

Competency Appraisal

(HRIS Operational Manual for **Manager**)

Performance/Competency Appraisal System – What & Why

What?

- Create global performance appraisal framework to determine variable compensation.
- Create global competency appraisal framework to determine pay raise and promotion eligibility.

Why?

- Encourage mobility of talent across regions.
- Reward high performers with higher compensation.
- Maximize payout to well performed employees over time.

Competency Appraisal Transition Timeline

For FY2016- Using HRIS (November to April 2017)

- Competency appraisals conducted under the new global appraisal policy for all employees at each OSC
- ODC and OMC employees are excluded and evaluated under current local policy

For FY2017- Using HRIS (November to April 2018)

- ODC and OMC employees are included and evaluated using HRIS



Competency Appraisal System Overview

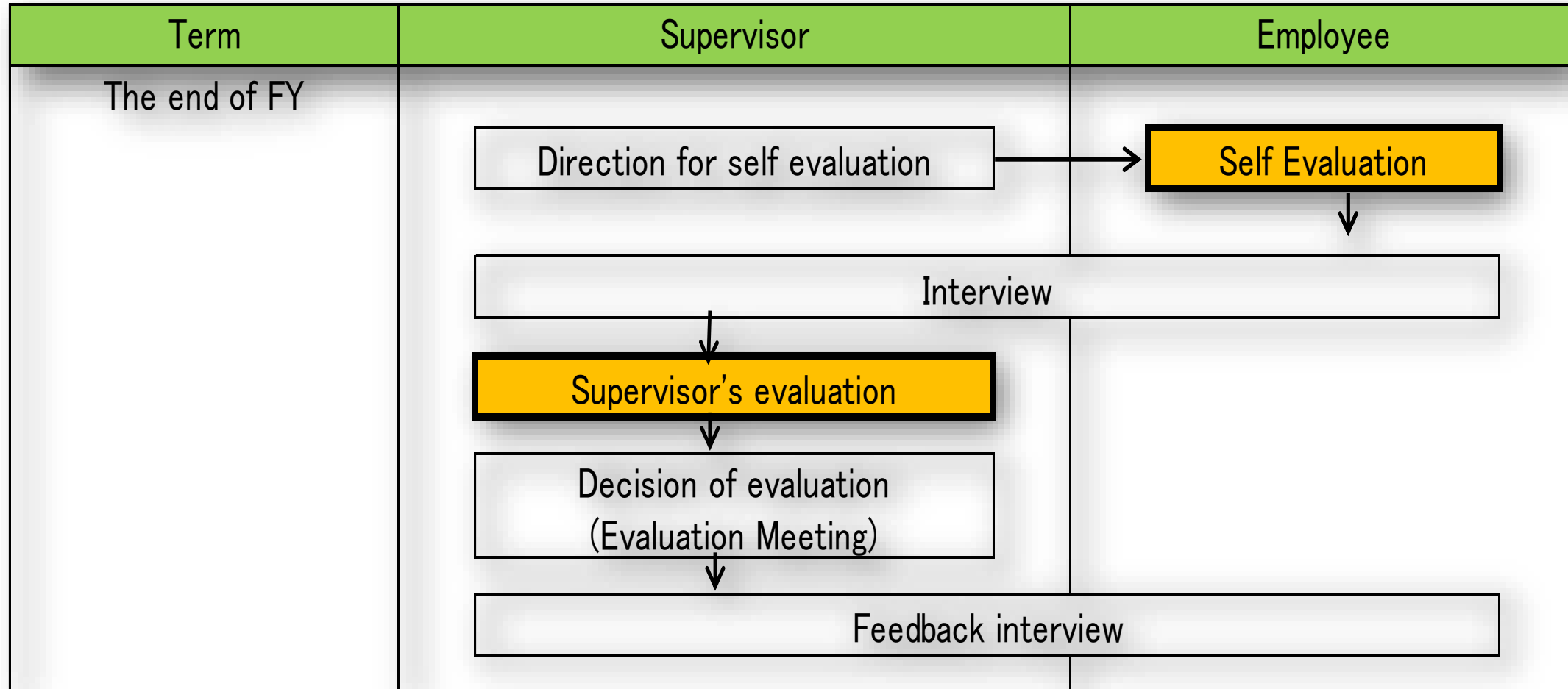
Competency appraisals are conducted by measuring employees against expected competency attributes of employee's global job grade.

Each job grade has standard set of competency attributes.

Definition of competency attributes will be provided to each OAC for review.

Competency appraisals used to determine magnitude for annual pay raise.

Competency Appraisal Operational Overview



Key Points For Competency Review

- Competency consists of 7 items, and definitions are as follows. Each competency has definition in each job grade.
- Employee do self-evaluation(rating & comments) in each competency. Rating definition(5 level) is same as performance appraisal.
- If the competency is achieved to the level required in each grade, the rating will be fully successful.
- The comment should be concretely and objectively based on the fact, and the competency to be evaluated should be focused on the competency for achieving objectives and proceeding business activity.
- Competency appraisal is done in the end of FY(once a year).

