行政院所屬各機關因公出國人員出國報告書
(出國類別：考察)

考察電信營運公司主管訓練規劃
出國報告書

服務機關：中華電信股份有限公司電信訓練所
出國人 職　　稱：講 師
　　　　姓　　名：洪 世 章

系統識別號:C09200630

公 務 出 國 報 告 提 要

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報告名稱:
> 「考察電信營運公司主管訓練規劃」出國報告書

主辦機關:
> 中華電信訓練所

聯絡人／電話:
> 胡玲／02-29639282

出國人員:
> 洪世章 中華電信訓練所 主管儲訓中心 講師

出國類別: 考察

出國地區: 日本 美國

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分類號/目: H6／電信 H6／電信

關鍵詞: Assessment Center,Competency model

內容摘要: 摘 要此次奉派出國考察美國AT&T與日本NTT兩家電信營運公司之主管訓練規劃，茲將兩家公司之參訪行程分述如下：一、 本次參訪AT&T公司，其行程非常緊湊，二天的行程共安排了三場會議。首先，安排和AT&T整合人力資源計畫主持人Mr. Jerry Kehoe研討該公司人力發展計畫。接著，與前AT&T評鑑中心(Assessment Center)計畫負責人Ritchie博士討論AT&T主管評鑑計畫。最後，安排與AT&T人力整合策略與政策負責人Mr. Dick Fitzgerald會面，研討有關市場導向之工作評價與管理的議題。AT&T的人力發展計畫包括：1)管理/領導職能,2)技術/功能職能,及3)績效管理等內容，並有一套完整的評鑑與測試程序流程，來決定AT&T員工之進用與升遷。二、 本次參訪NTT行程，共安排了二場會議。上午由NTT全球事業處Shigeo Miyoshi簡介NTT通信公司概況，下午訪問NTT通信公司人力資源處，安排與Yukio處長與相關人員研討新人力訓練發展計畫及經營職層訓練發展計畫的議題。NTT人力訓練發展計畫，從基層員工到高層主管皆有詳細規定，由基礎訓練課程到CCS與CCP及CCL等認證，均有職層別的訓練與評鑑課程，且配合員工生涯規劃來相互運用，建構一套完整的人才培育制度。本人考察上述AT&T與NTT兩家電信營運公司之主管訓練規劃，深覺兩家公司皆能將其職能模式(Competency model)應用到該公司的人力資源管理與發展，頗值得借鏡學習。【關鍵語】Assessment Center、Competency model

本文電子檔已上傳至出國報告資訊網

摘　要

此次奉派出國考察美國 AT&T 與日本 NTT 兩家電信營運公司之主管訓練規劃，茲將兩家公司之參訪行程分述如下：

一、 本次參訪 AT&T 公司，其行程非常緊湊，二天的行程共安排了三場會議。首先，安排和 AT&T 整合人力資源計畫主持人 Mr. Jerry Kehoe 研討該公司人力發展計畫。接著，與前 AT&T 評鑑中心(Assessment Center)計畫負責人 Ritchie 博士討論 AT&T 主管評鑑計畫。最後，安排與 AT&T 人力整合策略與政策負責人 Mr. Dick Fitzgerald 會面，研討有關市場導向之工作評價與管理的議題。AT&T 的人力發展計畫包括：1)管理/領導職能,2)技術/功能職能,及 3)績效管理等內容,並有一套完整的評鑑與測試程序流程，來決定 AT&T 員工之進用與升遷。

二、 本次參訪 NTT 行程，共安排了二場會議。上午由 NTT 全球事業處 Shigeo Miyoshi 簡介 NTT 通信公司概況，下午訪問 NTT 通信公司人力資源處，安排與 Yukio 處長與相關人員研討新人力訓練發展計畫及經營職層訓練發展計畫的議題。NTT 人力訓練發展計畫，從基層員工到高層主管皆有詳細規定，由基礎訓練課程到 CCS 與 CCP 及 CCL 等認證，均有職層別的訓練與評鑑課程，且配合員工生涯規劃來相互運用，建構一套完整的人才培育制度。

本人考察上述 AT&T 與 NTT 兩家電信營運公司之主管訓練規劃，深覺兩家公司皆能將其職能模式(Competency model)應用到該公司的人力資源管理與發展，頗值得借鏡學習。

【關鍵語】Assessment Center、Competency model

目 錄

一、前言

職奉派考察美國 AT&T 與日本 NTT 兩家電信營運公司之主管訓練規劃，茲將兩處參訪行程分述如下：

(一)訪問 AT&T

(1)十一月四日上午參觀拜訪活動由 AT&T 公關負責人 Ms. Jackie Robb 及整合人力資源計畫主持人 Mr. Jerry Kehoe 負責接待，簡介 AT&T 人力發展計畫 (People Development Programs)，隨即進行座談。

(2)原訂十一月四日下午與前 AT&T 主管評鑑計畫負責人 Professor Richard J. Ritchie 之會面，因故延至晚上才與 Ritchie 博士討論 AT&T 主管評鑑計畫(Leadership Assessment Programs)。

(3)十一月五日上午還是由 Ms. Jackie Robb 陪同前往 AT&T 總部，與 AT&T 人力整合策略與政策負責人 Mr. Dick Fitzgerald 會面，研討工作評價與管理(Job Family Assessment and Management)。

(4)十一月五日晚上即搭機轉往日本 NTT。

(二)訪問 NTT

(1)十一月八日上午訪問 NTT 通信公司，由全球事業處 Shigeo Miyoshi 負責接待，簡介 NTT 通信公司，隨即進行座談。

(2)十一月八日下午訪問 NTT 人力資源處，由 Yukio 處長親自接待，並由 Miyuki 部長簡介 NTT 新人力訓練發展計畫(New Scheme of Personnel Training)及經營職

層訓練發展計畫(The Executives Training Scheme)，隨即進行座談。

二、考察AT&T公司主管訓練規劃

本次參訪 AT&T 活動，係透過 AT&T 駐台代表葉處長的協助與安排，其行程非常緊湊，二天的行程共安排了三場會議。首先，安排和 AT&T 整合人力資源計畫主持人 Mr. Jerry Kehoe 研討該公司人力發展計畫。接著，與前 AT&T 主管評鑑計畫負責人 Ritchie 博士討論 AT&T 主管評鑑計畫。最後，安排與 AT&T 人力整合策略與政策負責人 Mr. Dick Fitzgerald 會面，研討有關市場導向之工作評價與管理的議題。茲將以上三場會議主要研討內容分述如下：

（一）人力發展計畫

AT&T 的人力發展計畫包括：1)管理／領導職能(Management – Leadership Competencies), 2)技術/功能職能(Technical-Functional Competencies), 3)績效管理(Performance Management)等內容,並有一套完整的評鑑與測試程序(Assessment and Testing Processes)來決定 AT&T 員工之進用與升遷，茲將內容分述如下：

1.AT&T 管理／領導職能

(1) 領導職能(Leadership Competencies)

✓ Builds Alignment

✓ Establishes Direction

✓ Empowers Others

✓ Thinks Strategically

(2) 管理/領導職能 (Management Competencies)

✓ Plans Proactively

✓ Communicates Openly

✓ Implements With Excellence

✓ Enables Individual and Team Effectiveness

(3) 個人特質 (Personal Competencies)

✓ Self-Awareness

✓ Openness to Learning

2 AT&T 技術/功能職能

Knowledge and Skills Specific to Position

3.AT&T 績效管理 (Performance Management)

(1) 績效評估 (Performance Appraisal)

◆ Annual Ratings Provided by Supervisor

● "What" – Objectives Accomplished

● "How" – Competencies Demonstrated

✓ Management – Leadership Competencies Important to Work

✓ Technical – Functional Competencies Important to Work

(2) 績效發展 (Performance Development)

◆ Annual Plan Developed by Employee and Supervisor

- Focus on Competencies Important for Current Position and for Progression
- Target Competencies Determine Development Courses and Experiences

4. 目前 AT&T 正式評鑑程序

(1)新進員工測試與面談(Employment Testing and Interviewing)

- Computerized/Paper-Pencil Tests of Cognitive Abilities and Job Knowledge
- Personality Inventories
- Work Simulation Exercises for Customer Service and Sales Skills
- Structured Interviews of Competencies and Experience

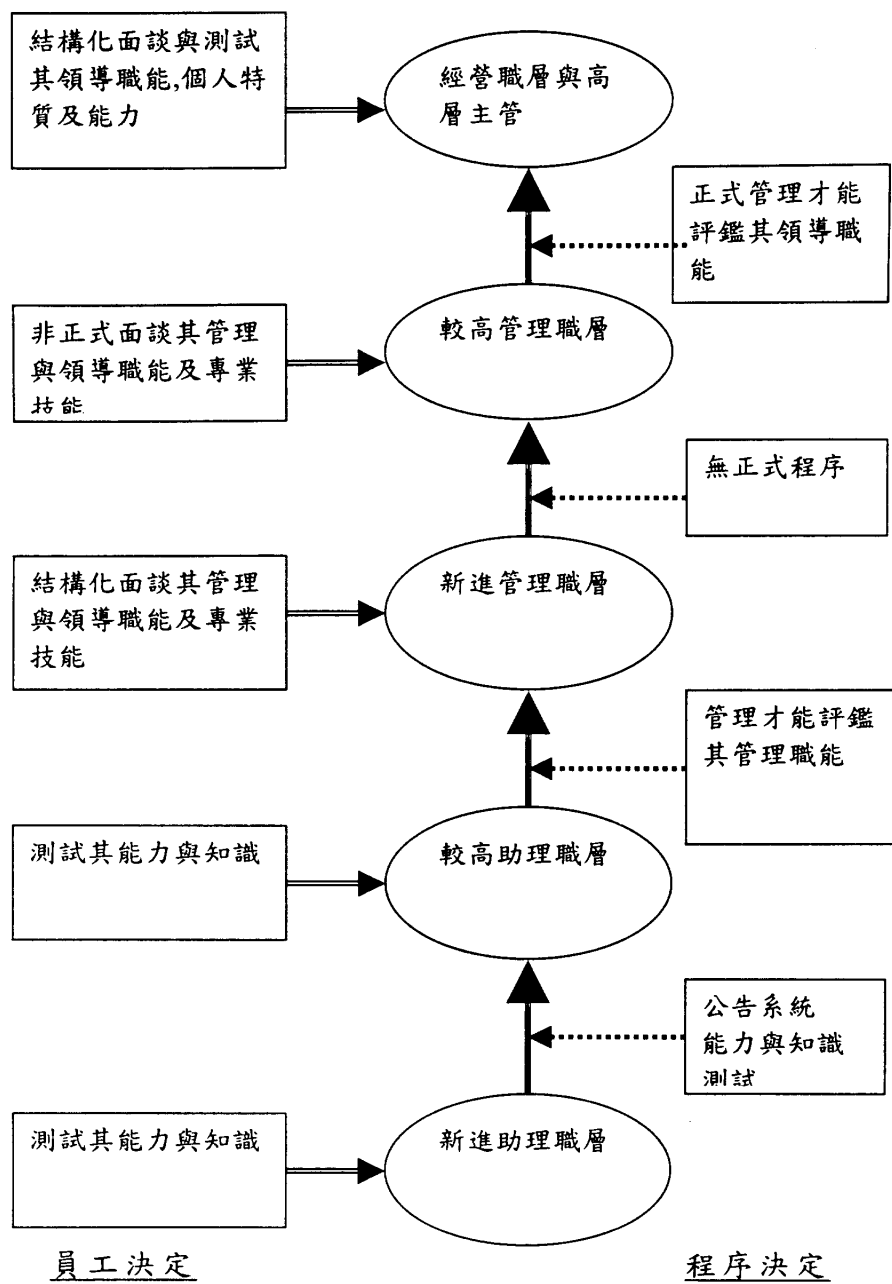(2) 助理職層升管理職層之進階訓練課程 (Associate –to –Management Advancement Program)

- In-Basket Test of Management Competencies
- Paper-Pencil Test of Cognitive Abilities
- Team Interview of Management Competencies

(3) 經營職層與高層主管評鑑訓練課程(Executive/Officer Assessment Program)

- Paper-Pencil Test of Cognitive Abilities
- Personality Inventories
- One-on-One Interview with Psychologist about Leadership Competencies

結構化面談與測試
其領導職能,個人特
質及能力 → 經營職層與高
層主管

正式管理才能
評鑑其領導職
能

非正式面談其管理
與領導職能及專業
技能 → 較高管理職層

無正式程序

結構化面談其管理
與領導職能及專業
技能 → 新進管理職層

管理才能評鑑
其管理職能

測試其能力與知識 → 較高助理職層

公告系統
能力與知識
測試

測試其能力與知識 → 新進助理職層

員工決定   程序決定

AT&T 員工升遷決定之評鑑與測試程序流程圖

（二）主管評鑑計畫

　1.發展沿革

　　　　評鑑中心的應用最早始於軍事用途，現在被廣泛運用的評鑑中心雛形始於 1974 年 AT&T Management Progress Study，這項研究針對於 1960 初期工作於貝爾電話公司(Bell Telephone)的儲備經理人展開長達 16 年的追蹤研究，不管是內部晉昇或是外聘擔任管理職務的經理人在任職之前都先經過評鑑中心的評估。Harvard Business Review 於 1970 年發表前八年的研究追蹤結果，這項研究的結果證明評鑑中心法在預測優秀經理人的有效性，現已超過 5,000 家企業使用評鑑中心法，茲將發展重點整理如下：

- Dr. Henry Murray, Harvard University
- World War II
- AT&T Management Progress Study 1956
- Operational Assessment Programs 1958 to present
- More than 5,000 Organizations use assessment centers

　2.評鑑目的

　　　　評鑑的主要目的：1)人力資源規劃(HR Plans)，2)訓練需求分析，3)自我評鑑(Individual Assess)等項，茲說明如下圖：
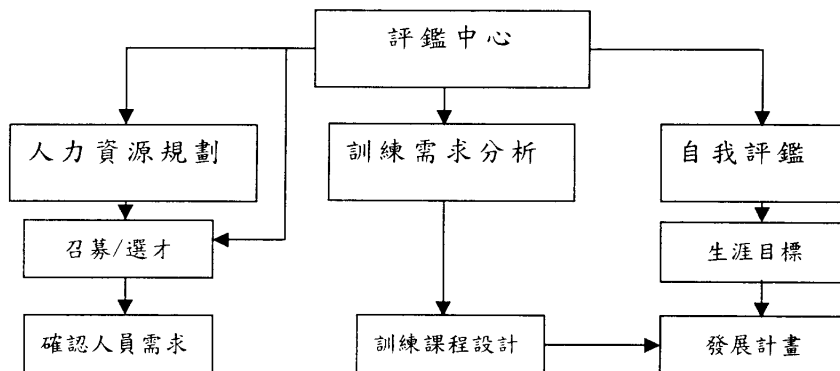
3. 作業流程

