

writing skill guide

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1. Work Unit Description

The department responsible sales product on internet, web designer responsible design web, advertisement designer responsible Advertising content design, seller responsible provide product Information for customer, the department provide complete product Information and sales data, make sure product Information convey to every customer.

2.1 Main Motivators

1.web designer: every designer has to build a portfolio of great work to progress in her career. The goal is Design an attractive company homepage.

2.Advertisement designer: Build bold brands, position products, and drive direct response results.

A good advertisement can become classic.

3.Seller: Of course, seller' motivators from Sales volume, more Sales volume and more bonus

(Not included basic salary that is salary + bonus).

2.2 HR Priorities and Strategy for these Employees

Web designer: Web designer have to update company web, the job must know homepage skills, example HTML, PHP , CSS, Javascript, learn new skill need cost, company pay learn cost can make sure employees willing creation better web.

Advertisement designer: Besides design advertisement, the job must also put forward advertisement benefit, Advertisement designer must have to analysis ability, he must learn analysis tools, example google adword. Advertisement number of visitors decide Advertisement designer can obtain additional bonus.

Seller: the job is challenge, seller' salary and bonus depending on Sales volume, high bonus attractive far more than salary, example Sales volume achieve \$1 million is 2% bonus, \$2 million is 5%, 3million is 8%, \$5 million is 10%.

2.3 Internal and External Influences

Internal Influences:

1.Excitation employee determination to get a college education.

2.Company supply tuition for pursuing a Master's degree in Computer Science or marketing.

3. Better than peer bonus.

America's university tuition is expensive, company supply tuition, free tuition pursuing

a Master's degree have high competitiveness, employees have to learn skill apply to work.

High bonus can excitation higher performance.

External Influences:

Most companies, not available tuition for pursuing a Master's degree, Of course, some companies supply tuition for employees too, these companies usually famous companies. Better than peer bonus make sure employees willing long term work for company. if we need to retains talent, money and willingness is the important factor.

MILESTONE 3: Recruitment and Selection

3.1 Job Title and Job Description

Job Title: : Software Engineer

Job Location : TAIWAN

Reports to : General manager

Job description completed by : Manage a team of software engineers, including task planning and code reviews.

Drive technical projects and provide leadership in an innovative and fast-paced environment.

Be responsible for the overall planning, execution, and success of complex technical projects.

Contribute technically to projects

Work closely with product management team to ensure we're building the best products. Job

Summary: BA/BS degree in Computer Science or related field or equivalent practical experience.

3 years of technical leadership and people management experience.

Programming experience in one of the following: Java, C++ or Python.

3.2 Internal vs. External Hire Analysis

We need can solve software problem and development new software talent immediately, we have no time training that must externally, our organization have no suitable talent, internal search We do not do internal search at present.

3.3 Recruitment Strategy

Part A:

We use job bank, Software Engineer most often use the network, a good recruit advertisement can

appealing excellent Engineer, job bank price cheap than headhunter and high exposure rate on the network.

Part B:

Job Title: : Software Engineer Job Location : Taipei, TAIWAN English ability: TOEIC 800 above. Job skill: Java, C++ or Python(necessary) Education level: Bachelor or master degree in BA/BS Benefit: Labor insurance and Health insurance Annual salary: 1.2 million \$NTD work experience: Min 5 years experience in electronics (CE) industry.

3.4 Identifying Selection Tools

Part A:

Police Criminal Record Certificate: software Engineer will know a lot of company operation secret, we must determine candidate have no Criminal record. English read skills: the job need use mass English technology document, English read is necessary.

Part B:

Have any work on your previous job? Are have learn any online course? for example HTML, SSC, R? Can you debug for the software? Can you read the document in English 3minutes?

3.5 Candidate Evaluations and Rater Error

1.A general evaluation that affects all dimensions or competencies instead of just one. 2.A salient competency (strong in oral communication) that affects ratings on all other competencies. 3.Insufficient discrimination among dimensions or competencies. A candidate might have very strong oral communication skills so, as an interviewer, we might assume that the candidate is also a terrific problem solver who has a strong work ethic and is a great team player. The candidate, may, in fact, be none of these.

MILESTONE 4: MANAGING EMPLOYEE PERFORMANCE

4.1 Status of Performance Management in the Work Unit

1. a copy of the organization's strategic plan? yes.
2. a mission statement? yes.
3. job descriptions for all jobs? yes.
4. performance standards for all positions? yes.
5. performance management training for managers? yes.
6. goals for employees that align with unit goals? yes.
7. a review process for employee performance? yes.
8. multi rater feedback for performance reviews? yes.
9. individual development plans for all employees? no.

4.2 Develop an Action Plan for Missing or Insufficient Items

Specific: Learn different skills and knowledge included management skills, employees have the opportunity to be a manager in the future. Measurable: Company internal test, For example, profession skills test, of course, external test too, For example Computer science professional certification, HR certification. Attainable: By test and certification link performance, we can evaluation promotion and promotion standard. Relevant: Employees whether willing attend the test, the company must pay these cost, of course, employees can Free decision to attend. Time-bound: To be included in personal performance assessment per years, the goal is to make a decision who can promotion be a manager.

4.3 Evaluation of the 3 R's in the Work Unit

1. Yes. The company outlines its objectives to "do" sustainability during new staff induction, inviting all staff members to contribute ideas and suggestions. The company shows its respect by offering sufficient information such that effective decisions can be made during work to make sustainability a reality for every member of the workforce.

