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De: Bertrand Clou Date: dim. 06/11/2011 21:30

À: Christophe Pinatel; Dominique Romeo; Marc Ryat; Paolo Migliavacca; Pascal Tournier; Stephane Colomines; Stephane Ramond; Aude Verges-Copin; Jean-Louis Harmali; Mathieu Gondon; Maxime Lybliamay; Hassan Chaoui; Marc Dos Santos; Stephanie Cambounet; Anissa Karray-Kbaier; Aurore Masson; Fabien Foulon; Julien Clemens; Patrice Delpy; Virginie Duchemann; Henrique Fernandes; Laurent Bordes; Loic Cunnac; Olivier Causse; Damien Bruvier; Pierre Genest
Cc: Alexandre Apcher; Berengere Le Men; Dominique Omet; Geraldine Saint Upery; Remy Saphon; Serge Lavie; Vincent Teil

Objet : 2011 Performance Appraisal

Pièces jointes :  [IDL_Self_Evaluation_Form.doc\(94Ko\)](#)

[Afficher sous forme de page Web](#)

It's time again for Performance Appraisal !

Peut être avez vous déjà entendu dire que cette année le processus a été encore avancé et nous oblige donc à le démarrer dès maintenant.

Voici donc en résumé les grandes étapes du processus que nous allons suivre (pas de changement par rapport à l'année dernière):

- Pour commencer je vous demanderais donc à tous de préparer votre self appraisal et de le remettre rapidement **à votre Manager** (le processus se fera avec votre nouveau manager pour ceux qui en ont changé récemment).
- 1. Dans la catégorie « Key accomplishment ...Goals », merci de reprendre les objectifs définis en début d'année avec votre manager et de préciser donc ce qui a été réalisé, les résultats obtenus ... Si les objectifs ont été redéfinis ou ne sont plus applicable bien sure précisez le et recentrez sur ce qui vous a occupé.
- 2. Je souhaiterais également que vous vous auto évaluez sur chacun de ses objectifs par rapport à la grille de performance ci dessous et en tenant compte bien sure des attentes liées à votre grade.
- Les managers planifieront une revue avec chacun d'entre vous pour revoir votre auto évaluation et cela **avant le 18 Novembre**. Merci donc de préparer votre « self appraisal » pour ce meeting avec votre manager.
- Ensuite à partir de fin Novembre jusqu'à mi Décembre une phase d'évaluation et de calibration par les managers s'engagera.
- Nous vous communiqueront **à partir du 20 Février** l'appréciation sur votre performance pour l'année 2011.

Si le processus reste inchangé, néanmoins un changement important est apporté sur le performance rating :

- En effet **nous ne vous communiquerons plus un rating allant de 1 à 5 comme ci-dessous, mais votre position dans la « 9 box »**

- La « 9 box » permet d'évaluer à la fois la performance annuelle mais également le potentiel de la personne.
- Ce changement répondra j'espère à la volonté de plus de transparence souhaitée par certains d'entre vous suite aux discussions récentes dans le cadre du CE.
- J'organiserais bientôt une communication de groupe pour vous donner plus d'informations sur ce sujet.

Bertrand

Performance Rating Definitions

Performance Rating Scale				
1 - Unacceptable	2 - Needs Improvement New to Role	3 - Good	4 - Very Good	5 - Outstanding
Applicable to 5% or Less of Employees	Applicable to 15-20% of Employees	Applicable to 50-60% of Employees	Applicable to 15-20% of Employees	Applicable to 5% or Less of Employees
Performance fell short of expectations in quality, quantity, execution, or performance to ON Values; Required excessive supervision; Repeated observations of performance falling short of expectations on key objectives. Immediate improvement is required.	Demonstrated the ability to handle the current job, meet key objectives, and basic expectations but required more assistance or supervision than peers; May not have consistently met all key objectives or may have contributed less than peers. May not have performed consistently to ON Values. May be new to role. Improvement is warranted.	A very solid performer who consistently met (and occasionally exceeded) all expectations on key objectives for quality, quantity, execution, and performance to ON Values; A consistently competent performer and valued team player; Sometimes demonstrated the ability to go the extra mile; Demonstrated leadership in their role as needed.	In addition to "3" qualities - Very often demonstrated ability to go the extra mile; Consistently exceeded manager's expectations on key objectives; Exhibited leadership that led to significant inter-organizational impact; Recognized for consistent strong performance to ON Values.	In addition to "4" qualities - Always demonstrated the ability to go the extra mile; Always exceeded expectations on all key objectives; Produced superior results on one or more key objectives; Exhibited leadership that led to substantial impact; Role modeled one or more of the ON Values.

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Grade Role & Responsibility				
Grade 11	Grade 12	Grade 13	Grade 14	
Sr. Engineer	Staff Engineer	Principal Engineer	Sr. Principal Engineer	
Possesses specialized knowledge, imaginative thinking and sophisticated analytical techniques	Possesses specialized knowledge plus broader technical knowledge that facilitates more integrative thinking	Possesses specialized knowledge plus broader technical knowledge in areas outside his or her area of expertise	Contributes and factors in ON Semiconductor's technological leadership position in an area	Tech Expertise
Has responsibility for definable portion of large project or process and is responsible for quality and timely result. Primary focus is on driving execution of projects	Has responsibility for projects or processes of moderate technical importance and for results in own area and interdependencies of related areas	Has responsibility for projects or processes of significant technical importance and for results that cross engineering project areas	Considered technical leader within project and departmental boundaries and has a proven track record for sustained innovation	Responsibility
Solves complex problems and makes some modifications to standard methods Is expected to implement important technical decisions	Solves complex, novel and non-recurring problems; initiates moderate changes to existing processes/methods and leads development and implementation	Solves complex, novel and non-recurring problems; initiates moderate changes to existing processes/methods and leads development and implementation Influences technical	Is responsible for projects or processes that have strategic or commercial importance and for project/program results Deals with problems requiring cutting edge approaches and techniques in innovation across the organization	Breakthrough Thinking
Has planning horizon of 1-3 months Mistakes cause some redeployment of resources or risk to project milestones	Influences technical decisions that have a significant impact on final product Has business and technical time horizon of 3-6 months	Significant impact on multiple products or the product line Has business and technical time horizon of 6-9 months	Makes technical decisions that have a moderate impact on product families, go to market strategies and customer satisfaction	Business Impact
Needs general supervision and periodic progress review Contributes to team effectiveness; initiates relationships outside the company	Impact of mistakes place project timelines at risk with some commercial exposure Requires limited supervision and is evaluated according to project performance	Impact of mistakes place product delivery at risk with significant commercial exposure Requires little to no supervision and is evaluated according to project performance	Has business and technical time horizon of generally 6-12 months Impact of mistakes place project timelines at risk with moderate commercial exposure	Autonomy & Maturity
	Coaches and mentors less experienced staff; influences others as a technical leader	Coaches and mentors less experienced staff; influences others as a technical leader	Provides advisory direction with senior management Coaches and mentors experienced staff Represents ON Semiconductor to the outside technical community, partners and vendors	Develop Others

10 -- July 2009

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