
大学質保証フォーラム
パネルディスカッション課題の共有
(The University Quality Assurance Forum
– Sharing Issues at Panel Discussion)

2020年9月23日
人財統括本部
人事勤労本部
山本 夏樹

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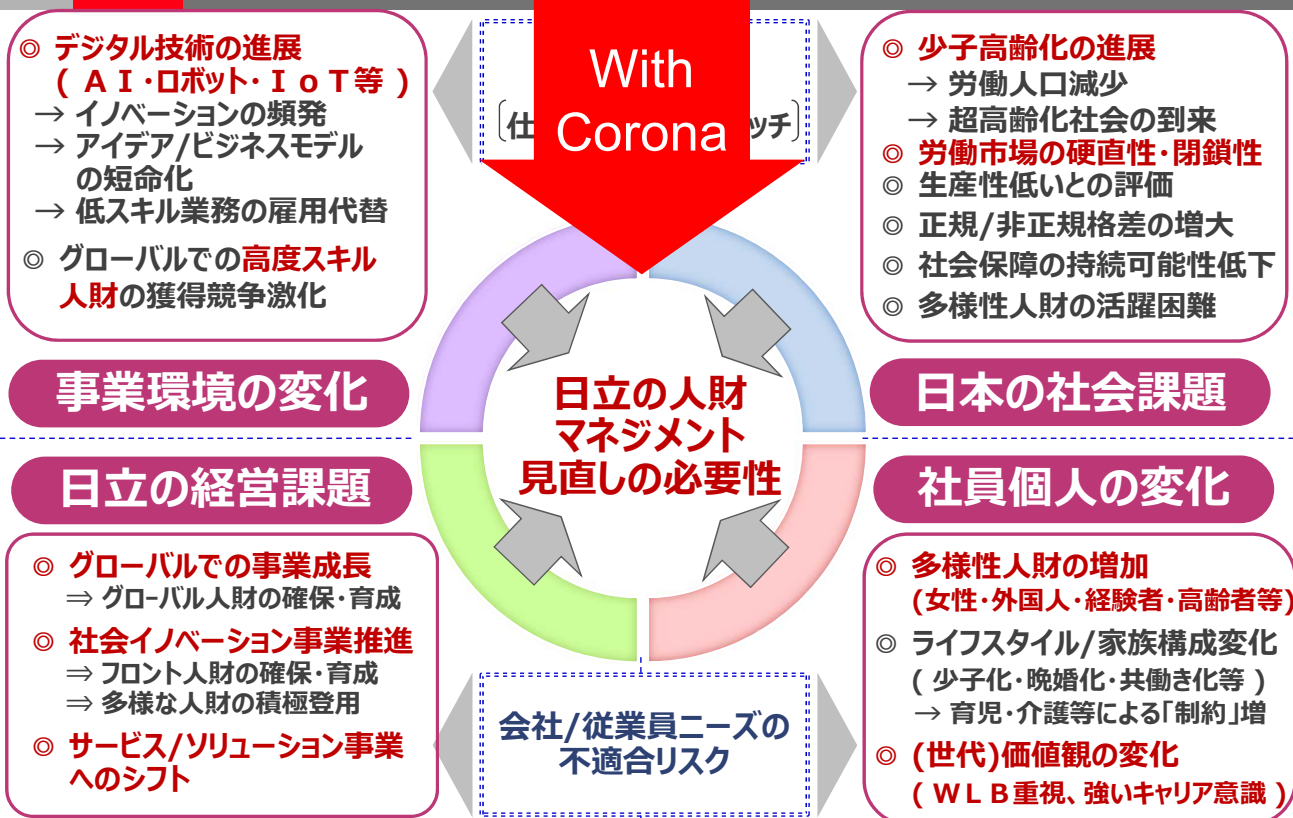
University Quality Assurance Forum
– Sharing Issues at Panel Discussion

September 23, 2020
Natsuki Yamamoto
Human Resources Group
Human Capital Division

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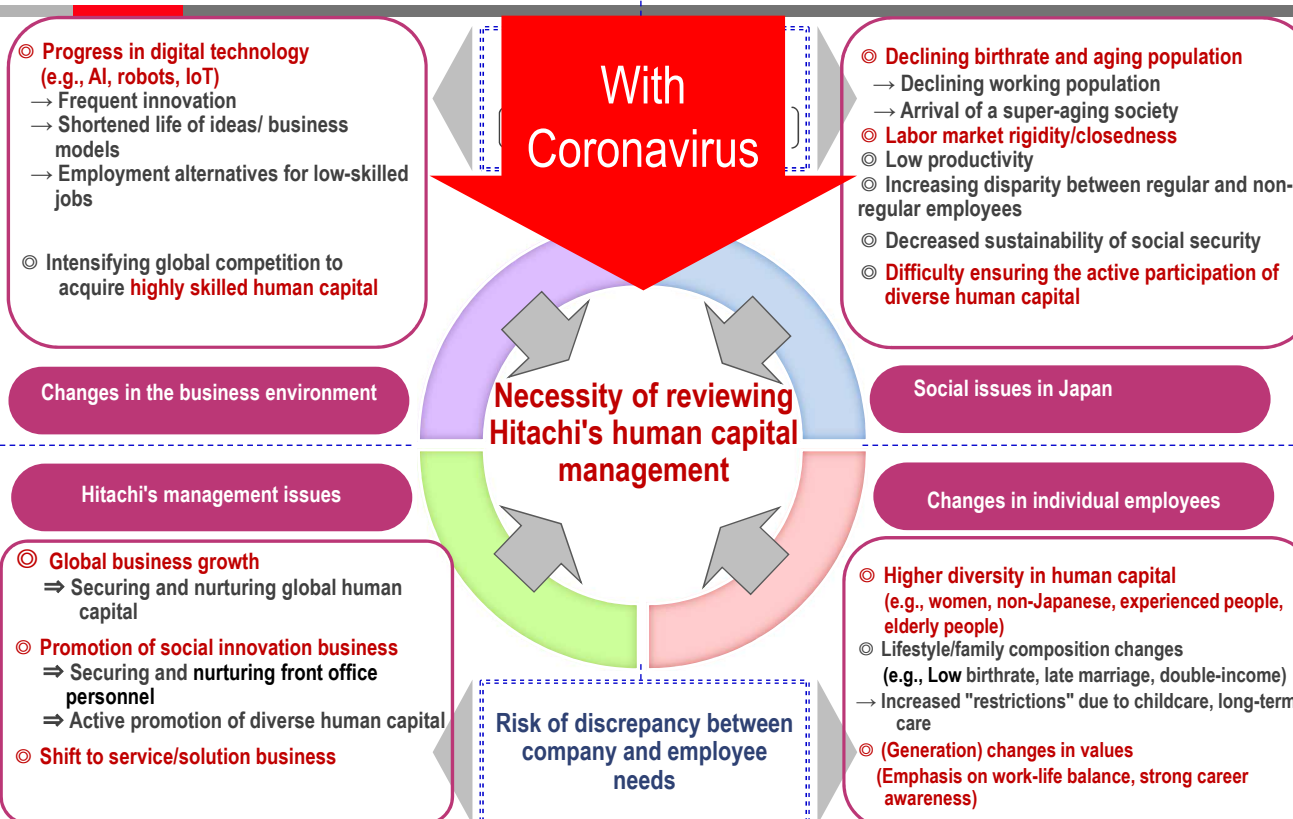
1. 新卒採用を取り巻く環境

