

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

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JSR Group CSR Priority Issues

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JSR Group CSR Priority Issues

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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.

| Position | Rank-based training | Job-based Training | | | | | Objective-based Training | | | | | | |
|--------------------------------|--|--|--|---|--|---|---|-----------|--------------------------------|-----------------|---------------|---|--|
| | | Manufacturing | Production and technology | Research and development | Planning, managing and administration | Marketing and development | Common across all areas | Six sigma | Promoting internationalization | Business skills | Life planning | Assistance to applicants for career transfer | |
| General Manager, Plant Manager | Training the leaders of tomorrow (JSR Business School) | | | | Specialized knowledge courses External courses on management strategies Accounting and finance, etc. | | Specialized knowledge courses Marketing and other external courses | | | | | Career-development seminars and education assistance benefits Career and life planning development support seminars MBA and MOT programs etc. Logical thinking and presentation skills training etc. Study-abroad program/trainee program/job training course in China English and Chinese language courses, etc. Champion, Black belt, Green belt, Guide seminar Course on handing down technological expertise | |
| Manager, Team Leader | Middle management training | Pre-management training Safety, environmental preservation, quality control, facility management, personnel management, cost management | | | | | | | | | | | |
| | New supervisor and management training | | | | | | | | | | | | |
| Project Leader | | | | | | | | | | | | | |
| Section Manager | Subsection chief training | | | | | | | | | | | | |
| Group Leader | Group leader training | | | | | | | | | | | | |
| | New supervisor training | | | | | | | | | | | | |
| General Employees | Mid-level employee training | <div>- General technical skills training</div> <div>- Safety and environmental training</div> <div>- Quality control training</div> <div>- Public certification training</div> | Basic knowledge training (polymer chemistry, chemical engineering, and chemical processes) | | External courses (for graduates) Accounting, finance, marketing and other external courses | Correspondence course (for graduates) English, accounting, finance, marketing, legal affairs, and other correspondence course technical skill courses conducted by individual department | | | | | | | |
| | | | Understanding of JSR's unique technologies | | | | | | | | | | |
| | | | Quality control(levels: introductory and intermediate) | | | | | | | | | | |
| | New employee follow-up training | | | Chemical management, environmental preservation Intellectual property, contracts | | | | | | | | | |
| | New employee training | | | | | | | | | | | | |

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.

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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



Miniature Plant in
Yokkaichi Training Center



Head Office Training Center
(JSR Roppongi Club)

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