

## Improving Employees 'Capabilities



Human resources are a corporation's most precious asset. Enhancing employee capability is therefore essential for company growth. With the globalization of business and the diversification of individual values, employees must make swift judgments from a broad perspective, using problem-solving skills and professional expertise. This section describes Murata's educational and training systems for effectively fostering such personnel.

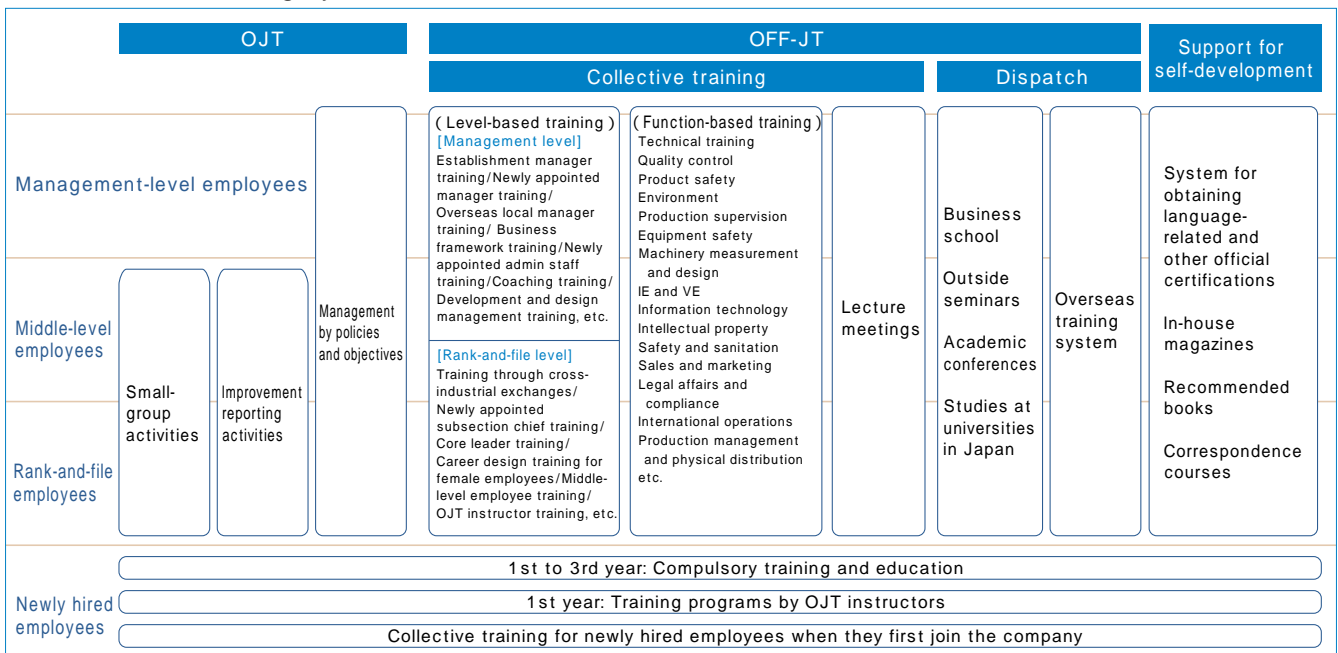
## Human Resource Development to Maximize Employee's Abilities

Murata believes the key aspects of human resource development to be: self-directed personnel, personnel who display individuality with a challenging spirit, and personnel who value customer satisfaction and cooperation with others. To strongly and effectively support individual employees in developing their capabilities, Murata has operated its own education system that offers employees specialized training at each rank, from entry level to management level. In training programs for newly hired employees, for example, we identify the 3-year period after a person enters the company as the "freshman employee training period," when basic training is provided. During this period, newly hired employees receive an effective combination of various training programs, including several group trainings, on-the-job training (OJT) at each department in charge of their education, correspondence courses, and certification examinations. Through these programs, Murata helps new employees acquire the knowledge and skills required to become professional personnel who can play active roles in the business world. Even after this basic training period, various training programs are provided such as education according to each job step, and functional training by type of job. By combining these various training programs, Murata promotes the development of all its employees' expertise, skills, and management capabilities.

## Training for Core Management Staff

The roles to be played by management staff have expanded and become more sophisticated, thereby assuming greater importance. As part of our level-

### Education and training system



based training programs, we also provide training for management staff. We have introduced programs to train business leaders who are able to promote business globally from the same viewpoint as that of top executives. We have also adopted a coaching style that values interactive communication to help management staff improve their own capabilities while developing their subordinates' abilities. Through these education programs, Murata aims to enhance the ability level of its entire workforce.

## Training for World-class Technicians and Engineers

One of the important elements that supports Murata is its advanced technologies utilized in various fields, from materials and finished products, to production equipment. Murata has made a strong effort to nurture personnel with knowledge of the world's top-level techniques. As part of our function-based training, we provide programs to train technicians and engineers to gain scientific and practical perspectives and expertise so that they can fully display their abilities in their specialized fields. Intended for all Murata engineers, they have taken advantage of these programs more than 900 times annually. These programs cover various topics, from general technological education to training for obtaining practical-level expertise in specialized areas. Moreover, to improve the level of Murata's essential technologies, we promote technical information sharing in coordination with our original set of offline activities\* called "STEP (Strategic Technology Program)."

\* Offline activities: Activities conducted in small groups that carry out R&D and hold discussions by technical field, among employees who gather regardless where they are in the organization chart.