

## 人力资源管理 Human Resources Management

2009年，中国进出口银行坚持以人为本，扎实推进干部人事制度改革，为银行的改革发展提供人才支持。

一是积极推进内机构改革。对部门职责和人员编制进行了调整，保证了各项工作的顺利开展。二是加强各级领导班子和干部队伍建设，特别是通过多种渠道为业务经营主体补充人员，确保了全行业务大发展对人才的需求。加大轮岗交流力度，积极推动总分行之间的干部交流，不断优化人力资源配置。三是扩大干部竞争上岗工作的职级范围，从副处级逐步扩大到总经理岗位，调动了员工的积极性，为优秀人才脱颖而出创造了条件。四是配套出台了一批人力资源管理制度，进一步推动管理和业务两大职务体系建设，为不同类型人才提供各自的职业发展通道。五是积极建立绩效考核和薪酬激励机制。实施工资制度改革，整合全行前中后台绩效考核方案，逐步提升绩效管理水。六是扩大员工培训力度和规模，提高员工的政治素质、业务水平和操作技能。全年落实培训项目260个，参训人员近6000人次。



In 2009, adhering to the put-people-first philosophy, China Eximbank took steady steps in human resources system reforms, providing strong human resources support for the reform and development of the Bank.

Firstly, the Bank stepped up its institutional restructuring. It adjusted the responsibilities of departments and the allocation of staff, which ensured the smooth operation of all businesses. Secondly, it continued to build a highly qualified management team and increased staff for the main business operation body through multiple channels, satisfying the need for talents for rapid business development. It also encouraged staff rotation and exchange between the headquarters and branches for rational allocation of human resources. Thirdly, the Bank further expanded the scopes of posts available for competition from deputy division chief up to general manager, which mobilized the staff's motivation and made way for outstanding candidates. Fourthly, the Bank set up a number of supportive regulations to improve human resources management and facilitated the development of two functional human resources systems for management and business respectively, so as to offer career development paths for different types of talents. Fifthly, the Bank proactively promoted the building of performance evaluation and incentive mechanisms. It carried out salary system reforms and integrated the performance evaluation schemes for staff engaged in various lines of business, steadily improving its performance management capability. Sixthly, The Bank put extra emphasis on running larger-scale training programs to improve staff's ideological qualities, professionalism and operational skills. Throughout the year, 260 training programs were organized and nearly 6,000 staff/time was involved.



中国进出口银行职工年龄、文化、职称结构 (2009年)  
Structure of Staff by Age, Educational and Professional Background (2009)

			人数 Number of Staff	比重 Percentage (%)
年龄结构 Age Structure	30岁及以下	Under 30 (including)	651	43.3
	31—35岁	31—35	310	20.6
	36—40岁	36—40	234	15.6
	41—45岁	41—45	134	8.9
	46—50岁	46—50	95	6.3
	51—55岁	51—55	49	3.3
	56—60岁	56—60	30	2
	61岁及以上	Over 61 (including)	0	0
	<b>合计</b>	<b>Total</b>	<b>1503</b>	<b>100</b>
文化结构 Educational Background Structure	博士	Doctoral Degree	38	2.5
	硕士及研究生	MA / MS Degree	677	45.1
	本科	BA / BS Degree	729	48.5
	专科	Collegiate Level	47	3.1
	中专	Technical Secondary School	3	0.2
	高中	Senior High School	5	0.3
	初中及以下	Junior High School and Under	4	0.3
		<b>合计</b>	<b>Total</b>	<b>1503</b>
职称结构 Professional Post Structure	高级职称	Senior	159	10.6
	中级职称	Middle	386	25.7
	初级职称	Junior	238	15.8
		<b>合计</b>	<b>Total</b>	<b>783</b>