

III. Development and securing human resources:
current situation and future outlook

(Composition of employees' age)

Q11: Suppose you have 100 employees for 40-49 age brackets across company. Please answer how many employees in an ideal and real condition (choose and circle only one number for your ideal and current composition as compared with the 100).

| | Ideal number of employees | | Current number of employees | |
|-------------|---------------------------|--------------|-----------------------------|--------------|
| | Up to 39 | 50 and older | Up to 39 | 50 and older |
| Under 50 | 1 | 1 | 1 | 1 |
| 50 to 59 | 2 | 2 | 2 | 2 |
| 60 to 69 | 3 | 3 | 3 | 3 |
| 70 to 79 | 4 | 4 | 4 | 4 |
| 80 to 89 | 5 | 5 | 5 | 5 |
| 90 to 99 | 6 | 6 | 6 | 6 |
| 100 to 109 | 7 | 7 | 7 | 7 |
| 110 to 119 | 8 | 8 | 8 | 8 |
| 120 to 129 | 9 | 9 | 9 | 9 |
| 130 to 139 | 10 | 10 | 10 | 10 |
| 140 or more | 11 | 11 | 11 | 11 |

(Means of achieving employees' ability development)

Q12 (1): Suppose you make 100 employee transfers a year between the same type of job. Please give your current number of transfers between different jobs for the current year (FY2004), and estimated numbers for five years from now (FY2009) and for further future (after FY2009) as compared with the 100 (choose and circle only one number that applies to each age bracket of up-to-39, 40-49, and over-50).

| | Current | | | Five years later | | | Over a long period | | |
|-------------|----------|----------|--------------|------------------|----------|--------------|--------------------|----------|--------------|
| | Up to 39 | 40 to 49 | 50 and older | Up to 39 | 40 to 49 | 50 and older | Up to 39 | 40 to 49 | 50 and older |
| Under 50 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 50 to 59 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 60 to 69 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 70 to 79 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| 80 to 89 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 90 to 99 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| 100 to 109 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 7 |
| 110 to 119 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 |
| 120 to 129 | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 9 | 9 |
| 130 to 139 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 |
| 140 or more | 11 | 11 | 11 | 11 | 11 | 11 | 11 | 11 | 11 |

Note: To be answered by what types of job are reply Sales & Marketing, R & D, Production, Personnel/Accounting/Finances, or Information Systems.

(2) Skills you consider of importance for the current year (FY2004), for five years from now (FY2009) and over a long period (after FY2009) (choose and circle one number only that applies to current year, five years later, and over a long period).

| | Current year | Five years later | Over a long period |
|--|--------------|------------------|--------------------|
| Skills specific to company (proprietary skills, internal coordination, etc) | 1 | 1 | 1 |
| Skills specific to job function (specialized skills specific to job type) | 2 | 2 | 2 |
| Skills specific to line of business (expertise in products, services, industry structure, etc) | 3 | 3 | 3 |
| Skills applicable to all jobs and lines of business | 4 | 4 | 4 |

(Midcareer employees)

Q13 (1): Have you increased or decreased the ratio of midcareer employees for regular employees/staffers over the past five years (FY2000-04)? Will you increase or decrease it over the next five years (FY2005-09)? (Choose and circle only one number that applies to past five years and next five years).

| | Past five years | | Next five years | |
|-----------|-----------------|---------------|-----------------|--|
| Increased | 1 | Will increase | 1 | |
| Unchanged | 2 | Unchanged | 2 | |
| Decreased | 3 | Will decrease | 3 | |

(2): To be answered only by those who have chosen 1 in Q13 (1) above for the past five years (FY2000-04).

(2) Indicate the most suitable reason for the ratio of midcareer employees to regular employees/staffers had been increased over the past five years (FY2000-04). (Choose and circle only one number that applies.)

| | |
|---|---|
| It was difficult to secure personnel with required skills within company. | 1 |
| We needed immediately serviceable skilled workforce (situations other than those referred to above) | 2 |
| We have narrowed down new employment, which has resulted in a relatively larger ratio of midcareer employees. | 3 |
| In order to saving for retirement benefit and social security costs. | 4 |
| For other reasons | 5 |

IV. Wage system: current situation and future outlook

(Highest/lowest wage for each age bracket)

Q14: Suppose the average wage is 100 for the 40-49 age bracket.

