PERFORMANCE EVALUATION, JOB, CAREER, AND EDUCATION AND TRAINING SYSTEMS IN JAPANESE COMPANIES AND INTERNATIONAL COMPARISONS

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When performing work, how tasks and duties are allocated and defined is important. This presentation discusses job assignments, job documentation, job design typologies, office layout, and other aspects, including an international comparison.
Regarding performance evaluation, this presentation examines the concept of performance evaluation and an international comparison of performance evaluation systems. Regarding careers, this presentation focuses on the definition and content of careers, specialist and generalist career development, international comparisons of career development, and international comparisons of skills and proficiency development. Regarding education and training, this presentation explains education and training systems such as on-the-job training (OJT) and off-the-job training (Off-JT), as well as examples of education and training systems in Australia, Germany, and Southeast Asia.
Finally, the author offers recommendations for future career and education and training strategies for Japanese companies.

Conclusion:
Future Career and Education and Training Strategies for Japanese Companies The environment surrounding Japanese companies is rapidly changing, necessitating career and education and training strategies that respond to these changes. The author believes that the following measures are important for Japanese companies' career and education training programs in the future.
The first is how Japanese companies respond to the globalization of their businesses. While there are various ways to achieve this, one idea I would like to propose is to increase the number of employees sent overseas by Japanese companies. This would involve having as many employees from the Japanese headquarters as possible work at overseas subsidiaries. The goal is to develop global talent who are familiar with local conditions by sending primarily Japanese employees overseas and allowing them to gain international experience. Generally, Japanese employees sent to overseas subsidiaries are given positions with significantly greater responsibility than those in Japan. Local management experience will be a valuable asset for their careers. Cross-cultural experience is also valuable. Working in a culture and society different from Japan will likely broaden their international perspective. It's true that traditional international management thinking favors the localization of human resources and the common belief that fewer Japanese employees are preferred. But is it really enough to leave it to local people? From the perspective of human resource development, career development, and education and training in response to the globalization of Japanese companies, the number of Japanese employees sent overseas should increase and be systematically implemented. Furthermore, expanding the number of employees sent overseas would also be an effective means of transferring and maintaining technology overseas. Quality control, particularly at local factories in Asia, is a key issue. Japanese employees, especially experienced production technicians, could play a major role in overcoming this challenge. Furthermore, sending surplus Japanese personnel overseas would also serve as a way to alleviate Japan's unemployment problem. While long-term overseas assignments are an option, short- to medium-term business trips should also be considered. Japanese employees could be sent to overseas factories for periods of three to six months to provide technical guidance and training to local employees.
Second, we should emphasize self-selection of career paths. Career development should not remain unchanged; rather, we should further expand career support and systems that allow individuals to choose their careers to a certain extent—in other words, career paths that respect the individual. To achieve this, we will need self-selective education and training, expanded in-house recruitment systems, self-selective placement and reassignment, and the development of specialists and professionals.
Third, we need to restore the dignity of craftsmen. Traditionally, craftsmen have supported Japan's production sites. Craftsmen are developed through long periods of training to develop their skills. As the term "craftsman spirit" suggests, the existence of Japanese craftsmen plays a major role in the foundation of Japanese manufacturing. While adopting the traditional craftsman system is difficult today, with the exception of a few jobs, it is important to make the most of the strengths of craftsmen. To this end, we need to develop a new type of craftsman in production sites. This new type of craftsman is someone who masters the skills and techniques of their field by utilizing not only traditional techniques but also cutting-edge technologies. In other words, they are craftsmen who incorporate both the old and the new. To restore the dignity of craftsmen, support from both companies and the government is necessary. To this end, measures such as various skill qualification systems, skill testing systems, and craftsman certification systems could be considered.
Fourth, we need to further enhance the country's vocational training system. Even in Western countries, the public sector plays a significant role in vocational training. In developed European countries in particular, there is a strong belief that education and training should be primarily provided by the public sector, such as the national and local governments, rather than by the private sector. In Japan, the national and local vocational training systems are still insufficient compared to those in those developed countries. It is essential that the government further expand and improve vocational training, particularly for problematic young people, part-time workers, non-regular employees, and the unemployed.