

	<b>RESOURCE LIBRARY – HUMAN RESOURCES</b> <b>Appraisals</b>	<b>CODE:</b> 04.01.060
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#### OBJECTIVE:目的:

- To provide performance feedback on a regular basis.  
定期提供绩效反馈。
- To have a method for recording and recognizing high performance, thereby improving motivation.  
有记录和识别高绩效的方法，从而提高工作积极性。
- To have a formal system for improving below average performers, thereby ensuring maximum output is achieved.  
有一个改进表现低于平均水平的人员的正式制度，从而确保实现最大工作效率。

#### APPLICATION:应用:

An appraisal meeting is a two-way discussion not a report, therefore the final wording on the appraisal form should not be written up in advance. The appraisee is expected to provide his/her input with specific examples for all the areas being appraised. The appraiser is expected to provide specific factual evidence to the appraisee to justify his/her evaluation.

考评会采取双向讨论方式，而不是汇报，因此不宜提前写出考核表上的最终措辞。要求被考核人提供其信息并提供被考核各方面具体例子。要求考核人提供具体的事实证据来证明对被考核人的评价。

Preparation is very important for an effective appraisal. Job descriptions and Key Performance Objectives should be reviewed in advance and discussed during the appraisal.

准备工作对于有效的考核非常重要。职位描述和关键绩效目标应事先进行审查，并在考核过程中进行了讨论。

Where there is a difference in opinion regarding the rating, the appraiser is expected to justify the rating with feedback supported by specific examples and evidence until agreement is reached.

对评定有不同意见的，要求考核人证明评定的合理性，并通过具体的例子和证据来支持反馈，直到达成一致。

Sufficient time should be allocated to ensure the meeting is not rushed.

应分配足够的时间，以确保从容地召开会议。

On completion of the meeting, the form is to be sent to the next level of management for signature. The General Manager also signs off the MPDR forms.

在会议结束后，要将考核表送交下一级管理人员签名。此外，总经理也将在MPDR表时签字。

There should be no further changes or additions to the PDR form after the appraisee signs it. The appraisee is to receive a copy and the original is retained on their file.

被考核人签名后，不得对PDR表作进一步的修改或补充。被考核人将收到一份副本，原件保留在其档案中。


A copy of the training & development section of all PDR's should be sent to the Training Manager for follow up. 所有PDR培训和发展部分的副本应送交给培训经理，进行跟进。

Additionally, A and B category appraisals should be copied to the Head Office marked for the attention of the Human Resources Director.

此外，A类和B类考核副本应抄送总部，并作出标记，引起人力资源总监的注意。

The PDR forms are not to be used to evaluate staff at the end of their probation. There is a specific probation form solely for this purpose.

不得在员工试用期结束时利用PDR表评价员工。评价员工时只能采用巴伐利亚酒店特定试用表。

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APPAISEE 被考核人	APPRAISER 考核人	INPUT RECEIVED FROM 输入源	FORM REVIEWED BY 表格审查人	COPY TO 抄送
<b>Skilled Personnel EPDR</b> <b>技能型人员EPDR</b>  D,E,F,G  <u>Example:</u> Waiter 示例: 服务员	Outlet Mgr. / Dept. Mgr. 营业点经理/部门经理  Restaurant Manager 餐厅经理	Immediate Supervisor 直属上司  Head Waiter 领班	Department Head 部门主管  F & B Mgr. .餐饮部经理	Personnel/ Training 人事/培训部  Dept. Head 部门主管  Personnel/ Training & F&B Mgr. 人事/培训部及餐饮部经理
<b>Key personnel C</b> <b>C类关键人员</b>  <u>Example:</u> Pastry Chef 示例: 饼房厨师长	Immediate Manager 直属经理  Executive Chef 行政总厨	Dept. Head if Appraiser is not Dept Head 部门主管(若考核人不是部门主管的话)  F & B Mgr. 餐饮部经理	General Manager 总经理  General Manager 总经理	Personnel/ Training 人事/培训部 Dept. Head 部门主管 Personnel/ Training & F&B Mgr. 人事/培训部及餐饮部经理
<b>Key Personnel B</b> (Not a Dept. Head) <b>MPDR</b> <b>B类关键人员（非部门主管）</b>  <u>Example:</u> Asst Front Office Manager 示例: 前厅部副经理	Department Head 部门主管  Front Office Manager 前厅部经理	General Mgr. 总经理  General Mgr. 总经理	General Mgr. 总经理  General Mgr. 总经理	Personnel/ Training General Mgr. 人事/培训部 总经理  Personnel/ Training & General Mgr. 人事/培训部及总经理
<b>Key Personnel A &amp; B</b> – Dept. Heads <b>MPDR</b> <b>A &amp; B类关键人员-部门主管</b>  <u>Example:</u> Executive	General Manager 总经理  General	Area Specialist where relevant 相关区域专家  Area Executive Housekeeper	Area V.P.where relevant 相关区域副总裁  Area General	Area V.P. President Development needs section copied to Personnel/ Training As above 区域副总裁

