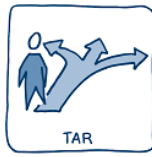


POTENTIAL CODES IN TAR – TALENT ASSOCIATE REVIEW

POTENTIAL CODES, EXAMPLES,
ADDITIONAL INFORMATION, TAR IN PDS

Potential Codes in TAR

Overview Potential Codes



What is a potential code?

Potential codes are used in TAR to summarize the potential evaluation of the associate

What 's behind the term potential code?

Potential codes are a signal, whether the potential of the associate and the current tasks match or more or less challenging tasks would fit the evaluated potential

Which measures will be taken depending on the potential code?

Measures will be decided in combination with other information such as the wish to change position and measures of GPD

N

„**New**“ – New in Position, No Evaluation

I

"Improvement" – Improvement possibilities in current position, does currently not fully fulfil the job requirements, needs additional support such as trainings on-/off-the-job; a change of position or tasks can be recommended; a termination of the contract can be a solution

R

"Right" – Associate **in right position**, potential evaluation is solid and fits in with current tasks; a change of tasks or position can be recommended / remaining in position can be recommended

R+

"Right" – Associate **in right position**, potential for **additional tasks** on the same level (job enlargement) or more challenging tasks on the same level (job enrichment), a change of tasks or position can be recommended / remaining in position can be recommended

AD

"Associate Development" – Associate has potential to fulfil higher qualified tasks in the A-group and is admitted to / member of a promotional program of limited duration with a clear promotional goal e.g. becoming a skilled worker or reaching a certain level within the A-group

D

"Development" – Associate has potential for the next higher SL band level (SL1-SL5), potential to fulfil higher qualified tasks and to reach a position on the next higher level

Potential Codes in TAR

Potential Code N



N

„New“ – New in Position, No Evaluation

assignment of Potential Codes

When do I assign “N”?

e.g. new in job or at Bosch; generally used up to 6 months after joining (recommendation: N between 0-3 months, in case of low intensity of cooperation N also between 3-6 months)

e.g. in case of impending retirement

e.g. in case of new manager, insufficient knowledge of associates; exception: members of Talent Pool keep their Potential Code “D”

recommendations on how to proceed

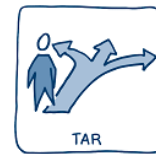
What measures can be taken?

A GPD in the first months is recommended; review of required onboarding / training measures within the GPD

Depending on labor law: checkup during first months whether associate will stay with Bosch, if possibly a redefinition of tasks is needed

Potential Codes in TAR

Examples **N** (*no real cases, fictional TAR*)



Ms Meyer

Joined the company
10 years ago,
currently on parental
leave until the
summer of 2016

Potential code: **N**

Mr Nguyen

Was hired 8 weeks
ago, 6 years of
professional
experience,
onboarding trainings
are being held

Potential code: **N**

Ms Aslan

On parental leave,
previously CTG1,
return planed for
01.2015

Potential code: **N**

Recommended
Movement:
2015

Mr Soelden

Joined the
company 28 years
ago, is about to
retire in 2 months

Potential code: **N**

Potential Codes in TAR

Potential Code I

I

"Improvement" – Improvement possibilities in current position, does currently not fully fulfil the job requirements, needs additional support such as trainings on-/off-the-job; a change of position or tasks can be recommended; a termination of the contract can be a solution

assignment of Potential Codes

**When do I
assign "I"?**

In all cases of the above definition; this means a wide scale of cases

recommendations on how to proceed (check your country's legal laws)

**What measures can
be taken?**

1. Check reasons: e.g. performance, behavior, long-term sickness
2. Documentation of incidents by Manager, to HR
3. Dialogue Associate – Manager, measures
(details on following slides)
4. Dialogue Associate – Manager – HR, measures
(details on following slides)
5. Implementation of measures depending on your country's legal laws, agreements with associate representatives and so on.

Potential Codes in TAR

Potential Code I

I

"Improvement" – Improvement possibilities in current position, does currently not fully fulfil the job requirements, needs additional support such as trainings on-/off-the-job; a change of position or tasks can be recommended; a termination of the contract can be a solution

recommendations on how to proceed

What measures can be taken?

Step 3: Dialogue Associate – Manager

- Feedback, agreement on measures, documentation
 - e.g. training measures on / off the job
 - e.g. agree on step-by-step “goals” concerning performance, behavior
 - e.g. clarification, whether (ergonomic,...) changes at the workplace could lead e.g. to less sick leaves
 - e.g. change of tasks at workplace; seek HR advice if this has an effect on the salary
 - e.g. job rotation within group/department; seek HR advice
- In case of improvements > new Potential Code
- No visible change > Step 4

Potential Codes in TAR

Potential Code I

I

"Improvement" – Improvement possibilities in current position, does currently not fully fulfil the job requirements, needs additional support such as trainings on-/off-the-job; a change of position or tasks can be recommended; a termination of the contract can be a solution

recommendations on how to proceed

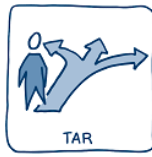
What measures can be taken?

Step 4: Dialogue Associate – Manager - HR

- feedback, agreement on measures, dates; Adding ANV by request of associate
 - e.g. training measures
 - e.g. „Goal Agreements“ in small steps concerning performance, behavior
 - e.g. clarification, whether changes at the workplace could lead e.g. to less sick leaves
 - e.g. change of tasks at workplace
 - e.g. job rotation
- Associate is looking actively for a position, HR assists
- Follow-up meeting for success of measures
 - If successful > new Potential Code
 - If failure > escalation of measures

Potential Codes in TAR

Examples I *(no real cases, fictional TAR 2014)*



Mr Brandt

Does not fulfill the position's requirements, two warnings, attacks colleagues verbally, becoming more aggressive, already several complains to Manager after incidents, job change checked and not possible, offer termination agreement

Potential code: I

Recommended
Movement:
ready now

Ms Winter

Already in previous position significantly below requirement profile, shows no potential and no willingness to improve despite trainings and task change; meetings with W., Manager, HR, Works Council concerning job change, downgrading, if applicable

Potential code: I

Recommended
Movement:
2015

Mr Popescu

Falls short of requirements, shows willingness, but not sufficient potential, needs tight coaching and less complex tasks; could gradually train up to fulfill current role adequately

Potential code: I

Recommended
Movement:
2016

Ms Zelic

Currently potential below needs of the position, but significant improvements on last year, requires training and coaching by experienced colleagues

Potential code: I

Potential Codes in TAR

Potential Code R

R

"Right" – Associate in **right position**, potential evaluation is solid and fits in with current tasks; a change of tasks or position can be recommended / remaining in position can be recommended

assignment of Potential Codes

**When do I
assign "R"?**

In all cases of the definition above
R is expected to be the valuation of the majority of the associates

recommendations on how to proceed

**What measures can
be taken?**

Associate can stay on position or have a change of tasks/ job change on same level and scope of responsibilities

If associate wishes job change: Associate is actively searching and applying for a new position, Manager and HR assist and support

Individual agreement on measures e.g. CDD/MEG

Potential Codes in TAR

Examples R *(no real cases, fictional TAR 2014)*



Mr Schmidt

In position for 5 years now, potential meets requirements, no desire to move, satisfied in his role, Target Manager sees him as important factor in his Team

Potential code: **R**

Recommended Movement:
remains on position

Miss Nowak

In position for 2 years now, potential meets requirements, wants to change from Simulation to Application, should previously gain experience in projects, also hand on own knowledge to colleagues; CDD in 2014

Potential code: **R**

Recommended Movement:
2015 (recommended)

Mr Yilmaz

In position for 9 months, good onboarding and induction, his first job – should establish himself > 3 years and then gain further experience in the same Business Unit

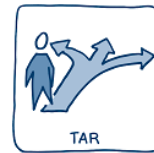
Potential code: **R**

Recommended Movement:
remains on position

Change > 5 years = is maintained by „remains on position“ or field recommended movement is not completed

Potential Codes in TAR

Potential Code R+



R+

"Right" – Associate in **right position**, potential for **additional tasks** on the same level (job enlargement) or more challenging tasks on the same level (job enrichment), a change of tasks or position can be recommended / remaining in position can be recommended

assignment of Potential Codes

When do I assign "R+"?

