參加國際公共管理人力資源協會（IPMA-HR）第 33 屆公共人事管理國際研討會出國報告

壹、 前言

國際公共管理人力資源協會（International Public Management Association for Human Resources, IPMA-HR）係一國際性的人力資源組織，本部為與國際人力資源研究發展團體及各國人力資源管理部門之學者專家互相交流人力資源管理之資訊、經驗及意見，俾利於瞭解國際公共人事管理最新發展趨勢及吸取他國優良制度，藉以達他山之石可以攻錯之目的，於 93 年 11 月申請加入該協會成為正式之機關會員。該協會於 2008 年假泰國普吉島舉行第 33 屆公共人事管理國際研討會，邀請本部林前部長參加，鑒於歷屆會議本部均積極派員參與，爰由黃常務次長雅榜率同高普考試司簡科長名祥於 97 年 5 月 4 日至 7 日以會員與會。

本次研討會參與成員以各國政府人事部門首長或主管為主，民間人力資源組織負責人為輔，計有來自美國、加拿大、不丹、英屬維京群島、汶萊、中國、迦納、日本、肯亞、寮國、馬來西亞、巴基斯坦、菲律賓、烏干達、美屬薩摩亞群島、新加坡、南非、斯里蘭卡、台灣、東非坦尚尼亞、泰國等 21 個國家及 IPMA-HR 國際人力資源組織參加，與會人員共計 47 人。

本次研討會主要討論議題有二：一、人力資源規劃與接班人計劃(Human Resources Planning and Succession Planning)；二、使公部門成為最佳雇主（Public Service as Employer of Choice）。討論資料於會前事先透過電子郵件傳送與會人員，會議以引言報告、分組討論、分組報告、綜合結論等方式進行。

貳、行程紀要

日 期	行 程
5月4日 (星期日)	一、台灣時間 08：30 搭乘泰國航空啟程，途經香港飛泰國普吉島，普吉島當地時間 13：40 分抵達（台灣時間為 14：40 分），航程約 6 小時。由我國駐泰國普吉島僑領魏榮吉榮譽會長接往會議舉行地點之美麗殿飯店（Le Meridien Hotel）。 二、下午 18：00 出席大會安排之接待歡迎會，與各國代表交流並互換名片。
5月5日 (星期一)	一、上午 09：00 會議正式開始，由 IPMA-HR 協會現任會長 Pam Kannady 致詞，並由各參加會員自我介紹後，隨即由加拿大籍的 Karen Ellis 做議題一「人力資源規劃與接班人計畫」之引言報告。 二、上午 10：45 分開始分組討論：計分三組，本部被安排與加拿大、英屬維京群島、肯亞、迦納、日本、馬來西亞、新加坡、薩摩西、垣尚尼亞、泰國等國代表共同參與第三組討論，銓敘部代表劉科長永慧及簡專員惠樺參與第二組討論，另中國大陸代表徐建昌先生（上海浦東外國企業服務有限公司董事長）及陳養鈴先生（上海市對外服務有限公司國際人才培訓中心主任）二人參與第一組討論。分組報告人及總結報告人均為大會預先指定。 三、下午 16：30 分各分組會議討論結束。 四、下午 19 時我國駐泰國普吉島僑領魏榮吉榮譽會長邀請晚宴，該會徐理事、楊理事、李理事等及我國駐泰國台灣商會聯合總會何副總會長鴻源作陪，於餐敘中說明國外輿情與旅外心得。
5月6日 (星期二)	一、上午 09：00 進行議題一各分組總結報告。 二、上午 10：15 由泰國籍之 Dr. Suvit Maesincee 做議題二「使公部門成為最佳雇主」之引言報告。 三、下午 13：30 大會安排與會人員及眷屬巴士遊覽普吉島名勝。 四、下午 19 時我國駐泰國台灣商會聯合總會何鴻源副總會長邀請晚宴，普吉島魏榮吉榮譽會長及相關理事陪同，彼此交換意見。
5月7日 (星期三)	一、上午 09：00 至 12：00 進行議題二分組討論，計分三組，本部被安排與美國 IPMA-HR 會長、加拿大、英屬維京群島、烏干達、迦納、日本、馬來西亞、新加坡、薩摩西、泰國等代表共同參與第三組討論。此次銓敘部代表參與第二組，中國大陸代表參與第一組。 二、下午 15：00 進行議題二各分組總結報告。 三、15：45 進行 2009 年國際論壇議題討論，確認下屆討論主題為「如何提昇公務績效議題、公部門薪資酬勞議題」。 四、19：00 所有與會者參與閉幕晚宴，互道再見。
5月8日 (星期四)	下午 13：20 於普吉島搭泰國航空班機經曼谷轉機於台北時間 22：20 分返抵中正機場，結束全部行程。

參、會議主題
一、人力資源規劃與接班人計畫

報告人：Karen Ellis, Senior Vice-President, Workforce and Workplace Renewal, Canada Public Service Agency（原文資料詳附錄一）

　　「人力資源規劃」與「接班人計畫」被視為是對於某些國家預期將面臨人力短缺的解決辦法。雇主都希望能以充分的規劃來避免嬰兒潮世代龐大退休潮的潛在災難。由於勞動力人口日益萎縮，有人認為適時僱用適任的人可減緩人力短缺問題，這種想法是否正確尚有待觀察。

　　人口老化存於許多國家，包括美國和許多歐洲國家。根據 2006 年 Watson Wyatt Worldwide 的研究預測，亞太國家在 2050 年前將有 9.98 億超過 60 歲以上的人口，因此成為全球老年人口最多的地區。

　　另一份 2007 年針對拉脫維亞勞動人力的研究報告透露，該國的人口正以每年 0.5 ％的比率下降。該報告描述了因退休和移居外國的人數增加使得勞動力人口下降，而同時經濟成長卻提高了人力的需求，雇主亦因員工要求更高的工資而受到更大的壓力。研究更發現，多數僱主並未察覺這種趨勢及預為因應，因此可見相關教育的重要性。

　　其他提高人力規劃的壓力因素在 2005 年的 World Public Sector Report: *Human Resources Management, Unlocking the Human Potential* [世界公共領域報告：人力資源管理，開發人的潛力]有所突顯。作者指出愛滋病/HIV 和人力流動是開發中國家正面臨勞動力短缺問題的兩個主要因素。

　　雖然「人力資源規劃」與「接班人計畫」在各種文獻上是被廣泛討論，惟並不被廣泛推行。2004 年的 IPMA-HR 對人力規劃所進行的基準調查，發現極少數組織有正在運作的人力計劃。

　　針對完成研究調查個人資料的部分，但未回答實質性問題的受訪者所做的電話訪談顯示，他們沒有繼續填寫調查主要是因為他們根本沒有建立人力的計劃。然而，最近 IPMA-HR 所進行的非正式調查顯示，許多人對於這個題目表示很大的興趣。

　　「人力資源規劃」的真正意涵為何？英國就業研究院人力研究與諮詢總監 Peter Reilly 在他相關的研究報告中，界定了人力資源規劃為：「一

個組織試圖估計對人力的需求並評估供應的規模、性質和來源的過程，以滿足這個需求」。

IPMA-HR 的人力規劃指南將「人力資源規劃」定義為：「一個組織的人力資本與業務方向的策略性對應。這是一個有條不紊的過程，包含分析當前的人力，確定未來的人力需求，衡量目前和未來的落差，以及落實解決辦法，使本組織能夠完成它的使命、宗旨和目標」。

「接班人計畫」通常係指透過對目前的勞動力人口的審視和現有職員的能力和技術的評鑑來進行關鍵職位的安排，而且該評估和安排往往是針對高階層的人員。物色組織內的人才在接班人計劃扮演著重要的角色。

綜合以上定義，「接班人計畫」似乎是規劃過程中的最後一個環節。「人力資源規劃」著眼於整體，即目前和未來工作職位的的數量和種類，以及填補這些職位所需要的人力。「人力規劃」則進一步推動這個過程，試圖使未來的人力需求與組織的策略目標相符。最後則是「接班人計劃」，其係著眼於高層或重要的職位，並試圖找出合適的人才擔任這些角色。

綜上可知，一個組織將需要以人力資源規劃為起點、分析當前的人力情形、以及預估未來人力需求，然後再填補缺乏的地方。前述 IPMA-HR 的人力規劃指南對人力資源規劃提出以下三種規劃方式：

1. 人力分析途徑－與人力資源規劃的定義相似，即從檢視目前的工作人力，及預估未來的人力需求，然後再尋求填補兩者間差距的方法。
2. 工作量分析途徑－審視未來預期所需要的工作量和性質，並提出滿足這些需求所需的人才與技能。
3. 職能分析途徑－確認與組織使命、願景、以及策略性目標相符的能力需求，並尋找具備該種職能的人力。

IPMA-HR 的人力規劃指南亦提出人力規劃通用模式的步驟：

1. 檢視－檢視策略計劃及內外部影響因素，並進行 SWOT 的分析「優勢、弱點、機會和威脅」。
2. 供需分析－就人力、工作量及職能進行供需分析。
3. 缺口分析－對目前和將來的需求做比較，並找出缺口或盈餘。
4. 採取行動－訂定甄補及維持人力之策略，執行計畫，改變管理的溝通與評價方式。。

「接班人計劃」日益受到重視，係因為預期隨著嬰兒潮世代人力的退休將帶來高階層職員的短缺。然而，組織內部其他的重要職位亦要納入考量，故接班計畫也可稱為優質人力管理。

接班人計劃的步驟比前述人力規劃的四個步驟更深入，其中尚包括確定「關鍵職位」此一步驟，關鍵職位並不僅僅針對高階的職位，尚包括那些現由具備豐富組織知識的資深員工擔任，一旦其退休那些重要知識就可能流失的職務。

接班人計畫可能涉及僱用機構以外的人才或者從內部尋找並培訓具高潛力的員工。此即所謂「自己培養或從外面買進」(make or buy)的抉擇。通常必須混合使用這兩種途徑才能達到最佳的效果。

培訓和生涯發展是「自己培養」人才的重要面向。這意味著整個接班人計劃過程中不僅必須考慮到策略的層面，還得考慮到受到接班人計劃影響的人。就公部門而言，如何挑選出具高潛力的人才做為接班人，將是一大難題，而這在私部門則比較不會有問題。

依文官法規定，所有個人都可能有機會接受培訓並有相同的職業發展機會，不只是被認為是「高潛力」的人。進行接班人計劃時，人力資源部門必須考慮到一個現實問題，就是計畫正在進行的同時外在環境一直在改變。

接受接班訓練的人員可能因要到其他機關追求更好的發展機會，或是因生涯規劃而離開；此外，接班計畫也應視科技的進步而做相應的改變。當然，總會有一些是始料未及的因素出現。

美國維吉尼亞州靠近華盛頓特區的 Fairfax County(費爾法克斯郡)，研擬一套用以評估人力規劃的核對清單：

1. 人力規劃必須奠基於組織的策略目標，並將組織的使命、願景、核心價值和目標納入考量。
2. 運用資料分析法來分析人力規劃的影響。
3. 機關需確定未來面對挑戰時所需要的人力數量及類型為何。
4. 機關必須確認完成其組織目標及業務執行所需的核心職能有哪些。
5. 分析並評估目前的人力和未來所需要的落差。
6. 研擬策略以解決現有人力與未來所需人力間之差距。
7. 行動計劃必須明確擬定，包括負責人、工作完成日期以及所需的資源

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8.將人力規劃傳達給員工和股東們。

9.持續監測並修正人力的計劃和策略，以確保其長遠的效益和持續改進，同時考慮到資源變化和其他事項對機關的影響。

上開 Fairfax County 的人力規劃指南並指出：「有效率的工作規劃能力是需要長期培養的」，意即，機關不應以欠缺人力規劃的經驗來做為不訂定計畫的藉口。

Mary B. Young 在一項有關建立領導階層管道(Leadership Pipeline)的報告中提到另一個有關人力規劃與接班計畫的觀念。她指出有些組織只是做到某個程度而以，也就是留用傳統之「一次補滿所有職缺的做法」，而不是運用到整合的方式。

此種整合途徑能夠管理領導者的供應、才幹、勝任度，運用到較廣泛的方式來管理組織的人力資本，也可以結合組織的整體策略與長、短程規劃，「整合途徑」可圖示如下：

The Integrated Approach

人力規劃與接班計畫　形塑職能模型　召募、篩選、僱用　訓練與發展　陞遷與激勵　知識管理　人力維持　計畫評估

STRATEGIC PLAN
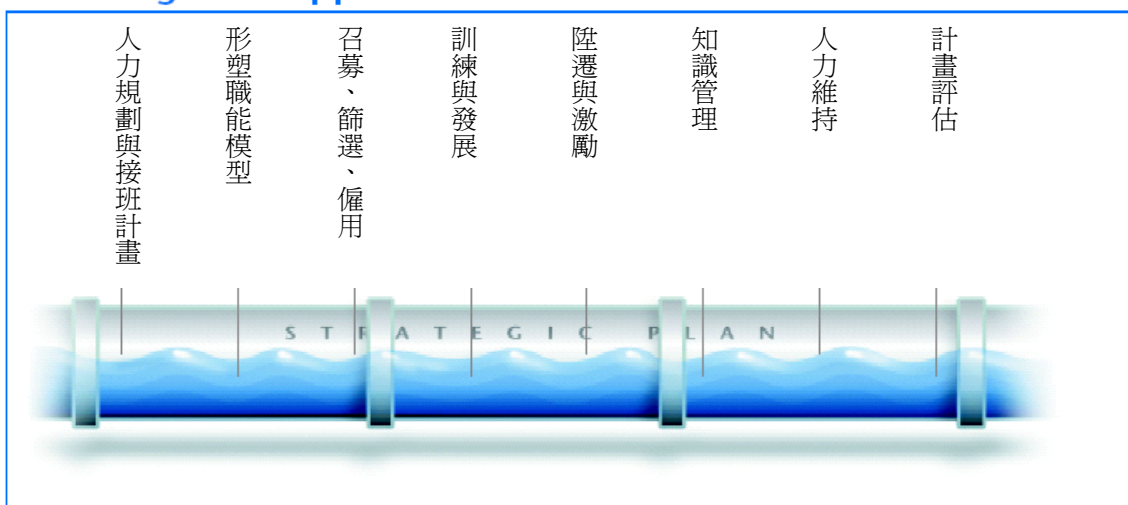
此報告指出這些作用的初始力量與接班人計畫結合，然後被擴張到整個人力規劃，因為一但高階職缺被下層填滿，下層就會出缺，故發展整體人力計畫是必要的。

此報告描述此整合策略所提到之領導者發展需求包含：工作領域外的知識、專業知能、了解整體企業層級及網絡關係。在員工發展方面，這報告指出有一些組織運用到正式的「領導能力發展訓練」，工作輪換、動作學習，資料(評估)導向學習，建立結構式關係。本報告針對發展領導提出了 8

點建議：

    1.建立人力規劃。

    2.讓資深員工參與規劃。

    3.確認領導者所需能力為何。

    4.評估發展需求。

    5.建立領導能力發展策略。

    6.將「個人發展計畫」的流程制度化。

    7.針對即將退休人員備妥其接班人才圈。

    8.別讓經費考量阻礙了領導力發展規劃。

除了上述所提及之人力資源規劃、人力規劃、接班人計畫與整合取向途徑外，John Lavelle 在所著：「人力結構、員工關係：開拓人力管理與規劃的視野」一文中提出了若干關於人力規劃的新發展。

Lavelle 文中指出在 2006 年之部務會議提的"策略式人力規劃"中指出，人力規劃之演進，係從基本的差距分析，到人力分析，再到模型化及預測，最後到人力切割(Segmentation)。經過這樣的演進，使機關得以從單純的差距分析－分析現有人力與未來所需人力的差距－更進一步去做有關員工與職務和機關目標之關連性及其策略性貢獻的細節性分析。

Lavelle 指出，人力分割即指將職務分割成核心功能與非核心（幕僚）功能、策略性角色與必要性角色。所謂策略性角色，指需要特殊技能的職務，而必要性角色，則指支持機關運作所需且無法委外的職務。

Lavelle 認為人力分割是一個二面向的分析，並不足夠，因此他提出第三個面向，使人力規劃與分割可以轉化成實際的操作。此第三個面向即用以維持技能的理想之「受僱關係/價值（Employment relationships/value proposition）」。

如將之應用於探討老化的勞動力問題上，則重點便在於區別：走到職業生涯的最後，該名員工是擔任對機關業務有很大影響或者影響很小的職務？對於那些年老但仍盤踞在對機關業務影響很小的職務上的員工，所要處理的問題是如何鼓勵他們離開；至於那些年老但位居重要位子且具備高度技術的員工，就必須以另外的方式對待－提高薪水及其他福利當然是可採行的方式，但更重要的是要讓工作變得有趣，並對這些員工給予當的尊敬。

所有的規劃與計畫都需付諸執行，否則即失其效用；而如何執行人力規劃，則應分別從機關與員工兩個面向來看。從機關的角度—此亦即人力規劃的核心—來看，要考量的是需要多少員工？員工所需具備的技能為何？未來機關的人力狀況會是怎樣？從員工的角度來看，所需要的是金錢上的誘因，但同時也需要被尊重並希望能參與有意義的工作；此外，員工也希望有良好的工作環境及一定的工作彈性。

與私部門相較，公部門在薪資上處於較不利的地位，因此，必須視員工的不同層級及其年資多寡而作調整。

但若經過審慎規畫結果，仍發現未來人力的短缺是不可避免的，Lavelle建議可從前開「人力切割」著手，亦即，應將處理重心優先放在填補那些重要職務的空缺上。此外，Lavelle更進一步以世界銀行為例，說明「遠端支援或境外外包後勤部門支援(offshoring back office support)」亦為解決人力短缺的有效方式之一。

為了降低人力成本，世界銀行將原設於勞動力市場緊繃的華盛頓特區的幕僚辦公室遷至印度欽奈地區，以利用當地廣大充足而又受過良好教育的人力。由於那些是屬於重要性不高的業務，故以印度當地人力擔任，可說是勝任有餘，而且可以優渥的薪水、可攜式退休金、富挑戰性的工作及獲得技能等條件吸引當地人才投效。

世界銀行在一段相對短時間的框架中必須鼓勵分割。因為晉升機會的缺少與維持高信用水準的需要是 Lavelle 所稱達成「雙贏」情境的需要。

除了遠端支援（或境外外包）系統外，另一個滿足勞動力短缺的方法包括增加執行任務的技術信任度。公部門也處在獨特的情況來共同使用人才—即輪調方式，即以共享的服務中心為形式、或藉由透過輪替計劃共同使用員工。

另一個可採行的方式是委外(oursourcing)—一些不具策略性及重要性的工作可以委由私部門來執行。許多機構已經使用像是薪資帳或津貼之類的功能轉為委外形式。

為何目前多數機關尚未或未能及時訂定人力規劃計畫？ 2004 年 IPMA-HR 在人力規劃的研究中向參與者提出這個問題，調查發現以下常見的障礙：

障礙原因	百分比
須須處理其他短期的工作，無暇顧及	39%
人力短缺	34%
經費不足	26%
缺乏上級的支持	18%
受限於嚴格的用人制度	13%
市場調查不充分	6%
對規劃技巧缺乏信心	6%
抗拒改變	1%

　　組織通常忙碌於處理日常性的業務，而很難找出時間與資源致力於策略性規劃活動。為了使人力規劃的策略性活動可以發生在高階經營者上，必須使它成為優先順序。

　　華盛頓州人力規劃網資料所示，符合退休資格的員工數經常都在全體員工數的四分之一到三分之一之間，是以，諸如此類的數據便可以用來說服高層主管正視人力規劃的重要性。

　　Lavelle 在這段較早期提及的文章中也記錄了勞動力規劃也許發生在日常生活中使用的常識裡，或者是評價勞動力與對未來預測的經驗法則中。

　　最後，在擬訂人力規劃與接班計畫時，不能關起門來自己做。對外，機關必須瞭解當前外在的大環境為何，並且和私部門競爭優秀人才；對內，機關必須將所有整體的計畫整合到人力規劃中，以精確的預估未來人力需求。因此，人力資源部門不能獨自進行人力規劃中，其必須緊密地與組織中的高層主管密切合作聯繫。

