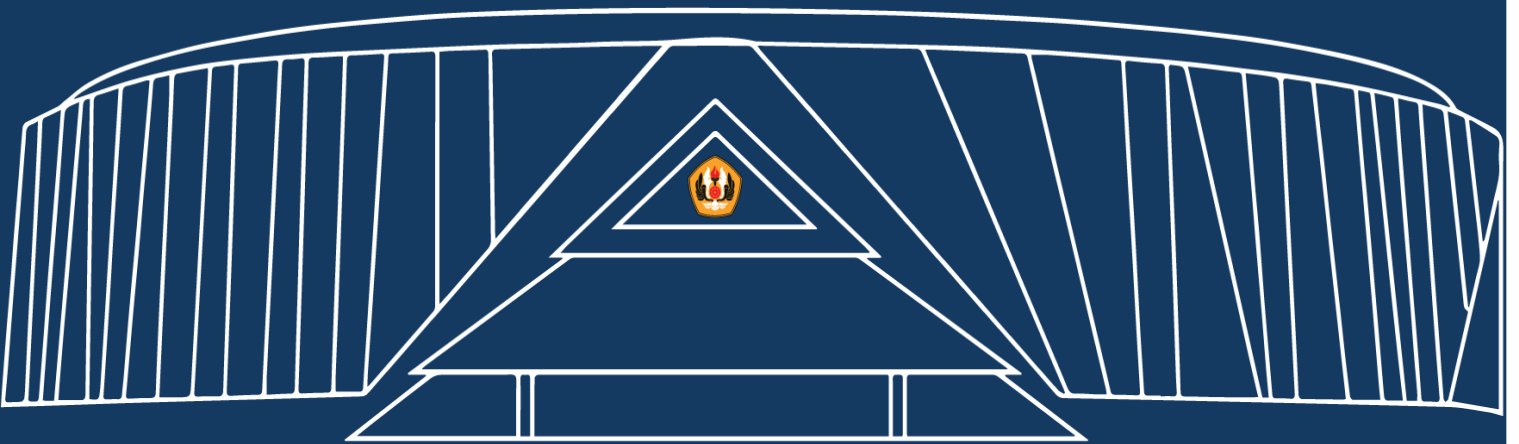




UNIVERSITAS
PADJADJARAN

GUIDELINES FOR IMPLEMENTATION OF LECTURER PERFORMANCE INCENTIVES



UNIVERSITAS PADJADJARAN

FEBRUARY 2021

CHAPTER I

GENERAL PROVISIONS

- (1) **Universitas Padjadjaran**, which referred as Unpad, is a non-profit government agency that was established for providing educational service for the public and carry its duties by the principle of efficiency and productivity.
- (2) **Unpad Performance Incentive** is an incentive that are given to lecturers as an appreciation of their performance or contributions for Unpad
- (3) **Role Class** is a classification system of an occupational position classification based on the importance of the occupation role.
- (4) **Performance** is an achievement point which are measured by the performance indicator. The performance indicator is a measurement tool that was based on the results of activities and/or achievements on the execution of activities.
- (5) **Individual performance indicator** are the parameters of a work process and/or work results that could be measured, observed, and recorded.
- (6) **Unpad Operational Performance Target** are issued by the Ministry of Education and Culture by taking the “Thridharma Perguruan Tinggi” indicators, financial performance indicators, and quality and the benefit for the community indicators into account.
- (7) **Lecturer Individual Performance Contract** is a contract that given to lecturers which states work goals and performance achievement in their academic performance that could be measured, observed, and recorded. This establishment are related to the Main Performance Indicators (IKU) and Event Performance Indicators (IKK) of the University and Faculty. The per-semester performance contract is signed by the individual with his or her supervisor at the beginning of each semester.
- (8) **Lecturer Individual Performance Contract with Additional Tasks** is a contract that states work goals and performance achievement targets derived from Key Performance Indicators (KPI) and Event Performance Indicators (EPI). The KPI/EPI covers the operational the “Tridharma Perguruan Tinggi”, finance, quality of human resources, infrastructure, and good governance, as well as impacts or benefits for the community. The annual performance contract is signed by the individual with his or her supervisor at the beginning of each year.

(9) **Unpad Lecturers** are government employee lecturer or non-government permanent lecturers.

(10) **Government Employees Lecturers** are lecturers who are appointed by authorized officials based on employment regulations, who work within Unpad, and receive salaries in accordance with applicable laws and regulations.

(11) **Non-government Permanent Lecturers** are lecturers appointed by Unpad.

(12) **Unpad Lecturers with Additional Tasks** are lecturers who are given additional duties to hold positions within Unpad as Managing Officer, Academic Senate, and Non-Structural Positions.

(13) **The Chairperson of the Academic Senate** is the Chair and Secretary of the Academic Senate, as well as the Chair and Secretary of the Commission in the Unpad Academic Senate.

CHAPTER II
INCENTIVE RECEIVER AND TERMS

2.1 INCENTIVE RECEIVER

Incentive is given to:

- (1) Permanent Government Employees Lecturers and Non-government Permanent Lecturers who carry out the lecturer function.
- (2) Lecturers with additional duties as Managing Officers, as well as Non-Structural Positions.

Every Lecturer has a main faculty. Tridharma's tasks are carried out in the main faculty and other faculties within Unpad.

2.1.1 LECTURERS WITH FUNCTIONAL TASKS

Lecturers who carry out functional duties are full-time active lecturers whose functions include: Education, Research, Community Service, and Support.

