Effective Performance & Development Review Process

Dec 2018

1.   Purpose & Process

2.   Basis of Assessment

3.   Annual Review

4.   Annual Appraisal Discussion

5.   Employee Development

6.   Electronic PDR Process for BB2+ Staff

7.   Electronic PDR Process for BB1 staff

8.   PDR Schedule

9.   Links of PDR forms (for reference only)

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Purpose :

To develop a performance culture with focus on results, we need to have an effective Performance & Development Review (PDR) system which:

a.   is able to identify achievements for recognition and employees with performance shortfalls for improvement

b.   motivates employees to become high achievers

c.   helps strengthen employees' capability and facilitate employee's career development within the company

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Process :

- Performance Planning
- Continuous Assessment
- Annual Review

Annual Review

Starting Dec

Goal Setting/ Performance Planning

Jan/ Feb

Strengthening/ Improving performance

Implementing the plan & actions

Continuous accessing & checking

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- Align with the Company's Vision, Mission and Core Values

Vision
To be the best

Core Values
Customer-focused
Agility
Innovative
Reliable
Premium Quality
Value Creation

Mission
Connect | Inform | Entertain | Serve

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A.   **Associate Professional/Operational Professional Employees (Broadband 1)**

1. Achieving Results

    i.   Quality/ Customer Service

    ii.   Sales/ Revenue

    iii. Productivity/ Cost

    iv. Employee Development

    v.   Other Result Area(s), if any

2. Demonstrating Behaviors Supporting Effective Performance:

    i.   Customer Focus (internal/ external customer)

    ii.   Teamwork

    iii. Taking Initiative/ Being Innovative

    iv. Team Leadership

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B. **Professional/Managerial Employees and above (Broadband 2 and Above)**

Part 1: Review of Achievement

Part 2: Review of Competency

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Part 1: Review of Achievement

1. Goal Setting

a. At the beginning of the year, in line with the company's and the BU's plan, managers and employees will jointly identify what is to be achieved in the coming review period.

b. Area – Professional and Managerial employees (BB2 and above) should set clear and stretching goals for achieving measurable results, with the following as the main goal areas:

Financial	**Customer**	**Operations Improvement**	**Innovation/ Learning**
Goals contributing to fulfilment of financial targets of the Business Unit/Functional Unit (Opex/Revenue/Capex).	Goals contributing to increased customer satisfaction for customers the BU/FU is servicing.	Goals related to on-going operations improvement in the BU/FU so that the company can do it better, faster and more economically than competition	Goals related to on-going improvement in the ability of the BU/FU to innovate and improve

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c. Goal Alignment

Company

| **Financial** | **Customer** | **Operations Improvement** | **Innovation/ Learning** |

Financial
- Increase sales
- Increase market share
- Reduce cost, etc…

Customer
- Commitment of customer service
- Time to reply, etc…

Operations Improvement
- Process
- Productivity
- Structure
- Quality, etc…

Innovation/ Learning
- New skills
- New products
- New services, etc…

Business Unit's Goals

Department's Goals

Individual's Goals

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S   Is the goal *Specific*?

- **Does it clearly state the end result and can it be differentiated from an ongoing responsibility?**

M   Is the goal *Measurable*?

- **What are the success measures which will signify that the end result has been accomplished?**

A   Is the goal *Achievable*?

- **Is there the right amount of "stretch"?**

R   Is the goal *Relevant*?

- **Is it related to the business goals of the unit/function?**

T   Is the goal *Time-limited*?

- **Is a specific time frame set to indicate by when the goal will be achieved?**

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d.   Goal Setting Form

Goal Setting for Period: _____

Name of Employee:	Position:	Signature:
Name of Supervisor:		Signature:

Goals	Success Measures (eg. quantity, quality, cost, timing and other measures of targets)	Review of Progress/Achievement	Review Date

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2. Review of Achievement

Key Goals/Result Areas

	Level of Achievement		
	Exceeded Requirement	Met Requirement	Partially Met Requirement
	○	○	○
	○	○	○
	○	○	○
	○	○	○
	○	○	○

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Part 2: Review of Competency

Broadband Competencies

1. Decision & Planning

- Initiative and Judgment
- Organizing and Planning

2. Knowledge & Thinking

- Thinking Challenge
- Knowledge/ Expertise
- Business Acumen

3. Leadership & Management

- Leadership in role
- Team/ Project management
- Customer & Quality Focused
- Total Ownership (Across Boundaries)

4. Influence & Communication

- Influences/ Assertiveness
- Oral/Written Communication

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Broadband Competencies

	A. Decision and Planning		B. Knowledge and Thinking			C. Leadership and Management				D. Influence and Communication	
	A1. Initiative and Judgement	A2. Organising and planning	B1. Thinking Challenge	B2. Knowledge / Expertise	B3. Business Acumen	C1. Leadership in role	C2. Team/ Project Management	C3. Customer & Quality Focused	C4. Total Ownership (Across Boundaries)	D1. Influence/ Assertiveness	D2. Oral / Written Communication
Professional /Managerial (Broadband 2)	Identifies and pursues opportunities for innovation within own practice/ discipline	Plans to structure work of group or team. Organises work, activities and resources. Monitor results	Deals with diverse procedures and limited precedents	Possesses necessary professional/ technical competence to perform effectively in job	Understands finance and market dynamics. Evaluates business opportunities according to risks, profitability and value creation	Provides guidance to work groups. Embraces change.	Works as specialist in team or lead small team. Coaches team members. Fosters cooperation to achieve results.	Is committed towards providing genuine care to customers. Actively seeks to strive for continuous improvement in reliability, service and quality. Ensures customer needs and quality requirements are met.	Is assertive, sensitive, tolerant and resilient in the process of achieving planned results. Is controlled in response to criticism	Works effectively with people to achieve results, helps others remove barriers	Expresses ideas clearly in writing and orally, in good grammatical form
Senior Professional/ Managerial (Broadband 3)	Uses judgement to resolve complex internal and external issues	Plans strategy and tactics to achieve medium to long term objectives of own unit	Operates under broad policies and principles	Is a seasoned professional with depth of skills and breadth of management know-how	Understands market dynamics and its long and short-term impact on business. Takes an outside in view to identify and explore business opportunities with effective interpretation of financial and management information	Sets clear direction. Champions change. Takes appropriate risk to achieve desired benefits and advantages	Leads team of large workforce or manage multi-discipline and multi-national projects. Embraces and promotes diversity	Is committed to winning business through the development of service culture based approach. Ensures understanding of customer goals, priorities and needs and keeps resources focused on these. Collaborates closely with all relevant departments and business units to ensure cross-unit service and quality issues are promptly addressed and resolved.		Uses effective interpersonal skills to gain agreement and acceptance, even in controversial and difficult cases	Delivers persuasive presentation and writes effective proposals to influence key decisions
Executive (Broadband 4)	Champions technological, organization and managerial initiatives that have direct impact on direction and results of a business or major function	Plans strategy to achieve long-term objectives of business, with scanning of business opportunities and threats	Works to framework of strategic issues related to external environment, cultural standards and business philosophy	Possesses integrated know-how in multi-cultural and multi-discipline management	Displays thorough understanding of market dynamics and its long and short-term impact on business. Explores major partnership/ M&A opportunities to improve value creation	Establishes visions and principles of the business, taking care of the shareholder, market, technological and regulatory factors	Heads up multi-discipline business, manages organization structure and development, or serves as sponsors/ advisors of projects to implement corporate-wide projects			Communicates effectively with media, regulators, government officials, board members, and other external parties	

1. Performance and Development Review Form

- At the end of the year, managers will conduct an annual review with employees based on the agreed goals/performance requirements

- The review results are recorded in the e-PDR system/ relevant Performance and Development Review Form

Performance Assessment

	Broadband 2+		Broadband 1
Goal Achievement	• Exceeded requirement/ target • Met requirement/ target • Partially met requirement/ target	**Achievement & Results**	**N:** Not applicable **U:** Unable/Unwilling to meet the requirements **L:** Learning to/Occasionally meets the requirements **A:** Adequately/Generally meets the requirements **F:** Fully meets the requirements **E:** Consistently exceeds the requirements
Broadband Competencies	**N:** Not applicable **U:** Unable/Unwilling to meet the requirements **L:** Learning to/Occasionally meets the requirements **A:** Adequately/Generally meets the requirements **F:** Fully meets the requirements	**Behaviors supporting effective performance**	**N:** Not applicable **U:** Unable/Unwilling to meet the requirements **L:** Learning to/Occasionally meets the requirements **A:** Adequately/Generally meets the requirements **F:** Fully meets the requirements

