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| **绩效评核与发展计画表 (PRD) 年度：2018** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | |
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| **个人资料 (由员工填写)** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 事业单位/  功能单位 | | |  | | | | | | 部门/成本中心 | | | | | | | | |  | | | | | | | 工作地点 | | | | | |  | | | | 目标设定日期 | | | | |  | | | | | | | |
| 工号 | | |  | | | | | | 姓名 | | | | | | | | |  | | | | | | | 职级 | | | | | |  | | | | 到职日 | | | | |  | | | | | | | |
| 直属主管姓名 | | |  | | | | | | 功能主管姓名 | | | | | | | | |  | | | | | | | 二阶主管姓名 | | | | | |  | | | | 现职务起始日 | | | | |  | | | | | | | |
| **指　引　与　说　明** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 流程 | **期初：**员工与主管讨论并填写年度目标设定(标题一)及个人发展计划(标题二)；主管应向员工说明行为职能的要求。(标题三) **期中：**年度期间，员工如有目标需调整则须经与主管后修改(标题一)，并且针对上半年目标(标题一)及个人发展计划(标题二)达成状况，由员工填写自评并由主管于期中绩效面谈时给予回馈。 **期末：**针对年度目标设定(标题一)、个人发展计划(标题二)及行为职能(标题三) 由员工自评年度目标达成状况(标题一另需rating)后再由主管回馈。(行为职能、个人发展计划不须计分)。员工与主管针对全年度之绩效表现填写年度绩效总回馈(标题四) **新进员工 :** 试用考核通过后，填写本表；当年度10月1日(含)以后到职之员工，年度绩效总评以 3 评分，除非有特殊行为事迹，须调整考核成绩，须具体说明。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 评估标准 | 等级 | | | 定义 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | | | **Outstanding杰出** ─ 持续且显著地超越工作标准；并不断主动拓展工作范围，完成挑战，受到广泛的肯定。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | | | **Highly Effective高效能** ─ 持续地超越工作标准；并能展现高度企图心与动机，能以创新的方法，完成挑战。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | | | **Performing 达标** ─ 能完全达成工作标准，持续的提升工作方式与品质。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | | | **Need Improvement 需要改善** ─ 部分表现符合工作标准，部分表现与工作要求有些差距；需要主管加以指导与监督。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | | | **Unsatisfactory 不满意** ─ 工作表现未达到工作标准，需要立即改善。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 评核项目与比重 | | | | 以年度目标达成成果评等，行为职能不计分，但可做为调节最终分数之参考依据。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | |
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| **一、年度目标设定 Goal Setting** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1. 依以下四个构面，每个构面至少一项，个人工作目标总计至少四项，最多八项，并订定可量化之衡量指标。将目标依重要性给予权重分配，最少为10%，最多为60%，所有目标加总为100%。 2. 期末评核时，针对每项达成状况，由员工自评评等，再由主管核定评等。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **期 初 目 标 设 定** | | | | | | | | | | | | | | | | | | | | **期中**  **(具体叙述)** | | | | | | | | | | | | **期末**  **(具体叙述)** | | | | | | | | | **期末评核**  **(1-5分)** | | | | | |
| **目标** | | **衡量指标** | | | | | | | | **完成日** | | | | | | **权重(%)** | | | | **员工自评** | | | | | | **主管评语** | | | | | | **员工自评** | | | | **主管评语** | | | | | **员工自评** | | | **主管评核** | | |
| **专业技术/财务面 Professional / Financial** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **客户面 Customer** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **作业面 Operation** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **组织面 Organization** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **其它 Others** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **二、个人发展计画 Individual Development Plan (IDP)** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  |  |  | | | | | |  | | |  |
| **依据个人要达到今年目标及未来职位所需提升的知识/技能，具体填写个人发展计画** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | |  |  |  | | | | | |  | | |  |
| **发展计画 (知识/技能/能力...)** | | | | | | | | **行动计划** | | | | | | | | | | | **预计完成日** | | | | | | | | | | | **完成状况(期中/期末评语，具体描述)** | | | | | | | | | | | | | | | | | |
| **员工自评** | | | | | | | **主管回馈** | | | | | | | | | | |
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| **期初目标设定** | | | |  | | | |  | | | | | |  |  | |  | | | |  |  | | | | | | | | | | | |  | | | |  | | |  |  | | |  | | | | |  |
| 员工签名 | | | | | |  | | | | | | 主管签名 | | | | | | | | | | |  | | | | | 当地HR主管签名 | | | | |  | | | | | | | |  |  |  | | | | | |  | | |  |
| 日期 | | | | | | 日期 | | | | | | | | | | |  | | | | | 日期 | | | | |  | | | | | | | |  |  |  | | | | | |  | | |  |
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| **期中绩效检视** | | | |  | | | |  | | | | | |  |  | |  | | | |  |  | | | | | | | | | | | |  | | | |  | | |  |  | | |  | | | | |  |
| 员工签名 | | | | |  | | | | | | 主管签名 | | | | | | | | | | | |  | | | | 当地HR主管签名 | | | | | | |  | | | | | | |  |  | | |  | | | | |  |
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| **三、行为职能 Behavior of Competence** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 由主管指导员工应具备之核心职能，并于期末评估，可做为绩效总评之参考。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **行为职能** | | | | **定义** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **期末评语(具体叙述)** | | | | | | | | | | | | | |
| **员工自评** | | | | | **主管评语** | | | | | | | | |
| 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. 以诚实建立信任，言行一致，信守承诺，可靠及值得他人信赖 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | |
| **行为职能** | | | | **定义** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **期末评语(具体叙述)** | | | | | | | | | | | | | |
| **员工自评** | | | | | **主管评语** | | | | | | | | |
| Team Work  团队合作 | | | | 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. 在团队中可自在与他人共事，可有效地提供自己的意见，分摊责任，接受他人建设性的批评及给予他人正面建设性的回馈 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | |
| Accountability 当责 | | | | 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. 在工作方面展现高度的责任感，对自己的言行负责，承担责任，努力完成并对自己决策负责 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | |
| Integrity 诚信 | | | | 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诚信的原则规定，并对自己言行负责及诚实 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | |
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| **四、年度绩效总回馈** | | | | | | | |  | | | | | |  |  | |  | | | |  |  | | | | | | | | | | | |  | | | | | | |  |  |  | | | | | |  | | |  |
| 请员工与主管针对员工本年度整体绩效表现，给予总评。 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | |
| **员工(具体描述)** | | | | | | | | | | | | | | | | | | | | | **主管(具体描述)** | | | | | | | | | | | | | | | | | | | |  |  | | |  | | | | |  |
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| **期末评核** |  | | |  | | | |  | | | | | |  |  | |  | | | |  |  | | | | | | | | | | | |  | | | | | | |  |  |  | | | | | |  | | |  |
| 员工签名 | | | | | | |  | | | | | | 主管签名 | | | | | | | | | | |  | | | | | 当地HR主管签名 | | | | |  | | | | | | |  |  | | |  | | | | |  |
| 日期 | | | | | | | 日期 | | | | | | | | | | | 日期 | | | | |  |  | | |  | | | | |  |
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| **~以下空白~完成本表后，请直属主管提交给 Site HR Manager** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |