# Competency Appraisal

# (HRIS Operational Manual for Manager )

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# 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.

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# 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

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# 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.

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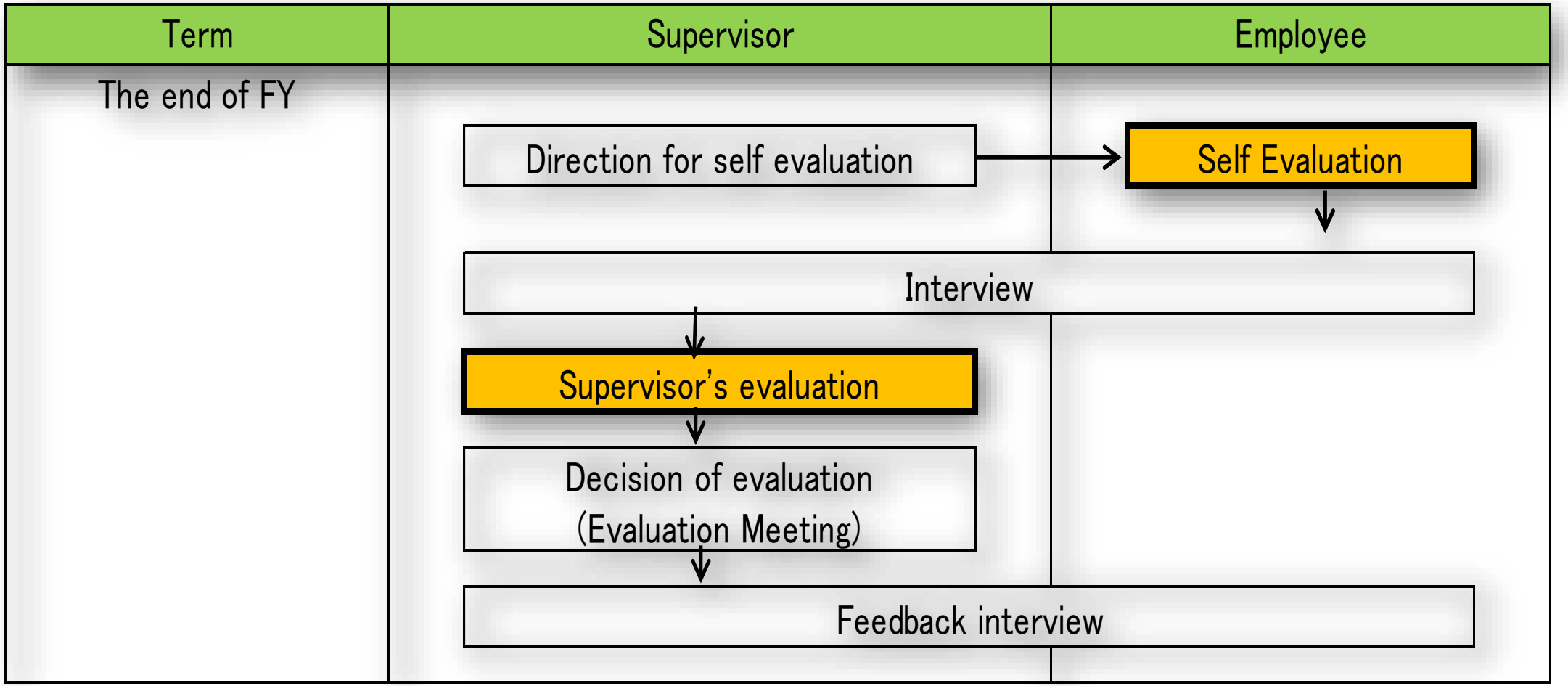
# Competency Appraisal Operational Overview

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# 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 |

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# 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. |

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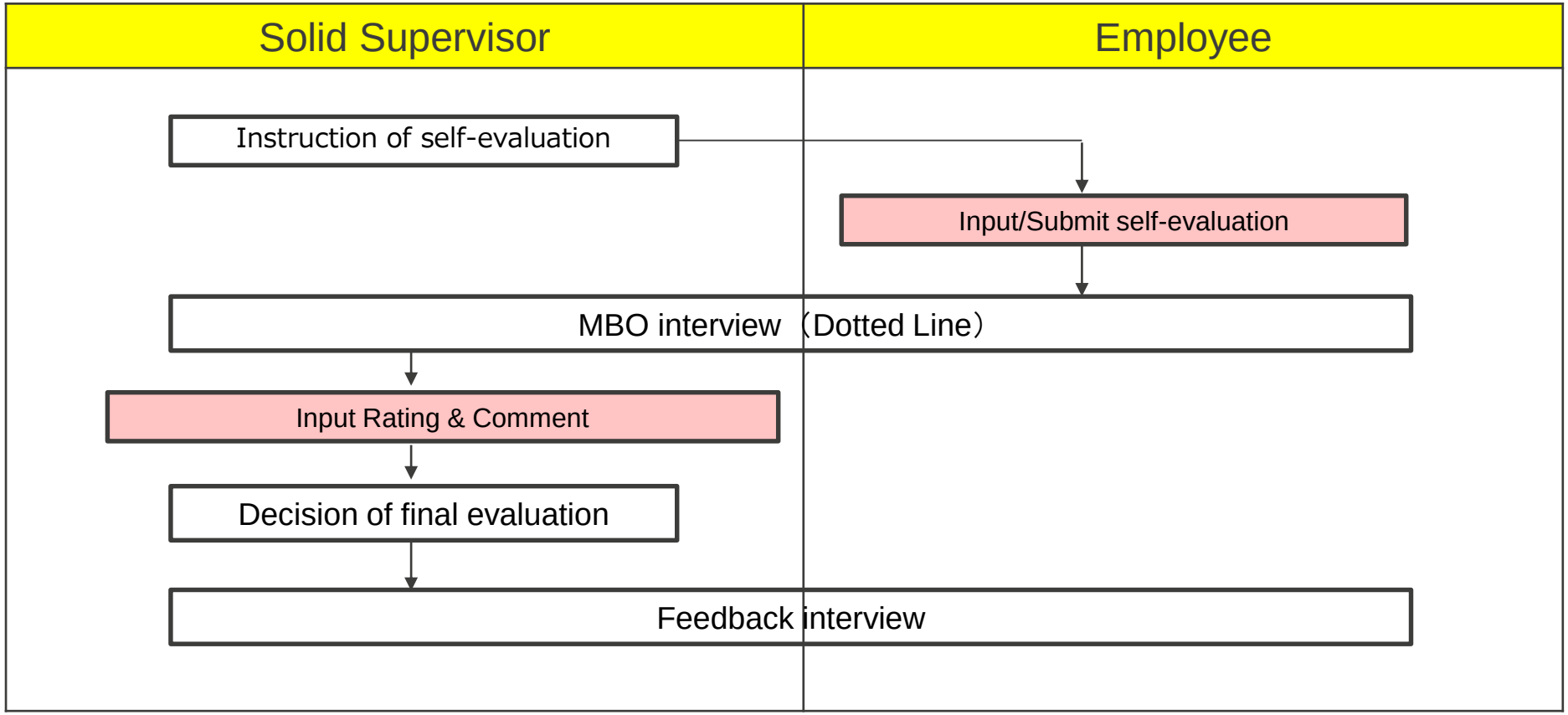
# Competency Operational Overview on HRIS

HRIS function

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# Employee Evaluation

| Contents | Input item | Notes |
|---|---|---|
| Strategic Thinking | ・Rating Answer<br>・Comments | ・Input Required |
| Planning, Decision-making, Problem-solving | ・Rating Answer<br>・Comments | ・Input Required |
| Ownership and Initiative | ・Rating Answer<br>・Comments | ・Input Required |
| Global Mindset | ・Rating Answer<br>・Comments | ・Input Required |
| Innovation | ・Rating Answer<br>・Comments | ・Input Required |
| Openness to Change | ・Rating Answer<br>・Comments | ・Input Required |
| Leadership and teamwork | ・Rating Answer<br>・Comments | ・Input Required |

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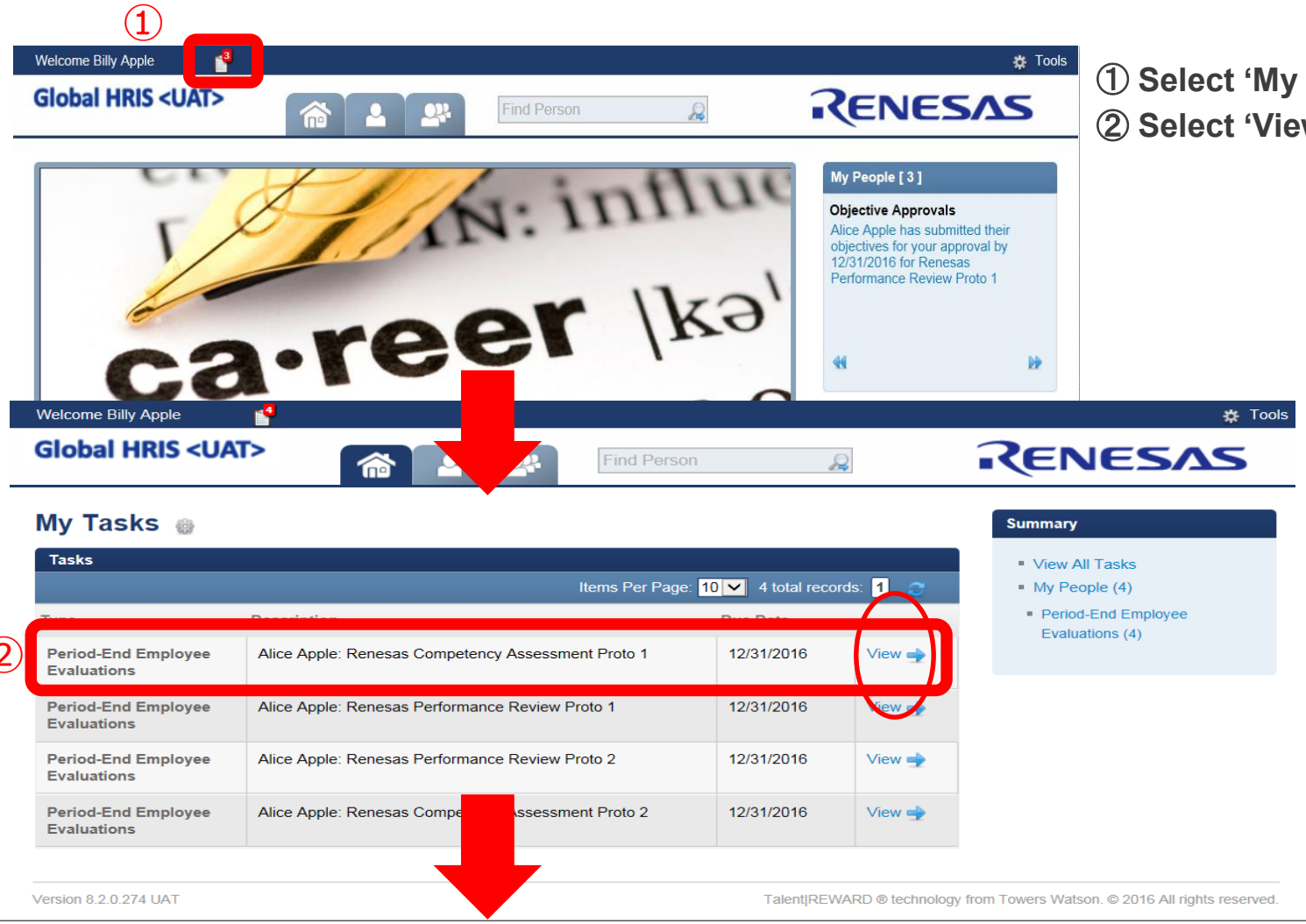
# Competency Evaluation (Solid Manager)




① Select ‘My Tasks’

② Select ‘View” of Period-End Employee Evaluations.

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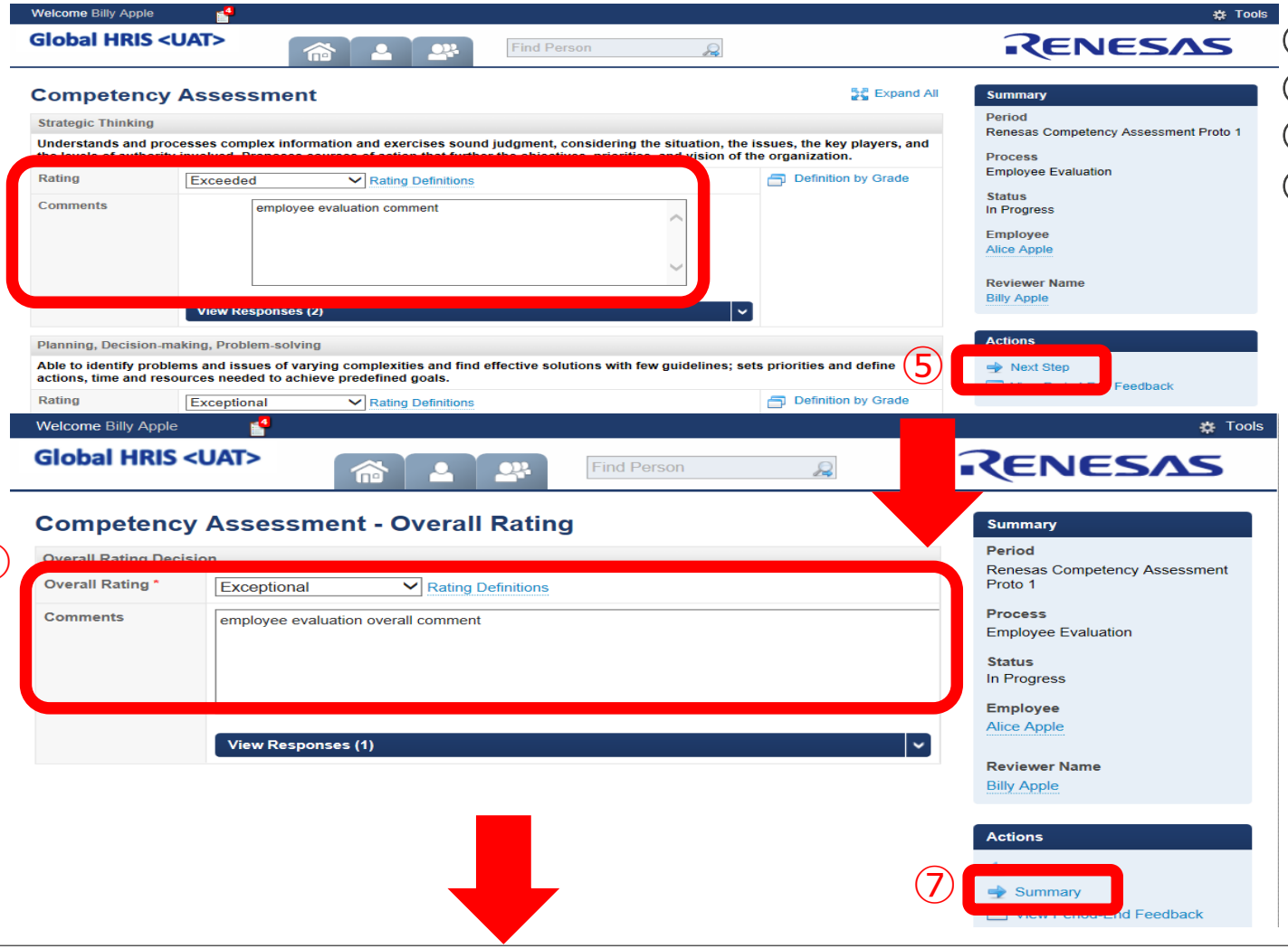
# Competency Evaluation (Solid Manager)




④ Input ‘Rating and Comments’ of each objectives

⑤ Select ‘Next Step’.

⑥ Input “Overall Rating and Comments”.

⑥ Select “Summary”

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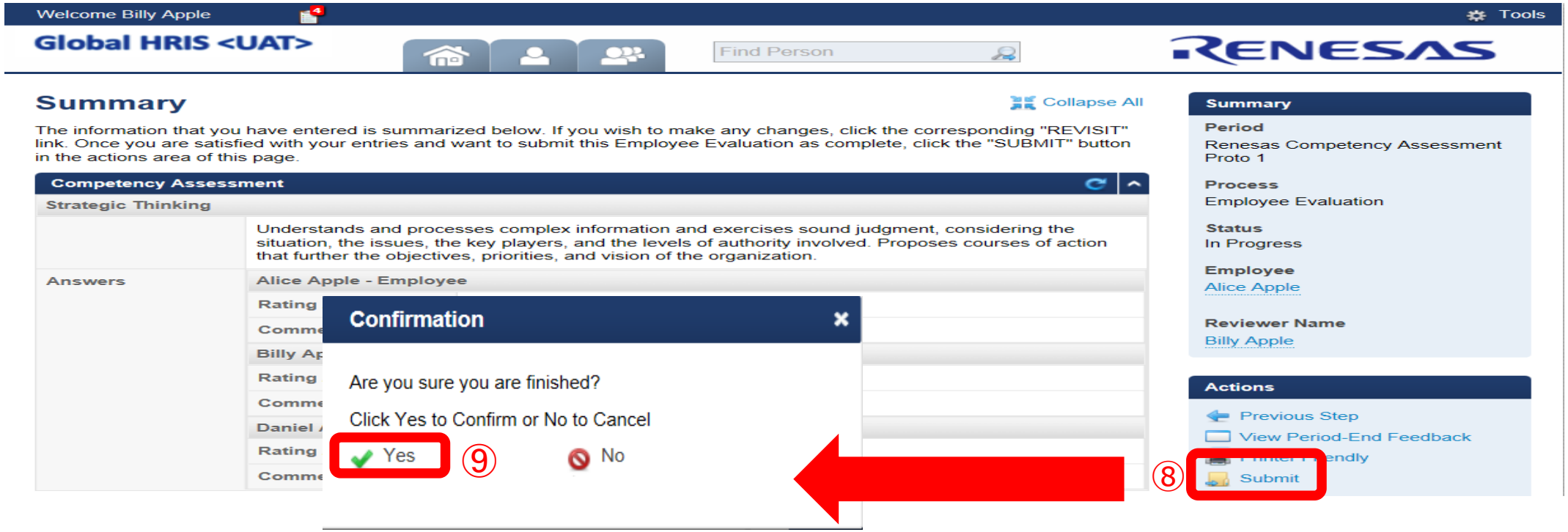
# Competency Evaluation (Solid Manager)




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.

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# E-signature (Feedback) in Competency (Manager)

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# 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

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# 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

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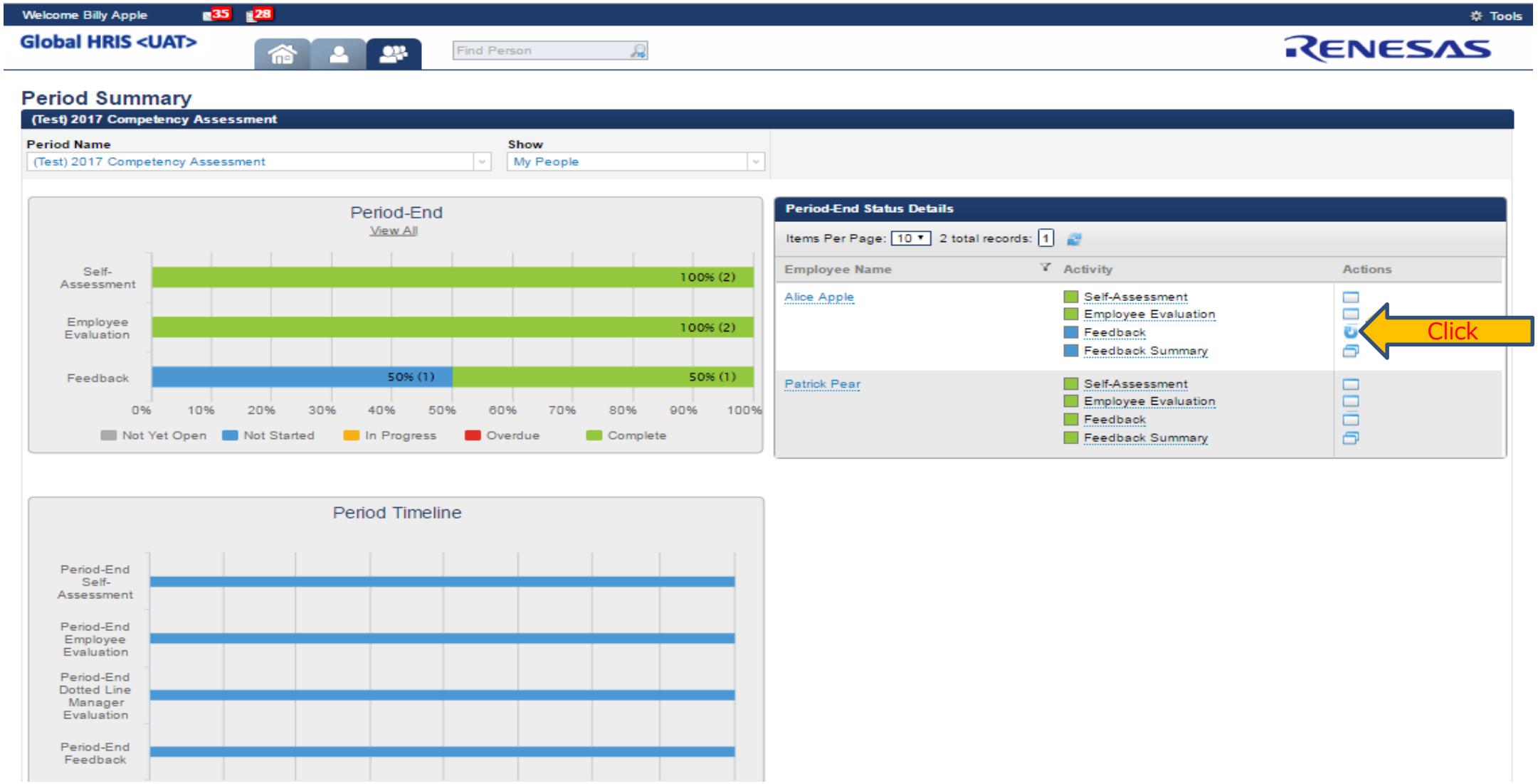
# E-signature (feedback) in competency

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# How do you like to conduct this review?

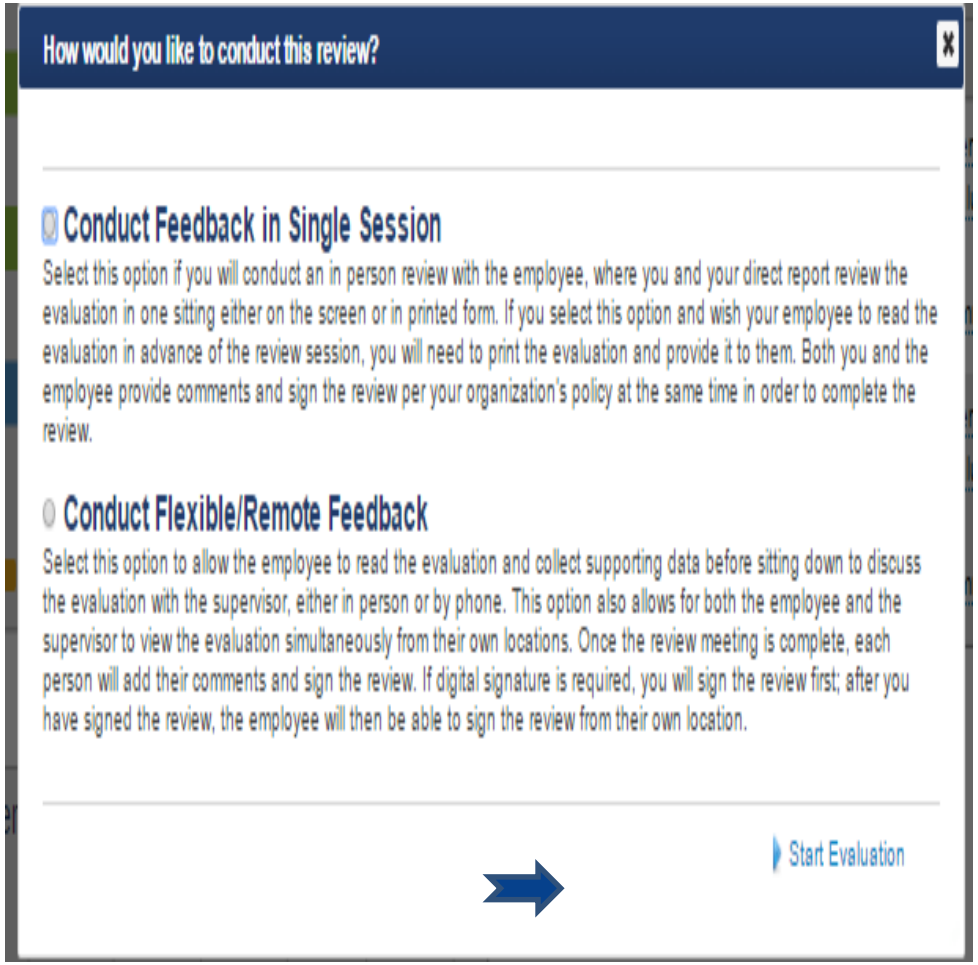
Two options are given on HRIS to conduct Feedback, please select the appropriate OPTION:

**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

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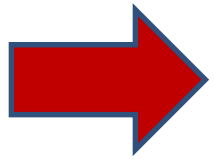
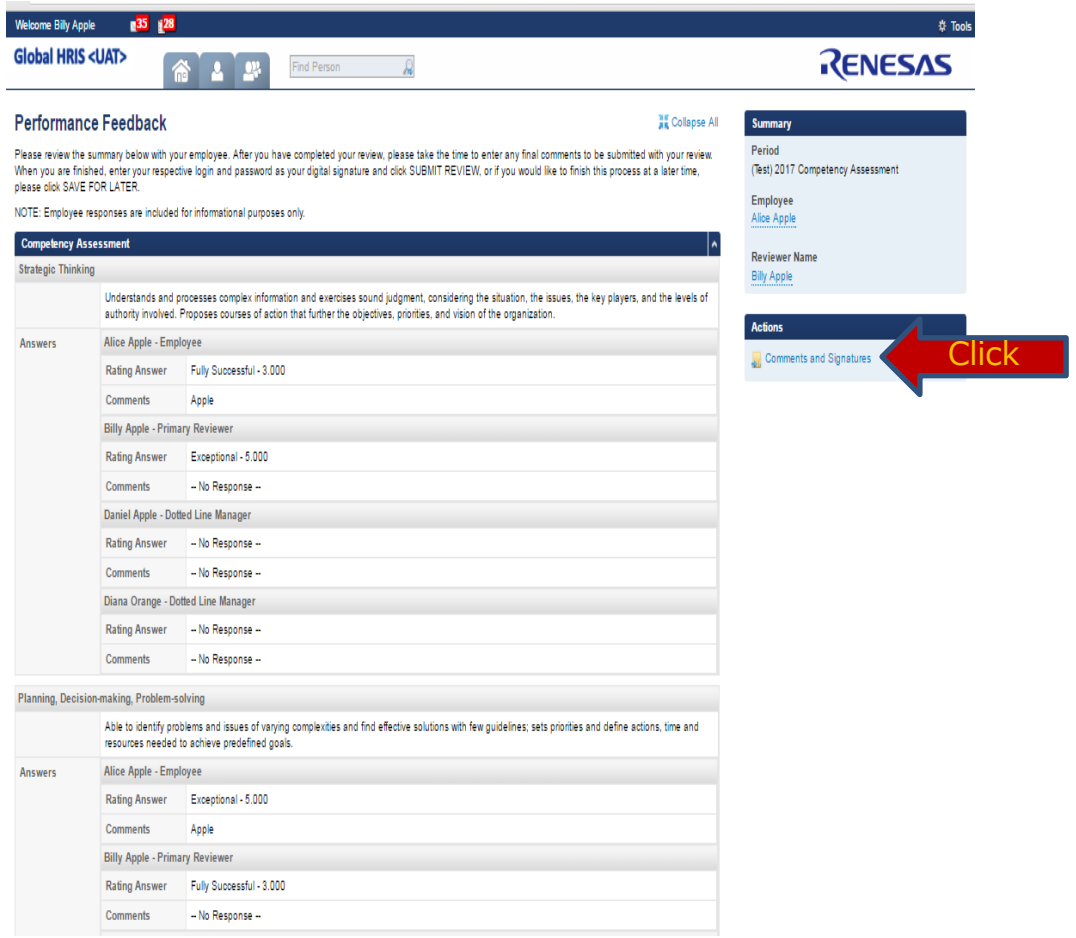
# - Feedback in Single Session



