

绩效评估管理系统

公司以客观、公平、公正为基本原则，建立绩效考核管理制度，定期对员工进行绩效考核，并依此提供奖金、调薪、分红、或升迁等鼓励。考核方式包括目标管理，多维度考核以及团队绩效评估，同时主管必须善尽绩效面谈职责。具体员工考核方式及做法如下：

考核方式	适用对象	执行做法
目标管理	师级员工	<ol style="list-style-type: none">1.每年底，年度检讨与预算会议制定公司策略与目标。2.各单位主管依公司策略与目标，分解设定单位元 KPI 目标。3.各单位主管依 KPI 目标，与部门或功能主管一对一会谈，产出双方同意之个人目标及主要 KPI。4.各部门或功能主管亦同步与部属展开一对一晤谈，产出双方同意之员工个人 KPI。5.半年/一年后检视达成情况，各级主管依次评核部门内所属员工的绩效表现。
多维度考核	管理职员工	绩效人员个人自评后，同时接受直属主管、服务单位部门主管多维度评核。
团队绩效评估	各单位	BU 单位依据年度营收及获利状况评比绩效，周边单位采用各单位交叉互评方式评比绩效。
敏捷对话	全体员工	考核作业完成后，主管应就员工个人绩效进行面谈沟通，并辅导部属拟定个人绩效改进计划（历练、培训、辅导等），并推动实施以达成共同进步的目标。主管可通过鼎盛 E 学苑在线学习平台，及时掌控员工学习计划。

Performance Appraisal Management System

In adherence to the principles of objectivity, fairness and justice, Avary has established a performance appraisal management system.

Regular performance appraisals are conducted, and incentives such as bonuses, salary increases, dividends, or promotions are provided

based on the assessment results. The appraisal methods include management by objectives, multidimensional assessment, and

team-based performance evaluation. Additionally, managers are responsible for conducting agile performance reviews. The specific

methods and practices for employee assessment are as follows:

Method	Applicable Object	Evaluation Procedure
Management by Objectives	Engineer and Management	<ol style="list-style-type: none"> 1. At the end of each year, an annual review and budget meeting is held to establish the company's strategy and goals. 2. The managers of each business unit (BU) set the KPIs based on the company's strategy and goals. 3. Based on the KPIs, the managers of each BU will engage in one-on-one meetings with department or functional managers to collaboratively establish personal goals and KPIs that are agreed by both parties. 4. Department or functional managers also conduct one-on-one meetings with their subordinates to define individual KPIs for employees. 5. After a period of six months/one year, supervisors at different levels will conduct performance reviews and evaluations for employees.
Multidimensional Assessment	Management	Managers will undergo assessments not only from their direct supervisors but also from other managers within the same department
Team-based Performance Evaluation	Business Units	Business Units evaluate the performance based on annual revenue and profitability. Other units utilize a cross-functional evaluation method to evaluate team performance.

Agile Performance Review	All Employees	Following the completion of the assessment process, supervisors will engage in face-to-face discussions with employees to review their individual performance and offer guidance in formulating personal performance improvement plans. These plans may involve training, mentoring, and coaching to facilitate growth and development. Furthermore, supervisors can utilize the Ding Sheng E-Learning APP to monitor employees' learning plans in real-time, ensuring effective implementation and progress.
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