



Develop “Self-Transforming People” Full of Creativity and Challenging Spirit

J. Front Retailing aims to develop people with high ability to transform themselves who have a high level of expertise in individual fields and can envision and implement new growth strategies with creativity and challenging spirit. To this end, for people who set a goal high and actively challenge something new, we provide growth opportunities and put in place systems to develop them through work, while striving to improve human resource capabilities according to individual abilities and traits.

Stances and initiatives on human resource development

Individuals set their own career goals and challenge toward them

Individuals grow by getting their jobs done and companies actively provide such opportunities

Based on two stances above, we position human resource development as the activity of the whole organization and address human resource development by integrating the “organization area,” the “individual area” and the “area connecting organizations and individuals.”

In the “organization area,” we are working on strengthening organization management capabilities using a “role structure chart” as an organization operation tool to develop people in the process of accomplishing difficult tasks on the job. We also construct OJT systems and put in place Off-JT systems that provide expertise and skills systematically so that workers can acquire expertise and skills that accommodate organizations divided by function including the Original Merchandising Business, Daimaru Matsuzakaya Sales Associates and Out-of-Store Sales Divisions.

In the “individual area,” we expand open learning opportunities including external trainings, MBA programs and overseas challenge systems. Employees set their own career goals and challenge these opportunities showing “intention and motivation” toward the achievement of their goals. And at the same time, we promote the effective use of the self-application system and the career entry system. By improving and expanding the expertise courses of Career Support College (self-development school), we create opportunities to increase expertise and skills through personal development.

In the “area connecting organizations and individuals,” we create a human resource map based on the information on the comprehensive assessment of human resources and develop a plan to strengthen human resource capabilities from a medium- to long-term perspective in an effort to promote systematic posting, appointment and development.

We also increase opportunities for communication on career between individuals and companies through feedback including milestone interviews and multifaceted observation of behavior traits. In fiscal year 2015, we introduced a new human resource information system named “Talent Management System” in an effort to visualize and consolidate the human resource information of the Group. By grasping various personal traits and on-site information from many sides and “visualizing” them, we will find and select human resources to improve organizational performance through optimal human resource allocation across the Group.

Development by human resource trait

Our desired human resources are “entrepreneurial people,” “management people” and “professional people” and we develop people systematically based on the human resource development assumption for each type.

For example, for the “entrepreneurial people,” we early select young people who have qualities and abilities as entrepreneurs and develop them by entrusting challenging and risky businesses to them and having them get through these businesses. We also send them for external trainings to make them learn business basics early.

The “management people” are those who can draw energy from members and reach organization goals through the management of organizations, people and operations and the “professional people” are those who can contribute

to achieving organization results using a high level of expertise and skills. We identify and systematically place people who have such qualities and abilities and provide development plans and training programs accordingly to develop people who create high added value.

Learning systems to support human resource development

Various learning programs are in place to help individuals learn independently and acquire various abilities.

Major programs include JFR Entry School for the three years after joining the companies, which is designed to strengthen “individual basic skills” and “learning ability”; JFR Leader School that identifies vibrant human resources aged around 30 in the Group and encourages dramatic growth into “transformable leaders”; a career development training (for 27-year-olds) to review experience from the past to the present, find requirements (individual, environment and learning ability) for the achievement of future career vision and provide opportunities for independent career development and; Career Support College, an in-house self-development school that provides 400 courses including group trainings, correspondence courses and e-learning based on the concept of “career independence,” which means that we should create our careers ourselves. We will continue to expand and improve programs to support people who have their own career goals and try to become the “persons they want to be.”

Outline of human resource development

