



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

HYBN-T3-02-0007-2020-2

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## **Management Regulations for Talent Development and Training**

### **人才开发与培养管理规定**



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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。

#### 2.1.2. Revise Contents 修订内容

2.1.2.1 Clause 5.1.1 revised content “director/general assistant level was revised to the senior manager level”.

5.1.1 条款修订 “总监/总助级为高级经理级” 内容。

2.1.2.1 Clause 9 Appendix 1 Comparison Table of Job Levels and Appendix 2 Comparison Table for Identification of Conditions of Job Levels Promotion revised content “director/general assistant level was revised to the senior manager level”.

9 条款中附件 1 职级对照表和附件 2 职级晋升条件认定对照表中修订 “总监/总助级为高级经理级” 内容。



 <b>HENGYI</b>	<b>Hengyi Industries Sdn Bhd 恒逸实业（文莱）有限公司</b>			
	<b>Management Regulations for Talent Development and Training</b> <b>人才开发与培养管理规定</b>			
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## 1 Purpose

### 目的

This Regulations is hereby formulated to standardize the Company's position and job level management system, broaden the development space and career promotion channels for talents in operating and management, professional and technical and operation sequence, establish and perfect the Company's talent development and training mechanism, and rationally explore, develop and train successors for key posts and talent replacement pool.

为规范公司职务职级管理体系，拓宽经营管理、专业技术、操作序列人才发展空间和职业晋升通道，建立和完善公司人才开发与培养机制，合理地挖掘、开发、培养关键岗位继任者和人才接替队伍，特制订本规定。

## 2 Scope of Application

### 适用范围

This Regulations is applicable to all departments and employees of Hengyi Industries Sdn Bhd. 本规定适用于恒逸实业（文莱）有限公司各部门及全体员工。

## 3 Terms and Definitions

### 术语和定义

N/A.

无。

## 4 Management Responsibilities

### 管理职责

#### 4.1 Primary management department

#### 归口管理部门

The HR Dept. is responsible for formulation (revision) of management Regulations for talent development and training, the job level identification of new recruits, the examination and approval of the list of job level adjustments and conditions of identification, responsible for leading the inspection of the shift leader. Its daily work includes listing, inspection and

submission for approval of middle-level and above reserve talents, and for the establishment of files of reserve talents for talent replacement.

人力资源部负责制（修）订人才开发培养管理规定，负责新入职员工的职级认定，负责职级调整名单及认定条件的审定，负责领导班长的考察，负责中层及以上储备人才名单、考察、报批等日常工作；负责建立人才接替储备人才档案。

#### 4.2 Collaborative management departments

##### 协同管理部门

All departments shall be responsible for proposing the list of candidates for the job level declaration and suggestions on the job level adjustment, and shall be responsible for the list declaration, inspection and collection and reporting of relevant materials of reserve candidates on key posts.

部门负责提出职级申报人选名单和职级调整建议，负责关键岗位储备人选名单申报、考察及相关资料的收集、呈报工作。

#### 4.3 Executive departments

##### 执行部门

All departments shall be responsible for proposing the list of candidates for the job level declaration and suggestions on the job level adjustment, and shall be responsible for the list declaration, inspection and collection and reporting of relevant materials of reserve candidates on key posts.

部门负责提出职级申报人选名单和职级调整建议，负责关键岗位储备人选名单申报、考察及相关资料的收集、呈报工作。

### 5 Management Content

#### 管理内容

#### 5.1 Names and setting of job levels

##### 职级名称及设置

The Company sets 1-10 job levels, with business operation and management at level 6-10, professional and technical at level 2-8, and skill operation at level 1-6. See details in Appendix 1 *Table of Job Levels*.

公司设置 1-10 个职务级别，经营管理 6-10 级，专业技术 2-8 级，技能操作 1-6 级，具体见附件 1 《职级对照表》。

##### 5.1.1 Job levels of business operation and management

#### 经营管理职级

The Company has a total of 5 levels of business operation and management job levels: Deputy Manager, Manager, Director or General Manager Assistant, Deputy General Manager and GM. 公司设置经营管理职级，共 5 个等级：副经理、经理、高级经理、副总经理、总经理。

#### 5.1.2 Job levels of professional and technical personnel

##### 专业技术职级

The Company has a total of 7 levels of professional and technical job levels: technician (salesman), engineer (supervisor), deputy director, director, senior director, company expert and senior expert. The names of job levels shall be determined according to the professional series of the post, such as deputy chief engineer and chief engineer for the engineering series. 公司设置专业技术职级，共 7 个等级：技术（业务）员、工程（主管）师、副主任、主任、资深主任、公司专家、资深专家。职级名称根据岗位专业系列确定，如工程系列为副主任工程师、主任工程师等。

#### 5.1.3 Job levels of technicians and operators

##### 技能操作职级

The Company has a total of 6 job levels for technicians and operators: primary worker, intermediate worker, senior worker, associate chief technician, chief technician and senior technician.

