

Appointing and Effectively Deploying Qualified Employees

Building a Highly Motivated Workforce

Casio's human resource system is based on fairness and designed to maximize "Creativity and Contribution." The company continually reviews its personnel system to reflect the changes in the surrounding environment.

Under Casio's merit-driven system, employees are rewarded when they demonstrate the abilities required for their position, no matter their academic background, age, or length of service. To complement this, Casio's performance-based approach determines grade and compensation based on employees' actual results on the job. Casio's human resource system aims to strike an optimal balance between the development of employees under the merit-driven system, and the growth of the company facilitated by the performance-based approach.

New Employee Training



Newly hired Casio employees go through about two weeks of training, which is followed up in the case of technical hires with additional basic training lasting for some two months. All trainees learn about the corporate creed and the basics of what it means to be a professional.

Human Resource System

Casio's human resource system consists of three subsystems: the Grade System, Appraisal System and Compensation System.

The Grade System forms the base of Casio's human resource system. The Qualification System applies to non-managerial employees, who are promoted based on the growth of their ability to perform their duties. The Professional System applies to managers and specialists, who are graded and ranked based on their individual functions and accomplishments. Casio gives ample opportunities for employees to grow and improve their skills by offering training and gives them chances to move up by conducting in-house interviews.

In the Appraisal System, employees are evaluated in three areas, namely, target achievement under management by objectives, work performance (competency) in their job type, and contribution made toward the department. The evaluation is made on a five-point scale, relative to other employees, and the results are reflected in remuneration. Superiors discuss the evaluation results individually with each employee in order to seek a high level of understanding.

The Compensation System applies a salary range that is based on job grade under the principle of a merit-based competitive salary. Pay raises are given in harmony with performance evaluation and salary levels. Bonuses are distributed in a balanced way, depending on the evaluation.

Human Resource Development

Casio has various programs for human resource development with the intention of developing creative employees that are eager to take on challenges and training professionals with early tracking into specialized fields.

There are two basic types of employee professionals at Casio. One is the strategic generalist that passes on the company's corporate culture. The other is the technical specialist that passes on the company's unique technology and know-how. Casio approaches the development of these employees with the philosophy that people grow through their work, and that the source of growth is one's own drive. Based on this belief, Casio supports its employees to grow and improve their skills by providing them with an environment in which new abilities are constantly required. The company also gives employees opportunities to rise to challenges by relying on their own determination and hard work.

For this reason, Casio's system of human resource development is rooted in skills improvement through actual work, or on-the-job training (OJT). Various supplementary training programs, including systematic study of theory, are also offered as off-the-job training (Off-JT).

>>> Ref. p5. Details of Human Resource Development Programs

Organization of Casio's human resources system

		OJT		Off-JT				Award system	
		Measures to train existing workers to make them professionals	Measures for proper placement	Training for Selected Employees	Training for Specific Job Grade	Skill selective training	Other		
Division Manager Consulting Engineer	Rank 4								
Department Manager Senior Engineer	Rank 3			Department Manager Career Training	Multi Evaluation System for Managers				
Section Manager Advisory Engineer	Rank 2			Section Manager Career Training	New Manager Training				
Chief Engineer	Rank 1								
Assistant Manager		Assessment of Job Performance	Development Evaluation System	Assistant Manager Career Training	Skill Selective Training	Sales Training System for Engineers	Advanced Technology Seminars / Language Training / Correspondence Education	Training for Each Department / Professional Ability	
Supervisor									Assistant Manager Candidate Training
Senior Staff									Career Development Training
Staff Entry-level		OJT-MAP		Follow-up Training					
		Mentor for New Employee		New Employee Training					