(Environment surrounding new graduate recruitment)



Hitachi is transforming its Talent Management System to adapt to dynamic changes in the global market and to those in Japanese society.

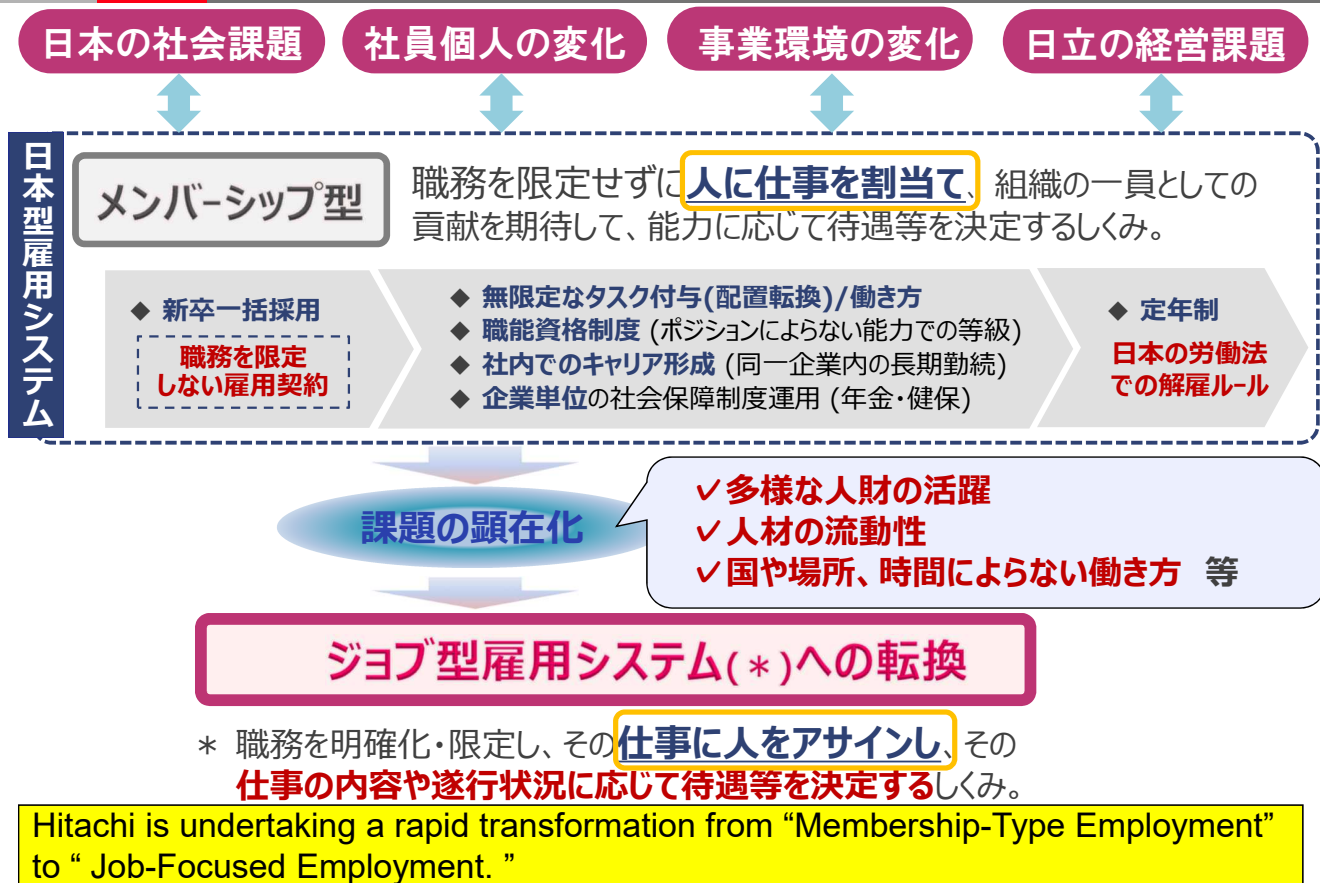
1. Environment surrounding new graduate recruitment



