# 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 jobs, 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 the expertise and skills required to achieve organization goals.

In the "individual area," we expand open learning opportunities including external trainings, MBA programs and overseas challenge systems. Employees challenge these opportunities toward the achievement of their career goals. And at the same time, we promote the effective use of the self-application system and the career entry system.

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 individual employees and companies through feedback including milestone interviews and multifaceted observation of behavior traits.

### 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 to find vibrant human resources aged around 30 in the Group and encourage dramatic growth into "transformable leaders"; a career development training (for 27-year-olds) to find requirements 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."

### Introduced the Talent Management System

In fiscal year 2015, we introduced a new human resource information system Talent Management System in an effort to visualize and consolidate the

human resource information of the Group. We analyze big data on approximately 11,000 employees of the Group in terms of expertise (functional skills / experience) and personal quality (basic skills / personality) and grasp the current status of human resources to promote human resource allocation in the Group which best meets the needs of individual companies and organizations.

After introducing the system, we already conduct common aptitude test for all employees of the Group and feed back data on human resource traits to individuals and use them for talent development through trainings and sessions. Using its communication function, employees can provide information on their knowledge and skills including qualifications and language fluency to their companies and disclose such information in the companies. In addition, we systematized employee performance evaluation to integrate various human resource data.

Based on the initiatives above, we will focus on each individual employee, find new talents and actively provide opportunities to "put the right people in the right jobs" at the Group's level, which will vitalize individuals and maximize their potential.

Outline of human resource development

### Development of self-transforming people through OJD (On-the-Job Development)\* Development Self-learning and growth based on Development through Maximization of personal vitality through posting organization management facilitated by organization HR traits and growth patterns organization operation based on role structure chart Familiarization with goal Review Basic global course ability of organization ent of leadership E-learning Development system that combines organization management, which draws self-innovation in the process of \*OJD