2. Assessment Principles

Managers should make sure assessments are conducted fairly and equitably, in line with the following principles:

a. We aim for strong results, we **reward high performance** and **should not tolerate under-performance**.

b. Managers should be bold and decisive enough to make use of the **full spectrum of the rating scale** system to differentiate performance.

c. As good performance management practice, managers are reminded to **identify high achievers** in order to fast track their career development.

d. At the same time, managers and employees need to **drive for continuous improvement** and raise the performance bar.

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3. 7-point Rating

Rating Descriptions	
7	Outstanding & Exceptional Achievement
6	Performance consistently exceeds all targets/requirements; reflecting a very high level of achievement
5	Performance consistently meets targets/requirements, and also consistently exceeds most; reflecting a high level of achievement
4	Performance consistently meets targets/requirements; reflecting solid and valuable contribution
3	Performance generally meets targets/requirements; the individual is learning and needs minor improvement to consistently meet targets/requirements
2	Performance did not meet some targets/requirements, needs major improvement
1	Performance fails to meet targets/requirements
N	If the individual is new to the job (only applicable to new recruits/promotees for less than 3 months), and the appraising officer feels that there is inadequate information for assessment, please tick rating N (i.e. not applicable)

3. 7-point Rating Scale (cont'd)

- The success of the Company relies on our employees to live and breathe the **PCCW Values**
  - Continuously attract, win and retain customers
  - Grow our businesses locally & internationally
- The 7-point rating scale enables the line managers to **differentiate individual performance**
- The scale helps line managers identify employees at the **beginning of their learning curves**
  - Can provide necessary training/ support
  - * For those employee with rating 2, **Performance Improvement Plan** should be in place to ensure that they have improved the performance within the agreed timeframe (please to the guidelines for details)

4. Determining the Rating

In determining the rating for overall performance at the annual review, manager should consider:

- The extent to which individual result area/competencies/behaviours affects the employee's performance in his/her job role. There is no single mathematical weighting formula as job requirements are different for different jobs.

- The extent to which the employee has exceeded/met/not met the requirements in respective result areas/competencies/behaviours

- In the interview, employees should have expressed their views about their performance during the year

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5.   Communication of Performance Ratings

- You should communicate with your subordinates on their final performance ratings only until management has approved all ratings

6. Cross/ Within BU Transferees and Promotees

Cross BU movement (including both transfer and promotion cases):

- The managers in both the new department and the original department should complete PDR forms and provide ratings for the individuals, i.e. two ratings are needed to be captured

Within BU Promotion Cases

- Managers will be asked to provide two ratings for the promotees, one reflecting performance after promotion, and one reflecting performance before promotion

Within BU Transfer Cases

- No separate rating for the transferee's performance before transfer will be captured. Managers should take into account their performance before the transfer when deciding their performance ratings for the entire period

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7. Results of Assessment

- If there are discrepancies between the Appraising Managers and the Appraisees on performance rating:

  - Appraisees can discuss with their supervisors/ countersigning officers

  - If issue still can't be settled, appraisees can talk to the appropriate HR Manager, who will discuss with the supervisors/ countersigning officers to finalize assessment results

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Preparation before the Appraisal Meeting

- Communicate with the assessee - make appointment, invite <u>self-review</u>

- Collect relevant information - agreed goals/performance requirements and facts related to performance, and input on the staff member's performance as appropriate from relevant people

- Think about structuring the conversation: begin with encouragement, what and how to describe areas for improvement

- Review behaviour and performance

- Identify key areas for improvement and for development

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Self Review

Achievements	Strengths	Development Needs
What have your major contributions in the job been over the last 12 month?	What strengths have you shown? (For example, performance / skills you have demonstrated that make you stand out from your peers)	In which aspects of your job do you need to develop your skills and knowledge

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Self Review

Development Plan
In order to make your personal contribution/job performance better what things might be done by: *(a) Yourself?* *(b) Your manager/the company*

Career Interest
How do you see your career developing in the future?