2.1.2 LECTURER WITH ADDITIONAL TASKS

- (1) **Managing Officer** is an Unpad Lecturer who has additional duties to be responsible for Unpad operational performance, which consists of the Rector, Vice Rector, Director, Head of Unit, Dean, Vice Dean, Head of Office, Deputy Head of Unit, Head of Center, Head of Department, Head of Study Program, Manager of Unit.
- (2) **The amount of Unpad Performance Incentive for Managing Officer** is set by considering these following factors:
 - a. Proportionality, namely consideration of the size and number of assets managed by Unpad and the level of service;
 - b. Equality, namely by paying attention to similar service industries;
 - c. Proper, namely adjusting Unpad's income capability;
 - d. Unpad Operational Performance determined by the Minister/Head of Institutions at least considers financial indicators, services, quality and benefits for the community.
- (3) **Lecturers with additional non-structural duties** are Unpad lecturers who have additional duties to be responsible for carrying out functional in several fields but not structural, consisting of Head of Laboratory/Studio, Head of Study Center, Head of Research Center, Head of Center for Excellence.

2.1.3 LECTURER WITH LEARNING TASKS

Lecturers with study tasks will be given fixed incentives for a maximum of 8 semesters in accordance with the applicable study assignment regulations, in addition to these incentives, variable incentives can also be given if they produce research output.

2.2 TERMS

Individuals who receive Unpad Performance Incentives are required to carry out tasks oriented towards achieving work targets and performance according to their positions as stated in the Lecturer's Workload (BKD) and Individual Performance Contracts. Evaluation of work implementation will be carried out by the direct supervisor on work results, performance achievements, discipline, and behavior at work.

Assignment must be accompanied by:

- (1) clarity of rights and obligations that are measurable and can spur productivity and ensure welfare;
- (2) pay attention to the optimization of achievement and performance; and
- (3) guarantee the principle of equity or equality and balance associated with competence, achievement, task complexity, and job risk.

To ensure the achievement of increased productivity, an individual performance target setting instrument is used, consisting of Main Performance Indicators (IKU) and Event Performance Indicators (IKK), both of which are Key Performance Indicators (KPI). The right to performance incentives of each individual can be obtained if they are able to achieve results and work performance beyond the individual KPI target. Performance incentives are not provided for the implementation of standard tasks and functions.

Evaluation of achievement and task performance is based on a reward system that is able to encourage the productivity and creativity of officials and employees as well as a system of sanctions for evaluation results that are categorized as inadequate or inappropriate.

CHAPTER III
MANAGEMENT OFFICERS AND POSITION CLASS

Academic Management Officer

No	Grade	University Management	Faculty Management
1	17	Rector	
2	16	Vice-Rector	Dean
3	15	Director Head of Unit	
4	14		Vice Dean
5	13	Deputy Head of Unit	
6	12	Head of Central Laboratory	
7	11		Head of Department Dead of the Study Program

Non-Academic Management Officer

No	Grade	University Management	Faculty Management
1	11	Head Office Head of Center	
2	10		Manager Head of Internationalization Unit Head of Quality Assurance Unit Head of Training Unit and Competency Certification Secretary of Study Program

Academic Senate Position

No	Position at University	Position at Faculty
1	Academic Senate Chair	
2	Board of Professor Chair	
3	Secretary of Academic Senate	
4	Secretary of Board of Professor	
5	Academic Senate Commission Chair	
6	Board of Professor Commission Chair	
7		Faculty Senate Chair
8	Secretary of Academic Senate Commission	
9	Secretary of Board of Professor Commission	
10		Secretary of Faculty Senate

Lecturer Functional Position

No	Grade	Position
1	12	Professor
2	11	Associate Professor
3	9	Assistant Professor
4	8	Instructor
		Lecturer

CHAPTER IV

INDIVIDUAL PERFORMANCE ASSIGNMENTS AND CONTRACTS

4.1 ASSIGNMENTS RELATED TO STANDARD TASKS AND FUNCTIONS

A government employee lecturer functions as a state civil apparatus who has the task and function of carrying out the tasks of the “Tridharma Perguruan Tinggi” according to their academic position. Likewise, for the tasks and functions of non-government employee lecturers, they have the task and to carry out the “Tridharma Perguruan Tinggi” whose arrangements are the same as that of government employee lecturers. The plan for implementing the tasks and standard functions of a Lecturer is stated in the Lecturer Workload (BKD) application form.

4.1.1 WORKLOAD FORM FOR LECTURERS (BKD)

Lecturers are required to fill out the Lecturer Workload form (BKD) at the beginning of the semester related to the plan to carry out standard Tasks and Functions, which are equivalent to a minimum load of 12 credits and a maximum of 16 credits of “Tridharma Perguruan Tinggi”. The obligation to fill out the BKD form is for the basis of payment of the certification allowance and the Professor's honorary allowance sourced from the government budget.

Lecturers who have the right to fill in are all government employee or government employee candidate lecturers, including those who are currently carrying out further studies and permanent non-government lecturers. The tasks and functions (Tusi) of each Lecturer include the implementation of education, research, community service and educational support according to their functional positions. For lecturers who are pursuing further studies, the BKD form is filled out by stating the status and progress of studies in the dharma of education.

The total workload of active lecturers in the implementation of standard Tusi is implementing the “Tridharma perguruan tinggi” with a workload of at least 12 credits with a composition of education and research fields of at least 9 credits, except for lecturers with additional assignments. The burden of 12 credits for Lecturers with additional assignments does not have to cover the field of research. In addition to the burden of the “Tridharma Perguruan Tinggi”, a lecturer can carry out other obligations so that the workload can reach a maximum of 16 credits. Especially for Professors who have the obligation to carry out publications, book writing and dissemination of ideas, the BKD Professor is at least 16 credits. Lecturers who receives additional credits as a leader, namely the Chancellor to the Head of Department and Head of Study Program, can carry out educational programs of at least 3 credits at the relevant university and still receive professional allowances (PP Number 37 of 2005 Article 8 paragraph 3).

The burden of Lecturers who have additional duties as management officials whose nomenclature is in the Management Organization (OTK) of Universitas Padjadjaran is

stated in a number of credits included in the education dharma. Meanwhile, lecturers who have the task of supporting the implementation of education whose nomenclature is not contained in the OTK, the credit load is included in supporting activities.