　　AT&T 評鑑中心作業共分七個階段，1)工作分析(Job analysis)，2)編撰教材(Creation of materials)，3)評鑑演練(Assessment Exercises)，4)評估回饋(Evaluation & Feedback)，5)訓練發展(Development Plan)，6)運作檢討(Operations Review)，7)程序更新(Program Update)。具下列幾項特色：

- Process Design Based on Through Job Analysis
- Variety of Techniques used To Provide Opportunities To Observe Job-Related Skills
- Behavior in Exercise Observed By Trained Staff
- Careful Evaluation Of Skills At End Of Process
- Objective Feedback Available To Management And Job Candidate

（三）工作評價與管理

1. 重新設計目標

- 將以前的職層(Bands)型態改為以工作型態為焦點。
- 確認個人的工作績效。
- 更明確的將市場的薪資水準與 AT&T 的工作相結合。
- 將主管的方式改為報酬管理。

2. 重新設計工作

- 有些職位/角色的其主要核心工作，與外界市場價值相似。

● 有些工作則屬 AT&T 專業特有工作如研發，有些則屬共通性質如財務、人力資源等。

角色是(Role Are)	角色並非(Role Are NOT)
● 包含多種工作與員工	● 對特定的個人
● 工作績效是焦點	● 列出特殊的責任與任務
● 包含各個職層的工作	● 只是某一職層/等級
● 動態的、有彈性的	● 固定、無法改變的

3.轉變

AT&T 以前為的職層(Bands)型態，分為 A1、A2、A3、A4、A5、B、C、D、等職層，現改為矩陣式的設計，並將職層(Broad Bands)改為工作職群(Job Family)如下表說明：

矩陣	階層 (Stage)					
主管 (Manager)	1	2	3	4	5	6
專業人員 (Professional Individual Contributor)	1	2	3	4	5	6
助理人員 (Associate Individual Contributor)	1	2	3	4		

職層(Broad Bands)	工作職群(Job Family
4000 工作職稱與編碼	40 工作職群，300 角色
每一工作模式有 2~3 頁的說明，但大部份係過時	對每一角色皆簡要說明
很多員工其職稱已過時	所有員工皆確認其角色
工作的層級就是職層 Band	工作的層級是矩陣/階層
職層的指定係依據因子評鑑或其他準則	階層的指定係依據標準評鑑與生涯規劃之矩陣表

4.實施

(1)確認與溝通計畫

● 與外界市場緊密連結

✓ 建立外界同級工作目標群，將 AT&T 視為一整體，並設定特定工作職群

✓ 透過調查收集市場報酬資訊

✓ 整理具競爭力的資訊

✓ 發展工作職群市場報酬指引

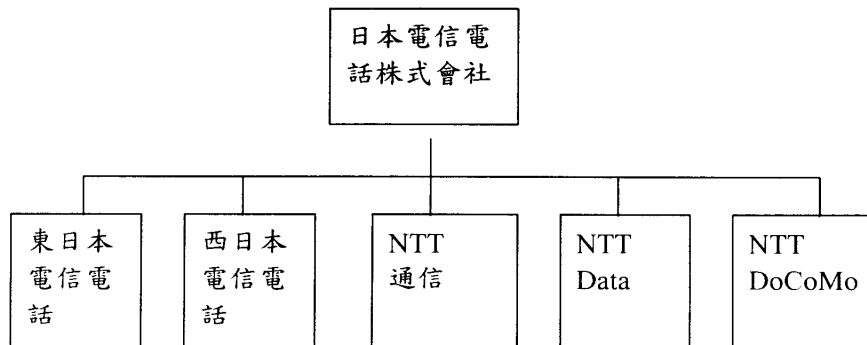● 使 AT&T 能經由企業功能達成目標報酬投資

(2)挑戰

● 訓練/溝通

● 更具體明確增加複雜度

● 系統支援與維護

三、考察 NTT 公司主管訓練規劃

　　本次參訪 NTT 行程，係透過 NTT 駐台辦事處協助與安排，共安排了二場會議。上午由 NTT 全球事業處 Shigeo Miyoshi 簡介 NTT 通信公司概況，下午訪問 NTT 人力資源處，安排與 Yukio 處長與相關人員研討新人力訓練發展計畫及經營職層訓練發展計畫的議題，茲將以上二場會議主要研討內容分述如下：
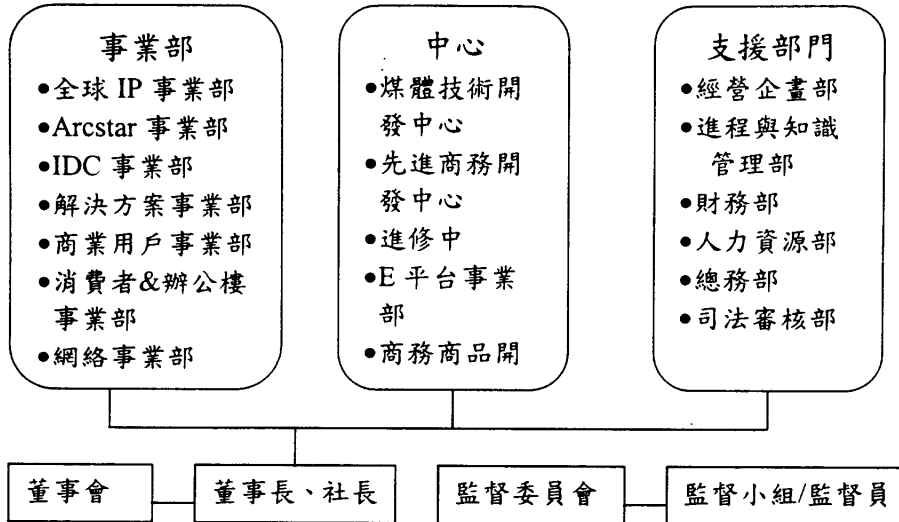
(一) NTT 通信公司簡介

1. NTT 集團

　　NTT 集團的結構係由日本電信電話株式會社為控股公司，包括東日本電信電話、西日本電信電話、NTT 通信 (Communications)、NTT Data 、NTT DoCoMo 等子公司。除下表外，直屬於控股公司，尚有 NTT Facilities、NTT 城市開發、NTT Leasing、NTT Software、 NTT 出版、 NTT Travel Services 等公司，可說是一多角化經營的公司。

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              ┌─────────────┐
              │ 日本電信電   │
              │ 話株式會社   │
              └──────┬──────┘
      ┌──────┬───────┼───────┬──────────┐
  ┌───┴──┐┌──┴───┐┌──┴──┐┌──┴──┐┌────┴───┐
  │東日本││西日本││ NTT ││ NTT ││  NTT   │
  │電信電││電信電││ 通信 ││ Data ││ DoCoMo │
  │ 話  ││ 話  │└─────┘└──────┘└────────┘
  └──────┘└──────┘
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2. NTT 通信公司組織結構