<Definition of evaluation score>

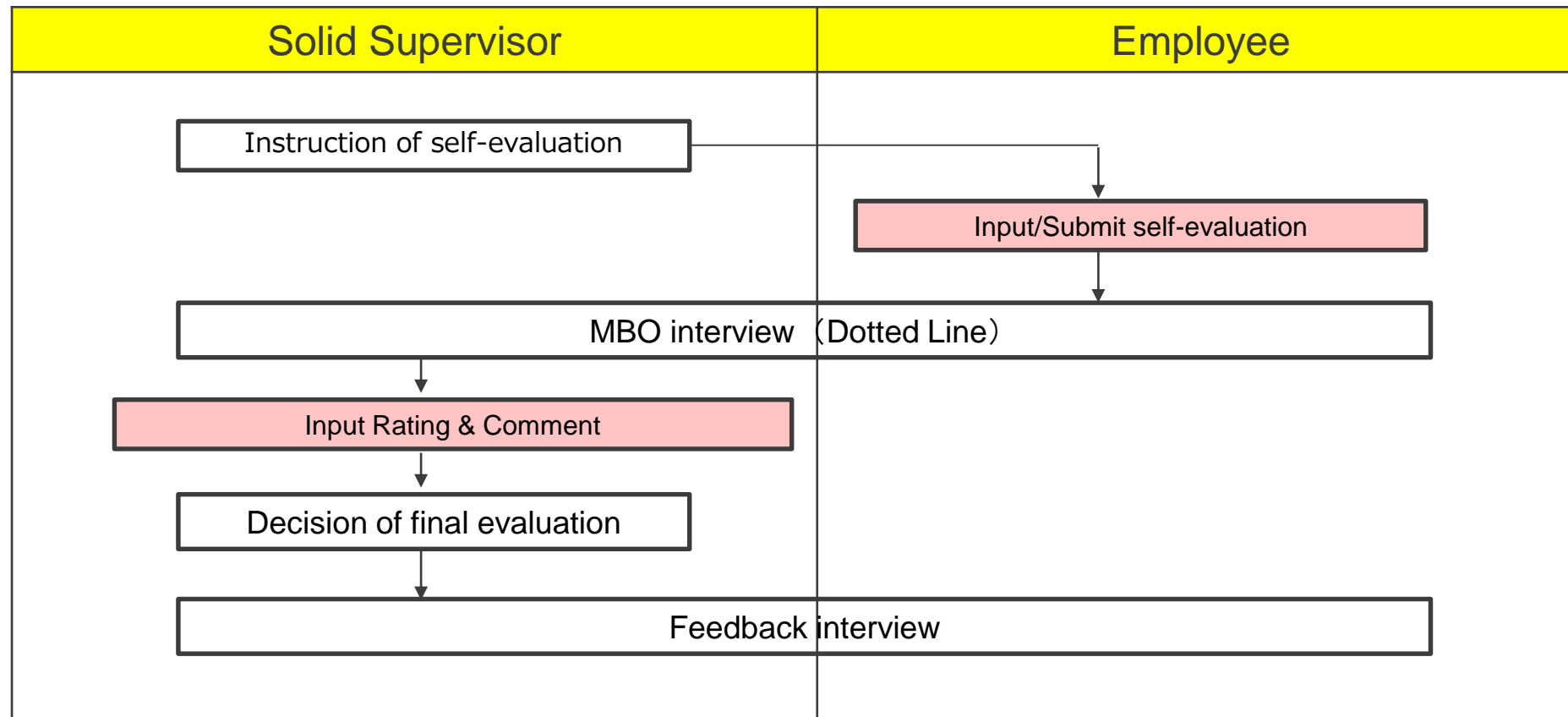
Score	Qualitative Criteria
5	Far exceed (or exceptional) for level required
4	Exceeded for level required
3	Fully Successful for level required
2	Partially Met for level required
1	Improvement Required

Current competency consists of seven core skill sets;

Competency	Definition
Strategic Thinking	Understands and processes complex information and exercises sound judgment, considering the situation, the issues, the key players, and the levels of authority involved. Proposes courses of action that further the objectives, priorities, and vision of the organization.
Planning, Decision-making, Problem-solving	Able to identify problems and issues of varying complexities and find effective solutions with few guidelines; sets priorities and defines actions, time and resources needed to achieve predefined goals
Ownership and Initiative	Able to be proactive and show perseverance in achieving concrete and tangible results; takes personal responsibility for getting optimum results and is ready to take action and show tenacity in the face of obstacles or resistance.
Global Mindset	Thinks, acts, judges, and makes decisions with the consolidated Renesas in mind. Able to understand and interpret global situations; able to influence diverse cultural groups and systems to achieve strategic goals and objectives.
Innovation	Applies/encourages team to apply original thinking in approach to job responsibilities; not bound by conventional thought and experience; flexible and consistently identifies new ideas and approaches for problem solving; encourages new ventures or new lines of business.
Openness to Change	Adapts positively to the changing environment; implements changes in strategy and work methods. Demonstrates flexibility in responding to work demands.
Leadership and teamwork	Achieves results through people by successful objective setting, performance management, motivation, delegation, teambuilding, commitment gains, and empowerment. Able to work as a productive and influential member of a cohesive group toward a common goal while contributing to team development and effective team dynamics.

Competency Operational Overview on HRIS

HRIS function



Employee Evaluation

Contents	Input item	Notes
Strategic Thinking	<ul style="list-style-type: none"> ▪ Rating Answer ▪ Comments 	<ul style="list-style-type: none"> ▪ Input Required
Planning, Decision-making, Problem-solving	<ul style="list-style-type: none"> ▪ Rating Answer ▪ Comments 	<ul style="list-style-type: none"> ▪ Input Required
Ownership and Initiative	<ul style="list-style-type: none"> ▪ Rating Answer ▪ Comments 	<ul style="list-style-type: none"> ▪ Input Required
Global Mindset	<ul style="list-style-type: none"> ▪ Rating Answer ▪ Comments 	<ul style="list-style-type: none"> ▪ Input Required
Innovation	<ul style="list-style-type: none"> ▪ Rating Answer ▪ Comments 	<ul style="list-style-type: none"> ▪ Input Required
Openness to Change	<ul style="list-style-type: none"> ▪ Rating Answer ▪ Comments 	<ul style="list-style-type: none"> ▪ Input Required
Leadership and teamwork	<ul style="list-style-type: none"> ▪ Rating Answer ▪ Comments 	<ul style="list-style-type: none"> ▪ Input Required

Competency Evaluation (Solid Manager)

① Select 'My Tasks'

② Select 'View' of Period-End Employee Evaluations.

The screenshot shows the Renesas Global HRIS <UAT> interface. The top navigation bar includes 'Welcome Billy Apple', 'Global HRIS <UAT>', and 'Tools'. The main content area is divided into two sections: 'My People [3]' and 'My Tasks'. The 'My Tasks' section displays a table of tasks, including 'Period-End Employee Evaluations'. A red box highlights the 'View' link in the first row of the table. A red arrow points from the 'My Tasks' icon in the top navigation bar to the 'My Tasks' section. Another red arrow points from the 'View' link in the first row of the table to the next step.

Tasks	Items Per Page: 10	4 total records: 1	
Period-End Employee Evaluations	Alice Apple: Renesas Competency Assessment Proto 1	12/31/2016	View
Period-End Employee Evaluations	Alice Apple: Renesas Performance Review Proto 1	12/31/2016	View
Period-End Employee Evaluations	Alice Apple: Renesas Performance Review Proto 2	12/31/2016	View
Period-End Employee Evaluations	Alice Apple: Renesas Competency Assessment Proto 2	12/31/2016	View

Summary

- View All Tasks
- My People (4)
- Period-End Employee Evaluations (4)

Version 8.2.0.274 UAT

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Competency Evaluation (Solid Manager)

④ Input 'Rating and Comments' of each objectives

⑤ Select 'Next Step'.

⑥ Input "Overall Rating and Comments".

⑥ Select "Summary"

The screenshot displays the 'Competency Assessment' interface in the Renesas Global HRIS <UAT> system. The interface is divided into several sections: a top navigation bar, a main content area, and a right sidebar. The main content area lists competencies with their descriptions, ratings, and comments. A red box highlights the 'Rating' and 'Comments' fields for the 'Strategic Thinking' competency. A red arrow points from the 'Next Step' button in the 'Actions' section to the 'Overall Rating' section. Another red box highlights the 'Overall Rating' and 'Comments' fields in the 'Overall Rating' section. A red arrow points from the 'Summary' button in the 'Actions' section to the next step.

Competency Evaluation (Solid Manager)

Welcome Billy Apple Tools

Global HRIS <UAT> Find Person **RENESAS**

Summary

The information that you have entered is summarized below. If you wish to make any changes, click the corresponding "REVISIT" link. Once you are satisfied with your entries and want to submit this Employee Evaluation as complete, click the "SUBMIT" button in the actions area of this page.

Competency Assessment

Strategic Thinking

Understands and processes complex information and exercises sound judgment, considering the situation, the issues, the key players, and the levels of authority involved. Proposes courses of action that further the objectives, priorities, and vision of the organization.

Answers

Reviewer	Rating	Comments
Alice Apple - Employee		
Billy Apple		
Daniel Apple		

Confirmation

Are you sure you are finished?
Click Yes to Confirm or No to Cancel

☒ Yes ⑨ ☐ No

Summary

Period
Renesas Competency Assessment Proto 1

Process
Employee Evaluation

Status
In Progress

Employee
Alice Apple

Reviewer Name
Billy Apple

Actions

[Previous Step](#)
[View Period-End Feedback](#)
[Print Friendly](#)
[Submit](#) ⑧

- ⑧ after confirming of the Contents Click on 'Submit'
 • If you need to modify the input contents, select 'Previous Step'.
 ⑨ Click on 'Yes' to complete the evaluations.

E-signature (Feedback) in Competency (Manager)

Introducing E-signature in competency Appraisal On GHRIS

Make sure all supervisors conduct competency evaluation on GHRIS and provide feedback to all employees

To avoid legal risks in overseas companies, employees must confirm evaluation on GHRIS

To promote mutual communication between employees and supervisor in the work place

To retain high performance employees with proper evaluation and guidance on career

Operational Flow Of E-Signature

Self-assessment are being done on HRIS by employee



Feedback meeting is being conducted by supervisor



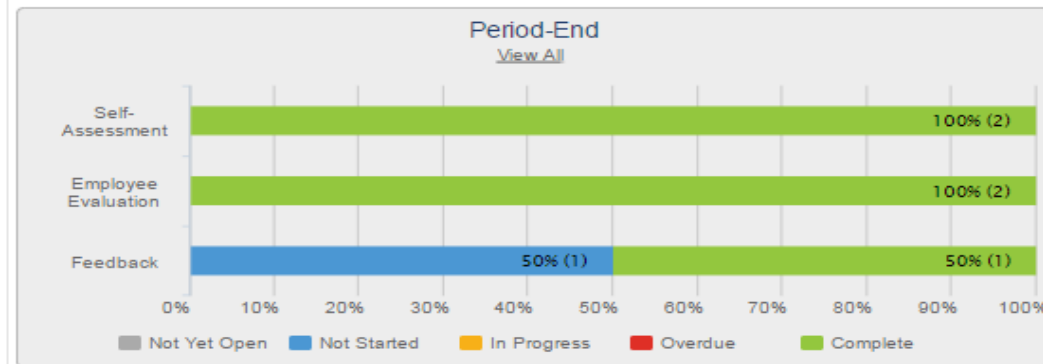
Feedback comments are made on HRIS by employee and supervisor

E-signature (feedback) in competency

Period Summary

(Test) 2017 Competency Assessment

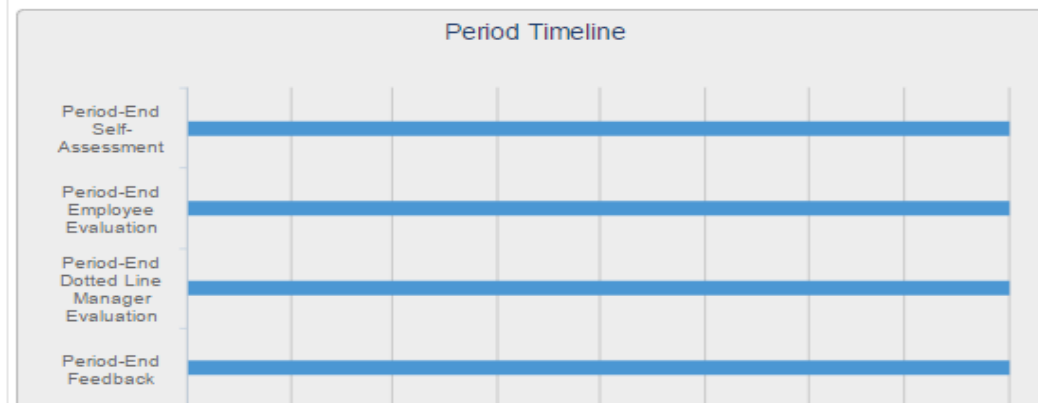
Period Name: (Test) 2017 Competency Assessment Show: My People



Period-End Status Details

Items Per Page: 10 2 total records: 1

Employee Name	Activity	Actions
Alice Apple	<ul style="list-style-type: none">Self-AssessmentEmployee EvaluationFeedbackFeedback Summary	<ul style="list-style-type: none">
Patrick Pear	<ul style="list-style-type: none">Self-AssessmentEmployee EvaluationFeedbackFeedback Summary	<ul style="list-style-type: none">



How do you like to conduct this review?

Two options are given on HRIS to conduct Feedback, please select the appropriate OPTION:

Single Session;

Supervisor and employee are conducting feedback and confirms on HRIS from together.

Remote feedback;

After conducting feedback to employee, both confirms feedback on HRIS separately



How would you like to conduct this review?

☒ **Conduct Feedback in Single Session**
Select this option if you will conduct an in person review with the employee, where you and your direct report review the evaluation in one sitting either on the screen or in printed form. If you select this option and wish your employee to read the evaluation in advance of the review session, you will need to print the evaluation and provide it to them. Both you and the employee provide comments and sign the review per your organization's policy at the same time in order to complete the review.