公司设置技能操作职级，共 6 个等级：初级工、中级工、高级工、副主任技师、主任技师、资深技师。

#### 5.2 Salary system for positions and job levels

##### 职务、职级薪酬体系

5.2.1 The Company establishes a standard employee salary system on the basis of the position and job level system, i.e., the salary grade system. Different job levels are matched with different salary grade ranges, that is, the matchup between job levels and salary grades is floating within a certain range.

公司基于职务职级体系建立员工薪资标准体系，即薪等体系，不同职务等级对应不同薪等范围，即职务等级与薪等的对应关系在一定范围内浮动。

5.2.2 The main basis for the Company to determine the salary standards (salary grades) of employees is as follows: individual positions and job levels of employees, as well as job responsibilities, work performance, ability experience and length of service in the Company of employees.

公司在决定员工薪资标准（薪等）时，主要依据如下：员工个人职务、职级，以及员工岗位职责、工作业绩、能力经验和公司工龄等。

#### 5.3 Identification and adjustment conditions of positions and job levels

职务、职级认定和调整条件

5.3.1 Positions and job levels identification of new recruits

新入职员工职务职级认定

5.3.1.1 The newly recruited fresh graduates are identified as Level 1.

新招入应届毕业生认定为 1 级。

5.3.1.2 Social recruiters and employees with work experience may be identified after comprehensive assessment based on post qualifications and appointment conditions.

社会招聘人员、有工作经历人员，可依据岗位任职资格和聘任条件进行综合评估后认定。

5.3.2 Procedures for job levels identification or adjustment

职级认定或调整程序

5.3.2.1 Job levels identification

职级认定

The newly recruited fresh graduates shall be identified by the HR Dept., and social recruits and employees with work experience may be reported by the HR Dept. to the CEO for review and approval after a comprehensive assessment based on post qualifications and appointment conditions.

新招入应届毕业生由人力资源认定，社会招聘人员、有工作经历人员，可依据岗位任职资格和聘任条件进行综合评估后由人力资源部报 CEO 审批。

5.3.2.2 Job levels adjustment

职级调整

(1) Period adjustment

调整周期

An annual routine review for employees' job levels adjustment shall be carried out in the middle of each year. If vacancy arises due to personnel changes or structural adjustments and there is a need to fill the vacancy in a timely manner and suitable candidates are available inside, a job level promotion or lateral move can be started at any time as needed.

每年年中进行一次年度常规性人员职级调整审评。如果因人员异动或结构调整产生空缺，需要及时补缺而内部有合适人选的，可以按需要随时启动职级晋升或平级调动。

(2) Basic requirements for job level promotion

职级晋升基础要求

1) For promotion from one job level to the upper level, in principle, the employee should have worked on his/her position in the Company for three years; his/her annual performance appraisals in the past three years are all "good" or better; and one of his/her appraisal results is "excellent". The promotion of the positions and job levels should be carried out successively

level by level, with one level promoted at a time. If one has company-wide outstanding performance or has a special contribution to the Company, he/she can be promoted by two levels at most each year.

由一个职级晋升到上一职级的，原则上在公司本岗位工作满三年，近三年内年度绩效考核均为良好及以上，且有一年考核考核成绩为优秀者。职位职级晋升应逐级依次进行，一次晋升一级。有公司范围内业绩突出或对公司有特殊贡献的，每年最多可晋升两级。

2) In case of any rotation requirement in the personnel training and development project (such as fresh graduates, etc.), the working time limit during employee rotation can be accumulated;

人员培养及发展项目中有轮岗需求的（如应届生等），员工轮岗期间的工作时限可以累计；

3) If there is a vacancy in the management position, for which a promotion from the inside for supplement is needed, the working years shall not be limited.