The results of the evaluation of BKD achievements are presented with the form of a Lecturer Performance Report (LKD) that must be reported at the end of the semester. The realization of BKD is a percentage of the number of realized credits in the LKD compared to the number of credits in the BKD. Permanent lecturers who do not carry out standard duties and functions, namely carrying out a minimum workload of 12 Tridharma Credits, will not be paid in accordance with the applicable laws and regulations and are not entitled to Unpad performance incentives. For Lecturers who have carried out a minimum of 12 credits, they will receive Unpad performance incentives for being overloaded with output-oriented standards and achieving the university's IKU/IKK targets.

4.2 INDIVIDUAL PERFORMANCE CONTRACTS

- (1) The Individual Performance Contract is the implementation of the Tasks and Functions plan after the Lecturer reaches a minimum load of 12 credits and a maximum of 16 credits of “Tridarma Perguruan Tinggi” assignments contained in the BKD.
- (2) The determination of the Individual Performance Contract is carried out at the beginning of the semester. The basis for preparing individual performance targets per semester is based on the quantity and quality of the previous semester's performance achievements. A Lecturer or management officer and his superior can make an agreement on the type and amount of performance targets taking into account the previous performance achievements to be determined and signed.
- (3) Determination of the Individual Lecturer Performance Contract signed at the beginning of the semester related to the plan to carry out a choice of tasks, namely: (i) increasing competence/skills (especially further studies and training); (ii) individual productivity in the implementation of the tridharma related to the achievement of KPI/IKK; (iii) the task of overloading the dharma of education (particularly teaching, guiding and testing); and/or (iv) managerial tasks for Lecturers who have additional tasks as management officials.
- (4) Determination of Individual Lecturer Performance Contracts with Additional Tasks signed at the beginning of the semester related to the IKU and IKK target plans to support the achievement of the Chancellor IKU/IKK targets. The performance contract for the Rector of Unpad IKU/IKK target was signed by the Directorate General of Higher Education, Ministry of Education, Culture, Research and Technology and the Directorate General of Treasury, Ministry of Finance. The signing of another official's performance contract was signed by his immediate supervisor in accordance with the work procedures regulated in the Rector's Regulation on Organizational Structure and Work Procedure of Unpad.

Lecturer's individual performance contract with additional tasks related to performance targets related to the IKU and IKK that support the achievement of the Rector's IKU/IKK target. Performance targets are certain targets of individual performance that include:

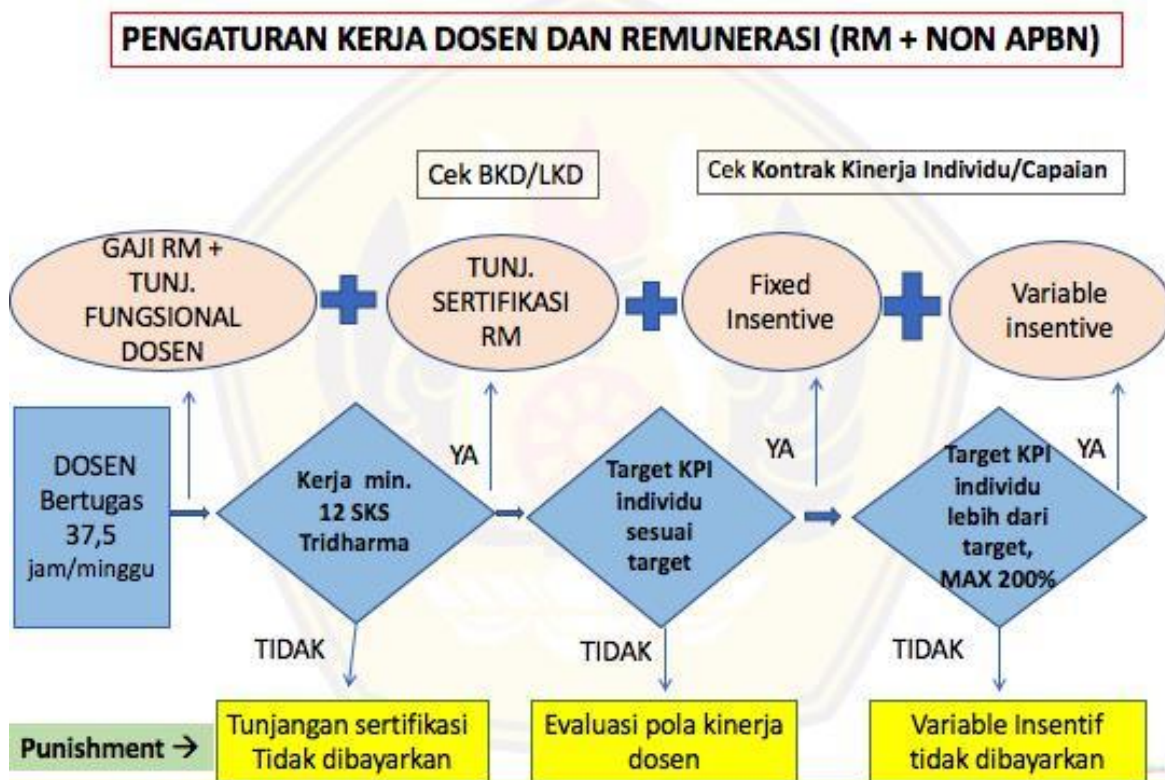
- a. IKU/IKK of "Tridharma Perguruan Tinggi" operational; and/or
- b. IKU/IKK of financial; and/or
- c. IKU/IKK of the quality of human resources, infrastructure and good governance; and/or;
- d. IKU/IKK related to impacts or benefits for the community service.

The quantity and quality of the IKU/IKK targets specified in the individual performance contracts are distributed from the IKU/IKK of the Chancellor's performance contracts. Target setting combines top-down targets and bottom-up targets. The type of IKU/IKK and the amount of target per type of position will be regulated in the individual performance contract.