Associate in right position with potential for additional tasks on the same level (meaning same salary grade, whether SL or below SL1; does not mean: Membership Talent Pool)

! Precondition for assigning R+ ! :
job enlargement / enrichment on the same level

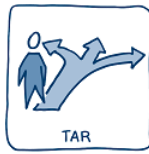
recommendations on how to proceed

What measures can be taken?

Depending on countries' labor law: effect on salary possible, check

If associate wishes job change: Associate is actively looking and applying for a new position, Manager and HR assist and support

Individual agreement on measures e.g. CDD/MEG



Potential Codes in TAR

Examples R+ (*no real cases, fictional TAR 2014*)

Ms March

Joined the company 10 years ago, in position for 2 years now, meets level of requirements, receives excellent feedback, takes over additional tasks voluntarily, wants to take over a new position within marketing

Potential code: **R+**

Recommended Movement:
2015 (recommended)

Mr Kowalski

Joined the company 5 years ago, since then on current position, has been with a project for 6 months (with 80% of his capacity). Additional tasks within the project are planned; may possibly be nominated for Talent Pool next year; CDD recommended in 1st half of 2015

Potential code: **R+**

TAR together with project manager

Ms Prietos

Joined the company 6 years ago, since then on current position, very important knowledge holder in the department, more than meets the current requirements of her position. no desire to move. revaluation of position due to increased requirements, promotion if applicable

Potential code: **R+**

Potential Codes in TAR

Potential Code AD

AD

"Associate Development" – Associate has potential to fulfil higher qualified tasks in the A-group and is admitted to / member of a promotional program of limited duration with a clear promotional goal e.g. becoming a skilled worker or reaching a certain level within the A-group

assignment of Potential Codes

**When do I
assign "AD"?**

In all cases of the above definition
Not for candidates for Talent Pool Membership (towards SL1 and above) and not for JMP/GSP

recommendations on how to proceed

**Measures needed
for assigning AD:**

Admission to or continued participation in a promotional program to a level below SL1; at the end of the program check, if goal achieved

**What measures can
also be taken?**

If associate wishes job change: Associate is actively looking and applying for a new position, Manager and HR assist and support

Individual agreement on measures e.g. CDD/MEG

Potential Codes in TAR

Examples **AD** *(no real cases, fictional TAR 2014)*



Ms Gruber

Potential for higher-ranking tasks (on a higher local grade level below SL1), attends a blue-collar worker qualification program for one year, in 2014 trainings on personal, methodological and social competencies, prepares to take over subtasks from engineer X

Potential code: **AD**

Recommended Movement:
2016

Mr Wiese

Vocational trainee as industrial mechanic, 5 years as machine setter, potential for higher-ranking tasks, will be discussed in TAR to be admitted to the blue-collar workers qualification program of the location, planned to become shop-floor leader in the long-run, before that should do one more different position

Potential code: **AD**

Recommended Movement:
ready now

Ms Chen

Above expectations potential, shown on last year's CTG2 tasks, candidate for promotion in 1 year; takes part in country-wide AD program including off-the-job trainings with other members; will remain in role, since role will expand with many new tasks and responsibilities

Potential code: **AD**

Potential Codes in TAR

Potential Code D

D

"Development" – Associate has potential for the next higher SL band level (SL1-SL5), potential to fulfil higher qualified tasks and to reach a position on the next higher level.

assignment of Potential Codes

**When do I
assign "D"?**

In all cases of the above definition;
when admitted to Talent Pool or membership continued

recommendations on how to proceed

**What measures can
be taken?**

According to Talent Pool process (admission to Talent Pool with a letter etc., CAD, larger responsibilities and checkup of development, Talent Development Programs)

If target not reached, end of the Talent Pool membership, documentation, conduct a CDD for identifying further development

Depending on development indicator and career path:

- If **DO** (= Development in other Position): Assist associate in his/her active search for a new position
- If **DC** (= Development in Current Position): training and development measures, if applicable
- e.g. if specialist career: In addition to TDP1-SPEED technical trainings and coaching

Potential Codes in TAR

Examples **D** (*no real cases, fictional TAR 2014*)



Ms Lin

Meets the current requirements fully, potential for SL1 within 3 years, ready to take on new tasks and more responsibility; plans a cross-divisional move; wants to achieve Talent Pool goal at the same time with taking over a position abroad; admission to Talent Pool 2014

Potential code: **D**

career path:
Leadership in Line Management

next career step:
2017

Mr Malik

Member of Talent Pool for 2 years now, long term goal line manager, as intermediate step he should take over a position as project manager

Potential code: **D**

Recommended Movement:
2017

career path:
Leadership in Line Management

Potential Codes in TAR

Examples **D** (*no real cases, fictional TAR 2014*)



Ms Rosen

Shows aptitude for & interest in specialist career, a demand for specialist SL1 in the department exists; hard to replace inside/outside Bosch; hospitation stay in research centre and job enrichment planned, participation SPEED

Potential code: **DC**

career path:
Specialist Career

next career step:
2017

Mr Jones

Very high potential, strong leadership, convincing, wants to stay project leader since EFQM project management, PMI project management qualification, SL2 in 1 year, in 3 years next project in another GB

Potential code: **DO**

Recommended Movement:
2015

career path:
Leadership in Project Management

next career step:
2017

Executive Talent Program:
Yes

Potential Codes in TAR

Additional Information on TAR/MED Potential

In case of expected movement (&to do)	Recommended Movement	Next Career Steps	Risk of Loss	Impact of Loss	Reason for Leaving
	<ul style="list-style-type: none"> Remains on Position <ul style="list-style-type: none"> (no transfer) 2017 2016 2015 Ready now (look for position) 	<ul style="list-style-type: none"> Global Employee Subgroup Functional Area Date Position <p>(can be used for all associates, important for ETP career planning)</p>	<ul style="list-style-type: none"> Yes No <p>(if available in your country)</p>	<ul style="list-style-type: none"> High Medium Low <p>(if available in your country)</p>	<ul style="list-style-type: none"> Leaving Voluntarily Retirement Termination <p>(if available in your country)</p>
In case of Talent Pool / Potential Code D (&to do)	Talent Pool Membership	Development Indicator	Career Paths	Executive Talent Program	
	<ul style="list-style-type: none"> From Date To Date Level (Talent Pool 1,2,...etc.) Status (Active, Target Achieved, Withdrawal, Extension) 	<ul style="list-style-type: none"> DC = Development in Current Position (Target level should be reached on position) DO = Development in Other Position (Target level should be reached on another position) <p>(Admission to Talent Pool, Talent Pool Admission Letter, invitation to CAD)</p>	<ul style="list-style-type: none"> Leadership in Line Management Leadership in Project Management Specialist Career <p>(can be used for career / succession / position planning)</p>	<p>ETP = Executive Talent Program (potential to reach two higher salary levels in no more than 6 years)</p> <p>(POI with HRBP for target level; career path planning, mentoring in addition to other Talent Pool activities)</p>	

Potential Codes in TAR

Potential Codes in HR Global)

	Content	Visible	Timeframe
1	Entry of the potential code in TAR-Form by the Manager	<ul style="list-style-type: none"> • Associate: not visible • HR: visible • Manager: visible 	2014: beginning of June till start TAR discussion 2015: beginning of February till start TAR discussion
2	Forwarding to HR by the Manager	<ul style="list-style-type: none"> • Associate: not visible • HR: visible • Manager: visible 	TAR-Discussion
3	Automatic finalization of TAR-Forms and transfer of the potential codes in the PDS	<ul style="list-style-type: none"> • Associate: visible in PDS • HR: visible • Manager: visible 	31.01. of the following year
4	Potential codes of the previous years	<ul style="list-style-type: none"> • Associate: visible in PDS • HR: visible • Manager: visible 	For the last 6 years (=TAR - cycle)