

# Human Resource

Human Resource Development



# Developing Self-Transforming People

## Who Exercise Their Creativity and Keep on Trying

J. Front Retailing seeks people who transform themselves through creativity and challenges and create new values, that is, self-transforming people in order to tackle reforms at the level of changing business formats, including new department store model. To this end, we develop people who can play active roles in various business areas of the Group.

### Our vision of human resource development

While combining OJT (on-the-job training) with OffJT (off-the-job training) as a supplement to help our employees acquire knowledge and skills, we will introduce the OJD (on-the-job development) system that combines the management of work places with autonomous growth ability of individual employees so that they can transform themselves through self-awareness and self-reflection generated by using knowledge and skills to address difficult challenges.

Work areas as a platform for growth are not only department stores but will be expanded into new areas including businesses at the Group's level, new projects and global businesses in preparation for the future development of new businesses.

Outline of human resource development

### Major activities during fiscal 2011

We worked on developing people who promote management reforms through creativity and challenges and enhancing our organizational strength toward the achievement of our new department store model.

- ① Development and enhancement of leaders who have strong leadership and ability to transform the organization
  - Division manager training  
169 people in 3 groups
  - JES (JFR Entrepreneur School)  
24 people in 10-class course
  - JLS (JFR Leader School)  
21 people in 8-class course
  - First 3-year training school
- ② Development of people who have creativity to implement our new department store model
  - Manager/Buyer training  
514 people in 8 groups
  - Creativity development training (representative managers)  
71 people in 3 groups

Other activities include career development training for all the employees aged 30 (68 people) and sending employees to business schools (6 people to MBA graduate schools for working people and one to IFI Business School) and to other companies (2 people) to have them learn excellent know-how.

We also improved 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, and approximately 1,400 people including our employees and contract employees and our suppliers' employees attended the College in fiscal 2011.

With the aim of developing people who exercise their creativity and keep on trying in unprecedentedly various business areas, we will grow individual employees and maximize the organizational outcome by repeating the process of effective posting suited to individual personalities such as entrepreneurial leaders, management and professionals, giving them difficult tasks and evaluating their work performance. At the same time, we will develop and improve various skill development programs suited to individual personalities.