Points to Note During Appraisal Discussion

- Create an informal, unhurried atmosphere

- Explain the purpose and outline of the discussion

- Suggest the assessee begin with his/ her achievements made

- Recognize achievement; praise and encourage

- Ensure there's 2-way communication

- Focus on performance and be specific; review performance data

- Address performance problems, if any, and suggestions for improvement

- Make sure assessee acknowledges about his/ her performance rating

- Summarize discussion – agreement on actions

- Agree on timing of next review/ follow up

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- Employees should discuss development needs with their managers and draw up a development plan, most development can occur

  - On job through taking up new assignments, doing different things and doing things differently

  - Through coaching by managers

  - Through attending training programs, etc.

- Development plan should be recorded in the "Review of Employee Development" part of the PDR form

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■ **Objectives**

- Systematic tracking of PDR process

- Easier retrieval of records for PDR preparation

- Self review can be readily captured

- A step towards paperless PDR

■ **Scope**

- All staff at BB2 or above

- Roles in ePDR process : Appraisee, Appraising Officer, Countersigning Officers
- 2 form types : Self review form & PDR form
  - Self review form - prepared by appraisee
  - PDR form - prepared by appraising officer

Self Review form	PDR form

• Submitted by appraisee for appraising officer to prepare the PDR form
• Part 1 - Review of Achievements
• Part 2 - Review of Competency
• Part 4 – Review of Employee Development
• Part 5 - Readiness of International Assignment
	• Prepared by Appraising officer
	• Consists of 5 parts :-
	  − Part 1 - Review of Achievements
	  − Part 2 - Review of Competency
	  − Part 3 - Review of Overall Performance
	  − Part 4 - Review of Employee Development
	  − Part 5 - Readiness of International Assignment

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Directory | Account Activation | Reset Password | Account Unlock | About HR Portal

HR PORTAL

STAFF LOGIN

(2)

Login ID:

Password:

Login

Hint : Use your Oracle Login ID and password.
Oracle Login ID is T + 8-digits Staff Number
(Example:T00123456)

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Vision, Mission & Core Values | **Customer Experience**

E-Applications

(1)

- LIS/FIN/HRS
- HR Portal
- ePDR System 🔒
- ePayslip/eTax Return 🔒
- Web EID
- Forms/Templates/Marketing Aids

HR PORTAL

(3)

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ePDR

Staff

- ePDR Attach document
- Prepare, Edit and Submit Self Review Form **(4)**
- Retrieve past ePDR Record

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Self Review Form (Broadband 2 and Above – Professional / Managerial Employees and above)

Part V:Readiness for International Assignment

PCCW is actively exploring business opportunities internationally. There are many potential opportunities for international assign develop/expand their careers internationally. The following information will be used by the company for macro manpower plannin

Please Indicate Your Readiness for International Assignment :

1. I look forward to taking up international assignment with duration of 6 months or more.

2. If you have ticked "Yes" in item 1, please indicate your readiness in the following box:

    ○ a: I can take up international assignment any time.

    ○ b: I can take up international assignment in 6 months' time.

    ○ c: I can take up international assignment in 12 months' time.

    ○ d: I can take up international assignment in 24 months' time.

    ○ e: I can take up international assignment but not within 24 months' time.

| Send to Appraising Officer for Reference | Print |

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Performance and Development Review (Annual)

English | 繁體中文 | 简体中文

Post:	**Solutions Manager**	CCC:	**C480**	Business Unit:	**Commercial Group**
Branch/Area:	**BID & SOLUTIONS CONSULTING**	BroadBand:	**BB2**	Career Step:	**S06**
Appraising Officer:	**Lee Siu Lung** ng (C W)			Countersigning Officer:	**Chui Siu Fung** ng (Raymond)
Status:	**Self Review (Preparing)**	PDR Type:	**ANNUAL**		

Instructions

[Attachment] [Copy Previous Self Review Form] [Print] [Close]

Review of Achievement	Review of Competency	Review of Employee Development	Readiness of International Assignment	Preview & Submit

[Send to Appraising Officer for Reference] [Print] [Update] [Close]

1

Message ✕

You have successfully sent your self review form to the Appraising Officer for reference.

[OK]

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ePDR

Staff

- ePDR Attach document
- Prepare, Edit and Submit Self Review Form

1

- Retrieve past ePDR Record

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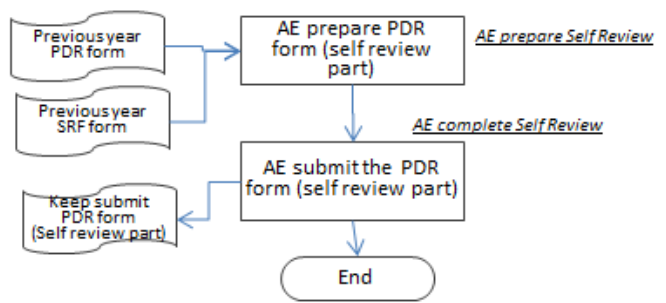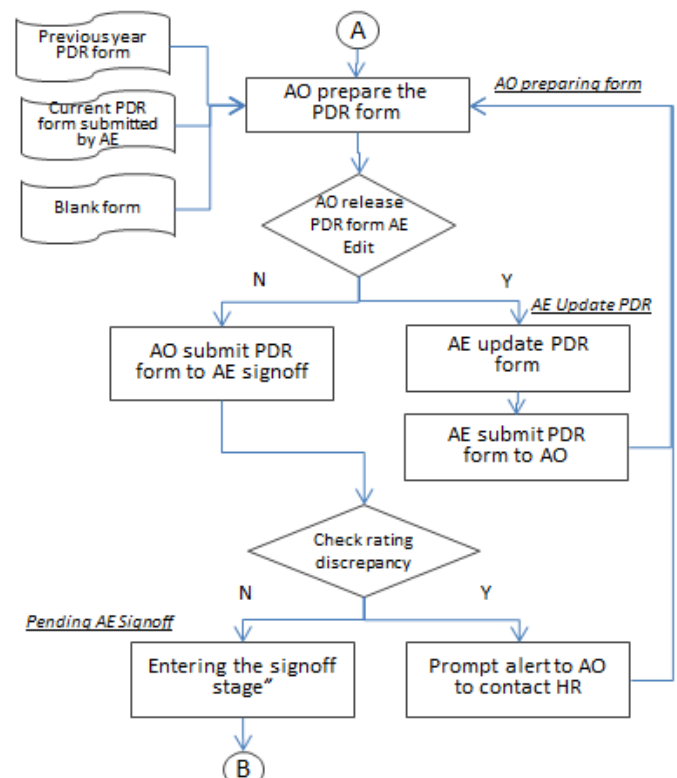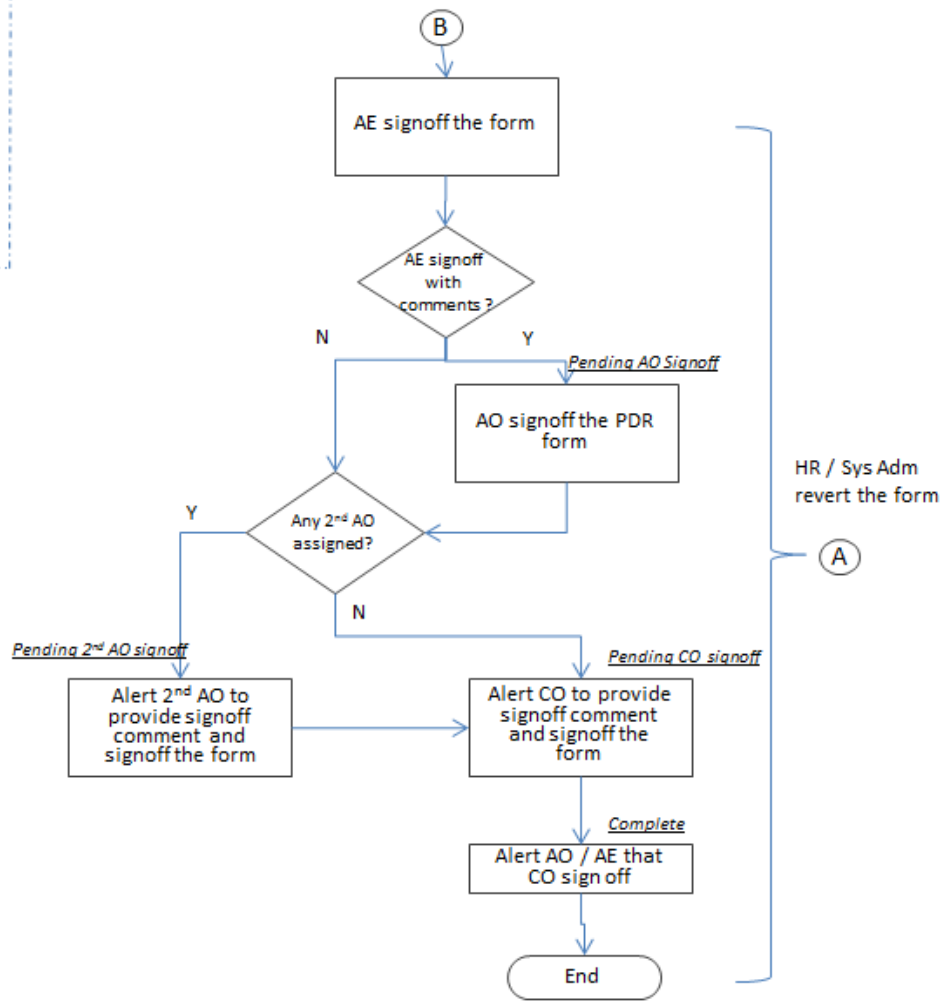
- **Objectives**

