



**Hengyi Industries Sdn Bhd**  
**恒逸实业（文莱）有限公司**

HYBN-T3-02-0008-2020-2

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## **Management Regulations for Annual Performance Appraisal of Employees**

### **员工年度绩效考核管理规定**



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## Version Information 版本信息

### 1 Version 1 第一版

Version 1 was released on 31st December, 2018.

第一版发布时间为 2018 年 12 月 31 日。

### 2 Version 2 第二版

2.1 Version 2 was released on 1<sup>st</sup> January, 2020. Version 2 revised the following contents in Version 1 and updated the corresponding numbers.

第二版发布时间为 2020 年 01 月 01 日，第二版较第一版主要修改如下内容，并更新相应序号。

#### 2.1.1 Revise Contents 修订内容

2.1.1.1 Clause 5.3.5.2 Revised to Content “For employees whose annual appraisal results are Unqualified, the Company shall give demotion/removal to them or exchange them to posts of lower categories for post-waiting or warning letter etc.”.

5.3.5.2 条款修订为“对年度考核结果为不合格的员工，公司给予降免职或向低类别岗位交流、待岗、警告信等处理”。



 <b>HENGYI</b>	<b>Hengyi Industries Sdn Bhd 恒逸实业（文莱）有限公司</b>			
	<b>Management Regulations for Annual Performance Appraisal of Employees</b> <b>员工年度绩效考核规定</b>			
Doc. No.	HYBN-T3-02-0008-2020-2	Ver. No.	2	Page 1 of 8

## 1 Purpose

### 目的

The Regulations are hereby formulated in order to comprehensively assess and evaluate the employees' annual performance and ability, mobilize the employees' enthusiasm and initiative, comprehensively improve their quality, establish the incentive and restraint mechanisms for the employees, and smooth the employees' growth channel.

为综合考核评价员工年度工作绩效和能力素质表现，调动员工的积极性、主动性，全面提升员工队伍素质，建立员工的激励和约束机制，畅通员工成长通道，特制订本规定。

## 2 Scope of Application

### 适用范围

The Regulations are applicable to employees below the CEO of the Company.  
本规定适用于公司 CEO 以下的员工。

## 3 Terms and Definitions

### 术语和定义

N/A.

无。

## 4 Management Responsibilities

### 管理职责

#### 4.1 Specified administrative department

##### 归口管理部门

The HR Dept. is the specified administrative department of the Management Regulations for Annual Performance Appraisal of Employees, which shall be responsible for formulating (revising) the management measures for performance appraisal of employees, and organizing to implement the daily appraisal and annual performance appraisal for employees; and shall be responsible for talents selection and training, etc.

人力资源部是员工年度绩效考核管理办法的归口管理部门，负责制（修）订员工绩效考核管理规定，组织实施员工日常考核及年度绩效考核工作；负责人才选拔培养等使用考核工作

#### 4.2 Collaborative management departments

协同管理部门

Be responsible for the daily appraisal of employees in the department; and cooperate in the performance appraisal of employees of the Company.

负责本部门员工日常考核工作；配合做好公司员工绩效考核工作

#### 4.3 Executive departments

执行部门

Be responsible for the daily appraisal of employees in the department; and cooperate in the performance appraisal of employees of the Company.

负责本部门员工日常考核工作；配合做好公司员工绩效考核工作

### 5 Management Content

管理内容

#### 5.1 Appraisal objects

考核对象

5.1.1 The Company's on-the-job employees who have been employed for at least 6 months in the current year or have performed their duties for at least 6 months throughout the year.

公司当年度入职满 6 个月或全年履职时间满 6 个月的在职员工。

5.1.2 The annual appraisal shall be carried out in the respective department of appraisal objects. And for employees who have a trans-department job transfer and have worked in the original department for 6 months and more in the appraisal year, the current department of the appraisal objects may perform the annual appraisal related work jointly with the original department. The original department shall actively cooperate; and for employees who have been seconded to another department in the Company and have worked there for at least 6 months by the time of appraisal, by the consent of the department that offers the secondment, the appraisal can be carried out in the department to which the employees are seconded.