※問題討論
1. 你的組織目前是否正面臨或預期的人力短缺的問題？如果有，發生的成因為何？那種行業受此影響最為嚴重？你將採用何種對策來處理這種困境？
2. 你的組織是否有人力計畫或接班人計畫？如果有，那麼計畫的重點為何？

3. 你的組織目前尚未有人力計畫或接班人計畫、或是正在執行中但尚未正式化嗎？舉例來說，如領導能力訓練或是其他有助於維持人才資本之訓練。

4. 造成執行人力計畫與接班人計畫的阻礙為何？例如受到高階執行者之壓力；外部－法令規章之限制或是競爭者所賦予之壓力。

5. 對於人力短缺或是人才短缺，你有什麼正在執行或考慮中之創新想法或方式來因應？

二、使公部門成為最佳雇主

報告人：Dr. Suvit Maesincee, Ph.D., Senior Lecturer, SASIN Institute, Thailand （原文資料詳附錄三）

　　世界各國的公部門雇主正面臨人力短缺的問題，此趨勢預估將持續十年以上甚或永久持續著。為維持競爭力及吸引優秀人力進入公職，公部門必須使自己成為有吸引力的雇主。品牌，被私人公司長期用來銷售商品的行銷工具，而今也被公部門雇主所採用。

　　在幾乎所有的國家，品牌經營策略的需要都來自於預期到的人才短缺。過去幾年裡曾有退休浪潮的討論，事實即是許多國家目前的世代在今後的 10 年將出現大量的退休人潮－美國功績制保護委員會估計有 60%的美國白領階級將在未來 10 年符合退休條件。但因為新進世代小於退休人潮，所以勞動者短缺的問題將不太可能消失。

　　況且，問題還不僅限於人力招募而已。根據一份 2008 年國家評鑑報告顯示，美國在人力項目中僅得到 C+的評分，是 4 項評鑑項目中最低分者；其他 3 項評鑑項為：薪資、資訊及人事架構。此一低分並非導因於由退休潮所帶來的人力短缺及招募不足－事實上，退休潮尚未真正到來－反而是高離職率才是造成人力短缺的主因。美國許多州都遭遇高離職率的衝擊，情況甚至已經糟到連試用期都還未滿，員工已經離職的地步。密西西比州的情況最為嚴重，近乎 2 名新進人員中，就有 1 名在 1 年試用期未滿前離職。

　　為何離職率會這麼高？該份報告並未做進一步的分析，然而，合理的猜測是－與私部門比較相對低的薪資、少有機會獲得大幅陞遷及官僚體制讓新進人員遭受挫折等原因。以紐約為例，除了最低的入門階層職務，幾乎其他職務都很難找到人願意來擔任；又如在加州，許多政府部門的職缺都僅開放給現職人員而已。

　　其他國家也有類似的情形。經濟快速發展的中國正面臨人才短缺的問題，而其他亞洲國家及開發中國家除了人力短缺之外，更出現人才荒－高級人力的欠缺。舉例而言，世界性的醫護人員短缺，造成此領域的人才重新配置，許多醫護人員因此移往國外工作。

　　當私部門和公部門雇主同時面臨相似的人力短缺問題時，公部門的問題通常會更嚴重。根據經濟合作發展組織(OECD)的一份報告「公部門－首選的雇主：關於公部門人力競爭計畫」中，描述許多會員國所面臨的問題。而當這份報告於 2001 年公佈時，在 7 年後的現在仍然存在：

1.人口問題－退休的浪潮預估從今年開始，由於這股浪潮之後的世代是屬於相對少數，其影響將是必然的，這將會出現對人力的競爭。

2.薪資問題－公部門對專業人力所能提供的薪資待遇常低於私人企業。

3.公部門的形象衰退－在公部門任職通常獲得較低的評價，因為一般對公部門的看法就是官僚體系當道。

4.發展與陞遷問題－由於注重年資，致陞遷緩慢，且不重視功績與專業發展；此外，亦無法有效率地網羅在校生或畢業生。

5.員工工作態度與價值觀的改變－員工對工作條件的要求比以往還多。

對公部門的雇主來說有許多選擇。有些組織，比如維吉尼亞州，創造出一套知識轉移系統。而為了具備競爭性，喬治亞州在取自其他州私人企業的設定薪資及福利上改變其焦點。

形塑公部門的品牌形象被視為有助於競爭優秀人才的利器之一。Ron Komers 及 Steve Mendelsohn 合著之「打贏人才競爭的一場戰」一文中指出：每個機關都有屬於自己的「品牌」，不論那是出於有意的塑造或是偶然形成的。大眾對公部門人力的印象來自於過去接觸公部門時的經驗，且通常來說那些過去的經驗是偏向於負面的。一項 2005 年所做的調查報告顯示：只有 28%的大專畢業生有意在公部門任職；此外，僅有不到三分之一的大四生認為在公部門任職算是真正的「公共服務」，多數的大四生認為任職於非營利性組織才更符合「公共服務」的定義。

工作態度與價值觀的改變是另一項值得注意的現象，它顯示出「世代」議題對職場人力的影響。研究指出，雖然年輕的 Y 世代（又稱為千禧年世代，指在 1981 至 1988 年間出生者）仍然重視工作的保障，但他們同時也注重彈性工時，以求能在工作與生活間獲得平衡。此外，多數的千禧年世代追求富貴與名望－調查顯示，10 位該世代的受訪者中，有 8 位說成為有錢人是他們最重要或第二重要的目標；半數以上說成名對他們來說也非常重要。準此，在公部門任職顯然無法吸引他們，因為既不能賺大錢，也無法成名。不過有一點值得慶幸的是，千禧年世代相較於其他世代來說，較不會對政府有刻薄的評價－當問及是否同意「公部門做事通常是無效率且浪費的」此一命題時，有 64%的千禧年世代不同意該命題，而其他世代的人最多也只有 41%不同意該命題。

公部門在形塑其品牌形象時，必須將上開新一世代勞動力人口所追求的目標納入考量，並思考如何將品牌推銷給社會大眾？Mendelsohn 與 Komers 指出，品牌的形塑並非只是想出一些文案印在紙上就算了，它必須是有意涵的，而且最重要的是，它必須是真實的。兩位學者提出以下幾個

形塑品牌時的要素：

1. 僱用時的承諾—指機關給予現職員工以及未來的準員工的承諾。
2. 職位—指現職員工以及可能成為員工者對機關提供哪些職位出來的印象。
3. 明確的價值陳述—指機關之目標與願景陳述。
4. 組織文化—指機關內部的行為規範及員工做事與互的方式。
5. 領導的風格—領導者如何傳達價值及穩固職員。
6. 訊息—指組織想要傳達給員工的首要訊息。

前開 Mendelsohn 與 Komers 之研究結果可歸納得出：品牌形塑就是機關給人的內部與外部的印象，這些印象是一方面是根據機關實際上如何對待其員工而來，另一方面則是機關所傳達出想要塑造正面名聲的訊息。

一份 OECD 的報告針對如何使公部門成為最佳僱主提出了以下幾點建議：

1. 提昇公部門的整體形象—此係最重要的挑戰。
2. 進行調查研究是鑑定關鍵問題進一步發展的一種好方法。
3. 創造更好的工作環境—此係必要的前提。
4. 促進公共服務的專業—此係長期的策略。
5. 改革人力資源管理制度—此係根本之道。

提昇公部門形象並非是一項簡單的任務。根據 OECD 的研究報告，造成公部門負面形象的一些因素可能是：服務品質低落、缺乏透明度、道德低落以及不清廉等。要改善這種情形，可以從提升公部門的服務品質做起，並且要改進與民眾溝通的方式；此外，某些個別的公部門機關可能較整體公部門擁有更正面的形象，因此形塑公部門品牌形象便可由此開始做起。

以華盛頓州的勞工與工業部門為例（該部門刻正致力於將自己變成最佳僱主），根據一項全州性的調查顯示，該部門在「對主管的評價」以及「明確知道他們被賦予的工作任務與期望為何」等 2 項目上獲得很高的評價，但在「工作成效評估」以及「員工認同」上則評價不高；因此，該部門準備將明年的重心放在改進評價低的項目之上。

在 OECD 報告中建議，進行民調是作為定義新品牌及準確指出待改進範圍的一個開始。此外，該報告也建議組成顧問委員會以檢視調查結果，俾能提出客觀的改進建議。

丹麥在 2000 年進行了 3 項有關員工激勵的調查，並得出最能激勵員工的項目如下：

1. 工作內容
2. 規劃自己的工作計畫的能力。

3.薪資及績效獎金。

4.工作環境

該報告顯示，員工願意繼續待在目前的工作崗位上的主要原因是：

1.對工作內容的滿意度。

2.對同事間合作關係的肯定。

3.對工作規劃有影響力。

至於員工考量轉換工作的原因是：

1.追求更高的薪水。

2.對領導者不滿意。

3.發展的機會很少。

上開調查結果可說是十分典型，可做為機關在形塑品牌時的重要參考。此外，美國功績制保護委員會(MSPB)亦曾對新近僱用且曾有過私部門工作經驗的高位階人員進行調查；調查結果顯示大多數高度技術性的員工進入政府部門任職的主要的 4 個原因是：1.工作有保障、2.局處的任務（例如公職），3.想充分發揮才能 4.政府部門提供的退休和健康福利津貼。

一沃森懷亞特報告有關亞太地區許多已開發國家之勞動力老化的現象（例如日本，韓國，澳洲，香港和新加坡），退休年金和健康福利是留住員工的重要因素。

創造更好的工作環境是前提要素，增進專業知識在公共事業裡是一個長期策略，人力資源系統的改革是一個根本的步驟。這些步驟包括再審視目前的政策並且決定是否有做改變的需要。改革方面可以包括加速人才進用的流程，在美國的聯邦政府有一些嚴重的缺點或不好的政策，例如允許遠程辦公或者兼差工作。所以創造一個公平的政策，透明的交易，工作中的倫理都是關鍵。

另一個概念來自維吉尼亞州，他們與大學以及與知名的線上求職網站合作。

員工的參與是建立品牌形象時另一個重要的因素。Towers Perrin 在所做的一項研究中指出，吸引與維持員工及促進員工參與的誘因有：

1.實質工資─此係吸引員工排名第一的要素。

2.健康保險。

3.工作與家庭生活的平衡。

4.發展機會。

5.功績制度。

6.維持所需技能─此係維持員排名首位的誘因。

7.升遷機會。

8. 雇主名聲。

9. 內心所感覺到的補償制度是公平的。

10. 立即的領導監督。

11. 資深管理之利益－此係吸引員工參與排名首位的誘因。

12. 實現發展的機會

13. 個人的決策

就業價值取向是吸引人才與留住人才的重要關鍵。根據 2006 年於 12 個國家的全球就業研究裡，在 38 個項目中就有 7 個要素為吸引及增進忠誠度的驅力，舉凡發展機會，未來生涯發展機會，以及尊重都會減少員工的流失與增進員工忠誠度。待遇、工作穩定度、管理品質、良好的工作氣氛都是增進工作忠誠度的驅動力。

該研究顯示，組織在傳達員工價值之提議時有很大的改善空間。研究也顯示，只有 24%的新進員工相信所有的許諾雇主都會實現，十分之四（4/10）的員工感受到組織會保留員工的價值提議。當員工是最重要的溝通管道時，這樣的傳達是很重要的。大多數雇員不為組織做提倡，研究發現只有 24%的員工會向朋友推薦自己任職的機關。

品牌形塑雖然在人力資源相關文章中被提及，但實際上卻很少有機關去執行。一項 IPMA-HR 於 2007 年所做的調查顯示，只有約四分之一的受訪機關有一套品牌形塑的策略，而其策略訴求的重點在於：

1. 是一個工作的好地方

2. 極好的福利

3. 感覺為這個組織工作或幫助他人是值得驕傲的事

4. 專業發展的機會

5. 從事公共服務是一件驕傲的事

6. 升遷的機會

7. 工作保障

8. 富創新精神的工作方法與環境。

由上開 IPMA-HR 的調查結果可得，其與前述 Towers Perrin 及丹麥所做的研究調查結論是十分相近的。

此外，IPMA-HR 的調查也發現，雖然只有少數的機關已實際執行一套品牌形塑策略，但許多機關也已經開始發展自己的品牌形塑策略，或從事相關的事宜，例如：改進利福措施、增加薪資、進行機關自我評價、提供彈性工時及異於傳統式的辦公環境等。

當品牌策略成型時，下一步驟便是衡量它的實際成效。Komers 與 Mendelsohn 指出，真正的挑戰在於如何傳達機關的品牌與承諾，如果機關

不去推銷品牌，那再好的品牌策略也是無用。兩位學者以 Riverside 郡的作法為例來說明機關如何知道他們的品牌策略是否有效。該郡利用多種不同的調查方式（含出口民調），就其在薪資、對員工的投資、提供好的工作環境、具啟發性的領導、創新與發展等項目上做得如何進行調查；一旦發現問題所在，立即進行改正。