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Housekeeper 示例: 行政管家	Manager 总经理	区域行政管家	Manager 区域总经理	总裁 开发部 抄送 上述人事/培训部
Hotel Managers GMPDR 酒店经理 GMPDR	Area General Mgr./ Area V.P. 区域总经理 区域副总裁	CEO 首席执行官	CEO 首席执行 官	CEO 首席执行官
General Mgr.'s GMPDR 总经理	CEO 首席执行官			

#### STATEMENT OF POLICY – KEY PERSONNEL

##### 政策声明

1. The company believes that the Performance & Development Review (PDR) is an excellent opportunity to provide honest feedback to Key Personnel. When professionally conducted, the PDR can boost performance and motivation levels which ultimately will have a tremendous impact on the business.  
际酒店认为，在绩效和发展评审（PDR）是一个提供关键人员诚实反馈的很好机会。进行专业评审时时，PDR可以提高绩效和激励水平，最终会对业务产生巨大的影响。
2. All Key Personnel A, B, C with a minimum of six months service will receive an appraisal every 12 months with their immediate supervisor. This is to be completed by the end of January each year and recorded on the MPDR form (see appendix).  
际酒店的所有A、B、C类关键人员，在工作满6个月后，每12个月由其顶头上司考核一次。考核在每年1月底前完成，并记录到MPDR表上（见附录）。
3. Each appraisee will attend a PDR briefing meeting conducted by his/her appraiser at least 7 days prior to the scheduled appraisal. This will ensure that the appraisee fully understands the process and carries out all the necessary preparation.  
每个被考核人都将出席至少在计划考核前7天由考核人主持的PDR简报会议。这将确保被考核人完全理解此过程，并进行所有必要的准备。
4. An untrained appraiser is a liability. The General Manager is to ensure that all appraisers attend the PDR workshop training to ensure that a high level of competence is achieved.  
一个未经训练的考核人是一种不利因素。总经理要确保所有的考核人参加的PDR研讨会培训，以确保能力达到高水平。
5. The PDR form should be referred to when reviewing salaries later.  
随后审查薪酬时，应参考PDR表。
6. The manager responsible for training is expected to review the development need areas and having discussed the main issues with the General Manager he/she will make a plan to address the needs identified.

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要求负责培训的经理审查发展需要方面，并与总经理一起讨论主要问题，总经理会制定一个计划，以解决所确定的需求。

7. All skilled personnel D, E, F, G will receive an appraisal annually on the anniversary of their employment. This will be recorded on the Employees Performance and Development Review form (EPDR) and the ratings reviewed with the individual concerned.  
 际酒店的所有D、E、F、G类技能型人员,都将在每年的入职周年纪念日接受考核。考核以及相关人员的评定结果将记录在“员工绩效和发展评审”表上（EPDR）。
8. Each appraisee will attend a PDR briefing meeting conducted by his/her appraiser at least 7 days prior to the scheduled appraisal. This will ensure that the appraisee fully understands the process and carries out all the necessary preparation.  
 每个被考核人都将出席至少在计划考核前7天由考核人主持的PDR简报会议。这将确保被考核人完全理解此过程，并进行所有必要的准备。
9. A copy of the completed EPDR must always be given to the employee and the Personnel Manager.  
 必须将一份填好的EPDR表的副本交给员工和人事部经理。
10. The PDR form should be referred to when reviewing salaries later.  
 随后审查薪酬时，应参考PDR表。
11. The manager responsible for training must use the completed EPDR's as a means of establishing general training needs and make a plan to address then accordingly. The relevant Department head's must be involved in such a plan.  
 负责培训的经理必须将填好的EPDR表作为建立一般培训需求的一种手段，然后相应地制定一个解决计划。相关部门主管必须参与该计划。
12. The EPDR may additionally be required to justify salary increases or a promotion.  
 此外，加薪或晋升时也可能需要用EPDR进行佐证。