管理岗位如出现空缺，须要从内部提拔补充的，工作年限不受限制。

4) The identification conditions for the promotion of job levels include the ability conditions and performance conditions, and the education background, work experience, etc. of the employees shall be comprehensively considered. The identification conditions for promotion of all job levels are shown in Appendix 2 *Comparison Table for Identification of Conditions of Job Levels Promotion*.

职级晋升认定条件包括能力条件、业绩条件，并综合考虑员工的学历、工作经验等，各职级晋升认定条件详见附件 2《职级晋升条件认定对照表》。

### (3) Degradation

职级下调

If the employee's annual performance appraisal is unqualified, his/her ability and quality does not meet the job requirements, or he/she is downgraded according to relevant regulations of the Company, and he/she cannot stick to work on the original post due to physical reasons, his/her position and job level may be lowered depending on the circumstances.

员工年度绩效考核不合格、能力素质不符合职位要求的或根据公司相关规定进行降职降级处理的、身体原因不能坚持原岗位工作的，可视情况予以以下调职位职级。

#### 5.3.2.3 Procedures for adjustment of job levels

职级调整程序

##### (1) Job levels below the Deputy Director (level 1-3)

副主任以下职级（1-3 级）

1) Declaration of each department. Each department shall, in accordance with the identification conditions of job levels, collectively study and propose the declaration candidates and opinions, fill out the "Approval Form for Application of Job Levels Identification or Adjustment", and submit it to the HR Dept.

各部门申报。各部门对照职级认定条件，经集体研究提出申报人选和意见，填写“职级认定或调整申请审批表”，报人力资源部。

2) Review of the HR Dept. The HR Dept. shall examine and approve the opinions of job levels identification or adjustment, and report them to the GM for approval, which shall be executed in the following month.

人力资源部审核。人力资源部审定职级认定或调整意见，报总经理审批，于次月执行。

(2) Job levels of the Deputy Director and above (level 4 and above)

副主任及以上职级（4级及以上）

1) Democratic recommendation. The department shall make comprehensive use of recommendation through voting on meeting and recommendation through individual conversations to carry out democratic recommendation. The personnel involved in the recommendation should include the members of the leadership and the employee representatives of the department.

民主推荐。部门综合运用会议投票推荐和个别谈话推荐等方式开展民主推荐，参加推荐人员应包括本部门领导班子成员、以及员工代表。

2) Declaration of the department. Each department shall, in accordance with the conditions of job levels awarding, collectively study and propose the declaration candidates and opinions, fill out the "Approval Form for Application of Job Levels Identification or Adjustment", and submit it to the HR Dept.

部门申报。各部门对照职级授予条件，经集体研究后，提出申报人选和意见，填写“职级认定或调整申请审批表”，报人力资源部。

3) The HR Dept. shall obtain the adjustment results through organization of inspection or defense.

人力资源经过组织考察或答辩的方式，得出调整结果。

4) Approval of the Company. The HR Dept. shall report the adjustment results to the CEO of the Company for approval, which shall be executed in the following month.

公司审批。人力资源部将调整结果报公司 CEO 审批，于次月执行。

5.3.2.4 The Company can directly identify the job levels of employees as needed by the work.

公司可根据工作需要直接认定员工职级。

## 5.4 Management of talent replacement team

### 人才接替队伍管理

#### 5.4.1 Scope

##### 范围

The leadership at all levels of the Company should establish a talent replacement team, that is, establish reserve talents for the Company, the middle level and key posts. The reserve talent for the Company level refers to the reserve of the Company's Deputy General Manager. The



reserve talent for middle level of the Company refers to the reserve of leadership of each department. And the reserve talent for key posts refers to the reserve of module manager (disciplines such as process, equipment, dispatching and measuring) or chief technical director and team/group leader.

公司各级领导班子均应建立人才接替队伍，即建立公司、中层、关键岗位的储备人才。公司级储备人才指公司副总经理储备。公司中层储备人才指各部门领导班子储备。关键岗位储备人才指模块经理（工艺、设备、调度、计量等专业）或主任师、班组长储备。

#### 5.4.2 Quantity

##### 数量

The quantity of reserve talents for the Company's deputy positions is generally determined as per the proportion of 1:2 of the quantity of deputy positions of the leadership; and the quantity of reserve talents for middle level and key posts is generally determined as per the proportion of 1:1 of the quantity of positions of leaders at the same level, with the most outstanding not exceeding 1:2.