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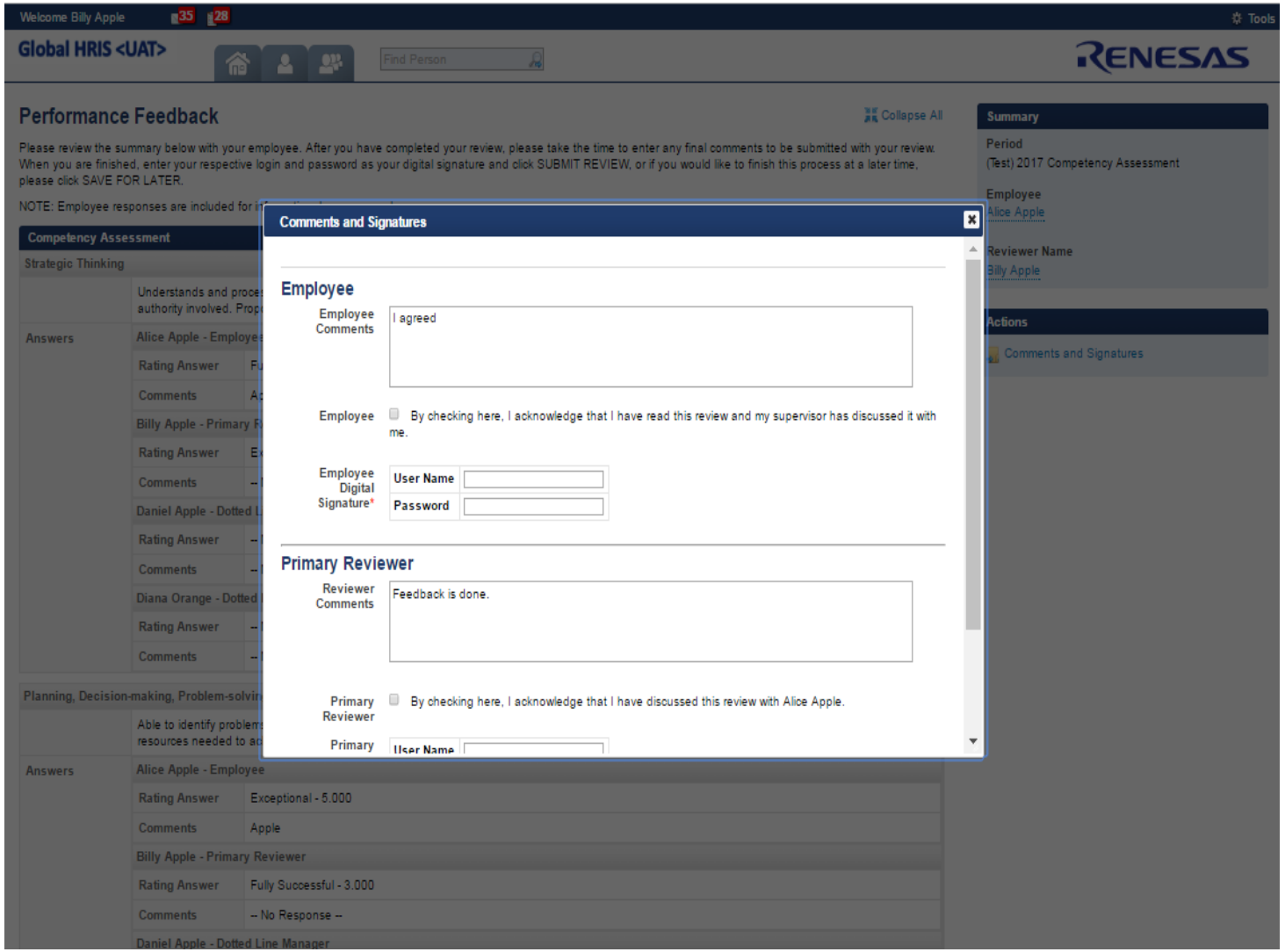
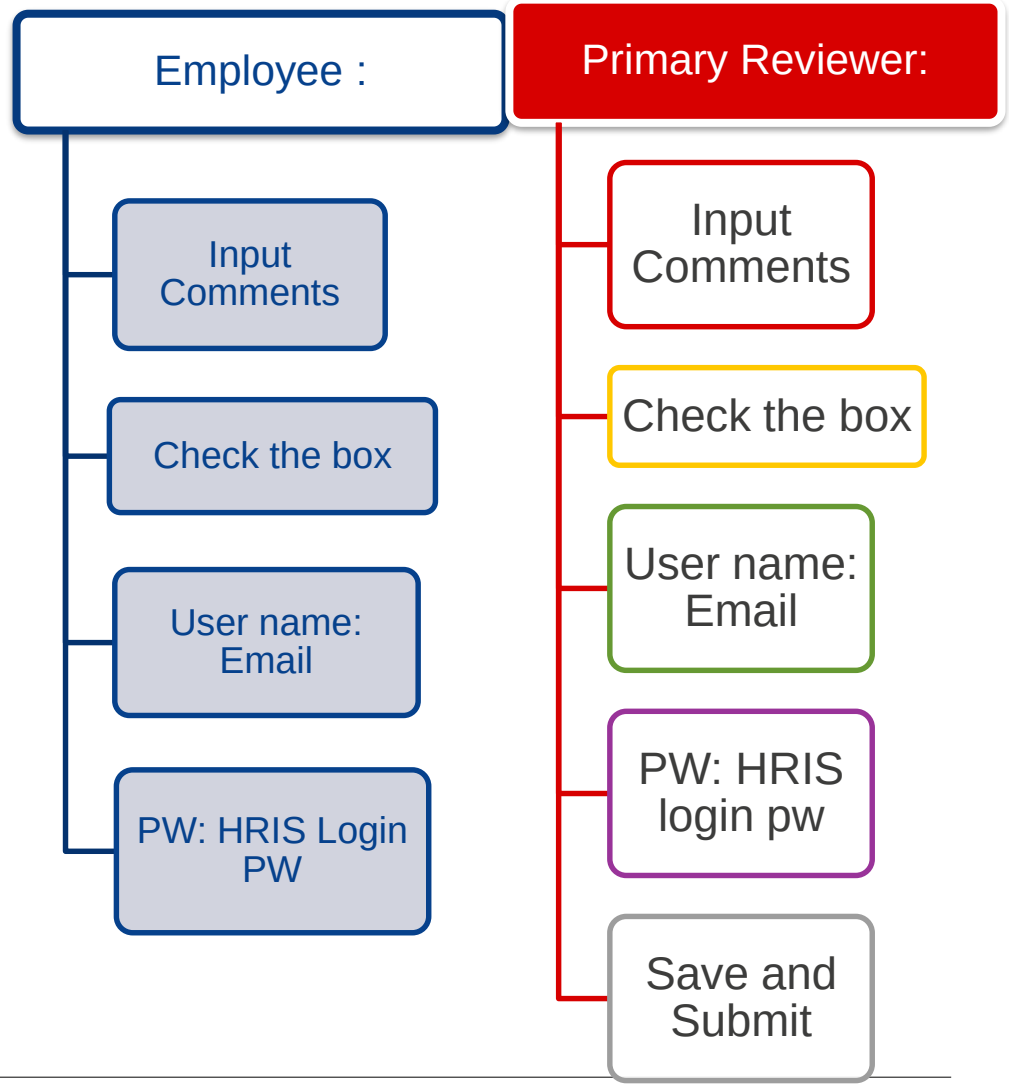
# - Conducting Feedback in (Single Session)