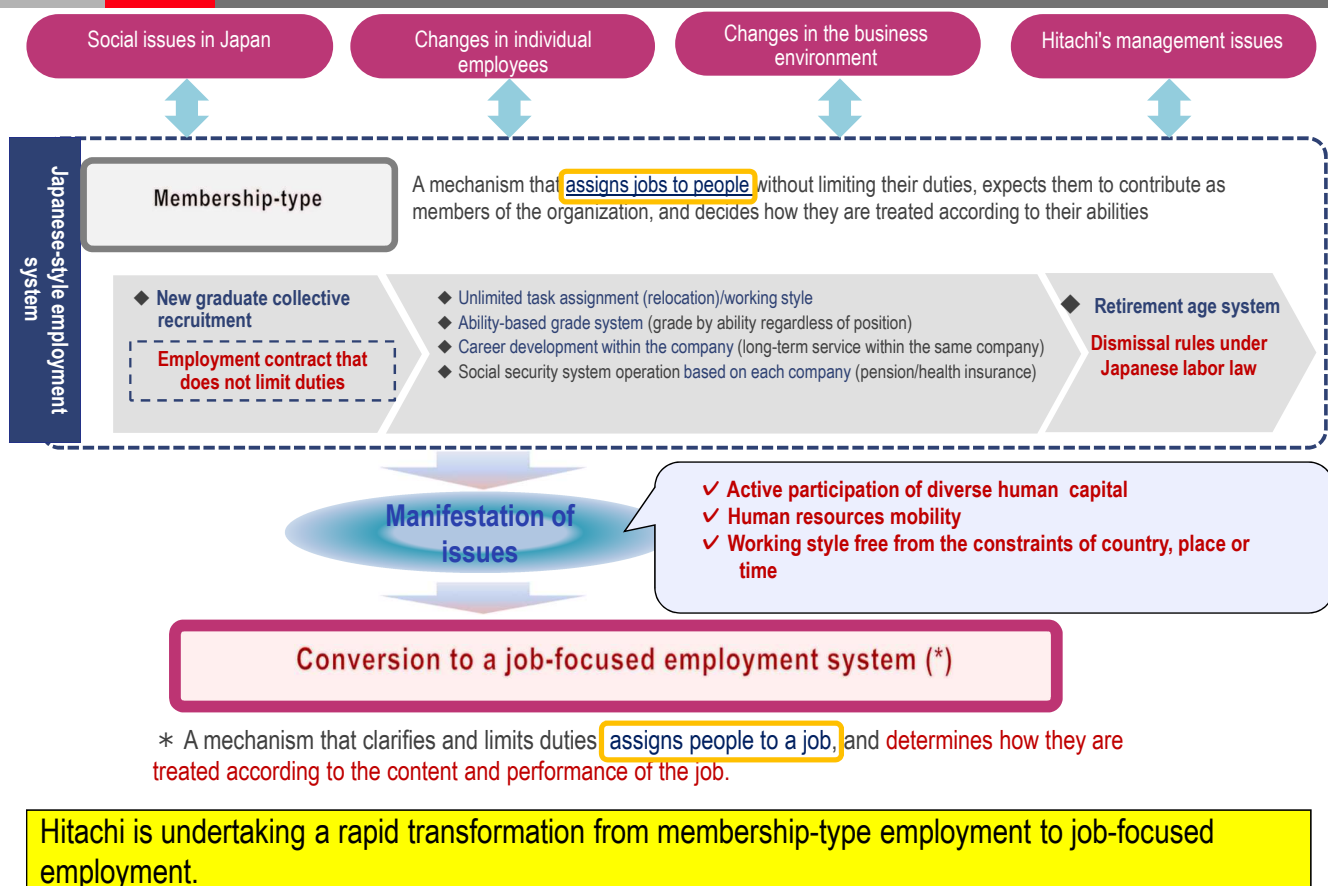
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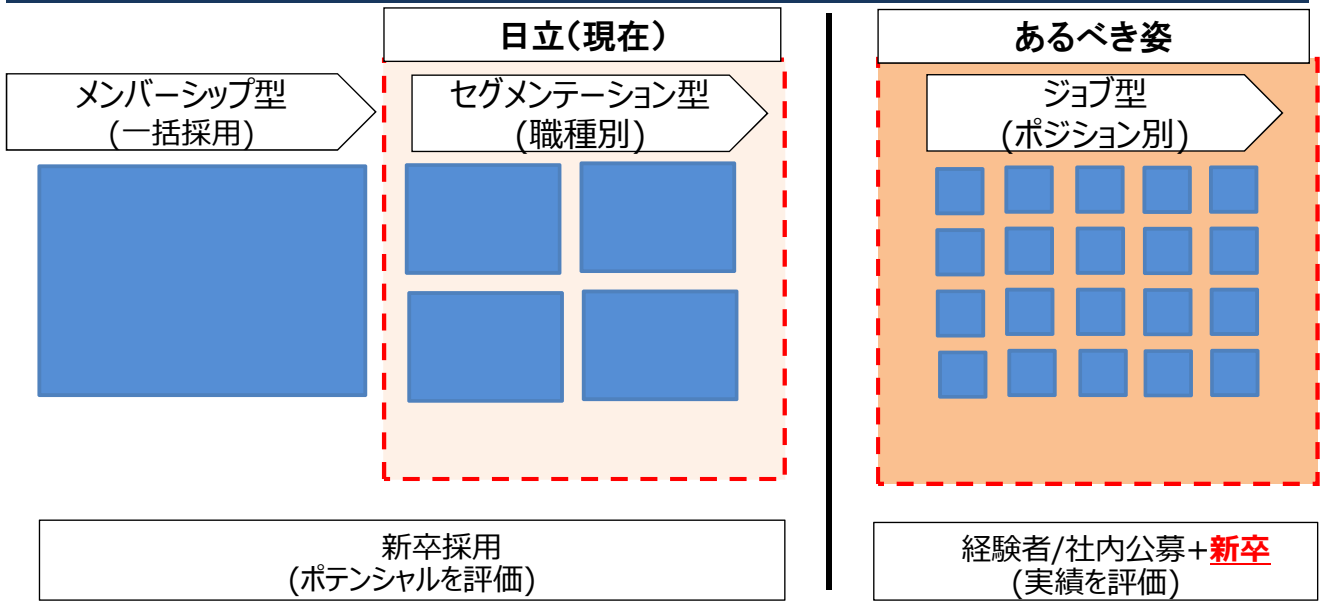


