Secretariat of the Tainan City Government

Mid-Term Governance Plan (2018-2021)

I. Mission

The Secretariat is the first-tier administrative office of the Tainan City Government. It comprises six divisions, namely Special Affairs, Documentation, General Affairs, Office Management, Procurement Management, and Archives. The Secretariat oversees the confidential operations, processes official documents and records, manages general administrative matters, administers office upkeeps, organizes workshops on procurement management, and audits and corrects procurement misconducts to ensure effective administrative management.

II. Prospects

In response to the central government's managerial reconstruction programs and socio-cultural reforms, the Secretariat aspires to actively uphold "honorability, excellence, efficiency, and innovation" and provide a respectful, healthy, and empowering workplace for its administrative team, thereby facilitating the Tainan City Government in its efforts to enhance competitiveness and service efficiency and progressively envisioning the mayor's governance goals of "Boldly Moving Forward," all while meeting the performance expectations of Tainan's citizens.

To that end, the Secretariat pledges to serve proactively and govern efficiently, thereby providing well-rounded and convenient public services, establishing and maintaining beneficial public relations, creating highly-efficiency and highly-stringent processes for document digitalization and management, maximizing hardware/software services and facilities in both government centers, promoting the "Four-Savings Project" to achieve energy conservation and carbon reduction objectives, enhancing the procurement management skills of government employees, and forming an honest procurement image. In summary, the city government strives to improve public services, promote culture-oriented programs, and fulfill the major's aspirations of achieving honest and diligent welfare-centered governance.

III. Governance Objectives

1. Reinforce public relations:

   (1) Establish and maintain beneficial public relations while promoting innovation to cope with a perpetually changing environment

   (2) Improve public service quality and efficiency

2. Strengthen the mechanisms for recommending/revising governing objectives and communication

   (1) Strengthen the mechanisms for recommending/revising governing objectives and communication and assist in organizing municipal council meetings

   (2) Reinforce the linear communication and coordination among various bureaus and divisions and assist in organizing bureau/division coordination meetings

3. Enhance administration efficiency:

   (1) Enhance administration efficiency and exchange of digital documents

   (2) Enhance cross-agency e-administration and encourage the use of online approval services for government documents in agencies and schools

4. Strengthen file management:

   (1) Refine file management operations and improve the efficiency of e-document services provided by the Tainan City Government

   (2) Actively organize project-based file clearance to effectively dispose of old files and enhance overall file management efficiency

5. Upgrade hardware/software facilities to revitalize municipality space:

   (1) Enhance the utilization of municipality space and create high-quality office spaces

   (2) Reinforce the utilization of government dormitories and oversee dormitory visits, clearance and disposal, and maintenance and repair

6. Promote effective management systems concerning safety maintenance, energy conservation, and carbon reduction:

   (1) Organize safety drills and fire prevention and safety workshops to strengthen government employees' crisis response ability

   (2) Organize energy conservation and carbon reduction evaluations and meetings to minimize energy consumption and carbon emissions

7. Assist bureaus and divisions in hiring and assigning temporary staff:

   (1) Conduct a review of the temporary staff recruitment pilot project to effectively manage staff requirements

   (2) Establish an evaluation system for temporary staff to foster their professional competence

8. Enhance service quality and administration efficiency:

   (1) Reinforce online approval and application procedures to improve administration efficiency

   (2) Strengthen the management of online repair systems to reduce the time required to repair various software/hardware equipment

9. Enhance the professionalism of government procurers and strengthen auditing efficiency:

   (1) Organize procurement certification and applied procurement courses to comprehensively

elevate government procurers' competence

    (2)   Reinforce auditing and supervisory mechanisms to create a set of robust procurement guidelines

10.   Create an open and fair procurement environment:

    (1)   Promote a small procurement system, oversee agencies' price reporting conditions, and provide the latest market prices

    (2)   Establish an open and transparent inquiry platform to achieve linear information transfer

IV. Key Strategic Objectives and Common Goals

1. Key Strategic Objectives

    (1)   Establish and maintain public relations: **(operational outcome)**

        i   Reinforce Tainan City Government's reputation and brand by applying the OpenData on gifts presented/received during official receptions and events

        ii   Present gift plaques during celebrations and events as a token of congratulation from the government

    (2)   Improve the public service quality and efficiency: **(administration efficiency)**

        i   Effectively track and manage service projects via an online service management system

        ii   Facilitate citizens in quickly applying for various allowances and benefits

    (3)   Strengthen the efficiency of e-document services: **(administration efficiency)**

        i   Scan all paper-based documents collected throughout the year to achieve computerization and paperless environment objectives

        ii   Retrace and scan documents within various government divisions/departments before merging or promotion to build a comprehensive digital database for instant online access

    (4)   Promote project-based clearance: **(operational outcome)**

        i   Assist in the screening for valuable files for permanent archiving and organization of file transfer to create file value

        ii   Arrange the disposal of outdated documents to effectively unwanted clutter within government agencies and enhance overall file management efficiency

    (5)   Promote effective management systems concerning safety maintenance, energy conservation, and carbon reduction: **(operational outcome)**

        i   Organize safety drills and fire prevention and safety workshops to strengthen government employees' safety and fire prevention proficiency

        ii   Guide and evaluate government agencies' efforts in minimizing energy consumption and carbon footprint and hold city-wide energy conservation and

carbon reduction promotion and performance meetings

(6) Assist bureaus and divisions in hiring and assigning temporary staff and fostering professional competence: **(operational outcome)**

    i   Conduct a review of the temporary staff recruitment pilot project to effectively manage staff requirements

    ii   Evaluate the work performance of temporary staff

(7) Enhance service quality and administration efficiency: **(administration efficiency)**

    i   Reinforce online approval and application procedures to reduce physical administration and paper usage

    ii   Strengthen the management of online repair systems to reduce the time required to repair various software/hardware equipment

(8) Comprehensively enhance the competence of government procurers: **(administration efficiency)**

Organize elementary and advanced courses and practical workshops in accordance with the Government Procurement Act and encourage the participation of government procurers, thereby reinforcing overall procurement performance and efficiency

(9) Strengthen auditing efficiency: **(operational outcome)**

    i   Spot-check and audit the procurement projects of agencies and schools within the jurisdiction of Tainan City Government, consolidate flaws, and provide counseling

    ii   Reinforce the auditing of major flaws and public complaints

(10) Reinforce procurement efficiency: **(administration efficiency)**

    i   Strengthen the small procurement system and its functions, promote healthy competition among vendors, and improve service quality

    ii   Reduce inquiry time and cost and expand negotiations with vendors

2. **Common Goals**

(1) Enhance human resource quality and ensure lifelong learning: **(organizational learning)**

Encourage the participatory willingness of lifelong learning within the Secretariat and request that staff members engage in no less than 40 hours of learning a year with an average of five hours in digital learning

(2) Improve budget execution: **(financial management)**

Adopt effective annual budget allocation strategies to improve budget execution efficiency and reduce expenditure; the goal is to achieve an execution efficiency for annual operating budget of over 95% after deducting annual management budget and staff costs and an execution efficiency for capital budget of over 90% after deducting annual management budget