



TRANSLATED COPY

**RECTOR REGULATION OF
UNIVERSITAS PADJADJARAN**

NUMBER 14 OF 2022

CONCERNING

**GUIDELINES FOR THE IMPLEMENTATION OF REMUNERATION FOR LECTURERS,
EDUCATION STAFF, AND MANAGERS OF UNIVERSITAAS PADJADJARAN**

WITH THE GRACE OF GOD ALMIGHTY
THE RECTOR OF UNIVERSITAS PADJADJARAN,

- Considering :
- a. that Universitas Padjadjaran as a Legal Entity State University (PTNBH) continues to improve the organization and governance in running the institution as PTNBH;
 - b. that as a PTNBH, Universitas Padjadjaran obtains sources of funding other than the State Budget, including funding coming from the community which is the income of Universitas Padjadjaran which is managed autonomously;
 - c. that based on Article 26 point a and point f of Government Regulation Number 51 of 2015 concerning the Statutes of Universitas Padjadjaran, the Rector has the authority to formulate and stipulate academic and non-academic operational policies as well as carrying out management functions and managing Unpad's wealth optimally;
 - d. That based on consideration referred to in points a, b, and c, it is necessary to stipulate a Rector Regulation of Universitas Padjadjaran.
- In view of :
1. Law Number 17 of 2003 concerning State Finance (State Gazette of the Republic of Indonesia of 2003 Number 47, Supplement to the State Gazette of the Republic of Indonesia Number 4286);
 2. Law Number 1 of 2004 concerning State Treasury (State Gazette of the Republic of Indonesia of 2004 Number 5, Supplement to the State Gazette of the Republic of Indonesia Number 4355);
 3. Law Number 14 of 2005 concerning Teachers and Lecturers (State Gazette of the Republic of Indonesia of 2005 Number 157, Supplement to the State Gazette of the Republic of Indonesia Number 4586);
 4. Law Number 12 of 2012 concerning Higher Education (State Gazette of the Republic of Indonesia of 2012 Number 158, Supplement to the State Gazette of the Republic of Indonesia Number 5336);
 5. Government Regulation Number 37 of 1957 concerning the Establishment of Padjadjaran University (State Gazette of the Republic of Indonesia of 1957 Number 91, Supplement to the State Gazette of the Republic of Indonesia Number 1422);
 6. Government Regulation Number 37 of 2009 concerning Lecturers (State Gazette of the Republic of Indonesia of 2009 Number 76);
 7. Government Regulation Number 4 of 2014 concerning Implementation of Higher Education and Management of Universities (State Gazette of the Republic of Indonesia of 2014 Number 16, Supplement to the State Gazette of the Republic of Indonesia Number 5500);

8. Government Regulation Number 80 of 2014 concerning the Designation of Universitas Padjadjaran as a Legal Entity State University (State Gazette of the Republic of Indonesia of 2014 Number 301);
9. Government Regulation Number 51 of 2015 concerning the Statutes of Universitas Padjadjaran (State Gazette of the Republic of Indonesia of 2015 Number 169, Supplement to the State Gazette Number 5720);
10. Government Regulation Number 11 of 2017 concerning Management of Civil Servants (State Gazette of the Republic of Indonesia of 2017 Number 63, Supplement to the State Gazette of the Republic of Indonesia Number 6037) as amended by Government Regulation Number 17 of 2020 concerning Amendments to Government Regulation Number 11 of 2017 concerning Management of Civil Servants (State Gazette of the Republic of Indonesia of 2020 Number 68, Supplement to the State Gazette of the Republic of Indonesia Number 6477);
11. Regulation of the Minister of State Apparatus Utilization and Bureaucratic Reform Number 17 of 2013 concerning Functional Positions of Lecturers and Their Credit Scores (State Gazette of the Republic of Indonesia of 2013 Number 466) as amended by Regulation of the Minister of State Apparatus Utilization and Bureaucratic Reform of the Republic of Indonesia Number 46 of 2013 concerning Amendments to Regulation of the Minister of State Apparatus Utilization and Bureaucratic Reform Number 17 of 2013 concerning Functional Positions of Lecturers and Their Credit Scores (State Gazette of the Republic of Indonesia of 2013 Number 151);
12. Decree of the Director General of Higher Education of the Ministry of Education and Culture Number 12/E/KP/2021 concerning Operational Guidelines for Lecturer Workload;
13. Decree of the Board of Trustees of Universitas Padjadjaran Number 15/UN6.MWA/KEP/2019 concerning the Appointment of the Rector of Universitas Padjadjaran University for the 2019-2024 Period;
14. Rector Regulation of Universitas Padjadjaran Number 1 of 2020 concerning the Organizational Structure and Working Procedures of Universitas Padjadjaran Managers;
15. Rector Regulation of Universitas Padjadjaran Number 25 of 2021 concerning Nomenclature of Functional Positions and Executive Positions of Education Staff within Universitas Padjadjaran.

HAS DECIDED:

To stipulate : RECTOR REGULATION OF UNIVERSITAS PADJADJARAN CONCERNING GUIDELINES FOR THE IMPLEMENTATION OF REMUNERATION FOR LECTURERS, EDUCATION STAFF, AND MANAGERS OF UNIVERSITAS PADJADJARAN.

Article 1

The Guidelines for the Implementation of Remuneration for Lecturers, Education Staff, and Managers within Universitas Padjadjaran are a reference in determining the amount of salary, allowances, and Performance Incentives for Lecturers, Education Staff, and Managers within Universitas Padjadjaran.

Article 2

The Guidelines for the Implementation of Remuneration for Lecturers, Education Staff, and Managers within Universitas Padjadjaran as listed in the Appendix, are an integral part and one regulatory unit with this Rector Regulation.

Article 3

Other matters that have not been regulated in this Rector Regulation will be regulated with further provisions.

Article 4

When this Rector Regulation comes into effect, Rector Regulation of Universitas Padjadjaran Number 3 of 2018 concerning Functional Positions, Remuneration, and Calculation of the Performance of Universitas Padjadjaran's Education Staff and Rector Regulation of Universitas Padjadjaran Number 9 of 2021 concerning Performance Incentives of Universitas Padjadjaran's Lecturers are revoked and declared invalid.

Article 5

This Rector Regulation is valid since its stipulation date.

Stipulated in Bandung
On August 1, 2022

RECTOR,

Signature

RINA INDIASTUTI

This copy conforms to the original

Director Of Governance, Legal, And Communication Of
Universitas Padjadjaran



Isis Ikhwansyah

APPENDIX TO THE RECTOR REGULATION OF UNIVERSITAS PADJADJARAN
NUMBER : 14 OF 2022
DATE : AUGUST 1, 2022
CONCERNING GUIDELINES FOR THE IMPLEMENTATION OF REMUNERATION FOR
LECTURERS, EDUCATION STAFF, AND MANAGERS OF UNIVERSITAS PADJADJARAN

CHAPTER I

GENERAL PROVISIONS

1. Universitas Padjadjaran, hereinafter referred to as Unpad, is an institution within the Government which was formed to provide educational services to the community without prioritizing profit seeking and in carrying out its activities is based on the principles of efficiency and productivity.
2. Remuneration is employee benefits that can be in the form of salary, honorarium, fixed allowances, incentives, bonuses for achievement, and/or pensions. Remuneration is given to Lecturers, Education Staff, and Managers of Universitas Padjadjaran based on assigned positions, roles, responsibilities, and performance targets.
3. Remuneration Structure is the arrangement and organization of a compensation system that integrates the provision of employee benefits including salary, honorarium, fixed allowances, incentives, bonuses for achievement, and/or pensions. The sources of remuneration funding are Pure National Budget and Community Funds.
4. *Tridharma* is the obligation of a University to organize Education, Research, and Community Service including student activities and the *Merdeka Belajar-Kampus Merdeka (MBKM)* program which are structured both in the curriculum and outside the curriculum.
5. Performance is work achievement that is measured through Performance Indicators. Performance Indicator is a measure of the level of results of an activity and/or achievement for the implementation of activities.
6. Unpad Performance Incentives are part of the compensation in the form of achievement rewards given to Lecturers or Education Staff as an appreciation for the performance that exceeds the performance achievement of standard load with the aim of increasing Unpad productivity and performance.
7. Individual Performance Indicators are parameters for the processes and/or outputs that can be measured, observed, and recorded.
8. Individual Performance Contract for Lecturers is a contract that states the work goals and academic performance achievement targets of a Lecturer that can be measured, observed, and recorded. The determination of a Lecturer's academic performance targets is related to the Main Performance Indicators (IKU) and Activity Performance Indicators (IKK) of the University and Faculties.
9. Individual Performance Contract for Education Staff is a contract that states the work goals and performance achievement targets of an Education Staff that can be measured, observed, and recorded. The determination of an education staff's performance targets is related to the Main Performance Indicators (IKU) and Activity Performance Indicators (IKK) of the University and Faculties.