2. 日立が進める「ジョブ型採用」への移行

(Hitachi accelerating its recruitment system to one based on Job Focused Employment)

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将来的な「ジョブ型」採用を眺みつつ、新卒採用は現状は「セグメンテーション型」を中心に対応



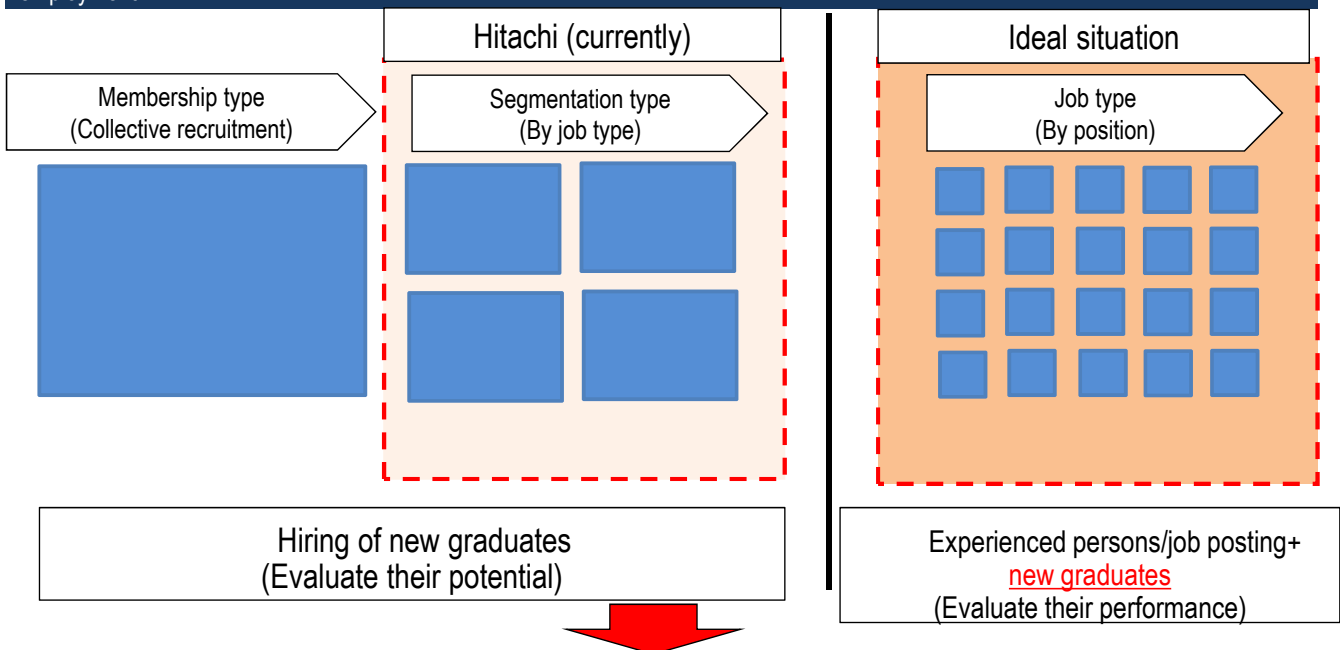
今後、新卒採用も経験者、社内公募人材と同じ土俵で厳しいポジションの争奪戦が始まる

For our future transformation to “Job-Focused Employment”, our new graduate recruitment will now assign a specific job to each recruit.

2. Hitachi accelerating its recruitment system to one based on job-focused employment

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While looking at job-focused employment in the future, new graduate recruitment is currently centered on segmentation-type employment



In the future, new graduates will have to compete on an equal footing with experienced persons and in-house personnel for positions in the company.

For our future transformation to job-focused employment, our new graduate recruitment will now assign a specific job to each recruit.

3. ジョブリスト(研究開発部門) (Job Position in R&D)

投影のみ

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フォーラム内のみで説明
Only shown in the forum

As for new graduate researchers, we will focus on matching the skills/experiences of applicants to the requirements of each jobs.

3. Job position in R&D

Projection only

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As for new graduate researchers, we will focus on matching the skills/experiences of applicants to the requirements of each jobs.

4. 日立のジョブ型採用(研究開発部門) (Job-focused recruitment in R&D)

投影のみ

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In Hitachi R&D has begun integrating “Job-focused recruitment” into its departments. Additionally, they have introduced “advanced job-focused recruitment”, in which applicants who excel at more advance criteria will be offered increases in salary

4. Job-focused recruitment in R&D

Projection only

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At Hitachi, R&D has begun integrating job-focused recruitment into its departments. Additionally, they have introduced advanced job-focused recruitment in which applicants who excel at more advance criteria will be offered increases in salary.

5. Superジョブ型採用の採用基準 (Employment criteria at Advanced Job-focused in Recruitment)

投影のみ

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In Hitachi R&D “Advanced Job-focused Recruitment”, Offers are based on an applicant’s achievement. Achievement is decided by the number of published material in a research field at top conference.

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5. Employment criteria in advanced job-focused recruitment

Projection
only

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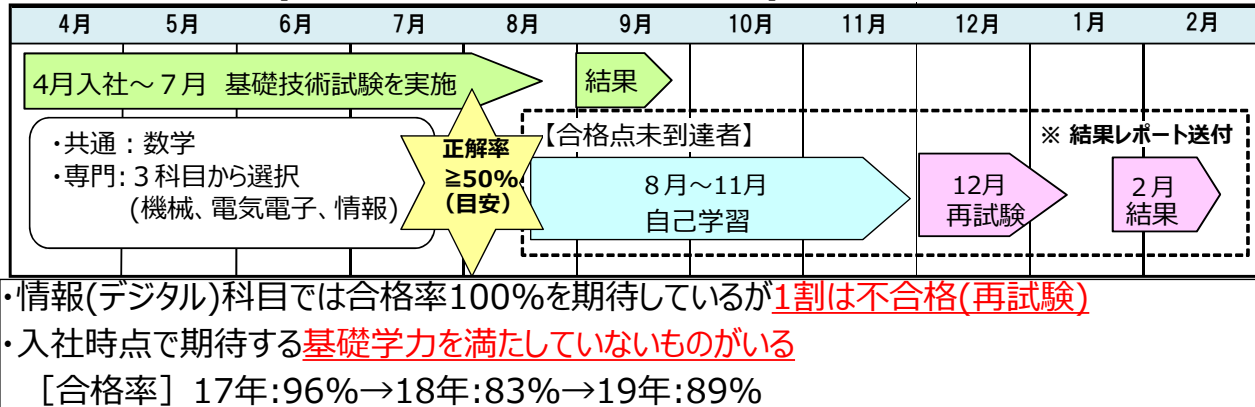
フォーラム内のみで説明
Only shown in the forum