2. Yes. As far as possible, to have any risks to employees health and safety properly controlled. Company to be provided with any personal protective and safety equipment free of charge. stop work and leave your work area, without being disciplined if you have reasonable concerns about employees safety. Employees must take reasonable care of your own health and safety. Employees must co-operate with the employer, making sure employees get proper training and you understand and follow the company's health and safety policies. To report any injuries, strains or illnesses employees suffer as a result of doing your job, the employer may need to change the way you work.

3. Yes. The company committed to not do the following behaviour: Threaten employees with adverse consequences, such as closing the workplace, loss of benefits, or more onerous working conditions, if they support a union, engage in union activity, or select a union to represent them. Threaten employees with adverse consequences if they engage in protected, concerted activity. (Activity is "concerted" if it is engaged in with or on the authority of other employees, not solely by and on behalf of the employee himself. It includes circumstances where a single employee seeks to initiate, induce, or prepare for group action, as well as where an employee brings a group complaint to the attention of management. Activity is "protected" if it concerns employees' interests as employees. An employee engaged in otherwise protected, the concerted activity may lose the Act's protection through misconduct.). Discharge, constructively discharge, suspend, layoff, fail to recall from layoff, demote, discipline, or take any other adverse action against

employees because of their protected, concerted activities.

4.4 Cultivating the 3 R's

Respect We paint a clear target for your team to hit. We can be super specific when rewarding and praising outstanding performance.

Responsibility We reiterate your goal-based criteria so everyone knows what success means for the business.

We have data on what areas need to be improved and with which team member restraint We reward team members who help your business accomplish its goals.

MILESTONE 5: EMPLOYEE COMPENSATION

5.1: Compensation Environment

the industry: Semiconductor manufacturing.

the geographic location : TAIWAN

the organization's business strategy:

1. be a technology leader, competitive with the leading IDMs
2. be the manufacturing leader
3. be the most reputable, service-oriented and maximum-total-benefits silicon foundry.

5.2: Compensation Strategy

We are always eager to have passionate talents across the globe to join us and build future success together. Like-minded people gather in TSMC to excel and gain a sense of achievement in return. If you are looking for a world-class organization that is widely recognized by society and the industry, our company is your choice. Who we look for: Applicants with Industrial Engineering, Industrial Management, MBA or related backgrounds are welcome. Relevant Industrial Engineering or semiconductor experience is a plus. Excellent communication and people skills are important for the position. Applicants should also be fluent in both English and Chinese. The job works with: Customers Internal production experts Internal related functions.

5.3 Perform a Job Analysis:

job title : Training Manager

job summary

1. Demonstrated expertise in managing training products in a variety of formats.
2. Rich experience in developing and delivering training projects.
3. Familiar with resources, best practices and trends in training industry.

4. Exhibit strong project management, facilitation, presentation and innovation capabilities.
5. Ability to build relationships with internal and external partners.
6. A high level of energy with a results-driven attitude in a fast-paced environment.
7. Knowledge and understanding of HR function
8. Experience of supporting line managers with HR issues.

job duties:

1. Provide leadership to the Training Management Department.
2. Manage corporate training programs and its effectiveness.
3. Manage training budget and resource.
4. Co-work with internal subject matter experts to develop relevant training programs.
5. Contribute to Learning & Development Division strategic planning, operations, and continuous improvement.

knowledge, skills, and abilities

1. At least 5 year experience in training, L&D, HRM or relevant field.
2. At least 3 year experience in leading a team with more than 5 members.
3. BS degree in education, human resources or relevant field is preferred.

job requirements:

- 1.Co-work with internal subject matter experts to develop relevant training programs.
- 2.Contribute to Learning & Development Division strategic planning, operations, and continuous improvement.

5.4 Job Benchmarking

According to TAIWAN government Ministry of labor release data, human resource related job salary average salary

is 35K \$NTD per months, annual salary 420K \$NTD,

Science park human bureau release resource manager average annual salary 1 million \$NTD, median 470K \$NTD,

5.5 Short-Term Incentives Analysis

Training Manager ability to set up a Training plan and carried out effectively, the plan will change with turnover, can not guarantee certain extent performance. KPI can't be used to evaluate performance for Training Manager.

5.6 Employee Value Proposition

1. Consummated Insurance and Retirement Programs:

In addition to statutory labour insurance, national health insurance and monthly pension contribution, we provide group insurance considerably designed for employees. The group insurance covers life insurance, accident insurance, medical insurance, cancer insurance and so on for better protection of employees' life.

2. Flexible Leave Program: We provide better annual leave program than the Labor Standard Act. Employees are eligible for annual leaves after the first 2-month service at our company. With flexible floating holidays, employees are able to schedule the vacation of the year. Different leave types are given in compliance with related laws, and employees, therefore, can more flexibly arrange work and life.

3. Caring Work Environment: Our diverse services and facilities in all aspects of life from housing and transportation to food, entertainment and education allow employees to balance between work and life.

4. Bonus program: me offers various bonus programs to reward employees for performance excellence that contributes to the success of the company. The payout is based on profitability, employee contribution, and performance against corporate-defined goals.

People are our most important assets. Sharing wealth is an integral part of our philosophy for compensation and benefits. We offer competitive Reward to attract, retain, develop, motivate and reward hard-working employees.