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| **績效評核與發展計畫表 (PRD) 年度：2018** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | |
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| **個人資料 (由員工填寫)** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 事業單位/  功能單位 | | |  | | | | | | 部門/成本中心 | | | | | | | | |  | | | | | | | 工作地點 | | | | | |  | | | | 目標設定日期 | | | | |  | | | | | | | |
| 工號 | | |  | | | | | | 姓名 | | | | | | | | |  | | | | | | | 職級 | | | | | |  | | | | 到職日 | | | | |  | | | | | | | |
| 直屬主管姓名 | | |  | | | | | | 功能主管姓名 | | | | | | | | |  | | | | | | | 二階主管姓名 | | | | | |  | | | | 現職務起始日 | | | | |  | | | | | | | |
| **指　引　與　說　明** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 流程 | **期初：**員工與主管討論並填寫年度目標設定(標題一)及個人發展計劃(標題二)；主管應向員工說明行為職能的要求。(標題三) **期中：**年度期間，員工如有目標需調整則須經與主管後修改(標題一)，並且針對上半年目標(標題一)及個人發展計劃(標題二)達成狀況，由員工填寫自評並由主管於期中績效面談時給予回饋。 **期末：**針對年度目標設定(標題一)、個人發展計劃(標題二)及行為職能(標題三) 由員工自評年度目標達成狀況(標題一另需rating)後再由主管回饋。(行為職能、個人發展計劃不須計分)。員工與主管針對全年度之績效表現填寫年度績效總回饋(標題四) **新進員工 :** 試用考核通過後，填寫本表；當年度10月1日(含)以後到職之員工，年度績效總評以 3 評分，除非有特殊行為事蹟，須調整考核成績，須具體說明。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 評估標準 | 等級 | | | 定義 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | | | **Outstanding傑出** ─ 持續且顯著地超越工作標準；並不斷主動拓展工作範圍，完成挑戰，受到廣泛的肯定。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | | | **Highly Effective高效能** ─ 持續地超越工作標準；並能展現高度企圖心與動機，能以創新的方法，完成挑戰。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | | | **Performing 達標** ─ 能完全達成工作標準，持續的提昇工作方式與品質。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | | | **Need Improvement 需要改善** ─ 部分表現符合工作標準，部分表現與工作要求有些差距；需要主管加以指導與監督。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | | | **Unsatisfactory 不滿意** ─ 工作表現未達到工作標準，需要立即改善。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 評核項目與比重 | | | | 以年度目標達成成果評等，行為職能不計分，但可做為調節最終分數之參考依據。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | |
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| **一、年度目標設定 Goal Setting** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1. 依以下四個構面，每個構面至少一項，個人工作目標總計至少四項，最多八項，並訂定可量化之衡量指標。將目標依重要性給予權重分配，最少為10%，最多為60%，所有目標加總為100%。 2. 期末評核時，針對每項達成狀況，由員工自評評等，再由主管核定評等。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **期 初 目 標 設 定** | | | | | | | | | | | | | | | | | | | | **期中**  **(具體敘述)** | | | | | | | | | | | | **期末**  **(具體敘述)** | | | | | | | | | **期末評核**  **(1-5分)** | | | | | |
| **目標** | | **衡量指標** | | | | | | | | **完成日** | | | | | | **權重(%)** | | | | **員工自評** | | | | | | **主管評語** | | | | | | **員工自評** | | | | **主管評語** | | | | | **員工自評** | | | **主管評核** | | |
| **專業技術/財務面 Professional / Financial** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **客戶面 Customer** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **作業面 Operation** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **組織面 Organization** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **其它 Others** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **二、個人發展計畫 Individual Development Plan (IDP)** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  |  |  | | | | | |  | | |  |
| **依據個人要達到今年目標及未來職位所需提升的知識/技能，具體填寫個人發展計畫** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | |  |  |  | | | | | |  | | |  |
| **發展計畫 (知識/技能/能力...)** | | | | | | | | **行動計劃** | | | | | | | | | | | **預計完成日** | | | | | | | | | | | **完成狀況(期中/期末評語，具體描述)** | | | | | | | | | | | | | | | | | |
| **員工自評** | | | | | | | **主管回饋** | | | | | | | | | | |