10. Individual Performance Contract for Lecturers with Additional Duties is a contract that states the work goals and performance achievement targets as structural or non-structural management officials derived from the Main Performance Indicators (IKU) and Activity Performance Indicators (IKK) of the University and Faculties. Individual performance contracts with additional duties are executed annually and signed by the individuals with their supervisors at the beginning of each year.
11. Unpad Staff are Civil Servant (PNS) Lecturers, Non-PNS permanent Lecturers, PNS Education Staff, and Non-PNS permanent Education Staff assigned to Unpad.
12. PNS Lecturers are Lecturers who are appointed by authorized officials based on staffing regulations, who work at Unpad, and receive salaries according to applicable laws and regulations.
13. Non-PNS Permanent Lecturers are Lecturers appointed by Unpad whose rights and obligations are equivalent to PNS Lecturers.
14. Unpad Lecturers with Additional Duties are Lecturers who are given additional duties to hold positions within Unpad as Management Officers, Academic Senates, and other Non-Structural Positions determined by Unpad.
15. Education Staff are members of the community who devote themselves and are appointed with the main task of supporting the implementation of higher education at Unpad.
16. PNS Education Staff are Education Staff who are appointed by authorized officials based on staffing regulations, who work at Unpad, and receive salaries according to applicable laws and regulations.
17. Non-PNS Permanent Education Staff are Education Staff appointed by Unpad whose rights and obligations are equivalent to PNS Education Staff.
18. Functional Positions are a group of positions that contain functions and duties related to functional services based on certain expertise and skills.
19. Executive Positions is a group of positions that contain the functions and duties of implementing public service activities as well as government administration and development.
20. Position Class is a grouping of position levels based on the value of a position.
21. Managers are Unpad Lecturers or Education Staff who have executive functions and are tasked with being responsible for Unpad's operational performance.

CHAPTER II

UNIVERSITAS PADJADJARAN REMUNERATION STRUCTURE

Universitas Padjadjaran as a Legal Entity State University (PTNBH) based on Government Regulation (PP) Number 80 of 2014 continues to strive to improve its remuneration structure and payment policy by taking into account the capability of the University's income, both those sourced from the Government for payment of salary and allowance components and those sourced from Funds originating from the Community for payment of the Incentive component. The amount of remuneration paid to Managers, Lecturers, and Education Staff is based on the position, role, responsibility, and performance targets assigned.

As a consequence of Universitas Padjadjaran as a Legal Entity State University (PTNBH), Unpad has organs consisting of the Board of Trustees (MWA), Rector, and Academic Senate (SA) as stipulated by Article 17 Paragraph (1) of Government Regulation No. 15 of 2015 concerning the Statutes of Unpad. Specifically, these guidelines regulate the implementation of remuneration for lecturers, education staff, and managers, while for MWA and SA, it is regulated in a separate Rector Regulation.

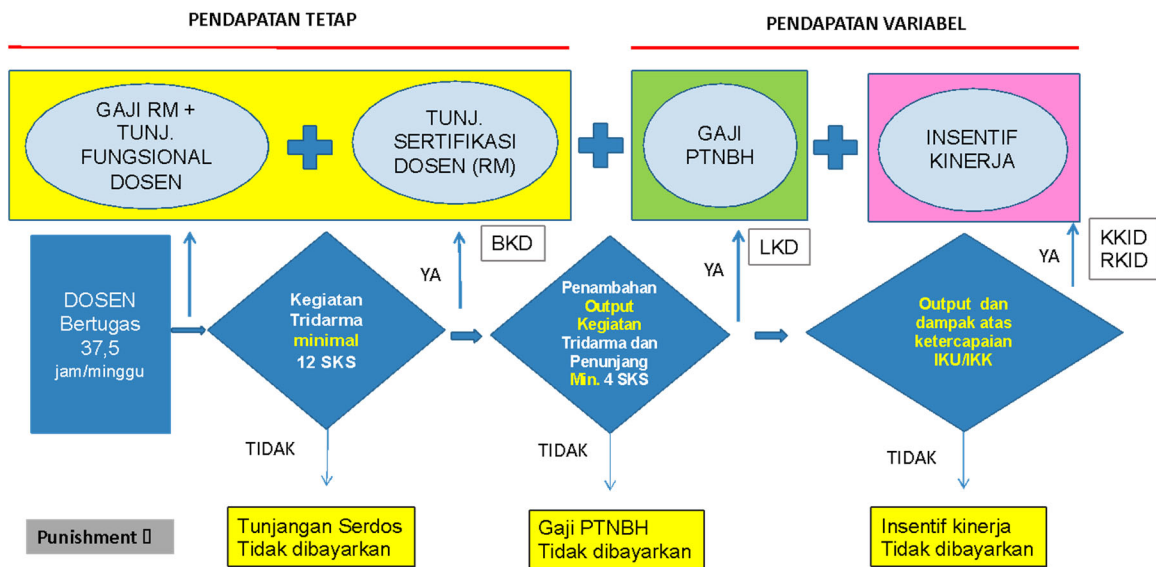
The following is an explanation regarding Remuneration for performance targets charged to each individual Lecturer, Education Staff, and Manager with PTNBH funding sources, both from Pure National Budget (RM/APBN) and Community Funds.

2.1 LECTURER REMUNERATION STRUCTURE

The compilation of the structure of remuneration for Unpad Lecturers refers to Government Regulation Number 37 of 2009 concerning Lecturers, Regulation of the Minister of State Apparatus Utilization and Bureaucratic Reform of the Republic of Indonesia Number 46 of 2013 concerning Amendments to the Regulation of the Minister of State Apparatus Utilization and Bureaucratic Reform Number 17 of 2013 concerning Lecturer Functional Positions of Lecturers and their Credit Scores, and the Decree of the Director General of Higher Education of the Ministry of Education and Culture Number 12/E/KP/2021 concerning Operational Guidelines for Lecturer Workload which is aligned with the achievement of Unpad's Vision, Mission, Development Master Plan (Renip), Strategic Plan (Renstra), and Performance Indicators.

Based on the legal basis above, the implementation of Lecturer remuneration must integrate workload implementation arrangements with compensation integrated in the Unpad Remuneration System which originates from both Pure National Budget and Community Funds. As a guideline for the implementation and assessment of lecturer workload, the structure of the remuneration for lecturers is determined as shown in chart 2.1. below.

Chart 2.1 Structure of Remuneration for Lecturers



Explanation of Chart 2.1

- a. Fixed Income consists of basic salary, Lecturer Functional Allowance (Pure National Budget or Community Funds), Lecturer Certification Allowance, and Professor Honorary Allowance (Pure National Budget).
- b. Variable Income consists of PTNBH Salaries and Variable Work Income (Community Funds).

Lecturer workload includes the main activities, namely planning lessons, carrying out the learning process, conducting learning evaluations, supervising and training, conducting research, carrying out additional duties, and doing community service. The workload is at least equivalent to 12 (twelve) semester credit units. Further provisions regarding Lecturer workload which form the basis of remuneration at Unpad are described as follows:

- a. Each Lecturer receives a fixed income for his/her performance in the form of salary and functional allowances originating from Pure National Budget (APBN) according to his/her academic position and title. The payment of fixed income is based on a standard workload (Lecturer Workload/BKD) of at least 12 SKS (Semester Credit Units) contained in the Individual Performance Contract (KKI), where a Lecturer is required to perform his/her main duties equivalent to a minimum of 37.5 hours/week.
- b. Variable income in the form of PTNBH Salaries and Lecturer fixed performance incentives is paid as advances for the current semester when a Lecturer fulfills the assignment of 12 SKS of mandatory Lecturer workload plus 4 SKS as workload of additional output in the form of Tridharma and supporting activities. This is based on the Decree of the Director General of Higher Education of the Ministry of Education and Culture Number 12/E/KP/2021 concerning

- Operational Guidelines for Lecturer Workload. The amount of fixed performance incentive income is 40% of the rate according to academic position and title.
- c. For Lecturers with additional structural duties, the mandatory workload of 12 SKS takes into account the weight of the SKS of their duties and positions as stipulated in the Decree of the Director General of Higher Education of the Ministry of Education and Culture Number 12/E/KP/2021 concerning Operational Guidelines for Lecturer Workload.
 - d. For Lecturers who do not carry out a workload of additional output of 4 SKS, the said Lecturers are not entitled to variable income.
 - e. Variable performance incentives are given to lecturers who have output and impact on the achievement of Key Performance Indicators (IKU/IKK), especially in the fields of MBKM, Internationalization, and Research.
 - f. Achievement of individual performance targets reflects the level of dedication in carrying out duties, the resulting work output, and his/her contribution to achieving institutional performance. Variable income that can be obtained is a maximum of 200% (two hundred percent) or 10,000 points.
 - g. For Lecturers who are given additional duties as managers, the maximum performance achievement is 150% (one hundred and fifty percent). Guidelines for performance evaluation as managers are regulated in more detail in a separate Rector Decree.
 - h. At the end of a semester, Lecturers are required to achieve the performance specified in the BKD which is evaluated by the Lecturer Workload Evaluation Team involving the Quality Assurance Unit in the Faculty. If these obligations are not met, the Lecturer Certification allowance may not be realized.
 - i. For Lecturers whose actual performance is less than 40% (forty percent) of what was promised in the KKI, it will become a material for evaluating the preparation of the next contract.

2.2. EDUCATION STAFF REMUNERATION STRUCTURE

The compilation of the structure of remuneration for Unpad Education Staff refers to Government Regulation Number 11 of 2017 concerning Management of Civil Servants which has stipulated various changes specifically related to State Civil Apparatus (ASN) Policies. Gradually, ASN began to be directed to more professional duties to hold functional positions. Unpad as a PTNBH made adjustments to the management of Education Staff through 2 (two) schemes, namely the mechanism of Functional Positions and Executive Positions as stipulated in the Rector Regulation of Universitas Padjadjaran Number 25 of 2021 concerning Nomenclature of Functional Positions and Executive Positions within Universitas Padjadjaran.

As a guideline for the implementation and assessment of the workload of Education Staff, the structure of the remuneration for Education Staff is determined through 2 (two) schemes as shown in chart 2.2 and chart 2.3.

Chart 2.2

Structure of Remuneration for Education Staff with Functional Positions

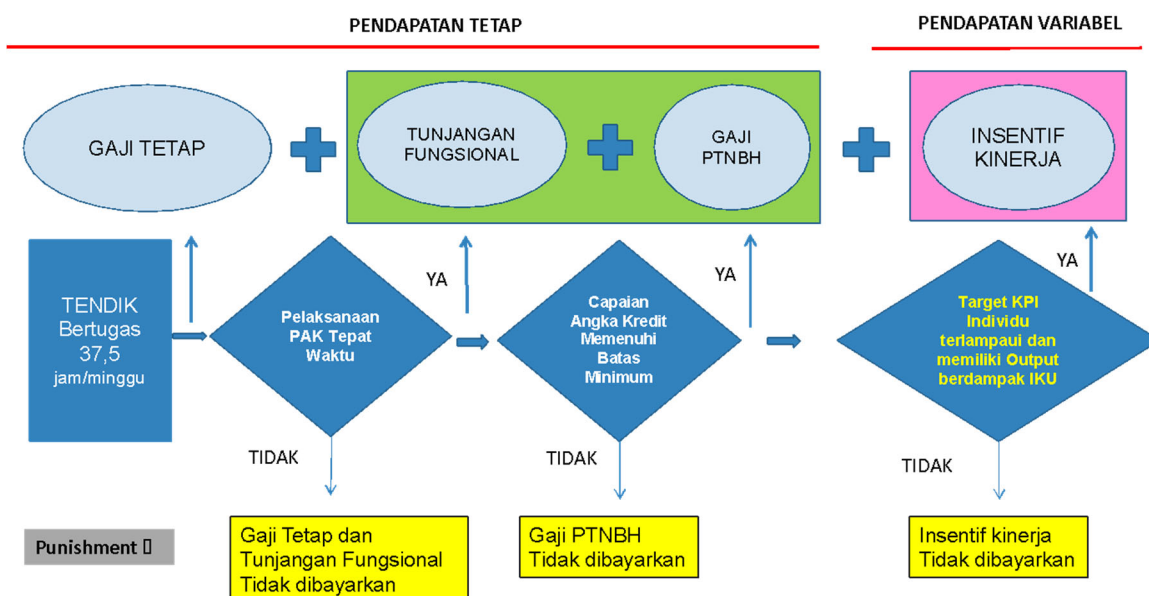
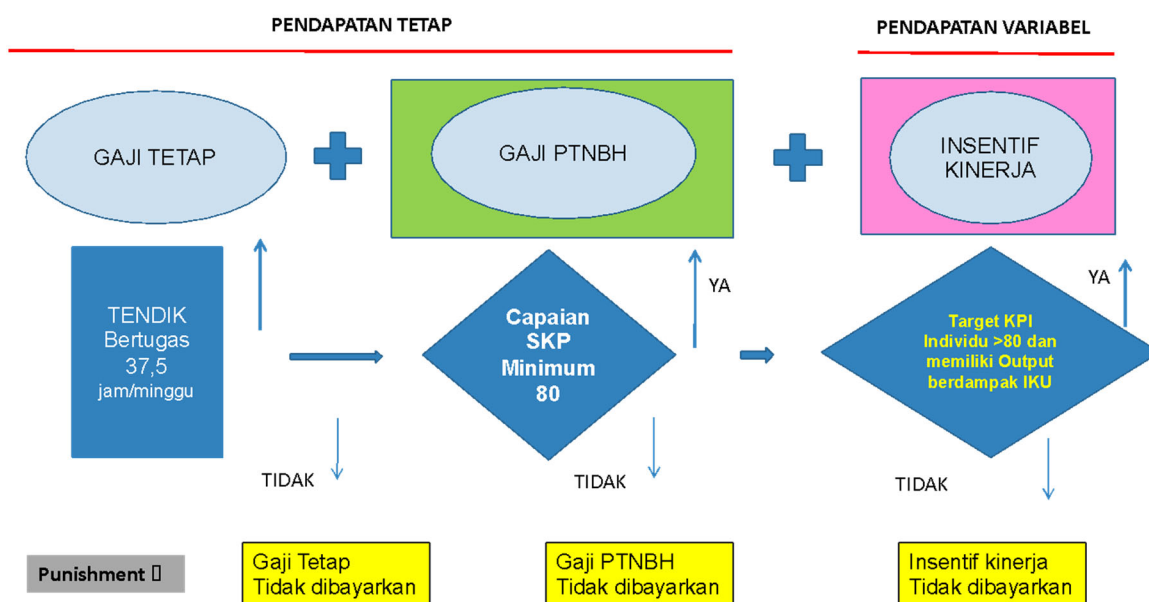


Chart 2.3

Structure of Remuneration for Education Staff with Executive Positions



- a. Education Staff (Tendik), both PNS and Non-PNS ones who in this case are Education Staff with Functional Positions and/or Executive Positions, have the right to receive a fixed salary with the obligation to work equivalent to 37.5 hours/week.
- b. Education Staff who have Functional Positions are required to carry out activities in accordance with the minimum credit score target for each

functional position as stipulated in the regulations for reporting credit scores. Failure to achieve the credit scores that have been set in the reporting results in temporary suspension of Functional Allowances, whether those sourced from Community Funds or from APBN/RM and no opportunity to obtain PTNBH Salaries and Performance Incentives.

- c. Education Staff who have Executive Positions are required to meet a minimum Employee Performance Target (SKP) score of 80 according to their position class and level to be able to obtain PTNBH Salaries. If the reported SKP score does not reach 80, then the PTNBH Salary cannot be given.
- d. If the reported SKP score is greater than 80, the Education Staff is entitled to a performance incentive whose amount takes into account the SKP score. The maximum performance achievement is 120% (one hundred and twenty percent).
- e. To measure work performance, Education Staff are required to prepare Individual Performance Contracts (KKI) and Individual Performance Reports (IFS) which are evaluated by the Education Staff Workload Evaluation Team.