Indicate the highest and lowest wages for each age bracket as compared with 100. (Choose and circle **only one number** that applies to each age bracket of the up to 39, 40-49, and 50 and older.)

| | Up to 39 | | 40-49 | | 50 and older | |
|--------------|----------|--------|---------|--------|--------------|--------|
| | Highest | Lowest | Highest | Lowest | Highest | Lowest |
| Under 50 | 1 | 1 | 1 | 1 | 1 | 1 |
| 50 to 59 | 2 | 2 | 2 | 2 | 2 | 2 |
| 60 to 69 | 3 | 3 | 3 | 3 | 3 | 3 |
| 70 to 79 | 4 | 4 | 4 | 4 | 4 | 4 |
| 80 to 89 | 5 | 5 | 5 | 5 | 5 | 5 |
| 90 to 99 | 6 | 6 | 6 | 6 | 6 | 6 |
| 100 to 109 | 7 | 7 | 7 | 7 | 7 | 7 |
| 110 to 119 | 8 | 8 | 8 | 8 | 8 | 8 |
| 120 to 129 | 9 | 9 | 9 | 9 | 9 | 9 |
| 130 to 139 | 10 | 10 | 10 | 10 | 10 | 10 |
| 140 and more | 11 | 11 | 11 | 11 | 11 | 11 |

(Adoption of performance-based wage system)

Q15: Please indicate by each types of job about the adoption of a wage system based on ability, performance or contribution. (Choose and circle **only one number** that applies to employees engaged in specialized or technical job, administrative job, clerical work, marketing, sales, production process and labor, and other jobs.)

| Type of job | Adopted | Under study | No plan of adoption |
|----------------------------|---------|-------------|---------------------|
| Specialized/technical job | 1 | 2 | 3 |
| Administrative job | 1 | 2 | 3 |
| Clerical work | 1 | 2 | 3 |
| Marketing | 1 | 2 | 3 |
| Sales | 1 | 2 | 3 |
| Production process & labor | 1 | 2 | 3 |
| Other jobs | 1 | 2 | 3 |

(Evaluation method under performance-based wage system)

Q16: **To be answered only by those who have adopted a wage system based on ability, performance and contribution**

Q16: What kind of evaluation system have you implemented a wage system based on ability, performance and contribution? (Choose and circle **only one number** management by objectives (MBO), self-enumeration and interview method, multifaceted evaluation method, feedback about evaluation results, ability development programs, and evaluator training programs.)

| | Implemented | Under study | No plan of implementation |
|-------------------------------------|-------------|-------------|---------------------------|
| MBO method | 1 | 2 | 3 |
| Self-enumeration & interview method | 1 | 2 | 3 |
| Multifaceted evaluation method | 1 | 2 | 3 |
| Feedback on evaluation results | 1 | 2 | 3 |
| Ability development programs | 1 | 2 | 3 |
| Evaluator training programs | 1 | 2 | 3 |

(Ratio of performance-based wage)

Q17: **To be answered only by those who have adopted or plan to adopt a wage system based on ability, performance and contribution.**

Q17: Please indicate what percentage of the wage based on ability, performance and contribution for the total payroll for the current year (FY2004), five years later (FY2009) and over a long period (after FY2009), respectively. (Choose and circle **only one number** that applies to current year, five years later, and over a long period).

| | Current year | Five years from now | Over a long period |
|----------------------------|--------------|---------------------|--------------------|
| Under 10% | 1 | 1 | 1 |
| 10% to 20% (not inclusive) | 2 | 2 | 2 |
| 20% to 30% (not inclusive) | 3 | 3 | 3 |
| 30% to 40% (not inclusive) | 4 | 4 | 4 |
| 40% to 50% (not inclusive) | 5 | 5 | 5 |
| 50% to 60% (not inclusive) | 6 | 6 | 6 |
| 60% to 70% (not inclusive) | 7 | 7 | 7 |
| 70% to 80% (not inclusive) | 8 | 8 | 8 |
| 80% and higher | 9 | 9 | 9 |