

#### <Survey Outline>

##### 1st & 3rd Survey on Success After Mid-Career Job Change

- Implementation period: February 26 (Mon) to 28 (Wed), and March 28 (Wed) to 30 (Fri), 2018
- Survey target: Those who joined a company with more than 300 employees within the past five years as a full-time employee.
- Number of people who responded: 5,378
- Survey method: Online questionnaire

##### 2nd Survey on Success After Mid-Career Job Change

- Implementation period: February 26 (Tue) to March 4 (Mon), 2019
- Survey target: Those who joined a company with more than 300 employees within the past one to three years as a full-time employee.
- Number of people who responded: 946
- Survey method: Online questionnaire

#### <Services to Support the Success of Mid-Career Job Changers>

##### GLOVER|Refer ● GLOVER Refer

- RJP by acquaintances who are employees at future workplace
- Referral-based recruitment support service that uses technology along with professionals who help every step of the way

##### △サンカク ● SANKAK

- RJP by colleagues in future workplace
- An event-type recruitment service enabling a direct meeting with top-class personnel who were unavailable up to now.

Management that Maximizes the  
Power of the “Individual”

# Method of Support for the Success of Mid-Career Job Changers

Survey on Success After Mid-Career Job Change (2018-2019)

#### August 2019 Issue

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# Serious labor shortages mean that recruitment strategies must evolve

## The key to success is a new method of “recruitment” and “retention”

Companies are facing serious labor shortages due to a rapid population decline. As competition for human resources among companies intensifies, the reality is that there are many mid-career job changers who quit within half a year after joining a company. What is the key to retaining mid-career job changers? What measures should companies take? We will break it down, based on the “Survey on Success After Mid-Career Job Change (2018-2019)” conducted by Recruit Career Co., Ltd.

### The evolution of recruitment and retention will decide the life and death of a company

With the advent of a society with a rapidly declining population, the acceleration of serious human resource shortages, and intensifying competition for human resources, it is becoming increasingly difficult for companies to acquire, quickly obtain good performance from, and retain excellent human resources using conventional recruitment methods.

The active job openings-to-applicants ratio announced by the Ministry of Health, Labour and Welfare in May 2019 was 1.62, the highest level since October 1991. While the competition for acquiring engineers with IT skills is intensifying, the service industry is also in a chronic shortage of human resources. Under these circumstances, one out of two companies is unable to secure the planned numbers of mid-career recruits,

and it is steadily worsening year by year (Recruit Works Institute, “Mid-Career Recruitment Survey (2017 results)”). Companies are unable to secure the essential human resources to promote immediate business opportunities and medium-to long-term business transformations.

Acquiring human resources is not the only thing that is difficult. The retention of human resources is also a large issue. The proportion of corporate HR managers replying that “the number of employees who left within half a year after joining the company has increased compared to the last three years” reached as high as 20% (Recruit Career Co., Ltd., “Results from a Survey of Corporate HR Managers,” September, 2018). “Even though we manage to hire employees, they just quit.” With this, stable business operations and aggressive business transformations will not be possible. Where lies the real cause?

One hint is the answer to the question “Things that confused those who decided on changing jobs at their new workplace, as heard from them.” Among them, the top-ranking answers included “differences in how things are done and carried out compared to the previous workplace,” “not understanding the jargon and specific know-how used in the company or industry,” and “not able to adapt to the customs and norms unique to the workplace.” We can see how much job changers are taken aback by the nonverbal communication, and informal culture and customs that exist in companies (Recruit Career Co., Ltd., “Recruit Agent’ Results of the Survey on Those Who Have Changed Jobs (September 2017)”). But in reality, the implementation rate of support measures for mid-career job changers is generally low.

In addition, in response to “Requests during interviews,” “an opportunity to have direct conver-

sations with the supervisor and members of the assigned team” is listed at the top (Recruit Career Co., Ltd., “Rikunabi NEXT’ Results of the Survey Among Registrants (September 2017)”). In addition to learning about the company culture and business objectives from HR, they would like the supervisor of the workplace to speak frankly about the workplace culture and job objectives. From their responses, it has become clear that conveying the purpose of existence and daily communication style at the company and workplace levels are important.

Towards recruitment activities that are complementary between the company and workplace levels. Towards unified activities between HR and workplace supervisors to promote retention and performance. From “sugarcoated matching” to “revealing fitness.”

Currently, the recruitment, retention, and performance of mid-career job changers at com-

panies are entering a new stage.

### Clarifying the key points for obtaining good performance from mid-career job changers

Until now, the retention of mid-career job changers and the attainment of their expected performance had not received much attention from both research and practical aspects. In addition, for example, the “reality shock” explanation used when explaining the departure of a new graduate hire does not seem to apply for an experienced mid-career job changer.

What kinds of HR measures are effective in retaining mid-career job changers and obtaining a good performance from them? In order to clarify this, we conducted a questionnaire survey of a total of 6,000 mid-career job changers.

In this booklet, we propose “the ideal form of support from HR and supervisors” that will help mid-career job changers to perform well.

### Strengthening of mid-career human resources as a company-wide strategy

Until now, mid-career human resources have been treated as gap-filling or assisting workforces who, even though can succeed temporarily in many companies, do not become a strategic force over the long-term. This survey shows that, in order for mid-career human resources to become a true part of the workforce, cooperative action between the HR department and the workplace supervisor is necessary. Strengthening mid-career human resources should be a company-wide strategy.



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Completed a doctoral program at the School of Labor and Employment Relations at the University of Illinois. Served as an assistant professor at Simon Fraser University in Canada. After serving as an associate professor and a professor at Kelo University, and then a professor at the Graduate School of Commerce and Management at Hitotsubashi University, he assumed his current position in 2017. He also serves as a member of the Labour Policy Council of the Ministry of Health, Labour and Welfare, and conducts many lectures and training sessions at corporations.

### Fulfilling the real purpose of recruitment and the real purpose of changing jobs

For both companies and mid-career job changers, the job offer is not a goal, it’s only the beginning. The real purpose lies far ahead. Couldn’t we say that mid-career recruitment and career change activities only end when that purpose is fulfilled?



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Manager  
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Joined the company in 2012 after working for a foreign consulting firm. Since then, he has consistently been engaged in business development in new fields such as global human resources, people analytics, and success after joining a company. Currently, he is responsible for the referral recruitment support service “GLOVER Ref.”

### The key is whether we can get closer to the “3C structure” that allows personal talents to blossom.

For those who “feel the Happiness of work,” there are common traits called the “3Cs” (Recruit Career Co., Ltd., “Happiness of Work Survey”).  
“Clear: Being aware of personal strengths”  
“Choice: Choosing work and a workplace that takes advantage of that strength”  
“Communication: Knowing that the people around you have high expectations of you”  
Creating a workplace that utilizes each individual’s personal strengths and continue having high expectations for them so they can fully utilize those strengths. Companies are being tested whether they can create this type of environment or not.

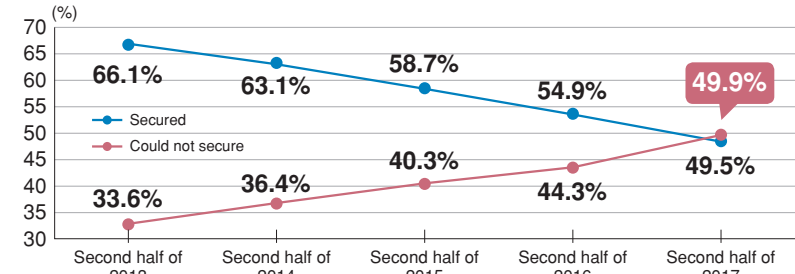


**Kaoru Fujii**

HR Executive Chief  
Editor  
Recruit Career Co., Ltd.

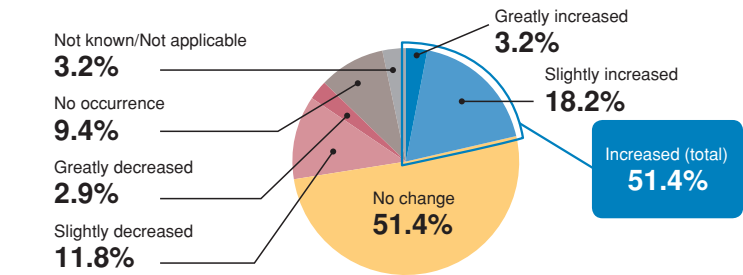
Joined Recruit Co., Ltd. in 1988. Engaged in the human resources area since then. Involved in a number of editing roles including TECH B-ing Editor-in-Chief and Tech So-ken Editor-in-Chief. In 2016, he became the Editor-in-Chief of Rikunabi NEXT and Rikunabi NEXT Journal. HR Executive Chief Editor. Author of “The Future Style of Happiness in Work” (Genshisha).

### Recruitment status of mid-career hires (comparison over the years)



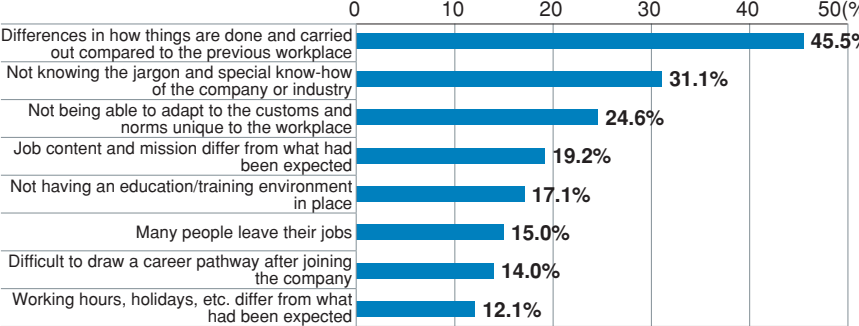
Source: Recruit Works Institute, Recruit Co., Ltd. “Mid-Career Recruitment Survey (2017 results)”

### Ratio of employees who left the company within half a year (compared to the past three years)



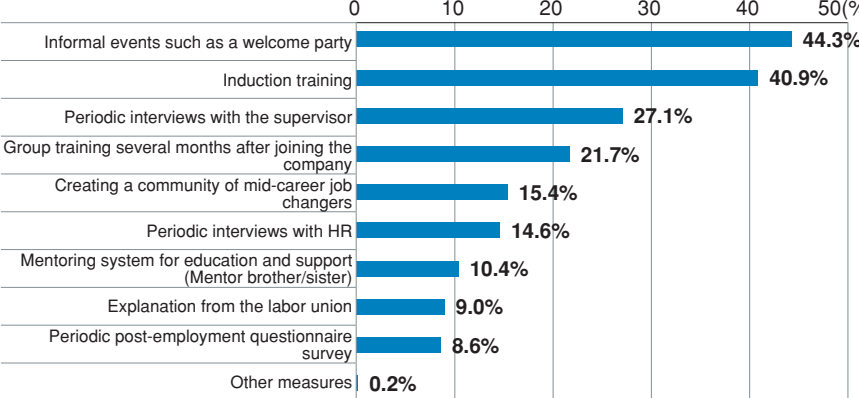
Source: Recruit Career Co., Ltd., “Questionnaire Survey for Corporate HR Managers” conducted in September 2018. N = 628. Number of mid-career recruits leaving within half a year, comparing the first half of this year with the last three years (April 2015 to March 2018).  
\* The percentages are rounded to the first decimal place and the total values may not match.

### Ranking of causes of confusion for job changers at the new workplace



Source: Recruit Career Co., Ltd., “Recruit Agent’ Results of a Survey of Those who have Changed Jobs” conducted in September 2017. N = 1343.

### Support measures for mid-career job changers (implementation rate for each measure \*multiple selection permitted)



Source: 1st Survey on Success After Mid-Career Job Change

# “Onboarding” activities before and after joining a company are extremely important for performance after joining the company.

“Onboarding” literally means “to be onboard a ship, a train, or an airplane” and is derived from that. Currently, it is used as HR terminology referring to the process of “taking in a new company hire.” “Onboarding” is neither an “end of hiring” nor “only for the time of hiring.” It is an important communication process, a series of communication between the company and mid-career job changer that starts before the mid-career job changer joins the company and continues after they join it.

## The essence of “Onboarding”

It has become clear through this survey that “periodic interviews with HR,” especially “prior disclosure of realistic work environment and company information by HR (Realistic Job Previews, hereinafter referred to as RJPs)” have the most positive impact on mid-career job changers’ performance. It was also found that “periodic interviews with the supervisor” reduced their intentions to leave their jobs the most. In addition, it has become clear that it is also important to create an environment that makes it easier for mid-career job changers to talk to seniors and colleagues in the workplace, such as a “mentoring system for education and support” and “informal events such as a welcome party.”

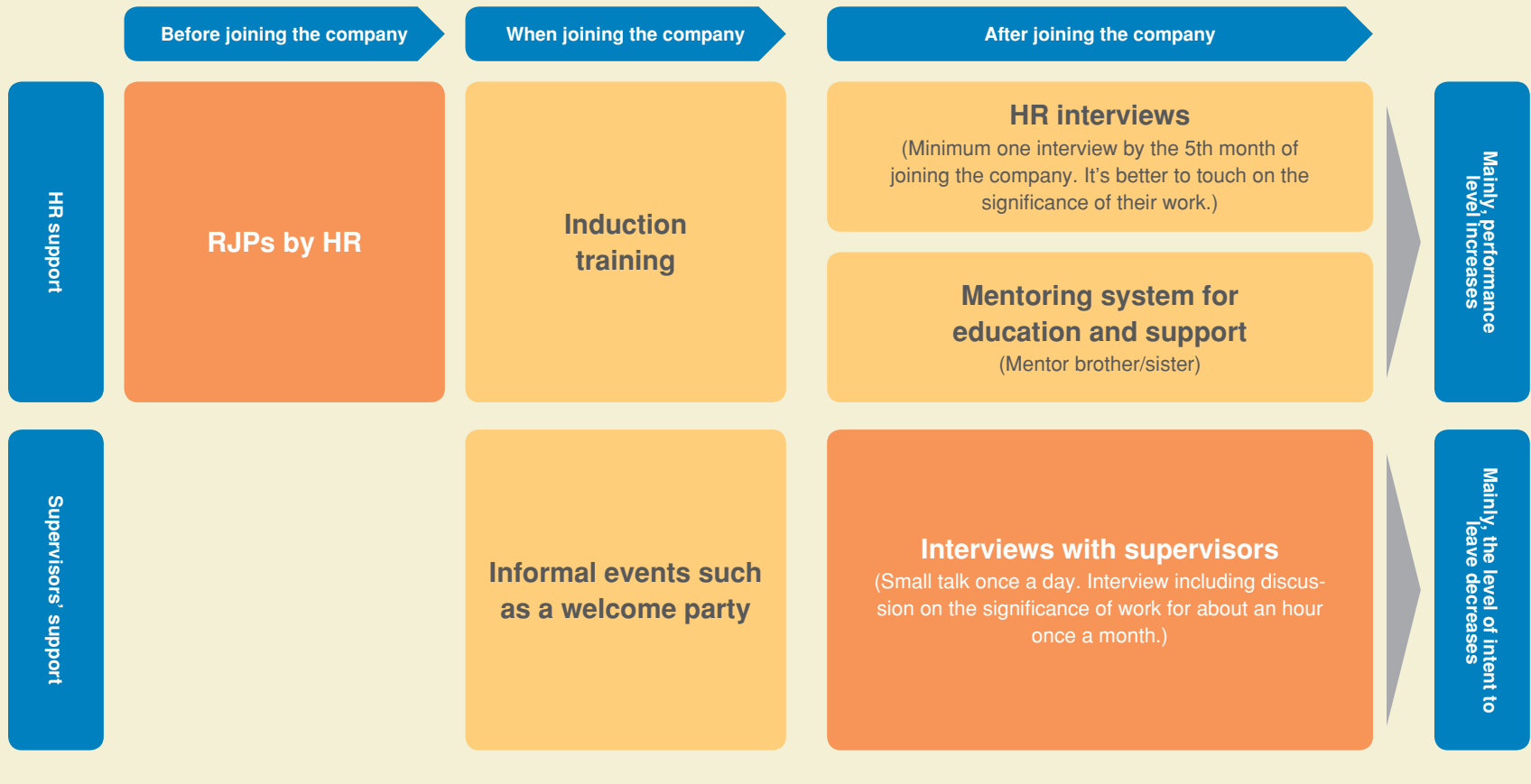
## Differences between the roles of HR and supervisors ~HR support affects the work, supervisors’ support affects the psychological aspects~

In other words, statistically, it was found that HR support significantly affects the performance, i.e. the “work aspect,” and supervisors’ support significantly affects intentions to leave their job, i.e. the “psychological aspect.”

The distinction between the role of HR in helping the mid-career job changers to utilize their so-far cultivated experience and abilities in the new organization, and the role of the supervisors as agents to incorporate them into the company’s network and promote their retention, became clear.

The more the mid-career recruits become strategic hires, the more HR and supervisors are required to appropriately allocate roles and promote their “Onboarding.”

