

Human Resource Development

Human resources development initiatives

To enable each and every employee to maximize their abilities, we firmly implement the “cycle of active participation and growth” by having a regular interview three times a year between superiors and subordinates and conducting various types of training consisting of three pillars: training by job grade, function, and workplace. In particular, in training by job grade, we have newly established “preparatory training” to acquire the skills and mindset equivalent to higher role qualifications, leading to smooth role fulfillment after promotion. We also provide reskilling opportunities to existing employees. Specifically, by learning the skills to respond to digitalization in line with market needs, we will expand the field of activity and realize the growth of the employees and the company. Along with this, Tokai Rika Training School's educational curriculum is also shifting to a focus on software.

■ Cycle of active participation and growth



■ Main training conducted in 2021

Training name	Timing of implementation	Training period	No. of participants	Eligible employees
Training for new employees	April 2021	One month	150 people	New employees
Preparatory training (managerial position/ assistant manager/ instructional position)	Jun.-Dec. 2021	7 days	315 people	Assistant manager/ instructional position/staff 3
Problem-solving training for second-year employees	Dec. 2021	1 day	102 people	Second year employees
Training for instructors of second year employees (Problem-solving)	Jun.-Jul. 2021	2 days	81 people	Mentors of new employees
Language training for overseas expats	Year round	Up to 80 hours	34 people	Overseas expats

Tokai Rika Training School

Tokai Rika Training School is an in-house vocational training school based on the Vocational Abilities Development Promotion Act.

Aiming to realize “globalization,” “pursue unique core technology,” and “provide world-class quality,” we will develop human resources who can take wing around the world from this school.

In addition, we are developing human resources who have a “challenging mind,” “morals as a business person,” and “techniques and skills for responding to the needs of workplaces.” In other words, human resources who are excellent in mind, technique, and body and who will become the “core” of Tokai Rika in the future.



Tokai Rika Training School Training Policy

Cultivate rational and scientific ideas, basic knowledge, and skills.

Cultivate the joy of working and a humanity full of creativity and vitality.

Train discerning, bright, and healthy minds and bodies through learning and experience.

Production employee training

We aim to pass on and raise the level of the “Tokai Rika Core Skills” required to provide outstanding specialized skills, achieve industry-leading manufacturing quality, and support the development of human resources who will function as an axis in their workplaces.

To that end, we are working to teach technical skills to school students, improve the skills of experienced employees, and develop technicians.

■ No. of participants (FY 2021)

Tokai Rika Japan	Domestic affiliated companies	Overseas subsidiaries	Total
520 people	178 people	0 people (voluntary restraint)	698 people

Prefectural “Aichi no Meiko” (“Master craftsman of Aichi”) Award

In order to raise general awareness of certified skilled workers, their place in society, and the advancement of technical standards, those who have excellent skills that work within the prefecture and have contributed to society with their skills are awarded the “Aichi no Meiko” (“Master Craftsman of Aichi”) award. Three employees from our company received the award in FY 2021, and 65 people, including the winners this time, have been selected as “Aichi no Meiko.”



(From the left) Nobuyuki Nakajima (Toyota Production Engineering Dept.), Kentaro Hayashi (Production Engineering Administration Div.), Atsushi Kitagawa (Facility & Machinery Engineering Div.), Hiroyoshi Ninoyu, President