**Guidelines for the Guidance of Administrative Staff at National Changhua University of Education**

1. **Purpose:** To enhance the competitiveness of administrative staff and improve administrative efficiency, National Changhua University of Education (hereinafter referred to as "the University") has established these guidelines (hereinafter referred to as "these Guidelines").

2. **Scope:** These Guidelines apply to all staff within the University’s official staff roster as well as to those employed with self-raised funds from the University’s administrative budget.

3. **Supervisor Responsibilities:** Supervisors are responsible for timely reminding and taking appropriate guidance measures for staff whose performance or service quality is subpar. Supervisors must keep records of ongoing guidance and relevant data about their staff’s performance to facilitate real-time review and effective behavior improvement. In cases where issues are serious and do not meet the criteria for specialized guidance, they should report to the University President and, if necessary, conduct focused guidance.

4. **Performance Discussion:** For staff with subpar performance or service, the supervisor should conduct a face-to-face meeting with the staff member to discuss their work plan, objectives, methods, and attitude. The meeting content should be recorded on the "Employee Meeting Record Form" and signed by the staff member to confirm the discussion. This form should be filed with the Human Resources Office to ensure the improvement of work performance and serve as a critical basis for the annual performance evaluation.

**5. The daily guidance for administrative personnel at our university should address various aspects such as work, conduct, knowledge, and abilities, and should be conducted according to the following principles:**

1. **Work Aspect:** Supervisors at all levels should conduct work guidance based on the principles of comprehensive quality management. In addition to considering the nature, quantity, and timeliness of the work, attention should be given to its accuracy, completeness, cost-awareness, interpersonal communication skills, team spirit, work attitude, creativity, critical thinking, and adaptability. Outstanding and unsatisfactory performance should be documented accordingly.
2. **Conduct Aspect:** Supervisors at all levels should pay attention to daily conduct and communicate guidance regularly, documenting it as needed. If any misconduct is discovered, it should be reported to the relevant units for verification, and appropriate action should be taken based on the findings in accordance with relevant regulations.
3. **Knowledge Aspect:** Supervisors at all levels should assess whether the knowledge and experience of the personnel are sufficient for their current positions and whether they are engaged in relevant professional development. If personnel are found to have insufficient knowledge, lacking experience, or a mismatch between their expertise and their duties, adjustments should be made to their positions, specialized training should be provided, or they should be guided in further education. Each unit should handle this based on the actual needs of their operations.
4. **Ability Aspect:** Supervisors at all levels should observe whether personnel have confidence in their work, enthusiasm, perseverance, and capability to handle substantial tasks. They should also assess their leadership, communication skills, and potential for development. Personnel should be assigned tasks based on their talents and suitability for the role. For those who lack the abilities to fulfill their positions, work adjustments should be made, and the reasons should be identified and addressed appropriately.

6. If any personnel in a unit are deemed unsuitable for their current job, they should be listed for review and required to improve, with special guidance provided. The maximum duration for special guidance is 6 months. During this period, at least one meeting every 3 months should be recorded in the "Employee Interview Record Form." If improvement is observed, the personnel will be removed from the monitoring list. If no improvement is made by the end of this period, they will enter the second stage of special guidance. The second stage of guidance is also limited to a maximum of 6 months, with at least one meeting every 2 months recorded in the "Employee Interview Record Form." If improvement is observed, the personnel will be removed from the monitoring list. If no improvement is made by the end of this period, the personnel will be retired, dismissed, or guided for reassignment according to relevant regulations.

Personnel undergoing special guidance should not only have regular interviews recorded in the "Employee Interview Record Form" but also have the guidance conditions recorded in the "Special Project Guidance Record Form" at the end of each stage. This should be submitted to the president for review within one month.

The "Employee Interview Record Form" and the "Special Project Guidance Record Form" should be kept on file with the Human Resources Office after recording or review, as they are important references for the annual performance evaluation.

During the special guidance period, other appropriate work adjustments should be made. If there are no other suitable positions within the university, one of the following measures should be adopted:

1. Provide specialized training.
2. Assist with further education and training.
3. Assign a dedicated person or form a special team for guidance and communication.
4. Implement other guidance measures suited to the individual's characteristics and traits.

In addition to the above measures, units may assist the guided personnel in applying for counseling services through the university's employee assistance program.

During the guidance period, the system should be appropriately combined with the reward and punishment system to improve the behavior of the guided personnel. If the assessment results show no improvement and are in line with relevant regulations, the personnel may be dismissed or guided for reassignment. If they meet the criteria in Article 6, Article 12, or other relevant provisions of the Civil Servants Performance Evaluation Act, they may receive an annual performance rating of "diligent" or a one-time major penalty, or if they meet the criteria in Article 28 of the Civil Servants Employment Act or other regulations, they may be removed from their position or subjected to other appropriate penalties.

In cases where personnel are unable to work due to illness, assistance should be provided for medical care, and extended sick leave or leave without pay should be granted according to civil servant leave regulations or other provisions. If they meet the criteria for retirement or other regulations, they may also be retired or dismissed.

**7.** Supervisors at all levels should ensure that performance records align with annual evaluations, such that individuals with poor records are not rated as "excellent" at the end of the year, and those with good interim evaluations have their annual performance ratings reflect their consistent performance.

**8.** Units should list and report to the Performance Evaluation Committee those personnel who, after receiving special guidance, still exhibit poor work performance or service conditions.

**9.** These guidelines will be implemented after being approved by the administrative meeting and the president. Any amendments will follow the same process.