☐ **Conduct Flexible/Remote Feedback**
Select this option to allow the employee to read the evaluation and collect supporting data before sitting down to discuss the evaluation with the supervisor, either in person or by phone. This option also allows for both the employee and the supervisor to view the evaluation simultaneously from their own locations. Once the review meeting is complete, each person will add their comments and sign the review. If digital signature is required, you will sign the review first; after you have signed the review, the employee will then be able to sign the review from their own location.

[Start Evaluation](#)

- Feedback in Single Session

Welcome Billy Apple 35 28 Tools

Global HRIS <UAT> Find Person RENESAS

Period Summary

(Test) 2017 Competency Assessment

Period Name: (Test) 2017 Competency Assessment Show: My People

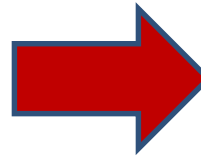
Period-End: View All

Period-End Status Details: Items Per Page: 10 2 total records: 1

How would you like to conduct this review?

- ☒ **Conduct Feedback in Single Session**
Select this option if you will conduct an in person review with your employee. If you select this option and wish your employee to read the evaluation in advance of the review session, you will need to print the evaluation and provide it to them. Both you and the employee provide comments and sign the review per your organization's policy at the same time in order to complete the review.
- ☐ **Conduct Flexible/Remote Feedback**
Select this option to allow the employee to read the evaluation and collect supporting data before sitting down to discuss the evaluation with the supervisor, either in person or by phone. This option also allows for both the employee and the supervisor to view the evaluation simultaneously from their own locations. Once the review meeting is complete, each person will add their comments and sign the review. If digital signature is required, you will sign the review first; after you have signed the review, the employee will then be able to sign the review from their own location.

Continue Feedback



Welcome Billy Apple 35 28 Tools

Global HRIS <UAT> Find Person RENESAS

Performance Feedback

Collapsible All

Please review the summary below with your employee. After you have completed your review, please take the time to enter any final comments to be submitted with your review. When you are finished, enter your respective login and password as your digital signature and click SUBMIT REVIEW, or if you would like to finish this process at a later time, please click SAVE FOR LATER.

NOTE: Employee responses are included for informational purposes only.

Summary

Period: (Test) 2017 Competency Assessment

Employee: [Alice Apple](#)

Reviewer Name: [Billy Apple](#)

Actions

[Comments and Signatures](#) Click

Competency Assessment

Strategic Thinking

Understands and processes complex information and exercises sound judgment, considering the situation, the issues, the key players, and the levels of authority involved. Proposes courses of action that further the objectives, priorities, and vision of the organization.

Answers: Alice Apple - Employee

Rating Answer: Fully Successful - 3.000

Comments: Apple

Billy Apple - Primary Reviewer

Rating Answer: Exceptional - 5.000

Comments: -- No Response --

Daniel Apple - Dotted Line Manager

Rating Answer: -- No Response --

Comments: -- No Response --

Diana Orange - Dotted Line Manager

Rating Answer: -- No Response --

Comments: -- No Response --

Planning, Decision-making, Problem-solving

Able to identify problems and issues of varying complexities and find effective solutions with few guidelines; sets priorities and define actions, time and resources needed to achieve predefined goals.

Answers: Alice Apple - Employee

Rating Answer: Exceptional - 5.000

Comments: Apple

Billy Apple - Primary Reviewer

Rating Answer: Fully Successful - 3.000

Comments: -- No Response --

- Conducting Feedback in (Single Session)

Welcome Billy Apple 35 28

Global HRIS <UAT> Find Person

RENESAS

Performance Feedback

Please review the summary below with your employee. After you have completed your review, please take the time to enter any final comments to be submitted with your review. When you are finished, enter your respective login and password as your digital signature and click SUBMIT REVIEW, or if you would like to finish this process at a later time, please click SAVE FOR LATER.

NOTE: Employee responses are included for

Competency Assessment

Strategic Thinking

Answers	Understands and processes authority involved. Properly
Rating Answer	Fully Successful - 5.000
Comments	Apple

Billy Apple - Primary Reviewer

Rating Answer	Exceptional - 5.000
Comments	Apple

Daniel Apple - Dotted Line Manager

Rating Answer	Fully Successful - 3.000
Comments	- No Response -

Daniel Apple - Dotted Line Manager

Comments and Signatures

Employee

Employee Comments: I agreed

Employee ☐ By checking here, I acknowledge that I have read this review and my supervisor has discussed it with me.

Employee Digital Signature*

User Name:

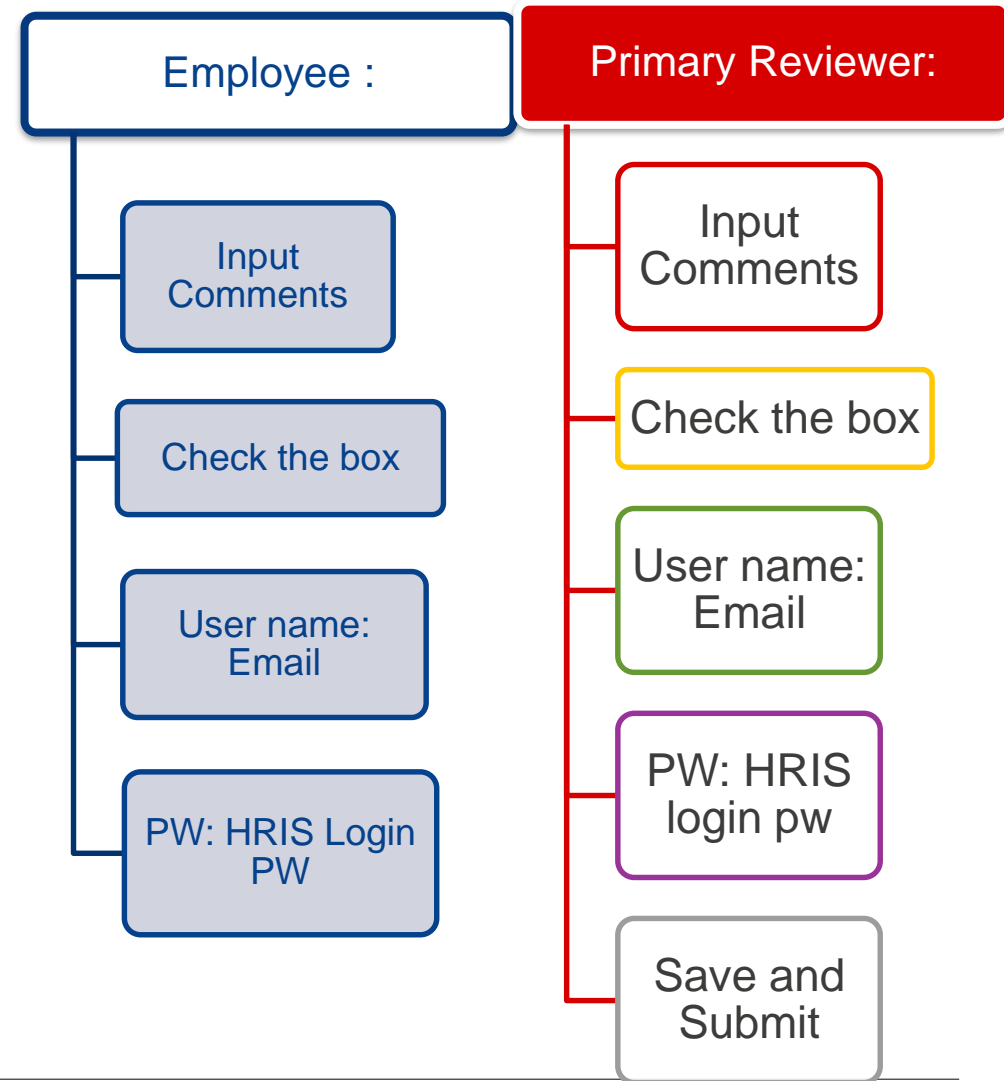
Password:

Primary Reviewer

Reviewer Comments: Feedback is done.

Primary Reviewer ☐ By checking here, I acknowledge that I have discussed this review with Alice Apple.

Primary User Name:



- - Conduct as Flexible / Remote Feedback

Performance Feedback

Please review the summary below. Both you and your employee should review this together at your own location. After you have completed your review, please take the time to enter any final comments to be submitted with your review. When you are finished, enter your login and password as your digital signature and click SUBMIT REVIEW, or if you would like to finish this process at a later time, please click SAVE FOR LATER.

NOTE: Employee responses are included for informational purposes only.

Competency Assessment

Strategic Thinking

Answers	Alice Apple - Employee
Rating Answer	Fully Successful - 5.000
Comments	Apple
Billy Apple - Primary Reviewer	
Rating Answer	Exceptional - 5.000
Comments	-- No Response --
Daniel Apple - Dotted Line Manager	
Rating Answer	-- No Response --
Comments	-- No Response --
Diana Orange - Dotted Line Manager	
Rating Answer	-- No Response --
Comments	-- No Response --

Planning, Decision-making, Problem-solving

Answers	Alice Apple - Employee
Rating Answer	Exceptional - 5.000
Comments	Apple
Billy Apple - Primary Reviewer	
Rating Answer	Fully Successful - 3.000
Comments	-- No Response --
Daniel Apple - Dotted Line Manager	

Comments and Signatures

Reviewer Comments: Feedback is done.

Primary Reviewer: ☒ By checking here, I acknowledge that I have discussed this review with Alice Apple.

Primary Reviewer Digital Signature*

User Name:

Password:

[Save For Later](#) [Save and Submit](#)

Primary Reviewer:

Input
Comments

Check the box

User name:
Email

PW: HRIS
login pw

Save and
Submit

Confirming on HRIS (for Remote Feedback)

	Rating Answer	Improvement Required - 1.000
	Comments	-- No Response --
	Daniel Apple - Dotted Line Manager	
	Rating Answer	-- No Response --
	Comments	-- No Response --
	Diana Orange - Dotted Line Manager	
	Rating Answer	-- No Response --
	Comments	-- No Response --

Overall Rating			^
Answers	Billy Apple - Primary Reviewer		
	Overall Rating	Fully Successful - 3.000	
	Comments	Good!	

Comments			^
Employee Comments			
Reviewer Comments	Good	<div>Comments reflected on GHRS</div>	
	Billy Apple 9/8/2016 1:48 AM EDT I acknowledge that I have discussed this review with my Employee.		

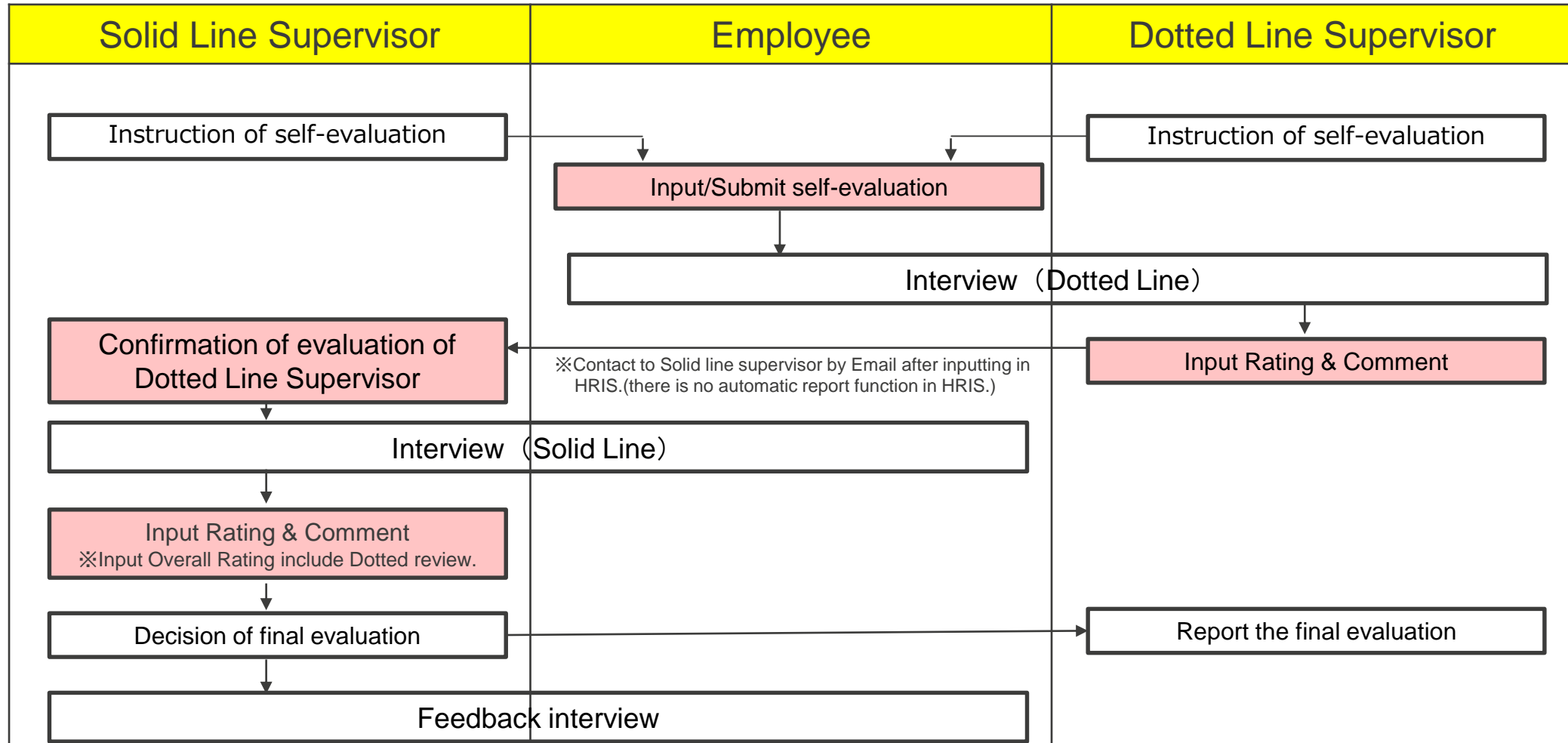
For Dotted Line Manager

(In case of Dotted line)

Competency Evaluation (Dotted Manager)

Contents	Input item	Notes
Strategic Thinking	<ul style="list-style-type: none"> ▪ Rating Answer ▪ Comments 	▪ Input required
Planning, Decision-making, Problem-solving	<ul style="list-style-type: none"> ▪ Rating Answer ▪ Comments 	▪ Input required
Ownership and Initiative	<ul style="list-style-type: none"> ▪ Rating Answer ▪ Comments 	▪ Input required
Global Mindset	<ul style="list-style-type: none"> ▪ Rating Answer ▪ Comments 	▪ Input required
Innovation	<ul style="list-style-type: none"> ▪ Rating Answer ▪ Comments 	▪ Input required
Openness to Change	<ul style="list-style-type: none"> ▪ Rating Answer ▪ Comments 	▪ Input required
Leadership and teamwork	<ul style="list-style-type: none"> ▪ Rating Answer ▪ Comments 	▪ Input required

Competency Operational Overview (In case of Dotted Line)



Competency Evaluation (Dotted Manager)


The screenshot illustrates the process of starting a competency evaluation for a dotted manager. It is divided into two parts: the 'My People' page and the 'Period Summary' page.

My People Page:

- Step 1: Select 'My People' (indicated by a red box and a red arrow pointing to the 'My People' icon in the top navigation bar).
- Step 2: Select 'Period Summary' (indicated by a red box and a red arrow pointing to the 'Period Summary' link in the left sidebar).

Period Summary Page:

- The page title is 'Renesas Competency Assessment Proto 1'.
- Filters: 'Period Name' is set to 'Renesas Competency Assessment Proto 1' and 'Show' is set to 'My Dotted Line Manag...'. A red arrow points to the 'Show' dropdown.
- Period-End Status Details:**
- Items Per Page:** 10, 1 total records: 1.
- Table:**

Employee Name	Activity	Actions
Alice Apple	Self-Assessment Dotted Line Manager Evaluation	 (Step 3)

- Step 3: Click on 'Start Evaluation' or 'Continue Evaluation' (indicated by a red box and a red arrow pointing to the 'Start Evaluation' button).

- ① Select 'My People'
- ② Select 'Period Summary'.
- ③ Click on 'Start Evaluation' or 'Continue Evaluation'.

Competency Evaluation (Dotted Manager)

Welcome Daniel Apple

Global HRIS <UAT>

Find Person

RENESAS

Competency Assessment

Expand All

Strategic Thinking
Understands and processes complex information and exercises sound judgment, considering the situation, the issues, the knowledge and the limits of the situation to find the most effective solution that further the objectives, priorities, and vision of the organization.

Rating * Fully Successful [Rating Definitions](#) [Definition by Grade](#)

Comments * dotted line manager evaluation

[View Responses \(2\)](#)

Planning, Decision-making, Problem-solving
Able to identify problems and issues of varying complexities and find effective solutions with few guidelines; sets priorities and define actions, time and resources needed to achieve predefined goals.

Rating * Fully Successful [Rating Definitions](#) [Definition by Grade](#)

Comments * dotted line manager evaluation

[Next Step](#)

Competency Assessment - Overall Rating

Overall Rating Decision

Overall Rating * Exceeded [Rating Definitions](#)

Comments dotted line manager overall comment

[View Responses \(1\)](#)

[Summary](#)

- ④ Input 'Rating' and 'Comments' of each objectives
- ⑤ Select 'Next Step'
- ⑥ Input 'Overall Rating and Comments'.
- ⑦ Select 'Summary'.

Competency Evaluation (Dotted Manager)

Welcome Daniel Apple 3 Tools

Global HRIS <UAT> Find Person

Summary

The information that you have entered is summarized below. If you wish to make any changes, click the corresponding "REVISIT" link. Once you are satisfied with your entries and want to submit this Employee Evaluation as complete, click the "SUBMIT" button in the actions area of this page.

Competency Assessment

Strategic Thinking

Understands and processes complex information and exercises sound judgment, considering the situation, the issues, the key players, and the levels of authority involved. Proposes courses of action that further the objectives, priorities, and vision of the organization.

Answers

Employee	Rating	Comments
Alice Apple - Employee		
Billy		
Daniel		

Confirmation ×

Are you sure you are finished?

Click Yes to Confirm or No to Cancel

☒ Yes ⑨

Summary

Period
Renesas Competency Assessment Proto 1

Process
Period-End Dotted Line Manager Evaluation

Status
In Progress

Employee
[Alice Apple](#)

Reviewer Name
[Daniel Apple](#)

Actions

[Previous Step](#)

[Submit](#) ⑧

- ⑧ After confirming of the contents click on 'Submit'
- If you need to modify the inputted contents, select 'Previous Step'.
- ⑨ Click on 'Yes' to complete the evaluation.