　　以下是 Riverside 郡所打出的 9 項品牌保證：

1. 提供一個先進科技、大家相互支援的環境。
2. 提供公平且有競爭力的報酬。
3. 以績效表現來決定報酬，而不是表面功夫。
4. 提供有意義的工作跟升遷機會。
5. 訓練、發展、協助、授權員工。
6. 提供一個心理健康的工作環境。
7. 員工間相互關心並且為自己的工作感到驕傲。
8. 有具啟發性、有創意且值得信賴的主管。
9. 為大眾服務感到驕傲已被形成為組織文化。

Komers 與 Mendelsohn 也指出，目前對自身品牌策略是否成功進行調查與效果評估的機關十分稀少；但如考量實際上只有四分之一的機關實際執行品牌形塑策略，則更少機關進一步去評估實施成效也就不令人意外了。

個案研究—Ned 銀行，成為一個 2006 年在南非的最佳雇主所做的努力

　　Ned 銀行資深經理 Gina Davidson 說明了該行為何致力於建立一套品牌策略，以及他們如何實踐該策略。

　　她描述一個就業品牌如下，並且注意到員工才是實踐品牌策略的關鍵：品牌可以傳達一個組織的特性。它也傳達出本組織的目標及立足點為何，而成為一個組織的代表及象徵。實質上，它會傳達給目前或潛在的員工，塑造成一個這是一個工作的好地方的形象。

　　品牌專案是在一段因歷經組織合併，同時不同的品牌與文化也合併故績效很差的時期所產生。外聘人員與徵才廣告是少之又少，戴維森說花費很多人跟時間精心製作一個遠景。

　　當一個遠景已經被納入外部行銷活動，"讓事情成真"的機制就會被啟動，這個標識在他們的網站的左上方會出現，接下來就會有很多關於目前與之前的員工相關研究報告會產生，與新進員工的結構性面談，建議箱的使用使得 Ned 銀行成為一個極佳的工作場所，與離職員工的電話面談可以得知他們離職的理由，同時離職資料也會被分析。

　　Ned 銀行也有參與外界的研究，看看他們組織給外界的形象是如何。研究結果顯示，在這九個員工價值提議因素中有一個因素簡稱" 最佳的事情

是從最佳的人所產生"，所以這個銀行就把此有創意的字眼放在網站上跟印刷品上。然後他們就展開了一個心理戰術，那就是不告訴員工這是一個很好的工作場所，反而讓員工體會這個感覺。他們開始傳達給原員工這個價值觀，而且也以迂迴的方式灌輸在所有的溝通中。只有在內部消息已被充分溝通後才能在外面使用。

觀察與評估員工的價值取向是個很重要的部分，Ned 銀行提出了透過下列這些方式來達成：

1. 員工調查
2. 面談(新進人員與離職人員)
3. 鎖定特定團體
4. 離職分析
5. 進行有關如何成為最佳僱主的研究。
6. 繼續與較好的人力仲介簽約。
7. 與畢業生簽約

總而言之，要創造好的品牌策略，僱主必須要事先評估機關目前的名聲狀況才能建立品牌策略，在工作場合上運用調查及面談之方式，包括審查外界所做的調查，工作未來之展望等，然後再把此策略寫下以利執行。不只有在形式上聲明「這是個工作的好地方」，此策略必須要傳達給員工，並且要確實付諸行動。

如果雇主確定一個有彈性的工作場所對吸引及保留人才來說是值得擁有的，那麼雇主不只是要變更政策，如果可以的話，更要確定高階執行長與經理人執行此承諾員工之彈性工作政策，而不只是空談。

同樣的，如果改善顧客滿意度是一個重要的目標，那麼把這個觀念傳遞給大眾並且進行顧客滿意度調查對這個方案而言，是很重要的。如果只是單純的把文字印在紙上再公開(或張貼)的形式口號，那麼這個品牌策略將會是失敗的。

※問題討論：
1. 你覺得你的組織是個最佳雇主首選嗎？如果是的話，你在這方面的作了那些努力？)
2. 請問你的組織有合適的品牌策略嗎？如果有的話，這些要素為何？如果沒有的話，那麼阻礙你們形成策略的原因為何？又如何克服這些困難？
3. 你的組織正經歷著選才與留才的困境嗎？如果有，是如何處理這些難題？
4. 你的組織有進行員工滿意度調查嗎？如果有，結果為何？你又是如何處理這些考量？
5. 你的組織是如何傳達員工價值提議？員工的參與度是如何？你是如何測量的？

肆、會議綜合結論

一、議題一：人力資源規劃與接班人計畫

（一）概況

1. 因為勞動力老化，大部分的國家正面臨管理階層的人才短缺，且機關職位升遷多採內補制，當職缺太多或無法替補時即有從組織外招攬人才的需要。

2. 無論公部門或私部門，應積極鼓勵與推動組織的永續經營，以確保人力資源運用的連貫性。

3. 人力計畫不僅包括甄選步驟，更應建構「人才供給庫」以因應組織現在與未來的人才需求。

4. 接班人計畫係滿足機關或組織遴補關鍵職位的具體做法，惟大部分機關尚無具成效的具體措施。

5. 人力計畫應儘可能與員工的策略性願景與夢想相符，且妥善的計畫可縮小接班的缺口（接班過程不間斷）。

6. 部分國家-如寮國，因資深主管不願退休，使有能力與企圖心的年輕人不易昇遷。

7. 新加坡由中央機關統籌負責安排接班計畫與主管發展的規劃。

8. 醫療、資訊、工程、教育（尤其是數、理）、律師（少數國家）是部分國家人才短缺較多的重要領域。

9. 由於勞工法規的修訂或以留任延後退休年齡人才為目的之政策，使員工退休年齡有逐漸上升之趨勢。

10. 訓練制度的妥善運用，除可提拔組織內的人才外，亦可用來留住現有的人才。

（二）挑戰

1. 來自民間私部門、跨國企業的人才競爭，且部分國家因政治氣候的變遷（如政黨輪替）有時會改變整個經營模式。

2. 當許多人才從公部門流失時，應思考公部門的行銷與品牌訂位是否與實際提供的「產品」（工作內容，訓練，福利，薪資等）有太大的落差。

3. 經濟發展較強的國家，通常均面臨人才招募的困難。

4. 用對的人做對的事，但勞動人口老化使人才庫變少。

5. 人力計畫雖普遍，但尚欠缺良好的成效，且計畫的性質、方法常與機關或組織領導人的個人風格有很大的關係。

6. 通常問題越被突顯，則規劃即越被納入正常運作的一部分（哪裡失火就往哪裡解決）。

7. 接班計畫常面臨「文化」方面的問題，當特定人選被指定為接班的候選人時，其他未被指定的員工常覺得被冷落、排擠、邊緣化，因而選擇離開組織。因此，應思考如何讓沒有被指定為接班人的員工對工作仍保持高度的興趣。

