

Secretariat of the Tainan City Government Mid-Term Governance Plan

(2021-2024)

I. Objective

This Department is the first-class secretary unit within Tainan City Government, consisting of functionality, administration, management of halls and buildings, documenting, filing and purchasing project management, or six divisions. The main services offered include the functionality of City Government, normal affairs management, maintenance of city halls and properties, document filing, workshops of purchasing projects and monitoring and corrections of subsequent purchasing projects, in order to optimize the administration process.

II. Vision

This Department offers a full range of services based on the principles of “Empathy, Efficiency, and Innovation”, to maintain and expand decent public relations with the society. It also promotes energy conservation and carbon reducing, endeavors smart energy consumption to make flexible use of space. It also strengthens the facilities and services of hardware and software to offer premier offices for working. To cope with the E-revolution, this department also advocates swift processing of digital documentation and management. It also sets up an open, fair purchasing system, to set a model of professional and non-bureaucratic purchasing business. Finally, it enhances the functionality of twin centers of City Government, and offers solid and comprehensive back-office forces for the entire crew of City Government.

III. Focus of Policy Enforcements

1. Maintain and expand decent relations with the public, increase the quality and efficiency of civil services, to deal with the ever-changing interior and exterior environment.
2. Assist with all departments/divisions in the evaluation of temporary staff and the usage of labor force, to have an effective control over employment.
3. Promote the appraisal system of energy conservation and carbon reduction, and to advocate a low-carbon and conservation objective.
4. Enrich all sorts of hardware and software facilities, and make flexible use of city halls, buildings and properties, to enhance the management of accommodation

belonging to City Government.

5. Hold City Government meetings and correspondence meetings among all departments/divisions, to strengthen the mechanism of policy re-evaluation, correction and communication.
6. Increase the efficiency of document management and filing system, and enforce e-documentation and the offering of electronic filing service.
7. Enhance the human capitals of professional purchasing business, settle with issues or disputes arising from purchasing contracts/projects, and strengthen the auditing capacity to establish an open and fair purchasing system.

IV Key Strategic Goals and Common Goals

1. Key Strategic Goals:

- (1) Maintain and expand public relation: (in terms of policy outcome)
 1. Gift/present offering through receiving business guests, to comprehensively promote the image and friendship of City Government
 2. To meet the real and exterior demand from festivals, offer plaque with calligraphy, to express good wishes and congratulations.
- (2) Increase the quality and efficiency of civil services (in terms of enforcement)
 1. Receive and process with the highest speed and in a most convenient way applications for gifts or condolence in wedding, funeral and birthday ceremonies/parties.
 2. Track precisely the process of each application through the online, real-time tracking system.
- (3) Assist with all departments/divisions in hiring and employing temporary staff and labor force (including technicians, drivers): (in terms of policy outcome)
 1. Give a preview of temporary staff hiring project, to control the total number of being employment.
 2. Monitor and evaluate the performance of temporary staff, and increase their proficiency.
 3. Manage labor force such that once a vacancy is present, it is not filled, in order to downsize the human force.
- (4) Promote the appraisal system of energy conservation and carbon reduction (in terms of policy outcome)
 1. Conduct the appraisal of energy conservation and carbon reduction in all units and divisions, to strive for a low-carbon and conservation objective.
 2. Hold city-wise conference on energy conservation and carbon reduction, to meet the goal stated.

3. Plan and run shuttle bus between the two city centers, to offer a service for document transmission and also for co-ridership among city government employees, in order to save consumption on fuel.
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- (5) Enrich all sorts of hardware and software facilities, and make flexible use of city halls, buildings and properties, to enhance the management of accommodation belonging to City Government. (in terms of policy outcome)
 1. Enrich all sorts of hardware and software facilities, to create a decent office environment for working.
 2. Hold safety and maintenance training, hold briefings and drills for emergency, to implant the knowledge on safety and emergency procedures into our colleagues.
 3. Increase the usage of all spaces in the city center, and to hold all sorts of exhibitory and artistic activities.
 4. Continue to maintain the online application for the meeting rooms in City Government, and also the online reporting system of repairing and maintaining water pipes, electricity, phone and air conditioning.
 5. To allow for more participation from the society, give the cleaning and environment plantation business in the two city centers to be outsourced by professional groups.
 6. Enhance the management of accommodation belonging to City Government, hold regular visit, cleaning and maintenance to these dormitories.
 - (6) Strengthen the mechanism of policy re-evaluation, correction and communication. (in terms of enforcement)
 1. Strengthen the mechanism of policy suggestions and directions, and hold City Government meetings.
 2. Increase the connection and communication across different units, and hold correspondence meetings among all departments/divisions,
 - (7) Increase the efficiency of documentation (in terms of enforcement)
 1. Help subordinate units to develop a well documentation system, and to establish documentation mechanism.
 2. Make the receiving and the sending of official document electronic, to promote the efficiency of handling official document.
 - (8) Increase the managing efficiency of filing system
 1. In charge of all files archiving, numbering, indexing, storing, reviewing and cleaning from departments/divisions of City Government.
 2. Create the scanned versions of all files from departments/divisions and offer online service of reviewing these scanned files.

- (9) Conduct a cleaning file plan (in terms of policy outcome)
 1. Assist in selecting files which have national values and should be stored permanently, help the transmission of such files, to create file values.
 2. In charge of disposal of files which are expired, and effectively deal with old files from past institutions in order to increase the filing efficiency.
- (10) Increase the quality of human capital in purchasing business (in terms of enforcement)
 1. Hold basic courses on purchasing laws and encourage staff to attend.
 2. Hold advance courses on purchasing laws and workshops on practical issues, to enhance the ability of staff.
- (11) Settle with issues or disputes arising from purchasing contracts/projects (in terms of enforcement)
 1. Deal with the following appeals from companies:
 - (1) Disputes over purchasing projects with amount above those publicly announced, including the recruiting, reviewing and determining of bidding.
 - (2) Disputes related to not returning the collateral fund for bidding, or to requesting the further remittance of the collateral fund for bidding.
 - (3) Disputes over the list of unsuitable or indecent companies.
 2. Deal and settle with appeals filed by companies about fulfilling the purchasing contracts.
- (12) Strengthen the auditing capacity on purchasing projects (in terms of policy outcome)
 1. To conduct a random investigation into the purchasing projects done by subordinate institutes and schools, to summarize a list of deficiencies or incompliance and to entail correction.
 2. If there are purchasing projects audited with major flaws, or any such cases which have been exposed and reported by the general public, special auditing efforts and focuses will be spent on these projects.
- (13) Establish an open and fair purchasing procedure (in terms of enforcement)
 1. Improve the system for purchasing projects with small amounts, supervise and monitor all departments/divisions to provide detailed price information on purchase, and offer real-time market pricing information to enhance a positive (price) competition among companies.
 2. Create an open platform for price inquiry, forge an environment with symmetric information for purchasing, reduce the time and cost of surving prices by all departments/divisions and to increase the possibility for price negotiation with companies

2 Common Goals

- (1) Raise the quality of human capital and enforce life-long learning (in terms of organization learning)

To promote the concept of life-long learning and encourage active participation, official staff/clerks each year need to obtain 20 hours of service-related learning per year.

- (2) Increase the spending of budget (in terms of financial management)

Allocate efficiently the annual budget and increase the effectiveness of budget spending, and cut all sorts of unnecessary expenses, with the objective of executing 90% of annual expensing budget or above.