NTT 通信公司組織結構包括事業部、中心(Centers)及支援部門等單位，各單位工作內容如下圖：

事業部	中心	支援部門
●全球 IP 事業部 ●Arcstar 事業部 ●IDC 事業部 ●解決方案事業部 ●商業用戶事業部 ●消費者&辦公樓 事業部 ●網絡事業部	●煤體技術開 發中心 ●先進商務開 發中心 ●進修中 ●E 平台事業 部 ●商務商品開	●經營企畫部 ●進程與知識 管理部 ●財務部 ●人力資源部 ●總務部 ●司法審核部

董事會	董事長、社長	監督委員會	監督小組/監督員

(二)新人力訓練發展計畫

NTT 新人力訓練發展計畫包括:1)目的(Aims),2)技能資格認證計畫(Skill qualifications certification program)等內容，從一般員工(Rank and file)到經營職層(Executives)與高層主管(officers)皆有完整職層別的訓練與評鑑課程(Rank-Specific training)，對一般員工則有基礎課程(Elementary)訓練，及 CCS(Communications Certified Specialist) 與 CCP (Communications Certified Professional)等認證課程的訓練，並配合員工生涯規劃來相互運用，茲將內容分述如下：

1. 目的
  (1)專業訓練
     ◆ 人力訓練發展計畫與技能資格認證訓練
  (2)策略性人員訓練
     ◆ IP 工作訓練
  (3)核心人員訓練
     ◆ 派遣經營層主管至管理學院及外界研討會
     ◆ 一般員工出國研習與訓練計畫
  (4)遴選升遷後選人
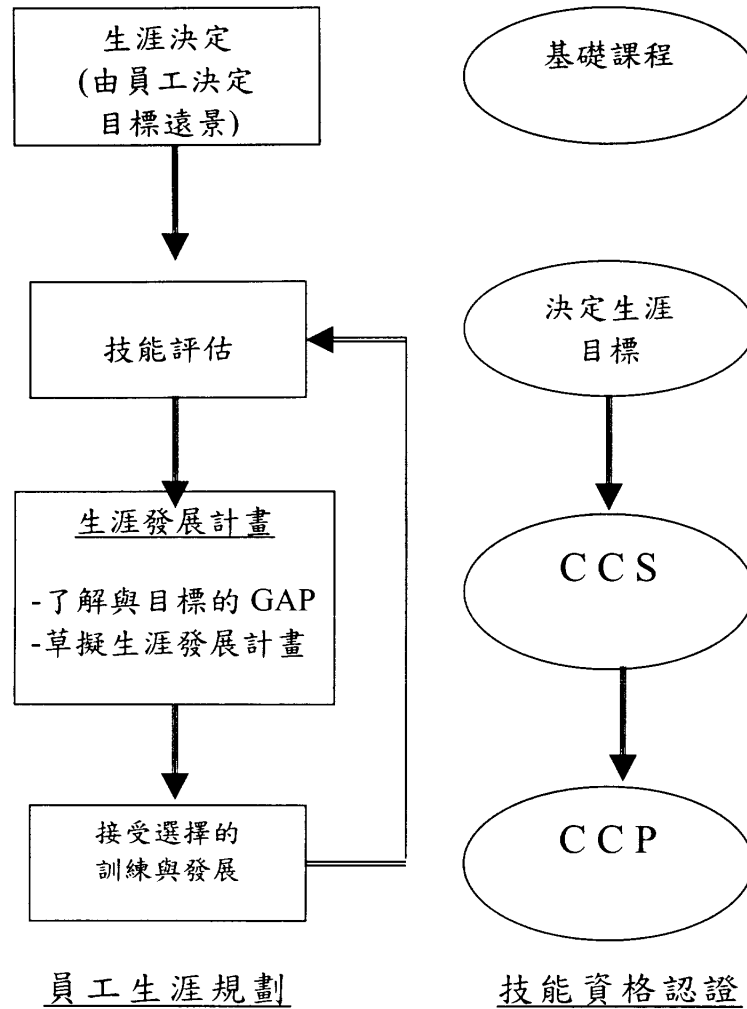   ◆ 管理才能評鑑(Assessment program)
  (5) 新任主管技能訓練
     ◆ 新部門主管訓練及高層主管訓練
  (6) 補助員工自願進修研習
     ◆ 相關課程

	職層別的訓練與評鑑課程		人力訓練發展計畫	核心人員訓練
高層主管	高層主管訓練	管理才能評鑑		
經營職層	經營層主管訓練	一般主管訓練(2 ranks) 部門主管訓練(3 ranks)		管理學院及外界研討會
一般員工	新部門主管訓練	團隊領導者訓練	◆ 技能資格認證計畫 ◆ IP 工作訓練(策略性人員訓練)	出國研習與訓練計畫

2.技能資格認證計畫

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┌─────────────────┐              ╭─────────────────╮
│    生涯決定      │             │    基礎課程      │
│  (由員工決定     │              ╰─────────────────╯
│   目標遠景)      │
└─────────────────┘
         │
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┌─────────────────┐              ╭─────────────────╮
│    技能評估      │◄──────┐     │    決定生涯      │
└─────────────────┘       │     │     目標         │
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│  生涯發展計畫    │       │      ╭─────────────────╮
│                 │       │     │                 │
│ -了解與目標的GAP │       │     │      C C S       │
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│   接受選擇的     │───────┘     │      C C P       │
│   訓練與發展     │              ╰─────────────────╯
└─────────────────┘
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員 工 生 涯 規 劃   技 能 資 格 認 證

	CCS				CCP	
	技 能	等 級			技 能	等 級
核心技能	-Initiative	3		核心技能	-Initiative	4
	-Visioning	3			-Visioning	4
	-Customer relations	3			-Customer relations	3
產品與服務之知識	-Societies, economies and information	3		產品與服務之知識	-Societies, economies and information	4
	-IT literacy	2			-IT literacy	3
外界證照	MCP			外界證照	MCP Oracle Master Gold	

	核 心 技 能	產 品 與 服 務 之 知 識
等 級 1	• Basic level as a member of the labor market	• Ability to understand the basics
等 級 2	• Level at which the subject is judged to be apt	• Ability to use another person's guidance in own tasks
等 級 3	• Level at which the subject can display his or her skills in various situations	• Having experiences and knowledge used in own tasks and able to apply them to practical tasks
等 級 4	• Level at which the subject plays a leading role to obtain good results	• Ability to give appropriate explanations and guidance to others based on abundant business experience

等級 5	• Level at which the subject can be influential in increasing the organization's abilities	• Having the industry's top-ranking level of knowledge and skill

(三)經營職層訓練發展計畫

1.基本理念

(1)經營職層設定三種技術領域，1)行銷與銷售(Marketing and Sales)、2)工程(Engineering)、3)高級幕僚(Staff officers)等。

(2)增進管理職能，提昇組織績效

(3)實施 CCL 認證(Communications certified Change Leader)制度

(4)提供完整訓練課程，改進必備的技能

(5)範圍

	設 定 等 級				評 估 等 級		
	核心能力	管理技能	技術技能	外界認證	管理技能	技術技能	認證更新
CCL		○	○		360度評估	績效評估	○
CCP	○		○	○			△
CCS	○		○	○			△

