

Personnel and Education Systems

Nurturing “human resources” as our most valuable asset

We have introduced a new personnel system designed to enable employees to develop their individual capabilities to the full and to support them in their personal career formation by placing a priority on personal desires and volition. The Fujitsu Group continues to foster its human assets, moreover, through such means as the establishment of “Fujitsu University,” a university operated within the company to develop human resources to international standards and conduct positive programs of employee environmental education.

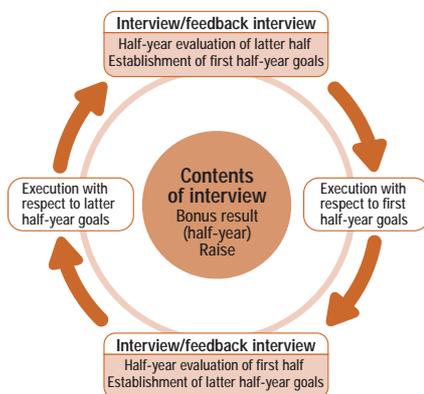
(Range: Japan)

Personnel System

Result evaluation system

Aware that reflecting employees’ performance in their salaries is essential to maintaining their volition to work, we have introduced a system under which employees establish their own operating targets every half year. They are evaluated based on the results and processes and their compensation is determined by the evaluation. This performance evaluation system provides employees with a context in which to use their skills to build a career on their own terms based on their own capabilities.

System configuration



In-house open recruitment

A system of recruiting people with the necessary skills for various projects through in-house intranet enables employees to apply to participate in projects of their choice and to shape their own careers. It is representative of efforts to create a more challenging corporate climate by expanding individual employees’ job selection opportunities.

Free agency

A free agency system has been implemented to enable employees to apply for assignment to work locations or jobs of their choice. The work location among those selected is decided after an interview to determine the employee’s skills and experience. We are

supporting employees’ efforts to shape their careers by expanding the possibilities for staff reassignment according to their desires and personal volition as a means of encouraging development of skills, expertise and professionalism by every employee.

Career management services

Independent-minded personnel who enjoy taking on greater challenges and new subjects are essential resources for operating in a rapidly changing business environment. This makes it important for employees to shape their careers on their own volition. We seek to encourage this kind of career development by individuals by conducting career design seminars and career counseling that support their self-actualization efforts.

Other measures

Internship system, Achievement award system, Child-care leave system, Family member care leave system, Refreshment vacations, Study abroad system, “Nice life” seminars, Others

Human Resources Development (Employee Education)

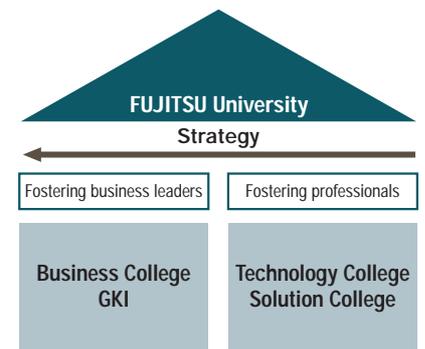
Fujitsu University

Established in April 2002, Fujitsu University is organized to foster human resources from the long-term perspective of the Fujitsu Group as a whole. The University’s mission is to “foster advanced human resources to provide leadership for the industry” based on the following three factors:

- Fostering of professionals who can provide customers with high added value
- Fostering of business leaders capable of resolute global business promotion
- Reinforcement of the Fujitsu Group’s baseline*1 as a total provider

*1 Baseline: Refers to the mentality, sense of values, business techniques, etc., shared by all Fujitsu Group employees in every area of business.

Fujitsu University Structure



Business College

The college promotes reinforcement of the baseline by providing education emphasized by the company and education for each company level.

GKI (Global Knowledge Institute)

The college conducts education to foster business leaders who bring global awareness to competition.

Technology College

This college gives the operating divisions’ engineers the expertise, skills and capabilities they need to establish development topics and work out the solutions on their own.

Solution College

The college cooperates with the various divisions in equipping sales personnel and systems engineers with advanced professional skills and knowledge.

Fujitsu NetCampus

This integrated Group-wide educational platform enables employees to search and enroll in appropriate courses from a selection of over 2,000 educational programs. They can also participate in e-learning*2 under this system.



A NetCampus Web display

*2 Please refer to page 60 for definition.

Employee environmental education

We conduct a variety of environmental education and awareness activities to raise every employee's environmental consciousness and inspire activity implementation as a basis for promoting full-staff participation in environmental activities.

Literacy education

This type of education, conducted in every division, communicates baseline knowledge concerning environmental issues according to a hierarchical construct. We conduct both classroom education and integrated education supported by e-learning teaching materials.



e-learning teaching materials designed to educate new employees in environmental basics

Technical education

Offered according to field of expertise, technical education is organized to teach eco-friendly business practices tailored to the concerns of specialized divisions, including the design divisions, sales divisions, environmental management divisions and internal auditors. In addition to classroom education, we will promote adoption of e-learning beginning in fiscal 2003.



An educational program for Environmental Management Division staff

Sales of an environmental e-learning course initiated for corporations and administrative bodies (developed jointly with E-Square environmental consultants)

Fujitsu and Fujitsu Learning Media have implemented in-house environmental e-learning employing know-how accumulated through Fujitsu's advanced environmental activity procedures. We combined Fujitsu Learning Media's abundant experience and expertise in e-learning with the advanced knowledge of E-Square, a leading environmental consulting firm, to develop an integrated environmental e-learning course covering a full range of basic fields. We have started selling the course in association with the @EcoVision*¹ Fujitsu environmental solution program.

*1 Please refer to pages 37-38 for EcoVision.

Other educational programs

Lectures by invited speakers

Eisuke Ishikawa, a writer and expert in Edo era studies, presented a lecture entitled "Learning from an 'environmentally-advanced nation': Japan in the Edo era" in November 2002.



Writer Eisuke Ishikawa describes traditional Japanese environmental awareness. (Fujitsu Kawasaki Plant)

Education at Group companies

This education takes many forms. Shinko Electric Industries, for instance, conducts education based on a hierarchy, beginning with introductory education for new employees. It also conducts Web-based general education for domestic business office staff and promotes e-learning as well as classroom education.



New employee introductory education (Shinko Electric Industries)

Measures for overseas bases

Fujitsu Services conducts ISO14001 auditors education using e-learning materials, and manufacturing affiliates are promoting environmental education related to business.



Materials for education (Fujitsu Services)