- (5) Evaluation of individual performance achievements carried out by direct superiors. The treasurer will only pay according to the recommendation of the direct superior party.
- (6) The form of BKD and the procedure for filling it out can be accessed at the web address <https://staffs.unpad.ac.id>

CHAPTER V
PERFORMANCE INCENTIVE SCHEME

The implementation of Unpad performance incentives for Lecturers is required to integrate workload and compensation implementation arrangements that are integrated into the Unpad Performance Incentive System from public funds.



5.1 UNPAD PERFORMANCE INCENTIVE BUDGET

- (1) The Unpad Performance Incentive Budget sourced from the Community Fund contains a fixed incentive budget and variable incentives that must be specified in the Work Plan and Annual Budget. Incentive Budget, the variable per work unit uses the same Unpad Performance Incentive Cost Standard for all work units. The special allocation policy for Unpad's performance incentive budget for certain work units uses BP PTNBH's budget balancer.
- (2) Sources of Community Funds include income from education services and education support, income from research collaboration and community service, PTNBH Funding Assistance (BP PTNBH), grants, income from asset utilization, and income from business results. The Chancellor can determine the allocation of public funds to meet the budget needs of Unpad Performance Incentives and in order to maintain tolerance for variations in the amount of Unpad Performance Incentives between Faculties.
- (3) Determination of the list of recipients and the amount of the Unpad Performance Incentive is carried out at the beginning of each semester as the basis for paying the monthly Unpad Performance Incentive. The basis for determining the amount

of Unpad Performance Incentives is the result of achieving the target for the previous semester's KKI.

5.2 ESTABLISHMENT OF INCENTIVES SOURCING FROM COMMUNITY FUNDS

- a. Every Lecturer gets a fixed incentive for their performance in addition to the Pure Rupiah salary (government budget). The incentives are paid using the Unpad Community Fund and the amount is determined according to the position and position. The basis for payment of fixed incentives is the workload above the standard lecturer workload (BKD), which is 12 credits as stated in the Individual Performance Contract.
- b. The achievement of individual performance targets reflects the level of dedication in carrying out tasks, the work output produced, and its contribution to the achievement of institutional performance. The percentage of performance achievement level that will be appreciated for additional performance incentives is if it has a performance achievement range above the Individual Performance Contract and a maximum of 200% (10,000 points).
- c. For Lecturers who are given additional assignments, the maximum performance of the manager is 150%. The cumulative percentage of Individual and Manager Performance is maximum 200%. The fixed performance incentive paid by the manager is equal to the incentive for achieving the minimum performance target, with a maximum of 100% of the tariff.
- d. The amount of the lecturer's performance incentive given as an advance for the current semester is 30% (1,500 points). For lecturers whose performance contracts are below 30%, the advance given is the amount of points agreed in the performance contract.
- e. At the end of the semester, lecturers who achieve a performance realization of less than 30% (1,500 points) will be used as evaluation material for the next contract preparation.
- f. The incentive payment policy is still regulated in the Rector's decision.

5.2.1 POINT CALCULATION IN INDIVIDUAL PERFORMANCE CONTRACTS

Calculation of performance achievement will be carried out separately for each contract, where the contract/management performance achievement is calculated by multiplying the Rector's Decree for management, while the contract/performance achievement as a lecturer is calculated with the multiplier factor according to their functional position as a lecturer as in the Rector's Decree.

5.2.1.1 POINT CALCULATION AS A LECTURER

Extra Performance (overload) outside the mandatory burden (BKD) for Lecturers is standardized through points. This standard figure is calculated based on the work output produced by a lecturer to support the achievement of institutional performance targets. Performance will be stated in a performance contract made at the beginning of

the semester and evaluated at the end of each semester. Performance points are obtained from educational activities, research, community service, and supporting academic activities. So, the percentage of performance can be calculated by comparing the number of performance points of a lecturer with 5,000 points multiplied by 100%.

The result of the calculation is multiplied by the incentive rate in the Rector's Decree according to the class of position.

At the end of the semester, an evaluation of the performance of the lecturer will be carried out in accordance with the predetermined criteria, so that the amount of incentives received is calculated according to these achievements.

5.2.1.2 POINT CALCULATION AS MANAGEMENT

In each academic year, lecturers who are given additional tasks as management, are made a performance contract as management. The contract made is a cascade that is directed to support the achievement of the Chancellor's target in the form of IKK with the ministry and with the Board of Trustees (MWA) as outlined in a number of indicators in the Unpad Renstra/Renop. The role of management with various targets is also calculated in the form of points. The standard points for management will vary depending on their roles and functions, as shown in tables 5.17 and 5.18.

So, the percentage of performance achievement can be calculated by comparing the number of management performance points achieved with the target points in table 5.17 and table 5.18 above multiplied by 100%.

5.3 UNIT OF "TRIDHARMA PERGURUAN TINGGI" IMPLEMENTATION POINTS

5.3.1 UNIT OF EDUCATION IMPLEMENTATION POINT

1) Unit of Lecture Implementation Points

The unit points for the implementation of lectures are as follows:

Table 5.1 Unit of Lecture Implementation Points

No	Activity	Unit	Points
1	Teaching	Course Credit	122
2	Teaching in Blended Learning	Course Credit	244
3	Teaching in Distance Education Study Program (PJJ)	Course Credit	305
4	Teaching in International Programs	Course Credit	244
	Teaching at colleges that include in the QS100 or QS World University list Ranks by Subject	Course Credit	366

At the end of the semester, the performance of the lecture implementation will be evaluated so that the maximum lecture implementation points are achieved if they meet the following criteria:

1. Attach a letter of assignment;
2. Attendance as planned;
3. Timely submission of grades is 14 working days from the end of the semester examination.
4. The implementation of teaching activities points 2,3,4, and 5 above is determined through the Rector's Regulation.