  - Systematic tracking of PDR process

  - Easier retrieval of records for PDR preparation

  - Self review can be readily captured

  - A step towards paperless PDR

- **Scope**

  - All staff at BB1 or above

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- Roles in ePDR process : Appraisee, Appraising Officer, Countersigning Officers
- 2 form types : Self review form & PDR form
  - Self review form - prepared by appraisee
  - PDR form - prepared by appraising officer

Self Review form

- Submitted by appraisee for appraising officer to prepare the PDR form
- Part 1 - Review of Achievements
- Part 2 - Review of Employee Development

PDR form

- Prepared by Appraising officer
- Consists of 2 parts :-
  - Part 1 - Review of Achievements
  - Part 2 - Review of Competency
  - Part 3 - Review of Overall Performance

ePDR System Page

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Vision, Mission & Core Values   **Customer Experience**

E-Applications

- LIS/FIN/HRS
- **HR Portal** ①
- ePDR System 🔒
- ePayslip/eTax Return 🔒
- Web EID
- Forms/Templates/Marketing Aids

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Directory | Account Activation | Reset Password | Account Unlock | About HR Portal

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STAFF LOGIN ②

Login ID:

Password: [Login]

Hint : Use your Oracle Login ID and password.
Oracle Login ID is T + 8-digits Staff Number (Example:T00123456)

HR PORTAL

③

ePDR

Staff

- ePDR Attach document
- Prepare, Edit and Submit Self Review Form ④
- Retrieve past ePDR Record

HR PORTAL

Performance and Development Review (Annual)

Self Review

Instructions

| Attachment | Close |

| Part I | Part II | Preview&Submit |

PART I: Review of Achievements

A. Achieving Results

1. Quality/Customer Service	N	U	L	A	F	E
a. Quality: Work is accurate and thorough, and meets work quality requirements as agreed with supervisor.	○	○	○	○	○	○
b. Customer Service: Achieves high level of customer satisfaction in service provided to internal/external customers. Meets requirements related to specific customer service measures as agreed with supervisor.	○	○	○	○	○	○

2. Sales/Revenue						
a. Sales/Revenue: Meets requirements related to sales/revenue as agreed with supervisor.	○	○	○	○	○	○

3. Productivity/Cost						
a. Productivity: Meets requirements in terms of quantity, timeliness and specific productivity measures as agreed with supervisor.	○	○	○	○	○	○

HR PORTAL

Performance and Development Review (Annual)