年度考核在考核对象所在部门进行。其中，对考核年度内跨部门工作调动、且在原部门工作 6 个月及以上的员工，考核对象所在部门可会同原部门做好有关员工年度考核工作，原部门应积极配合；对考核时借到公司内部其他部门工作 6 个月及以上的员工，在征得借出部门同意后，可在借用部门考核。

## 5.2 Appraisal method

### 考核方法

5.2.1 The employees' annual appraisal shall be performed by the means of combination of quantitative appraisal and qualitative appraisal. The annual appraisal for personnel of management and professional technology shall cover three aspects, i.e. job performance, working competence and working attitude. See the *Evaluation Form of Annual Performance of Management Personnel* for details of all indexes and the weight of each index. And the annual appraisal for personnel of skill operation shall cover five aspects, i.e. working attitude, skill level, learning ability, teamwork and adherence to regulations and discipline. See the *Evaluation Form of Annual Performance of Skill Operation Personnel* for details of all indexes and the weight of each index.

员工年度考核采用定量考核与定性考核相结合的方式。管理人员和专业技术人员年度考核内容分为工作绩效、工作能力和工作态度三个方面，各指标及权重具体见《管理人员年度绩效测评表》，技能操作人员年度考核内容分为工作态度、技能水平、学习能力、团队协作、遵章守纪五个方面，各指标及权重详见《技能操作人员年度绩效测评表》。

5.2.3 Each department shall carry out the appraisal by classifying the management personnel (including the personnel of professional technology) and personnel of skill operation. The appraisal results are divided into four levels: excellent, good, qualified and unqualified. The department heads shall give reasonable scores to employees in the department and rank them in corresponding levels proportionally according to the appraisal scores. The number of employees who are ranked at the level of Excellent shall not exceed 20% of the total number of participants in the annual appraisal of the department. The number of employees who are ranked at the level of Good shall not exceed 30% of the total number of participants.

各部门按管理人员（含专业技术人员）和技能操作人员分类考核，考核结果分为优秀、良好、合格、不合格四个级档。部门领导对本部门员工进行科学评分，并依据考核得分按比例进行相应级档内排序。优秀级档的比例不得超过本部门参加年度考核总人数的 20%，良好级档的比例不超过 30%。

5.2.4 For those being appraised who get the final score of the annual appraisal below 60, who are under punishment of above Disciplinary Warning due to violation of relevant regulations of the Company in the same year, who cause heavy economic losses as a result of accident caused by his/her own responsibility, and who work passively and fail to perform the job responsibilities, each department can directly determine the result of the annual appraisal to be Unqualified in combination with his/her job performance.

被考核人年度考核最终得分在 60 分以下的、当年违反公司有关规定受到违纪告诫以上惩处的、因本人责任发生事故造成重大经济损失的、工作消极未能履行岗位职责的，各部门可结合其工作绩效和工作表现，将年度考核结果直接确定为“不合格”档。

5.2.5 Each department may subdivide the appraisal objects in accordance with the division of labor in the appraisal and the actual situation of the department, and formulate the specific



rules for the implementation in combination with the appraisal of monthly economic responsibility system in the department.

各部门可根据考核分工和本部门实际，细分考核对象，结合本部门月度经济责任制考核，制定具体实施细则。

### 5.3 Appraisal procedures

#### 考核程序

5.3.1 In December of the same year, the Company shall issue the notice of annual appraisal, and each department shall arrange the appraisal work. Where each department needs to enrich the content of appraisal elements, it shall be implemented subject to the approval of the HR Dept. within one week after the Company issues the appraisal notice.

