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**INDUSTRY STANDARD OF THE
PEOPLE'S REPUBLIC OF CHINA**

YC/T 535-2015

**Guidelines for the criteria of performance excellence in the
tobacco industrial enterprises
(English Translation)**

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Foreword

This standard is drafted in accordance with the rules given in GB/T 1.1-2009.

Appendix A to Appendix E of this standard are informative.

This standard is proposed by the State Tobacco Monopoly Bureau.

This standard is under the jurisdiction of the National Subcommittee on Technical Subcommittee of the National Tobacco Standardization Technical Committee (SAC/TC144/SC4).

The drafting of this standard. Xiamen Tobacco Industry Co., Ltd., Fujian Tobacco Industry Co., Ltd., Longyan Tobacco Industry Co., Ltd.

Any company, Shanghai Tobacco Group Co., Ltd., Guangxi tobacco industry limited liability company, Jiangxi tobacco industry limited liability company, Jiangsu Smoke industry limited liability company.

0.1 General

In order to guide the tobacco industry enterprises to strive for excellence, improve the quality of products, services and development, enhance the competitive advantage and promote sustainable development of enterprises, According to the "Product Quality Law of the People's Republic of China", "Quality Development Program (2011-2020)" and "Tobacco Industry" on the level of cigarettes "Overall Planning ", specially formulated this standard.

This standard follows the evaluation requirements of GB/T 19580-2012 "High Performance Evaluation Criteria" and draws on the experience of domestic and foreign high performance management.

And practice, combined with the practice of China's tobacco industry enterprise management, from the leadership, strategy, customer and market, resources, process management, measurement, points Analysis and improvement, as well as the results of seven aspects of tobacco industry enterprises have given high performance evaluation guidelines for the application of guidelines.

This standard to implement the scientific concept of development, building a harmonious society as the starting point, adhere to the people-oriented, comprehensive and coordinated and sustainable development principles, Creating value for the business owners, customers, employees, suppliers, partners and society. The development and implementation of this standard can promote the enhancement of enterprises Strategic management capabilities, improve product, service and management quality, continue to improve the overall performance of enterprises to promote business success.

This standard is concerned with the differences in functional and process positioning between provincial industrial companies and cigarette factories. Applicable to both (Hereinafter referred to as "enterprise") as the main body; for only one of the terms, then the "provincial industrial company" or "cigarette factory" as the main preparation.

The normative references to this standard only list documents that are most relevant to this standard or are of interest to the tobacco industry.

Appendix A of this standard provides a framework for understanding the relationship between the seven terms of the High Performance Evaluation Criteria 4.1 to 4.7 and the organization's overview

And related annotations, and gives a score score of twenty-three ratings to be used to manage the quantitative score of maturity.

Appendix B of this standard describes the importance of organizing the overview as the beginning of the high performance evaluation and gives the tobacco industry enterprise group

Organize the required content.

Appendix C of this standard describes the four evaluation elements of the process clause and the four evaluation elements of the results clause, respectively, and gives the process

Terms, and the results of the score, while giving a score for the performance evaluation provides a guide to the operation.

Appendix A, Appendix B and Appendix C of this standard provide guidance for enterprise-class performance evaluation, as well as for sector, team-level evaluation reference.

Appendix D of this standard gives a typical approach to the construction of an excellent performance management system, including the high performance model in the department, team

Method of land.

Appendix E of this standard gives a basis for PDCA cycles, compatibility of high performance evaluation criteria and other professional management system requirements.

A Guide to Elements of System Integration.

0.2 Basic idea

This standard is based on the following basic concepts, high-level leadership can use these basic concepts to guide enterprises to strive for excellence.

a) visionary leadership Follow the tobacco industry concept of culture, forward-looking vision, keen insight, the establishment of corporate mission, vision and values, led the whole Staff to achieve business development strategies and objectives, to serve the country, return the community, the achievements of staff.

b) strategic orientation Adhering to the China Tobacco Corporation, the provincial industrial company strategy, a clear positioning of enterprise development, practice the core competitiveness of the enterprise strategy to guide the Management activities, sustainable development and success.

c) customer-driven

Identify and segment customers, improve customer's current and future needs,

expectations and preferences as a way to improve product and service quality and improve management and the driving force of innovation to improve customer satisfaction and loyalty.

d) social responsibility Practicing Tobacco, Honest Tobacco, Harmony Tobacco, Responsible for the Social Responsibility of Corporate Decision and Business Activities Comprehensive and coordinated and sustainable development.

e) People-oriented

Employees are the organization of this, all management activities should be to stimulate and mobilize the initiative of the staff, enthusiasm as the center, concerned about the staff, the understanding Work, respect for employees, encourage employees, promote the development of staff to protect the rights and interests of employees, improve employee satisfaction.

f) win-win cooperation Based on the tobacco supply chain, with customers, key suppliers and other farmers and other stakeholders to establish long-term partnership, each other to create the price Value, to achieve common development.

g) attention to the process and attention to the results Enterprise performance comes from the process, reflected in the results. Therefore, it is necessary to attach importance to the process, but also to focus on the results; through the process of excellence management, Pursue and achieve superior results.

h) learning, improving and innovating Cultivating learning organization and individual is the foundation of enterprise's pursuit of excellence. Inheritance, improvement and innovation are the key to sustainable development.

i) system management Through the system planning, operation and evaluation of the excellent performance management system, the enterprise as a whole, in a scientific and effective way to achieve Enterprise management and management of the overall planning, coherence, and continuously improve the effectiveness and efficiency of enterprise management.

Tobacco industry enterprises Guidance on the application of high performance evaluation criteria

1 Scope

This standard gives a practical guide to the understanding and application of the GB/T 19580-2012 "Excellence Performance Evaluation Guidelines" by tobacco industry enterprises.

This standard applies to the tobacco industry in the pursuit of excellence in the enterprise, mainly including the provincial industrial companies and cigarette factories, Roasted,