

2) Information collecting/analyzing/evaluating and tactics planning

2-1) Level 1

== Evaluation criteria on performance ==

a) Responsibility

Supported as an **assistant (such as a committee member of an in-house committee, those who served on the committee of national standardization organizations, or who participated in the international standardization organizations or its equivalent institutions with a leader).**

b) Experience

Achieved and/or experienced **one or more of the following under a leader.**

- 1) Conducted surveys on related standard specifications, and **reported** trends of related organizations (including companies, countries and industries) for one or more deliberation for standardization strategy for one' s company, a country, and/or an industry.
- 2) Understanding trends in 1) and conducted one of the following: confirming positioning of one' s company, analyzing advantageousness, and finding out issues (including technology aspects, user aspects, accessibility, market expansion, and industrial influencers).
- 3) Based on research results and/or issues, consulted related divisions (including divisions of planning, technology, quality, intellectual property, and environment).
- 4) Expanded domestic and international situation (including attending meetings of industry associations and research on overseas trends) and **reported** one or both of the outlines of a proposed possible standardization strategy or issues.

c) Achievement (Optional)

Achieved and/or experienced zero or more of the following;

- 1) Influenced company' s direction for product development resulting from operations listed in the contents of "Experience" (including those of individual and of group. This applies to the rest).
- 2) Clarified company' s positioning resulting from operations listed in the contents of "Experience."
- 3) Influenced other company' s standardization strategy resulting from operations listed in the contents of "Experience."
- 4) Expanded market size and/or share of applicable business or technology resulting from operations listed in the contents of "Experience."
- 5) Had internal/external related personnel understand positive and negative influences and effects of a product lifecycle resulting from operations listed in the contents of "Experience."
- 6) Proceeded operations listed in the contents of "Experience" on self-developed main products or under-development products.
- 7) The outcome of operations listed in the contents of "Experience" had been referred to by any executives and shareholders.

d) Contribution

Achieved and/or experienced one or **more** of the following. ¹⁾ Conducted trainings or advised junior employees

- 1) Created manual for assigned operations.
- 2) Taught any internal/external training seminar (including seminars or study sessions for public, children, university students, corporations, or industries).
- 3) Participated in internal/external committee as a member (including those of related industries and public offices).
- 4) Published a thesis based on assigned operations or standard.
- 5) Presented in an academic conference or an exhibition regarding assigned operations, product, or standard.
- 6) Composed or published documents (including newspapers, journals, and websites) regarding information (including information or interpretation regarding specification, information of compatibility, and personal operational experiences).

⁸⁾ Provided know-how to internal/external related personnel based on personal operational experiences.

== Evaluation criteria on capability ==

e) Business Comprehension

Satisfy **all** of the following;

- 1) Understand each division' s policy and differentiation within open and closed strategy among corporate strategy, business strategy, research and development strategy, and intellectual property strategy, and be able to understand minimally, explain, and apply positioning of personally assigned operations (including domestic, international, and industrial positioning and understanding merit and demerit of positioning) by referring to related standardization strategy.
- ²⁾ Be able to understand, explain, and suggest how can personally assigned operations can contribute to corporate strategy, business strategy, research and development strategy, intellectual property strategy (including differentiation within open and closed strategy), and/or related standardization strategy.

f) Communication

Satisfy **one or more** of the following;

- 1) Be able to collect, share, and/or exchange information smoothly with related personnel (including leaders, internal related division, other domestic companies, and/or representatives of industries).
- 2) Be able to explain simply to related personnel (including leaders and internal related division).
- 3) Be able to understand explanation correctly provided by related personnel (including leaders, internal related division, other domestic companies, and/or representatives of industries).
- 4) Be able to associate and cooperate with related personnel (including leaders and internal related division).

⁵⁾ Be able to find collaborators and create a network among related personnel.

g) Negotiation

Satisfy **one or more** of the following;

- ¹⁾ Be able to make an appointment and set up a meeting for a negotiation.
- 1) Be able to present self-opinion, explain self-argument, and convince.
- 2) Be able to understand a point of an argument and move an argument forward to agreement. Understand internal corporate guideline and prioritize comprisable matters while understand and respect other people' s opinion and/or position.

h) Planning

Satisfy all of the following;

- 1) **Under a leader**, be able to find out issues from collected information, research results, and advantageousness of technology, and to propose own solution.

i) Leadership

Satisfy **one or more** of the following;

- 1) Be able to recognize issues or problems of organization that one belongs (including a company, a party, and a group) and be able to suggest operational direction (including raising awareness of related personnel, instructing related personnel, setting up a discussion opportunity, encouraging participants for active involvement and expression, and dealing appropriately with objections or counterarguments by separating arguments and save discussion and put it into an agenda of the next meeting).
- 2) Be able to suggest an unanimously agreeable goal by reviewing different opinions from a new view of perspective (including differences in relationships between each division and each division' s strategy and rival companies of competition mapping, industrial activities, and national standardization policy).