当年 12 月份，公司下发年度考核通知，各部门布置考核工作。如各部门需要充实考核要素内容的，在公司下发考核通知后一周内，经人力资源部同意后实施。

5.3.2 As for the annual performance appraisal, the individual self-evaluation shall be made first. Then appraisal scores with different levels shall be given by the superior leaders.

年度绩效考核采取先个人自评，再由上级领导分级给予考核评分的方式。

5.3.2.1 Self-evaluation. According to the completion of annual work objectives and job responsibilities, the personnel of management and professional technology shall truthfully fill in the *Evaluation Form of Annual Performance of Management Personnel* and *Annual Assessment Form of Management Personnel*, and the personnel of skill operation shall fill in the *Evaluation Form of Annual Performance of Skill Operation Personnel*.

自我评价。根据年度工作目标和岗位职责的完成情况，管理人员和专业技术人员如实填写《管理人员年度绩效测评表》和《管理人员年度考核表》，技能操作人员填写《技能操作人员年度绩效测评表》。

#### 5.3.2.2 Appraisal by superior leaders

##### 上级领导考核

(1) The superior leaders, according to the situation of annual work objectives, work task, performance of job responsibilities, etc. completed by the one being appraised, shall evaluate the one being appraised as per the appraisal elements and reference standards.

上级领导根据被考核人完成年度工作目标、工作任务、履行岗位职责等情况，按考核要素、参考标准对被考核人进行测评。

(2) The personnel of skill operation shall be appraised generally by the team leader, the deputy department head and the chief department head. The team leader shall be appraised by the deputy department head and the chief department head. The personnel of technical management shall be appraised stepwise by the deputy department head and the chief department head; the deputy department head shall be appraised stepwise by the chief department head, the deputy general manager and the CEO; the department head and the assistant chief engineer shall be appraised by the deputy general manager and the CEO; and

the deputy general manager shall be appraised by the CEO.

一般技能操作人员由班长、分管副部长和部长考核，班长由分管副部长和部长考核。技术管理人员由分管副部长、部长逐级考核；副部长由部长、分管副总及 CEO 逐级考核；部长、副总工由分管副总、CEO 考核，副总经理由 CEO 考核。

### 5.3.3 Determination of annual appraisal results

#### 年度考核结果的确定

The HR Dept. shall collect and summarize the appraisal results of all posts and report to the CEO for approval, so as to determine the annual appraisal results.

人力资源部收集汇总各岗位的考核成绩报 CEO 审批，确定年度考核结果。

### 5.3.4 Appraisal feedback

#### 考核反馈

In line with the principle of continuous improvement and incentive to enhancement, the appraisal results shall be fed back to employees themselves to affirm their achievements, point out their deficiencies and put forward hopes to them, so as to help them foster strengths and circumvent weaknesses and improve the job performance.

本着持续改进和激励提高的原则，应将考核结果反馈给员工本人，肯定成绩、指出不足、提出希望，帮助其扬长避短、提高工作绩效。

### 5.3.5 Handling and application of the appraisal results

#### 考核结果的处理和运用

5.3.5.1 The results of annual appraisal will serve as an important basis for competition for a post, pay adjustment, distribution of year-end performance bonus, business training, position adjustment and excellence appraisal and advancement recommendation.

年度考核结果将作为竞聘上岗、薪酬调整、年终绩效奖金分配、业务培训、职位调整、评优推先的重要依据。

5.3.5.2 For employees whose annual appraisal results are Unqualified, the Company shall give demotion/removal to them or exchange them to posts of lower categories for post-waiting or warning letter etc.

对年度考核结果为“不合格”的员工，公司给予降免职或向低类别岗位交流、待岗、警告信等处理。

## 5.4 Management for excellence appraisal and advancement recommendation

### 评优推先管理

5.4.1 The work of excellence appraisal and advancement recommendation shall be based on the work arrangement of the headquarters. Each department shall select the advanced individuals and advanced organizations in the department by combining results of the annual performance appraisal with daily performance, the completion of annual key work, job difficulty, etc.

