of new status of residence. In Nagoya, the city of manufacturing, foreign citizens as workers play a part in this. It is also expected that international students studying in Nagoya will play an active role as a bridge between their home country and Nagoya, such as choosing to work in Nagoya even after graduation. In order to achieve this, we need a system to support the active participation of foreign human resources in society as a whole. Based on the 2nd Nagoya City Multicultural Coexistence Promotion Plan, we are developing various projects to realize a multicultural city where all citizens can live safely and securely and take advantage of diversity.

We support international students, such as subsidizing the operating expenses of the International Student Center, promoting exchanges with foreign students, and enlightening the whole of multicultural coexistence. We aim to be an international city that is open globally and where everyone can play an active role.

■ Nagoya City's Multicultural Coexistence Initiatives

We carry out dissemination and enlightenment activities for the purpose of promoting understanding of multicultural coexistence and promoting exchanges between Japanese citizens and foreign citizens. The slogan is "Let's live together under one sky."

In 2021, which was the year of the Tokyo Olympics, we distributed an online symposium entitled "Thinking about Multicultural Coexistence with Professional Athletes" as our main project. ※You can watch from the 2D code.



■ Operation and maintenance of the International Student Center

Subsidizes operating expenses for the International Student Center operated by the Nagoya International Center.

※The International Student Center was established in Minato Ward in 1990, and provides accommodation facilities, training, consultation, and information to international students studying at universities in Aichi Prefecture.



PR video for international students

■ Foreign student exchange promotion project

(2020) Video production for international students

We asked international students studying abroad in Nagoya to introduce the charm of Nagoya and their study abroad life in Nagoya. We have made a video to help international students in Nagoya to make use of their lives in Nagoya, and to send information about the charm of Nagoya to students who are considering studying abroad in Japan.









(2021) Cultural experience / transmission business

We are planning to create opportunities to come into contact with the traditional culture and industry of the region, and to provide opportunities for interaction with Japanese students to promote network formation.

※An exchange event will be held in January



List of contact points for promoting the active participation of high-skilled foreign human resources and international students in the Chubu region (5 pref. and 1city)

	Contents	WEB site
Aichi pref.	Aichi Prefecture “International Student Community Establishment and Activity Promotion Project” Project-only site “AICHI VALUE”	 https://www.aichi-value.com/
	Aigi Career Development Consortium for International Students “International Student Employment Promotion Program” • Industry-government-academia collaboration activities in Aichi and Gifu prefectures	 https://ag-int.org/
City of Nagoya	Nagoya International Center • Life support for foreigners in Nagoya • Introduction of support for international students (International Student Center), etc.	 https://www.nic-nagoya.or.jp/
Gifu pref.	Gifu Prefecture SME Comprehensive Human Resources Securing Center (Jinsapo! Gifu) • Dedicated window for companies related to employment of foreigners “Jinsapo! Gifu” etc.	 https://www.jinzai-gifu.jp/
	Aigi Career Development Consortium for International Students “International Student Employment Promotion Program” • Industry-government-academia collaboration activities in Aichi and Gifu prefectures	 https://ag-int.org/
Mie pref.	Work Square Mie: Employment Support Employment support business for international students (Mie Prefecture)	 https://www.oshigoto-mie.jp/
Shizuoka pref.	Consortium of Universities & Local Communities in Shizuoka • Industry-government-academia collaboration activities in Shizuoka Prefecture	 https://www.fujinokuni-consortium.or.jp/
Nagano pref.	Hokuriku-Shinshu Employment Promotion Program for International Students • Kanazawa University / Shinshu University Joint Project 【Nagano Prefecture Cooperation】	 http://kagayaki-shinshu-u.jp/

Support content, examples (5 pref. and 1city)

Contents	Aichi	Nagoya	Gifu	Mie	Shizuoka	Nagano	Detail	
								* Only the main ones are introduced.
Collaboration with other organizations (Consortium etc.)	●	-	●	●	●	●	A	Aigi Career Development Consortium for International Students "International Student Employment Promotion Program"
							NC	—
							G	Aigi Career Development Consortium for International Students "International Student Employment Promotion Program"
							M	Employment support business for international students, etc.
							S	Consortium of Universities & Local Communities in Shizuoka ... Implemented Shizuoka Career Development Program (SCDP), etc.
							NP	Hokuriku-Shinshu Employment Promotion Program for International Students •Kanazawa University / Shinshu University Joint Project 【Nagano Prefecture Cooperation】
Internship	●	-	●	●	●	●	A	International Student Internship (Summer / Spring) 【Co-sponsored by Aichi Labor Bureau】
							NC	—
							G	Internship project where foreign students experience work at a company in the prefecture
							M	Employment experience at companies in the prefecture (implemented in 2019)
							S	Shizuoka Career Development Program (SCDP)(until 2021), scheduled to collaborate with a local credit union as a trial for the next year
							NP	Shinshu Industry-Academia-Government Collaboration Internship Program (Japanese / Foreigner Joint)
Exchange meeting, matching, job hunting event	●	●	●	●	●	●	A	Exchange meeting between companies and international students
							NC	Project to support the active participation of foreign human resources in companies (company tours for foreign students), project to promote exchange of foreign students
							G	WEB joint company information session for international students
							M	Exchange meetings with companies, company tours, WEB joint company information sessions
							S	Corporate exchange meeting, matching, job hunting event
							NP	Matching, consultation, etc. by "Shinshu Industry-Academia-Government Human Development Consortium"
Planning project for companies	●	●	●	●	●	●	A	International student recruitment course for companies
							NC	SME foreign human resources employment support business, foreign human resources success support business in companies (seminar for companies)
							G	• A specialized consultation desk for companies has been set up at the "Gifu Prefecture SME Comprehensive Human Resources Securing Center (Jinsapo! Gifu)" to provide individual consultations to companies and free consultations by administrative scriveners. • Seminar on foreign human resources utilization for companies, seminar on recruitment of international students, introduction of advanced cases of foreign human resources utilization companies
							M	Foreign Human Resources Employment Seminar, Individual Consultation
							S	Shizuoka Career Development Program (SCDP)/Bridging with companies and providing a place to meet
							NP	Support Center for Foreign Human Resources Accepting Companies (Consultation Desk, Seminars for Companies)
Planning and project for foreigners	●	●	●	●	●	●	A	Job hunting follow-up course, company tour
							NC	Assistance for the operation of the International Student Center
							G	Employment support seminar for international students
							M	Job hunting / industry research seminar, etiquette training, job hunting counseling
							S	Conducted within the Shizuoka Career Development Program (SCDP) ...Japanese corporate culture course, mock interview, resume writing course, etc.
							NP	Administrative guidance / working seminar on status of residence

About the “attractiveness” of international students as a high-skilled foreign human resource

Professor and International Coordinator
at Graduate School of Economics,
Nagoya University
Dr. Economics, Diplom VWL(Germany)
DOI, Yasuhiro

What kind of “High Skill” does your company need?

If you are in the manufacturing industry, you can imagine the latest engineering skills, if you are in a pharmaceutical company, you can imagine advanced chemistry knowledge, and if you are in an accounting department, you can imagine accounting skills and experience. If a person with the necessary abilities is studying at a university nearby, would you like to take a look at the person right away, wouldn't you?

However, when a person from a local company hears that the owner of that ability is an “international student,” I may hear the following comments from those recruiters.

“Can they communicate well in Japanese?”

“Can international students understand Japanese business etiquette and customs?”

“I have never hired a foreigner, so what should we do?”

In other words, it seems that supplemental elements is more relevant than the high level of professional ability. There is no doubt that such supplemental factors are also important for achieving results within the company. So, I have a question: Are international students studying at Japanese universities not ready to play an active role at the workplace in Japanese companies?

As a faculty member who teaches international students on a daily basis at university, I think that international students are useful human resources. Of course, it may take some time more to understand an assignment due to differences in language and culture. However, it is not difficult to deepen mutual understanding by spending time together, learning together, and working toward a common goal.

One of the activities that we have put the most effort into to support the international students is the “workshop” between international students and business people. So far, we have held “workshops” together with JETRO Nagoya and the Aichi Prefectural Office, and at the “Aigi Career Development Consortium for International Students”, which is an industry-government-academia consortium of Aichi and Gifu prefectures in which Nagoya University participates.

The “workshop” here is a groupwork in which a person from the participating companies and multiple international students discuss, investigate, and examine the real corporate issues brought by the person in charge of the company. I ask companies to utilize the expertise and internationality of international students to explore and recognize issues that are difficult to solve for the company, and to let the international students make final proposals.



Photo courtesy of:
“Business Practice Workshop”
(2017)

Co-sponsored by: Nagoya
University, Aichi Prefecture, JETRO
Nagoya

Many of the words I received from the people of the participated companies in the workshop were followings: "I didn't expect that international students would do this much of work," "I found that international students have a wealth of specialized knowledge and I can share issues and work with them very smoothly," "I was able to change my view by jumping out of the framework of discussions at the company." Most of them understand the high abilities of international students and are surprised at the smoother collaborative work with them. At a workshop with a mid-sized material manufacturer, the content proposed by a group of international students was actually adopted and commercialized in the task of proposing a new business after the workshop.

Of course, not all international students are ready to work in Japanese companies right away. Therefore, the university provides "Business Japanese" and "Career Education (Understanding Courses for Japanese Companies, etc.)" as Job hunting support for international students, and is also focusing on improving the basic skills to play an active role in Japanese companies.

Another important factor in utilizing international students is internationality. Many international students are fluent in their native language, Japanese and even English. In particular, international students have been living abroad for a long time, including in Japan, and have a wealth of experience in cross-cultural exchange. Currently, the activities of Japanese companies are not limited in Japan, and their relationships with overseas are becoming deeper and wider. Even in 2021 under the conditions with Covid-19, the internationalization of economic activities has not stopped. Knowledge of foreign languages and business negotiation skills are becoming more and more important in collaboration with overseas companies and business negotiations in the international market. However, for many Japanese, cross-cultural exchange is a field of inexperience, so I think that we should utilize the abilities of international students who already have a lot of experience there.

In my most recent collaborative research with Mr. Suzuki of Penn State University, if you hire more high-skilled foreign human resources, the productivity of companies and local industries will definitely increase. What also interesting is that it is statistically clear that the wages of Japanese employees also increase in parallelly. In particular, this tendency is strong in the manufacturing industry, therefore I feel that it is smart to hire more high-skilled international students in Tokai region.

Finally, the most difficult thing for international students is job hunting. Job hunting in Japan is unique and is based on process of hiring Japanese people as generalist. With this kind of job hunting in Japan, many international students are confused and feel that they are not offered because they cannot fully demonstrate their abilities during the Job hunting process. Recently, the number of recruitment events exclusively for international students is increasing, but the recruitment of international students by Japanese companies is still limited.

There may be international human resources in the Japanese labor market with the necessary "advanced abilities" for your company. In addition to the recruitment criteria and evaluation frames so far, we would like to ask you to take advantage of opportunities such as "workshops" to see excellent human resources and consider hiring international students as high-skilled foreign human resources.

International student education and employment support at Nagoya University of Economics

Center for International Affairs
Nagoya University of Economics
(Professor, Department of Business)
NAKAMURA Masaki

1. History of Nagoya University of Economics

Nagoya University of Economics (Ichimura Gakuen) originated in 1907 when the founder, Professor Yoshiki Ichimura, opened Nagoya girl's Commercial Academy, which is the first in Japan to practice girls' commercial education. In response to the development of human resources required by the times, we opened a junior college in 1965 and Ichimura Gakuen University in 1979. Furthermore, the name was changed to Nagoya University of Economics and co-educated, and now it has 4 faculties and 3 graduate schools, and many graduates who are active in the local community are being produced.

Principal Ichimura advocated that "the world is our market," and emphasized the importance of looking to the world as an economic person ahead of the times. Our second educational goal is to train human resources who are "active globally, especially in Asia" in the age of globalization. We have actively accepted Asian students and created a place to grow by cooperating and competing with Japanese students.

2. Characteristics of our university's international student education and employment support

Currently, of the 2,519 undergraduate students (2,411 undergraduate students and 108 graduate students), there are 349 international students (327 undergraduate students and 22 graduate students), and about 13.9% of all students are international students.

(As of October 1, 2021).

By country / region, international students from Asian countries such as Vietnam, China, Nepal, Uzbekistan, South Korea, Sri Lanka, Myanmar, Indonesia, Thailand, Taiwan, Pakistan and Mongolia, and African countries such as Nigeria and Senegal are studying.

In addition, the number of international students who wish to find employment in Japan after graduation is increasing year by year, but these applicants are 100% employed every year, mainly in the service industry and manufacturing industry. Compared to the average employment rate of international students at domestic universities, which is about 30%, this is a characteristic of our university.

3. Contents of our university's international student education and employment support

Our university's international student education and employment support is divided into ① Japanese language learning, ② career education, ③ international student special lectures, ④ international exchange events, ⑤ status of residence seminars, ⑥ job hunting support, and ⑦ other employment and life support.

① **In Japanese language learning**, classes such as Japanese language special support, academic Japanese language, and Japanese language communication are prepared as a learning support system for each level and skill that allows you to study continuously for 4 years.

② **In career education**, in order to acquire the knowledge to work in Japan step by step through practice, "Citizen's life and career formation", "Internship I / II / III", "Career support course I / II", etc. Classes are available and will be held in stages from the first year.

In these career education classes, we will repeat and thoroughly inform the law and rules that must be observed during our stay in Japan and the importance of business etiquette of Japanese companies. In addition, in the “internship”, all students, regardless of whether they are Japanese students or international students, will experience internships at local companies, government offices, and NPOs in the second to third years. The university provides an opportunity to think about the meaning of working from an early stage, one’s own future, and one’s ability level.

③Special lectures for international students are composed of “Japanese Circumstances I, II, III, IV, V”, which aims to bridge Japanese language education and specialized education.

④The international exchange event is a plan for international students to interact with Japanese students and local citizens at International Week, which is held every spring and autumn. In addition, students gain the experience of learning about living Japanese society by experiencing disaster prevention experiences, international exchange cormorant fishing, traditional culture experiences, homestays, etc., which are carried out with the cooperation of local government agencies, tourism associations, and NPOs. increase.

⑤At the status of residence seminar, we hold an orientation at the time of admission and an administrative scrivener seminar in order to ensure thorough legal compliance regarding the status of residence for studying in Japan and working in Japan.

⑥For job hunting support, we hold company information sessions (spring / autumn) on campus, and hold resume seminars and interview seminars just before job hunting.

⑦For other employment and living support, we hold local company tours, guidance on documents and interviews for obtaining off-campus scholarships, payment of on-campus scholarships, and seminars on changing status of residence for students who have obtained a job offer. In addition, we have opened a global and share house type dormitory where international students and Japanese students live together.

In order to provide these international student education and employment support, the university has cooperated with internal organizations such as the Center for International Affairs, Career Center, Regional Cooperation Center, and Center for INUYAMA Studies to provide detailed and generous support.

In addition, the faculty and staff of this university are careful in supporting international students: ① understanding, respecting and accepting multiculturalism, ② listening to each person’s story, and ③ repeatedly communicating and confirming until they can understand. From fiscal 2020, we have also established a “peer support” system by Japanese students, and we are working to create a system in which support for international students is an opportunity for Japanese students to learn.

4. Achievements and evaluations

As a result of these efforts, the employment record of international students has reached 100% every year since 2016. In addition, these achievements have been highly evaluated, and we have won four prizes in 2016, 2017, 2019, and 2020 in the “Study Abroad in Japan Awards–Private University West Japan Area of the Private University to which International Students Want to Advance to International Students Selected by Japanese Language Schools”(Japanese Language Education Promotion Association).

We will continue to cooperate with the local community and strive to develop highly-skilled foreign human resources who will contribute to the development of the region. We ask for your continued support and cooperation.

【Center for International Affairs】TEL 0568-67-0511_(representative), e-mailcia@nagoya-ku.ac.jp

Challenge for Cultivating Highly-skilled Foreign Human Resources

~ Aigi Career Development Consortium for International Students

Regional Internationalization Promotion Division Director
Organization for Promotion of Globalization
Gifu University KOYAMA Hiroyuki

Since 2017, Gifu University (GU) has participated in the "Aigi Career Development Consortium for International Students", the organization that implements the "International Student Employment Promotion Program" project of the Ministry of Education, Culture, Sports, Science and Technology, which is organized by Nagoya University, and has been working to develop highly-skilled foreign human resources. From the beginning, Gifu Prefecture (Industrial Human Resources Division), Gifu Prefecture Management Association, JETRO Gifu and GU (4 institutions in the prefecture) have been collaborating as the consortium member in the Gifu area. By holding regular liaison meetings and implementing projects, we have fostered a common understanding among the four institutions in the prefecture regarding career development and employment of international students. Usually, university international office support international activities related with research and education, such as student-exchange, and faculty exchange. However, our office decided to support the enrollment of international students. This helped to develop and implement of the career support programs for international students, and which is expected by the industry, Involvement of such activities also provided an opportunity for faculty and staff in charge of international affairs to recognize the significance of returning the internationalization of the university to the region.

According to the concept of the MEXT supported program, Japan Language Education center of GU developed new Japanese program, called Business Japanese (for job hunting) for international students. . On the other hand, internships for international students require cooperation with industry and government. It was possible to carry out internships by Japanese students in the same framework as the Gifu Prefecture Internship Promotion Council, in which prefectures, economic organizations (Gifu Prefecture Management Association), and universities participate. In this process, the three parties who carried out the training, were able to obtain the following two points as common recognition. 1) Employment of international students with different languages and cultural backgrounds requires more generous support than Japanese people, and 2) Support for accepting business entities to fill in the differences from Japanese recruitment.

In this initiative, with the participation of JETRO Gifu, which supports the overseas expansion of companies and the direct recruitment of high-skilled human resources from overseas, the "Aigi Career Development Consortium for International Students Gifu District Workshop for Companies and International Students" has been held for the past four years. In addition to providing information to companies and international students, we were able to share success stories and problems in the prefecture. For example, an international student (Ph.D. holder) was able to introduce his own success stories that they are active as a core human resource in the R & D department and technical department as well as overseas business development. Also, both companies and international students were able to imagine the career path of high-skilled foreign human resources. At this event, in addition to lectures on information provision, exchange meetings are also held for matching between companies and international students. Although it was in the midst of the Corona disaster in 2020, it was possible to hold an exchange meeting while taking infection control measures.



Aigi Career Development Consortium for
International Students Gifu District Workshop
2020 Exchange Meeting.

While implementing infection control
measures, we deepened mutual understanding
between students and companies.

Gifu University has established the Advanced Global Program (master's course in English) at the Graduate School of Natural Science and Technology, which imposes internships in the region. In addition, many international students study in the doctoral programs in engineering and agriculture, and some of them find employment in Japan. In this project, such students participated and got a job at a local company. As mentioned earlier, at the host company, master's degree holders are expected to become leaders in international business development and future core employees. In addition to high expertise, doctoral holders are also expected to contribute to improving the internationality of the research and technology section. On the other hand, in the International Collaborative Food Science and Technology Department (a program that is fully implemented in English to obtain a joint degree with mutual study abroad) conducted with the Indian Institute of Technology Guwahati, an internship was conducted in India. The company, which came into contact with top-class students in India, evaluated the students of the joint degree as human resources who are responsible for not only international business development but also new business development. Students in this program (enrolled from the Indian Institute of Technology) are fluent in English, but basically do not understand Japanese. In order for such human resources to play an active role, it is thought that the degree of international progress and business form of the receiving company will have an effect. Students will obtain a joint degree (master's or doctoral degree) from Japan (Gifu University) and India (Indian Institute of Technology, Guwahati) through this joint degree program. Japanese students who have completed the program conducted only in English are high-skilled human resources who can contribute to the international expansion of companies because they also obtain a degree from the Indian Institute of Technology, which has extremely high international compatibility. When hiring high-skilled human resources from overseas or hiring highly educated international students, it is considered highly effective to hire such Japanese students in parallel.

The employment support project for high-skilled foreign human resources in Gifu Prefecture will be continued by utilizing the framework of the Aigi International Student Employment Promotion Program. From the perspective of responding to requests from many companies, including tourism and accommodation, we will enhance Japanese language and cultural education, and enhance employment support for bachelor's degree students, mainly social science and humanities students. Gifu University itself has traditionally accepted international students with a master's degree or doctoral degree in science (engineering, applied biological science, natural science and technology). At private schools in the prefecture and Aichi prefecture, international students who are fluent in Japanese are enrolled in a bachelor's degree program in liberal arts. Since many of these students study Japanese at a Japanese language school before enrolling, it can be judged that the importance of Japanese culture (including Japanese corporate circumstances) education after enrolling in university is increasing. Fortunately, in Gifu Prefecture, the Gifu District International Student Exchange Promotion Council (prefectural universities, Japanese language schools, corporate groups, prefectures, municipalities, etc.) is functioning, and exchanges between people involved in Japanese language and Japanese culture education are also active. I think it is important to make use of such a framework to have an attachment to Aichi and Gifu and to increase opportunities for international students to play an active role in local companies.

In addition, the Aigi International Student Employment Promotion Program was able to realize workshops at member companies of the Central Japan Economic Federation. At the Gifu district workshop mentioned above, we received a lecturer dispatch from a member company of the Central Japan Economic Federation. We hope that we can continue to cooperate in the future and contribute to the improvement of the internationality of this region (realization of glocalization).

Mie Regional International Student Exchange Promotion Council and industry–government–academia employment support for international students

Mie University International Exchange Center
Center Director (Special Vice President)
KANEKO Satoshi

1. Introduction

In Japan, the population is rapidly declining, the birthrate is declining, and the population is aging. For example, the 20-year-old population is about 1.24 million in 2021, but since the number of births in 2021 is about 810,000, the 20-year-old population in 2041 will decrease to 65% compared to now. Under these circumstances, the population is declining and the regional economy is shrinking in rural areas, and it is an urgent task to make a national effort to revitalize the regions in order to regain the vitality of the regions. Therefore, it would be natural to utilize highly-skilled foreign human resources as a countermeasure against population decline and regional revitalization.

Japanese universities are required to function as an international brain circulation center more than ever, as the world situation changes drastically due to the corona disaster. On the other hand, international competition for human resources is in progress at universities around the world. It is clear that it is more important than ever to actively and strategically accept excellent foreign students for internal internationalization and Japan's growth.

In order to attract excellent foreign students, it will be necessary to enhance the attractiveness of studying in Japan. It is necessary to promote the promotion of employment of foreign students in domestic companies, the development of an educational organization and environment with high international compatibility at universities, etc., and the development of an environment for accepting scholarships strategically.

2. Mie Area International Student Exchange Promotion Conference

Under these circumstances, we are working to promote smooth acceptance of international students and exchange activities in Mie Prefecture. In 1990, Mie University and Mie Prefecture led the establishment of the Mie Regional Student Exchange Promotion Council with the aim of contributing to the promotion of international understanding among local residents. Specifically, we are working on the following five items. (1) Promotion of acceptance of international students, (2) Improvement of study conditions and living environment for international students, (3) Promotion of exchanges between international students and local residents, (4) Enlightenment for local residents, (5) Promotion of employment of international students

As of February 2021, 39 institutions such as higher education institutions, national and local public organizations, economic organizations, and private organizations in the Mie prefecture region are participating. The website of the Exchange Promotion Council publishes data such as the number of international students by enrollment status by higher education institution. (<https://www.mie-u.ac.jp/international/CIER/meeting/>)

[Higher education institutions]

Mie University, Kogakkan University, Yokkaichi University, Suzuka University of Medical Sciences, Suzuka University, Mie Prefectural College Of Nursing, Suzuka Junior College, Takada Junior College, National Institute of Technology, Suzuka College, National Institute of Technology, Toba College, Kindai University Technical College

[Country / Local Public Assembly]

Mie Prefecture, Mie Prefectural Board of Education, Mayor Mie Prefecture, Mie Prefecture Municipal Association, Nagoya Regional Immigration Bureau Yokkaichi Port Branch Office, Mie Labor Bureau, Japan Student Services Organization, Tokai Hokuriku Branch

[Economic organization]

Mie Chamber of Commerce and Industry Association, Mie Prefecture Chamber of Commerce and Industry Association, Mie Prefecture SME Association Central Association, Mie Prefectural Agricultural Cooperative Central Association, Mie Prefecture Fisheries Cooperative Association

[Private organization]

International Soroptimist Mie, Tsukita Rotary Club, Tsu UNESCO Association, Tsu Lions Club, Japan Youth Conference Center Tokai District Mie Block Council, Mie Medical Association, Homestay in Tsu Executive Committee, Mie International Foundation, Tsu City International Association, Yokkaichi Cultural Town Development Foundation Yokkaichi International Exchange Center, San ju San Institute of Research, Ltd., The Hyakugo Bank, Ltd., Yokkaichi South Rotary Club, Yokkaichi Rotary Club, Yokkaichi East Rotary Club, Yokkaichi North Rotary Club

3. Company information session for foreigners by Mie Prefecture Industrial Support Center and Mie Pref.

This year (2021), the Mie Prefectural Industrial Support Center and Mie Prefecture held a company information session for foreigners in order to provide matching opportunities for regular employment of companies in the prefecture and foreign students. The above-mentioned Mie Area International Student Exchange Promotion Conference is also co-sponsored and participates in this project. With industry-government-academia backup, we aim to increase the employment of foreign human resources (foreign students) in the prefecture. The content of the business is to support the job hunting activities of international students, such as holding corporate exchange meetings and holding individual employment counseling meetings.

The population of Mie Prefecture in 2021 is about 1.8 million. The northern part centered on Kuwana City, Yokkaichi City, and Suzuka City is one of the leading industrial areas in Japan, where major factories in the automobile and electrical fields are concentrated. On the other hand, the southern part is an agriculture, forestry and fisheries area centered on Matsusaka City and Ise City. The most serious problem in Mie Prefecture now is the disparity between the north and the south. Since 1970, with the high economic growth, there has been a large income gap between the primary and secondary industries. As a result, the child-rearing generation has moved to the northern part of the industrial area, where the population has declined sharply, abandoned cultivated land has increased, and the population is aging rapidly.

In the past, it was often physically difficult for financially difficult international students to pay transportation expenses and visit companies in the south for job hunting and to participate in a joint company information session held in the south. Online events also have advantages and disadvantages. If we hold a joint company information session online to get people interested at the beginning and take advantage of being able to participate from anywhere in Mie Prefecture, the possibility of matching between companies in the south and international students is expected to increase in the future.

Mie Prefecture has tourist resources such as Iga Ninja, Pearl, and Ise Jingu, so it is relatively well known to young people overseas, and prices (especially rent) are cheaper than in big cities such as Tokyo and Osaka. In addition, it is easily accessible from Chubu Centrair Airport, making it easy for foreign students to choose a destination for studying in Japan. According to the data of the Exchange Promotion Council, about 900 international students are enrolled in participating universities in November 2020. It is a bit of a rough discussion, but as an example, the population decline in Kumano City, Mie Prefecture, has been about 300 every year, so it is a good idea to attract more international students to Mie Prefecture and retain excellent international students. It can be a major factor in solving population decline and regional revitalization. In the future, regional revitalization through regional creation will be indispensable for the further development of the Chubu economy.

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About industry–government–academia employment support for high–skilled foreign human resources and foreign students

Director, Globalization Promotion Center,
Shinshu University
TANAKA Kiyoshi

Shinshu University is a comprehensive university with approximately 11,000 students, including 400 international students, and five campuses in Nagano Prefecture, including the Matsumoto campus where the university's headquarters are located. Shinshu University is actively involved in contributing to the local community and ranks high every year in the rankings of universities in Japan in terms of their contribution to the community.

One of Shinshu University's important efforts to contribute to the local community is the "Foreign Student Employment Promotion Program" by the Japanese government. Many companies in Nagano Prefecture are expanding their business overseas, including in Southeast Asia, and there is a high need for advanced human resources who can play an active role in overseas business. However, international students do not know enough about the current status of local companies, and thus there is insufficient matching between companies and international students, which makes it difficult for international students to find jobs at local companies.

According to a survey by Nagano Prefecture, the number of overseas offices of manufacturing companies in the prefecture has reached 1,171 and the value of exports is approximately 812.7 billion yen. On the other hand, Nagano Prefecture is far below the national average in terms of the ratio of highly skilled personnel engaged. This data suggests that despite the Nagano region's strong ties to the rest of the world, the lack of utilization of foreign students has resulted in a labor shortage, and that there is significant room for companies in Nagano Prefecture to develop through the recruitment of foreign students.

A unique feature of our efforts is that in addition to government programs, we organize our own study tours for international students and focus on practical education combined with internships. Study tours are held twice a year in the summer and spring, with only international students participating, in a camp-style format. In August, students learn about Japanese corporate culture and the employment system as part of their career education, followed by internship experience at various companies. In March, just prior to job hunting, students receive training in practical job interviewing and group discussions. Each study tour also includes visits to companies and factory tours in the prefecture, meetings to exchange opinions with senior employees, and lectures by company recruiters. International students gave positive feedback on the university's meticulous job hunting support program with the following comments: "I am very grateful for the university's job hunting support." and "I was

able to learn about companies in Nagano Prefecture by directly visiting them.”

As a result of our efforts, more than 71% of international students graduating or completing their studies from FY2017 to FY2020 remain in Japan, and more than half of them have found employment in Japan. In addition, this percentage is increasing every year.

Under the trend that the number of young Japanese population is decreasing year by year, in order for universities to maintain the current level of education and research and produce significant human resources useful to society, we aim to accept many excellent human resources from overseas and improve the quantity and quality of employment by strengthening job hunting support for foreign students through cooperation among industry, government and academia in the region.



(a) Group discussion



(b) Taking a lecture on career education

Hyakugo Bank's High-skilled Foreign Human Resources Employment Support Case

The Hyakugo Bank, Ltd.
International Business Support Division, International Sales Department
SHIBATA Hayato

Introduction

The Hyakugo Bank has established the International Business Support Section of the International Sales Department as a department dedicated to supporting the international business of companies. In addition to two overseas representative offices (Shanghai and Bangkok), the Bank also provides a wide range of support by dispatching staff to its business partners.

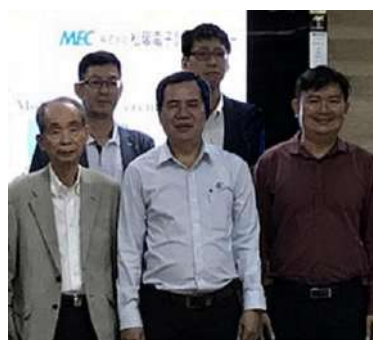
As an example of our support, we would like to introduce our efforts with Matsusaka Electronic Computing Center Co., Ltd. (hereinafter referred to as MEC).

【Company Profile】 ※As of March 31, 2021
Company Name : Matsusaka Electronic Computing Center Co., Ltd.
Establishment : 1967
Capital : 35 million yen
Net Sales : 4.5 billion yen
Number of Employees : 314(including 7foreigners)
Overseas offices : None
Business contents : Comprehensive information service
industry such as software development



MEC needs : They would like to hire Vietnamese university students (science).
Our support : Introducing U University, which is a high-ranking science school, attending interviews, and supporting when exhibiting at events such as JOB FAIR
Result : MOU signed with MEC and U University, recruitment test for U University students
Hired 3 people in 2019 (joined in 2020), hired 1 person in 2020 (joined in 2021)

MEC had long been considering the recruitment of foreign engineers (high-skilled foreign human resources), especially university students as new graduates, and approached us with the idea of conducting specific recruitment activities in Vietnam. Since we had dispatched staff to Ho Chi Minh City, Vietnam, we introduced top-ranked universities in the science field (hereinafter referred to as "U universities") through our dispatched staff, attended interviews, and provided support when exhibiting at events such as Job Fair. As a result, MEC hired a student from the same university. Due to the Corona disaster, he has not been able to visit Japan, but is currently teleworking in Ho Chi Minh City.



↑ January 2019 MOU signing (MEC Chairman and U University Faculty of Information Science, signing and group photo)

Activity record

【Activities in FY2018】

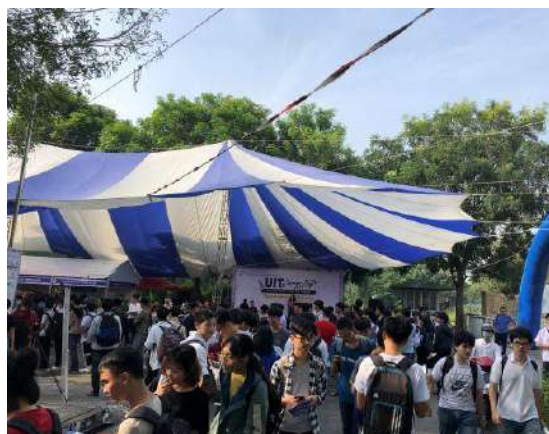
- Jul. 2018 First visit to U University (Hyakugo Bank set up an interview, attended)
- Nov. 2018 Visit U University and exchange opinions on education and employment support (with Hyakugo Bank)
- Jan. 2019 Signed MOU "Agreement on Education for College Students" when visiting U University (with Hyakugo Bank)

【Activities in FY2019】

- Apr. 2019 U University President and Vice President visit Japan. Conducted MEC inspection
- May 2019 Exhibited at JOB FAIR held at U University (with the cooperation of Hyakugo Bank)
- Aug. 2019 One U University professor and four students conduct an internship at MEC
- Nov. 2019 Exhibited at JOB FAIR held at U University (with the cooperation of Hyakugo Bank)
- Jan. 2020 Announcement of recruitment of engineers at U University
- Feb. 2020 Recruitment test held (document screening, web interview) * 25 applicants
- Mar. 2020 Decided to hire 3 people (currently working at remote work from Ho Chi Minh City)



↑ MEC booth at the May 2019 JOB FAIR



↑ Venue at the November 2019 JOB FAIR

【Activities in FY2020】

- May 2020 JAPAN JOB FAIR was canceled
- Aug. 2020 Internship was canceled
- Dec. 2020 JOB FAIR was canceled
- Jan. 2021 Hosted an essay contest on IT (3 students were awarded scholarships and 10 students were awarded IT exam incentives)

【Activities in FY2021】

- Jul. 2021 Conducted online internship (10 participants/25 applicants)
- Sep. 2021 Online lectures (2 months, 30 hours) in which credits from U University are accredited (planned)

Points of success

○Being able to build a direct relationship with U University

Since MEC's needs were not to hire through a staffing agency, we used a network of local expatriates to create opportunities for direct interviews with U University. At the timing of interviews and events, we attended and supported MEC.

From the first visit, MEC's representative personally visited UW and directly communicated MEC's requests and plans to UW. U University receives phone calls and e-mails from many foreign companies, as well as Japanese companies, inquiring about student recruitment, but the attitude of the representatives' visit was highly appreciated, and about 6 months after the initial visit, an "Agreement on University Student Education" was signed to clarify the cooperative relationship between the two parties.