At Hitachi, R&D advanced job-focused recruitment offers are based on an applicant’s achievements. Achievements are judged on the number of published materials in a research field at top conferences.

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6.採用した人財の課題(研究開発部門) (Issues for new graduates after they join the company)

① 基礎学力の把握(入社後に基礎技術試験を実施)



② 配属後の職場意見(デジタル分野)

大学で情報系を専攻していても、Pythonを使ったり大規模なプログラミング経験がないため、研究開発だけでなく、外注先へ業務指示ができないなど、採用要件を満たしておらず研究に支障がでている

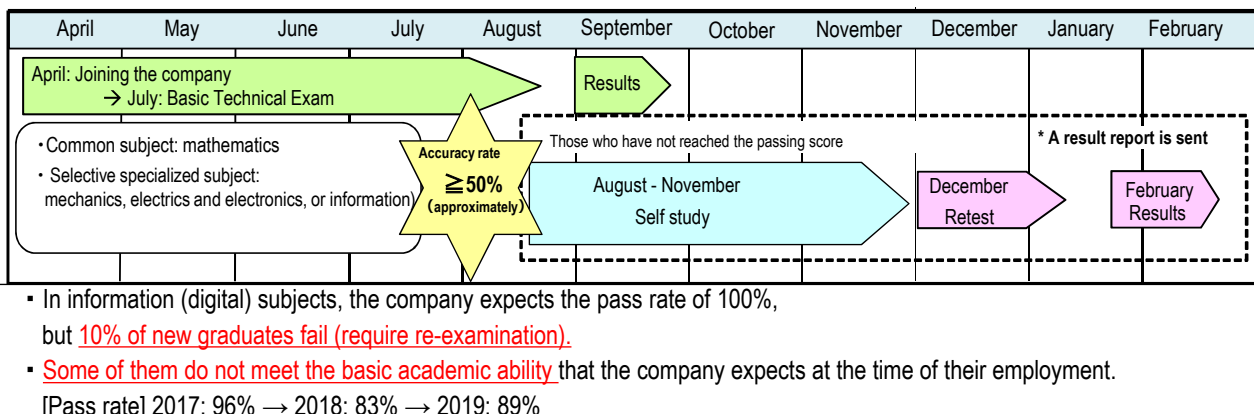
③ 新人教育(デジタル分野)

入社時に最低限習得しておくべきITリテラシーの修得が不足しているものに対し、「16講座(35時間)のデジタル教育」を実施し、フォローアップ教育をしている。

On the other hand, some new graduate researchers who do not meet Hitachi's Standard technical requirements will have to undergo extra training programs to boost their technical skills.

6. Issues for new graduates after they join the company

(1) Understanding basic academic ability (Basic Technical Exam is given after their employment)



(2) Opinions from workplaces after assignment (digital field)

Some new graduates do not meet the recruitment requirements, which can hinder their research; even if they have majored in information at university, they do not have experience in Python or extensive programming, so they fail not only to fully conduct research and development but also to give business instructions to subcontractors.

(3) New employee education (digital field)

The company provides follow-up education with offering 16 courses (35 hours) of digital education for those who do not have enough IT literacy at the time of joining the company.

On the other hand, some new graduate researchers who do not meet Hitachi's standard technical requirements will have to undergo extra training programs to boost their technical skills.

2019. 1～ 「採用と大学教育の未来に関する産学協議会」設置
座長： 中西宏明日本経団連会長
山口宏樹就職問題懇談会座長
2020. 3 中間取りまとめ（10のアクションプラン）
2020. 4～ 「採用インターンシップ分科会」にて具体的検討(委員43名)
分科会長： 山本夏樹(日立製作所人事勤労本部長)
土屋恵一郎(日本私立大学団体連合会)
- 【今後の議論内容(例)】
大学院修士・博士を対象とするジョブ型採用につながる
インターンシップの試行的実施

産学にて定期的に採用・インターンシップの変革について具体的
議論が実施されつつある状況

Currently business and academia are discussing transforming the recruitment
/ internship system in Japan.

7. Discussions on recruitment and internships at industry-
academia committee meetings

- January 2019: The Industry-Academia Council on the Future of Recruitment and University Education
was established
Chairs: Hiroaki Nakanishi, Chairman of the Japan Business Federation
Hiroki Yamaguchi, Chairman of the Employment Advisory Panel
- March 2020: Interim report (10 action plans)
- April 2020: Concrete consideration at the Recruitment Internship Subcommittee (43 members)
Chairs of the Subcommittee: Natsuki Yamamoto
(General Manager, Human Capital Division, Hitachi)
Keiichiro Tsuchiya
(Federation of Japanese Private Colleges and Universities
Associations)
- 【Future discussion (example)】
Trial implementation of internships leading to job-focused recruitment for master's and
doctoral students

Concrete discussions regarding recruitment and internship reforms are held
regularly in business and academia

Currently business and academia are discussing transforming the recruitment
and internship system in Japan.