评优推先工作根据总部工作安排，各部门结合年度绩效考核成绩与日常表现、年度重点工作完成情况、工作难度等，评选出本部门先进个人和先进单位名单。

5.4.2 Each department shall submit the list of advanced individuals and advanced organizations and the written application materials to the HR Dept. The HR Dept. shall organize the members of excellence appraisal team to select the candidates of advanced individuals and advanced organizations in an objective and impartial way, and submit the candidate list to the Company for approval before announcement (for one week). After the announcement without demur, such candidates will be confirmed as the excellent and advanced individuals and organizations in the current year; as for those with demur during the announcement, if it is proved that they don't meet the standard of excellent and advanced individuals and organizations, their advancement qualification shall be cancelled and no by-election is allowed any more.

各部门将先进个人、先进单位名单及书面申报材料报人力资源部，由人力资源部组织评优领导小组成员进行评选，客观公正的评选出先进个人和先进单位候选名单，报公司审批后予以公示（一周）。经公示无异议后即成为本年度优秀先进个人和单位；对公示时，有异议经调查属实不符合优秀先进个人和单位标准的，取消先进资格，不再补选。

## 5.5 Miscellaneous

其它

5.5.1 All departments shall strictly follow the Company's requirements, conscientiously carry out the appraisal, stick to the principle of objectivity and impartiality as well as truth-seeking, and prevent from going through the motions.

各部门严格按照公司要求，认真做好考核组织工作，要坚持客观公正、实事求是的原则，防止走过场。

5.5.2 Personnel engaged in the appraisal work shall observe the confidentiality provisions, and organize the work in every link of the appraisal according to the time schedule, so as to ensure that the appraisal can be conducted orderly.

从事考核工作的人员要遵守保密规定，并按时间进度组织做好考核各个环节的工作，确保考核有序进行。



## 6 Inspection and Supervision

### 检查与监督

HR Dept. shall supervise and inspect the employees' performance appraisal.

人力资源部负责对员工绩效考核工作进行监督检查。

## 7 Associated Procedures and Records

### 关联程序和记录

#### 7.1 Associated procedures

##### 关联程序

*Procedures for Employees' Annual Performance Appraisal* HYBN-T2-02-0022-2018-1

员工年度绩效考核程序 HYBN-T2-02-0022-2018-1

#### 7.2 Associated records

##### 关联记录

7.2.1 *Evaluation Form of Annual Performance of Management Personnel*  
HYBN-T6-02-0026-001-2018

管理人员年度绩效测评表 HYBN-T6-02-0026-001-2018

7.2.2 *Annual Assessment Form of Management Personnel* HYBN-T6-02-0027-001-2018

管理人员年度考核表 HYBN-T6-02-0027-001-2018

7.2.3 *Evaluation Form of Annual Performance of Skill Operation Personnel*  
HYBN-T6-02-0028-001-2018

技能操作人员年度绩效测评表 HYBN-T6-02-0028-001-2018

7.2.4 *Summary Sheet of Results of Employees' Annual Performance*  
HYBN-T6-02-0029-001-2018

员工年度绩效考核成绩汇总表 HYBN-T6-02-0029-001-2018

## 8 Supplementary Rules

### 附则

8.1 The Measures are under the centralized management of HR Dept.

本办法由人力资源部归口管理。

8.2 The Measures are drafted by HR Dept.

本办法起草部门：人力资源部。

8.3 HR Dept. is responsible for the interpretation of the Measures.

本办法解释权归人力资源部拥有。

8.4 Revision, preparation and approval of the Measures are shown in table 1:

本办法版本编制和审批情况见表 1:

**Table 1 Revision, preparation and approval of the document**

**表 1 文件版本编制和审批情况**

2	2020-01-01	Xiang Xuemei 向雪梅	Zhao Fuzhen 赵辅珍	Chen Liancai 陈连财
Revision 版本	Issued date 颁布日期	Prepared by 编制人	Reviewed by 审核人	Approved by 批准人