Lecturers can get additional points in the implementation of lectures if they meet the following criteria:

1. Obtaining feedback from students as indicated by the results of the questionnaire which stated that at least 80% of respondents stated that teaching and learning activities were in the good category.
2. The number of students per class exceeds 40 people.

Lecturers can also get additional points in the course of their lectures when the class they teach has additional students from outside the study program who are officially registered as exchange students at Unpad.

Details of calculating additional points in the implementation of lectures are presented in Table 5.2.

No.	Activities	Units	Points
1.	Additional execution points	Course Credit	18
	80 % -100 % respondents gave feedback in good category = 9 points < 80 % is calculated proportionally: $\frac{achievements}{target} \times 9 \text{ points}$	50 % x 18 points = 9 points	
	The number of students per class exceeds 40 people = 9 points excess (1 to 40 students) = 9 points excess of > 40 students is calculated proportionally: $\frac{\text{number of students}}{40} \times 9 \text{ points}$	50 % x 18 points = 9 points	
2.	Additional points with additional students from outside the study program (maximum additional points is 1000)		
	additional students from other study programs at Unpad (Kampus Merdeka) $\frac{\text{number of students}}{16} \times \text{number of meetings} \times 4 \text{ points}$	4/16 points per student per meeting	
	additional students from outside Unpad	10/16 points per student per meeting	

	$\frac{\text{number of students}}{16} \times \text{number of meetings} \times 10 \text{ points}$	
	additional students from overseas universities $\frac{\text{number of students}}{16} \times \text{number of meetings} \times 30 \text{ points}$	30/16 points per student per meeting

2) Unit Points Passing D4/S1/S2/S3 Students

Lecturers who graduate students are lecturers who guide students in producing dissertations / theses / theses / final study reports both as head supervisors and supervising members. The units of points for graduating D4 / S1 / S2 / S3 students are as follows:

Table 5.3 Unit of Points for Passing Students

No	Activity	Unit	Points
1	Head of Advisor for D3	Student	37
2	D3 Final Project Supervisor	Student	24
3	Head of Advisor for S1/D4 Final Project	Student	61
4	S1/D4 Final Project Supervisor	Student	40
5	Head of Advisor for S2/Professional Final Project	Student	122
6	Advisor Member for S2/Professional Final Project	Student	79
7	Head of Advisor for S3 Final Project	Student	183
8	Advisor Member for S3 Final Project	Student	119
9	Head of Advisor for S3 Final Project (by research)	Student	242
10	Advisor Member for S3 Final Project (by research)	Student	177

At the end of the semester, the performance achievement of graduating students will be evaluated. So that the student's passing points are achieved maximally if the supervisor meets the following criteria:

1. The period of guidance is in accordance with the following criteria:
 - The guidance period for undergraduate students does not exceed 2 semesters since the issuance of the Supervisory Decree; or
 - The guidance period for masters students does not exceed 3 semesters since the issuance of the supervisory decree; or
 - The guidance period for doctoral students does not exceed 4 semesters since the issuance of the Advisory Decree for students of the 2015/2016 and previous batches. And not exceeding 8 semesters since the issuance of the Advisory Decree for students starting from the 2016/2017 class;
2. The Student Session Exam scores are in accordance with the standards set by the study program.

3) Examine

Examiners are lecturers who are assigned to test the dissertation/thesis/thesis/final report. The examiner team consists of supervisors and lecturers who are assigned by the Chair/Secretary of the Study Program to be the examiner team.

The Head/Secretary of the Study Program could get test points if the person concerned is included in the examiner team. The Chair/Secretary of the Study Program does not get points if the person concerned only opens and closes the session. This is because the activity of opening or closing the session is part of the main duties and functions of the Chair/Secretary of the Study Program.

The process of testing a dissertation/thesis/thesis/final report can go through several stages, but testing activities that fall into the category of performance incentives are testing activities during the implementation of the final exam/thesis/thesis/dissertation examination. Thus, the Chair/Secretary of the Study Program at the time of giving the test assignment needs to consider that the implementation of testing in the research proposal examination process (S1/S2/S3), the dissertation script examination (S3) and the implementation of the final project/thesis/thesis/dissertation examination are carried out by the same examiner. The unit of test points are as follows:

Table 5.4 Unit of Testing Points

No	Activity	Unit	Points
1	Testing S1/D4 (Counted only trial)	Student	27
2	Testing S2 (Counted only trial)	Student	54
3	Testing S3 (Counted only trial)	Student	122

At the end of the semester, the test performance achievement will be evaluated so that the maximum test points are achieved if the examiner meets the following criteria:

1. Attach a letter of assignment;
2. Be present in testing activities;
3. Provide an Assessment.

4) Unit Points Guiding Real Work Lectures (KKN)

The units of points guiding KKN are as follows:

No	Activity	Unit	Points
1	Guiding KKN	Student	16

At the end of the semester, the performance achievements of guiding KKN will be evaluated so that the maximum points for guiding KKN are achieved if the supervisor meets the following criteria:

1. Attach a letter of assignment;
2. Guiding KKN; and
3. Submit activity reports.

5) Unit Points Guiding Student Creativity Program (PKM)

The unit of guiding points for PKM are as follows:

Table 5.6 Unit Points Guiding Student Creativity Program (PKM)

No	Activity	Unit	Points
1	Guiding PKM – Successfully Upload a Proposal	Team	50
2	Guiding PKM - Proposal Passed Funding Selection until Successfully Submit an Accountability Report	Team	100
3	Guiding PKM – PIMNAS selection	Team	200
4	Guiding PKM – PIMNAS Gold Medal	Team	1,500
5	Guiding PKM – PIMNAS Silver Medal	Team	500
6	Guiding PKM – PIMNAS Copper Medal	Team	200

At the end of the semester, the performance achievement of guiding PKM will be evaluated so that the maximum PKM guiding points are achieved if the supervisor meets the following criteria:

1. Attach a letter of assignment;
2. Guiding PKM;
3. Submit activity reports; and
4. Teams get medals in a competition.

6) Unit of Points Guiding Field Lectures

The unit points for guiding field lectures whose implementation period is equivalent to KKN activities are as follows:

Table 5.7 Units of Points Guiding Field Lectures

No	Activity	Unit	Points
1	Guiding Field Lectures	Student	16

At the end of the semester, the performance achievement of guiding field lectures will be evaluated so that the maximum points for guiding field lectures are achieved if the supervisor meets the following criteria:

1. Attach a letter of assignment;
2. Guiding field lectures; and
3. Submit activity reports.

7) Unit Points Guiding Internship

The unit points for guiding internships whose implementation period is at least equivalent to the KKN period are as follows:

Table 5.8 Unit Points Guiding Internships

No	Activity	Unit	Points
1	Guiding Field Internship	Student	41

At the end of the semester, the performance achievement of guiding the internship will be evaluated so that the maximum points for guiding the internship are achieved if the supervisor meets the following criteria:

1. Attach a letter of assignment;
2. Guiding internships; and
3. Submit activity reports.

8) Unit Points Guiding Student Activities

The scope of student activities in this guideline is all student activities issued by the Director General of Belmawa Research, Technology and Higher Education, as follows:

1. Development of reasoning and creativity
2. Entrepreneurship
3. Interest and talent development
4. Mental, spiritual cultivation and insight into nationality/state defense

The units of points guiding student activities in academic activities as well as developing interests and talents are as follows:

Table 5.9 Unit Points Guiding Student Activities

No	Activity	Unit	Points
1	Guiding Student Activities	Team	41
2	National Level Supervisor 1st Place	Team	1,000
3	National Level Supervisor 2nd Place	Team	500
4	National Level Supervisor 3rd Place	Team	250
5	International Level Advisor 1st place	Team	1,500
6	International Level Advisor 2nd place	Team	700
7	International Level Advisor 3rd place	Team	500

At the end of the semester, the performance achievement of guiding student activities will be evaluated so that the maximum points for guiding student activities are achieved if the supervisor meets the following criteria:

1. Attach a letter of assignment;
2. Guiding student activities; and

3. Submit activity reports.
4. Teams get medals/certificates in a competition.
5. If the supervisor consists of a supervisory team, then the points are divided by a number of members of the advisory team.

9) Academic Guardian Lecturer Points Unit

The unit of point for the guardian lecturer is as follows:

Table 5.10 Academic Guardian Lecturer Point Units

No	Activity	Unit	Points
1	Academic Guardian Lecturer	Student	2

At the end of the semester, the supervisory lecturer's performance achievement will be evaluated so that the guardian lecturer's points are achieved maximally if the lecturer meets the criteria for conducting the guardianship process at least once in a semester.

10) Unit Points Academic Guiding Lecturers Under Position Level

Academic guidance for lecturers below the position level is a course supervisor who provides guidance to members of lecturers who support courses below their position level. The unit points are as follows:

Table 5.11 Units of Points for Academic Guiding Lecturers Under Their Levels

No	Activity	Unit	Points
1	Academic Guiding Lecturers Under Their Levels	Course Credit	16

11) Unit Points Guiding Activities Outside the Study Program: Merdeka Belajar Kampus Merdeka (MBKM)

The scope of activities outside the study program in this guideline are 8 (eight) MBKM activities which are regulated in the Independent Learning Guidebook – Kampus Mereka, Directorate General of Diktiristek and Implementation Guidelines for Unpad Kampus Merdeka.

No	Activity	Unit	Points
1	Guiding Activities Outside the Study Program MBKM which organized by the Ministry of Education and Culture	Course Credit	56
2	Guiding Activities Outside the Study Program MBKM which organized Unpad	Course Credit	42

3	Guiding Activities Outside the Study Program MBKM which organized by the Faculties	Course Credit	28
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5.3.2 UNIT OF RESEARCH IMPLEMENTATION POINTS

1) Unit Points Produce Scientific Work

The units of points for producing scientific papers are as follows:

Table 5.12 Unit Points of Scientific Work

No	Activity	Unit	Points
Scientific Articles in Reputable International Journals			
1	Top 10% percentile IF Web of Science (main author)	Work	9,228
2	Top 10% percentile IF Web of Science (co-author)	Work	6,152
3	Top 10%-20% percentile IF Web of Science (main author)	Work	6,921
4	Top 10%-20% percentile IF Web of Science (co-author)	Work	4,614
5	Scopus Q1 or Top 20%-30% percentile IF Web of Science (main author)	Work	2,628
6	Scopus Q1 or Top 20%-30% percentile IF Web of Science (co-author)	Work	1,752
7	Scopus Q2 or Top 30%-50% percentile IF Web of Science (main author)	Work	1,774
8	Scopus Q2 or Top 30%-50% percentile IF Web of Science (co-author)	Work	1,183
9	Scopus Q3 or IF Percentile Web of Science less than 50% (main author)	Work	1,205
10	Scopus Q3 or IF Percentile Web of Science less than 50% (co-author)	Work	803
Scientific Articles in Unreputable International Journals			
1	Scopus Q4 or Web of Science indexed (main author)	Work	964
2	Scopus Q4 or Web of Science indexed (co-author)	Work	642
3	International Journals indexed by moderate reputed institutions* (main author)	Work	438
4	International Journals indexed by moderate reputed institutions* (co-author)	Work	292
5	International Journals indexed by low reputed institutions* (main author)	Work	362
6	International Journals indexed by low reputed institutions* (co-author)	Work	244
Scientific Articles in National Journals			
1	SINTA 1 Accredited National Journal (main author)	Work	964
2	SINTA 1 Accredited National Journal (co-author)	Work	642
3	SINTA 2 Accredited National Journal (main author)	Work	730
4	SINTA 2 Accredited National Journal (co-author)	Work	487
5	SINTA 3 or SINTA 4 Accredited National Journal (main author)	Work	329

6	SINTA 3 or SINTA 4 Accredited National Journal (co-author)	Work	219
7	SINTA 5 or SINTA 6 Accredited National Journal (main author)	Work	292
8	SINTA 5 or SINTA 6 Accredited National Journal (co-author)	Work	195
9	Journal with ISSN but Not Registered with SINTA (main author)	Work	183
10	Journal with ISSN but Not Registered with SINTA (co-author)	Work	122
Scientific Articles on Seminar Proceedings			
1	International Proceedings** Scopus Indexed (main author)	Work	483
2	International Proceedings** Scopus Indexed (co-author)	Work	292
Books and Monographs			
1	International Books (published and circulated min. in 3 countries (main author)	Work	1,095
2	International Books (published and circulated min. in 3 countries (co-author)	Work	730
3	Reference Books and Textbooks** (main author)	Work	475
4	Reference Books and Textbooks** (co-author)	Work	365
5	International Book Chapter (shared by team members)	Work	584
Recognition Influences Public Policy Making			
1	Opinion Articles on International Mass Media (main author)	Work	264
2	Opinion Articles on International Mass Media (co-author)	Work	176
3	Opinion Articles on Local Mass Media (main author)	Work	88

At the end of the semester, the performance achievement of producing scientific papers will be evaluated so that the points for producing scientific papers are achieved if the lecturer attaches proof of published scientific work, namely published articles (not in the form of articles submitted or accepted) or books that have been published get an ISBN through the Unpad Press publisher or publisher. outside Unpad IKAPI members (can be seen in the National Library database).

Description:

- *: Following the reputable indexer category in the Scientific Publication Guidelines, Kemenristekdikti 2019.
- **: According to the definition in the Guidelines for Scientific Publications, Kemenristekdikti 2019.
- For international journals that are included in the list of journals whose reputation is doubtful by the Ministry of Education and Culture in calculating the KUM value for promotion (pak.kemdikbud.go.id), points are equal to international journals indexed at low-reputation institutions.

- For making KKID that includes the Top percentile IF Web of Science in the contract, it will be recorded and calculated as Scopus Q1. Meanwhile, the payment for the achievement of the Top percentile IF Web of Science research output will be made after it is proven that the article has been published in the journal, and is treated as a realization.
- Q (Quartiles) and IF (Impact Factor) which is the reference is Q Scopus (can be seen in www.scopus.com) and IF Web of Science (available at www.jcr.clarivate.com) which were last released during the verification of the realization of performance each semester.
- Articles published in proceedings that specifically publish articles resulting from scientific conferences will still be recognized as international proceedings indexed by Scopus even though the proceedings have Q (quartiles) Scopus. Included in these criteria are: IOP Conference Series: Earth and Environmental Science, IOP Conference Series: Materials Science and Engineering, AIP Conference Proceedings, Journal of Physics: Conference Series, E3S Web of Conference, etc.
- Points for co-authors will be divided among the number of co-authors in each submitted work.
- For Opinion Articles on Local Mass Media a maximum of 3 (three) articles per semester, while for Opinion Articles on National Mass Media a maximum of 5 (five) articles per semester.

2) Unit Points Translating / Adapting Scientific Books and Editing Scientific Work

The unit points for Lecturers who carry out translations/adaptations of scientific books and edit scientific papers are as follows:

Table 5.13 Unit Points Translating/Adapting/Editing Scientific Work

No	Activity	Unit	Points
1	Translation/Adapting Scientific Books (single author)	Book	243
2	Translation/Adapting Scientific Books (lead author)	Book	146
3	Translation/Adapting Scientific Books (co-author)	Book	97
4	Editing/Editing Scientific Books (single author)	Book	183

5. At the end of the semester, the performance achievement of producing scientific papers will be evaluated so that the points for producing scientific works are achieved if the Lecturer attaches proof of scientific books that have been translated/adapted or scientific works that have been edited. The scientific book must have been published and obtain an ISBN (can be seen in the National Library

database) from the Unpad Press publisher or other publishers registered with IKAPI (can be seen on the IKAPI website), and submit 1 copy to the central library. Points for co-authors will be divided among the number of co-authors in each submitted work.

3) Creating Patented Technology Plans and Works

The unit points of creating patented technology plans works are as follows:

Table 5.14 Unit Points of Patented Technological Plans and Works

No	Activity	Unit	Points
1	Granted International Patent (main designer)	Work	584
2	Granted International Patent (co-designer)	Work	389
3	Submitted International Patent (main designer)	Work	438
4	Submitted International Patent (co-designer)	Work	292
5	Granted National Patent (main designer)	Work	730
6	Granted National Patent (co-designer)	Work	438
7	Submitted National Patent (main designer)	Work	438
8	Submitted National Patent (co-designer)	Work	292
9	Granted International Copyright (main designer)	Work	438
10	Granted International Copyright (co-designer)	Work	292
11	Granted National Copyright (main designer)	Work	146
12	Granted National Copyright (co-designer)	Work	91
13	Granted International Brand (main designer)	Work	329
14	Granted International Brand (co-designer)	Work	219
15	Granted National Brand (main designer)	Work	219
16	Granted National Brand (co-designer)	Work	146
17	Granted Plant Varieties (main designer)	Work	219
18	Granted Plant Varieties (co-designer)	Work	146
19	TTG prototype (main designer)	Work	439
20	TTG prototype (co-designer)	Work	292

- At the end of the semester, the performance achievement of creating patented plans technological works will be evaluated, and points will be achieved if the Lecturer attaches evidence of Intellectual Property Rights (IPR), namely a certificate from the Directorate General of Intellectual Property of the Ministry of Law and Human Rights of the Republic of Indonesia or the Intellectual Property office in Indonesia. the country where the IP is registered.
- Proof of National or International Patent submitted with status attached is a notification letter that the formality requirements have been fulfilled/the date of receipt of the patent/substantive test form has been fulfilled from the Directorate General of Intellectual Property of the Ministry of Law and Human Rights of the

Republic of Indonesia or the patent office in the country where the patent is registered.

- The National or International Patent Proof of granted status attached is a patent certificate issued by the Directorate General of Intellectual Property of the Ministry of Law and Human Rights of the Republic of Indonesia or the patent office in the country where the patent is registered.
- Appropriate Technology (TTG) is a technology created to meet the needs of life or improve the quality of human life, and can have economic value. Before being registered to earn points, the resulting TTG prototype must be registered and verified by the Directorate of Innovation and Corporations of Padjadjaran University.
- Points for co-designers will be divided against the number of co-designers in each submitted work.
- For National Copyrights either as Main Designer or co-designer are maximum 3 (three) copyrights per semester.

5.3.3 SUPPORTING ACADEMIC ACTIVITIES OF LECTURERS

The units of points supporting academic activities of lecturers are as follows:

Table 5.15 Unit of Supporting Points for Lecturer Academic Activities

No	Activity	Unit	Points
1	Chairman of the Committee on Activities Study Program Level	Activity	46
2	Chairman of the Committee on Activities Faculty Program Level	Activity	91
3	Chairman of the Committee on Activities University Program Level	Activity	137
4	Committee Member on Activities Study Program Level	Activity	18
5	Committee Member on Activities Faculty Program Level	Activity	37
6	Committee Member on Activities University Program Level	Activity	55
7	Chairman of the Committee on Seminar/Congress/Workshop Activities National Level	Activity	122
8	Chairman of the Committee on Seminar/Congress/Workshop Activities International Level	Activity	183
9	Committee Member on Seminar/Congress/Workshop Activities National Level	Activity	49
10	Committee Member on Seminar/Congress/Workshop Activities International Level	Activity	61
11	Ad Hoc Team Study Program Level	Team/Output	973
12	Ad Hoc Team Faculty Level	Team/Output	1,460
13	Ad Hoc Team University Level	Team/Output	1,947
14	Speaker on Activities Organized by Universitas Padjadjaran (University Level)	Activity	81

15	Speaker on Activities Organized by Universitas Padjadjaran (Faculty Level)	Activity	61
16	Output Compilation of Academic Support for the Council of Professors	Output/person	81
17	Output Compilation of Academic Support of the Faculty Senate	Output/person	81
18	Output Compilation of Academic Support of the University Senate	Output/person	81
19	Proofreader at the manuscript clinic	Work	153
20	Accreditation Reviewer in Unpad	Output	91
21	National Reviewer of scientific journals published by Unpad	Article	27
22	International Reviewer of scientific journals published by Unpad	Article	46
23	Research Ethics Committee Reviewer	Proposal	15
24	Research Proposal Reviewer (University Decree)	Proposal	27
25	Scopus Indexed Proceedings Reviewer for Scientific Seminars Held by Unpad	Article	27
26	Book Reviewer/Feasibility Assessor	Book Manuscript	91
27	PKM Proposal Reviewer University Level	Proposal	15
28	Reviewer of Functional Position Promotion (LK/GB) (University Decree)	Submission	27
29	Tutor at manuscript clinic	Work	153
30	Postgraduate Candidate Interview	Participant	13
31	Head of the University Lecturer Certification Team	Contract/Sem	156
32	Member of University Lecturer Certification Team	Contract/Sem	62
33	SPI / SPM Auditor	Output	91
34	Scopus Indexed Proceedings Editor for Scientific Seminars Held by Unpad	Proceedings	183
35	Editor of SINTA 1 Journal Published by Universitas Padjadjaran	Journal	584
36	Editor of SINTA 2 Journal Published by Universitas Padjadjaran	Journal	438
37	Editor of SINTA 3 and SINTA 4 Journal Published by Universitas Padjadjaran	Journal	219
38	Editor of SINTA 5 and SINTA 6 Journal Published by Universitas Padjadjaran	Journal	151
	Editor of SINTA's Unindexed Journal Published by Padjadjaran University	Journal	91

Points on Ad Hoc Teams are team points that will be distributed according to the number of members on the team. The distribution of points distribution at least considers the following criteria

1. Position in the Team; and
2. Contribution of Team members in achieving the output. The amount of contribution can be expressed as a percentage by considering the performance of Team members during the activity.

At the end of the semester, the performance achievements of supporting lecturers' academic activities will be evaluated so that the maximum points for supporting lecturers' academic activities are achieved if they meet the following criteria:

1. Attach a letter of assignment; and
2. Submit activity reports/work results.

The total points achieved in supporting activities are a maximum of 500 points.

5.3.4 ADDITIONAL TASKS

Lecturers with additional tasks have a fair rate of performance per semester that is adjusted to their duties, functions and responsibilities, while the unit points for lecturers with additional tasks are as follows:

Table 5.16 Lecturer Point Unit with Additional Supporting Tasks

No	Additional Supporting Tasks	Max. Point in Additional Tasks
1	Head of Center of Excellence	1,348
2	Secretary of Center of Excellence	1,213
3	Head of Research Center	1,123
4	Head of Study Center	1,011
5	Head of Laboratory/Studio	1,006
6	Faculty/School PPK	700

At the end of the semester, the performance of the lecturer with additional tasks will be evaluated. The realization of the percentage of lecturers' achievements with additional tasks in the table above is the **maximum** value, which is calculated through an assessment mechanism from the Head of the Work Unit as an appraiser.

Lecturers with additional tasks as managers in Business Units within the Universitas Padjadjaran are regulated and paid by the business unit

CHAPTER VI

CLOSING

When this Rector's Regulation on Universitas Padjadjaran Lecturer Performance Incentives comes into effect, the Universitas Padjadjaran Rector's Regulation Number 6 of 2020 on Universitas Padjadjaran Lecturer Performance Incentives is revoked and declared invalid.

This Rector's Regulation comes into force on August 14, 2021.

RECTOR,

RINA INDIASTUTI