公司副职储备人才数量一般按照领导班子副职职数 1:2 的比例确定；中层及关键岗位储备人才数量一般按同级领导人员职数 1:1 的比例确定，特别突出的不超过 1:2。

#### 5.4.3 Structure

##### 结构

5.4.3.1 Age structure: the reserve candidates for Deputy General Manager of the Company shall generally not exceed 50 years of age; the reserve candidates for middle level of the Company not exceed 45 years of age; and the reserve candidates for key posts not exceed 35 years of age.

年龄结构：公司副总经理储备人选一般不超过 50 周岁；公司中层储备人选一般不超过 45 周岁；关键岗位储备人选一般不超过 35 周岁。

5.4.3.2 Cultural structure: the reserve candidates should generally have a Bachelor's Degree or above, and the team/group leader of the skill operation sequence should have a college degree or above.

文化结构：储备人选一般应具有大学本科及以上学历，其中技能操作序列班组长应具有大专及以上学历。

5.4.3.3 Professional structure: the talent replacement team at the Company level should generally form a reasonable combination of disciplines like operating and management and production technology. The talent replacement teams at middle level of the Company and the key posts should generally be matched reasonably as per the required discipline according to the tasks undertaken by their departments.

专业结构：公司级人才接替队伍一般应形成经营管理、生产技术等专业的合理搭配。公司中层、关键人才接替队伍一般应根据所在部门承担的任务，按所需专业合理搭配。

5.4.3.4 Resitrictions on employees with outstanding performance or special contributions to the Company may be appropriately relaxed.

业绩突出或对公司有特殊贡献的员工，可适当放宽条件。

5.4.4 Qualifications for selection

选拔条件

5.4.4.1 Strong organizational leadership, including abilities like organization and coordination, comprehensive analysis, scientific decision-making, use of personnel and complex problems solution.

具有较强的组织领导能力。包括组织协调，综合分析，科学决策，知人善任，解决复杂问题等能力。

5.4.4.2 Good work style, including to be realistic and pragmatic, adhering to principles, daring to be responsible and diligent and dedicated.

具有良好的工作作风。包括求真务实，坚持原则，敢于负责，勤奋敬业等情况。

5.4.4.3 Good job performance, including the work ideas put forward, the measures taken, the specific roles played and the performance achieved in the process of fulfilling the job responsibilities and achieving the job objectives.

具有良好的工作实绩。包括在履行岗位职责、完成工作目标过程所提出的工作思路、采取的措施、发挥的具体作用及取得的绩效等情况。

5.4.4.4 Good psychological quality, good health, with the age meeting the structural requirements of the talent replacement team.

具有良好的心理素质，身体健康，年龄符合人才接替队伍结构要求。

5.4.4.5 The talent replacement team of the Company's Deputy General Manager shall generally be the chief engineer, the deputy chief engineer and the department leader, as well as candidates of the deputy department leader who is particularly excellent and has great development potential; the talent replacement team of the middle level shall be the module manager (disciplines such as process, equipment, dispatching and measuring) or the chief technical director of the department, as well as candidates of the deputy technical director and the engineer (director) who are particularly excellent and have great development potential; in the talent replacement team of the key positions, the talent replacement team for the module manager (disciplines such as process, equipment, dispatching and measuring) or the chief technical director shall be the engineer (director) and the deputy technical director, and the replacement team for the team leader shall be the deputy team leader and the skill operation personnel who is particularly excellent and has great development potential.

公司副总经理人才接替队伍一般应当是总工、副总工及部门部长，特别优秀、发展潜力大的部门

副部长人选；中层人才接替队伍应当是部门模块经理（工艺、设备、调度、计量等专业）或主任师，特别优秀、发展潜力大的副主任师、工程（主管）师人选；关键岗位人才接替队伍中，模块经理（工艺、设备、调度、计量等专业）或主任师人才接替队伍应当是工程（主管）师、副主任师，班长接替队伍应当是副班长和特别优秀、发展潜力大的技能操作人员。

#### 5.4.5 Selection procedure for reserve talents of talent replacement team

##### 人才接替队伍储备人才选拔程序

The selection of reserve talent candidates should be subject to such procedures as democratic recommendation, inspection, study and nomination, and reporting for review and approval.

选拔储备候选人应当经过民主推荐、考察、研究提名、上报审定等程序。

##### 5.4.5.1 Democratic recommendation

民主推荐

(1) Generally, recommendation through voting on meeting and recommendation through individual conversation are adopted, and those with relatively concentrated votes shall be regarded as preliminary candidates.

一般采用会议投票推荐和个别谈话推荐两种，得票相对集中者作为初步人选。

(2) The personnel involved in the democratic recommendation, composed of members of the leadership and the employee representatives of the department, shall be extensive and representative, and respective statistics and comprehensive analysis shall be made for recommendations of personnel at different job levels.

参加民主推荐的人员应有广泛性、代表性，由本部门领导班子成员、员工代表组成，并按不同职务层次人员的推荐情况分别统计，综合分析。

##### 5.4.5.2 Inspection

考察

(1) The inspection for preliminary candidates of reserve talent candidates shall be subject to the administration authority. The inspection for preliminary candidates of reserve talent candidates for deputy positions and the middle level of the Company shall be in the charge of the HR Dept., and the inspection for preliminary candidates of reserve talent candidates for key posts shall be carried out by the department in combination with the annual appraisal and daily management.

对储备候选人初步人选的考察，按管理权限，公司副职、中层储备候选人初步人选的考察由人力资源部负责，关键岗位储备人才初步人选的考察，由所在部门结合年度考核和日常管理等进行。

(2) The preliminary candidates of reserve talents shall be comprehensively inspected from the aspects including ideology and morality, work performance, development potential, main speciality, personality characteristics and main deficiencies. The inspection is mainly conducted

by means of individual conversations, etc., the scope of which is generally the superior and the personnel at the same level and the lower level of and with the one to be inspected.

对储备人才初步人选，应从思想品德、工作业绩、发展潜力、主要专长、个性特点和主要不足等方面进行全面考察。考察方法主要采取个别谈话等方式，个别谈话的范围，一般是被考察对象的上级、同级、下级人员。

(3) According to the inspection situation and the structure needs of the leadership, the reserve candidates for the talent replacement team shall be drawn up as per the qualifications for selection of reserve talents.

根据考察情况和领导班子结构需要，按照储备人才选拔条件，拟定人才接替队伍储备人选。

#### 5.4.5.3 Study and nomination

研究提名

(1) For the reserve talents of the Company's Deputy General Manager, the recommended candidates shall be proposed by the Company through collective study in accordance with the results of democratic recommendation and in combination with the structural requirements of the leadership.

公司副总经理储备人才，由公司根据民主推荐结果，结合领导班子结构要求，集体研究提出建议人选。

(2) For the reserve talents of middle of the Company, the candidates shall be recommended by the HR Dept. on the basis of organization recommendation and inspection.

公司中层储备人才，由人力资源部在组织推荐、考察的基础上，提出建议人选。

(3) For the reserve talents of key posts, the recommended candidates shall be decided by the department through collective study in accordance with the results of democratic recommendation and on the basis of full preparation.

关键岗位储备人才，由部门根据民主推荐结果，在充分酝酿的基础上集体研究决定。

#### 5.4.5.4 Reporting for review and approval

上报审定

Submit materials as required, including talent replacement team adjustment report, suggested list, inspection and recommendation materials, etc., which shall be reviewed by the HR Dept. and reported to the Company for examination and approval.

按照要求规定上报材料，包括人才接替队伍调整报告、建议名单、考察推荐材料等，由人力资源部审核，报公司审定。

#### 5.4.6 Daily management

日常管理

The department shall study the talent replacement planning work as a special topic once a year and develop the training measures for the next year. The HR Dept. shall make a monographic study at least once a year to sum up the experience seriously.

部门每年应当专题研究一次人才接替计划工作，制定下一年度培养措施。人力资源部每年至少专题研究一次，认真总结经验。

#### 5.4.7 Appraisal

##### 考核

5.4.7.1 The main contents of the annual appraisal include: behavior of thought and action, core leadership, job performance, work style, original shortcoming and deficiency correction, situation about training receiving and learning, rewards and punishment, position and post changes, etc. The annual appraisal for the reserve talent candidates can be carried out at the same time with that for personnel of operating and management, professional and technical and skill operation. And the situation of the annual appraisal shall be formed into written materials and archived into the talent reserve files. After the appraisal, conversation with the reserve talent candidates can be conducted depending on the circumstances to affirm his/her achievement and point out his/her deficiencies.

