



J.P.Morgan

One Step Ahead Series Workforce Readiness in China: Narrowing the Skills Gap in an Evolving Economy

In partnership with
CCG 中国与全球化智库
CENTER FOR CHINA & GLOBALIZATION

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Post Symposium Executive Summary



Background

China's economy is entering a "new normal" of slower, consumption-driven growth as a result of tempering world demand for Chinese exports, a demographic transition characterized by an aging population, and a slowdown in investment growth. This transition is changing China's demands on its workforce and creating major employment challenges for the country and for employers. China's climb up the value chain is being limited by major discrepancies between workforce requirements and the qualifications, skills and aptitude of China's labor force.

On May 12, 2015, J.P. Morgan and the Asia Society Hong Kong Center, in partnership with the Center for China and Globalization, organized a half-day symposium entitled "Workforce Readiness in China: Narrowing the Skills Gap in an Evolving Economy" as a platform to discuss these issues. At the symposium leaders from academia, industry, and government shared their views on the existing skills gap issues in China and future employment needs, as well as potential solutions to bridge the gap between China's labor supply and demand. Distinguished guests including Wang Xiaochu, Deputy Chairman of the National People's Congress' Foreign Affairs Committee and former Vice Minister of Human Resources and Social Security; Fan Gang, Director of the National Economic Research Institute and Chairman of the China Reform Foundation; Xu Xiaoping, Founder & Managing Partner of ZhenFund and Co-Founder of New Oriental Group; and Lu Mai, Secretary General of the China Development Research Foundation came together to share their views on China's evolving talent needs and ways to address this demand.

“Tackling an issue as complex as this will require close collaboration between the government, the private sector, and academia to find the right solution.”

Nicolas Aguzin
Chairman & CEO, Asia Pacific, J.P. Morgan



Wang Xiaochu
Deputy Chairman of the National People's Congress' Foreign Affairs Committee & former Vice Minister of Human Resources and Social Security

“For a country like China, with a population of more than 1.3 billion and a labor force of over 800 million, the issues of employment and human resources development are ones of important strategic significance.”



Ronnie C. Chan
Co-Chair, Asia Society; Chairman, Hang Lung Properties

Summary

At the symposium, speakers and guests discussed how China is suffering from a critical mismatch between market needs and workforce supply and that it is crucial that steps be taken to upgrade the talent pool to address growing demand for innovative entrepreneurs, high-skilled service industry talent, individuals with global experience and foreign language skills, and professionalized management talent. Speakers shared their insight on how to address these challenges, including setting up a standardized workforce management system, investing in advanced workforce development and improving public services for migrant workers.



Major Employment Challenges

China No Longer Enjoys an Abundance of Labor

While China has long benefited from a demographic dividend where the working age population far outnumbered elderly and child dependents, demographics are changing as China's population ages. For the first time since the country's founding, China's labor supply decreased by 3.45 million workers in 2012. This figure decreased slightly to 2.44 million in 2013, but the trend of decrease persisted. From 2011-2013, the number of rural migrant workers similarly decreased by 2%.



Fan Gang
Director of the National Economic Research Institute & Chairman of the China Reform Foundation

“We need people with technical skills, expertise and professional education backgrounds, but first we need to improve peoples' qualification and overall abilities, so that they are equipped with not only knowledge and skills, but the ability to adapt to new technologies and identify what further training they may need.”



Bridget Beattie
Executive Vice President, Asia Pacific Middle East, Right Management

Oversupply of University Graduates Lacking Practical Skills

Besides the demographic changes that are leading to a smaller workforce overall, among the existing labor supply there is a mismatch between skills and market demands. On one end of the spectrum, there is an acute shortage of senior professionals and front-line technical workers. On the other end, nearly 7.5 million graduates each year are unable to find suitable work. Over the past ten years, China's tertiary education graduates increased seven-fold. However, China isn't quite there yet in terms of having enough advanced jobs to appeal to these fresh graduates with high expectations. Moreover, many graduates fall short of the requirements for the advanced, high-skilled jobs that do exist, due to inadequate practical skills training in the existing education system.



