

# Human Resource Development: Employee Education and Training

To exhibit the independence and creativity of each employee to the maximum, various programs have been established while a variety of education and training programs are provided so that their motivation and skills can be raised most effectively.

## Human Resource Development

### •Open Offering of New Positions

We have been adopting our human resource systems so that each employee can raise their motivation to the job and tackle their tasks more actively, and, ultimately, so that the most efficient use of human resources can be achieved. "Open offering of new positions" is provided, which aims to

- (1) reform awareness and raise motivation for workers in skill development, and
- (2) promote reallocation of human resources.

When needs for an opening occur, notification is sent to all employees through the intranet. Anyone who has more than three years experience at the company is entitled to apply for the position.

### •Career Development Plan

The Career Development Plan gives opportunities to employees to discuss their career plans with their supervisors: what kind of positions they would prefer to take and what kind of skills they would like to obtain.

The Plan motivates employees to consider their own career development and supervisors to promote the training and education of their staff.

We have also adopted systems that enable younger employees to gain temporary work experience in affiliated companies or to study abroad.

### •Senior Employment System

An increasing number of senior people have been showing a desire to stay in the workforce, even after reaching the retirement age set in their contract in the background of the starting age of public pension payments being raised. As a system to satisfy their desire and, at the same time, to make the most of the knowledge accumulated through the long experience of older workers, we have started a "senior employment system." Reemployment can be done where senior people at the set retirement age wish to continue working and a suitable position is available.

## Education and Training

We offer various training and education programs to our employees. In fiscal 2003, many participated in programs, including those listed below:

**For higher skills and abilities**

◆Rank-specific training programs.....

Number of participants: **472**    Average training hours: **37**

Participants obtain the knowledge and skills that are necessary specifically for their ranking, such as training programs for new employees or for specific positions.

◆Job-skill-specific training programs.....

Number of participants: **294**    Average training hours: **20**

Participants obtain knowledge and skills that are specific to their job fields, such as R&D, cost-reduction technologies, manufacturing technologies, and sales and marketing.

◆Internationalization training programs.....

Number of participants: **127**    Average training hours: **54**

Knowledge and skills necessary to deal with the internationalization of corporations are studied. Examples include programs to prepare employees who are being dispatched to a foreign country and programs to improve the foreign language skills of employees. In fiscal 2003, a total of 3,376 employees took TOEIC (Test of English for International Communication) exams.

**For a higher quality of life**

◆Correspondence study support.....

Number of participants: **290**

We support the employees' desire to study by providing financial support for those who complete designated courses. The courses cover a wide area of study fields, from the courses that are helpful at work to those that are entirely related to their own interests.

◆"Nice Life seminars".....

Number of participants: **107**

This is a seminar series for employees who are aged 45 or above. They and their spouses learn how to prepare for their retirement beginning at an early age. The topics include how to maintain health conditions, how to enjoy a meaningful retired life, and how to take care of financial challenges.

**Raising awareness about environmental conservation and safety**

◆"Eco-mind" education programs.....

Number of participants: **389**

An awareness-raising education program is performed through the Internet to promote the environmental consciousness of each employee.

◆Safety and health training.....

Number of participants: **126**

In order to ensure safe and health conditions at the workplace, managers and supervisors receive training sessions specific to their positions.

◆Internal environment auditor training.....

Number of participants: **36**

Training sessions are provided to internal environment auditors based on ISO 14001.

Note: Figures reflected are for FY 2003.