年度考核的主要内容是：思想行为表现，核心领导能力，工作绩效，工作作风，原有缺点、不足改正情况，接受培养和学习情况，奖惩，职务及岗位变动等。储备候选人才年度考核可以结合经营管理人员、专业技术人员、技能操作人员年度考核同时进行，并将年度考核的情况形成文字材料，归入人才储备档案。考核结束后，可视情况同储备候选人才本人谈话，肯定成绩，指出不足。

5.4.7.2 The emphasis of contents of the daily inspection may be placed according to the actual condition.

日常考察的内容可以根据实际情况有所侧重。

#### 5.4.8 Training

##### 培养

5.4.8.1 After the list of reserve talent candidates is established, it is necessary to carefully and meticulously study the training work, put forward the training objective and the candidates who have relatively mature conditions and can be promoted for employment in the near future, make specific training plan, and identify the special trainer for focused assistance and guidance. The reserve talents shall participate in the training organized by the Company at least once every three years.

储备候选人才名单建立后，应对培养工作进行认真细致地研究，提出的培养目标，其中条件比较成熟、近期可提拔使用的人选，制定具体的培养计划，明确专门的培养人，进行重点帮带。储备人才每3年至少参加一次公司组织的培训。

5.4.8.2 The training of reserve talents shall be based on the current situation, look forward from a long-term perspective and define the training direction. According to the training objectives and characteristics of reserve talents in different categories, posts and levels,

arrange the training contents scientifically, carry out emergency vacancy filling training and continuous system training in a targeted manner, continuously perfect the professional knowledge structure of reserve talents, and improve the leadership and professional quality of reserve talents.

培养储备人才应立足当前、着眼长远，明确培养方向。根据培养目标和不同类别、岗位、层次储备人才的特点，科学安排培训内容，有针对性地进行应急补缺培训和持续系统培训，不断完善储备人才的专业知识结构，提高储备人才的领导能力和业务素质。

#### 5.4.9 Appointment

使用

5.4.9.1 The emphasis of reserve talents is on training and employment. Reserve talent candidates with both ability and political integrity, outstanding actual performance and relatively mature conditions in all aspects shall be promoted and appointed as required by work; and those who are particularly excellent can be promoted and appointed unconventionally.

储备人才重在培养和使用。对德才兼备、实绩突出、各方面条件比较成熟的储备候选人才，根据工作需要，予以提拔任用；对特别优秀的，可破格提拔任用。

5.4.9.2 The reserve talent team after review and approval can be deployed and used in a unified manner to optimize the resource allocation of reserve talent team.

经审定后的储备人才队伍可统一调配使用，优化储备人才队伍资源配置。

#### 5.4.10 Adjustment

调整

The reserve talent team with any one of the following cases shall be taken off of the list of reserve talent candidates:

储备人才队伍有下列之一的，应当调整出储备候选人才名单：

(1) Those with problems in aspects like political thought, moral character and honesty and self-discipline;

政治思想、道德品质、廉洁自律等方面发现问题的；

(2) Those with dereliction of duty and causing great loss or adverse effects;

工作失职、造成较大损失或者不良影响的；

(3) Those with no outstanding job performance;

工作实绩不突出的；

(4) Those disobeying the organizational transfers and work arrangements;

不服从组织调动和工作安排的；

(5) Those with Unqualified annual appraisal;

年度考核“不合格”的；

(6) Those unable to undertake heavy work tasks due to health reasons;

由于健康原因，不能担负繁重工作任务的；

(7) Those who are too old;

年龄偏大的；

(8) Those who are not suitable to continue to be reserve candidates in the team due to other reasons.

因其他原因，不适宜继续作为队伍储备人选的。

## 6 Inspection and Supervision

### 检查与监督

6.1 The HR Dept. relies on the information system to conduct inspection, supervision and assessment on the implementation of system in all departments.

人力资源部依托信息系统对各部门制度执行情况进行检查、监督和考核。

## 7 Associated Procedures and Records

### 关联程序和记录

7.1 Associated procedures

关联程序

7.1.1 Selection Procedure for Reserve Talents of Talent Echelon Plan  
HYBN-T2-02-0020-2018-1

人才梯队计划储备人才选拔程序 HYBN-T2-02-0020-2018-1

7.1.2 Procedures for Job Levels Identification/Adjustment HYBN-T2-02-0021-2018-1

职级认定/调整程序 HYBN-T2-02-0021-2018-1

7.2 Associated records

关联记录

*Approval Form of Job Levels Identification/Adjustment* HYBN-T6-02-0025-001-2018

职级认定/调整审批表 HYBN-T6-02-0025-001-2018

## 8 Supplementary Rules

### 附则

8.1 This Regulations is under the jurisdiction of HR Dept.

本规定由人力资源部归口管理。

8.2 This Regulations is drafted by HR Dept.

本规定起草部门：人力资源部。

8.3 HR Dept. is responsible for the interpretation of this Regulations.

本规定解释权归人力资源部拥有。

8.4 Revision, preparation and approval of this Regulations are shown in table 1:

本规定版本编制和审批情况见表 1:

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

**表 1 文件版本编制和审批情况**

1	2018-12-30	Zhao Fuzhen 赵辅珍	Alan	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

## 9 Appendices

### 附件

Appendix 1 Comparison Table of Job Levels

附件 1 职级对照表

Appendix 2 Comparison Table for Identification of Conditions of Job Levels Promotion

附件 2 职级晋升条件认定对照表





Appendix 1

附件 1

Table of Job Levels  
职级对照表

Job level 职级	Business Operation and Management 经营管理	Professional and Technical Personnel 专业技术	Technicians and Operators 技能操作
Rank 级别			
10	GM 总经理		
9	Deputy General Manager 副总经理		
8	Director or General Manager Assistant 高级经理	Senior expert 资深专家	
7	Manager 经理	Company expert 公司专家	
6	Deputy Manager 副经理	Senior director 资深主任	Senior technician 资深技师
5		Director 主任	Chief technician 主任技师
4		Deputy Director 副主任	Associate chief technician 副主任技师
3		Engineer (supervisor) 工程(主管)师	Senior worker/chief operator 高级工/主操
2		Technician (salesman) 技术(业务)员	Intermediate worker/assistant operator 中级工/副操
1			Primary worker/trainee 初级工/学员

Appendix 2

附件 2

## Comparison Table for Identification of Conditions of Job Levels Promotion 职级晋升条件认定对照表

Sequence 序列	Post level 职级	Scope of level 级别范围	Identification conditions 认定条件
Identification of job levels of operating and management 经营管理职级认定	GM 总经理	10	In accordance with the Company's regulations 依照公司章程
	Deputy General Manager 副总经理	9	In accordance with the Company's regulations 依照公司章程
	Director or General Manager Assistant 高级经理	8	He/she shall have a Bachelor's Degree or above and have worked in the professional field for 15 years or have worked in the Company for 10 years. The annual performance appraisals of the past three years in the Company shall all be good or better, and at least one of the personal annual performance appraisals shall be excellent. 应具有本科及以上学历，本专业领域工作满 15 年，或本公司工作满 10 年。本公司近三年年度绩效考核均达良好以上，其中至少有 1 次个人年度为优秀。
	Manager 经理	7	He/she shall have a Bachelor's Degree or above and have worked in the professional field for 12 years or have worked in the Company for 8 years. The annual performance appraisals of the past three years in the Company shall all be good or better, and at least one of them shall be Excellent. 应具有本科及以上学历，本专业领域工作满 12 年，或本公司工作满 8 年。本公司近三年年度绩效考核均达良好以上，其中至少有 1 次为“优秀”。
	Deputy Manager 副经理	6	He/she shall have a Bachelor's Degree or above and have worked in the professional field for 10 years or have worked in the Company for 6 years. It shall have rich experience in business management and be able

			<p>to actively assist the department leader to creatively carry out the work. The annual appraisals of the past three years shall be Excellent.</p> <p>应具有本科及以上学历，本专业领域工作满 10 年，或本公司工作满 6 年，具有比较丰富的企业管理经验，能够积极协助部长创造性地开展工作。近三年年度考核为“优秀”。</p>
专业 技术 职 级 认 定	Senior expert 资深专家	8	<p>He/she shall have a Bachelor's Degree or above, and have worked in relevant disciplines for 15 years or in the Company for 8 years, and have acted as the company expert for 5 years. The annual appraisals of the past three years shall be Excellent.</p> <p>应具有本科及以上学历，需从事相关专业工作满 15 年，或本公司工作满 8 年，任公司专家满 5 年，近三年年度考核为“优秀”。</p>
	Chief technical director and company expert 主任师和公司专家	5~7	<p>He/she shall have a Bachelor's Degree or above, and have worked in relevant disciplines for 10 years or in the Company for 6 years. And the one applying for the chief technical director shall have acted as the deputy technical director for 3 years, and the annual appraisals of the past three years shall be Good or better and the appraisal in the past year shall be Excellent; the one applying for the company expert shall have acted as the chief technical director for 5 years, and the annual appraisals of the past three years shall be Excellent.</p> <p>应具有本科及以上学历，需从事相关专业工作满 10 年，或本公司工作满 6 年，其中：主任师需任副主任师满 3 年，近三年年度考核为“良好”及以上且近一年考核为“优秀”；公司专家需任主任师满 5 年，近三年年度考核为“优秀”。</p>
	Deputy technical director 副主任师	2~4	<p>He/she shall have a Bachelor's Degree or above, and have worked in relevant disciplines for 8 years or in the Company for 4 years. The annual appraisals of the past three years shall be Qualified or better, and one annual appraisal shall be Good or better.</p> <p>应具有本科及以上学历，需从事相关专业工作满 8 年，或本公司工作满 4 年，近三年年度考核为“合格”及以上，且至少有一年为“良好”及以上。</p>