³⁾ Respect related personnel' s position and build trustworthy relationship with related personnel by following the direction.

j) Presentation

Satisfy **one or more** of the following;

- 1) Be able to understand referral contents of operations (including subjective standard, discussion contents, conversation, questions, opinions, emails, phone calls, regulations, thesis, procedures, trends, examples, issues, and other related information) in an appropriate language (including technical terms) well enough so one can exchange information, and execute operations (including analysis and surveys).
- 2) In order to create a specification, be able to reflect intentions in accordance with necessary rules (including directives) and with necessary languages.

3) In order to execute operations (exchange opinions with related personnel, share information, negotiation, reporting, creating a meeting summary, and emails), be able to explain (including making presentation documents) and convince in clear, simple, logical, plain, appropriate way with necessary written languages.

3) In order to execute operations (exchange opinions with related personnel, collect information, share information, negotiation, facilitate meetings, conversation, make a statement, phone calls, and presentation) be able to explain, present, and convince in a clear, simple, logical, plain, appropriate way with necessary spoken languages.

k) Technology

Satisfy all of the following;

1) Be able to understand minimally and explain related technical fields of standardization strategy operations (including background, effect, influence, contents of technology, feature, self-developed technology, similar technology including technical terms, technical trends, and technical discussion, related technology, competitors' technology, under-development technology standard technology, technology dealt by IPR policy, and advantageousness), and execute operations.

l) Operation

Satisfy **two or more (must include the item3)** of the following;

1) Under proper time management, be able to understand minimally and explain referral contents of operations (including information regarding governmental standardization agency, operational abstract to make a draft, IP related knowledge, law related knowledge including WTO/TBT arrangements, business model examples applying standardization or IP, internal policy, internal procedures, external procedures, trends, examples, and issues) and execute operations.

2) Be able to report contents of incidents when any of referral contents found incorrect in accordance with executing operations.

3) Under a leader, be able to find out issues and guide to solutions in accordance with executing applicable operations.

m) Miscellaneous (Optional)

Satisfy **zero or more** of the following;

1) Have an interest, concern, or curiosity for products, technology, different culture, and other corporations and industries.

2) Be understanding of different culture including history and religion, other corporations, and associated corporations.

2-2) Level 2

== Evaluation criteria on performance ==

a) Responsibility

Operated as a **representative** (served as a committee of the international standardization organization or its equivalent institution).

b) Experience

Achieved and/or experienced **one or more of the following autonomously.** 1) Conducted surveys on related standard specifications, and understood trends of related organizations (including companies, countries, industries) for one or more deliberation for standardization strategy for one's company, a country, and/or an industry.

2) Understanding trends in "1)" and conducted one of the following: confirming positioning of one's company, analyzing advantageousness, and finding out issues (including technology aspects, user aspects, accessibility, market expansion, and industrial influencers).

3) Based on research results and/or issues, consulted related divisions (including divisions of planning, technology, quality, intellectual property, and environment), adjusted, and acquired their understanding.

4) Understand domestic and international situation (including attending meetings of industry associations and research on overseas trends) and **recognized** one or both of the outlines of a proposed possible standardization strategy or issues.

5) Understand a domestic and international situation, adjusted in accordance with relevant divisions, and modified the outline of a standardization strategy draft.

6) Created standardization strategy draft given the condition that satisfies at least one of the steps "1)" to "5)" above.

c) Achievement

Achieved and/or experienced **one or more** of the following;

1) Influenced company's direction for product development resulting from operations listed in the contents of "Experience" (including those of individual and of group. This applies to the rest).

2) Clarified company's positioning resulting from operations listed in the contents of "Experience."

3) Influenced other company's standardization strategy resulting from operations listed in the contents of "Experience."

4) Expanded market size and/or share of applicable business or technology resulting from operations listed in the contents of "Experience."

5) Had internal/external related personnel understand positive and negative influences and effects of a product lifecycle resulting from operations listed in the contents of "Experience."

