

# Competency Appraisal

## HRIS Operational Manual (**Employees**)

# 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

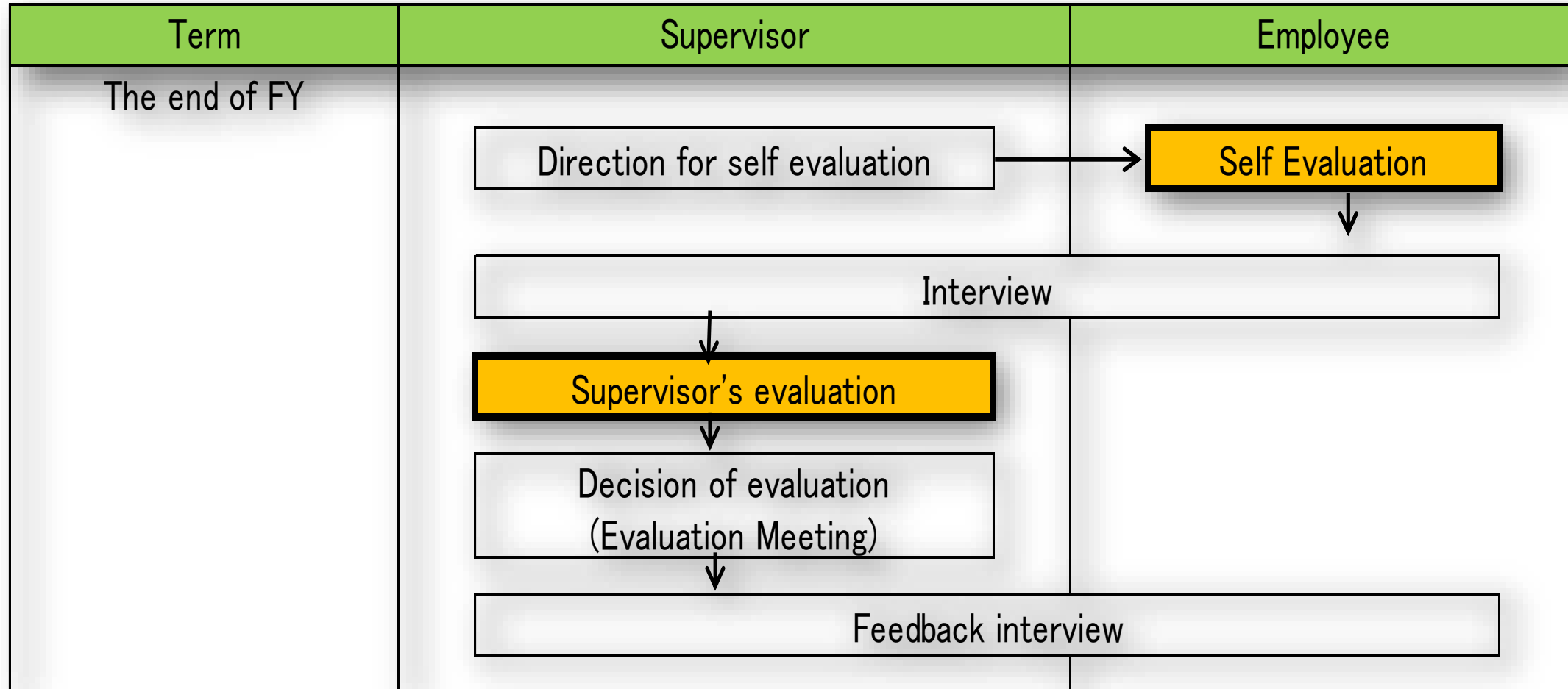
Competency appraisals are conducted by measuring employees against expected competency attributes of employee's global job grade.

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>

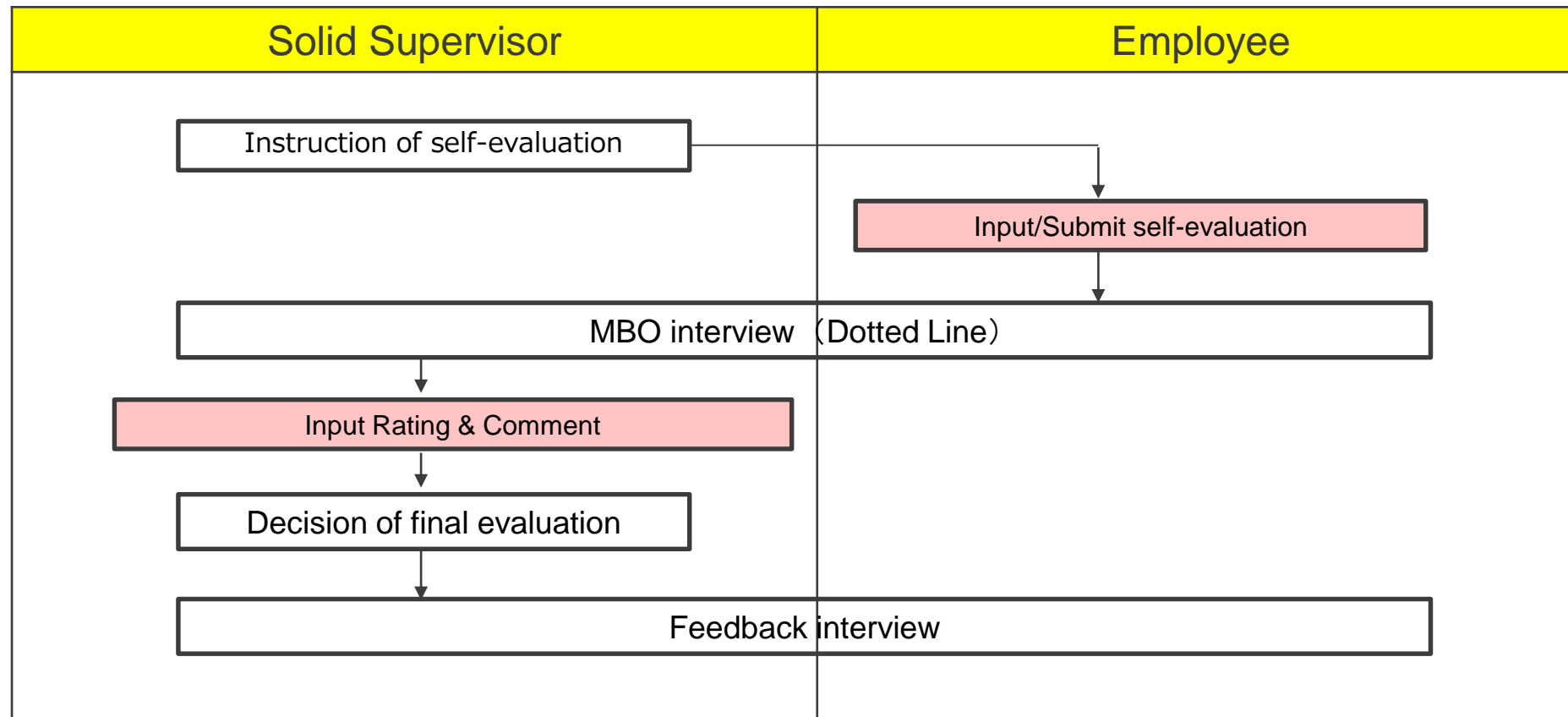
Score	Qualitative Criteria
5	Far exceed (or exceptional) for level required
4	Exceeded for level required
3	Fully Successful for level required
2	Partially Met for level required
1	Improvement Required

## 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 HRIS Operational Overview

HRIS function













## Self- Assessments

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

# Self- Assessments

Welcome Alice Apple  

Global HRIS <UAT>    Find Person  

Career 



**Performance**






Education History  
Experience History  
Career History  
Internal Career History  
Skills


Job Description Tree  
Job Search

Target Setting (MBO)  
**My Reviews**  
My Feedback Reviews



Job Description  
Skills Library  
Competency Library  
Report Line  
Report List

Welcome Alice Apple  

Global HRIS <UAT>    Find Person  

**My Reviews** 

Renesas Competency Assessment Proto 1 (12/31/2015 ...)


Activity	Start Date	Due Date	Status	Last Updated	Actions
Self-Assessment	12/31/2015 10:00 AM EST	12/31/2016 9:59 AM EST	In Progress	1/19/2016 11:11 PM EST	 

Summary

Period Name  
Renesas Competency Asse...



Begin Date  
12/31/2015 10:00 AM EST





End Date  
12/31/2016 9:59 AM EST

Version 8.2.0.274 UAT  technology from Towers Watson. © 2016 All rights reserved.

- ① Select “My Career” after login to HRIS.
- ② Performance → Select “My Reviews”.
- ③ Select ‘Start Self-Assessment’ or ‘Continue Self-Assessment’.

# Self- Assessments

Welcome Alice Apple  

Global HRIS <UAT>    Find Person 

RENESAS

## 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.

Rating \*  [Rating Definitions](#) [Definition by Grade](#)

Comments

**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 \*  [Rating Definitions](#) [Definition by Grade](#)

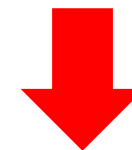
Comments

**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.

Rating \*  [Rating Definitions](#) [Definition by Grade](#)

④ Input 'Rating and Comments' of each competencies

⑤ Select "Summary"



# Self-Assessment

Welcome Alice Apple

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 your Self-Assessment, click the "SUBMIT" button in the actions area of this page.

#### Competency Assessment

Strategic Thinking	
Answers	Alice Apple
Rating Answer	3.000
Comment	

Planning, Decision-making, Problem Solving	
Answers	Alice Apple
Rating Answer	3.000
Comment	

Ownership and Initiative	
Answers	Alice Apple
Rating Answer	3.000
Comment	

### Confirmation

Are you sure you are finished?

Click Yes to Confirm or No to Cancel

☒ Yes ☐ No

### Actions

[Previous Step](#)

[Submit](#)

### Step Summary

- Competency Assessment
- Summary

- ⑥ after confirming of the contents Click on 'Submit', (automatic mail goes to Solid Manager or PR after submission)
  - If you need to modify the inputted contents, select 'Previous Step'
- ⑦ Click on 'Yes'
  - **If you have Dotted manager, you need to contact by email**  
(there would be no automatic mail to Dotted Manager on HRIS)

# E-signature (Feedback)

# 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

# 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.

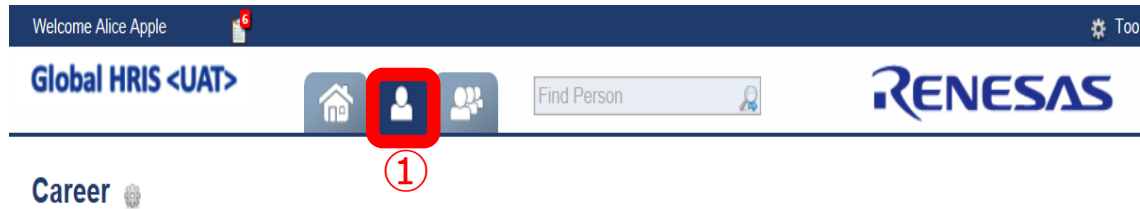
#### ☐ Conduct Flexible/Remote Feedback

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](#)



