

北京查维斯机械制造有限公司绩效管理体系研究

摘 要

在我国经济社会发展的过程中，制造业无疑是一个支柱性产业。企业是否具有足够的稳定性与安全性，与我国社会的稳定和谐、国家经济发展之间存在着紧密的联系，息息相关。本文首先分析了绩效管理的概念以及作用。然后，本文以北京查维斯机械制造有限公司作为案例，分析了该公司绩效管理的现状，包括绩效管理目标、内容以及体系。接着，本文分析了该公司绩效管理存在的八个方面的问题，包括缺少良好的绩效管理理念；绩效考核缺乏有效的反馈沟通；忽视考核结果；缺少健全的绩效管理体系；考核机制不够完善；绩效考核指标设计不科学；考核反馈与应用不完善；考核定位不够明确。最后，依据这些问题，提出了公司绩效管理提升对策，包括提升公司绩效管理意识；建立一个完善的沟通反馈制度；建立健全的绩效管理体系；明确考核定位与考核流程；明确企业考核目标；建立完善的绩效考核指标体系；完善绩效考核结果反馈与应用；明确考核定位与考核流程。

关键词：查维斯公司；绩效管理；现状；问题；对策

ABSTRACT

In the process of my country's economic and social development, manufacturing is undoubtedly a pillar industry. Whether an enterprise has sufficient stability and security is closely related to the stability and harmony of our society and the country's economic development. This article first analyzes the concept and function of performance management. Then, this article takes Beijing Chavis Machinery Manufacturing Co., Ltd. as a case to analyze the status quo of performance management of the company, including performance management objectives, content and system. Next, this article analyzes the eight aspects of the company's performance management problems, including the lack of good performance management concepts; the lack of effective feedback communication in performance appraisal; the neglect of appraisal results; the lack of a sound performance management system; the lack of perfect appraisal mechanism; The evaluation index design is not scientific; the evaluation feedback and application are not perfect; the evaluation positioning is not clear enough. Finally, based on these issues, the company's performance management improvement countermeasures were proposed, including improving the company's performance management awareness; establishing a sound communication and feedback system; establishing a sound performance management system; clarifying the evaluation positioning and evaluation process; clarifying the corporate

evaluation objectives; establishing and improving The performance appraisal index system; improve the feedback and application of performance appraisal results; clarify the appraisal positioning and appraisal process.

Keywords: Chavez; performance management; status quo; problems; countermeasures

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