6) Proceeded operations listed in the contents of "Experience" on self-developed main products or under-development products.

7) The outcome of operations listed in the contents of "Experience" had been referred to by any executives and shareholders.

d) Contribution

Achieved and/or experienced **one or more** of the following;

1) Conducted trainings or advised junior employees

2) Created manual for assigned operations.

3) Taught any internal/external training seminar (including seminars or study sessions for public, children, university students, corporations, or industries).

4) Participated in internal/external committee as a member (including those of related industries and public offices).

5) Published a thesis based on assigned operations or specification.

6) Presented in an academic conference or an exhibition regarding assigned operations, product, or specification.

7) Composed or published documents (including newspapers, journals, and websites) regarding information (including information or interpretation regarding specification, information of compatibility, and personal operational experiences).

8) Provided know-how to internal/external related personnel based on personal operational experiences.

== Evaluation criteria on capability ==

e) Business Comprehension

Satisfy **all** of the following;

1) Understand each division's policy and differentiation within open and closed strategy among corporate strategy, business strategy, research and development strategy, and intellectual property strategy, and be able to understand, explain, and apply positioning of personally assigned operations (including domestic, international, and industrial positioning and understanding merit and demerit of positioning) by referring to related standardization strategy.

2) Be able to understand, explain, and suggest how can personally assigned operations can contribute to corporate strategy, business strategy, research and development strategy, intellectual property strategy (including differentiation within open and closed strategy), and/or related standardization strategy.

f) Communication

Satisfy **two or more** of the following;

1) Be able to collect, share, and exchange information smoothly with related personnel (including internal related division, other domestic and international companies, and/or representatives of industries).

2) Be able to create a meeting summary, break down other people's arguments, and explain how they affect internally to related personnel (including internal related division, other domestic and international companies, and/or representatives of industries)

3) Be able to understand explanation correctly provided by related personnel (including internal related division, other domestic and international companies, and/or representatives of industries).

4) Be able to associate and cooperate with related personnel from internal related division, other domestic and international companies, and/or representatives of industries).

5) Be able to find collaborators and create a network among related personnel (including internal related division, other domestic and international companies, and/or representatives of industries).

g) Negotiation

Satisfy **two or more** of the following:

- 1) Be able to make an appointment and set up a meeting for a negotiation.
- 2) Be able to present self-opinion, explain self-argument, and convince.
- 3) Be able to draw other people's opinions or arguments.
- 4) Be able to understand a point of an argument and move an argument forward to agreement. Understand internal corporate guideline, prioritize comprehensible matters, and enable to judge situation for corporate merit and demerit perspective while understand and respect other people's opinion and/or position.

h) Planning

Satisfy all of the following:

- 1) Be able to find out issues from collected information, research results, and advantageousness of technology, and to propose one or more own solutions including standardization tactics and standardization strategy planning upon consideration of merit and demerit when standardization is applied.

i) Leadership

Satisfy all of the following:

- 1) Recognize issues or problems of organization that one belongs (including a company, a party, and a group) and be able to suggest operational direction (including raising awareness of related personnel, instructing related personnel, setting up a discussion opportunity, encouraging participants for active involvement and expression, and dealing appropriately with objections or counterarguments by separating arguments and save discussion and put it into an agenda of the next meeting).
- 2) Be able to suggest an unanimously agreeable goal by reviewing different opinions from a new view of perspective (including differences in relationships between each division and each division's strategy and rival companies of competition mapping, industrial activities, and national standardization policy).
- 3) Respect related personnel's position and build trustworthy relationship with related personnel by following the direction.

j) Presentation

Satisfy **two or more** of the following:

- 1) Be able to understand referral contents of operations (including subjective standard, discussion contents, conversation, questions, opinions, emails, phone calls, regulations, thesis, procedures, trends, examples, issues, and other related information) in an appropriate language (including technical terms) well enough so one can exchange information, and execute operations (including analysis and surveys).
- 2) In order to create a specification, be able to reflect intentions in accordance with necessary rules (including directives) and with necessary languages.
- 3) In order to execute operations (exchange opinions with related personnel, share information, negotiation, reporting, creating a meeting summary, and emails), be able to explain (including making presentation documents) and convince in clear, simple, logical, plain, appropriate way with necessary written languages.
- 4) In order to execute operations (exchange opinions with related personnel, collect information, share information, negotiation, facilitate meetings, conversation, make a statement, phone calls, and presentation) be able to explain, present, and convince in a clear, simple, logical, plain, appropriate way with necessary spoken languages.

