



人力资源

Human Resources Management

2013年，中国进出口银行人力资源管理以“服务中心工作、服务基层、服务员工”为核心，扎实推进各项工作。

一、确立规范，健全规章制度体系。进一步完善选人用人机制，研究制订外派至控股、参股公司任职人员管理办法、派驻境外员工管理办法等一系列制度办法，健全了组织人事规章制度体系。

二、夯实基础，推动行员等级制工作。召开组织人事工作会，就推行行员等级制加强宣传引导。在国际知名人力资源管理咨询公司协助下，形成建立行员等级制的初步思路，为建设专业化程度更高的员工队伍奠定了坚实基础。

三、积极创新，不断提高教育培训的实效性。改进教学手段，大力推动网络教学，着力增强教育培训工作的生机活力。全年共举办培训项目330余个，参训1.5万余人次，参训学时达22万余小时，人均参训时间达98小时，较2012年增长7%，其中处级以上干部人均参训120小时。

四、提高薪酬弹性，完善绩效考核体系。修订绩效工资制度，为建立健全弹性工资机制奠定基础。完善绩效考核管理体系，调整绩效考核指标，将领导班子的考核纳入绩效管理。通过科学激励，努力创造更好的人才成长环境。



In 2013, the Bank delivered a good performance in human resources management, which contributed to fulfilling the Bank's central tasks and raising employee competence.

First, relevant standards were adopted and rules and regulations strengthened. Personnel recruitment and appointment procedures were further improved. Regulations on appointment of employees to holding companies and share holding companies and on dispatching employees to overseas branches were formulated. As a result, the Bank's organization and personnel management system was better structured.

Second, solid groundwork was laid for introducing an employee grading system. The Bank held meetings on organization and personnel management to discuss the introduction of an employee grading system and informed bank employees about the initiative. With the help of a leading international human resources management firm, the Bank developed a tentative plan to introduce an employee grading system, which laid a solid foundation for raising professional competence and qualification of bank employees.

Third, in-service training was further improved. Online classes were introduced to improve training. In 2013, more than 330 training classes were held with employee participation of over 15,000 person/times. The total training time reached 220,000 hours, averaging 98 hours per employee, up by 7% from that of 2012. The average training time for bank officials at and above the level of deputy director was 120 hours per person.

Fourth, the system of evaluating employee performance was improved to make the salary system more flexible. The performance-based salary system was revised, which laid groundwork for introducing a flexible salary system. The system of employee performance evaluation was improved, indicators for performance evaluation were adjusted, and performance evaluation of top executives was included. The Bank endeavored to create an environment that will fully unleash staff potential by giving them due incentives.

中国进出口银行职工年龄和文化结构(2013年)

Staff Categorized by Age and Educational Background, 2013

| | | | 人数 | 比重 |
|-----------------------------------|----------|------------------------------|-----------------|----------------|
| | | | Number of Staff | Percentage (%) |
| 年龄结构 Age | 30岁及以下 | Under 30 (inclusive) | 903 | 38.6% |
| | 31 - 40岁 | 31-40 | 932 | 39.9% |
| | 41 - 50岁 | 41-50 | 373 | 16% |
| | 51岁及以上 | Over 51 (inclusive) | 128 | 5.5% |
| | 合 计 | Overall | 2336 | 100% |
| 文化结构 Educational Background | 博士 | Doctoral Degree | 59 | 2.5% |
| | 硕士及研究生 | MA/MSc Degree | 1196 | 51.2% |
| | 大学 | BA/BSc Degree | 1034 | 44.3% |
| | 大专 | Degree of Training College | 40 | 1.7% |
| | 中专以下 | Vocational Diploma and Lower | 7 | 0.3% |