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【政府主導】ジョブ型研究インターンシップ(2022年より導入予定)(※)

令和2年5月

ジョブ型研究インターンシップ
【提案内容と今後の進め方】

文部科学省高等教育局

文部科学省
MEXT
Ministry of Education, Culture, Sports, Science and Technology

文部科学省が、特別調査（令和2年12月）から調査結果に基づき、博士課程3年間の間に1年のインターンシップ期間を設定し、その間に長期インターンシップ（例：概ね2ヶ月以上）を1回以上実施。

文科省主導で産学連携による「ジョブ型インターンシップ」スキームを検討

【博士後期課程】

- ✓ 「ジョブ型採用」を念頭に置いた、博士後期課程の「長期有給インターンシップ」。希望する学生の選択制（「選択必修科目」）。博士後期課程3年間の間に1年のインターンシップ期間を設定し、その間に長期インターンシップ（例：概ね2ヶ月以上）を1回以上実施。
- ✓ なお、博士論文審査終了後の学生、ポスドクに対して、同様のインターンシップの取組を取り入れることも可能。
- ✓ この取組では、優秀な学生による質の高いインターンシップを実施することで、**博士課程学生の活躍の場拡大を図る**ため、例えば、以下の取組を検討。

- 特別研究員（DC）の採用期間中でも、長期有給インターンシップが実施可能
- マッチング支援機関主催の「学生・企業懇談会」（仮称）を実施

（注）学生・企業懇談会：ジョブ型研究インターンシップを今後行う予定の学生、参画企業が参加するイベント。大学の所在地域毎に開催。学生は自らの研究内容を、企業はジョブ内容等を紹介し、インターン先のマッチング円滑化に資する。

- ジョブ型研究インターンシップを行う予定の学生に対する研究奨励金

イメージ

参考例

（注：上記イメージは、あくまで参考例。例えば、D2の間に長期インターンシップを行う場合、D1、D3でも設定可能）

【日立製作所】ジョブ型インターンシップパイロット試行(2020年10月より導入)

- ・政府の動向も踏まえつつ、技術系博士学生を対象としたジョブ型インターンシップを試行。
- ・「学生」、「大学」、「企業」3つの視点で知見を蓄積し、ジョブ型インターンシップのあり方を検討していく。（今後、政府にも提言）

Starting in October Hitachi will introduce a “Job-Focused Internship” in alignment with the Japanese government’s own initiatives for promoting their “Job-Focused Internship for Researcher”.

(Government-led) Job-focused research internships (scheduled to be introduced in 2022) (*)

May 2020

Job-focused research internships
(Proposal and future procedures)

Higher Education Bureau,
Ministry of Education, Culture, Sports, Science and Technology

文部科学省
MEXT
Ministry of Education, Culture, Sports, Science and Technology

Consideration of a job-focused internship scheme through industry-academia collaboration led by MEXT

Doctoral course

- ✓ A long-term paid internship in the doctoral program with job-focused recruitment in mind. An elective system for students wishing to participate (elective compulsory subjects). A one-year internship period is set during the three years of the doctoral program, and one or more long-term internships (e.g., approx. two months or more) are held during that the period.
- ✓ It is also possible to introduce a similar internship program for students after the doctoral dissertation examination and postdocs.
- ✓ In this initiative, the following are considered in order to **expand the opportunities for doctoral students** through high-quality internships for excellent students.

- Long-term paid internships are possible even while students are hired as a Research Fellow (DC)
- Organizing a Student&Company Gathering (tentative name) sponsored by a matching support organization

Note) Student&Company Gathering: An event for students and companies that are planning to hold a job-focused research internship. It will be held at each university location. Students will introduce their own research contents and companies will provide descriptions of jobs, facilitating matching between students and internship destinations.

- Research incentives for students planning to do job-focused research internships

Visual representation

Example

(Note: The above is an example for reference purposes. This is for long-term internships during D2. The period can also be set during D1 or D3)

(Hitachi) Job-focused internship pilot trial (to be introduced in October 2020)

- ・ Job-focused internship trial for technical doctoral students, considering the government’s policy making activities
- ・ Accumulation of knowledge from the perspectives of students, universities, and companies, and examination of ideal job-focused internships (planning to propose to the government in the future)

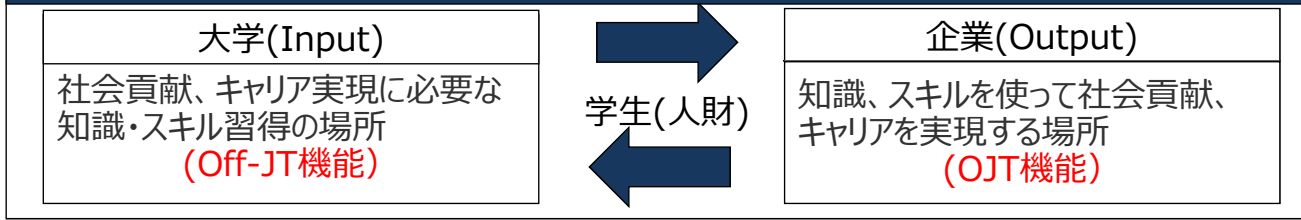
Starting in October, Hitachi will introduce a job-focused internship in alignment with the Japanese government’s own initiatives for promoting their job-focused internships for researchers.

学生の質保証に向けたアクションプラン(提案)

(Action plan for student quality assurance)

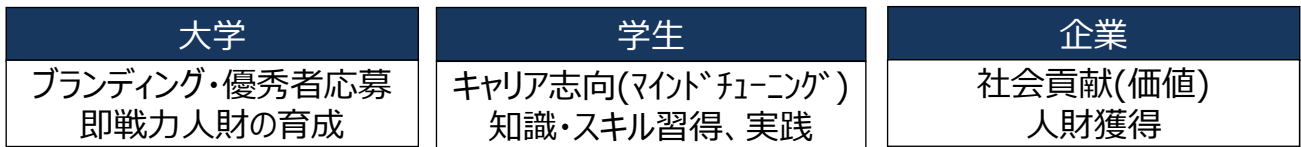
学び(input)と実践(output)を明確にしたJOB型インターンシップスキームの検討

JOB型インターンシップ(1~3ヶ月程度)