	<p>Engineer (director) 工程（主管）师</p>	2~3	<p>He/she shall have a college degree or above and have worked in relevant disciplines for 5 years or have worked in the Company for 3 years. The annual appraisal of the past year shall be Qualified or better. 应具有大专及以上学历，从事相关专业工作满 5 年，或本公司工作满 3 年。近一年年度考核为“合格”及以上。</p>
	<p>Technician (salesman) 技术（业务）员</p>	2	<p>He/she shall have a college degree or above and have worked in relevant disciplines for 3 years or have worked in the Company for 1 year. The annual appraisal of the past year shall be Qualified or better. 应具有大专及以上学历，从事相关专业工作满 3 年，或本公司工作满 1 年，近一年年度考核为“合格”及以上。</p>
<p style="writing-mode: vertical-rl; text-orientation: upright;">技能操作职级认定</p>	<p>Senior technician 资深技师</p>	6	<p>He/she shall have a college degree or above and have worked on the skill operation post for 15 years or have worked in the Company for 8 years. The annual appraisals of the past three years shall be Excellent. He/she shall have top-notch skill level in the same industry and have made outstanding contribution in solving key production operation technology and tackling key problems and making innovation. The annual appraisals of the past two years shall be Good or better, and the appraisal of the past year shall be Excellent. 应具有大专及以上学历，在技能操作岗位工作满 15 年，或本公司工作满 8 年，近三年年度考核为“优秀”。在同行业内具有拔尖的技能水平，在解决关键生产操作技术和攻关革新中做出突出贡献。近两年年度考核为“良好”及以上且近一年考核为“优秀”。</p>
	<p>Chief technician 主任技师</p>	5	<p>He/she shall have a college degree or above and generally have worked on the skill operation post for 10 years or have worked in the Company for 6 years. The annual appraisals of the past two years shall be Good or better, and the appraisal of the past year shall be Excellent. 应具有大专及以上学历，一般在技能操作岗位工作满 10 年，或本公司工作满 6 年，近两年年度考核为“良好”及以上且近一年考核为“优秀”。</p>
	<p>Associate chief technician 副主任技师</p>	4	<p>He/she shall have a college degree or above and have worked on the skill operation post for 8 years or have worked in the Company for 5 years. The annual appraisal of the past year shall be Good or better.</p>

			应具有大专及以上学历，在技能操作岗位工作满 8 年，或本公司工作满 5 年。近一年年度考核为“良好”及以上。
	Senior worker 高级工	3	<p>He/she shall have a college degree or above and have worked on the skill operation post for 5 years or have worked in the Company for 4 years. It shall be competent for the work of chief operator (chief shift supervisor/chief repairman) and equivalent posts.</p> <p>应具有大专及以上学历，在技能操作岗位工作满 5 年，或本公司工作满 4 年，胜任主操（主值/主修）及相当岗位工作。</p> <p>The annual appraisal of the past year shall be Qualified or better.</p> <p>近一年年度考核为“合格”及以上。</p>
	Intermediate worker 中级工	2	<p>He/she shall have a college degree or above and have worked on the skill operation post for 2 years or have worked in the Company for 1 year. He/sheshall be competent for the work of deputy operator (assistant shift supervisor/assistant repairman) and equivalent posts.</p> <p>应具有大专及以上学历，在技能操作岗位工作满 2 年，或本公司工作满 1 年，胜任副操（副值/副修）及相当岗位工作。</p> <p>The annual appraisal of the past year shall be Qualified or better.</p> <p>近一年年度考核为“合格”及以上。</p>