8. 擬訂人力計畫與接班人計畫的障礙常發生於部門間或人員間的本位主義、對改變的恐懼與資料的不足。

9. 人才的分配常有集中在某幾種領域的情形，且不同部門間亦會彼此競爭挖角，例如當第一個部門花費時間與金錢培養人才時，卻在毫無預警的情況下被第二個部門挖角。

10. 組織本身以與外在需求一直在改變，所以計畫必須具有相當的彈性來隨機應變。

11. 主管常忙於瑣事，致無時間冷靜思考組織未來的方向與計畫。

（三）應對策略

1. 積極行銷公部門服務的各項優勢，如完善的退休、福利措施，以利優秀人才的留任。

2. 提供「歸巢服務」條款的深造機會，但須預防深造後立即離職的問題發生。

3. 在工程、科學研究等高度專業領域，可思考適當的業務委外或組織重組。

4. 為因應人口老化的衝擊，組織可研議漸進提高退休年齡、訂定留任的獎勵辦法、或將退休人員聘為顧問，以利人力安排。

5. 規劃快速升遷的辦法與條件。

6. 提供關鍵職位人員（如工程師、律師、教師、醫師等）更優惠的薪資。

7. 擬訂人才招募策略，主動參加就業展覽會，化被動為主動。

8. 建立公部門是首選雇主的品牌形象。

9. 因應人才短缺，可考慮招募外籍專業人員或實施內部輪調制度。

10. 釐清領導人之接班順序，並投資更多資源於人才訓練與發展。

11. 完善的人力計畫在於如何挑選優秀的領導人與具高潛力的領導人才。

12. 將組織與個人的發展計畫互相結合，有助於留住優秀員工。

13. 以落差分析為基礎，研擬人力資源與接班人計畫，並根據策略性基準，規劃組織未來的經營策略。

二、議題二：使公部門成為最佳雇主

（一）概況

1. 大部分的與會機關代表均自認為是員工首選的雇主。
2. 公部門服務因各國國情不同而有不同程度的吸引力。像巴基斯坦年輕人口佔相當大比例的國家，在公部門服務被視為具有良好的福利和退休保障，屬社會地位高的職業生涯途徑。
3. 普遍而言民眾參與公部門服務之熱度與景氣榮枯有關，當景氣不好時想在公部門服務之人數則增加了。
4. 公部門過去數十年來在開發中國家的競爭對手較少，但在全球化時代，跨國企業、創業機會與非政府組織的出現，吸引了更多人且逐漸取代公部門成為生涯規劃的首要選擇。
5. 不同世代間對公部門服務的評價並非一致，現在的年輕人對服務公部門的評價，普遍是保守負面的。
6 新加坡部分政府機關每年會辦理公務人員的捐血活動，並透過新聞媒體報導，行銷公部門關懷社會貼近民間的正面形象。

（二）挑戰

1. 來自私部門就業市場的人才競爭。
2. 民眾對公部門的認知落差與公務人員缺乏社會的肯定，當公務人員表現好的時候常被忽略，但表現差時則迭遭批評，即少有獎勵只有批評。
3. 在競爭激烈的環境之下，醫療、法律、工程、人事等專門職業領域的人才短缺，使公部門吸引並留住人才更加困難。
4. 某些國家在戰亂與政治不穩定的因素下，公部門形象易受損害。
5. 新進人員在公部門任職未滿五年內的離職比例偏高，因此值得機關思考的是，留住的人員是否為最佳的人才？
6. 品牌經營的高成本支出，使機關必須更仔細檢討相關的推動細節，除需確保負責規劃分析品牌策略的人員能清楚瞭解機關的願景外，並應認同投資成本與成效間的評量工作。
7. 部分國家在甄才與留才所面臨的挑戰，來自醫療及教育界的缺乏人才，因國內優秀人才常到國外尋找更好的就業機會。
8. 人口老化與少子化改變了社會結構，使年輕人才相對變得較少。

（三）應對策略

1. 組織與個人的價值相符是留住人才最關鍵的方法。
2. 完善的升遷制度能提高公部門形象與社會地位。
3. 組織必須讓員工瞭解其所提供的建議會被重視，以鼓勵員工發表誠實的意見。
4. 機關品牌推動可透過傳播媒體、行銷方法、廣告與直接在機關內進行。
5. 織織應進行定期的成效與內、外部滿意度調查。
6. 吸引並留住人才最關鍵的要素包括：有意義的工作內容、良好的領導、明確而有深造機會的生涯發展、職務輪調、公平升遷機會、有彈性的職場政策及作法等。
7. 組織應架設與維護網站，並積極參與就業展覽會的徵才活動，使民眾認識公共事務，並讓民眾覺得公部門能與民間企業平起平坐。
8. 提供終身學習的機會並建立知識管理制度，讓資深人員的知識經驗得以傳承給資淺與新進人員。
9. 組織應提供具吸引力的福利及退休計畫。
10. 組織應建立績效評估制度與設定工作目標，獎勵具卓越工作表現的員工，同時領導階層必須對績效負責。

伍、心得與建議

一、機關應重視人口老化與少子化引起的勞動力短缺問題

　　西方國家戰後嬰兒潮世代(baby boomers)已可屆齡退休，恐帶來大退休潮與經驗知識的流失，而世界各國人口出生率亦呈逐年降低的趨勢，在人口老化與少子化的雙重衝擊下，人力短缺問題即將發生。依據相關研究報告，丹麥在 2010 年的永續未來計畫時，提出未來公部門面臨的兩大挑戰：即人才引用困難以及政府知識獨占性的崩解，未來年輕人將變成稀有資源，公務機關退休潮及任用制度的改變，將不利於公部門吸引及保住人才；芬蘭政府部門亦提及自 2001 至 2011 年該國將有一半的公務人員退休，2012 年將有 85%的高級公務員將離開公務界。美國會計總署於 2000 年的報告中指出，至 2005 年時，預估將有 71%的資深高階主管依法將可申請屆齡退休，至 2010 年時，美國將會出現一千萬個供過於求的工作機會，且更將有超過 70%的聯邦政府職員可依法申請退休，美國政府 2000 年的公務員數額已經減少至 1950 年以來的最低水準,聯邦公務員平均年齡自 1990 年的 42 歲上升到 2001 年的 46 歲，公務人力老化的趨勢日益明顯。

　　人口老化會影響一個國家的競爭力，因為每個年輕人平均需要負擔的老年人口相對增加，每個人工作所產生的國民淨收益也會下降，而且人口比例中越來越多是老年化的人群，全民健康保險財務負擔會日益增加。依內政部民國 96 年整體人口統計資料，我國 60 歲以上的老年人口占 13.65%,10 歲以下的人口占 10.51%,而人口出生率從民國 86 年的 307,406 人，降至 96 年的 192,021 人，11 年間出生人數減少比率達 37.54%，依據推估至 2026 年，我國 65 歲以上高齡人口將占總人口之 20%，預計至 2018 年，人口即達零成長，使我國提早進入高齡化社會。整體看來，我國公、私部門均面臨戰後嬰兒潮世代大幅退休與出生率大幅下降的結構問題。

