

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 are developing human resources through 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 2012

① Division manager training

This training was provided to improve the ability to operate organizations toward the achievement of management reforms and to expand achievements by implementing growth strategies (once each in the first and second half).

② Store and head office family meeting

Store managers held meetings to discuss new ways of attracting customers among the sales divisions and middle divisions of stores and the middle divisions of the head office in order to improve on-site ability and counseling ability toward the achievement of growth strategies (at nine directly managed stores).

③ Manager and buyer training

At each of our own operation and shop operation sales sections, training was provided to improve the ability to operate organizations toward the implementation of management reforms and growth strategies. Concerning Original Merchandising Division, which was created in September 2011, training combining OJT and OffJT was provided to establish new business design and increase the accuracy of job performance.

Our other trainings include JFR Entry School (79 people) in which employees learn the abilities, knowledge and skills required of business persons intensively during the three years after joining the company, career development training for all the employees aged 27 and 30 (108 people), an open-type school named JFR Leader School to develop transformable leaders (21

people), sending employees to business schools to develop future executive members (eight people to MBA programs of graduate schools for working adults and one to IFI Business School) and training at other companies to learn excellent know-how (two people).

We also enriched the curriculum of Career Support College, an in-house self-development school based on the concept of career independence that we should develop our careers on our own, and approximately 1,200 people including our employees and contract employees and our suppliers' employees attended the College in fiscal 2012.

Future efforts

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.