○Improving MEC awareness for U university students

After signing the agreement, MEC developed specific activities to deepen exchanges and increase MEC's visibility among students at U University. These activities included hosting a visit to Japan by U University, exhibiting at the "Japan Job Fair" held at U University, and accepting internship students. These activities were successful, resulting in 25 applicants (and 3 hires as a result) for the FY2019 recruitment activities.

Current Activities

In FY2020, one person was hired from U University, despite a series of event cancellations due to the Corona disaster; in FY2021, an online internship (10 participants/25 applicants) was already conducted. MEC is also continuing its recruitment activities by leveraging its relationship with U University, for example, by planning to offer online lectures. In parallel with recruitment activities, MEC is considering the establishment of a Vietnamese base where it can make use of the Vietnamese engineers it currently employs.

In addition, employees on the MEC side have become more aware of the importance of foreign languages within the company, with Japanese employees engaging in English language study once a week.



Conclusion

Introducing universities based on MEC needs is one example of utilizing our overseas network. Since there are various methods for hiring high-skilled human resources, we provide tailor-made support tailored to corporate needs.

That's all

About the importance of industry–government–academia collaboration projects for international students

Global Market Development Dept. Manager
Man to Man Co., Ltd. NUNOGAKI Akira

Man to Man Co., Ltd. has been commissioned by Aichi Prefecture since 2018 to operate the “**International Student Community Establishment and Active Promotion Project**”. This project aims to encourage foreign students who are looking to find employment in Japan to find employment in Aichi prefecture companies, and is developing the following businesses with the aim of establishing the region and promoting the active participation of high–skilled foreign human resources. **I Business related to employment support for international students, II Business related to promoting exchange and mutual understanding between companies and international students, III Business related to expansion and enhancement of companies hiring international students.** We are working to improve the value of Aichi Prefecture, where we can play an active role globally, through exchange opportunities, mutual understanding, and dissemination of attractiveness between foreign students studying at universities in Aichi Prefecture and companies in Aichi Prefecture.

I In the business related to employment support for international students, we are developing the business centered on (summer) international student internships, and in the four years from 2018 to 2021, 270 entry companies and 761 entry international students participated. This year, we received the cooperation of 21 universities in the prefecture, which is the largest number. This internship sponsored by the government has the largest number of participation in the industry–government–academia collaboration project in Japan, and is attracting attention from other regions as an internship project for international students.



Pre-seminar for international student internship

II In the project to promote exchange and mutual understanding between companies and international students, we hold exchange meetings between companies and international students at universities in the prefecture. Over the past three years, 305 companies and 474 international students (online exchange meeting in 2020) have participated. In addition, in the **company tour**, 106 foreign students have participated in the company tour so far with the cooperation of 12 companies in the prefecture. This is a valuable opportunity to directly understand the attractiveness of manufacturing companies in Aichi Prefecture, companies that are active globally, and employees.



Exchange meeting between companies and international students



Company tour

III In the business related to the expansion and enhancement of companies hiring international students, we have held “International Student Recruitment Courses” for corporate managers and personnel hiring managers 18 times over the past three years. A total of 1,499 people from 1,234 companies participated. In this course, we hold different themes each time according to the needs of the company, and we have experts who are active at the forefront of each field take the stage. We provide the following contents that are useful for management strategy and personnel strategy. Labor market trends such as the structure of immigration and residence management administration, recruitment methods for high–skilled foreign human resources, career support status and student trends at universities in the prefecture, human

resource development and retention support, and introduction of good practices.

Cooperative projects between industry, government, and academia are actively conducted nationwide in various fields. Aichi Prefecture's **"Project to Promote Regional Settlement and Success of Foreign Students"** is attracting attention from other prefectures. The government, private sector, universities, etc. each recognize the importance of fostering international human resources over the medium to long term, rather than simply from a short-term perspective to secure human resources, and under the joint activities of the government and private sector, the project's administrative office serves as a hub of information, and activities are being realized with "understanding and cooperation" from universities, economic groups and organizations in the prefecture.

The needs and values of international students seeking employment in Japan are becoming more diverse every year. While there is still insufficient information on job hunting, understanding companies, and other aspects of future career planning, the provision of information and ongoing support that makes the most of the strengths of each, with the government taking the lead, private companies in charge of business operations, and universities and other educational institutions working together, is an important initiative to help foreign students understand the appeal and value of the region, so that it can become the region of choice in the world.

Industry-government-academia collaboration projects will continue to be required in all fields regardless of region, and in these days when the international situation, regional economy, people and social values are changing rapidly, while responding to changes throughout the region, Various organizations are required to cooperate with each other to provide haste-type support tailored to individual issues and medium- to long-term strategic support to build up the value of the region.

We hope that companies that are considering employing high-skilled foreign human resources will participate in the **"Internship Program for Foreign Students"** offered by Aichi Prefecture as an opportunity to learn about the abilities and potential of foreign students, who are the eggs of high-



Internship international students

skilled foreign human resources. Internships are an opportunity for companies to get to know their students, but at the same time, it is the only opportunity for students and universities to understand the appeal and value of a company. It is not easy for companies to provide students with a "study space", but as a result, it is a shortcut to secure high-skilled foreign human resources.

This project not only provides information on the latest employment situation and trends of foreign students by various experts, but also offers the know-how of private companies where high-skilled foreign human resources are active and the academic knowledge of universities and other academic institutions.

In addition, the Management Office (see below) provides free consultation services to support foreign students in finding employment and to help companies in the prefecture resolve issues related to employment and human resource development.

It is predicted that the competition to secure domestic human resources, including foreign students, will intensify when the corona disaster is over. In order for foreign students to play an active role in the region as high-skilled foreign human resources, we will continue to strengthen industry-government-academia collaboration and strive to improve the value (AICHI VALUE) of Aichi Prefecture. Please utilize this business for your company's management strategy and personnel strategy.



**Aichi Pref. "Project for Promotion of Regional Settlement and Success of International Students"
Management Office**

Center Stage Bldg. 4F, 1-7-7 Shinsakae, Naka-ku, Nagoya City, Aichi Prefecture, Japan Man to Man Co., Ltd.

TEL: 052-687-8810 FAX: 052-857-8857 Toll-free number: 0120-106-566

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[The 2021 Aichi Prefecture "Project for Promotion of Regional Settlement and Success of Foreign Students" is operated by Man to Man Co., Ltd. on behalf of Aichi Prefecture.]

Connect SMEs with International Students

Global Aichi
Secretariat HASHIZUME Midori

Global Aichi is a non-profit organization founded by 7 SMEs' owners from Aichi Prefecture and a professor from Nanzan University in 2017. We provide services from job placement to after-hire support with the missions of "Eliminating the labor shortage for Japanese SMEs" and "Raising the employment rate of international job hunters".

Now in its 4th year, with the cooperation of administrative bodies, educational institutions, and various stakeholders, the number of registered international students has exceeded 1,200. To achieve our mission, Global Aichi provides various job placement supports for international students including consultation meeting, exchange events between students and SMEs, joint-companies job fairs, company tours, etc.

However, there are still plenty of obstacles that we must overcome. We strive to improve and upgrade our services to meet our members' increasingly diverse needs.

① Job hunting guidance for international students

The first and foremost issue is that students do not understand the characteristics of Japan's Job Hunting System (shushokukatsudo) for new graduates. Many students unaware of the system and start their job hunting activities late. In addition, many students are confused about the differences in job hunting practices between their home country and Japan. For this reason, Global Aichi cooperates with educational institutions to provide job hunting guidance for international students. Moreover, we are planning to provide job hunting information through SNS, Homepage, YouTube, etc. in both blogs and video format from this year,

② Free Japanese language seminars for international students

Today many students take their university courses in English. As a result, at the end of their studies, they are unable to meet the level of Japanese language required for job hunting. As Japanese companies require foreign employees to have a high level of Japanese language skills, this becomes a barrier for foreign students in finding employment. In order to help international students find employment, Global Aichi offers free Japanese Language Proficiency Test preparation courses and conversation courses. Besides studying, these courses also provide opportunities for students to meet and expand their community.

③ Hiring guidance for SMEs

Japanese SMEs tend not to be ready to accept foreigners, and struggle with things such as visa applications and cultural differences. A common problem that occurs after hiring is the lack of communication between companies and foreign employees.

Many companies that succeed in hiring foreigners tend to have 2 good practices. Firstly, active communication with foreign employees. Secondly, following up with them regularly. These make it easier for foreign employees to work at the company.

To familiarize companies with hiring foreigners, Global Aichi holds regular online seminars, provides basic visa application guides, and successful examples of companies that have hired foreigners. We also provide follow-up services for companies who are our members, offering a variety of support to both companies and foreign employees. This includes biannual interviews and questionnaires, as well as consultations when needed.

The impact of COVID-19 took a toll on companies hiring foreigners. However, as Japan's shortage of workers is worsening, we hope that you will consider and think positively about hiring foreign students.

Global Aichi is planning a variety of events to facilitate the matching of international students and companies while taking measures against COVID-19. We will continue to do our best to provide services that meet the needs of both companies and international students this year.



● Contact information

【Mail】info@global-aichi.or.jp

【Tel】052-218-5955

【Official website】<https://global-aichi.or.jp>

Toward the Success and Harmonious Coexistence of Foreign Human Resources

Aichi Employers' Association
DIRECTOR-GENERAL and SECRETARY-GENERAL
IWAHARA Akihiko

1. Introduction

The Aichi Employers' Association is an economic organization specializing in the field of personnel and labor affairs, with approximately 870 member companies in the prefecture, and is engaged in various surveys, research, and educational activities.

One of the regular activities of the association is the "Research Committee". The committee takes up timely research themes with an eye to changes in the business environment, works together with human resource managers of member companies for about six months, and compiles the results in a report.

Our research theme for 2019 is "Active and Coexistence of Foreign Human Resources – Toward Sustainable Corporate Growth" and we are pleased to introduce you to some of our activities.

Aichi Prefecture has a thriving manufacturing industry, known as "Monozukuri Aichi," and in FY2019, the value of manufactured goods shipped was approximately 47 trillion yen, accounting for 14.7% of the national total and the highest in Japan for 43 consecutive years.

It is no exaggeration to say that the industries of Aichi Prefecture would not be possible without the presence of foreign human resources, who support the "Aichi Manufacturing Industry".

Recognizing that the success and coexistence of foreign human resources is an important issue for the support of the prefecture's industrial base and sustainable growth into the future, we conducted a six-month survey and research project.

2. Initiatives for the Advancement of Foreign Human Resources

(Quoted from the activities of the our Research Committee)

The first step in conducting research activities was to define foreign human resources. Each research member had a different picture of "foreign human resources" in his or her mind, leading to a diffuse discussion.

Therefore, we have defined the three categories as follows. These are our original definitions and are not defined by law.

	Type I	Type II	Type III
Definition	▪ Human resources who are expected to demonstrate advanced knowledge and experience in specialized fields regardless of the employment period (treated in a framework different from the conventional employment system)	▪ Human resources who are expected to play an active role as managers and professionals in the future on the premise of long-term employment (general employment in conventional Japanese-style employment)	▪ Human resources who expect steady execution of simple and routine work in the current occupation (currently, fixed-term employment is the main)
Job description	▪ Corporate management ▪ R & D project ▪ New development project ▪ M&A project	▪ Sales ▪ Technology ▪ Management (personnel / general affairs / accounting) There are a wide variety of tasks in charge	▪ Production line worker ▪ Hotel receptionist ▪ Security guard ▪ Cleaning worker ▪ Restaurant clerk

Applying the general definition of the world, type I and type II are “high-skilled human resources”, and type III is “on-site human resources”.

This time, we would like to introduce some of the research results we have undertaken regarding high-skilled foreign human resources related to the themes that the Central Japan Economic Federation is working on.

Looking back, since the 1990s, as the globalization of the Japanese economy has progressed rapidly, many companies have taken on various challenges toward the recruitment and success of foreign human resources.

We would also like to introduce two measures that we have tried and found to be important.

While both of these are basic initiatives, we believe that they will become increasingly important issues in the future amid calls for a review of Japanese-style employment practices.

▶The first point is to “clarify the image of human resources that the company wants.”

The Japanese employment practice is characterized by “lump-sum hiring of new graduates, long-term employment, and seniority-based wages,” but many foreign nationals who are employed in the so-called “job-type” employment system, in which hiring and career opportunities are determined according to job duties and roles, have left Japanese companies due to discomfort and dissatisfaction after joining and working for a Japanese company. Many foreign nationals who entered and worked for Japanese companies became dissatisfied and left the company.

Based on this experience, in order to promote the recruitment and performance of foreign human resources, it is important to explain the differences between the employment systems of other countries and your own at the time of hiring, which is the entry point, and then clarify “what your company expects from these human resources” and “what is the purpose of hiring these human resources,” present compensation and career paths that match these expectations, and obtain consensus on these issues.

▶The second point is “creating a workplace environment in which foreign personnel can play an active role”.

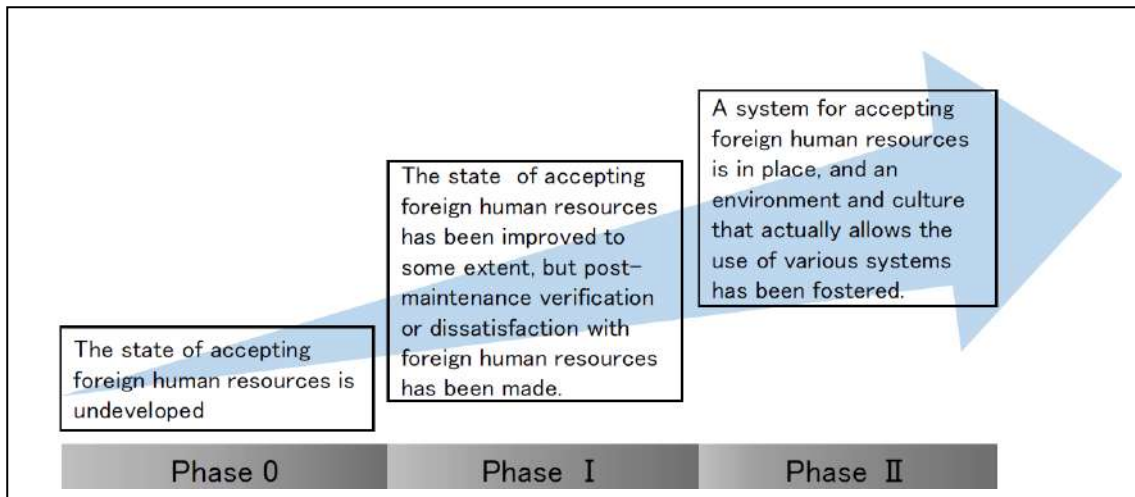
Based on the results of surveys and hearings conducted by the Association with its member companies, we have organized three steps for promoting readiness to accept foreign human resources.

<Step①>

The first step is to understand your company’s current situation regarding the acceptance of foreign personnel.

The current status of the company here refers to the degree to which it is prepared to accept both hard and soft aspects, and we have organized this status into three phases.

First, we would like to ask you to identify which phase your company is in.



<Step②>

Based on the readiness of your company, examine in detail what preparations should be made to approach the ideal acceptance level.

This is the most crucial step in the entire process, as changes in personnel systems and equipment will be implemented here.

Specifically, we have organized the problems and issues that need to be addressed by companies in the four categories of "before hiring, at hiring, after joining (short-term), and after joining (mid- to long-term)", which are the periods between the hiring of foreign personnel and their success in the company.

Please refer to the attached "16 Issues".

<Step③>

In order to create an environment in which foreign human resources can demonstrate their abilities and play a more active role, it is essential to listen directly to the voices of foreign human resources themselves and make a series of "improvements" based on their opinions.

Once the acceptance system is in place, it is not the end, but it is important to make improvements based on the information obtained from the external environment surrounding the company, changes in the times, and regular interviews.

3. Conclusion

The promotion of foreign human resources is an issue that Japanese companies have been working on for many years, but as the business environment surrounding companies is changing dramatically, I would like to add that this issue is an endless theme, and it is important to constantly evolve it while looking back at past efforts.

That is all.

<Attachment> Challenges in promoting the activities of foreign nationals

Period	Item	Internal problematic events	Challenges
Before hiring	Number of hires	I don't know how to make a recruitment plan.	1.Establish a planning methodology
	Degree of familiarity	I don't receive any applications from foreign nationals	2.Increased recognition and attractiveness
	Recruitment channel	I don't know the hiring route	3.Establish recruitment channels and networks
		There is no reliable intermediary	4.Selection of a reliable intermediary organization
	Legislative system	Insufficient understanding of relevant laws and regulations	5.Understanding and applying laws and regulations
	Understanding the workplace	No understanding from the place of assignment.	6.Mutual understanding and awareness
	Hiring Period	Graduation time differs from that of Japanese students.	7.Understanding and utilizing the entry timing of foreign students
Hiring	Hiring criteria	Difficult to judge ability and character.	8.Assessment of abilities and character
		Unclear Japanese language ability level	9.Setting the required level of Japanese language proficiency
	Career development	Differences in perception of career development between companies and foreign personnel	10.Mutual understanding of career development
After joining (short-term, at the time of adaptation)	Relationships in the workplace	Lack of daily communication Dissatisfaction and distrust due to	11.Promoting mutual understanding of language and culture
	Working Environment	I don't know how to work in a Japanese company.	12.Promoting mutual understanding of work practices
	Living Environment	Foreigner cannot rent a house in the name of a foreigner	13.Consideration and implementation of support measures to secure housing
After joining (mid- to long-term)	Company Regulations	Employment regulations, wage regulations, etc., are not designed for the employment of foreign personnel.	14.Review and utilization of related rules and regulations
		Foreign personnel are not satisfied with evaluation and treatment.	15.Review and utilization of evaluation and compensation systems
	Human Resource Development	There are requests from foreign human resources regarding human resource development	16.Review and utilization of human resource development measures

Regarding the efforts of Highly-skilled Foreign Professionals Promotion Project

Japan External Trade Organization (JETRO)

JETRO Nagoya

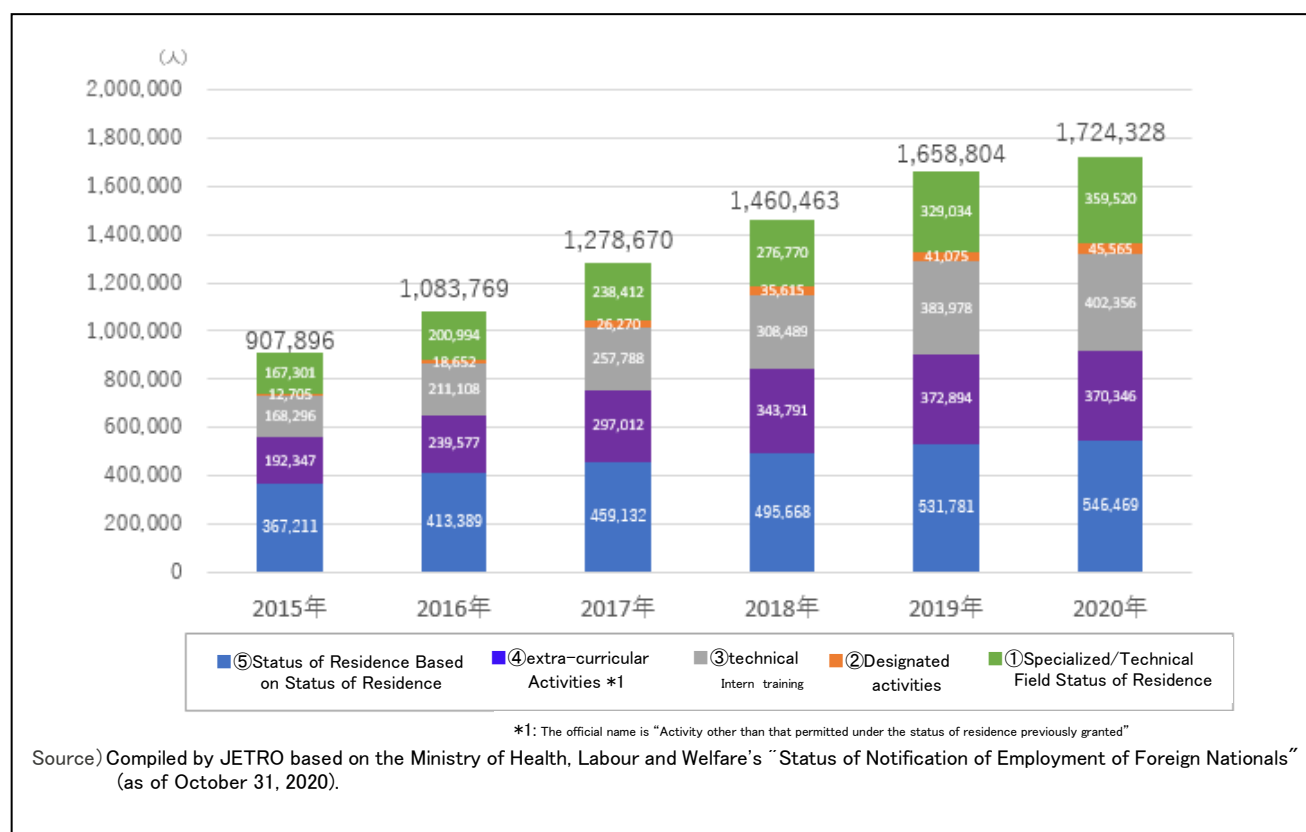
IMAMURA Yumi

JETRO, which is working for the development of Japanese trade and investment, has provided support for developing overseas sales channels for companies, establishing bases, and facilitating the activities of local companies. As the number of companies aiming to expand overseas has increased, the shortage of human resources who will be responsible for overseas business has surfaced as an issue. While there is an urgent need to educate employees on global human resources, many companies have problems with the absence of qualified personnel or guidance. Therefore, the recruitment and promotion of foreign human resources is attracting attention these days.

Under these circumstances, based on the government's "Growth Strategy 2018", the "Open for Professionals Promotion Platform" was established in JETRO at the end of 2018 in collaboration with government-related ministries and agencies. In order to consistently support the recruitment and success of highly-skilled foreign professionals by SMEs, we are disseminating information through the "open for professionals promotion portal site" that centrally summarizes related information. In addition, we provide escort-type support to individual companies by JETRO coordinator, and the number of support companies has reached more than 460 in about three years. Today, I would like to introduce JETRO's initiatives to promote the active participation of foreign human resources.

【Statistics of foreign workers working in Japan】

First of all, I would like to introduce statistics on foreign human resources working in Japan. The graph below shows the transition of "foreign workers" from 2015 to 2020. As of the end of October 2020, approximately 1,724,000 foreign human resources are working in Japan. The number was about 900,000 in 2015, so we can see that the number has nearly doubled in the last five years.



【What is highly-skilled foreign professionals?】

Among these foreign professionals, which continue to increase year by year, JETRO defines those who meet the respective requirements in terms of “academic background,” “job role,” and “status of residence” as “highly-skilled foreign professionals,” and supports their activities. Specifically, we provide information to highly-skilled foreign professionals who wish to work in Japan, support companies that wish to hire high-skilled foreign human resources, and provide opportunities for companies and highly-skilled foreign professionals to meet.

Academic background	Have the same level of education as a graduate of a university or graduate school in Japan or abroad *If you graduated from a professional training college in Japan, you must have a “Diploma of Professional Training” or “Advanced Diploma of Professional Training”.
Type of job role	Those engaged in professional positions such as researchers, engineers, etc., sales staff in charge of overseas expansion, etc., legal, accounting, etc., and executives and managers involved in management.
Status of residence	In principle, those with “Specialized/Technical Field” status that fall under “Research”, “ Engineers/Specialist in humanities/International services ”, “Management/Administration”, “Legal/Accounting Services”, and “ Highly-skilled Professionals ” status of residence.

▼Status of residence and examples of occupations of high-skilled foreign human resources (JETRO’s support target)

Status of residence	Type of occupation
Research	Researchers of government agencies and private companies
Engineers/Specialist in humanities/International Services	Mechanical engineering engineers, interpreters, designers, private company language teachers, marketing workers, etc.
Management/Administration	Business owners / managers
Legal/Accounting Services	Lawyer, certified accountant
Highly Specialized Professionals	High-skilled human resources by point system

Source) JETRO High-skilled Foreign Professionals Promotion Hands-on Support Guide Material “What is High-skilled Foreign Human Resources?”

【About the platform for promotion of high-skilled foreign resources】

As part of this platform initiative, the following three projects are being developed.

① Operation of the portal site for promoting the activities of highly-skilled foreign professionals

This portal site provides step-by-step information related to the recruitment and retention of high-skilled foreign human resources from the relevant ministries and agencies. We also compile information on various seminars and other events held by public organizations and compile them into a calendar of events. The function of this portal site is not limited to information collection; companies interested in hiring high-skilled foreign personnel can also disseminate their company information to foreign personnel.

High-skilled foreign human resources promotion portal



- Established a portal site on JETRO’s website. **Information on related ministries and agencies from recruitment to employment is organized and posted in stages.**
- List event information of public institutions **as an event calendar**
- In cooperation with the Ministry of Education, Culture, Sports, Science and Technology and the Japan Student Services Organization, information on the universities where international students are enrolled is summarized and posted **as university information.**

Source) JETRO open for professionals portal <https://www.jetro.go.jp/hrportal/>

② Hands-on support by JETRO coordinators

If intensive support is desired, we offer ongoing support called “hands-on support. We provide support according to the stage and challenges of each company in four steps: recruitment strategy, recruitment activities, acceptance preparation, and training and retention.



③ Provide opportunities for events such as job fairs and seminars for highly-skilled foreign professionals

We hold job fairs twice a year and hold seminars and other events related to high-skilled foreign human resources as needed.

【For companies considering employment of highly-skilled foreign professionals】

If you are interested in hiring highly-skilled foreign professionals but do not know where to start, “I would like to know the rules of residence status when hiring foreign personnel,” or “I would like to implement measures to improve the retention rate of foreign personnel,” please feel free to contact JETRO.