スキルクレジット(質保証書)発行

【大学】インターンシップ実施を卒業要件(単位認定)とする
 【企業】インターン期間中の成果をグレーディング(学生へのJobオファー有り)
 【大学&企業】学生にスキルクレジット(例：リーダーシップ[A]、課題発見・解決力[B]など)を発行



中長期的に世界における日本の教育、人財、ビジネスの国際競争力が向上

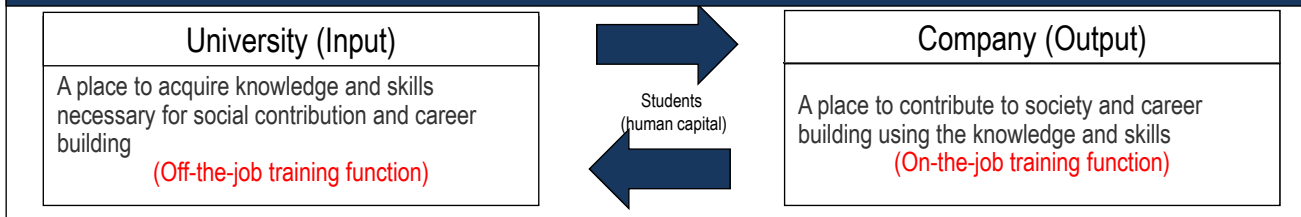
We suggest credit-certified & job-focused internships, which enables students to gain experiences / skills in a variety of business fields.

We aim to increase Japan's ability to compete on the world stage.

Action plan for student quality assurance

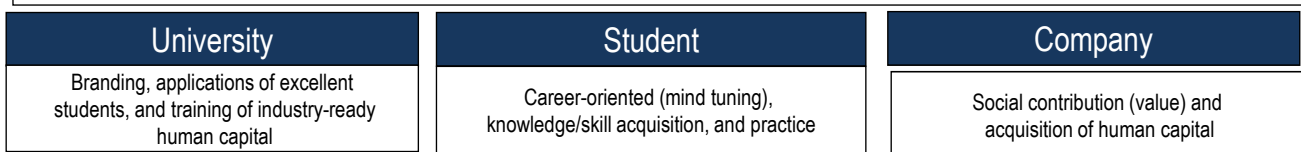
Consideration of a job-focused internship scheme clarifying learning (input) and practice (output)

Job-focused internship (1 - 3 months)



Issuance of skill credits (quality assurance)

(University) Inclusion of an internship into graduation requirements (credit recognition)
 (Company) Grading of the results during the internship (this may lead to job offers to students)
 (University & company) Providing skill credits (e.g., leadership [A], problem finding/solving ability [B], etc.) to students



Improvement of international competitiveness in Japanese education, human capital and business in the medium to long term

We suggest credit-certified and job-focused internships, which enable students to gain experiences and skills in a variety of business fields.

We aim to increase Japan's ability to compete on the world stage.

【短期戦略】Job型インターンシップ試行

【ケース】日立製作所(研究開発部門)

- ・「Job型採用」を見据え「Job型インターンシップ」をパイロット試行。(2020年10月公募予定)
- ・博士課程(理系)の学生を直接雇用(アルバイト契約)して3ヵ月程度の期間トライアルで受入。
- ・雇用期間中の成果を評価し、採用レベルと評価した学生には卒業後の入社をオファー。



【中長期戦略】産学連合体の構築

- ・大学、企業が連携し、ジョブ型インターンによる認証制度をスキーム化

その他検討事項

- ・Job型インターンスキームは「ハードの整備」、学生のキャリア教育として「ソフトの整備」が必要。
→将来の進路を決める高校のカリキュラムに企業参画によるキャリア教育を入れる等
- ・理系について、企業は学生が保有する専門性に期待しており、Job型インターンとの親和性は高い。
一方、事務系については保有する専門性を確認することが難しいため、工夫が必要。

To realize credit-certified & job-focused internships, career education for students are needed. Internships for students with background in humanities are more challenging to design due to the difficulty of evaluating their skills.

(Short-term strategy) Job-focused internship trial

(Case) Hitachi (R&D department)

- ・ Job-focused internship pilot trial in anticipation of job-focused recruitment (scheduled to accept applications in October 2020)
- ・ Doctoral students (science) are directly employed (part-time contract) for a trial period of about 3 months.
- ・ Students whose performance in their part-time employment is evaluated and if they reach the hiring level, they will be offered a job.



(Medium- to long-term strategy) Formation of an industry-academia alliance

- ・ Formulation of a certification system through job-focused internships in collaboration between universities and companies

Other considerations

- ・ A job-focused internship scheme requires hard infrastructure while soft infrastructure is needed for student career education.
→ Introducing career education, with corporate participation, to a high school curriculum that impacts students' future
- ・ Companies expect the expertise of science students, and job-focused internships will work well for them. On the other hand, it is difficult to check skills of students who are expected to do business/administrative work, so some ingenuity is required.

To realize credit-certified and job-focused internships, career education for students is needed. Internships for students with a background in humanities are more challenging to design due to the difficulty of evaluating their skills.

日立の事務系採用選考プロセス

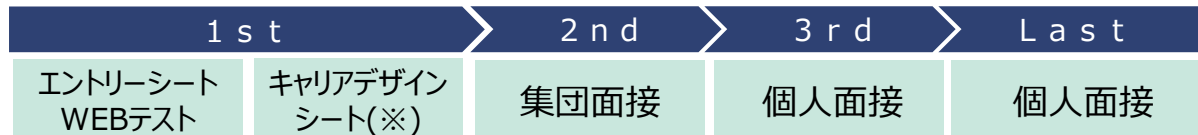
(Hitachi's Selection Process for Business/Administrative employees)