English | 繁體中文 | 简体中

B. Demostrating Behaviours Supporting Effective Performance

1. Customer Focus (internal/external customer)	N	U	L	A	F		Remarks
a. Always shows a caring attitude to customers; communicates with customers in a warm and courteous manner	○	○	○	○	○		
b. Asks questions to understand, clarify and confirm customer's needs	○	○	○	○	○		
c. Takes whatever steps within own authority/capability to help customers	○	○	○	○	○		
d. Provides alternatives/solutions to resolve customer problems	○	○	○	○	○		
e. Follows through on customer enquiries, requirements and complaints. Keeps customer up-to-date about progress. Takes total ownership and accountability to help resolve customer problems	○	○	○	○	○		
f. Establishes and maintains good relationship with customers	○	○	○	○	○		
g. Whenever possible, identifies new business opportunities in daily interaction with customers	○	○	○	○	○		
2. Teamwork	N	U	L	A	F		
a. Attends to work punctually	○	○	○	○	○		
b. Interacts with others in a warm and courteous manner	○	○	○	○	○		
c. Listens to and acts on ideas of others positively	○	○	○	○	○		
d. Shares information, knowledge and ideas with other team members	○	○	○	○	○		
e. Is willing to help and offer assistance to team members	○	○	○	○	○		
f. Demonstrates a "can do" attitude, makes adjustment to cope with changes effectively	○	○	○	○	○		

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Performance and Development Review (Annual)

English

	N	U	L	A	F	
3. Taking Initiative/Being Innovative						
a. Performs duties conscientiously and independently	○	○	○	○	○	
b. Takes initiative to find different and better ways to solve problems	○	○	○	○	○	
c. Makes good suggestions to improve sales, operations effectiveness and /or customer satisfaction	○	○	○	○	○	
4. Team Leadership (applicable to supervisors/unit managers only)	**N**	**U**	**L**	**A**	**F**	
a. Sets direction, expectations and standards for the team in line with company objectives and agrees with team members	○	○	○	○	○	
b. Listens to team members, communicates to them regularly, on a timely basis, and with an open mind	○	○	○	○	○	
c. Is prompt and effective in responding to team members' request for help	○	○	○	○	○	
d. Monitors staff and team performance, provides appropriate feedback/recognition/re-direction	○	○	○	○	○	
e. Makes definite decisions in a timely manner	○	○	○	○	○	
f. Provides guidance/support to team members to achieve results	○	○	○	○	○	
g. Creates individual interest and team spirit to get work done	○	○	○	○	○	
h. Develops team members through work assignment, coaching, experience sharing and/or training	○	○	○	○	○	
i. Manages under-performance effectively, by addressing to performance issues promptly	○	○	○	○	○	

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Performance and Development Review (Annual)

Part II: Review of Employee Development	N	U	L	A	F
A. Review of Job Knowledge/Skill					
1. Possesses relevant technical/functional knowledge/skill to carry out work effectively.	○	○	○	○	○
2. Possesses relevant business/product/service knowledge to carry out work effectively	○	○	○	○	○
3. Possesses relevant knowledge/skill of operating system/procedure to carry out work effectively	○	○	○	○	○
4. Possesses relevant equipment/tool handling skill to carry out work effectively	○	○	○	○	○
5. Possesses relevant customer service skill to carry out work effectively	○	○	○	○	○
6. Possesses relevant supervisor/management skill to carry out work effectivel	○	○	○	○	○
7. Possesses other relevant knowledge/skill to carry out work effectively (please specify, e.g. language, PC software application)	○	○	○	○	○
	○	○	○	○	○
	○	○	○	○	○

Add

4. Possesses relevant equipment/tool handling skill to carry out work effectively

5. Possesses relevant customer service skill to carry out work effectively

6. Possesses relevant supervisor/management skill to carry out work effectivel

7. Possesses other relevant knowledge/skill to carry out work effectively (please specify, e.g. language, PC software application)

Add

B. Employee Development Needs and Plan

Please write down the employee development needs and plan, considering Part II A review, the staff member's areas of improvement, job knowledge/skill level versus future skill require Development requirements for the staff member.

