

Human Resource Development



Developing Independent Professionals Who Can Adapt to Changes

With the belief that people grow by getting their jobs done and continuing these efforts to build their career, J. Front Retailing (JFR) develops human resources based on the following four pillars.

1. Feedback to enhance self-awareness

JFR has in place systems to provide feedback to each employee including multifaceted observation of behavior traits from the viewpoints of colleagues and milestone interviews to exchange views between the company and individual employees at their milestone ages. In addition, JFR gives 30-, 40- and 50-year-old employees "career development training" to help them become aware of their own careers and make a career building plan.

2. Establishment of learning systems

JFR improves the menu of Career Support College (in-house self-development school) based on the concept of career independence that we should develop our careers on our own, while clarifying the knowledge and skills required for each position and providing trainings to help employees fulfill their roles. The attendance histories of employees are registered in the personnel information system and respected as an indication of their intentions and motivations.

3. Development through jobs and roles

JFR enhances assessment tools to know the abilities and aptitudes of individual employees. Respecting their will and motivation, JFR assigns them to the best positions to demonstrate their abilities. To this end, JFR improves various assessment tools after defining career concept and job requirements and develops people by putting the right person in the right place. JFR also improves the systems to fulfill the intentions of employees, including the online self-application system.

4. Human resource development through organization management

JFR systematically provides the management knowledge required by the Group to enhance the functions of OJT (On-the-Job Training) and steadily carries out RPDC activities in office organization to "give subordinates roles and tasks and follow up their progress and evaluate

and feedback their results."

Three-year training program for new employees

JFR positions the first three years after new employees join the company as a period to make them socially acceptable. OJT in stores, group training and feedback are combined to build a foundation of members of society. Their progress of acquiring knowledge and aptitude are shared between companies and individual employees through regular interviews to train them well.

Major activities during fiscal 2009

We tackled the "development and enhancement of leaders having both strong leadership and change response capabilities," the "development and enhancement of shop operation managers having both shop counseling capabilities and market response capabilities required for the new department store model and the "improvement of the marketing orientation of all employees."

- Division manager training (joint training of Daimaru and Matsuzakaya), JES^{*1}, JMS^{*2} and JBS^{*3} were conducted to develop and enhance leaders having

both strong leadership and change response capabilities.

- Shop operation and independent operation training was conducted to develop and enhance shop operation managers having both shop counseling capabilities and market response capabilities required for the new department store model.
- Marketing courses were provided to all employees in addition to the above-mentioned division manager training and shop operation and independent operation training to improve the marketing orientation of all employees.
- JFR improved the curriculum of Career Support College based on the concept of career independence that we should develop our career on our own and about 4,000 persons in annual total from JFR Group attended in-house and outside seminars or took correspondence courses.

JFR will develop human resources who promote "management reforms" represented by the new department store model and increase organizational power that is fundamental to promoting the reforms.

- *1...JFR Executive School (executive training school)
- *2...JFR Management School (division manager training school)
- *3...JFR Basic Management School (manager and buyer training school)

Independent Career Building System