2.3 UNPAD REMUNERATION BUDGET

- a. Unpad Remuneration Budget sourced from Pure National Budget and Community Funds includes fixed income and variable income specified in the Work Plan and Annual Budget. The Remuneration Budget uses the same Unpad Cost Standards for all work units.
- b. The sources of Community Funds include income from education services and education support, income from research collaboration and community service, grants, income from asset utilization, and income from business profits. The Rector can determine the allocation of community funds to meet Unpad Remuneration budget needs.
- c. The determination of the list of beneficiaries and the amount of Unpad Remuneration is carried out at the beginning of each semester as the basis for monthly remuneration payments.

2.4 CALCULATION OF POINTS IN LECTURER INDIVIDUAL PERFORMANCE

CONTRACTS

Individual work contracts are divided into 2 (two) types: (1) work contracts as lecturers in carrying out the Threefold Missions of Higher Education (*Tridharma Perguruan Tinggi*) apart from their obligation of 12 SKS as lecturers, and (2) work contracts for lecturers as managers. Therefore, for lecturers who have additional duties as managers, they must make 2 (two) types of contacts, including the lecturer work

contract and the manager performance contract, because the lecturer still has to carry out *Tridharma* activities as a lecturer in addition to his/her duties as a manager.

The calculation of performance achievements is carried out separately for each contract, where contracts/performance achievements as managers are calculated with a multiplier factor based on a Rector Decree for managers, while contracts/performance achievements as lecturers are calculated with a multiplier factor according to their functional positions as lecturers.

2.4.1 CALCULATIONS OF POINTS AS A LECTURER

Extra Performance (overload) apart from the mandatory Lecturer Workload (BKD) is standardized through points. This standard figure is calculated based on work output produced by a lecturer to support the achievement of performance targets of the institution. 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 variable incentive rate in the Rector Decree according to the position class.

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

2.4.2 CALCULATION OF POINTS FOR EDUCATION STAFF

The calculation of extra performance (overload) apart from the mandatory workload of Functional Positions or Employee Work Targets (SKP) of Executive Positions for Education Staff are standardized through activities that are converted into points. This standard figure is calculated based on the work output produced by Education Staff to support the achievement of performance targets of the institution. The nomenclature and forms of activities of Education Staff with the categories of Functional Positions and Executive Positions refer to the Laws and Regulations governing Functional Positions and the Regulations governing Executive Positions within Unpad.

2.4.3 CALCULATION OF POINTS FOR MANAGERS

In each academic year, lecturers or education staff who are given additional duties as managers are made performance contracts as managers. The contracts made are cascades aimed at supporting the achievement of the Rector's target in the form of

IKK with ministries and the Board of Trustees (MWA) as contained in a number of indicators in the Unpad Strategic Plan. Like a lecturer, the role as a manager with various targets is calculated in the form of points. The amount of standard points as management will vary depending on the role and function, as shown in the table in the next chapter.

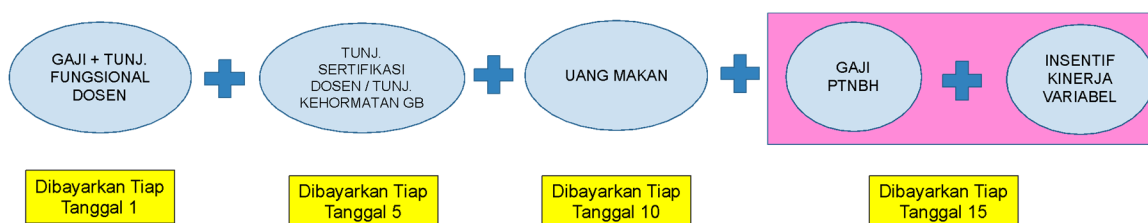
The percentage of performance achievements can be calculated by comparing the number of manager performance points achieved with the target points. Maximum performance achievement for managers is 150% (one hundred and fifty percent).

2.5 REMUNERATION PAYMENT MECHANISM

Remuneration for Lecturers is paid with the following mechanism:

Chart 2.4.

Lecturer Remuneration Payment Mechanism



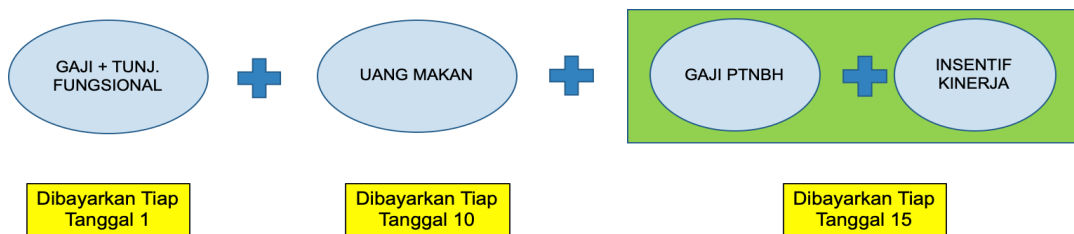
1. Lecturer Salaries and Functional Allowances are paid every 1st of each month to lecturers who carry out workloads above the Lecturer Workload (BKD) standard which is 12 SKS as stated in the Individual Performance Contract. Lecturers are required to carry out their main duties with a minimum work performance of 37.5 hours/week.
2. Lecturer Certification Allowances and/Honorary Allowances are paid every 5th of each month to lecturers who carry out the mandatory workload and special obligations for each academic position as stated in the Decree of the Director General of Higher Education of the Ministry of Education and Culture Number 12/E/KP/2021 concerning Operational Guidelines for Lecturer Workload.
3. Meal Allowances are paid every 10th of each month to lecturers who carry out duties at least 37.5 hours/week and report attendance through the attendance system at Unpad. The amount of meal allowance will be calculated according to the number of days of execution of the duties.
4. PTNBH salaries are paid every 15th of each month to lecturers who carry out 12 SKS of mandatory lecturer workload added with 4 SKS of workload of additional output in the form of *Tridharma* and supporting activities as contained in the Individual Performance Contract.
5. Variable Performance Incentives are paid every 15th of each month to lecturers who have outputs that have an impact on Unpad Key Performance Indicators

(IKUP), especially in the fields of MBKM, Internationalization, and Research. The amount of variable performance incentives is based on the calculation of fixed work incentives that have been paid in advance which is then calculated with actual performance.

The Remuneration for Education Staff is paid with the following mechanism:

Chart 2.5.

Education Staff Remuneration Payment Mechanism



1. Salaries and Functional Allowances (for Education Staff with Functional Positions) are paid every 1st of each month to Education Staff after they carry out their main obligations and are on duty for 37.5 hours/week. The main duties of Education Staff with functional positions refer to the assessment of credit scores in accordance with predetermined credit score reporting regulations, and Education Staff with executive positions refer to Employee Work Targets (SKP) contained in individual work contracts.
2. Meal Allowances are paid every 10th of each month to Education Staff who report attendance through the attendance system at Unpad. The amount of meal allowance will be calculated according to the number of days of execution of the duties.
3. PTNBH salaries are paid every 15th of each month to Education Staff who have achieved a minimum credit score (Functional Position) and/or minimum employee work targets (Executive Position).
4. Performance Incentives are paid every 15th of each month to Education Staff who have achieved a credit score that exceeds the minimum limit (Functional Position) and/or the specified minimum employee work target (Executive Position). If there are no more achievements, then the employee is not entitled to a Performance Incentive. The amount of performance incentives is determined based on an evaluation of the Individual Performance Contract (KKI) and Individual Performance Reports (LKI) by taking into account discipline, work attitude, and contribution to Unpad's IKU.

CHAPTER III
REMUNERATION RECIPIENT

Remuneration within Unpad is given to employees consisting of:

1. PNS Permanent Lecturers and Non-PNS Permanent Lecturers who carry out their functions as Lecturers;
2. Lecturers with additional duties as Managers and Non-Structural Positions;
3. PNS Permanent Education Staff and Non-PNS Permanent Education Staff who carry out Functional Positions or Executive Positions;
4. Education Staff with duties as Managers.

3.1. LECTURERS CARRYING OUT FUNCTIONAL DUTIES

Lecturers who carry out functional tasks are full-time active lecturers who carry out their functions including: Education, Research, Community Service, and Support. Each Lecturer is managed by one main Faculty.

