**SUNGARD** Financial Systems **Annual Performance Review 2011**

1. PERSONAL DATA/个人信息

|  |  |
| --- | --- |
| First & Last Name/姓名: 彭海宇 | Segment/LoB/产品部/部门: 实施部 |
| Title/职位: 实施部经理 | Date of Review/考核日期: February 13, 2012 |
| Supervisor Name/考核主管: 周新宇 | Country/国家: 中国 City/城市: 上海 |

1. 2011 PERFORMANCE GOALS /2011年绩效目标

Employee enters 2011 goals and completes self-appraisal prior to sending to manager. Manager then assesses performance and adds comments for each goal. Up to 5 goals.

员工需输入2011年目标及完成个人评价，然后发给考核主管。考核主管对员工的每一个目标逐一进行评价。目标最多为5个。

|  |  |
| --- | --- |
| PERFORMANCE GOAL (SMART)/绩效目标（SMART目标） | MEASURES FOR SUCCESS/衡量标准 |
| 完成2011年度新签一卡通V3版本的软件实施 | 在客户要求的时间范围内顺利完成现有产品的系统部署，保证客户在学生返校时系统可正常使用 |
| EMPLOYEE SELF ASSESSMENT/COMMENTS/员工自评 Exceeds Expectation  分别完成了黑龙江工程学院、西南科技大学、浙江商业职业技术学院的系统部署、培训与调试。其中本部门负责实施的黑龙江工程学院顺利完成验收。 | |
| MANAGER ASSESSMENT/COMMENTS/主管评价Exceeds Expectation  Click to insert text | |

2011 PERFORMANCE GOALS (continued) /2011年绩效目标（续）

|  |  |
| --- | --- |
| PERFORMANCE GOAL (SMART)/绩效目标（SMART目标） | MEASURES FOR SUCCESS/衡量标准 |
| 在2011年完成一卡通系统C++相关业务代码的学习和修改。 | 在保证系统稳定的前提下可正常维护现有一卡通业务系统80%的核心代码。 |
| EMPLOYEE SELF ASSESSMENT/COMMENTS/员工自评Exceeds Expectation  已经可以独立维护现有一卡通V3版本系统的所有业务后台C++部分代码。  并对已有不合理的部分业务进行了修改和完善。  同时发现了43个系统BUG且进行了相应修复 | |
| MANAGER ASSESSMENT/COMMENTS/主管评价Exceeds Expectation  Click to insert text | |

|  |  |
| --- | --- |
| PERFORMANCE GOAL (SMART)/绩效目标（SMART目标） | MEASURES FOR SUCCESS/衡量标准 |
| 根据项目要求完成2011年新签一卡通实施项目的二次开发需求 | 按照正确合理工作计划按时按量的完成指定需求。 |
| EMPLOYEE SELF ASSESSMENT/COMMENTS/员工自评Exceeds Expectation  协调现有资源、亲力亲为，完成三个实施项目的电控、水控、网费、银行圈存的二次开发需求。  总结、抽象了多项业务特点，开发了JAVA版本的第三方转账支付框架及相应的业务模块。  开发了一套灵活数据抽取、转换、迁移、导入工具，可满足数据迁移、输入导入的需求。 | |
| MANAGER ASSESSMENT/COMMENTS/主管评价Exceeds Expectation  Click to insert text | |

2011 PERFORMANCE GOALS (continued) /2011年绩效目标（续）

|  |  |
| --- | --- |
| PERFORMANCE GOAL (SMART)/绩效目标（SMART目标） | MEASURES FOR SUCCESS/衡量标准 |
| 维护已有客户的一卡通系统，保证已有客户在2011年正常运转。 | 客户投诉低于10起 |
| EMPLOYEE SELF ASSESSMENT/COMMENTS/员工自评Achieve Expectation  2011年一卡通系统已有客户的投诉次数为2 | |
| MANAGER ASSESSMENT/COMMENTS/主管评价Exceeds Expectation  Click to insert text | |

|  |  |
| --- | --- |
| PERFORMANCE GOAL (SMART)/绩效目标（SMART目标） | MEASURES FOR SUCCESS/衡量标准 |
| Click to insert text | Click to insert text |
| EMPLOYEE SELF ASSESSMENT/COMMENTS/员工自评评分 Rating  Click to insert text | |
| MANAGER ASSESSMENT/COMMENTS/主管评价评分 Rating  Click to insert text | |

1. SUNGARD COMPETENCIES /SUNGARD胜任力素质考核

Employee and Manager discuss competency ratings during Performance Discussion. Manager fills in final rating for each competency.

员工和主管在绩效面谈的环节共同讨论员工的胜任力素质，然后主管为员工的每项素质评分。

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **SunGard Competencies Rating**  **SunGard胜任力素质评价** | | | **Exceptional** | **Exceeds Expectations** | **Achieves Expectations** | **Meets Some Expectations** | **Does Not Meet Expectations** | **Comments** |
| Collaboration/合作 |  |  |  |  |  |  |  | Click to insert text |
| Communication/沟通 |  |  |  |  |  |  |  | Click to insert text |
| Customer Focus/客户至上 |  |  |  |  |  |  |  | Click to insert text |
| Focus on Results/关注结果 |  |  |  |  |  |  |  | Click to insert text |
| Business & Professional Conduct/商业行为 | | |  |  |  |  |  | Click to insert text |
| Technical/Functional Expertise/技术业务技能 | | |  |  |  |  |  | Click to insert text |
| Managing & Motivating Optimal Performance(manager only)管理&激励优秀绩效（仅适用经理及以上级别） | | |  |  |  |  |  | Click to insert text |
| Developing Others(manager only)  发展他人（仅适用经理及以上级别） | |  |  |  |  |  |  | Click to insert text |
| Managing Resources(manager only)  资源管理（仅适用经理及以上级别） | |  |  |  |  |  |  | Click to insert text |

1. 2011 PERFORMANCE RATING / 2011年度绩效评分

Manager provides overall rating for 2011 performance period.由经理为员工进行2011年度整体评分

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Exceptional | Exceeds Expectations | Achieves Expectations | Meets Some  Expectations | Does Not Meet Expectations |

* **Exceptional:** Performance surpasses all expectations relative to performance goals and competencies; this rating indicates truly outstanding, above and beyond performance

**卓越：**达到并超额完成全部目标期望和胜任力素质要求。此项评级反映极其卓越的绩效表现。

* **Exceeds Expectations:** Performance meets all and exceeds some expectations relative to performance goals and competencies

**超过期望：**达到全部目标期望和胜任力要求，并在某些方面超额完成。

* **Achieves Expectations:** Performance achieves all expectations relative to performance goals and competencies

**达到期望：**达到绩效目标和胜任力素质要求。

* **Meets Some Expectations:** Performance was inconsistent; meets some but not all expectations relative to performance goals and competencies; needs some improvement

**达到部分期望：**绩效结果与绩效目标要求不一致，达到部分目标期望和胜任力素质要求，需改进。

* **Does Not Meet Expectations:** Performance meets few or no expectations relative to performance goals and competencies; this rating indicates a serious performance problem and a need for corrective action**未达到期望：**绩效目标几乎未达成或完全未达成，几乎不能满足胜任力素质要求。此项评级反映严重的绩效问题，需要采取纠正行动

1. BUSINESS OBJECTIVES & GOALS FOR 2012/2012年任务及目标

Manager and employee set 2012 objectives and goals经理和员工共同制定2012年任务及目标

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Business Objectives for 2012 (SMART) /2012年任务及目标  *See Appendices page 9 for SMART description请参考附件SMART描述* | Success Measure  衡量标准 | Status  当前状态 | Priority  优先顺序 | Due Date  截止日期 |
| Click to insert text | Click to insert text | Click to select | Click to select | Click to add date |
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| Click to insert text | Click to insert text | Click to select | Click to select | Click to add date |

1. LEARNING & DEVELOPMENT PLAN (Employee completes, if applicable)/学习&发展计划（员工完成）

|  |  |
| --- | --- |
| **Short Term Career Goals/短期职业发展计划** (12 months/月 – 24 months/月) | **Long Term Career Goals/长期职业发展计划** (2 years/年 – 3 years/年) |
| Click to insert text | Click to insert text |
| Click to insert text | Click to insert text |

*Developing our employees is a key component to SunGard’s and the employee’s long-term success. Strongly consider developmental areas during the appraisal process.*

*发展员工是公司和员工能够取得长期成功的关键。请在考核过程中认真填写需要发展的地方。*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Competency that needs to be acquired, reinforced or developed/员工需要获取、加强或发展的地方 | **Priority\*优先顺序** | **Action Plan** *(Training, mentoring coaching, attending seminars…)行动计划* | **Timeline**  (Q1 to Q4) | **Expected outcome/期望的结果** |
| Click to insert text | Click to select | Click to insert text | Click to insert text | Click to insert text |
| Click to insert text | Click to select | Click to insert text | Click to insert text | Click to insert text |
| Click to insert text | Click to select | Click to insert text | Click to insert text | Click to insert text |
| Click to insert text | Click to select | Click to insert text | Click to insert text | Click to insert text |

\*Priority: 1 = Required to fulfill his/her job. 2 = Related to the evolution of the function 3 = Useful for the personal development of the employee

优先顺序：1=工作必须，2=工作相关，3=员工个人发展需要

Signatures:

|  |  |  |  |
| --- | --- | --- | --- |
| Date: Click to select the date    **Mutual commitments**  Strictly confidential information. | 2nd Level Manager (If required) | Manager | Employee |

1. 2011 PERFORMANCE KPI – COMPLIANCE

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| --- |
| **Objective:**  Follow and support SunGard China’s Rules of Business Conduct by complying with the Rules and completing all assigned compliance training.  目标：遵守并支持SunGard中国区商业行为规则并按时完成所有合规培训。   * + - Within 30 days of enrolment, complete all assigned on-line compliance courses and tasks.   30天内完成所有规定在线合规课程   * + - Unless excused by your supervisor, attend all live compliance training relevant to your area of responsibility.   除非主管要求，参加所有合规现场培训   * + - Achieve 100% compliance with the Rules of Business Conduct.   100%遵守商业行为规则 |

1. 2011 PERFORMANCE RATING – Compliance (By HR) / 2011年合规绩效评分（由HR完成）

|  |  |  |
| --- | --- | --- |
| Achieves Expectations | Does not Meet  Expectations | HR Signature: |

**Appendice**

Filling out your performance appraisal properly is key. Please find below some guidelines.

正确的填写绩效考核表是非常关键的。请遵循以下指导。

2011 Performance Goals /2011绩效目标

Insert Performance Goals / Objectives that were set for 2011 along with their success measures. The employee enters a self appraisal commentary for each Goal. The Manager will also enter his appraisal for each Goal.

输入2011年绩效目标的同时，需要分别输入其衡量标准。员工需对每一项目标逐一进行自我评价，主管同样需要完成这一步骤。

SunGard Competencies /SunGard胜任力素质

Check the rating for each of the SunGard competencies. The first 6 competencies apply to all employees, the last 3 competencies apply to Managers managing staff. Below are the detailed definitions for each competency.

请仔细为每一项SunGard胜任力素质进行评价。前六项素质适用于全体员工。后三项素质仅适用于经理或以上级别员工。以下是对每一项素质的具体描述：

Collaboration /合作

* Proactively partners with others within and across teams and/or business units in the best overall interest of SunGard
* Works effectively with others, both within and outside of their direct work groups, to identify and resolve problems and facilitate accomplishment of objectives
* Seeks others’ ideas and opinions and openly shares knowledge, experience, and information with others
* Identifies and effectively resolves issues that inhibit effective team behavior
* 能够主动与团队中其他成员及/或与公司整体利益相关的业务单元进行合作
* 能够有效和团队中或团队外的人员共同工作，以找出并解决问题且完成目标
* 能够主动征求他人的想法和意见，并且愿意与他人分享知识、经验和信息
* 能够有效地识别并解决影响团队效率的问题