## Onboarding method for obtaining good performance from mid-career job changers



## TOPICS



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## “Order of support” to be considered

In this survey, it was found that among the support measures for mid-career job changers, “building a community between mid-career job changers” and “periodic post-employment questionnaire survey” increase the intention of leaving among the mid-career job changers. This suggests that the “horizontal connection” between employees and the “one-sided gathering of information” from employees have a negative impact on the unstable psychology of mid-career job changers who have just joined the company. For example, because they are likely to hear about the bitter experiences of other employees at the

company, they may start believing that the company is a terrible company.

This does not necessarily mean it's a good idea to totally avoid developing a community or conducting surveys, but one needs to pay attention to the timing. It is desirable for a person with sufficient understanding of and experience at the company, such as HR staff members and supervisors, to communicate with the mid-career job changer first and, through “vertical relationships,” that this communication develops help the job changer adapt to the company.



## What should HR do in RJPs?

For mid-career job changers who performed well after joining the company, the RJP that HR implemented before they joined the company was composed of the “3Cs” (Clear, Choice, Communication). According to our survey(\*1), the “3Cs” are not only important for performance but also for the “improvement of the Happiness of work.”

\* 1: “Happiness of Work Survey”  
(a survey conducted by Recruit Career Co., Ltd.)

## RJP’s “3Cs”

- 1 Clarification of the purpose of changing jobs (Clear): Ask about the purpose of their changing jobs
- 2 Resolving concerns about selecting the company (Choice): Openly disclose information that can be used to resolve any doubts or anxieties that may arise after joining the company.
- 3 Conversations coupled with decision-making (Communication): Check if enough information was obtained to consider joining the company.



## What should the supervisor do during an interview?

Mid-career job changers who have low intentions to leave their jobs and perform well have frequent conversations with their supervisors.

It would be good for supervisors to have small talk with mid-career job changers once a day, and an interview of about an hour once a month including discussion on the significance of their work.

## “Content, frequency, amount” to be secured in the conversations

- 1 Contents: Small talk and conversations about the significance of company and organization policies, and the roles and goals of the mid-career job changer
- 2 Frequency: At least once a day
- 3 Amount: 61 minutes or more per month

## Open and Sufficient Information Disclosure Before Joining the Company

### “Before joining the company” is the key to care by HR for a mid-career job changer

How important is the RJP by HR conducted before a mid-career job changer joins the company? When comparing persons who “did” and “did not” communicate with HR before joining the company, there was a large difference of about 20 points or more in the percentage of those who performed well later. It was also found that 80% of those who performed well had communicated with HR before joining the company.

### In addition to before joining, interviews “after joining” are also important.

In addition, communication with HR “before joining the company” is actually not enough.

Conducting this both before and after joining the company can be expected to increase the percentage of people who perform well. It is desirable to conduct the HR interview by the fifth month after joining the company.

### Importance of a fair HR department

“Onboarding” often emphasizes the role of the supervisor, but HR also plays an important role. Why so? One key that was revealed by the survey is “realistic information.”

What is “realistic information”? Mid-career job changers have various concerns from before joining the company. “What kind of career can I build in this company?” “What kind of culture does the company have, what systems are there?” “What are the downsides?” It is only HR that can provide infor-

mation from a neutral point of view, including the downsides, in order to address the anxiety that mid-career job changers cannot easily share. “Realistic information” refers to such information. It is the RJP that provides mid-career job changers with “realistic information,” and its importance was also revealed in this survey.

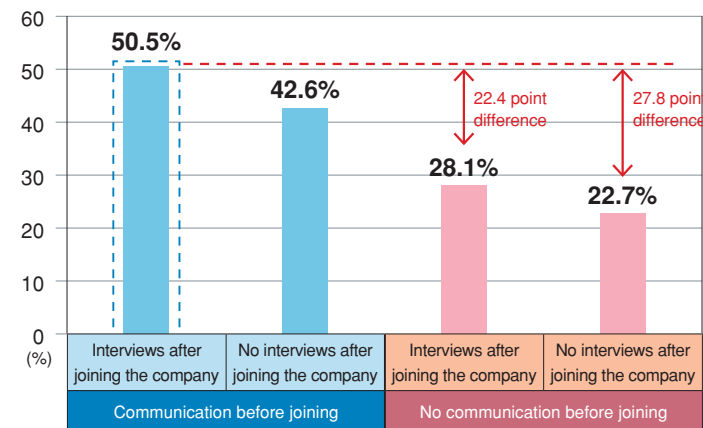
### Establish “psychological safety”

“I was asked about the purpose of changing my job.” “They confirmed whether I got the information I needed.” “They asked me whether I wanted to speak to existing employees.” Why do such comments have a positive correlation with the performance of the mid-career job changer after joining the company? From the perspective of mid-ca-

reer job changers, these are signs that the HR department (or even the company itself) care about them, fostering a “feeling of being valued” and leading to the establishment of a sense of psychological safety at the time they join the company.

The fact that HR conducting interviews with the mid-career job changer within the fifth month after they join the company leads to their high performance could also be due to the ability to find and deal with problems at an early stage, as well as the engendering of the sense that the company is continuously interested in the mid-career job changer and cares about them. This is called “Perceived Organizational Support (POS)” and is known to produce a sense of psychological safety.

### Percentage of those performing well among mid-career job changers depending on the presence or absence of communication with HR before and after joining the company



#### <Definitions>

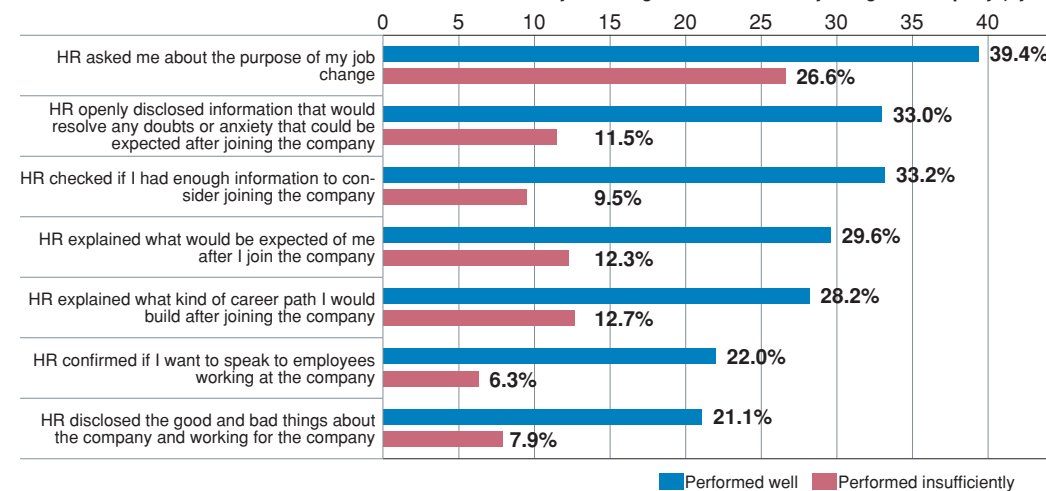
→ Communication between mid-career job changer and HR before joining the company: Refers to any of the following communication between the mid-career job changer and HR before joining the company.

- HR checked if I want to speak to employees working at the company.
- HR checked if I had enough information to consider joining the company.
- HR openly disclosed information that would resolve any doubts or anxiety that could be expected after joining the company.
- HR disclosed the good and bad things about the company and working for the company.
- HR asked me about the purpose of my job change.
- HR explained what kind of career path I would build after joining the company.
- HR explained what would be expected of me after I join the company.

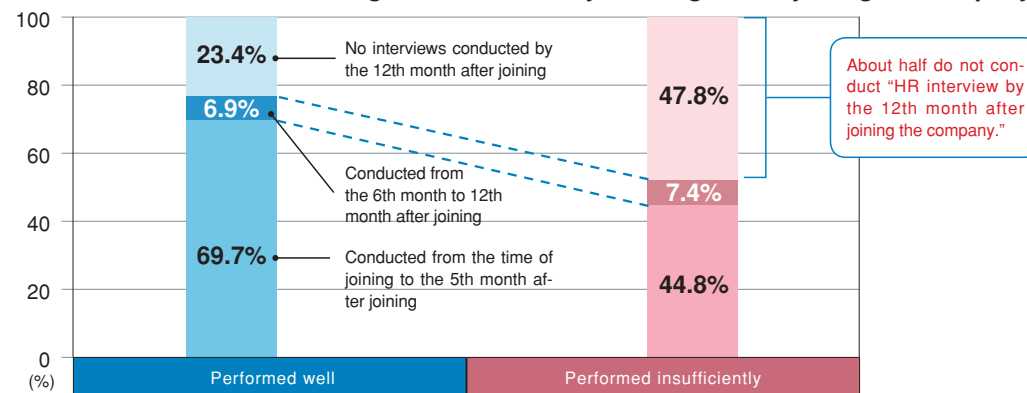
→ Performed well/insufficiently: If the answer to the question “Do you think you are more highly evaluated compared to the people around you?” is “Agree” or “Somewhat agree,” then the person is classified as having “Performed well,” and if the answer is “Somewhat disagree” or “Disagree,” then the person is classified as having “Performed insufficiently.”

→ Intention to leave/No intention to leave: If the answer to the question “Do you want to quit your current company within 3 months?” is “Somewhat disagree” or “Disagree,” then the person is classified as having “No intention to leave,” and if the answer is “Agree” or “Somewhat agree,” then the person is classified as having “Intention to leave.”

### Presence/absence of communication between mid-career job changers and HR before joining the company (by content)



### Time of the first HR meeting with mid-career job changer after joining the company



Source of the above three graphs: 2nd Survey on Success After Mid-Career Job Change

## Once a day, “serious chat” even for a short time

### Conversation that is effective even in a short time

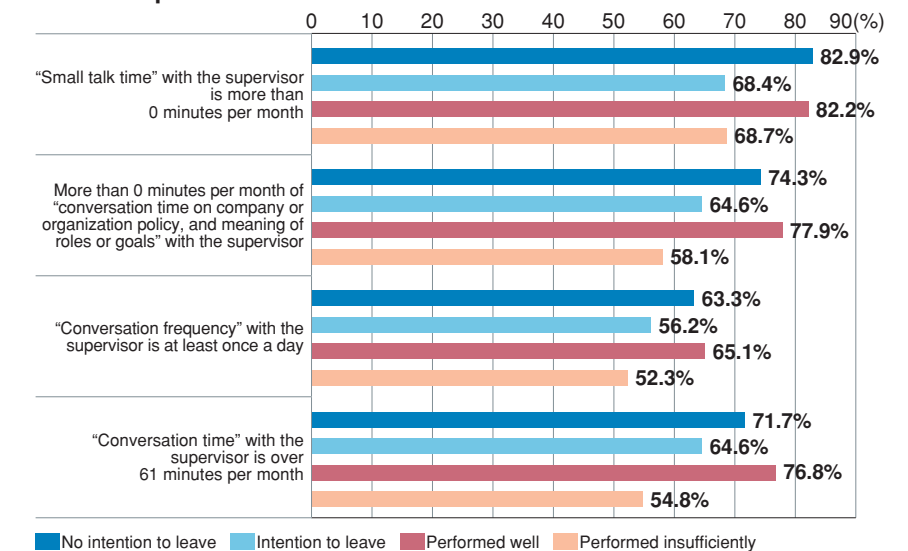
There are many variations in “communication with the supervisor.” In this survey, we searched for important communication based on the “volume,” “content,” “frequency,” and “means” of the conversation.

- Total conversation time with the supervisor
- Conversation time with the supervisor for each type of conversation content (business reports, instructions, and confirmation of progress; significance of the company or organization policy, and significance of one's role or goal; one's past, present, and future career, and work-related dialogue, feedback, and advice; personnel evaluation and assessment; small talk; and conversations other than those listed)
- Frequency of conversation with the supervisor
- Conversation time with the supervisor by means of conversation (face-to-face, video or web conference, telephone, online chat)

As a result, it was found that the intention to leave the job is particularly affected by “talking even for a short time,” and the performance is particularly affected by “conversation about the meaning of work even for a short time.”

### Conversations should take place “frequently”

### Intention to leave and performance depending on communication with supervisors



In terms of the amount of conversation, it has become clear that it is important to have conversations frequently and to accumulate the total amount. Due to progress in work-style reforms and other reasons, supervisors have less time to work in the same places as their subordinates, and they need to ensure that a certain amount of communication happens even if they have to make an extra effort.

Also, in terms of quality, it turned out that conversations about the significance of the work that one is in charge of, the company policies, and the meaning of the goals were more important than the reporting of the progress of work and of results. Since many mid-career job changers often come to the company with a certain level of work experience and expertise, it can be assumed that detailed progress management and reporting of results are seen as a nuisance.

Rather than detailed task management, providing information that is even more difficult for a mid-career job changer to get was more important, such as how the work they are in charge of is linked to the strategy and direction of the entire company, and the direction in which the company is going to move in the future.

Through such communication, mid-career job changers “feel a sense of meaning in their presence.” Supervisors should hold “serious chats” frequently even if it requires some effort.