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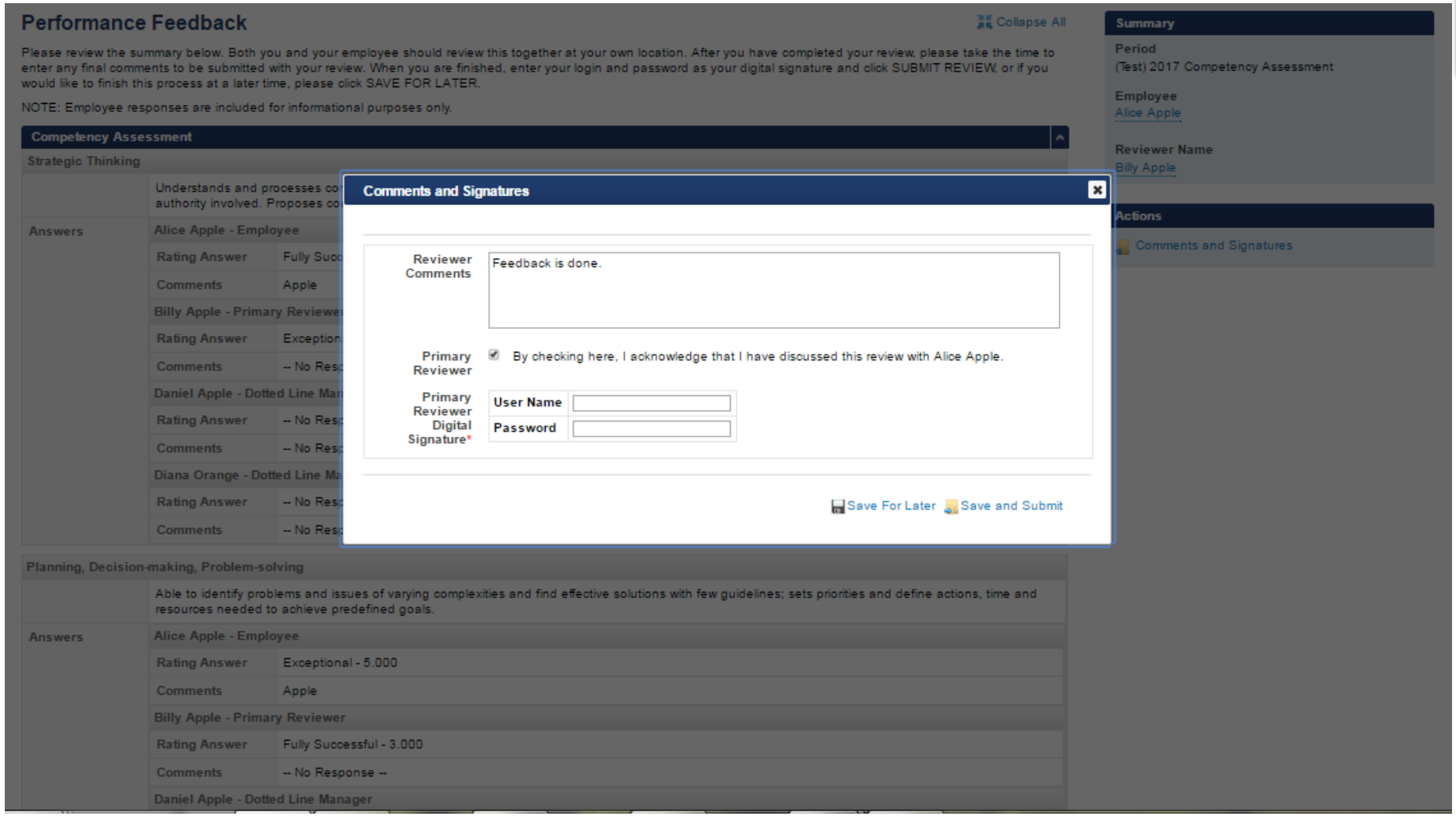
# - - Conduct as Flexible / Remote Feedback




**Primary Reviewer:**

- Input Comments
- Check the box
- User name: Email
- PW: HRIS login pw
- Save and Submit

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# 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<br>Billy Apple 9/8/2016 1:48 AM EDT<br>I acknowledge that I have discussed this review with my Employee. |

Comments reflected on GHRS

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# For Dotted Line Manager

# (In case of Dotted line)

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# Competency Evaluation (Dotted Manager)

| Contents | Input item | Notes |
|---|---|---|
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| Planning, Decision-making, Problem-solving | ・Rating Answer<br>・Comments | ・Input required |
| Ownership and Initiative | ・Rating Answer<br>・Comments | ・Input required |
| Global Mindset | ・Rating Answer<br>・Comments | ・Input required |
| Innovation | ・Rating Answer<br>・Comments | ・Input required |
| Openness to Change | ・Rating Answer<br>・Comments | ・Input required |
| Leadership and teamwork | ・Rating Answer<br>・Comments | ・Input required |

