National Taiwan Normal University

Directives Governing the Group Performance Review for Administrative Units

Last Amended on July 27, 2022

Article 1. Purpose

National Taiwan Normal University (hereinafter referred to a s "the University") has formulated the *Directives Governing the Group Performance Review for Administrative Units* (hereinafter referred to as "the Directives") to implement a team-based performance review system in order to effectively monitor administrative staff performance and foster an efficiency-oriented organizational culture.

Article 2. Participating units

1. Cost centers: Office of Academic Affairs, Office of Student Affairs, School of Teacher Education, Office of International Affairs, Library, Information Technology Center, Office of Human Resources, Office of Accounting, Environmental and Public Safety Center, and Academy of Preparatory Programs for Overseas Chinese Students
2. Cost-and-revenue centers: Office of General Affairs, Office of Research and Development, Athletic Department, and Office of Administrative Affairs

Article 3. Scoring items

1. Unit-based performance goals (40%): Each participating unit shall set its own annual performance goals based on the University's *List of Administrative Performance Indices Requiring Monitoring and Control* and compose a self-evaluation report.
2. General review constructs (40%):

Construct	KPIs	Criteria
Finance (15%)	1. Capital account utilization rate	Capital account utilization rate
	2. Finding new revenue sources	Finding external resources: success rate (compared to the previous three-year period)
Procedures (55%)	1. Administrative monitoring and control (construction and administrative projects)	1) Progress (in percentage) 2) Rate of project extensions due to revisions 3) Rate of project delays due to revisions 4) Rate of overdue reports 5) Number of uncompleted projects
	2. Internal control	1) Completeness of the unit's internal control risk assessment and monitoring mechanisms 2) Completeness of the unit's self-evaluation of internal control procedures and key internal control indices 3) Status of procurement projects valued at NT$100,000 or greater 4) Accuracy rate for information entered into the Ministry of Education's databases

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	3. Handling of official letters	1) Average number of official letters 2) Handling quality 3) Average processing time (in days) 4) Number of overdue official letters
	4. Management of professional talent	1) Job rotation 2) Reasonable workforce 3) Reporting of vacancies to the Civil Service Examination Board 4) Equal employment for people with disabilities
	5. Information security and digital transformation	1) Website and information security 2) Process digitalization
Customer satisfaction (15%)	1. Service satisfaction	1) Satisfaction rate 2) Telephone etiquette
	2. Response speed for complaints received via the "I'm On It!" Center	Complaints management and response speed
Learning and growth (15%)	1. Participation in on-the-job training	1) Attendance rate 2) Learning hours/completion rate
	2. Foreign language proficiency improvement initiatives	Number of employees passing English or foreign language proficiency tests and number of employees completing foreign language courses (certification required)
	3. Talent cultivation plan	1) Self-organized learning benchmark courses or professional training courses (8 hours minimum) 2) Professional competency expansion 3) Book clubs
Subtotal	The subtotal for the four constructs (finance, procedures, customer satisfaction, and learning and growth) combined shall account for 40% of the total score.	

3. Comprehensive review (20%): The Group Performance Review Committee shall conduct a comprehensive review of each unit's performance and then assign a score.

Article 4. Group Performance Review Committee

To facilitate the review and scoring of the annual performance of each administrative unit, a Group Performance Review Committee (hereinafter referred to as "the Committee") composed of the President, Executive Vice Presidents, University policy advisors, and experts appointed by the President shall be established to handle matters related to the approval of unit goals and review of each unit's performance.

Article 5. Review schedule and methods

Task	Time	Method
1) Self-evaluation of unit goals	December	Each participating unit shall compose a self-evaluation report (Appendix I) based on its own annual performance goals and submit it to the Committee as a reference for the secondary review.
2) Evaluation of general review items	December	Each participating unit and the competent scoring unit (Office of Administrative Affairs, Information Technology Center, Office of Accounting, and Office of Human Resources) shall fill out the general review construct survey on the University's Group Performance Review System.

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3) Secondary review, comprehensive review, and approval	January (of the following year)	The Committee shall conduct a secondary review and a comprehensive review based on each unit's self-evaluation report and submit the review results to the President for approval.

Article 6. Review results

Units will receive an "exceptional" rating for a total score of 90 or above, "outstanding" for 80–89, "good" for 70–79, "fair" for 60–69, and "poor" for 59 or below.

Article 7. Impact of the review results

1. Percentage of civil servants and contract staff members eligible for 'A' rating:
   In general, the head of each unit may assign an 'A' rating to up to 60% of all staff members under evaluation. However, the President may adjust this limit up to 75% based on each unit's group performance review results.
2. The group performance review results may be considered in the review of promotion requests submitted by contract employees of the unit.
3. The review results shall also serve as a basis for determining the percentage (up to 30%) of flexible remuneration and performance bonuses issued to administrative units that have undergone workforce reduction.

Article 8. For performance-linked administrative units, the performance goal completion rate shall serve as a basis for determining the maximum percentage of civil servants eligible for an 'A' rating.

Article 9. The Directives and any amendments made hereto shall be implemented upon passage by the Academic Director Committee.

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