

# 绩效管理流程

## Performance Management Procedure

RCCAC-HRS-P-002

REV: 1.0

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**审签页 Approval Page**

	职务/职责 Title/Role	日期 Date
起草 prepared by	Karen Wei HR & Admin Manager	2015.03.31
审核 reviewed by		
批准 approved by		
批准 approved by		
批准 approved by		

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## 1. 目的 Purpose

本政策旨在通过设定目标、评估过程、给予反馈及指导以提高绩效、奖励成绩来激励员工。

To provide guidelines in motivating employees through setting goals, measuring progress, giving feedback and coaching for improved performance and rewarding achievements.

## 2. 范围 Scope

适用于中电科柯林斯航空电子有限公司全体员工。

It is applied to all the employees of Rockwell Collins CETC Avionics Co., Ltd.

## 3. 职责 Responsibility

3.1 部门经理：与员工对绩效期望达成一致；评估绩效；提供定期反馈，并当员工未能满足绩效期望时给予指导，包括制定绩效改进计划以提高业绩。

Department Manager: aligns performance expectations with the employee; evaluates performance; provides regular feedback, coaching and counseling when employee fails to meet performance expectation including developing a performance recovery plan for improved performance.

3.2 人事行政部：组织年度绩效评估，对达不到绩效期望的员工提出改进意见，并帮助部门经理一起按绩效管理规定执行。

HRA Department: Organizes annual performance evaluation, proposes improvement suggestions for employee who fails to meet the performance requirements and helps department manager to perform performance management.

3.3 员工：按绩效期望开展工作，对达不到目标的绩效及时按部门经理意见进行改进。

Employees: Work with performance requirements; improve performance who fails to meet performance goals in accordance with suggestions of manager.

## 4. 试用期绩效评估 Performance Evaluation in Probation Period

4.1 公司鼓励部门经理在试用期内向员工提供月度反馈，最迟于试用期满前 15 天，部门经理对新员工的总体表现及能力进行评估；公司有权在试用期内随时与被证明不符合录用条件

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的员工解除劳动合同。

Department managers are encouraged to provide monthly feedback during the probationary period, at the conclusion of the probation period, new hires are appraised for their overall performance and competence and this is to be carried out by their department manager 15 days before probation period expiration at latest. The company has the authority to dismiss the employment contract anytime within the probation period to the employee who is demonstrated he/she can't meet the hiring requirement.

4.2 部门经理将最终评估结果（是否通过试用期）最迟于试用期结束前 10 个工作日提交给人事行政部。

The department manager shall submit the final evaluation and the decision to confirm or terminate the service of the new hire to HRA department at least 10 working days before the end of probation period.

4.3 人事行政部对评估结果为不合格的员工按试用期结束劳动合同执行并同时通知员工。

HRA department shall deal with the legal process to terminate the employment contract to the employee who fails in performance evaluation for probation period and a notification letter shall be sent to the employee.

## **5 . 年度绩效评估 Annual Performance Evaluation**

5.1 每日历年年底总经理领导各部门经理起草下一年度公司及部门绩效目标；

General Manager leads department managers to draft next year's company/each department goals around the end of a calendar year;

5.2 总经理将下一年度公司绩效目标草案提交给董事会；

General Manager submits company goals of next year to Board of Directors;

5.3 总经理将董事会批准的年度目标传达给部门经理以确定各部门绩效目标；

General Manager cascades company goals approved by BOD to each department manager to set department goals accordingly;

5.4 每年 12 月至次年 1 月之间员工和直线经理一起设定下一年度的个人绩效目标并达成一致；

The employee and his/her line managers get alignment for next year's goal setting during December to January;

5.5 每年 6 月至 7 月之间进行当年度绩效目标的年中评估；

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Conduct mid-year Performance Review every June to July.

5.6 每年 12 月至 1 月进行当年度绩效目标的年底评估；

Conduct year-end Performance Review every December to next January;

5.7 评估结果由部门经理提交人事行政部，由人事行政部组织管理层跨部门交叉评审校准，最终由总经理批准；

The department manager submits performance review result to HRA department, who will organize management team conducted cross-function review and calibration, and GM makes the final approval.

