

YASKAWA	PROCEDURE MANUAL	Procedure No	YIND-H-PR
	PROMOTION POLICY	Date & Rev No	15-11-2019 / A

1. SCOPE

The policy pertains to the promotion process for all functional employees in YIND.

2. OBJECTIVE

The objective of this policy is

- a) To improve organizational and functional effectiveness.
- b) To recognize, reward, merit and competence of the employee.
- c) To develop existing employee to meet the future needs of the organization.
- d) To provide career advancement and a sense of fulfillment to employee of the company.
- e) To avoid favoritism, discrimination.

3. REFERENCE

PERFORMANCE MANAGEMENT policy (YIND-H-PR-8_Rev-B Performance Management Policy.doc).

4. PROCEDURE

This policy is being formulated in order to bring standardization and consistency in the process of employee's promotion, as promotions involves greater responsibilities along with a change in title/designation.

The Performance Management System (PMS) process shall be utilized as a tool to help, identify good internal candidates for promotion to available or new positions and to assist in their career advancement based on the individual and organization performance.

As mentioned in the PMS policy document, this process help setup goals by/for individual, reviewed by reporting manager and reviewer. Goals are reviewed and updated half yearly or on demand to align with business needs.

During the performance review process, this policy allows employees to “**Self-Recommendation for Promotion**” along with detailed explanation on achievements and reason for recommendation.

The policy allows managers to recommend employee for promotion during the review process.

All promotion recommendations (by Managers, HODs, Employees themselves) shall be submitted, analyze and approved by promotion committee.

Promotion committee is cross functional team, reviews the promotion recommendations (HR is integral part of this committee).

Promotion committee will ensure fairness, consistency, uniformity, equal opportunity in growth and career prospects of employees.

Prepared By	Reviewed By	Approved By
Committee Member	Leadership Team	President & CEO

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5. GUIDELINE

YIND internal promotion (advancement to higher grades/level) and lateral transfer (within grade level) system is based on the performance. These advancements may be a career or role change that helps employees develop and grow.

The PMS process shall be utilized as a tool to help YIND identify good internal candidates for these positions and to assist in the career advancement of our staff. As the annual assessment process is completed, promotion committee is asked to consider recommendation of the staff, considering the skills and ability to advance to different position within the department or units.

For Employees

- Job experience.
- Tenure in YIND.
- Performance level in recent review cycle(s) [refer Annexure-I].
- Skillset that matches the minimum requirements of the new role.
- Personal motivation and willingness for a change in responsibilities.
- Recommend promotion along with the details explanation [refer Annexure-I].

For Managers

- To develop the career path for the team, managers shall meet the employee and discuss about their career goals, performance and aspirations.
- Review KPIs, performance and recognize achievements.
- Recommend promotion along with the details explanation [refer Annexure-I].

For Committee

- Review all the promotion recommendations (ratings and explanation) for fair evaluation.

6. VALIDITY & CHANGE

The policy will be reviewed as when required will be approved by President & CEO, Management reserves the rights to change as and when required.

7. RELATED DOCUMENTS

- Performance Management System Policy
- YASKAWA India PMS Form
- Self-Recommendation Promotion Form

8. REVISION HISOTRY

Date	Rev	Reason for Revision

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Annexure – I

The Performance Management System (PMS) has 5 rating levels:

Grade	Result
A++	Far Exceed / Out Standing
A+	Exceed Expectation / Very Good
A	Meet expectation / Good
B	Need Improvement / Average
C	Don't Meet / Poor

The following matrix shall be used for promotion recommendation (by Managers, HODs, Employees themselves):

Grade	Period/Term
A++	Achieved this year.
A+, A+	In two years.
A+, A, A	In three years
A, A, A, A	In four years

Note: The rating for the promotion year shall not be considered in the next promotion term, for example if employee has been promoted in FY 2018-19, that year rating will not be considered for next promotion term (FY 2019-20).

Ex for promotions:

No of Years	1	2	3	4	5	6	7	8	9	10	11	12
FY	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Grade	A++	A++	A++	A++	A++	A++	A++	A++	A++	A++	A++	A++
	A+	A+	A+	A+	A+	A+	A+	A+	A+	A+	A+	A+
	A	A	A	A	A	A	A	A	A	A	A	A
	Promoted	Promoted	Promoted	Promoted	Promoted	Promoted	Promoted	Promoted	Promoted	Promoted	Promoted	Promoted
		Promoted		Promoted		Promoted		Promoted		Promoted		Promoted
				Promoted				Promoted				Promoted

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Annexure – II

Employees Career development plan illustration (Best Case).

Designation	Tenure	Performance Rating (2 Years)
Trainee Engineer		
	2 Yrs	A+, A+
Engineer		
	2 Yrs	A+, A+
Sr Engineer		
	2 Yrs	A+, A+
Asst Manager		
	2 Yrs	A+, A+
Dy Manager		
	2 Yrs	A+, A+
Manager-I/ Section Head		
	2 Yrs	A+, A+
Manager-II/ Section Head		
	2 Yrs	A+, A+
Sr Manager - I		
	2 Yrs	A+, A+
Sr Manager - II		
	2 Yrs	A+, A+
AGM		
	2 Yrs	A+, A+
DGM		
	2 Yrs	A+, A+
GM		
	22 Yrs	

Note: Evaluation criteria for rating is upgraded as employee move up in the ladder.

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