Li Qiang
Professor of Sociology & Dean, School of Social Sciences, Tsinghua University

Insufficient Understanding of Labor Market Needs

Understanding the labor market dynamics should be the foundation of the education system and the occupational training industry. However, the data reflecting workforce demands is quite limited and research into this sector is far from sufficient. Such a lack of proper guidance in talent cultivation has the potential to jeopardize business growth in the long run. Analyzing the specific skills that are lacking in the market would be the first step for either the government or companies to make decisions about talent investment.



Richard Liu Qin
Managing Director, Morningside TMT (Shanghai) Limited

Chauncy Lennon
Head of Workforce Initiatives, JPMorgan Chase Foundation

Barriers to Mobility Make Human Resource Aggregation Difficult

Currently, there are 270 million rural migrant workers working in urban cities in China. These workers make up the majority of the population in cities like Shenzhen and Dongguan where most of the labor supply comes from temporary workers. These migrant workers cannot stay permanently in their adopted urban homes as the country does not have a social welfare system in place that would allow them to settle down. This makes it difficult to sustainably retain skilled workers and leads to extra costs for talent training.



Wang Huiyao
President, Center for China and Globalization; Counselor, State Council Counselors Office



Evolving Talent Demands

New Types of Talent Needed to Address Changing Demands

From the venture capital perspective, new money goes to new sectors creating new job opportunities. In China, this kind of investment is being directed mainly toward new energy, technology, media, telecoms, big data and high-end manufacturing. As these industries continue to attract investment as part of the "new normal," demand for the four types of talent will only increase:

- Entrepreneurs who contribute to innovative and emerging industries
- Service industry talent with high levels of skills, training, efficiency and productivity
- Individuals with a high level of global consciousness and foreign language ability to help Chinese companies expand overseas
- More professionalized management talents



Wang Chaoyong
Founding Chairman & CEO, ChinaEquity Group

Multi-Layered Talent Pool Key to Stable Workforce

Looking at China's needs more broadly, however, what the country really needs in terms of workforce stability is a systemic, multi-layered talent pool. Both traditional and emerging industries have labor demands, and the key is having a dynamic system that allows for the workforce to adapt quickly to changing demands.



Bob Xu Xiaoping
Founder & Managing Partner, ZhenFund; Co-Founder, New Oriental Group

Changing Communication between Companies and Customers Requires New Leadership

The new economy and the integration of the Internet into business operations have redefined the relationship between companies and customers. In this context, the adjustment cycle for dealing with external variations is much shorter. Therefore, adequate leadership should be capable of multiple techniques to lead cross-functional, project-based teams, grasp business opportunities in a fast-changing environment, and establish an organizational structure that enables employees to take the initiative of solving problems.



Lu Mai
Secretary General, China Development Research Foundation

David Li
Chairman & CEO, China, J.P. Morgan

Suggested Solutions Moving Forward

A Scientific and Standardized Workforce Management and Compensation System

Letting the market play a more decisive role in human resource allocation through facilitating a universally-regulated and flexible labor market will help provide more equal employment opportunities and make the workforce supply organically more responsive to shifting talent demands. Government policies should strengthen the employment market through encouraging innovation, entrepreneurship and start-ups. Standardized and scientific workforce assessment tools are also crucial for enhancing the effectiveness of workforce management.

Investment in Workforce Development

Investment in workforce development should focus on both the cultivation of innovative, highly-skilled talent as well as employment-oriented occupational training programs that directly teach practical skills crucial to the market. This two-pronged investment approach will help promote a balance between advanced academic knowledge and practical skills.

Improved Social Welfare for Migrant Workers

Ninety percent of the 270 million migrant workers living in urban areas do not have specialized technical certificates. Providing occupational training and issuing specialized certifications at the township level could be an effective way to increase migrant workers' human capital. Moreover, most migrant workers are working in temporary positions since there is no social welfare system allowing them to settle down in cities, which leads to difficulties in workforce aggregation and a huge waste in labor cultivation. To tackle this problem, collaboration between urban public service, urbanization and social security systems is necessary.