5.8 直线经理将最终评估结果与员工正式沟通；

The line manager organizes a formal communication with employee about the final result.

5.9 年度绩效评估的具体组织由人事行政部负责；

HRA department is responsible for organizing the detailed process of annual performance management.

5.10 年度绩效评估的等级如下：

The detailed performance review grades and descriptions are as below:

等级 Overall Performance Ratings	标准描述 Standard Description
表现欠佳 Unsatisfactory Contributor	员工的表现基本达到岗位要求(即不胜任工作), 必须通过培训立即改或调整工作岗位(由公司根据实际情况自行决定)。 The employee does not meet the performance expectations (i.e. incompetence) and immediate training or performance improvement is essential, which is decided at the Company's sole discretion depending on the actual situation.
基本达标 Basic Contributor	员工的表现基本达到绩效要求, 然而仍然需要进一步地提高绩效。 The employee generally meets the performance expectations. However, improvement in performance is desired.
表现良好 Successful	员工的表现始终达到岗位要求, 有时超越期望。

Contributor	The employee consistently meets performance expectations and at times exceeds expectations.
表现优秀 High Contributor	员工的表现时常超出岗位要求。在多个职能领域展现优秀表现。 The employee often surpasses performance expectations. Demonstrates high level performance in multiple areas of responsibility.
表现卓越 Exceptional Contributor	员工的表现经常超出岗位要求。无论下属、同事、经理还是客户都了解他/她具有卓越的业绩和能力。 The employee regularly surpasses performance expectations. Achievement and abilities are obvious to subordinates, peers, managers and/or customers.

## 6 . 绩效改进评估 Performance Improvement Evaluation

6.1 当员工的绩效表现经指导仍未达到期望要求，或被评估为“表现欠佳”时，部门经理需启动绩效改进计划，并同时通知人事行政部；

During the course of the year where the employee's performance failed to meet expectations despite coaching and counselling and also in cases where the employees are rated as Unsatisfactory Contributor, a Performance Recovery Plan for the employee shall be developed by the department Manager to help the employee in improving their performance.

6.2 部门经理与人事行政部共同与员工讨论、制定绩效改进计划，明确指出未能达到绩效的事例、需要改进的要求及完成的时间（通常为三至六个月）；

The department manager discusses/sets performance recovery plan with HRA department and spells out employee's specific case which not meet the requirement and expected requirements and completion timing (which is typically 3~6 months).

6.3 部门经理需在定期（至少每个月）与员工回顾绩效改进情况，评估员工的绩效改进是否达到预期目标，并将结果通知人事行政部。

The department manager monitors and assesses the employee's performance regularly (at least once a month), to determine if there has been improved performance and notifies the HRA department of the outcome of assessment at the end of the monitoring period.

6.4 对未能在指定时间内达到绩效改进要求的员工，公司可依法解除劳动合同。

The company can terminate the employee's employment contract legally if he/she fails to meet the performance improvement requirements within specified time.

6.5 如员工不胜任工作，但拒绝或未能参加公司因此而为其安排的绩效改进计划，或拒绝接受公司所作的岗位调整，则将被视为“仍不能胜任工作”。公司可依法解除劳动合同。

If the employee lacks the competency and capability to perform the job, and refuses or fails to participate in the Performance Recovery Plan, or refuses to accept the position adjustments, it is deemed as "not capable of the job". The company may terminate the employment contract in compliance with related labor laws.

**7.** 本规定自 2015 年 7 月 01 日起生效，由人事行政部负责解释。公司有权在认为适当时不时修改、补充或废除规定并通知员工。本规定以中、英文书写。若两种版本存在不一致，以中文为准。

This regulation shall take effect from July 1<sup>st</sup>, 2015 and be explained by HRA department. Company reserves the right to revise, supplement or rescind the policy from time to time as it deems appropriate in accordance with law. Employees will be notified of such changes as they occur. This regulation is written in both Chinese and English. In case of any discrepancy, the Chinese version shall prevail.

## **8. 附件 Annex**

- A. 《试用期评估表》 Probation Assessment Form
  - B. 《绩效考核和发展规划》 Performance Review & Development Plan
  - C. 《绩效改进计划》 Performance Recovery Plan
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