

Human resources/ motivation

The value we provide

- Develop the capacity to see and respond to diversifying and advancing social needs
- Cultivate human resources that contribute to the continuity and development of the business into the future

Message from the officer responsible

“Growth of human resources” and “growth of the corporation” are linked in positive reciprocity.

Aiming toward growth now and in the future for the JR-West Group, we strive for a virtuous cycle of business growth from fostering human resources, and human resources growth from fostering business growth.

In fiscal 2019, in order to cultivate employees with the initiative to think and act, we defined and pursued targets for achieving the ideals outlined in our Vision for Human Resources Cultivation. Going forward, we will further hone our initiatives by implementing the PDCA approach, while striving to improve management skills for supervisors and managers as we encourage a cycle of human resources growth and business growth.

At the same time, we will promote efforts to build a workplace environment that support the growth of human resources. Our initiatives to boost the efficiency of work processes through ICT, and to create an environment in which diverse human resources can be actively engaged, have translated to a reduction in average overtime hours and a higher ratio of women in positions at the management level or



Yutaka Nakanishi
Executive Officer, General
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above. We have announced a Medium-Term Health Management Plan, which promotes preemptively avoiding illness and steadfastly improving daily lifestyles. This is exemplified through our initiatives for health management utilizing data and including employees in a participatory capacity, as well as our target ratio for comprehensive health exams and a higher ratio of employees who exercise.

Going forward, we will keep cultivating human resources able to contribute to the continuity and development of the JR-West Group, as we also provide an environment that makes that possible. In doing so, we will further establish a business foundation that increases employee motivation while we meet the expectations of all of our customers, shareholders, and employees.



Initiatives in fiscal 2019

- Set objectives toward achieving the “ideal form” for all employees
- Continue implementing leadership skill development at the management level
- Promote corporate culture reforms while establishing an environment in which diverse human resources can be actively engaged
- Preemptively avoid illness and steadfastly promote improvements in daily lifestyles

Future issues

- Improve skills related to management and human resource cultivation for supervisors
- Establish an environment in which employees with diverse backgrounds can maximally exercise their talents, and provide these employees with opportunities to further their careers
- Preemptively avoid mental and physical health issues for employees

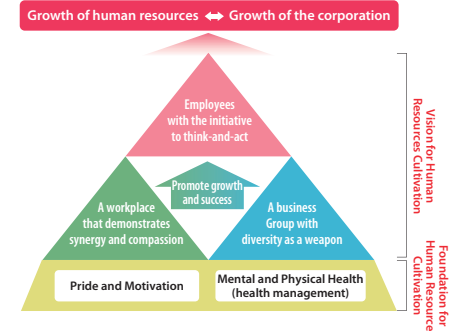
JR-West Group's Vision for Human Resources Cultivation

In the results of our Employee Awareness Survey, which is one indicator measuring the progress of our Vision for Human Resources Cultivation, we saw increases in statistics such as “employees with the initiative to think and act” and “a business Group with diversity as a weapon,” as well as the related indices for “ability to take think-and-act initiative” and “diversity and workplace reforms.”

However, from the perspectives outlined in our Vision for Human Resources Cultivation and Foundation for Human Resource Cultivation, we did not meet the announced fiscal 2023 objectives, so going forward we will strive to achieve our ideal vision across all branches of the Group.

(Details of the Employee Awareness Survey results are given on p. 88)