【Support window】

★Japan External Trade Organization (JETRO) Nagoya

TEL: 052-589-6210 MAIL: NAG@jetro.go.jp

Open for professionals portal site: <https://www.jetro.go.jp/hrportal/>

An internship that connects international students from developing countries with private companies in Japan

Japan International Cooperation Agency
Training Program Division at Chubu Center
ARAKI, Mieko

The Japan International Cooperation Agency (JICA) provides training opportunities for university degree programs (master's and doctoral degrees) as part of Japan's Official Development Assistance (ODA) technical cooperation to developing countries. The overall aim of the program is to invite future leaders of developing countries to Japan and help them acquire specialized knowledge and understanding of Japan's development experience, which will be useful for the development of their home countries. In this section, among study abroad programs related to the promotion of high-skilled foreign human resources in Japan, we would like to introduce an overview of programs that incorporate internships, their implementation systems, and methods of selecting host institutions, as well as case studies of employment results of foreign students who have completed graduate school in the Chubu region under the jurisdiction of JICA Chubu Center (hereinafter referred to as "JICA Chubu").

1. Outline of Study Abroad Program and Internship (JICA Chubu)

	ABE initiative*	Initiative/Asia	SDGs Global leaders**			
Study Abroad Program Overview						
Feature	<ul style="list-style-type: none"> Aims to develop industrial human resources in Africa and to foster "pilots" to support Japanese companies' business in Africa and to build a network of such pilots. Provides opportunities to obtain a master's degree and internship at Japanese companies, etc. 	<ul style="list-style-type: none"> Aims to contribute to Japan's innovation (science field) and to the industrial development of its home country. Participation in an internship is essential with the aim of developing private and industrial human resources. 	<ul style="list-style-type: none"> Aims to develop top leaders (policy decision makers) involved in solving SDGs policy issues in each country. Provide opportunities to build and strengthen networks with Japanese stakeholders (government offices, private companies, universities, NGOs, JICA, etc.). 			
Subject Region	54 countries in Africa	12 countries: Bangladesh, Indonesia, Cambodia, Laos, Malaysia, Myanmar, Philippines, Thailand, Vietnam, Sri Lanka, Pakistan, India	the whole world			
International Student Type	Civilian/Government Official	Civilian	Government Official			
URL	https://www.jica.go.jp/africahiroba/business/detail/03/index.html	https://www.jica.go.jp/regions/asia/innovative_asia.html	https://www.jica.go.jp/dsp-chair/english/dsp/course/content/sdgs_global_leader.html			
Internship Overview						
Main Host Company	In principle, Japanese private companies	Japanese private companies and research institutes	Government agencies, research institutes, Japanese private companies			
Implementation Period	<ul style="list-style-type: none"> Summer vacation: around July-September of the first year in Japan On completion of the program: Starts around March or June-September 	<ul style="list-style-type: none"> Summer vacation: around July-September of the first year in Japan On completion of the program: Starts around March or June-September Others, during the school year, throughout the year (negotiable) 	<ul style="list-style-type: none"> Summer vacation: July-September in the first year in Japan (summer in the second year is also negotiable for international students in the doctoral course) On completion of the program: Starts around March or June-September 			
Number of days	<ul style="list-style-type: none"> Summer: about 2 weeks On completion: about 1 week to 3 months (up to 6 months) 		•Full year (Innovations only): 1 week to 3 months			
Language	English					
Flow of implementation (Timing is approximate)	 Summer: around Mar On completion: around Sep	 Summer: Mar to Apr On completion: Oct or Apr	 Summer: Apr to May On completion: Nov or Apr	 (1 to 2months)	 Summer: Jul to Sep On completion: Mar or Sep	 (As appropriate timing after the program)

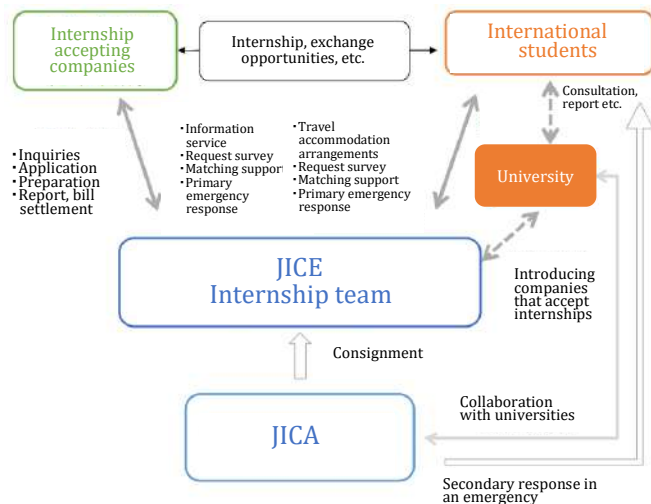
* Official name: Industrial Human Resource Development Initiative for Young Africans "Master's and Internship" Program

** As the program started in 2019, it has not yet produced any graduates at the time of this contribution.

*** We accept requests to be listed on the list of companies interested in accepting internship students at any time. The list is updated about twice a year and distributed to international students. At the end of each fiscal year, we will confirm with the companies and organizations listed on the list that they wish to be listed for the following year.

2. Internship acceptance implementation system

We conduct this program under the implementation system as shown in the figure on the right. Currently, the program is implemented under contract to the Japan International Cooperation Center (JICE).



3. How to select internship sites

There are several ways to find internship hosts for JICA international students, such as "company exchange meetings" (matching events held by JICE), introductions by academic advisors/universities, job fairs, C-ENGINE, etc., as shown in the flow of implementation (see the bottom of the table in 1.).

【Implementation Structure】

4. Employment results of graduates of the above programs and the relationship between employment and internships (~March 2021 graduates; JICA Chubu jurisdiction only)

ABE Initiative		Innovative Asia	
Employment record	Relationship between employment and internship	Employment record	Relationship between employment and internship
(Number of survey respondents: 61)	(Number of respondents who found employment in Japan: 9)	(Number of survey respondents: 25)	(Number of respondents who found employment in Japan: 8)
<ul style="list-style-type: none"> Employment in Japan Entering or Returning to home country 	<ul style="list-style-type: none"> Employment with the same company as the internship Employment with the different company as the internship 	<ul style="list-style-type: none"> Employment in Japan Entering or Returning to home country 	<ul style="list-style-type: none"> Employment with the same company as the internship Employment with the different company as the internship

5. Interview with an international student who got a job at a Japanese company

Mr. Mostafa Sayed Elmankabady

Born in Egypt, Graduated from Toyohashi University of Technology (Master of Engineering) in March 2021. Currently working at Kani Construction Co., Ltd. (hereinafter "Kani Construction") (Komaki City, Aichi Pref.)

Voice of Experience



Q1. How did you get hired by Kani Construction? -I think it was the trust we built during my internship.

Q2. Would you have been able to make the connection without the internship? -The internship definitely played an important role in getting me a job offer. Since it was a long-term internship, it gave them a good idea of my work ethic and personality.

Q3. Did your internship experience change your attitude toward the way you work in a Japanese company? -For example, I have become more systematic about the progress of my work. In Japanese companies, detailed work records and reports are required on an individual basis, which is a bit complicated and difficult, but on the other hand, I found that this helped me to solve problems when they occurred.

Q4. Did you originally plan to find a job in Japan? -No. I was interested in the Japanese corporate culture and working style. Because of my interests, I participated in the internship, and I thought it would be a good opportunity to form a partnership with a company in the future. (I was not seriously looking for a job in Japan, but now I am lucky to be working for Kani Construction.)

Q5. What is your Japanese language ability? -About N5 of JLPT (Able to understand basic Japanese to some extent).
(The level is from N1:difficult to N5: easy)

Q6. How long have you studied Japanese? -About 2.5 years of Japanese language classes (basic) that I took while in college and self-study (slow pace).

Q7. Do you use Japanese at Kani Construction? -Everyday conversation and emails are all in Japanese. I am currently working hard on paperwork.

Q8. What surprised you after joining Kani Construction? -When I tried on my winter work clothes (because I am tall), the sleeves were too short. That Japanese companies don't get mad at you if you make mistakes at work for the first couple of months, but after that you are required to respond properly.

Q9. What abilities, skills, or awareness do you think would be useful in working for a Japanese company? -I would prefer to have good Japanese language skills. I would also say that while being confident in your skills, you should also be humble (especially when introducing yourself) and open to changes and suggestions. After all, work is the result of a team, not an individual. It is important to keep in mind that personality tends to be more important than skills, especially for young people. It is also important to discuss your constraints and concerns at the outset, and when something happens, understand why it happened rather than jumping to conclusions immediately.

Q10. What advice would you give to Japanese companies considering appointing overseas personnel (including interns)? -I think it is important to be flexible and tolerant enough to understand their culture and behaviour. Even if misunderstandings arise, if both parties have that "flexibility," I am sure they will be able to overcome them.

If you are interested in internships or business exchange events, please contact us at the following address.

<Project management support organization> Japan International Cooperation Center (JICE)

International Student Business Department 2, International Student Business Division

Internship team E-mail: jica-internship@jice.org Tel: 03-6838-2717 Fax: 03-6838-2711