△It is not renewed. A license is obtained every year

2.評估準則

NTT 經營職層的評估標準分為：1)經營績效(Business Performance)，2)行動(Action)，3)知識/技能(Knowledge/Skills)，4)國際觀(Global mind)等四個向

度。評估項目共有十二個項目：1)利潤(Profit)，2)商標管理(Brand Management)，3)願景力(Visioning)，4)承諾／負責 Commitment/responsibility，5)決策力(Decision making/risk-taking)，6)快速行動(Quick Action)，7)挑戰/創新(Challenge/Innovation)，8)授權/團隊合作(Empowerment/team work)，9)專業知識技術(Specialties)，10)知識管理(knowledge management)，11)全球標準活動(Global standard activity)，12)開放思維(Open mind)等項目，茲說明如下表：

評估向度	評估項目	定義
經營績效	利潤	• The act of providing external and internal customers with high-value services to help promote business (on a short-term basis).
	商標管理	• The act of taking specific actions (such as winning the mid-to-long term confidence of customers) in order to improve and penetrate a new brand image of NTT Communications.
行動	願景力	• The act of understanding the needs and problems of the market and customers, drafting a practical business plan, and setting a personal mission. • The act of communicating one's mission and business plan to one's associates and giving them more specific work instructions.
	承諾/負責	• The act of voluntarily and self-reliantly tackling a mission you have set on your own and taking responsibility for results including one's associates actions • The act of persistently negotiating with parties that conflict one's interests and winning their agreements
	決策力	• The act of making appropriate decisions within the range of one's own responsibility. • The act of, at that time, not over-avoiding risks but monitoring possible risks and controlling them.

	快速 行動	•	The act of considering what next moves to make according to the (market) environment that is changing minute by minute, specifying an appropriate reason, and taking actions.
	挑戰/ 創新	•	The act of identifying new challenges and corrective actions to be fulfilled and giving suggestions and taking actions positively in carrying out one's mission.
		•	The act of quickly sensing the changes in the external environment and constantly trying to reform oneself and the organization accordingly.
	授權/ 團隊 合作	•	The act of authorizing other personnel appropriately and increasing the performance and motivation of the whole team to fulfill one's mission.
		•	The act of giving appropriate work instructions and support based on individuals' abilities and career plans and giving fair evaluations of the results in an attempt to train personnel.
知識 技能	專業 知識 技術	•	The state where one has the technical knowledge and technology required to carry out one's tasks and is able to use them
		•	The act of working to teaching themselves in an attempt to deepen such abilities further.
	知識 管理	•	The act of disclosing information, knowledge, and skills one's has learned and trying to share them. The act of identifying knowledge and skills required to provide services, combining them, and creating new ideas.
國際 觀	全球 標準	•	The act of acting in a manner suitable for a member of NTT Communications according to the OBT("Our Business Principle"). The act of communicating the principles of the OBP to one's people around and associates and, if any deviation occurs, identifying its cause and taking actions.
	開放 思維	•	The state where one understands cultures different from those of NTT Communications, such as those of one's customers, agencies, tie-up partners, group companies and other stakeholders and one can work in cooperation with them. The state where, if any problem occurs, one can solve it based on an understanding and respect of both parties' situations.

3.CCL 認證

1.將前述 CCP 的十一項分類(Marketing managers、Account managers、Product sales managers、Service managers、Development System managers、System engineers、MW engineers、Project mangers、Financial managers、Legal managers、Staff members)，彙整歸成 CCL 三類(行銷與銷售、工程、高級幕僚)。

2.評估過去三年技術能力的表現

(1)知識的搜集

評估在資訊網路中搜集資訊的能力，俾作為決策的參考，共分以下五種品質等級：

等級 5	For disseminating knowledge that leads the industrial community
等級 4	Industrial community：Universities, Venture, venture businesses, competitors, consultants, leading companies.
等級 3	Customers ：service uses and retailers (partners)
等級 2	Internal：employees both in and outside the department, manuals.
等級 1	Media：Internet, newspapers, TV, books, magazines, seminars.

(2)知識的發展

提供造創新的價值且將之傳播至公司的各單位。

3.管理技能

　　充份了解外部環境，建立未來方向的共識，建立強
　　化組織的競爭力；並從多方面來評估包括同事、上
　　司、團隊成員等，觀察將管理技能應用到實際工作
　　的程度。

四、感想與建議

(一)感想

1. AT&T 的人力發展計畫包括：1)管理/領導職能，2)
技術/功能職能，3)績效管理等內容,並有一套完整
的評鑑與測試程序流程,來決定 AT&T 員工之進用
與升遷，值得借鏡(詳本報告之第 2.1 節)。

2. AT&T 評鑑中心作業共分七個階段，1)工作分析，
2)編撰教材，3)評鑑演練，4)評估回饋，5)訓練發
展，6)運作檢討，7)程序更新，架構非常完整，值
得為訓練所辦理管理才能評鑑之標竿目標(詳本報
告之第 2.2 節)。

3. AT&T 將以前的職層(Bands)型態改為以工作型態為
焦點，確認個人的工作績效，更明確的將市場的薪
資水準與 AT&T 的工作相結合，值得深思(詳本報
告之第 2.3 節)。

4. NTT 集團的結構係由日本電信電話株式會社為控
股公司，除包括東日本電信電話、西日本電信電
話、NTT 通信、NTT Data 、NTT DoCoMo 等子公

司外，尚有直屬控股公司的 NTT Facilities、NTT 城市開發、NTT Leasing、NTT Software、NTT 出版、NTT Travel Services 等公司，實為一多角化經營的公司，印象深刻(詳本報告之第 3.1 節)。

5.NTT 人力訓練發展計畫，從基層員工到高層主管皆有詳細規定，由基礎訓練課程到 CCS 與 CCP 及 CCL 等認證，均有完整職層別的訓練與評鑑課程，且配合員工生涯規劃來相互運用，建構一套完整的人才培育制度，值得借鏡學習(詳本報告之第 3.2 節)。

6. NTT 經營職層的評估標準分為：1)經營績效，2)行動，3)知識/技能，4)國際觀等四個向度。評估項目共有十二個項目：1)利潤，2)商標管理，3)願景力，4)承諾/負責，5)決策力，6)快速行動，7)挑戰/創新，8)授權/團隊合作，9)專業知識技術，10)知識管理，11)全球標準活動，12)開放思維等，評估項目周詳細膩，非常難得(詳本報告之第 3.節)。

(二)建議事項

1. 在競爭激烈環境中，員工及公司績效提升倍受矚目，人力資源管理與發展，可幫助個人與組織提昇現有績效，增加企業組織的價值，提昇競爭力。以職能為基礎(Competency-based)的人力資源系統，提供一種共共通的語言與方法，可應用

至人員遴聘、績效管理、職涯發展、接班人計畫、訓練發展等。AT&T 與 NTT 皆有其自身的職能模式(Competency model)，並能應用到該公司人力資源管理與發展，值得為標竿研究，學習努力之目標。

2. 管理才能評鑑中心(AC，Assessment Center)提供了一套客觀、公正的評量方法遴選人才，AT&T 自 1974 施行有 30 萬以上員工接受過評鑑，事後證明成績斐然。目前估計美國企業界約有 5,000 個單位大量採用 AC 來甄選主管，而日本 NTT 每年也約 900 人接受評鑑。AC 的運用並不侷限於使用在主管的遴選與人力運用的參考上，經由評鑑的過程中可做到自我的啟發，達到教育訓練的效果。訓練所目前已對本公司行銷中層主管進行試辦評鑑，未來除針對本公司帶人最多的主管(即營運處中心主任級的主管)進行評鑑外，未來可考慮逐步推廣至其他需要評鑑的主管。

SELF AWARENESS

Possessing mature insight into own skills, beliefs, and motives. Ability to recognize effects of own behavior on others. Skill in distinguishing own needs and motives from organizational requirements when analyzing sources of own actions and decisions.

DEMONSTRATING	MODELING	LEADING
• Recognizes the drivers of own behavior, both within self and in own environment. • Accurately and realistically assesses own abilities and contributions. • Responds genuinely and consistently to people. • Recognizes limits of own expertise.	• Is aware of the effects of own behavior on others. • Recognizes whether misimpressions have been created and, if so, acts to correct them. • Accommodates interdependence with colleagues, needing neither to dominate nor defer. • Makes decisions and acts in ways that consider the impact on others in the organization and on additional stakeholders. • Provides feedback to others constructively, with care and sensitivity.	• Effectively manages and channels own feelings so that business needs are not compromised. • Leverages own personal strengths for business advantage, ethically. • Knows own strengths and shortcomings, without "blind spots." • Aware of style "mismatches" with colleagues, and has flexibility in own style and approach to improve interactions with others, whatever their differing styles. • Successfully integrates own needs with requirements of the business.

OPENNESS TO LEARNING

Ability to take in, integrate, and retain new facts, perspectives, and knowledge domains. Recognizing and using the lessons of experience and personal interaction as opportunities to grow. Willingness to allow novel or diverse information to influence subsequent actions.

DEMONSTRATING	MODELING	LEADING
• Knows and understands existing customer base and current competitors. • Openly acknowledges own mistakes and learns from them. • Accepts feedback regarding expanding own knowledge and skills. _ • Open to new perspectives and insights.	• Seeks own opportunities for self-development of knowledge and skills. • Re-evaluates own opinion or actions when presented with new and relevant facts. • Looks for alternative or creative ways for self and others to obtain new skills or knowledge, in face of resource scarcity (time, budget, etc.) • Uses business relationships to grow in personal and professional understanding.	• Is a reference source for new information in own functional area. • Encourages feedback from others, positive or not, and accepts and utilizes feedback without feeling threatened. • Continually seeks out information on customer needs and trends, as well as competition, from sources both internal and external to the company. • Anticipates the need for new or additional learning and acts in advance to secure it. • Consistently generates imaginative and unique ideas for business problems, and is very open to the ideas of others.

THINKS STRATEGICALLY

Skill in critically evaluating and clearly synthesizing information. Ability to anticipate the implications of decisions. Skill in constructing and weighing alternative potential courses of action toward a future goal, or in identifying the impact of evolving goals or environmental demands/constraints.

DEMONSTRATING	MODELING	LEADING
• Identifies downstream barriers to organizational success. • Keeps the "big picture" in mind when solving immediate, short-term problems. • Reconciles new information that is seemingly contradictory or at odds with current assumptions. • Identifies and considers the implications of different courses of action. • Balances and integrates short- and long-term issues.	• Integrates own and others' ideas to generate creative solutions to conflicting priorities. • Integrates technological, market, competitive, and organizational viewpoints when developing strategic solutions. • Anticipates future challenges and proactively implements needed changes. • Helps others to identify key stakeholders and establish critical strategic relationships. • Identifies and points out to others, connections between seemingly dissimilar issues and problems.	• Expands and redirects the thinking of others by pointing out critical relationships, posing hypotheses, or proposing innovative alternatives. • Shifts the organization's direction in positive ways by questioning existing assumptions. • Seeks opportunities to leverage new technologies into business operations. • Sought out by others for his/her innovative "what-if" thinking about new issues. • Creates strategies that establish a clear direction toward future goals and enable others to increase their contributions toward those goals.

COMMUNICATES OPENLY

The ability to create an environment that promotes the active sharing of information and ideas. Information is solicited from others, and differences of opinion are acknowledged and encouraged. Others can depend upon this individual to share information and ideas fully and honestly.

DEMONSTRATING	MODELING	LEADING
• Waits to share information that might be useful to team and/or others, or opts to withhold some information	• Shares information that is necessary to accomplish group objectives	• Ensures that information valuable to others is always available and easily accessible
• Prefers to avoid dissent or discussion that might reveal problems or risks	• Solicits others to communicate their opinions	• Encourages discussion and constructive debate that clarifies and resolves issues
• Focuses on the most favorable viewpoint when discussing an issue	• Acknowledges the existence of multiple viewpoints, without allowing differences to disrupt work	• Values and actively seeks others' opinions, and incorporates them into his/her own thinking
• Listens to others' opinions, depending on their perceived value and as time permits	• Is receptive to others' ideas and perspectives	• Communicates fully and honestly while respecting the needs of the business and its people
• Steers communications away from topics that could introduce differences of opinion	• Generally listens to others' opinions	• Encourages everyone s/he works with to communicate candidly and without reservation regarding problems, obstacles and risks
• Shares information unless it may be viewed unfavorably or may be difficult to explain	• Shares information that may be difficult to articulate or convey	
	• Is able to cope with sensitive work-related issues and problems	• Listens openly whenever others express their opinions
• Manages to avoid sensitive work-related issues or problems		• Tactfully communicates about sensitive or politically-charged issues without offending or embarrassing others, or causing discord

PLANS PROACTIVELY

The ability to effectively define short and long term objectives and make provisions for their achievement. Includes others when planning and making decisions, monitors project steps and tasks, and acknowledges and responds to obstacles.

DEMONSTRATING	MODELING	LEADING
• Has identified the desired end-state and a way to determine its achievement • Makes general plans for future work activities • Gives thought to alternative approaches • Invites others to participate when planning or making decisions that directly affect them • Monitors progress for major project steps • Makes an effort to solve any obstacles, problems and exceptions that might arise	• Defines clear long-term, intermediate and short-term goals toward the desired end-state • Makes specific plans for future work activities and tasks • Evaluates alternative approaches and their feasibility • Involves others in the planning and decision-making process • Monitors major project steps and some specific tasks • Recognizes that obstacles, problems and exceptions may occur, and makes provisions to handle them	• Clearly defines the desired end state and measurable objectives for monitoring progress at important steps along the way • Develops well-defined plans, timetables, and resources required to achieve results, based on customer requirements, business strategy, goals, benchmarks, and future work activities • Evaluates alternatives based on important business drivers such as cost, benefit, and risk • Proactively engages the customer and all other relevant stakeholders when planning or making decisions, actively soliciting their input • Monitors project details and tasks for progress toward the attainment of broad-based, long-term goals • Anticipates specific obstacles and makes provisions and back-up plans to overcome them

IMPLEMENTS WITH EXCELLENCE

Ability to prioritize and execute work plans to achieve results; ability to maximize productivity & ensure timely delivery of services/products by effectively managing work/resources; willingness to pursue objectives with sustained energy/urgency in the face of obstacles/delays.

DEMONSTRATING	MODELING	LEADING
• Uses/relies on others' suggestions to prioritize work. • Executes action plans as provided by supervisor. • Monitors progress and quality of work. • Makes decisions without much hesitation in ambiguous/unstructured situations. • Generally makes sure others know what to do and how to do it. • Provides the type and amount of help a customer asks for. • Adopts procedural work changes/improvements suggested by others. • Exhibits only minor resistance to revising plans, even after encountering changing work conditions, but is most comfortable when projects proceed as planned. • Completes most projects "just in time". • Occasionally monitors project developments and progress toward goals. • Some follow-up may be required to meet deadlines.	• Helps team members overcome obstacles encountered when trying to deal with work problems. • Pursues and demands quality and excellence in execution of plans. • Takes personal responsibility for dealing with major problems in a timely way. • Acts decisively to implement solutions to resolve crises. • Matches people, resources, and equipment to drive work activities to be in line with business plans. • Continuously monitors group's progress toward project goals. • Periodically gathers feedback proactively from customer/client regarding service quality. • Follows up with clients on buy-ins and commitments. • Puts the satisfaction of customer needs ahead of internal meetings and requirements. • Recognizes customer problems as opportunities for AT&T to demonstrate superior service, problem-solving, and responsiveness.	• Consistently exceeds business objectives in a frequently changing environment. • Takes personal responsibility for improving customer satisfaction. • Initiates own innovative changes/improvements in work processes, while maintaining continual focus on organizational strategies. • Prioritizes own work and the work of others effectively. • Manages resources/time to ensure completion of work ahead of schedule. • Independently and quickly revises plans to accommodate changes in work demands. • Acts quickly and decisively to seize opportunities for improving the business. • Anticipates crises and generates alternative business plans to ensure continuous customer care/satisfaction. • Constantly monitors progress and reports to all key team members and stakeholders, using these opportunities to review commitments and buy-ins. • Continually gathers feedback from stakeholders/clients regarding quality of service. • Commits major portion of own time to understanding customers' needs and supporting others in satisfying them.

EMPOWERS OTHERS

Ability to provide others with the opportunity, authority, and resources to act, make decisions, and assume accountability/ownership; ability to share a vision in a way that energizes team members; ability to establish high levels of trust and support with team members.

DEMONSTRATING	MODELING	LEADING
• Insures that strategy information is available to team members; however, doesn't always take opportunity to link strategy to team members' own work. • Gives team members reasonable levels of responsibility. • Maintains awareness of different strengths of team members. • Works with team members on their career interests during "down time". • Makes every effort to be fair and consistent with team. • Demonstrates effort to understand and implement AT&T's business strategies. • Seeks feedback from team members and uses the information appropriately. • Makes self accessible to team members to provide support, answer questions, or address problems. • Shares power with others in traditional ways; sometimes "follows up" too closely. • Offers team members some risk-taking opportunities. • Learns from failure. • Notices the good work team members are doing and talks about it to them and to others outside the unit.	• Encourages risk-taking amongst team members. • Communicates strategic direction in a manner that captures team members' attention and energies. • Describes how the team's/unit's goals fit into the corporate strategy. • Gives team members high levels of responsibility and holds them accountable for achieving goals. • Sets high expectations and standards for self and others. • Recognizes and appropriately uses individual team members' skills. • Expects and facilitates team members' pursuit of career progress. • Establishes a climate of mutual trust and support with team members. • Shows initiative in implementing AT&T's business strategies. • "Goes to bat" for team to ensure they get the resources, support, and/or rewards they need/deserve. • Willingly shares success with others. • Conveys confidence in others' ability and desire to do their best.	• Involves team members in developing goals and work plans that support corporate strategic objectives. • Displays energy and enthusiasm for driving the overall strategy and mission of the organization. • Energizes team by creating a climate in which achieving high performance is both challenging and exciting. • Makes it a priority to find ways to delegate responsibility to direct reports. • Purposefully creates teams with diverse and complimentary skills. • Serves as mentor for team members in pursuit of career objectives. • Maintains an environment of high integrity and mutual support among team members. • Creates a climate where everyone stretches beyond what they thought they could do. • Gives ongoing, constructive, developmental feedback. • Continually communicates positive expectations about team's ability to overcome difficulties and succeed. • Views the sharing of power and success as a tool for motivating team members. • Encourages team members to accept risks and associated responsibility. • Encourages review of failures to insure future improvements. • Champions the achievements of the team to higher-level management in a visible, positive way, showing pride and support for the team.

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BUILDS ALIGNMENT

Ability to engage others and gain their shared understanding and commitment to a common purpose; skill in engaging and leveraging diverse viewpoints, roles, and capabilities.

DEMONSTRATING	MODELING	LEADING
- Keeps team members focused on objectives/goals. - Recognizes importance of encouraging input from all team members. - Provides advice to direct reports when asked. - Acknowledges the efforts or accomplishments of others. - Sometimes treats differences of opinion as obstacles to teamwork. - Coaches others when it is assigned. - Is receptive to feedback from others without being defensive. - Handles interpersonal situations tactfully.	- Communicates team objectives in ways that create a strong sense of shared goals in team members. - Creates a sense of cohesiveness and morale in the team. - Guides and motivates team towards group objectives. - Facilitates contributions of all team members regardless of level. - Respects and utilizes the different capabilities and interests of direct reports. - Shares networks and resources to support others' effectiveness. - Develops contacts and coordinates efforts with people outside the unit who are a source of information and support. - Consistently acknowledges and rewards individual and team efforts and accomplishments. - Resolves conflicts within and between groups by quickly and effectively negotiating solutions. - Provides feedback regarding errors and offers advice for improving performance.	- Creates a sense of excitement and purpose for team members, by sharing goals and relating them to broader corporate vision. - Consistently keeps team focused on group objectives and moves team forward despite constant, uncontrollable, outside pressures and internal conflicts. - Engages others to work for team achievement vs. individual credit. - Draws out contributions from all team members, particularly those more hesitant to participate. - Integrates diverse points of view into shared goals and objectives. - Celebrates group accomplishments and often informally acknowledges team achievements. - Provides continuous status reports to keep team members aware of progress toward team goals. - Demonstrates ability to turn personal disagreements into strong working relationships. - Views within-, and between-group conflict as healthy and necessary and teaches team members to negotiate constructive solutions.

ESTABLISHES DIRECTION

Ability to define an achievable path to realize the vision and goals of the organization; skill in building required organization capability, ensuring the alignment of systems, structures, and processes with the goals of the organization.

DEMONSTRATING	MODELING	LEADING
• Establishes and communicates clear expectations, standards, and measures of performance. • Ensures that performance standards are applied fairly and equally to everyone. • Persists in helping others overcome obstacles to achieve results. • Appropriately articulates the business strategy, goals, and objectives for the organization. • Is willing to accept and implement change, but sometimes deals with problems by working within the framework of a familiar process. • Appropriately focuses the team on efforts that add significant value. • Intervenes to address barriers to achieving results and sources of lagging performance. • Appropriately solicits input from direct reports on what they can do to help achieve results.	• Recognizes imaginative or unique ideas, strategies, and formulates appropriate plans of action. • Actively "buys in" to vision for change. • Communicates AT&T's overall strategy when presenting team with goals and objectives. • Clearly defines individual team member roles and responsibilities to maximize organizational effectiveness. • Involves managers and team members in the development of performance objectives and standards to build commitment to achieving them. • Defines overall goals or expected outcomes when setting up new projects without going into detail about how to do them. • Actively works to convince team members that work goals and objectives are within reach. • Proactively identifies new opportunities to better serve the customer. • Rewards positive change in others. • Allocates resources according to strategic priorities. • Uses benchmarks and other measures to track progress.	• Consistently and independently generates innovative and unique, breakthrough ideas, strategies, and plans of action. • Creates a vision that inspires and mobilizes the organization. • Conveys a clear sense of the organization's purpose and mission that captures the imagination of others. • Maintains a focus on long-term payoffs or results in order to motivate team members to overcome short-term obstacles on challenging projects. • Constantly emphasizes the vision when meeting or communicating with the team. • Models personal commitment to the achievement of challenging AT&T goals and convinces others that the goals can be achieved. • Rewards/celebrates positive change from others. • Sees problems and understands issues before others do. • Challenges status quo thinking and assumptions. • Integrates efforts across functions and teams. • Drives continuous improvement in all organizational processes.

ENABLES INDIVIDUAL AND TEAM EFFECTIVENESS

Ability to organize and manage diverse individuals/teams for sustained accomplishment of results; skill in supporting and encouraging others toward goal attainment, sharing resources, and overcoming conflicts.

DEMONSTRATING	MODELING	LEADING
• Facilitates others' learning and development as business conditions permit, or when assigned to do so. • Focuses on goal attainment at the group level; may be less focused on tracking results of particular individuals. • Evaluates performance whenever assigned or expected officially. • When assigned, forms alliances and encourages collaboration. • Acknowledges and attempts to cope with conflict. • Recognizes the need to have a team that copes well with change.	• Helps others whenever learning and development assistance opportunities arise or are requested. • Encourages his/her team to be goal-oriented and evaluates the team and individual direct reports against specific goals. • Provides feedback to inform others about their performance. • Forms alliances and collaborative teams whenever opportunities arise, and recognizes/rewards team members who perform effectively. • Shares networks and resources as required to make projects succeed. • Copes with conflicts without compromising the team's effectiveness. • Encourages others to be open to change.	• Actively pursues opportunities to facilitate others' learning and development through continuous coaching and feedback; consistently finds ways to develop his/her team's skills. • Works together with team members an/or with individual direct reports to develop clear goals that facilitate achievement and to accept meaningful responsibilities that create ownership. • Offers regular feedback and provides advice to others so that they to ensure continuous improvement in performance. • Re-designs working relationships so that new teams and alliances are possible; fosters collaboration, trust and respect by recognizing and rewarding the value of individual and team contributions to the business. • Shares networks, resources and experiences in ways that enhance individual and team effectiveness. • Acknowledges conflict and leverages existing conflicts to produce outcomes that benefit from the differences. • Provides insight and support to team members as they cope with continuous change and ambiguity.

Definitions and description of the dimensions

A.   Visioning (planning and specification)

  A-1. Target-setting ability
     Ability to set specific targets for oneself and one's team
     [An organization requires people who base themselves on high-level principles (targets), clearly identify targets (points) that they (or their team) should reach, and present them specifically.]

  A-2. Planning and organizing ability
     Ability to plan one's own and the group's activities effectively and proceed with them systematically.
     (An organization requires people who use managerial resources and make and draft plans systematically. That is, an organization requires people who set targets, determine priorities, plan personnel, make action schedules, and make budgets and make timetables appropriately.)

B.   Commitment/responsibility (speak-and-act/fulfillment of the responsibilities)

  B-1. Responsibility
     Ability to act on one's roles and missions with awareness
     (An organization requires people who are deeply aware of their roles, remain aware of themselves as parties concerned, and fulfill their responsibilities)

  B-2. Independence and self-reliance
     Ability to have a firm set of beliefs and opinions and act consistently toward the fulfillment of one's targets
     (An organization requires people who do not only follow their superiors' instructions but also make suggestions, provide assistance or agency voluntarily, and otherwise display their voluntary spirit)

C.   Decision-making/risk-taking (strategic decision-making)

  C1. Drafting ability
     Ability to draft various solutions from a broad outlook, compare, consider, and evaluate them, and come up with reasonable and persuasive measures.
     (An organization requires people who solve problems, provide and seek various ideas to implement their challenges, compare, consider, and evaluate them, and come up with optimal plans (measures) according to the situation.)

  C-2. Risk orientation
     Ability to calculate predicted risks and to aim at achieving high returns
     (An organization requires people who measure predicted risks in making decisions and who dare to take some action in an attempt to obtain higher profits and results.)

  C-3. Determining ability
     Ability to express a conclusion one has selected on one's own with an appropriate timing and in a clear-cut manner
     (An organization requires people who express a conclusion one has selected on one's own to the other party and people inside and outside the team in a distinct and firm manner whenever necessary.)

D.   Quick action (quick decision/quick implementation)

   D-1. Quickness (agility)
         Ability to react quickly to the situation and information
         (An organization requires people who respond agilely to members' statements and moves and
         changes in the situation, react cleverly to varied information, and act speedily.)

   D-2. Adaptability
         Ability to take high-adaptability actions whenever necessary, according to changes in the
         situation and the other party
         (An organization requires people who correct their own ideas, statements and moves flexibly
         according to changes in the situation and various trends in the other party and who take
         higher-adaptability actions to fulfill their objectives.)

E.   Challenge/innovation (challenge/self-innovation)

   E-1. Braveness
         ·Ability to tackle difficulties boldly
         (An organization requires people who face voluntarily, and act boldly in, a difficulty, resistance,
         or other strange situation they have no experience.)

   E-2. Reform orientation (innovation)
         Ability to accept various changes positively and try to conduct reforms
         (An organization requires people who accept various external and internal changes positively
         in making decisions, and make innovative approaches to their tasks and missions in new
         different ways without being contented with the status quo.)

F. Empowerment/teamwork (use of human resources/supervision)

   F-1   Clout (influence)
         Ability to indicate targets and directions to be fulfilled by the organization and to lead the group
         and the other party to fulfilling their challenges
         (An organization requires people who drive individuals or their group in the direction of the
         targets to be fulfilled and who can have other people accept their own thoughts and
         approaches and lead them to results.)

   F-2. Empowerment ability (motivating)
         Ability to improve the members' knowledge, abilities, and motivation and to give support and
         assistance
         (An organization requires people who constantly encourage and support the members and act
         positively to motivate the members in order to help them improve their skills and abilities)

   F-3. Resource-using ability (organizing)
         Ability to examine, compose, and effectively use managerial resources in and outside the team
         (An organization requires people who examine carefully the managerial resources (humans,
         commodities, money, information and other resources) in and outside the team and use them
         more effectively in order to fulfill their (and the team's) objectives. That is, an organization
         requires people who determine priorities of use, redistribute the resources, and make budgets
         positively.)

G. Open mind (receptiveness to diversity)

G1. Orientation toward different cultures (receptiveness) (valuing diversity)
Ability to respect and collaborate with different cultures and various values
(An organization requires people who respect the views, ideas, and values of the members
and people in and outside the team in making decisions and cooperate and work effectively
with various teams and people having different styles, abilities, and ideas.)