National Taiwan Normal University

Contractual Staff Performance Evaluation Directives

Last Amended on November 27, 2019

Article 1. National Taiwan Normal University (hereinafter referred to as "the University") has formulated the *Contractual Staff Performance Evaluation Directives* (hereinafter referred to as "the Directives") to evaluate contractual staff performance and improve work quality and performance.

Article 2. The Directives are applicable to staff hired pursuant to the NTNU *Contractual Staff Management Directives.*

Article 3. Contractual staff performance evaluations are divided into the following categories:

1. Annual: from January to December each year.
2. Special: for contractual staff with over 6 months of service.
3. Regular: on a regular basis throughout the year (log is shown in Appendix 1).

The unit of calculation for the term of service shall be one month.

Article 4. Unit directors shall evaluate annual (special) performance evaluations based on the following criteria (table is shown in Table 2).

1. Attitude (25%): Conscientious, responsible, professional, positivity, proactivity, team spirit, and good attendance.
2. Professional knowledge and skills (25%): Business planning, proficiency and application of laws, regulations, knowledge, and skills.
3. Quality (20%): Correct methods, review, improvement, quantity and extent of completion, and ability to perform complex tasks.
4. Punctuality (20%): Execution, time control, and efficiency.
5. Development potential (10%): Communication, coordination, research, creativity, thoughtfulness, and adaptation skills required for unit or University goals.

Article 5. The total score for the annual performance evaluation shall be 100, and the following letter-grade ratings shall be assigned based on the total score:

A+ = 90 or above (outstanding)

A = 80 or above but under 90 (excellent)

B = 70 or above but under 75 (fair), or 75 or above but under 80 (satisfactory).

C = 60 or above but under 70 (unsatisfactory; improvement required).

F = under 60 (failed to meet unit requirements)

Article 6. Annual performance evaluation rewards and penalties are as follows:

A+: base salary advanced to the next scale; may increase monthly surplus (0%-50% up to a maximum of NT$20,000) based on budgeting and business needs.

A: base salary advanced to the next scale; may increase monthly surplus

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(0%-30% up to a maximum of NT$16,000) based on budgeting and business needs.

B: base salary advanced to the next scale if scored 75 or above; N/A if under

C: no promotion; contracts for those who have received a 'C' rating for two consecutive years and who have been proven incompetent on the job will not be renewed.

F: failure for renewal, contract terminated.

Even for staff members with a B rating or above, there will be no promotion if they are already at the highest base salary level, especially in cases of budget constraints.

Employees prior to implementation of the Directives will be determined as per original categories and academic credentials. Their surplus will be based on their current salary if it previously exceeds the highest scale.

Article 7. Base salary of contractual staff members with a 'B' rating in special performance evaluation will not be changed. Their monthly surplus may be increased (0%-50% in the regulations) according to budgeting and business needs.

Contracts will not be renewed for staff members with an 'F' rating or those who have maintained a 'C' rating for over 2 years and who are deemed incompetent.

Article 8. Records, rewards, and penalties of regular evaluations based on work, conduct, knowledge, and talent shall serve as main foundation for annual evaluations. Rewards (commendations, merits, and major merits) and penalties (reprimands, demerits, and major demerits) shall be processed as per the *Civil Service Performance Evaluation Act*, *Enforcement Rules of the Civil Service Performance Evaluation Act*, and the NTNU *Staff Award and Disciplinary Directives*.

Article 9. Contractual staff who meet the following criteria may be given a rating of 'A+':

1. Awarded a major merit or cumulative rewards equivalent to such.
2. A+ rating for main duties in research and innovation.
3. Demonstrates careful planning for major or difficult tasks with success.
4. Proposes specific plans or improvement methods for main duties confirmed to be effective after adoption.
5. Other concrete major outstanding deeds or performance.

Article 10. Contractual staff with the following conditions may not be given an 'A+' rating:

1. Cumulative rewards plus penalties for the year reached "reprimand."
2. Has a record of absenteeism.
3. Over 10 personal and sick (excluding family care and menstrual) leaves.
4. Over 30 occupational sick leaves.
5. Failure to meet unit or University requirements.
6. Demonstrates a poor attitude evidenced to negatively affect the University's reputation.
7. Annual online learning hours and courses do not meet the standards in the University's administrative training plans.

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Article 11. Contractual staff in the following cases shall be given a 'C' rating:

1. Cumulative rewards plus penalties reached one major demerit.
2. Has been absent for 2-3 consecutive days or 5 days in a year.
3. On occupational injury leave over 1 year or extended sick leave over 6 months.
4. Defiant to instructions/suggestions evidenced to negatively affect discipline.
5. Demonstrates a poor attitude or improper conduct evidenced to negatively affect the University's reputation.
6. Evades, declines, or delays challenging tasks evidenced to damage and negatively affect the University's reputation.
7. Abuses, oversteps, or mishandles authority evidenced to damage and negatively affect the University's reputation.
8. Deliberately leaks official secrets or discloses information relevant to duties without authorization evidenced to negatively affect the University.
9. Evidenced to falsely report work expenses.
10. Evidenced to have violated laws and regulations.

Article 12. Contractual staff in any of the following cases shall be given an 'F' rating:

1. Cumulative rewards and penalties reached two major demerits.
2. Violates any provisions under Article 7 of the NTNU *Contractual Staff Work Rules*.

Article 13. Contractual staff members re-employed in interim changed to a higher scale, the tenure of previous and current position may be combined for the annual evaluation if added up to 1 year. Their salaries shall not increase with only a 'B' rating.

Article 14. In principle, the ratio of contractual staff with an 'A' rating or above shall be above 50% but under 75%; and the ratio of contractual staff with an 'A+' rating may not exceed 10%.

Initial evaluation of contractual staff members supervised by two or more units may be jointly conducted.

The President may adjust the ratio of contractual staff rated 'A' or above depending on overall performance and is not restricted by numbers in the preceding paragraph.

Article 15. The performance evaluation procedures are as follows:

1. Regular: Unit directors shall submit interim Regular Contractual Staff Performance Evaluation Record to the Office of Human Resources to be reported to the President as the basis for annual evaluations.
2. Annual (special) performance evaluations:
   (1) Initial: Unit directors shall consider giving a rating of 'A' or below based on regular evaluations, rewards, penalties, and various item scores, with results sent to the Task Force meeting.
   (2) Final: The Task Force shall conduct an objective and fair secondary evaluation based on initial results and recorded logs with stakeholders invited for explanation as necessary.
   (3) Approval: final results shall be submitted to the President for approval.

Article 16. Prior to approval of content, unit directors and other individuals in charge shall keep all information confidential.

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Article 17. Annual evaluation results shall be effectuated starting from January 1st of the following year.

Article 18. The Directives and any amendments hereto shall be implemented upon passage by the Administrative Council.

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