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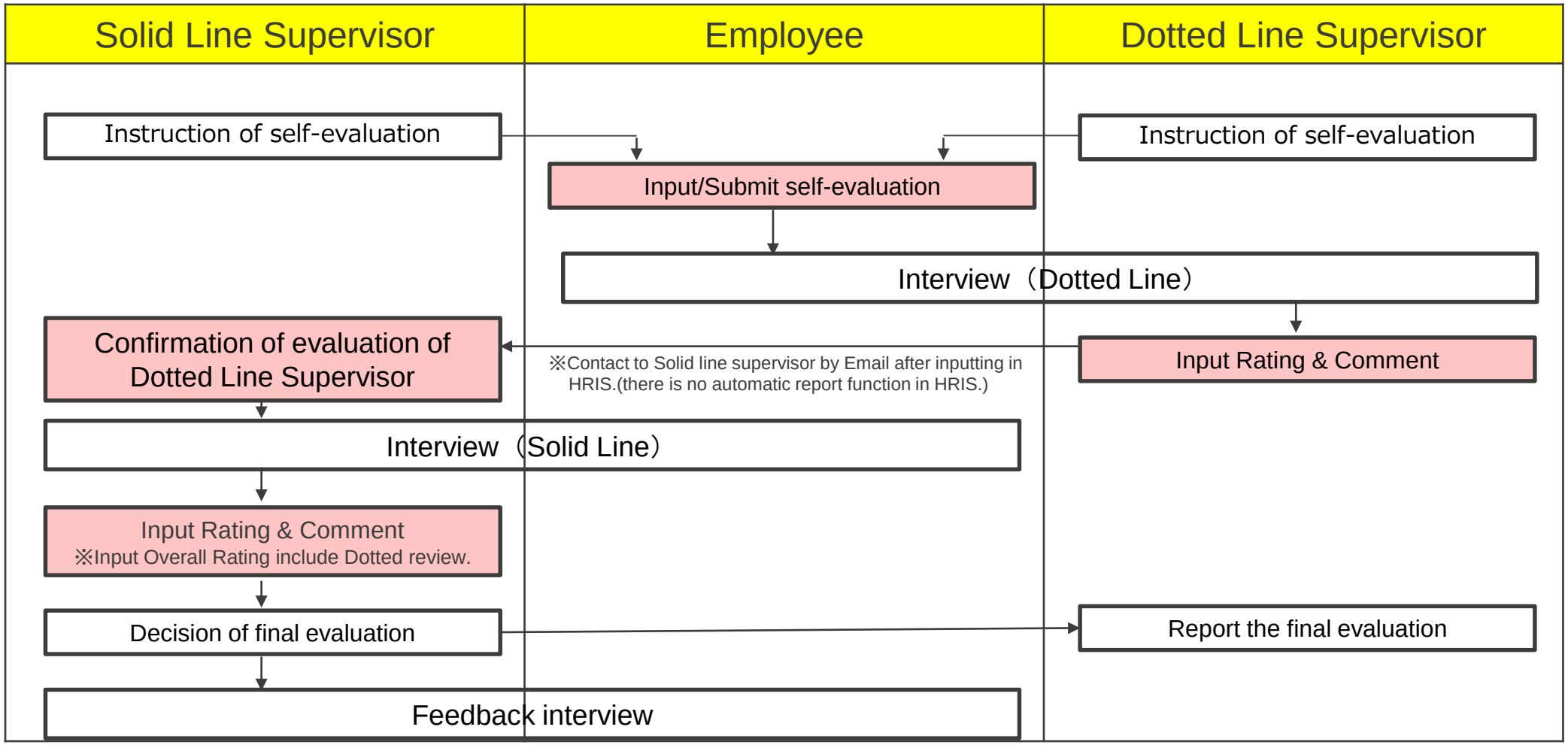
# Competency Operational Overview (In case of Dotted Line）

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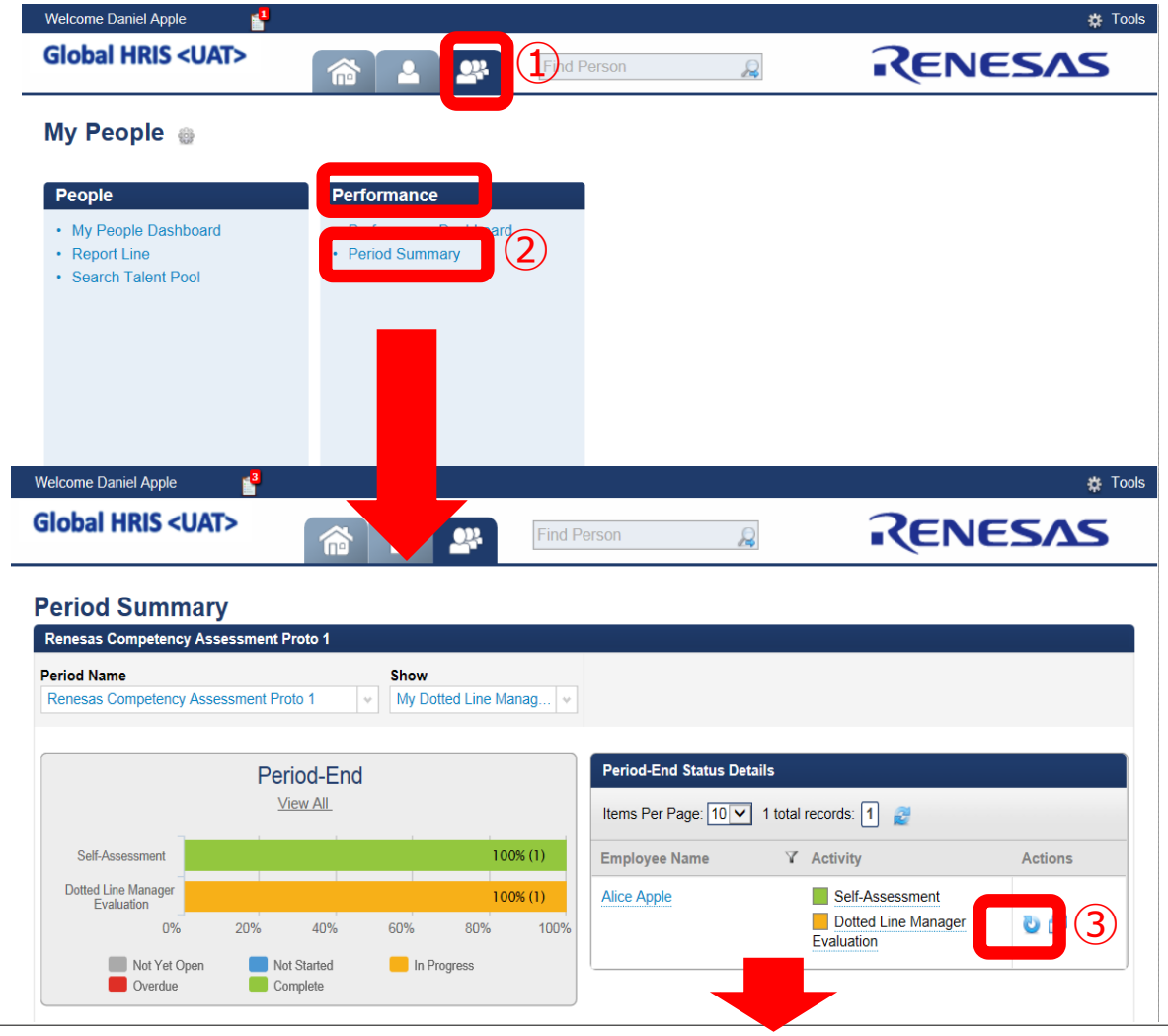
# Competency Evaluation (Dotted Manager)




① Select ‘My People’

② Select ‘Period Summary’.