Communication/沟通

* Demonstrates appropriate verbal and nonverbal communications that provides necessary information to intended audiences
* Produces written communication that is concise, logical, accurate, and impactful
* Uses appropriate media, method, and frequency of communication, based on the message, audience, and intended outcome
* Keeps relevant parties informed about progress and problems; avoids surprises
* 能够通过语言或肢体语言向目标听众传达必要信息
* 能够用简明的、有逻辑性的、准确的及有影响力的语言进行书面沟通
* 能够根据沟通的内容、听众及沟通的目的来选择并使用恰当的媒体、手段及沟通频率
* 能够使相关群体及时了解事件进展及问题，避免意外反应

Customer focus (internal & external)/客户至上（内部/外部）

* Partners with customers to better anticipate, understand, and respond to their needs
* Delivers on commitments that are on time and aligned with customer expectations
* Interacts regularly with customers to relay progress on commitments, as well as solicit input and feedback
* Establishes and maintains effective relationships with customers to gain trust and respect
* 能够成为客户的合作伙伴，了解他们的期望及需要，并对他们的需求予以及时的反馈
* 能够及时履行对客户承诺并符合客户的期望
* 能够和客户有效建立并维持关系，以赢得客户的信任和尊重

Focus on results/关注结果

* Provides relevant input to decisions; makes decisions and implements the right solutions where appropriate
* Has a strong sense of urgency to proactively solve problems and deliver solutions within set timeframes
* Delivers high-quality solutions and work products
* Constructively challenges the status quo and looks for new ways to improve processes and productivity
* Utilizes resources necessary to obtain results in a cost-effective manner
* 能够为决策提供自己的想法，制定决策并采取恰当的方式
* 有很强的紧迫感，能够主动在规定的时间范围内解决问题和提供解决方案
* 能够提供高质量的解决方式和工作成果
* 能够有建设性的挑战现状，并寻求新的方法来提高流程和生产力
* 能够利用所需资源并以考虑成本效益的态度出发，来实现结果

Business & professional conduct/商业&职业化行为

* Takes responsibility/accountability for own actions
* Initiates high level of professionalism and integrity in all aspects of employment as outlined in China Rules of Business Conduct
* Displays respect for people’s backgrounds, ideas, and experiences
* Respects the confidentiality of information to protect SunGard’s reputation and client confidentiality
* 能够对自己的行为负责
* 能够遵守中国区商业行为规则的要求，在各个方面展现高水平的职业道德和操守
* 对他人的背景、想法和经验表示尊重
* 能够对公司机密信息负责以保护SunGard的社会形象及客户机密

**Technical/functional expertise/技术和业务技能**

* Maintains the expertise required to service clients effectively.
* Stays current on technical developments related to their area of expertise and relates these developments to on-the-job situations.
* Is sought out as an expert to provide advice or solutions in his/her area of expertise
* 能够具备所需技能并有效地服务客户
* 能够根据职位的需要及当前工作的形势要求，保持技术的持续更新
* 能够作为专家被他人寻求其技能领域相关的建议或解决方案

Manager related competencies/经理级别相关素质:

Managing and motivating optimal performance/管理和激励优秀绩效

* Accurately assesses talent within own department; takes appropriate steps to attract and retain high performers and/or strengthen succession planning
* Sets a positive direction and inspires their team work unit to meet and exceed performance and behavioral expectations
* Works with employees to set and communicate clear and concise performance standards
* Acknowledges and recognizes people for their achievements
* Deals firmly and promptly with performance problems; lets people know what is expected of them and when
* 能够正确评价团队成员，并采取恰当方式来吸引并保留高绩效人才，且/或加强其继任者计划
* 能够为团队设定正向的方向并鼓励团队来达到或超出绩效和行为的期望