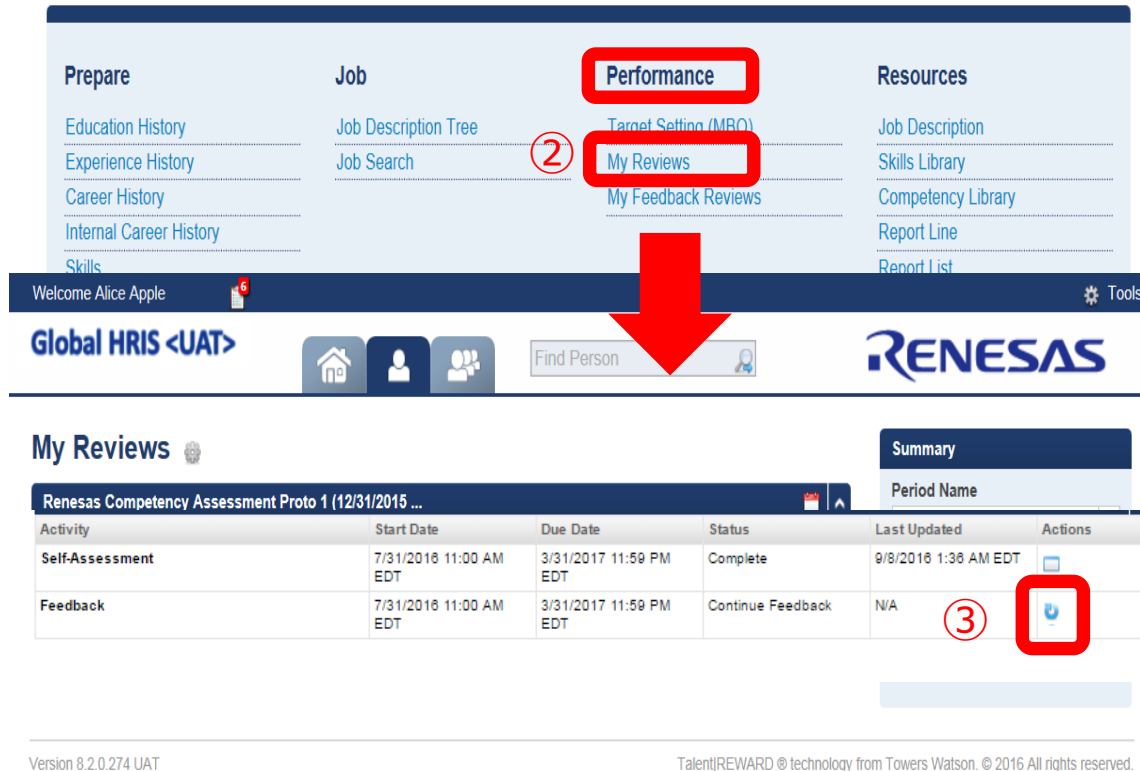
## - Feedback (e-signature)



① Select “My Career” after login to HRIS.

② Performance → Select “My Reviews”.

③ Select ‘Feedback’ or ‘Continue feedback’.






## - Feedback (e-signature)

Welcome Billy Apple


3528

Tools

Global HRIS <UAT>



Find Person



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### 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 informational purposes only.

Competency Assessment

Strategic Thinking

Answers

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.

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

Answers

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.

Alice Apple - Employee

Rating Answer

Exceptional - 5.000

Comments

Apple

Billy Apple - Primary Reviewer

Rating Answer

Fully Successful - 3.000

Comments

-- No Response --

Summary

Period

(Test) 2017 Competency Assessment

Employee

Alice Apple

Reviewer Name

Billy Apple

Actions

Comments and Signatures

Click

# Conducting Remote feedback on HRIS

**Performance Feedback**

Please review the summary below. Both you and your supervisor should review this together at your own location. After you have completed your review, please take the time to enter any final comments, sign the review, and click SUBMIT REVIEW.

NOTE: Employee responses are included in the summary.

**Competency Assessment**

Competency	Assessment
Strategic Thinking	Understands and manages the organization's resources, players, and the organization's environment.
Answers	Alice Apple - Employee
Rating Answer	5
Comments	
Billy Apple - Supervisor	
Rating Answer	5
Comments	
Daniel Apple - Employee	
Rating Answer	5
Comments	
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.

**Comments and Signatures**

Your supervisor has not signed this review yet. You may enter comments and sign the review now, or you may wait until your supervisor has entered comments and signed the review. If you choose to wait until after they have signed the review, you can return to this page to view your supervisor's comments, enter your comments, and sign the review.

Employee Comments: 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: Alice.apple@renesas.com

Password: \*\*\*\*\*

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

## Employee Feedback :

Input Comments

Check the  
consent box

User name:  
Login Email

Login PW:

Click save & submit

## - Confirming Feedback on HRIS

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

Comments	
Employee Comments	Agreed
	Alice Apple 9/8/2016 3:04 AM EDT I acknowledge that I have read this review and my supervisor has discussed it with me.
Reviewer Comments	Good
	Billy Apple 9/8/2016 3:06 AM EDT I acknowledge that I have discussed this review with my Employee.

Comments reflected on GHRS