今年度より、事務系も職種別採用がスタートし、「ジョブ型採用」を加速

(1) 募集区分

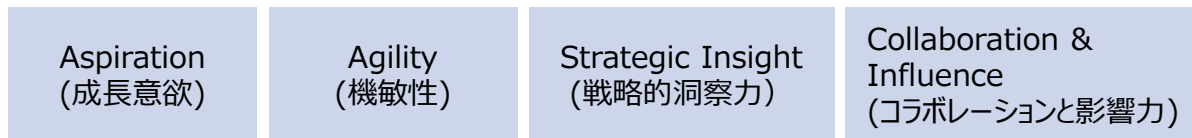
応募区分	主な募集職種	配属	対象
職種別コース	営業、資材調達、経理財務、人事総務、システムエンジニア(S E)、法務	内々定と同時に応募した職種に配属が決定	文理不問
オープンコース	営業、資材調達、経理財務、人事総務、システムエンジニア(S E)、法務、広報、企画など	内々定後に面談を通じて希望をヒアリングし、配属を決定	

(2) 選考フロー



(3) 人財要件

※中長期のキャリアプランについて記載



Starting this year Hitachi introduced a recruitment system that was based on Professions for students with backgrounds in the humanities. This has allowed Hitachi to transition Into "Job-Focused Recruitment"

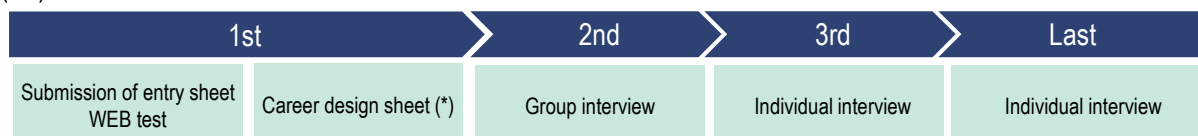
Hitachi's selection process for business/administrative employees

From this fiscal year, recruitment by job type has started for business/administrative employees, accelerating job-focused recruitment.

(1) Recruitment classification

Application classification	Main recruitment jobs	Assignment	Target
Job-specific track	Sales, material procurement, accounting and finance, human resources and general affairs, system engineer (SE), legal affairs	Assigned to the job category for which they applied the same time as the early unofficial job offer	Students both in the humanities and sciences
Open track	Sales, material procurement, accounting and finance, human resources and general affairs, system engineer (SE), legal affairs, public relations, planning, etc.	Assigned to a job after asking about the individual's desired job during an interview after the early unofficial job offer	

(2) Selection flow



(3) Human capital requirements

*Describes medium- to long-term career plans



Starting this year, Hitachi introduced a recruitment system that was based on professions for students with backgrounds in the humanities. This has allowed Hitachi to transition Into job-focused recruitment.

採用担当者の現状認識

- 学生の**コンピテンシー(リーダーシップ・問題解決能力等)**の見極めに課題感がある。
 学生時代の経験・エピソード等を面談で確認するが、面談者の**主観に依存(定性評価)**
- 特に事務系は配属を定めないポテンシャル採用が主であるが、限られた期間で3,000名以上を選考するため、**見極めにかかる負担は大きい**

学生の質保証に対する課題

- 大学での成績や単位だけでは、企業が期待するコンピテンシーを見極める基準としては足りず、学生が主体的に課題設定し、学んだことや行動したことをクレジットできていない。
- 今後、大学も、コロナ禍の影響によるリモート環境下では、F2Fでの指導ができないことから、学生一人ひとりについて人財を見極めることは難しくなってくる。

The recruitment of students with a background in humanities does not have a clear criteria.
 It is a very time-consuming process to evaluate the potential capabilities of such students(competency , leadership etc.)

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Recruiters' awareness of the current situation

- There is **a sense of challenge in determining student competencies (leadership, problem-solving ability, etc.)**. Interviewers inquire about students' experience at university, but the evaluation is subjective to interviewers (qualitative evaluation).
- Recruitment for administrative positions is mainly conducted by selecting students with potential ability, without assigning to specific departments. However, the **burden of identifying student's potential ability is heavy** since the recruiters have to select more than 3,000 people in a limited period of time.

Challenges to student quality assurance

- Grades and credits acquired at university do not provide sufficient resources for determining the competencies expected by companies. Grades and credits do not show what students have learned or how they have acted on their own.
- Universities will not be able to provide face-to-face education online due to the effects of COVID-19, which will make it difficult to identify the competencies of each student in the future.

The recruitment of students with a background in humanities does not have a clear criteria.
 It is a very time-consuming process to evaluate the potential capabilities of such students (competency, leadership etc.)

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日立の採用応募区分 (Categories of Hitachi's Employment Applications)

応募区分		主な募集職種	対象	応募方法
自由応募	Business Management (BM系) 事務系職種	職種別コース	営業、資材調達、経理財務、システムエンジニア(SE)、人事総務、法務	文理不問
		オープンコース	営業、資材調達、経理財務、システムエンジニア(SE)、人事総務、法務、広報、企画など	
	Research & Development (R&D系) 技術系職種	研究開発、設計開発、生産技術、品質保証、知的財産マネジメント、システムエンジニア(SE)など	理系	
学校推薦 技術系職種		研究開発、設計開発、生産技術、品質保証、知的財産マネジメント、システムエンジニア(SE)など		日立の採用HPから プレエントリー 受付中

Recruitment in Hitachi is based on future professions (such as researchers, engineers, etc.)

Categories of Hitachi's employment applications

Application classification		主な募集職種	Target	Application method
Without University recommendation	Business Management (BM type) Administrative positions	Job-specific track	Sales, material procurement, accounting and finance, system engineer (SE), human resources and general affairs, legal affairs.	Students both in the Humanities and sciences
		Open track	Sales, material procurement, accounting and finance, system engineer (SE), human resources and general affairs, legal affairs, public relations, planning, etc.	
	Research & Development (R&D type) Technical positions	R&D, design development, production technology, quality assurance, intellectual property management, system engineer (SE), etc.	Students in the sciences only	
With University recommendation Technical positions		R&D, design development, production technology, quality assurance, intellectual property management, system engineer (SE), etc.		Pre-entries are open on Hitachi's recruitment website

Recruitment in Hitachi is based on future professions (researchers, engineers, etc.)