③ Click on ‘Start Evaluation’ or ’Continue Evaluation’.

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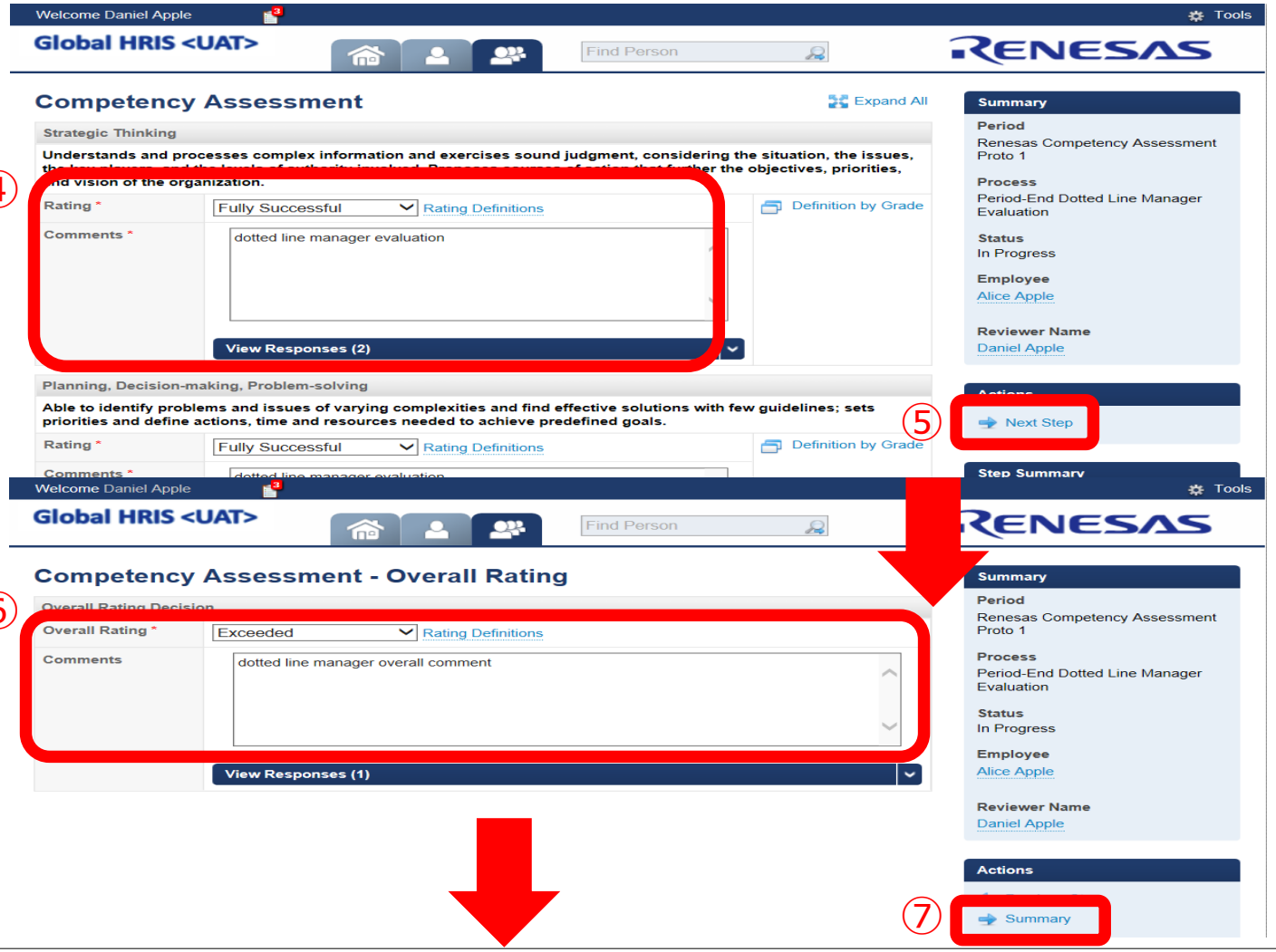
# Competency Evaluation (Dotted Manager)




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

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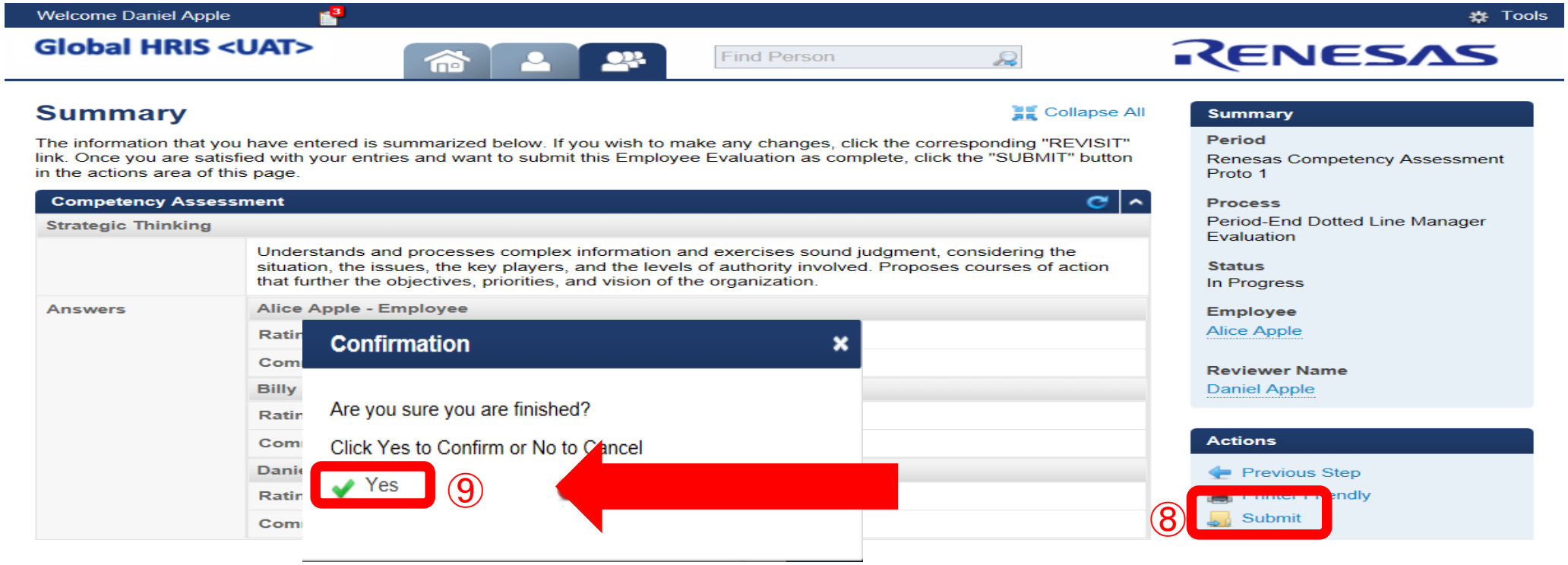
# Competency Evaluation (Dotted Manager)

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⑨ Click on ‘Yes’ to complete the evaluation.

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