Developing others/发展他人

* Gives regular and candid feedback and coaching to improve employees performance
* Actively listens to feedback from others
* Works with employees to assess their development priorities, and to identify the right development experience and feedback opportunities
* Recognizes and reinforces employee’s developmental efforts and improvements
* 能够经常性的给予团队真实的反馈，并指导他们提升绩效
* 能够主动倾听他人的反馈
* 能够和员工一起来评价他们优先需要发展的地方，且帮助其识别正确的发展实践及反馈机会
* 能够看到并肯定员工的努力和进步

Managing resources/资源管理

* Ensures expenses are controlled, investments (e.g., training) provide return value, and revenues (if appropriate) are recognized in a timely manner
* Optimizes employee resources by monitoring productivity and by assigning appropriate tasks
* Recognizes ahead of time any potential under or over utilization of resources
* Accurately approves and audits time reporting and tracking systems
* Manages priorities to ensure balance among customer satisfaction, product quality, and employee development
* 能够确保费用是可控的，投资（如培训）确实带来回报，并且收入（如适用）是能够在预计的时间范围内得以确认
* 能够通过监督管理和分配合适的任务，将员工资源最大化
* 能够提前看到没有充分使用的资源或过度利用的资源
* 能够正确地批准和审核各种系统
* 能够有效管理优先事件，以确保客户满意度、产品质量和员工发展之间的平衡

Business Objectives & Goals for 2012

When setting your goals for 2012, please adopt a SMART Goal approach

当设定2012年目标的时候，请遵循SMART目标设定的方式

SPECIFIC: A specific goal has a much greater chance of being accomplished than a general goal.

明确的：一个明确的目标比一个模糊的目标更容易实现

To set a specific goal you must answer the six “W” questions:

设定一个明确的目标，你必须回答以下6个“W”的问题

1. Who:      Who is involved?/ 谁：涉及谁？
2. What:     What do I want to accomplish? / 什么：我想实现什么
3. Where:    Identify a location. / 哪里：识别一个地点
4. When:     Establish a time frame./ 什么时候：设定一个时间框架
5. Which:    Identify requirements and constraints. / 哪些：识别要求和限制条件
6. Why:      Specific reasons, purpose or benefits of accomplishing the goal. / 为什么：明确的原因、目的或完成这个目标所带来的好处

EXAMPLE:  A general goal would be, “Get in shape.” But a specific goal would say, “Join a health club and workout 3 days a week.”

例子：一个模糊地目标是说“减肥”，一个明确的目标是说“每周参加3天健身俱乐部”

MEASURABLE: Establish concrete criteria for measuring progress toward the attainment of each goal you set.

可衡量的：为你设定的每一个目标的实现建立一个具体的衡量标准

When you measure your progress, you stay on track, reach your target dates, and experience the exhilaration of achievement that spurs you on to continued effort required to reach your goal. To determine if your goal is measurable, ask questions such as:

How much? How many?How will I know when it is accomplished?

当你衡量目标进展的时候，你能够持续跟踪目标，看到目标设定的日期，经历取得成就所带来的喜悦，激发你持续努力的激情，最终实现你的目标。判断你的目标是否是可衡量的，可先问几个问题：多少？几个？我如何知道目标实现了？

ATTAIGNABLE: When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. You begin seeing previously overlooked opportunities to bring yourself closer to the achievement of your goals.

**可实现的：**当你认识到这些目标对你非常重要的时候，你会开始筹划如何将它们变为现实。你会通过改变态度，发展能力、技能及财务能力以实现这些目标。并且你会开始看看之前的一些机会是不是能助你这些目标的实现。

**RELEVANT**: To be relevant, a goal must represent an objective toward which you are both *willing* and *able* to work

**相关的：**一个相关的目标一定是你即愿意又能够完成的。

**TIME LIMITED**: A goal should be grounded within a time frame. With no time frame tied to it there’s no sense of urgency

时间限制： 一个目标必须有时间框架来约束。没有时间限制的目标意味着并不紧急。