



財團法人

台灣兒童暨家庭扶助基金會

Taiwan Fund for Children and Families

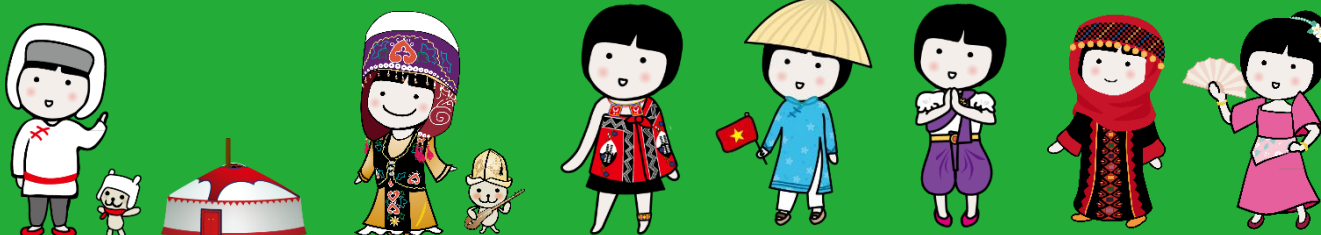
# Taiwan Fund for Children and Families

## 2023 RESPONSE LETTER



**Accountable  
Now**

GLOBAL STANDARDS  
LOCAL TRUST



*All because of you*

Dear Members of the Independent Review Panel,

First, I would like to express my sincere gratitude for your hard work. Reviewing the reports from the members is never an easy task, and your dedication to providing thorough and constructive evaluations is deeply appreciated. I also sincerely appreciate the new reporting model implemented which has not only allowed us to focus more on our core questions, but also significantly alleviated our stress and reduced the time required to prepare the annual report.

As we work towards continuous improvement, your insights and feedback are invaluable in guiding our future endeavors. We also thank you for your appreciation of our practices. We are committed to enhancing accountability and supporting our staff, especially during challenging times. In response to the Panel's recommendations concerning our report, we would like to share our responses as follows:

#1: In our next report, as Panel's feedback, we will include details on how other stakeholders, particularly the children and families TFCF serves, have been involved in receiving and validating these results.

#2: It is important to listen to our stakeholders. As internal stakeholders, our staffs, their voices are encouraged during the director's annual visits, labor-management meetings and any other channels. This process ensures that we listen to employees' needs and voices and provide appropriate responses and adjustments through multi-lateral communications to meet their needs, such as, salaries and flexible working hours, etc.

#3: Our organization has a comprehensive training system for both management personnel and staff. Recently, we finalized an "Management Incompetence Improvement Procedure" to address Executive level personnel who do not meet our standards. In our next report, we will provide further details on the channels available for stakeholders to file complaints and how we process those complaints.

#4: We are grateful that our dynamic approach to accountability is recognized as a good practice, and we will continue to pursue this

direction. Our organization maintains a gender-neutral salary structure that differentiates pay primarily based on expertise, education level, experience, and certifications, rather than gender.

#5: TFCF indeed lacks a mechanism for making major policy changes based on feedback from stakeholders in different countries and it will be taken into consideration in the future.

Action Plan: Regarding the questions about our Fishing Pole Program, we would like to share some of our research findings to address them. For detailed information, please refer to the responses in the "action plan" section below.

We look forward to your continued feedback as we implement these responses, as your expertise is invaluable in shaping our approach. Your feedback not only inspire us but also provide a clear pathway for improvement. Thank you once again for your ongoing support in helping us make the positive changes ahead.



Rick Chou  
CEO  
Taiwan Fund for Children and Families

December 2024

## TFCF Responses to Panels' Feedback

### Core Questions

2

#### Panel's Feedback:

- **Change in salary and promotion structure:** How the organisation has discussed these changes with staff and whether feedback from staff also informed these changes.
- **Alternative care services:** How these key programmatic changes may affect the accountability process within the organisation. For example, would these activities lead to TFCF investing more in staff capacities? Is TFCF shifting its MEAL system to accommodate new programmes? Is TFCF adapting organisational programmatic policies/guidance as a result?

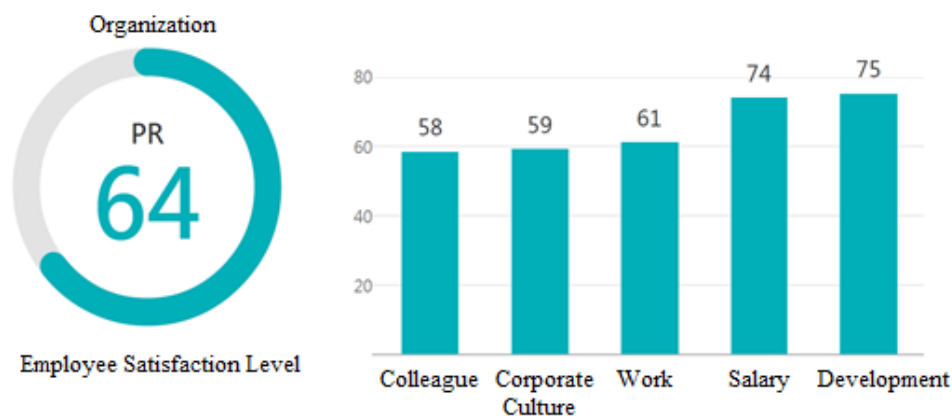
#### TFCF's Reply:

We have been actively arranging "communication forums" across the nation to listen to employees' thoughts and suggestions. Following these forums, relevant data were organized, and core management members were invited to look into the issues and participate in brainstorming discussions. The adjustments made to salary and promotion structures were based on the feedback received from employees.

Additionally, all measures and policies made by the headquarters are thoroughly discussed and consensus is reached between headquarters and branch offices through national management meetings. The directors of branch offices then communicate closely with employees at the offices. Each branch office also conducts quarterly "Labor-Management Meetings," allowing employees to fully express their opinions and ideas. During these meetings, both parties engage in direct and efficient communication. Issues that cannot reach a consensus in the labor-management meetings are forwarded to the headquarters for discussion. This process ensures that we listen to employees' needs and voices and respond appropriately.

Between July and August 2024, the Human Resources Division

conducted a survey sampling social workers with 3-5 years of job tenure. Comparing to the social welfare service industry, the employee satisfaction level was rated at PR64, indicating that our employees are more satisfied than those in the same industry. Several key aspects showed PR values as illustrated in the accompanying chart. The data reveal that the three highest satisfaction areas for employees were "development," "salary," and "work," all of which correlate with the salary adjustments and promotion structure changes in 2024. This demonstrates that these policies resonate with employees and significantly contribute to their retention.



In the future, we will continue to listen to employees' opinions and make adjustment based on their needs. We will strengthen internal communication to ensure that every employee could have his/her voice heard. Additionally, we will regularly hold exchange meetings to promote better teamwork, ensuring that every employee's voice is valued and addressed.

In response to how the alternative care system might affect the accountability processes within the organization, we would like to break down as follows:

1. **Professional Services** – Provide more detailed services to our assisted families and children, leading to improved service outcomes. For example:
  - (a) Family treatment plan involves enhancing the connection and service integration between placement programs for children/youth and their original families. This approach

	<p>aims to repair parent-child relationships and ensure a smooth reintegration for placed children into their homes.</p> <p>(b) Include the recruitment of foster families as one of the evaluation indicators for each branch office.</p> <p>(c) Hold meetings for the "Alternative Care Services Task Force" to discuss topics related to policies, systems, and services.</p> <ol style="list-style-type: none"> <li>2. <b>Employee Training:</b> Arrange different training courses based on employees' years of service.</li> <li>3. <b>Facility Repairs:</b> Ensure our placement facilities offer a space to prepare placed children to be self-reliant.</li> <li>4. <b>Advocacy Work:</b> Recommend that the government establishes medical and care facilities for children with disabilities in placement and increase available beds to alleviate the current burden on foster families.</li> </ol>
3	<p><b>Panel's Feedback:</b></p> <ul style="list-style-type: none"> <li>• <b>Management training:</b> An additional long-term step/area that TFCF may want to leverage is to provide further training to managerial staff on human resource development and leadership to ensure that staff are well-equipped to enact their roles.</li> <li>• <b>Identifying problems early:</b> How TFCF as a whole has improved due to the range of incidents being reported each year? What steps has the organisation put in place to identify these issues early on and prevent them from happening again?</li> </ul> <p><b>TFCF's Reply:</b></p> <p>Our organization has a comprehensive training system for management personnel, including supervisor's promotional training given immediately after being promoted to supervisory roles, beginner- and advanced-level supervisory training, group supervision training, elite talent training, specialized training for directors, and self-managed learning program for directors. In addition to learning in their professional fields, these programs also incorporate courses on management skills. The goal is to equip leaders with the techniques and practices of management, enabling them to respond appropriately and proactively to various</p>

situations with employees on the ground.

Furthermore, in recent years, our organization has gradually completed the “Management Incompetence Improvement Procedure”. This procedure includes: Conduct an objective and reasonable evaluation. → Provide opportunities for improvements. → Offer educational trainings or counseling. → Transfer to a suitable work position. → Send a legal termination notification.

When the organization receives complaints from employees about management level, an investigation team will be organized to understand the perspectives of both the complainant and the accused. If there are indeed specific instances of inappropriate behavior, the mechanism mentioned above will be applied to provide observation and improvement opportunities for the director/supervisor. Only when the counseling procedure fails will there be a dismissal due to incompetence.

4

#### **Panel’s Feedback:**

**Regular salary structure revision, promotion pathway socialization, and salary equity:** The Panel recommends that the salary and incentive structure be revised every 2-3 years to ensure that they are reflective of market rates; additionally, it may be useful to clarify and widely socialise any promotion or progression pathway with the staff body (if this is not done already), as staff may want to know how they can advance in the structure. We furthermore encourage TFCF to carry out gender or general salary equity analysis (again, if not being done already) to consider if there’s any gap that could be bridged.

#### **TFCF’s Reply:**

TFCF issues formal documents regarding salary adjustments and promotions to ensure that all employees are informed. Each employee can access relevant policies and regulations by logging in their e-document system. Additionally, during various meetings such as labor-management meetings, work meetings, and the annual visits of the headquarters to each branch office, new policies are communicated, ensuring that information is

	<p>comprehensive and transparent. In recent years, Taiwan has raised the minimum wage multiple times. TFCF has also closely monitored salary adjustments for military, civil, and educational personnel in Taiwan, as well as trends in consumer price fluctuations, in order to promptly propose corresponding strategies.</p> <p>Our organization maintains a gender-neutral salary structure, primarily differentiating pay based on professional field, education, experience, and certifications, rather than gender. This is consistent with practices in our overseas branch offices as well.</p>
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5	<p><b>Panel's Feedback:</b></p> <p><b>Policy impact through partner feedback:</b> There is scope to include more information about whether feedback from these partners has directly affected policy change at Head Quarters and to consider where are some areas for the organisation to better develop and pad out its accountability practices to partners more holistically - beyond the anecdotal examples.</p> <p><b>TFCF's Reply:</b></p> <p>TFCF indeed lacks a mechanism for making overall policy changes based on feedback from stakeholders in different countries. This is primarily because each overseas branch office has significant flexibility and autonomy to respond to the needs and opinions of their respective stakeholders. Nonetheless, the headquarters may create a unified system for gathering feedback, which would help integrate diverse perspectives and improve overall strategies. It will be taken into consideration in the future.</p>
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Action Plan		
1	<b>Action</b>	Youth Capacity Building: TFCF Fishing Pole Program
	<b>Panel's Feedback</b>	<p>While there will be a lot of engagement and surveys during and immediately after the programme, will participants' long-term perception of the impact of the programme on their life be tracked and measured? If so, how will this be carried out? And how are learnings from this programme feeding into other</p>



		<b>programmes?</b>
	<b>TFCF's Reply</b>	<p>We have been conducting follow-up researches on the benefits and impacts of the Youth Capacity Building Program (Fishing Pole Program) since 2005. This program demonstrates a continuous commitment to research along a timeline, gathering feedback and perspectives from service users. This approach allows for an assessment of the program's long-term benefits and facilitates timely adjustments to the program as needed.</p> <p>Some of the researches have been published by Community Development Journal (Quarterly), Taiwanese Journal of Social Welfare, Financial Social Work and Poverty Studies, etc. We will share some of our research findings below in response to the Panel's questions.</p> <div data-bbox="515 987 1329 1227"> <p>Year 2015: <a href="#">From Effectiveness Evaluation to Narrative Experience: Discussion on the Meaning of Service User Participation in the Taiwan Fund for Children and Families Youth Capacity Building Program</a> (in Chinese)</p> </div> <p>Summary:</p> <p>Through pre- and post-assessments, we understand the changes and program benefits for participants from July 2013 to August 2014. In addition, through the self-narrative of a former program participant who has become self-sufficient, we can gain a deeper understanding of the meaning of "participation" for service users. This includes how young people can truly gain empowerment through participation, achieve a better integration of self-concept, discover their potential strengths, and develop a capacity to better respond to future life challenges.</p> <div data-bbox="515 1933 1329 2018"> <p>Year 2018: <a href="#">Asset Effects and the Path out of Poverty: A Case Study of the Youth Capacity Building Program</a></p> </div>

	<p><a href="#">by the South Kaohsiung Department of Taiwan Fund for Children and Families</a></p> <p>Summary:</p> <p>Interviews were conducted with members of the first session (July 2005 - August 2006) to explore how the Program at our Southern Kaohsiung Branch Office assisted those program participants in poverty alleviation. Recommendations and feedback from those youth for program adjustments were also provided, focusing on aspects such as the scale and timeline of asset accumulation, the implementation of theoretical frameworks, and the program's overall positioning.</p> <p>Year 2023: <a href="#">Experiences of Taiwanese Young Adults from Socioeconomic Disadvantaged Backgrounds in a Capacity Approach Program</a></p> <p>Summary:</p> <p>Interviews were conducted with participants from 2013 to 2017 to understand how the program nurtured competencies such as teamwork, leadership, care, creativity, initiative, employability, and reflection. These competencies helped disadvantaged and impoverished youth contemplate their future directions, enhance their social skills, and face adversity with a positive attitude.</p> <p>Interviewees suggested that ongoing participatory service design should be promoted to enhance program effectiveness, and there should be a stronger focus on employability development. Finally, the study discusses the application of competency-oriented approaches in services for disadvantaged and impoverished youth, offering practical recommendations for competency development and employment support.</p>
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