k) Technology

Satisfy **all** of the following:

- 1) Be able to understand and explain related technical fields of standardization strategy operations (including background, effect, influence, contents of technology, feature, self-developed technology, similar technology including technical terms, technical trends, and technical discussion, related technology, competitors' technology, under-development technology standard technology, technology dealt by IPR policy, and advantageousness), and execute operations.

l) Operation

Satisfy **two or more (must include the item 3)** of the following:

- 1) Under proper time management, be able to understand and explain referral contents of operations (including information regarding governmental standardization agency, operational abstract to make a draft, IP related knowledge, law related knowledge including WTO/TBT arrangements, business model examples applying standardization or IP, internal policy, internal procedures, external procedures, trends, examples, and issues) and execute operations.
- 2) Be able to report contents of incidents when any of referral contents found incorrect in accordance with executing operations.
- 3) Be able to find out issues and guide to solutions in accordance with executing applicable operations.

m) Miscellaneous (Optional)

Satisfy **zero or more** of the following:

- 1) Have an interest, concern, or curiosity for products, technology, different culture, and other corporations and industries.
- 2) Be understanding of different culture including history and religion, other corporations, and associated corporations.

2-3) Level 3

▬ Evaluation criteria on performance ▬

a) Responsibility

Operated as a **leader** (served as a official post of the international standardization organization or its equivalent institution).

b) Experience

Achieved and/or experienced **two or more of the following with leading**:

- 1) Conducted surveys on related standard specifications, and understood trends of related organizations (including companies, countries, industries) for one or more deliberation for standardization strategy for one's company, a country, and/or an industry.
- 2) Understanding trends in "1" and conducted one of the following: confirming positioning of one's company, analyzing advantageousness, and finding out issues (including technology aspects, user aspects, accessibility, market expansion, and industrial influencers).
- 3) Based on research results and/or issues, consulted related divisions (including divisions of planning, technology, quality control, intellectual property, and environment), adjusted, and acquired their understanding.
- 4) Understand domestic and international situation (including attending meetings of industry associations and research on overseas trends) and **recognized** one or both of the outlines of a proposed possible standardization strategy or issues.
- 5) Understand a domestic and international situation, adjusted in accordance with relevant divisions, and modified the outline of a standardization strategy draft.
- 6) Created standardization strategy draft given the condition that satisfies at least one of the steps "1)" to "5)" above.

c) Achievement

Achieved and/or experienced **two or more** of the following:

- 1) Influenced company's direction for product development resulting from operations listed in the contents of "Experience" (including those of individual and of group. This applies to the rest).
- 2) Clarified company's positioning resulting from operations listed in the contents of "Experience."
- 3) Influenced other company's standardization strategy resulting from operations listed in the contents of "Experience."
- 4) Expanded market size and/or share of applicable business or technology resulting from operations listed in the contents of "Experience."
- 5) Had internal/external related personnel understand positive and negative influences and effects of a product lifecycle resulting from operations listed in the contents of "Experience."
- 6) Proceeded operations listed in the contents of "Experience" on self-developed main products or under-development products.
- 7) The outcome of operations listed in the contents of "Experience" had been referred to by any executives and shareholders.

d) Contribution

Achieved and/or experienced **two or more** of the following:

- 1) Conducted trainings or advised junior employees
- 2) Created manual for assigned operations.
- 3) Taught any internal/external training seminar (including seminars or study sessions for public, children, university students, corporations, or industries).
- 4) Participated in internal/external committee as a member (including those of related industries and public offices).
- 5) Published a thesis based on assigned operations or specification.
- 6) Presented in an academic conference or an exhibition regarding assigned operations, product, or specification.
- 7) Composed or published documents (including newspapers, journals, and websites) regarding information (including information or interpretation regarding specification, information of compatibility, and personal operational experiences).
- 8) Provided know-how to internal/external related personnel based on personal operational experiences.