Ideal vision for human resources cultivation



Vision for Human Resources Cultivation	Target level	Example initiatives	
Employees with the initiative to think-and-act	<ul style="list-style-type: none"> • Improving safety and services that respond to a changing society by mastering autonomous intelligence and technology. • Capturing opportunities for career advancement through personal initiative. 	<p>Example initiative (1) Implementing open-enrollment training (joint training with other companies)</p>	<p>Example initiative (2) Taking a personal stake in top-priority goals by starting discussions on local workplace policies.</p>
A workplace that demonstrates synergy and compassion	<ul style="list-style-type: none"> • Having mutual compassion that builds relationships of cooperation and reciprocal growth. • Maintaining a workplace that supports the growth of each and every employee. 	<p>Example initiative (1) Assessment-based on-the-job training OJT after group training</p>	<p>Example initiative (2) Holding “Lively Workplace Workshops” and discussing how to improve mental and physical health at one’s local office.</p>
A business group with diversity as a weapon	<ul style="list-style-type: none"> • Allowing diverse employees to be active on the same plane, regardless of their background or affiliation. • Providing services that respond to diversifying values. 	<p>Example initiative (1) Establishing the Kamonohashi Day Care Center inside JR-West</p>	<p>Example initiative (2) Management training for supporting the active engagement of female employees</p>

Human resource cultivation to maximize the abilities of each employee

Basic approach

As we move toward realizing our ideal vision for cultivating human resources, we are promoting a combination of group-level and individual-level training on a foundation of on-the-job training that encourages the growth of every staff member at each workplace.

Management skill development for supervisors and managers

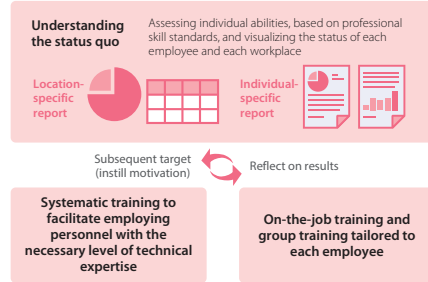
As one element in creating workplaces that encourage the growth of each and every employee, we provide group training on the subject of management before employees are promoted. After this training takes place, participants receive one year of on-the-job and person-to-person training with supervisors in order to ensure on-going skill development. In a survey conducted in fiscal 2019, 80% or more of participating employees and supervisors reported feeling that trainees experienced growth.

Passing on technical expertise

By visually depicting knowledge and technical expertise, we are trying to systematically foster employees who will carry the mantle of the next generation. This visualization, by utilizing

systems and reorganizing indicators for measuring technical expertise, helps reestablish an environment for seeing our progress in passing on technology at each workplace. JR-West is proceeding to build a framework for smoothly transferring to the next generation knowledge and technical expertise that support safety and customer service.

Example of utilizing "visualization" of knowledge and technical expertise



Hajime Komori
Unit Manager, Okayama Rolling Stock Unit,
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Incorporate overcoming weaknesses into my management approach.

Before being promoted to manager, I received Assessment Training to gauge my strengths and weaknesses. Through realistic cases studies and a Leadership Questionnaire,* I was able to see my weak points of being slow to make decisions (due to over-analysis) and being unable to elicit cooperation and support with full agreement from those around me. My current approach to management benefits from knowing ahead of time that I had these weaknesses to overcome. At my current workplace, we have

announced a policy to change workstyles so that employees can enjoy a balance between their professional and personal lives. After receiving the understanding and support of supervisors, we reassessed our practices, including making the beginning and end of the work day earlier. It my hope to be able to visualize the individual challenges of each employee, draw out his or her ambition (through highly transparent evaluations), and translate our efforts into personal growth and a more energetic workplace for everyone.

View from outside the Company

At present, there still are not many companies that have built systems for cultivating human resources by using a worksite PDCA cycle and providing on-the-job training with supervisors after having employees assess their strengths and weaknesses and understand the new abilities they are going to need at important junctures in their careers. JR-West employees have a strong sense of mission and responsibility toward their work, and one of their strengths is their cooperation with peers. At the same time, while JR-West employees resolutely tackle the tasks given to them, there is still room for improvement with regard to confronting the essence of problems head on, identifying their own personal challenges, and proactively solving issues and peripheral conflicts.

I have high hopes for each employee to fully utilize JR-West's framework for cultivating human resources, while taking greater initiative in finding their personal path to growth. In order to do so, I think both supervisors and subordinates will need to transcend systems and groups, actively communicate, and keep following the PDCA cycle.



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HRD Trainer
Recruit Management
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* Leadership Survey: A survey of the subject's daily leadership skills, etc., with responses from professional colleagues in a variety of positions.