“领先一步”系列研讨会 中国人力资源储备： 缩小经济转型期的技能缺口

中国联合主办

CCG | 中国与全球化智库
CENTER FOR CHINA & GLOBALIZATION

12.5.2015

会议纪要



研讨会背景

随著中国经济步入新常态，经济增长趋势稳步放缓，增长动力从依赖出口转变为国内消费需求拉动，从投资驱动转向创新驱动，人口红利随著老龄化社会的到来将逐渐消失。在宏观经济环境深刻变化的背景下，中国的就业问题也必然面临着新的挑战。中国正逐步向价值链上游转移，随之而来的劳动力需求与供给不匹配的矛盾也越来越突出，尤其体现在劳动力的综合素质、技能水平和高技能人才供给等方面。

2015年5月12日，摩根大通与亚洲协会香港中心，联合中国与全球化智库（CCG）成功举办了一场为期半天的研讨会，主题为“中国人力资源储备：缩小经济转型期的技能缺口”。会上，政界、商界和学术界的意见领袖们就中国当前面临的技能缺口、未来人才需求以及如何缩小劳动力需求与供给不匹配等问题展开了热烈讨论。与会嘉宾还包括：全国人大外事委员会副主任委员、人力资源和社会保障部原副部长王晓初，国民经济研究所所长、中国经济改革研究基金会理事长樊纲，真格基金创始人、董事合伙人及新东方联合创始人徐小平，及中国发展研究基金会秘书长卢迈等。

“这是一个复杂的问题，需要政府、商界和学术界的紧密合作，从而找到正确的解决方案。”

欧冠升 (Nicolas Aguzin)
摩根大通亚太区主席兼首席执行官

“对中国这样一个人口超过13.6亿、劳动力数量超过8亿的发展中大国，就业具有更加重要的战略意义。”

王晓初
全国人大外事委员会副主任委员、
人力资源和社会保障部原副部长

陈启宗

亚洲协会联席主席；
恒隆集团董事长

简介

研讨会上，讲者和与会嘉宾共同讨论了中国劳动力需求与供给不匹配的矛盾对经济发展的制约，并就如何提升人才储备以满足经济转型对具有创新精神的企业家、高技能服务业人才、全球化且具有良好外语沟通能力的人才及专业化管理型人才等四类人才的需求，发表了自己的观点和看法。会上，嘉宾还就如何解决上述问题分享了各自的观点，包括建立一个标准化的人力资源管理体系、加大力度发展高技能劳动力、以及改善农民工群体的社会福利体系。

劳动力市场面临的严峻挑战

劳动力将从无限供给向有限供给转变

长期以来，中国劳动力供大于求，总量矛盾一直是就业的主要矛盾。但是近年来，尽管总量矛盾依旧存在，随著我国劳动人口的持续减少，劳动力供给正在经历从无限到有限的转变。2012年我国的劳动年龄人口出现首次下降，比上年减少345万人，2013年继续减少244万人。与此同时，农民工的增速也在下降，从2011至2013年下降了两个百分点。

“教育是给人们提供一种能力，不仅仅是工作的技能。我们需要拥有技能、专业性和职业教育背景的人才，但首先我们需要拥有才智的人才，提高他们的能力，这样他们就会意识到自己需要的培训，并找出自己的方法去适应新技术。”

樊纲

国民经济研究所所长及
中国经济改革研究基金会理事长

Bridget Beattie

曾任管理亚太及中东区常务副总裁

实际技能短缺的高校毕业生总量过剩

除了人口结构变化带来的劳动力总量的下降，现阶段的人力资源供给仍然存在普遍的技能缺口，无法满足市场需求。随著我国发展方式转变、经济结构调整以及产业结构升级，劳动力需求的变化和人才供给不匹配的就业结构性矛盾越来越突出。一方面，部分企业高层次专业技术人才长期紧缺，部分企业一线普通工人和技术工人双短缺，形成“招工难”的态势。另一方面，每年将近750万的大学毕业生难以顺利实现就业。事实上，中国经济转型升级以及创造适合毕业生岗位的速度，无法赶上毕业生数量的增长速度。同时，高校毕业生也因欠缺实际技能而在一定程度上存在着与就业市场和企业需求脱节的现象。