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| **期初目標設定** | | | |  | | | |  | | | | | |  |  | |  | | | |  |  | | | | | | | | | | | |  | | | |  | | |  |  | | |  | | | | |  |
| 員工簽名 | | | | | |  | | | | | | 主管簽名 | | | | | | | | | | |  | | | | | 當地HR主管簽名 | | | | |  | | | | | | | |  |  |  | | | | | |  | | |  |
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| **期中績效檢視** | | | |  | | | |  | | | | | |  |  | |  | | | |  |  | | | | | | | | | | | |  | | | |  | | |  |  | | |  | | | | |  |
| 員工簽名 | | | | |  | | | | | | 主管簽名 | | | | | | | | | | | |  | | | | 當地HR主管簽名 | | | | | | |  | | | | | | |  |  | | |  | | | | |  |
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| **三、行為職能 Behavior of Competence** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 由主管指導員工應具備之核心職能，並於期末評估，可做為績效總評之參考。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **行為職能** | | | | **定義** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **期末評語(具體敘述)** | | | | | | | | | | | | | |
| **員工自評** | | | | | **主管評語** | | | | | | | | |
| Trust & Honest 信任 | | | | Honesty builds trust. Being true to your word, keeping your promises, and making sure that you do whatever it is you say will do are all that it takes for people to see you as a reliable, dependable, and trustworthy person. 以誠實建立信任，言行一致，信守承諾，可靠及值得他人信賴 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | |
| **行為職能** | | | | **定義** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **期末評語(具體敘述)** | | | | | | | | | | | | | |
| **員工自評** | | | | | **主管評語** | | | | | | | | |
| Team Work  團隊合作 | | | | Teamwork involves working confidently within a group, contributing your own ideas effectively, taking a share of the responsibility, accepting and learning from constructive criticism and giving positive, constructive feedback to others. 在團隊中可自在與他人共事，可有效地提供自己的意見，分攤責任，接受他人建設性的批評及給予他人正面建設性的回饋 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | |
| Accountability 當責 | | | | Demonstrates a high level of resonsibility of the job. Owns up to own words and actions. Takes personal responsibility for seeing efforts through to completion and/or decisions. 在工作方面展現高度的責任感，對自己的言行負責，承擔責任，努力完成並對自己決策負責 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | |
| Integrity 誠信 | | | | Fully comply with the law and the company’s regulations with the principle of ethics and integrity, and gain the trust of others by taking responsibility for own actions and telling the truth.  完全遵守法律及公司道德及誠信的原則規定，並對自己言行負責及誠實 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | |
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| **四、年度績效總回饋** | | | | | | | |  | | | | | |  |  | |  | | | |  |  | | | | | | | | | | | |  | | | | | | |  |  |  | | | | | |  | | |  |
| 請員工與主管針對員工本年度整體績效表現，給予總評。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | |
| **員工(具體描述)** | | | | | | | | | | | | | | | | | | | | | **主管(具體描述)** | | | | | | | | | | | | | | | | | | | |  |  | | |  | | | | |  |
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| **期末評核** |  | | |  | | | |  | | | | | |  |  | |  | | | |  |  | | | | | | | | | | | |  | | | | | | |  |  |  | | | | | |  | | |  |
| 員工簽名 | | | | | | |  | | | | | | 主管簽名 | | | | | | | | | | |  | | | | | 當地HR主管簽名 | | | | |  | | | | | | |  |  | | |  | | | | |  |
| 日期 | | | | | | | 日期 | | | | | | | | | | | 日期 | | | | |  |  | | |  | | | | |  |
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| **~以下空白~完成本表後，請直屬主管提交給 Site HR Manager** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |