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UNIVERSIDADE DE MACAU

2004 Performance Pledge Report

I. Project Progress

1. Focus of 2004
 - a. Strived to expand the service scope of Academic and Administrative Units.
 - b. Conducted an all-round review of the existing pledged services of each Performance Pledge (PP) unit to ensure conformity to the requirements.
 - c. Continued to adopt the client-oriented approach: implemented services which best met the needs of clients and improved the quality of frontline service.
2. All Faculties and CPU extended their PP projects from the provision of services to students to the provision of services to academic staff with the launch of eight new service items in September 2004.
3. Introduced a new set of PP leaflets in March.
4. Invited the Public Administration and Civil Service Bureau (SAFP) to give a briefing at the University in December to introduce the PP project to new frontline staff as well as reinforce the older staff members' familiarity with the 'Basic Requirements'.
5. Produced a checklist based on the 'Basic Requirements' set by SAFP so that each unit could review their own progress efficiently by completing the checklist.

II. Implementation and Evaluation of Services

1. The pledged services of the 16 units totalled 159 in 2004 and the percentages of compliance for the majority of the items were 100. For the targets which were not fully met, the causes had been analysed and improvements were made to rectify the deficiencies.
2. The following evaluation mechanisms were maintained:
 - a. Internal evaluation (intra-unit): The unit head and the staff members concerned performed regular reviews of their execution of PPs, conducted statistical analysis of their pledged services, and studied users' feedback including complaints, suggestions and results of user surveys. Introduced the performance trend analysis to identify the trend of improving/degrading performance in order to improve the existing



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- pledges or to solve performance problems.
- b. The PP working group regularly inquired into and evaluated each unit's execution of PPs.
 - c. The top management continued to monitor and evaluate the overall progress of the project through the Quality Management Task Force.
 - d. The plans of the units which newly joined the project were submitted to SAFP for comments.
 - e. An all-round User Satisfaction Survey was conducted at the end of 2003. The User Satisfaction Survey serves as a scientific method of data collection and analysis which enables us to find out the users' needs and level of satisfaction. Each unit had made improvements based on the suggestions and criticisms of the interviewees. The survey for 2004 was being conducted.
 - f. An evaluation of the frontline service of the 16 PP units was carried out in November 2004. The panel of judges comprised two professors of public administration and management respectively and student representatives. The quality of each unit's frontline service was evaluated and the units with outstanding performance were identified through the process.
 - g. A review meeting was held between all the PP units and SAFP on 7/12/2004. SAFP gave very good comments on the overall PP project progress and performance.