Promoting diversity and workstyle reforms

Promote diversity

In April 2019, we formulated an Action Plan for Empowering Female Employees and Fostering the Next Generation. (See table below)

In terms of the previous action plan, we were able to achieve our targets through initiatives that included establishing programs and fostering a new mindset. The new plan carries on the same initiatives to date, reassesses how we want to design our training, and promotes the participation of male staff in childcare, in order to both retain employees with diverse backgrounds and to aim for a company that lets employees maximally apply their talents.

Workstyle reforms

We have been expanding the number of worksites that utilize a flextime work schedule, promoting telework by simplifying the procedures involved, and encouraging employees to use the internal JR-West chat service. These are part of efforts to establish an environment that allows workstyles that yield results despite time constraints. Over a five-year period, we have reduced average overtime hours by approximately one hour.

Going forward, we will strive for a virtuous cycle that further enlivens the workplace by advancing workstyle reforms—through utilizing ICT and establishing the right business environment—and helping employees enhance both their professional and personal lives.

Action plan for empowering female employees and fostering the next generation

Action plan for empowering female employees and fostering the next generation (FY2020-22)		Reference: Action Plan for Empowering Female Employees (FY2016-19)	Result
Objective 1	During the period of the plan, achieve a 25% or higher ratio of female employees among new hires. Additionally, within this ratio, achieve a 40% or higher ratio of female employees who are new graduates hired in the professional field of transportation.	During the period of the plan, achieve a 25% or higher ratio of female employees among new hires. Additionally, within this ratio, achieve a 40% or higher ratio of female employees who are new graduates hired in the professional field of transportation.	Achieved
Objective 2	By the end of fiscal 2022, boost the current (end of fiscal 2019) number of female managers and supervisors by a factor of 1.5 or greater.	By the end of fiscal 2019, boost the current (end of fiscal 2016) number of female managers and supervisors by a factor of 1.5 or greater.	Achieved
Objective 3	Establish a work environment conducive to career continuity and growth for diverse employees.	Establish a work environment conducive to career continuity and growth for diverse employees.	Established programs and the like.
Objective 4	By the end of fiscal 2022, achieve a 15% utilization rate of paternity leave by male employees.		

On-going/progressing

Utilizing the Shorter Work Week Program and Lowering Mental Stress for My Family



Hirokazu Shiozaki
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(Programs utilized)
• Paternity leave: 2 times
• Shorter Work Week: 1 time

she was focusing on her on-site observational training in order to return to work. Also, by taking part in this program, I stoked curiosity from colleagues—more of them showed interest and asked questions like, "What is the Shorter Work Week Program?"

In the future, I hope that my wife and I will be able to cooperate as a couple to fully enjoy both our professional and personal lives.

When my wife returned to her position as a train driver, I was able to take one month of paternity leave, then work shorter work weeks for three months. It was my first time to use the Shorter Work Week Program and I was somewhat uneasy about whether we would be able to take turns handling work and child care commitments, but my boss quickly offered me advice and I entered the program.

This allowed me to see parts of my child's life that I would not normally see and also helped my family have a fuller home life. Furthermore, by being home during the uneasy period just after our child entered daycare, I think that I was able to spare psychological stress on my wife when

Utilizing HR Programs and Striving for More Efficient Work

While focusing mainly on design work, up to now I have been involved in projects at Ibaraki Station, Osaka Station, and elsewhere.

In order to equally balance the dreams I want to fulfill through work and the role I want to fulfill at home, I am constantly thinking about my workstyle and testing out different options by taking advantage of the programs and tools the company offers. My busy work schedule means that there are still some days when I do not see my two children while they are awake and it is a bit too early to declare whether or not this has been the right career choice. However, I want to keep utilizing the programs the company provides, actively making suggestions to those around me, further boost work efficiency for all workplaces, and shorten meeting times, which I think is all part of me continuing to following my personal workstyle.



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Facility Management Staff Umekita
Construction Office, Osaka Construction Office

(Programs utilized)
• Paternity leave: 2 times
• Shorter Work Hours: 1 time