National Taiwan Normal University

Directives Governing Group Performance Reviews for Academic Units

Last Amended on July 27, 2022

Article 1. Purpose

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

Article 2. Participating units:

Each college (including subordinate departments, graduate institutes, and centers)

Article 3. Scoring items

1. General review constructs (70%):

Construct	KPIs	Criteria
Procedures (70%)	1. Cooperation with major University-wide policies	1) Curriculum map 2) International mobility
	2. Internal control	1) Completion of the unit's internal control risk assessment and monitoring mechanisms 2) Completion 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
	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) Reasonable workforce 2) Job rotation 3) Equal employment for people with disabilities
	5. Information security and digital transformation	1) Website and information security 2) Process digitalization
	6. Administrative monitoring and control	1) Number of controlled projects 2) Progress (in percentage) 3) Rate of project extensions due to revisions 4) Rate of project delays due to revisions 5) Rate of overdue reports 6) Number of uncompleted projects
Customer satisfaction (15%)	1. Service satisfaction	1) Satisfaction rate 2) Telephone etiquette
	2. Speed of response for complaints received via the "I'm On It!"	Complaints management and response speed

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	Center	
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	The number of employees passing English or foreign language proficiency tests and the number of employees completing foreign language courses (certification required)
	3. Talent cultivation program	1) Professional competency growth 2) Book clubs
Subtotal	The subtotal of "procedures" (70%), "customer satisfaction" (15%), and "learning and growth" (15%) scores shall account for 70% of the total score.	

2. Comprehensive review (30%): Each participating unit shall compose an annual major achievements report (be as concise and specific as possible, focus on up to five achievements and the concrete benefits they provide, present them using quantitative data, and limit the report to 1,500 words) and submit it to the Group Performance Review Committee to serve as a reference for the comprehensive review.

Article 4. Group Performance Review Committee

To facilitate the review and scoring of the annual performance of each academic unit, a Group Performance Review 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 review.

Article 5. Review method

1. In December, the participating units and the competent scoring units (Office of Academic Affairs, Office of Administrative Affairs, Information Technology Center, Office of International Affairs, and Office of Human Resources) shall fill out the general review construct survey and the annual major achievements report on the University's Group Performance Review System.
2. The Office of Human Resources shall collate the scores of each unit and forward them to the Group Performance Review Committee for a secondary review, the results of which shall then be presented to the President for approval.

Article 6. Review results

1. Units may 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' ratings:
   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. Each unit's group performance review results may be used in the review of promotion requests submitted by contract staff members of the unit.

Article 8. The Directives and any amendments made hereto shall be implemented upon passage by the Academic Directors Committee.

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