Development Needs	Development Plan

Add

Save   Print   Back   Next   Cancel

Broadband 1

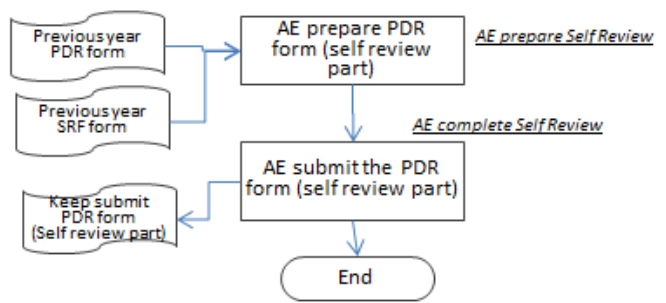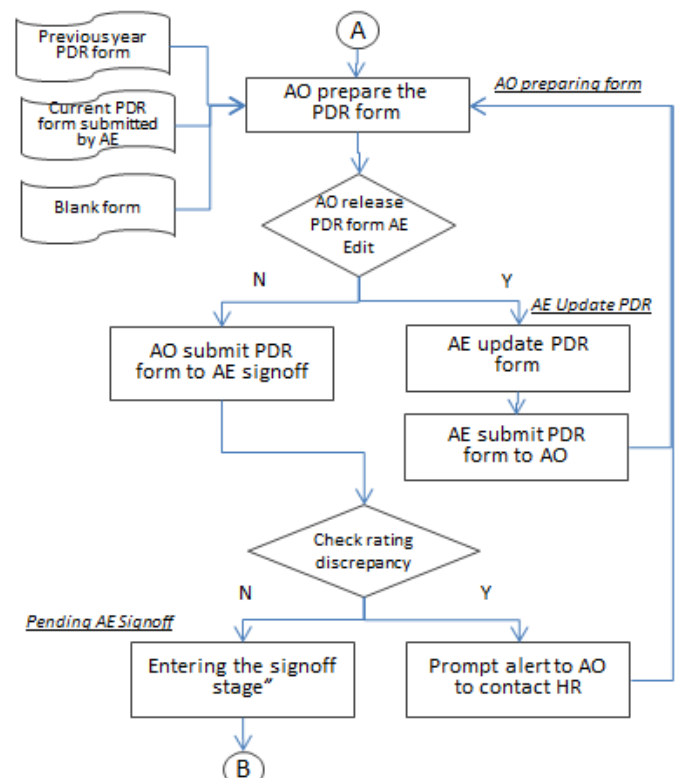| **Achievement & Results** | **N:** Not applicable

 U: Unable/Unwilling to meet the requirements

 L: Learning to/Occasionally meets the requirements

 A: Adequately/Generally meets the requirements

 F: Fully meets the requirements

 E: Consistently exceeds the requirements |
| **Behaviors supporting effective performance** | **N:** Not applicable

 U: Unable/Unwilling to meet the requirements

 L: Learning to/Occasionally meets the requirements

 A: Adequately/Generally meets the requirements

 F: Fully meets the requirements |

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PDR Process flow

Self Review Process

Previous year PDR form
Previous year SRF form
→ AE prepare PDR form (self review part) — *AE prepare Self Review*
→ *AE complete Self Review*
→ AE submit the PDR form (self review part)
Keep submit PDR form (Self review part)
→ End

PDR Review Process

Previous year PDR form
Current PDR form submitted by AE
Blank form
→ (A) → AO prepare the PDR form — *AO preparing form*
→ AO release PDR form AE Edit
- N → AO submit PDR form to AE signoff
- Y → *AE Update PDR* → AE update PDR form → AE submit PDR form to AO
→ Check rating discrepancy
- N → *Pending AE Signoff* → Entering the signoff stage"
- Y → Prompt alert to AO to contact HR
→ (B)

(B) → AE signoff the form
→ AE signoff with comments ?
- N → *Pending AO Signoff* ... → AO signoff the PDR form
- Y → AO signoff the PDR form
→ Any 2nd AO assigned?
- Y → *Pending 2nd AO signoff* → Alert 2nd AO to provide signoff comment and signoff the form
- N → *Pending CO signoff* → Alert CO to provide signoff comment and signoff the form
→ *Complete* → Alert AO / AE that CO sign off
→ End

HR / Sys Adm revert the form → (A)

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Internal Use Only

le No : 49

PDR Review Schedule

- From mid Dec of current year

  Self Review

- From Jan to Mar of the following year

  Prepare ePDR/ PDR, conduct appraisal interviews and sign-off

- By end of Mar of the following year

  Whole ePDR/ PDR process should be completed

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IX. Links of PDR Forms (Intranet only)

PDR Form	Languages (Note)
For Associate / Operational Professional - BB1	English Traditional Chinese Simplified Chinese
For Professional / Managerial employees - BB2+	English Traditional Chinese Simplified Chinese

Note : Click the language to download the form

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