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Communication with Stakeholders

# **Employees Human Resources**

FY: Fiscal Year means the year ending March 31.

For example, FY2016 means April 1, 2015 - March 31, 2016

# 1. Human Resource Development Philosophy

We are working on human resource development with the understanding that it is the greatest priority for achieving sustainable, long-term corporate growth. In particular, we are promoting human resource development in order to strengthen our organizational capacity by implementing the Course of Action "The 4Cs" - "Challenge," "Communication," "Collaboration," and "Cultivation" - of our Course of Action at a higher level, and with focus on "skill/know-how" and "awareness/motivation."

#### **Human Resources = Skill and Know-How x Motivation**

As a key goal, we will also strengthen our employees' international communication abilities.

## (1) Human Resource Development Policy

- 1. Respect each employee's desire for personal growth and provide adequate support for employees who take the initiative to raise their skills and develop their careers.
- 2. Based on the idea that the development of employee skills is the foundation of a company, make "growth through work" a primary consideration and, from a long-term perspective, conduct systematic, planned, and continuous training at all group companies to support this.

### (2) Types of Personnel Sought by JSR

### All Employees

- 1. Professionals who are competitive on a global level in all areas of their responsibility.
- 2. Individuals who are willing to take on new challenges and who respond flexibly to changes in the environment, supporting innovation and advancement without settling for the status quo.
- 3. Team players with high ethical standards who emphasize communication, collaboration, cultivation, and taking on challenges.

#### Management

- 4. Supervisors who can delegate work and responsibilities to their junior staff while also leading by example, always mindful of organizational management and human resource development.
- 5. Leaders who effectively oversee the achievement of organizational goals and can also lead reforms.

### (3) Specific Measures

- Continue to implement programs to realize early development of the leaders of tomorrow through the Next Leaders Development Committee
- Implement OJT and Off-JT training with a greater emphasis on motivation, a critical ingredient for the development of employee skills and knowledge
- Enhance language and cultural programs in international communication such as intensive language courses and overseas training in China
- Continue and expand training to support the passing on of technological expertise and development of manufacturing skills common to all Group plants

#### CSR Report 2016

**Editorial Policy** 

**Top Message** 

JSR Group CSR

Dialogue with Stakeholders

Priority issues identified by the JSR Group

Management

**JSR Group CSR Priority Issues** 

Safety and Disaster Prevention

**JSR Group CSR Priority Issues** 

Environmental Impact and Resource Reduction, and Climate Change Countermeasures

JSR Group CSR Priority Issues

Sustainable Society where People Can Enjoy Health and Longevity

JSR Group CSR Priority Issues

Communication with Stakeholders

Customers and Business Partners

Employees Fundamental Philosophy

Employees Diversity

Employees Work-Life Management

Employees
Healthy Mind and Body

Employees Human Resource:

Communication with Communities and society

Shareholders

About the JSR Group

Continuation of specialized skill training for young employees

• Provide training programs with common content between Group companies

# 2. Various Training Programs

JSR conducts a variety of training programs to raise the skills of its employees. In the FY ended March 2016, the total annual training time per JSR employee was 18.8 hours.

		Job-based Training							74	Objective-based Training							
Position	Rank-based training	Manufacturing	Production and technology	Research and development	Planning, managing and administration		Marketing and development		Common across all areas		Promoting internationallization Six sigma		Business skills		Life planning	Assistance to applicants for career transfer	
General Manager, Plant Manager	Training the leaders of tomorrow (JSR Business School)				Speciallized knowledge courses External courses on management strategies Accounting and			Special				Study				Car	
Manager, Team	Middle management training			1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	e courses			llized kno	Cour	Cham	Eng	-abroad p	Logical		Career a	eer-devel	
Leader	New supervisor and management training	Pre-manageme	ent training		Externa			wledge	se on ha	Champion, Black belt, Green belt, Guide seminar	English and Chinese language courses, etc	Study-abroad program/trainee program/job training course in China	Logical thinking and presentation skills training etc	MBA and MOT programs etc	nd life	Career-development seminars and education assistance benefits	
Project Leader		Safety, environ quality control,	mental preservat facility managen agement, cost m	courses or	courses or		Speciallized knowledge courses Marketing and other external	Course on handing down technological expertise	planning de								
Section Manager	Subsection chief training			i	mana			arketir	in tech	ireen t	langua	ogram	en ta ti	prog	velopi	and ed	
Group Leader	Group leader training				geme			ng and	molog	belt, G	ge co	/job 1	on ski	ams	nent s	ucatio	
	New supervisor training				it stra			othe	ical e	uide	urses	rainir	ाडि पेव	etc.	oddn	IN ass	
General Employees	Mid-level employee training	- General technical skills training	Basic knowled (polymer che chemical engi and chemical	mistry, ineering,	itegies Accor	External courses (for graduates) Accounting, finance, marketing and other external courses			xpertise	seminar	etc.	ng course in	ining etc.		Career and life planning development support seminars	istance ber	
		<ul> <li>Safety and environmental training</li> <li>Quality control training</li> </ul>	Understanding of JSR's unique technologies  Quality control(levels: introductory and intermediate)  Chemical management, environmental preservation		unting (for	Correspondence course (for graduates)English, accounting, finance, marketing, legal affairs, and other correspondenc course technical skill courses conducted						China				efits	
	follow-up training	<ul> <li>Public certification training</li> </ul>			8 00												
	New employee training	uanny	Intellectual pr	음 by	individual	department											

# 3. Career Development Program

We have established the Career Development Program (CDP) to work in conjunction with other training programs in the development of human resources and the next generation of JSR.

With CDP, recent graduates will work temporarily in different departments for their first few years as part of their development.

We believe that this kind of rotation forms the basis of human resources development. Since first introduced in 1988, we have continued to improve and refine this method of training. Each employee must work in at least three different departments during their first 10 years of employment. This program produces highly capable employees that have excellent efficiency and inter-departmental communication skills due to their understanding and awareness of the relationships between upstream and downstream processes.

CDP Committee members individually interview employees that will enter CDP before forming individual rotation plans at a general CDP meeting. The Human Resources Department runs the CDP Committee, and each Division Director is a committee member.

Evaluation by Outside Organization, Third-Party Opinion, and Independent Review

GRI Guidelines and Global Compact Content Index

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# 4. Utilization of Training Centers

Making the best use of the training centers we have established near our plants to support the continuing education of our employees, we focus on further refining our strengths in technology and human resources by passing on technical skills at manufacturing sites and expanding employee education programs.





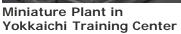


Yokkaichi Training Center

**Chiba Training Center** 

**Kashima Training Center** 







Head Office Training Center (JSR Roppongi Club)

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