== Evaluation criteria on capability ==

e) Business Comprehension

Satisfy all of the followings;

- 1) Understand each division' s policy and differentiation within open and closed strategy among Corporate strategy, business strategy, research and development strategy, and intellectual property strategy, and be able to understand, explain, and apply positioning of standardization-related **operation throughout a whole organization including personally assigned operations** (including domestic, international, and industrial positioning and understanding merit and demerit of positioning) by referring to related standardization strategy.
Be able to understand, explain, and suggest how standardization-related operation throughout **a whole organization including personally assigned operations** can contribute to corporate strategy, business strategy, research and development strategy, and intellectual property strategy.

f) Communication

Fulfill all of the following;

- 1) Be able to collect, share, and exchange information smoothly with related personnel from related internal division, domestic and international companies, and the industry.
- 2) Be able to understand explanation correctly provided by related personnel from internal related division, domestic and international companies, and the industry.
- 3) Be able to associate and cooperate with related personnel from internal related division, domestic and international companies, and the industry.
- 4) Be able to find collaborators and create a network among related personnel from internal related division, domestic and international companies, and the industry.
- 5) Be able to create a meeting report, break down other people' s arguments, and explain how they affect internally to related personnel from internal related division, domestic and international companies, and the industry.

g) Negotiation

Satisfy all of the following;

- 1) Be able to make an appointment, set up a meeting, and provide an opportunity for a negotiation.
- 2) Be able to present self-opinion, explain self-argument, and convince.
- 3) Be able to draw other people' s opinions or arguments.
- 4) Be able to understand a point of an argument and move an argument forward to agreement. Understand internal corporate guideline, prioritize comparable matters, and enable to judge situation for corporate merit and demerit perspective while understand and respect other people' s opinion and/or position.

h) Planning

Satisfy all of the following;

- 1) Be able to find out issues from collected information, research results, and advantageousness of technology **with leading**, and to propose one or more own solutions including standardization tactics and standardization strategy planning upon consideration of merit and demerit when standardization is applied.

i) Leadership

Satisfy all of the following;

- 1) Recognize issues or problems of organization that one belongs including a company, a party, and a group, and be able to suggest operational direction (including raising awareness of related personnel, instructing related personnel, setting up a discussion opportunity, encouraging participants for active involvement and expression, and dealing appropriately with objections or counterarguments by separating arguments and save discussion and put it into an agenda of the next meeting), **manage and control progress of a project, and evaluate.**
- 2) Be able to suggest an unanimously agreeable goal by reviewing different opinions from a new view of perspective (including differences in relationships between each division and each division' s strategy, and competition map, industrial activities, and national standardization policy of rival companies).
- 3) **Respect related personnel' s position and build trustworthy relationship with related personnel by following the direction.**

j) Presentation

Satisfy all of the following;

- 1) Be able to understand referral contents of operations (including subjective standard, discussion contents, conversation, questions, opinions, emails, phone calls, regulations, thesis, procedures, trends, examples, issues, and other related information) in an appropriate language (including technical terms) well enough so one can exchange information, and execute operations (including analysis and surveys).
- 2) In order to create a specification, be able to reflect intentions in accordance with necessary rules (including directives) and with necessary languages.
- 3) In order to execute operations (exchange opinions with related personnel, share information, negotiation, reporting, creating a meeting summary, and emails), be able to explain (including making presentation documents) and convince in clear, simple, logical, plain, appropriate way with necessary written languages.
- 4) In order to execute operations (exchange opinions with related personnel, collect information, share information, negotiation, facilitate meetings, conversation, make a statement, phone calls, and presentation) be able to explain, present, and convince in a clear, simple, logical, plain, appropriate way with necessary spoken languages.

k) Technology

Satisfy all of the following;

- 1) Be able to understand and explain related technical fields of standardization strategy operations (including background, effect, influence, contents of technology, feature, self-developed technology, similar technology including technical terms, technical trends, and technical discussion, related technology, competitors' technology, under-development technology standard technology, IPR, technology dealt by policy, and advantageousness), **apply** to operations based on comprehension, and execute operations.

l) Operation

Satisfy all of the following;

- 1) Under proper time management, be able to understand and explain referral contents of operations (including information regarding governmental standardization agency, operational abstract to make a draft, IP related knowledge, law related knowledge including WTO/TBT arrangements, business model examples applying standardization or IP, internal policy, internal procedures, external procedures, trends, examples, and issues), apply to operations based on comprehension, and execute operations.
- 2) Be able to report contents of incidents when any of referral contents found incorrect in accordance with executing operations.
- 3) Be able to find out issues and **guide to solutions (be able to instruct subordinate personnel)** in accordance with executing applicable operations.

m) Miscellaneous (Optional)

Fulfill **zero or more** of the following;

- 1) Have an interest, concern, or curiosity for products, technology, different culture, and other corporations and industries.
- 2) Be understanding of different culture including history and religion, other corporations, and associated corporations.