

# Relationships with Employees

TEL's personnel system and training are designed to foster a company with versatile employees.

## Our Approach to Personnel

TEL's objectives are to energize our company and to foster the personal growth of every employee. We are determined to be a company that fosters versatile people, and we specifically target these three objectives:

- (1) No penalizing of employees who fail while taking reasonable risks in creative endeavors.
- (2) Rigorous fairness in handling of our personnel.
- (3) Fairness in compensation.

TEL's personnel system emphasizes the nurturing of employees. This is designed not merely to emphasize performance, but also the processes which resulted in that performance. The three approaches of "Competency to assess processes," "The individual's role (mission)" and "Results as based on employee's role (performance)" are expressions of our goal to perform fair assessments of employees as based on their contributions. Competency is not just the objective of assessment and inspection, but a measure of the growth of the employee's skills and abilities required for task categories. TEL will always support our employees in their efforts to improve themselves and provide them with opportunities to upgrade their skills and advance their careers.

## Concept of TEL's Personnel System



## Building Employees' Careers

We have introduced a variety of systems for employees to use in developing their careers. Each employee has an interview with his supervisor at the beginning of the fiscal year, when goals are set. This encourages the employee to adopt the attitude and habit of thinking over his own career, and it enables the supervisor to see the necessity of nurturing the employee with a medium- to long-term viewpoint.

Employees fill out a personal survey and a morale survey once a year. In the personal survey, employees describe any job changes they would like to make, their hopes and opinions about the company, and advice they

would like to ask for. In the morale survey, employees describe their view of their morale levels, their organizations and their workplaces. The company, business units and departments all use the contents of both surveys to study and plan improvements in the work environment, organization management, the personnel system, and other aspects of the company. We also have an in-house staff recruitment system as an opportunity for employees to develop their careers. Announcements of job openings and opportunities allow employees wanting further development and departments in need of new faces to match up with each other. Also, it allows ambitious employees who want to move from subordinate positions to career tracks to determine the appropriateness of different positions and pave the way to management.

## Approach to Employee Training

TEL offers an employee training program that encourages our employees to choose their own careers and supports their efforts to expand their range of competence through classroom training, on-the-job training and job rotation. Our goal is to create a win-win situation for the employee and the company, where the company grows through the employee's self-realization, thus energizing the organization and honing our competitive edge.

The company is determined to nurture:

- Talented people who will know how to lead
- Talented specialists who will create value through their example of expertise
- Talented self-starters who know exactly what they want to learn in life and how to continue studying it
- Talented people who will have marketability.

## Competency Training

TEL has begun to introduce a training program in response to our need for competency in every profession and at every level. "Competency" is a standardized quality, the possessor of which acts in ways necessary to achieve excellent results for his profession, job and rank. When employees display high competency, it contributes to the achievements of the organization, benefits the people around them, and stimulates the organization.

The introduction of competency training will ensure that our employees know exactly what abilities are expected of them at their own levels in their professions, and what kind of training they should receive. Competency is the basis for advanced performance, so each employee has visible goals for his or her career and can get a direct sense of his or her progress and improvement.

## Our Approach to EHS Training

TEL offers training on the environment, health and safety (EHS) under the principle of “the necessary training for the necessary people.” These courses are grouped by rank and are open both to Group employees and to employees of cooperating companies who work on TEL’s facilities. An EHS training program is also a required part of the curriculum for new hires.

### EHS Training

<ul style="list-style-type: none"> <li>Specialized training (for internal environmental auditors, special training on key environmental aspects of work)</li> <li>ISO 14001-based environmental training (for manufacturing plants)</li> <li>Training on TEL Eco-Activity (for office facilities)</li> </ul> <p style="text-align: center;"><b>Environment</b></p>	<ul style="list-style-type: none"> <li>Equipment-specific training</li> <li>Customer-specific site entry training</li> <li>Safety training for employees traveling overseas</li> <li>Site leaders’ safety training</li> <li>Advanced safety training</li> <li>Basic safety training</li> </ul> <p style="text-align: center;"><b>Health and Safety</b></p>
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## Implementing Safety Training

TEL conducts safety training under the motto of “Safety First.” This consists of training for offices, for clean rooms, for start-up at customer sites, and other situations, as appropriate to the employee’s work. Training content is regularly reviewed and updated, and employees are required to take the updated lectures. Basic and advanced safety training is offered in the form of ‘e-learning’ courses over the company intranet, so employees can take them at convenient times. A unified safety curriculum is taught to the entire Group. These courses are being expanded overseas, beginning with the Asia region.



Emergency lifesaving class

Safety training directed to site leaders was instituted in FY 2005. This training addresses the role and specific safety tasks of the site leader and includes case studies for group discussion. Over 400 employees took these lectures in FY 2005.



Training of site leaders

## Environmental Training

TEL conducts Group-wide environmental training, which is attended by all classes of office employees, sales personnel, administrators, field engineers, part-time and temporary employees, and so on. The training for manufacturing plant employees emphasizes the environmental topics in ISO 14001. Employees involved in critical tasks requiring special environmental measures receive special training.

Some facilities also offer environmental training in the form of “e-learning” over the company intranet.



Environmental training for new hires



Web based training

## TOPICS

### Emergency training examines accidents and near-accidents

People have no opportunities in daily life to see the semiconductor and FPD production equipment supplied by TEL, so it is quite hard for most people working with such equipment for the first time to anticipate its hazards. Yamanashi plant provides emergency training to its new employees, in addition to instructions on how to use tools and testing equipment, how to handle components, how to operate lifting equipment, and so on. Emergency training consists of case studies of accidents and “near misses,” cases where potentially serious accidents were narrowly avoided.

During this training, employees actually stand at the equipment involved in the potential accident or near-accident, so that they can directly experience the circumstances of the problem. For example, trainers have the employees remove a component and place a finger where it would be in danger of pinching, or feel what it is like to slip on a water puddle on the floor. Employees feel an electric shock from a low-frequency oscillator. These experiences help to awaken the employees’ sense of danger in truly hazardous situations.



Employees experiencing a simulated near-accident