李强

清华大学人文社会科学学院院长

对劳动力市场需求缺乏了解

了解劳动力需求的动态应成为教育体系和职业培训行业发展的基础。然而，反映劳动力市场需求的数据和相关研究却十分有限。人才培养战略缺乏正确的引导将影响经济的长远发展。因此，对劳动力技能需求的精准分析是国家和企业制定人才培养计划的第一步。

刘芹

创启兴(上海)投资管理有限公司
董事总经理

Chauncy Lennon

摩根大通董事总经理

劳动力的流动性使得人力资本聚集更加困难

目前，中国有2.7亿农民工在城市工作。在深圳和东莞这类城市，农民工在总人口的占比很高，成为城市劳动力的主要来源。然而这些技能熟练工人却无法在城市长期生活，因为没有针对这类群体的社会福利体系。因此，人力资本聚集变得异常困难，培训新技能人才也会带来额外的成本消耗。

王辉耀

中国与全球化智库(CCG)主任；
国务院参事



人才需求的变革

新兴产业对人才需求的转变

从风险投资的角度来说，新资本注入新兴行业将创造新的工作机会。尤其是在中国经济步入新常态的大背景下，新资本将继续投资新能源、科技、媒体、通信、大数据和高端制造业等行业。这些新兴行业对以下四类人才的需求也将不断增强：

- 具有创业精神的企业家，尤其集中在新兴产业
- 拥有高技能水平和工作效率的服务业人才
- 具备全球化意识以及外语能力的人才，能够帮助中国企业开拓海外市场
- 专业化的管理人才

汪瀚涌

信中利资本集团创始董事长、
首席执行官

多层次人才储备是保障劳动力供应的关键

从更宽广的视角审视中国的劳动力需求，不难发现中国亟需建立系统而多层次的人才储备体系，从而保障劳动力供应的稳定性。无论是传统行业，还是新兴产业，都需要人才，建立动态且多层次的人才储备是适应不断变化的人才需求的关键所在。

徐小平

真格基金创始人、董事合伙人；
新东方联合创始人

组织行为转变需要新的领导人才

新经济以及互联网和商业运作的融合，重新定义了企业和消费者之间的关系，改变了整体组织行为。在这个背景之下，企业去应对外部环境变化的周期缩短了很多。对于领导者而言，具备多种技能才能领导交叉功能、基于项目的工作团队。同时，还需要在快速变化的市场环境中随时捕捉商机，并创建独特的组织形式来确保员工解决问题的主动性能够得以发挥。

卢迈

中国发展研究基金会
秘书长

李一

摩根大通中国区主席兼首席执行官

可能的解决方案

建立一套科学而标准化的劳动力管理和薪酬系统

发挥市场在人力资源配置中的决定作用，推动建立一个统一规范而灵活的劳动力市场，将有利于促进平等就业，使得劳动力供应能够积极适应人才需求的变化。政府应当通过鼓励创新、创业和支持初创企业发展的政策来提升就业市场的整体环境。此外，科学而标准化的职场测评工具也将大大提高劳动力管理效率。

加大对人力资本的投资力度

加大对人力资本的投资力度，一方面要关注对于创新、高技术人才的培养，另一方面也要加强就业导向的职业技能培训。这种双管齐下的人力资本投资战略有助于全面提升劳动力质量，实现高等学历和实际技能的双向平衡。

改善农民工的社会福利体系

中国有2.7亿农民工从农村来到城市工作，其中大部分都没有任何专业技术证书。在乡镇或县的层面提供职业技术培训和专业技术认证，对于增加这个庞大群体的人力资本是十分有效的手段。此外，大部分农民工在城市都是临时工的身份，因为现有的社会福利体系无法给予他们与本地居民同等的待遇，导致其无法在城市定居，从而带来人力资源聚集困境和劳动力培养浪费。要解决这个问题，政府需要更好地推动公共服务体系、城镇化和社会保障政策三方面的共同配合。

李一

摩根大通中国区主席兼首席执行官

李一

摩根大通中国区主席兼首席执行官