3.2 UNIVERSITY AND FACULTY MANAGERS

- a. Managers are Unpad Lecturers or Education Staff who have executive functions and are tasked with being responsible for Unpad's operational performance, consisting of the Rector, Vice Rector, Dean, Director, Unit Head, and Vice Dean.
- b. The amount of Unpad's Performance Incentives for Managers is determined by considering the following factors:
 1. Proportionality, which is the consideration of the size and number of assets managed by Unpad and the level of service;
 2. Equality, which is by paying attention to similar service industries;
 3. Appropriateness, which is by adjusting Unpad's income capability;
 4. Unpad's Operational Performance determined by the Minister/Head of Institution at least considers indicators of finance, service, quality, and benefits for the community.
- c. Lecturers with additional Non-Structural duties are Unpad Lecturers who receive additional duties to be responsible for implementing Threefold Missions of Higher Education (*Tridharma Perguruan Tinggi*) activities, namely Education, Research, and Community Service but not structural in nature. They consist of Deputy Heads of Units, Directorate Secretaries, Heads of Departments, Heads of Study Programs, Heads of Centers, Heads of Offices, Managers, Heads of Units, and Secretaries of Study Programs.

- d. Lecturers with additional duties outside the Rectorate organs are Unpad Lecturers who have the additional duties of being responsible for carrying out activities as Leaders and members of the Board of Trustees and the Academic Senate. Performance incentive arrangements for the Board of Trustees and the Academic Senate will be regulated in a separate Rector Regulation.

- e. Lecturers with Study Duties
Lecturers with study duties are given fixed incentives for a maximum of 8 (eight) semesters and variable work incentives whenever they produce research output.

CHAPTER IV

UNIVERSITY AND FACULTY MANAGERS AND LECTURER FUNCTIONAL POSITIONS

A. UNIVERSITY AND FACULTY MANAGERS (STRUCTURAL)

No	Grade	University Level	Faculty Level
1	17	Rector	
2	16	Vice Rector	Dean
3	15	Director Head of Unit	
4	14		Vice Dean

B. UNIVERSITY AND FACULTY MANAGERS (NON-STRUCTURAL)

No	Grade	University Level	Faculty Level
1	13	Deputy Head of Unit Directorate Secretary	
2	12	Head of Central Lab	
3	11	Head of Office Head of Center	Head of Department Head of Study Program
4	10		Manager Head of the Quality Assurance Unit Head of the Internationalization Unit
5	9		Study Program Secretary

C. FUNCTIONAL POSITIONS OF LECTURERS

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

CHAPTER V

ASSIGNMENTS AND INDIVIDUAL PERFORMANCE CONTRACTS

5.1 ASSIGNMENTS RELATED TO STANDARD DUTIES AND FUNCTIONS

A PNS Lecturer or Education Staff functions as a civil servant apparatus who has the duties and functions of carrying out tasks in accordance with his/her functional position. The plan for carrying out the standard duties and functions of a Lecturer is stated in filling out the Lecturer Workload (BKD) form, while for Education Staff, the implementation of standard duties and functions is stated in filling in the Employee Performance Targets (SKP) as a support for the Threefold Missions of Higher Education (*Tridharma Perguruan Tinggi*) activities.

5.1.1 LECTURER WORKLOAD (BKD) FORM

Lecturers are required to fill out the Lecturer Workload (BKD) forms at the beginning of a semester related to plans to carry out standard Duties and Functions, which are equivalent to a minimum load of 12 SKS and a maximum load of 16 SKS of the duties of Threefold Missions of Higher Education (*Tridharma Perguruan Tinggi*). The obligation to fill out the BKD form is for the basis for payment of certification allowances and professor honorary allowances sourced from the government budget.

Lecturers who are entitled to fill in the forms are all PNS or CPNS (Candidates for Civil Servants) Lecturers, including those who are carrying out advanced studies and Non-PNS permanent Lecturers. The duties and functions (Tusi) of each Lecturer include the implementation of education, research, community service, and educational support according to his/her functional position. For lecturers who are currently pursuing advanced studies, the BKD form is filled in by stating the status and progress of studies in the education *dharma*.

The total workload of lecturers active in carrying out standard Duties and Functions is carrying out the Threefold Missions of Higher Education (*Tridharma Perguruan Tinggi*) with a workload equivalent to at least 12 SKS with the composition of the education and research fields of at least 9 SKS, except for lecturers with additional duties. The workload of 12 SKS for lecturers with additional duties does not have to cover the research field. In addition to the workload of the Threefold Missions of Higher Education (*Tridharma Perguruan Tinggi*), a lecturer can carry out other obligations so that the workload can reach a maximum of 16 SKS. Specifically for professors who have the obligation to carry out publications, book writing, and dissemination of ideas, the BKD of the professors has a minimum of 16 SKS. A lecturer who receives an SKS load for additional Duties as a leader, namely the Rector down to the Head of Department and Head of Study Program, can carry out education *dharma* of at least 3 SKS at the

university concerned and still receive professional allowances (Government Regulation No. 37 of 2005 Article 8 paragraph 3).

The workload of lecturers who receive additional duties as management officials whose nomenclature is found in the Governance Organization (OTK) of Unpad Managers is stated in a number of SKS load included in the education *dharma*. As for lecturers who receive duties to support the implementation of education whose nomenclature is not included in the OTK, their SKS load is included in supporting activities.

The results of the BKD achievement evaluation in the form of a Lecturer Performance Report (LKD) must be reported at the end of the semester. The realization of BKD is the percentage of the number of SKS realized in LKD compared to the number of SKS in BKD. As for permanent lecturers who do not carry out standard duties and functions, namely carrying out a minimum workload of 12 *Tridharma* SKS, will not have their certification allowances paid in accordance with applicable laws and regulations and are not entitled to Unpad performance incentives. For Lecturers who have carried out a minimum of 12 SKS of work will receive Unpad performance incentives for excess workload above standards which is oriented to output and achievement of the university's IKU/IKK targets.

5.1.2 EMPLOYEE PERFORMANCE TARGET (SKP) FORM

Education Staff are required to fill out the Employee Performance Target (SKP) form per semester, which is every January and July each year. The SKP for each functional position of Education Staff refers to the regulations governing each functional position and the regulations regarding executive positions within .

5.2 INDIVIDUAL PERFORMANCE CONTRACT FOR LECTURERS

- a. Individual Performance Contract is the implementation of the plan for Duties and Functions after the Lecturer reaches a minimum workload of 12 SKS and a maximum workload of 16 SKS of Threefold Missions of Higher Education (*Tridharma Perguruan Tinggi*) duties as contained in the BKD.
- b. Determination of Individual Performance Contracts is carried out at the beginning of a semester. The basis for setting individual performance targets per semester is the quantity and quality of the performance achievements in the previous semester. A lecturer and his/her superior can make an agreement on the type and amount of performance targets by taking into account previous performance achievements to be set and signed.
- c. Determination of Individual Performance Contracts for Lecturers signed at the beginning of a semester related to the plan to carry out a choice of duties, namely: (i) increasing competence/expertise (especially advanced studies and training); (ii) individual productivity in the implementation of *Tridharma*

related to the achievement of IKU/IKK, especially to strengthen the performance of Hybrid Learning, *Merdeka Belajar-Kampus Merdeka (MBKM)*, and Internationalization; (iii) the duty of overloading the education *dharm*a (especially teaching, supervising, and testing); and/or (iv) additional duties as a manager.

- d. Evaluation of individual performance achievements is carried out by the direct superior.
- e. The Quality Assurance Unit (UPM) in each faculty verifies the realization of academic performance through SIAT at the end of each month.
- f. The format of the BKD and how to fill it out can be accessed at the web address <https://staffs.unpad.ac.id>.

5.3 INDIVIDUAL PERFORMANCE CONTRACT FOR EDUCATION STAFF

Individual Work Contract which is abbreviated as KKI is an agreement in the form of a contract between an employee and his/her superior which contains a work plan following the established rules. A work plan is a list of activities of the duties that will be carried out in the future within a specified period. Each work plan has elements: Activities or Job Descriptions, credit scores, work outputs or results, amount, frequency, and total.

- a. Activities, Job Descriptions, and Elements: List of activities that have been determined based on instructions from superiors, activities in accordance with functional positions/executive positions.
- b. Unit: Unit of output produced.
- c. Credit score: the unit of value of each activity item and/or the accumulated value of the activity items given/determined based on an assessment of the achievements that have been achieved by a functional staff and which is used as one of the requirements for career development in functional positions/ranks. The credit score displayed is per output unit.
- d. Frequency: The number of activities carried out if the work is done repetitively.
- e. Output: The amount of work results based on output units.
- f. Time: The time required to complete the work of each output.
- g. Total: Total Score based on the credit scores multiplied by the number and frequency of work.

Individual Performance Report which is abbreviated as LKI is a work result report made based on an individual work contract containing work results and performance according to established rules.

Work plan is a list of activities of the duties that will be carried out in the future within a specified period. Each work plan has elements: Activities or Job Descriptions, credit scores, work outputs or results, amount, frequency, and total.

- a. Activities, Job Descriptions, and Elements: List of activities that have been determined based on instructions from superiors, activities in accordance with functional positions/executive positions.
- b. Unit: Unit of output produced.
- c. Credit score: the unit of value of each activity item and/or the accumulated value of the activity items given/determined based on an assessment of the achievements that have been achieved by a functional staff and which is used as one of the requirements in for of career development in functional positions/ranks. The credit score displayed is per output unit.
- d. Frequency: The number of activities carried out if the work is done repetitively.
- e. Output : The amount of work results based on output units.
- f. Time: The time required to complete the work of each output.
- g. Total : Total Score based on the credit scores multiplied by the number and frequency of work.

More detailed arrangements related to the points of the activities of Education Staff are stipulated in a Rector Decree.

5.4 PERFORMANCE CONTRACT FOR MANAGERS

- a. Determination of Performance Contracts for Lecturers or Education Staff who become managers is signed at the beginning of the year regarding the IKU and IKK target plans to support the achievement of the Rector's IKU/IKK targets. The performance contract for the Unpad Rector's IKU/IKK targets is signed by the Directorate General of Higher Education of the Ministry of Education, Culture, Research, and Technology.
- b. Performance Contracts for Managers related to IKU and IKK are structured to support the achievement of the Rector's IKU/IKK targets. The signing of the Performance Contracts for Managers is done by the direct superior in accordance with the work procedures regulated in the Rector Regulation concerning the Organizational Structure and Working Procedures of Universitas Padjadjaran Managers.
- c. More detailed arrangements related to the Performance Contracts for Managers are stipulated in a Rector Decree.

CHAPTER VI

UNITS OF POINTS FOR IMPLEMENTING THE THREEFOLD MISSIONS OF HIGHER EDUCATION (*TRIDHARMA PERGURUAN TINGGI*)

6.1 UNITS OF POINTS FOR IMPLEMENTING EDUCATION

Learning at Unpad is carried out using 3 (three) methods, namely:

- a. Offline, which is lectures that are held face-to-face where the lecturer and students are in the same classroom on the Unpad Campus.
- b. Online, which is lectures that are held online (synchronous/asynchronous) using teleconference technology.
- c. Hybrid, which is face-to-face lectures where the lecturer and some students are in the same classroom on the Unpad campus. Implementation of the lectures is done directly by lecturers from campus and online using teleconference technology for students outside the classroom.

6.1.1 UNITS OF POINTS FOR CONDUCTING LECTURES

The units points for conducting lectures are as follows:

Table 6.1

Units of Points for Conducting Undergraduate and Diploma 4 Lectures

No.	Activity	Unit	Point/Student
1	Teaching Online	SKS	3.05
2	Teaching Offline *)	SKS	3.05
3	Teaching Hybrid *)	SKS	3.8
4	Teaching International Programs Online	SKS	6.1
5	Teaching International Programs Offline	SKS	6.1
6	Teaching International Programs Hybrid	SKS	7.6
7	KKN (Community Service Program)		12

Information : *) including Field Lectures and Practice

Table 6.2

Units of Points for Conducting Graduate and Postgraduate Lectures

No.	Activity	Unit	Point/Student
1	Teaching Online	SKS	6.1
2	Teaching Offline	SKS	6.1
3	Teaching Hybrid	SKS	7.6

4	Teaching International Programs Online	SKS	12.2
5	Teaching International Programs Offline	SKS	12.2
6	Teaching International Programs Hybrid	SKS	15.2

At the end of the semester, the performance achievements of conducting lectures will be evaluated so that the maximum points for conducting lectures are achieved maximally if:

1. Lecturers submit scores on time, namely 14 working days from the final exams (for teaching activities).
2. Lecturers submit the KKN supervisory reports (for KKN activities).

Lecturers can get additional points in conducting lectures when the classes they are teaching have additional students from outside the study program who are officially registered as exchange students at Unpad.

Details of the calculation of additional points in conducting lectures are presented in Table 6.3.

Table 6.3
Units of Additional Points for Conducting Lectures

No.	Type of Student <i>Inbound</i>	Point
1	Student from outside Unpad	20% of the point in Tabel 6.1 and 6.2
2	Student from Foreign University	50% of the point in Tabel 6.1 dan 6.2

To facilitate the *Merdeka Belajar-Kampus Merdeka (MBKM)* activities carried out by Unpad, outbound MBKM activities (student activities outside the campus) are regulated as follows:

- a. If the Outbound MBKM activity is attached to a course, the assessment is carried out by the course lecturer and the number of outbound students is counted as the number of students of the lecturer.
- b. If the outbound MBKM activity is not attached to a course, the activity is categorized as a student activity and integrated into the SKPI as an MBKM program, which is regulated separately.

6.1.2 UNITS OF POINTS FOR GRADUATING DIPLOMA 4/UNDERGRADUATE/GRADUATE/POSTGRADUATE STUDENTS

Lecturers who graduate students are lecturers who guide students in producing a dissertation/thesis/final study report both as heads of supervisor and members of supervisor. The units of points for graduating Diploma 4/Undergraduate/Graduate/Postgraduate students are as follows:

Table 6.4
Units of Points for Graduating Students

No.	Activity	Unit	Point
1	Head of Supervisors for Undergraduate/Diploma 4 Final Project	Student	61
2	Member of Supervisors for Undergraduate/Diploma 4 Final Project	Student	40
3	Head of Graduate/Profession Final Project Supervisor	Student	122
4	Member of Supervisors for Graduate/Profession Final Project	Student	79
5	Head of Supervisors for Graduate Final Project by Research	Student	183
6	Member of Supervisors for Graduate Final Project by Research	Student	118
7	Head of Supervisors for Postgraduate Final Project	Student	242
8	Member of Supervisors for Postgraduate Final Project	Student	177

At the end of a semester, the performance achievements for graduating students will be evaluated. So, the maximum points for graduating students are achieved if the supervisor meets the following criteria:

1. The student guidance period is in accordance with the following criteria:
 - a. The guidance period for Undergraduate/Diploma 4 students does not exceed 2 semesters since the issuance of the Supervisory Decree; or
 - b. The guidance period for Graduate students does not exceed 3 semesters since the issuance of the Supervisory Decree; or
 - c. The guidance period for Postgraduate students does not exceed 8 semesters since the issuance of the Supervisory Decree;
2. Thesis Defense scores are in accordance with the standards set by the study program.

6.1.3 Examining

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

The Dean/Head/Secretary of the Study Program can get examination points if the person concerned is included in the examining team. The Dean/Head/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 sessions is part of the main duties and functions of the Dean/Head/Secretary of the Study Program.

The process of examining a dissertation/thesis/final report can go through several stages, but the examination activities that fall into the category of performance incentives are examination activities during the implementation of the final project/thesis/dissertation defense session. Thus, when giving an examination assignment, the Head/Secretary of the Study Program needs to consider that the implementation of examination in the research proposal examination process (Undergraduate/Graduate/Postgraduate), dissertation manuscript examination (Postgraduate), and the final project/thesis/dissertation defense session is carried out by the same examiners.

Units of Points for Examining are as follows:

Table 6.5
Units of Points for Examining final project/thesis/dissertation

No.	Activity	Unit	Point
1	Examining Undergraduate/Diploma Students	4 Student	27
2	Examining Graduate Students	Student	54
3	Examining Postgraduate Students	Student	122

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

1. Attaching the letter of assignment;
2. Attending the examination activity;
3. Presenting Scores.

6.1.4 UNITS OF POINTS FOR SUPERVISING STUDENT CREATIVITY PROGRAMS (PKM)

The units of points for supervising PKM are as follows:

Table 6.6
Units of Points for Supervising Student Creativity Programs (PKM)

No.	Activity	Unit	Point per supervisor team
1	Supervising PKM – Preparing proposal until uploading it	Team	50
2	Supervising PKM – Passed proposals are funded by Dikti until LPJ	Team	100
3	Supervising PKM – Selection at Pimnas	Team	200
4	Supervising PKM – Winning Gold Medals	Team	1,500
5	Supervising PKM – Winning Silver Medals	Team	500
6	Supervising PKM – Winnning Bronze Medals	Team	200

At the end of a semester, the performance achievements in supervising PKM will be evaluated so that the maximum PKM supervising points are achieved if the supervisor meets the following criteria:

1. Attaching the letter of assignment;
2. Supervising PKM;
3. Submitting the activity report; and
4. The team wins medals in a competition.

6.1.5 UNITS OF POINTS FOR SUPERVISING STUDENT ACTIVITIES

The scope of student activities in this guideline is all student activities issued by the Directorate of Learning and Student Affairs, Ministry of Education, Culture, Research and Technology, as follows:

1. Development of reasoning and creativity
2. Entrepreneurship
3. Development of interests and talents
4. Cultivation of mentality, spirit, and insight of nationalism/defending the country

Units of points for supervising student activities in academic activities and development of interests and talents are as follows:

Table 6.7
Units of Points for Supervising Student Activities

No.	Activity	Unit	Point per supervisor team pembimbing
1	Supervising Student Activities	Team/Semester	41
2	Supervisor for a Team Winning the 1st Place in the National Level	Team/Semester	1,000
3	Supervisor for a Team Winning the 2nd Place in the National Level	Team/Semester	500
4	Supervisor for a Team Winning the 3rd Place in the National Level	Team/Semester	250
5	Supervisor for a Team Winning the 1st Place in the International Level	Team/Semester	1,500
6	Supervisor for a Team Winning the 1st Place in the International Level	Team/Semester	700
7	Supervisor for a Team Winning the 1st Place in the International Level	Team/Semester	500

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

1. Attaching the letter of assignment;
2. Supervising student activities; and
3. Submitting the activity report.
4. The team wins medals/certificates in a competition.
5. If the supervisor consists of a supervisor team, then the points are divided among the members of the supervisor team.

6.1.6 UNITS OF POINTS FOR GUARDIAN LECTURERS

The units of points for guardian lecturers are as follows:

Table 6.8
Units of Points for Guardian Lecturers

No.	Activity	Unit	Point
1	Guardian Lecturer	Mahasiswa	2

At the end of a semester, the performance achievements of the Guardian Lecturer will be evaluated so that the maximum points for Guardian Lecturer are maximized if

the Lecturer meets the criterion of carrying out the guardianship process at least one meeting in one semester.

6.1.7 UNITS OF POINTS FOR SUPERVISING ACADEMIC ACHIEVEMENTS OF LECTURERS WITH LOWER POSITION GRADES

Supervising academic achievements of lecturers with lower position grades include the course supervisor lecturers who provide supervision to members of the course supporting lecturers with position grades lower than theirs. The point units are as follows:

Table 6.9

Units of Points for Supervising Academic Achievements of Lecturers with Lower Position Grades

No	Activity	Unit	Point
1	Supervising Academic Achievements of Lecturers with Lower Position Grades	Semester	16

6.2 UNITS OF POINTS FOR CONDUCTING RESEARCH

6.2.1 UNITS OF POINTS FOR PRODUCING SCIENTIFIC WORKS

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

Table 6.10

Units of Points for Producing Scientific Works

No.	Activity	Unit	Point
Scientific Articles in Reputable International Journals			
1	Top 10% Web of Science IF percentile (First Author)	work	9,228 IDR90,000,000
2	Top 10% Web of Science IF percentile (Co-author)	work	6,152 IDR60,000,000/number of Co-author
3	Top 10%-20% Web of Science IF percentile (First Author)	work	6,921 IDR68,000,000
4	Top 10%-20% Web of Science IF percentile (Co-author)	work	4,614 IDR45,000,000 /number of Co-author

No.	Activity	Unit	Point
<p>Scientific articles Numbers 1-4 will be appreciated through separate submissions outside of the remuneration scheme which is paid all at once (provided that the mandatory performance of research activities must be in accordance with the BKD at each grade of academic position).</p>			
<p>Scientific Articles in International Journals</p>			
5	Scopus Q1 or Top 20%-30% Web of Science IF percentile (First Author)	work	2,628
6	Scopus Q1 or Top 20%-30% Web of Science IF percentile (Co-author)	work	1,752
7	Scopus Q2 or Top 30%-50% Web of Science IF percentile (First Author)	work	1,774
8	Scopus Q2 or Top 30%-50% Web of Science IF percentile (Co-author)	work	1,183
9	Scopus Q3 or Web of Science IF percentile of less than 50% (First Author)	work	1,205
10	Scopus Q3 or Web of Science IF percentile of less than 50% (Co-author)	work	803
11	Scopus Q4 (First Author)	work	964
12	Scopus Q4 (Co-author)	work	642
13	International Journals indexed at moderately reputable institutions* (First Author)	work	438
14	International Journals indexed at moderately reputable institutions* (Co-author)	work	292
15	International Journals indexed at low-reputation institutions* (First Author)	work	362
16	International Journals indexed at low-reputation institutions* (Co-author)	work	244
<p>For scientific articles in the Q1-Q4 categories that have foreign collaborators, the authors will get additional 20% points by filling in data when reporting the realization of research performance.</p>			
<p>Scientific Articles in National Journals</p>			
1	National Journals Accredited SINTA 1 (First Author)	work	964
2	National Journals Accredited SINTA 1 (Co-author)	work	642
3	National Journals Accredited SINTA 2 (First Author)	work	730
4	National Journals Accredited SINTA 2 (Co-author)	work	487
5	National Journals Accredited SINTA 3 or SINTA 4 (First Author)	work	329
6	National Journals Accredited SINTA 3 or SINTA 4 (Co-author)	work	219

No.	Activity	Unit	Point
7	National Journals Accredited SINTA 5 or SINTA 6 (First Author)	work	292
8	National Journals Accredited SINTA 5 or SINTA 6 (Co-author)	work	195
9	Journals with ISSN not Registered at SINTA (First Autho)	work	183
10	Journals with ISSN not Registered at SINTA (Co-author)	work	122
Scientific Articles on Seminar Proceedings			
1	Scopus Indexed International Proceedings** (First Author)	work	438
2	Scopus Indexed International Proceedings** (Co-author)	work	292
Books and Monographs			
1	International Books (published and circulated in at least 3 countries)(First Author)	work	1,095
2	International Books (published and circulated in at least 3 countries)(Co-author)	work	730
3	Reference Books and Textbooks** (First Author)	work	475
4	Reference Books and Textbooks** (Co-author)	work	365
5	International Book Chapters** (shared among team members)	work	584
Recognition That Influences Public Policy Making			
1	Opinion Articles on International Mass Media (First Author)	work	264
2	Opinion Articles on National Mass Media (First Author)	work	176
3	Opinion Articles on Local Mass Media (First Author)	work	88

Information:

*: In accordance with the category of reputable indexers in the Scientific Publication Guidelines, which are stipulated by the Ministry of Education, Culture, Research, and Technology via the SINTA page.

** : In accordance with the definition in the Scientific Publication Guidelines, which are stipulated by the Ministry of Education, Culture, Research, and Technology via the SINTA page.

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

For international journals that are included in the list of journals whose reputation is doubted by the Ministry of Education, Culture, Research, and Technology in the calculation of the KUM score for promotion (pak.kemdikbud.go.id), the points are equated with international journals indexed at low-reputation institutions.

For the manufacture of KKID that includes the Top Web of Science IF percentile, it will be recorded and calculated as Scopus Q1 in the contract. Meanwhile, the payment for achievement output of Top Web of Science IF percentile research will be made after it is proven that the article in question was published in the journal, and is treated as a realization.

The Q (Quartiles) and IF (Impact Factor) that are used as references are Scopus Q (can be seen on www.scopus.com) and Web of Science IF (can be seen on www.jcr.clarivate.com) which are last released during the verification of performance realization each semester.

Articles published in the proceedings that specifically publish articles from the results of scientific conferences will still be recognized as Scopus indexed international proceedings even though these proceedings have Scopus Q (quartiles).

Points for Co-authors will be divided among the number of Co-authors in each submitted work.

For Opinion Articles in Local Mass Media, the maximum number is 3 (three) articles per semester, while for Opinion Articles in National Mass Media, the maximum number is 5 (five) articles per semester.

6.2.2 UNITS OF POINTS FOR TRANSLATING/LOCALIZING SCIENTIFIC BOOKS AND EDITING SCIENTIFIC WORKS

The units of points for lecturers who translate/localize scientific books and edit scientific works are as follows:

Table 6.11

Units of Points for Translating/Localizing/Editing Scientific Works

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

At the end of a semester, the performance achievements in producing scientific work will be evaluated so that points for producing scientific work are achieved if the lecturer attaches proof of scientific books that have been translated/localized or scientific works that have been edited. The scientific book must have been published and obtained ISBN (can be seen on the National Library database) from Unpad Press publisher or other publishers registered with IKAPI (can be seen on the IKAPI website), and the author must have submitted 1 copy to the central library. Points for Co-authors will be divided among the number of Co-authors in each submitted work.

6.2.3 MAKING PLANS AND PATENTED TECHNOLOGY WORKS

The units of points for making plans and patented technology works are as follows:

Table 6.12

Units of Points for Making Plans and Patented Technology Works

No.	Activity	Unit	Point
1	Granted International Patent (lead designer)	Work	584
2	Granted International Patent (co-designer)	Work	389
3	Submitted International Patent (lead designer)	Work	438
4	Submitted International Patent (co-designer)	Work	292
5	Granted National Patent (lead designer)	Work	730
6	Granted National Patent (co-designer)	Work	438
7	Submitted National Patent (lead designer)	Work	438
8	Submitted National Patent (co-designer)	Work	292
9	Granted International Copyright (lead designer)	Work	438
10	Granted International Copyright (co-designer)	Work	292
11	Granted National Copyright (lead designer)	Work	146

12	Granted National Copyright (co-designer)	Work	91
13	Granted International Brand (lead designer)	Work	329
14	Granted International Brand (co-designer)	Work	219
15	Granted National Brand (lead designer)	Work	219
16	Granted National Brand (co-designer)	Work	146
17	Granted Plant Variety (lead designer)	Work	219
18	Granted Plant Variety (co-designer)	Work	146
19	Appropriate Technology (AT) Prototype (lead designer)	Work	439
20	Appropriate Technology (AT) Prototype (co-designer)	Work	292

- a. At the end of a semester, the performance achievements in making plans and patented technology works will be evaluated, and points will be achieved if the Lecturer attaches proof of Intellectual Property Rights (IPR), namely a certificate from the Directorate General of Intellectual Property, Ministry of Law and Human Rights of the Republic of Indonesia or the Intellectual Property office in the country where the IP is registered.
- b. Proof of national or international patents with submitted status which is attached is a letter of notification stating that the formality requirements have been fulfilled from the Directorate General of Intellectual Property, Ministry of Law and Human Rights of the Republic of Indonesia or the patent office in the country where the patent is registered.
- c. Appropriate Technology (AT) is technology created to meet the needs of life or improve the quality of human life, and can have an economic value. Before being registered to earn points, the resulting AT prototype must be registered and verified by the Directorate of Innovation and Corporations of Unpad.
- d. Points for co-designers will be divided among the number of co-designers in each submitted work.
- e. For National Copyrights, either as Lead Designer or Co-designer, the maximum number is 3 (three) copyrights per semester.

6.3 SUPPORTING LECTURER ACADEMIC ACTIVITIES

The units of points for supporting lecturer academic activities are as follows:

Table 6.13

Units of Points for Supporting Lecturer Academic Activities

No.	Activity	Unit	Point
1	Chairperson of the Committee for a Study Program Level Activity	Activity	46

No.	Activity	Unit	Point
2	Chairperson of the Committee for a Faculty Level Activity	Activity	91
3	Chairperson of the Committee for a University Level Activity	Activity	137
4	Member of the Committee for a Study Program Level Activity	Activity	18
5	Member of the Committee for a Faculty Level Activity	Activity	37
6	Member of the Committee for a University Level Activity	Activity	55
7	Chairperson of the Committee for a National Level Seminar/Congress/Workshop	Activity	122
8	Chairperson of the Committee for a International Level Seminar/Congress/Workshop	Activity	183
9	Member of the Committee for a National Level Seminar/Congress/Workshop	Activity	49
10	Member of the Committee for a International Level Seminar/Congress/Workshop	Activity	61
11	Study Program Level Ad Hoc Team	Team/Output	973
12	Faculty Level Ad Hoc Team	Team/Output	1,460
13	University Level Ad Hoc Team	Team/Output	1,947
14	Source Person at an Activity Organized by Unpad (University Level)	Activity	81
15	Source Person at an Activity Organized by Unpad (Faculty Level)	Activity	61
16	Preparation of Academic Supporting Output for the Council of Professors	Output/person	81
17	Preparation of Academic Supporting Output for Faculty Senate	Output/person	81
18	Preparation of Academic Supporting Output for University Senate	Output/person	81
19	Proofreader at the manuscript clinic	Work	153
20	Accreditation Reviewer in Unpad	Output	91
21	National Journal Reviewer in Unpad	Article	27
22	International Journal Reviewer in Unpad	Article	46
23	Research Ethics Committee Reviewer	Proposal	15

No.	Activity	Unit	Point
24	Research Proposal Reviewer (University Decree)	Proposal	27
25	Reviewer of Scopus Indexed Proceedings for Scientific Seminars Organized by Unpad	Article	27
26	Book Reviewer/Eligibility Assessor	Book Manuscript	91
27	University-level PKM Proposal Reviewer	Proposal	15
28	Academic Promotion Reviewer (Assistant Professor to Associate Professor)(University Decree)	Proposal	27
The reviewers for promotion to Academic Position of Professor follow the mechanism for giving bonuses stipulated in a separate Rector Decree.			
29	Tutor at the manuscript clinic	Work	153
30	Interviewer of Prospective Graduate/Postgraduate Students	Member	13
31	Head of the University Lecturer Certification Team	Contract/Semester	156
32	Member of the University Lecturer Certification Team	Contract/Semester	62
33	SPI/SPM Auditor	Output	91
34	Editor of Scopus Indexed Proceedings for Scientific Seminars Organized by Unpad	Proceeding	183
35	Editor of SINTA 1 Journals Published by Unpad	Journal	584
36	Editor of SINTA 2 Journals Published by Unpad	Journal	438
37	Editor of SINTA 3 and SINTA 4 Journals Published by Unpad	Journal	219
38	Editor of SINTA 5 and SINTA 6 Journals Published by Unpad	Journal	151
39	Editor of SINTA Unindexed Journals Published by Unpad	Journal	91

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

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

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

1. Attaching the letter of assignment; and
2. Submitting activity/work result reports.

The total achievement points for supporting activities are a maximum of 500 points.

6.4 ADDITIONAL DUTIES SUPPORTING *TRIDHARMA*

Lecturers with additional duties as managers of activities supporting *tridharma* activities have fair performance scores per semester that are adjusted to their duties, functions, and responsibilities, while the units of point for lecturers with additional duties are as follows:

Table 6.14

Unit of Points for Supporting Additional Duties

No.	Supporting Additional Duty	Maximum Point for Additional Duty
1	Head of the Center of Excellence Head of the Research Ethics Commission Head of the IPR Service Unit	1,348
2	Secretary of the Research Ethics Commission	1,213
3	Head of the Research Center	1,123
4	Head of the Study Center	1,011
5	Head of Laboratory/Studio	1,006

At the end of a semester, the performance achievements of Lecturers with additional duties will be evaluated. Realization of the percentage of the achievements of Lecturers with additional duties in the table above is the maximum value, which is calculated through an assessment mechanism from the Head of Work Unit as an assessor. Especially for additional duty as the Head of the Center of Excellence, it is evaluated by the Directorate of Innovation and Corporations, while the Head of the Research Center and Head of the Study Center are evaluated by the Directorate of Research and Community Service every year.

CHAPTER VII

CLOSING

The Universitas Padjadjaran Remuneration Guidelines were prepared to give appreciation for the performance of Managers, Lecturers, and Education Staff to be able to achieve the IKU/IKK targets of Universitas Padjadjaran.

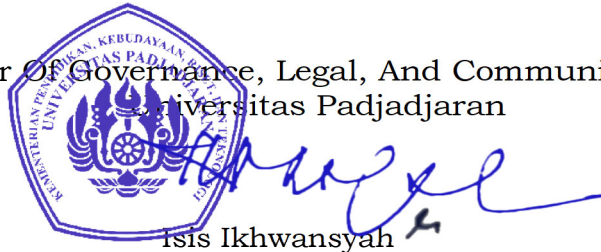
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RINA INDIASTUTI

Director Of Governance, Legal, And Communication Of
Universitas Padjadjaran



Isis Ikhwansyah