　　在我國政府部門人力方面，依照銓敘部民國 96 年底之統計，我國公務人員之平均年齡為 43.1 歲，50 歲以上者占全體公務人員 25.50%，公務人員平均年資為 16.9 年，且公務人員年資達 20 年以上者，占全體 36.74%。另依據行政院所屬機關學校職員民國 96 年之年齡統計，簡任官平均年齡為 53.91 歲、薦任官 45.30 歲、委任官 43.40 歲，各年齡結構中簡任官 55 歲以上人員（4797 人）占總體簡任人員的 49.31%。

　　我國府部門近年來大力推動人員精簡政策，並提出相對應之優待退休方案，已引發不少人員提前辦理退休，造成財政部門之支出恐慌

，且加上欲規劃退休制度改革（如延後退休年齡與領取月退休金之比例）的效應，公務人員申請自願退休（需服務滿 25 年且年滿 50 歲）之比例，已由民國 85 年的 40.61%，增至民國 96 年的 85.84%，12 年間變化的幅度超過 1 倍；也正因此一趨勢，致使我國公務人員平均退休年齡由民國 85 年之 61.1 歲，降至民國 94 年底之 55.41 歲，而形成一種未老先退的趨勢。

　　由以上數據顯示，我國公部門員工，已朝向高齡化發展，在制度改變的驅動下，公務人員居齡即退，甚至提早退休的比例，亦會逐年增加，而高層公務人力，同樣面臨老化與集中退休的問題。但在機關員額精簡及新血不斷減少的情況下，我國之公務人力亦將呈現不斷老化，後繼人員銜接不及的結構問題。而綜合各項人口統計與預測資料，我國受人口老化老與少子化的雙重衝擊，在未來的 10 年或更長的時間，其人力短缺問題將日益嚴重，未來公部門必須與私部門雇主競爭遴用高水準員工，但工作者將更少，公部門面臨之挑戰將更為緊迫。

　　本次國際研討會中，參與各國均認為公部門應正視人口老化與少子化所起的勞動力短缺問題，因為與私部門相較，公部門在薪資上及晉用新人的時效上處於較不利的地位，建議因應困境的對策為：1.各機關應積極研擬人力補充與留才計畫。2.發展與私部門競爭的形象品牌－亦即成為員工首選之雇主。3.從被動徵才改為積極甄才。4.僱用或留任較年長員工。5.善加利用現代科技。6.以業務外包、職務輪調來解決人力短缺問題。7.提供終身學習的工作環境以提昇員工產能。8.知識移轉與知識管理，傳承關鍵知識與技能，減少新手摸索時間。上述建議應可供各政府機關在面對未來人力短缺時之應對策略。

86 年、96 年台灣人口各年齡層統計

年度	0-9 歲	10-19 歲	20-29 歲	30-39 歲	40-49 歲	50-59 歲	60-69 歲	70-79 歲	80 以上	合計
86	3,226,109	3,700,424	3,694,243	3,838,449	3,125,309	1,687,645	1,391,517	828,272	250,847	21,742,815
	14.84%	17.02%	16.99%	17.65%	14.37%	7.76%	6.40%	3.81%	1.15%	100%
96	2,412,365	3,238,606	3,692,612	3,712,173	3,766,698	3,004,151	1,537,526	1,092,570	501,659	22,958,360
	10.51%	14.11%	16.08%	16.17%	16.41%	13.09%	6.70%	4.76%	2.19%	100%

資料來源：內政部統計資料

二、機關應重視人力資源規劃與接班人計畫的研擬

　　人口老化與少子化引起的勞動力短缺問題，現已為各國所重視，而「人力資源規劃」與「接班人計劃」被視為是解決問題的辦法。根據一項 2007 年的勞動力研究顯示，各國人口每年約以 0.5%的比率下降，

研究更發現，多數僱主並未察覺這種趨勢及預為因應，雖然「人力資源規劃」與「接班人計劃」在各種文獻上是被廣泛討論，惟並不被廣泛推行。與私部門相較，公部門在薪資上處於較不利的地位，因此應將處理重心優先放在填補那些重要職務的空缺上。然為何目前多數機關尚未或未能及時訂定人力規劃計畫，依據國際人力資源公共管理協會（IPMA-HR）相關調查報告顯示，人力資源管理人員耗用大部分時間在傳統人事工作，例如執行人事服務與訓練，解決員工抱怨爭議事件與整理檔案等例行行政處理事項，只有極少數的人事人員利用時間參與政策規劃。而在擬訂人力規劃與接班人計畫時，不能關起門來自己做，對外，機關必須瞭解當前外在的大環境為何，並且和私部門競爭優秀人才；對內，機關必須將所有整體的計畫整合到人力規劃中，以精確的預估未來人力需求。因此，人力資源部門不能獨自進行人力規劃，其必須緊密地與組織中的高層主管密切合作聯繫以收實效。

目前我國各政府機關在人力計畫方面，已建立一套法制完備的文官系統，從機關員額的編制、年度任用計畫、考選、任用、薪資標準、退休、保險、福利措施等，均有一貫的人力資源計畫與相對應的特別法規。而接班人計畫議題近年也成為公共人事管理研究與實務的關切項目，對機關而言，補充高層領導職務或關鍵職務不僅是要篩選出合格者而已，更期望接任者能延續既有工作責任，並將工作成果發揚光大。對人事管理而言，接班就是指「能持續供應符合組織需求人力的努力」，而今日政府組織最需要的人力就是領導者，因此接班計畫主要目標，除了甄拔或培育優秀的領導人才外，亦應擴及各階層由資深人員擔任之關鍵職務。

我國政府機關雖未有法定的接班人計畫，但對各級公務人員之培育與訓練未曾中斷，目前公務人員培育訓練分為訓練、進修及終身學習三類，訓練分為初任公務人員的職前訓練、在職的升任官等訓練、初任各官等主管人員訓練、專業訓練及一般管理訓練。根據 2007 年公務人員保障暨培訓委員會之統計資料，公務人員平均每人參與在職訓練時數為 66 小時，各官等之訓練時數以中間階層之薦任職 72.9 小時為最高，簡任之高級公務人員 37.1 小時為最低，高階主管人員訓練平均時數只有中級公務員的 50%，究其原因為高級主管普遍公務繁忙，致各官等中以簡任人員參訓比例最低，然高級文官身負領導改革創新重任，實不宜因公務繁忙而喪失參與接受新知的訓練機會。

本次研討會中，大部分與會國家在面臨未來公務人力不足的問題方面，尚未有具體的人力資源與接班人因應計畫。惟依據美國會計總

署 2003 年檢視英國、加拿大等國於接班人計畫與管理的經驗指出，獲得高層領導者的支持，以及將接班人計畫與組織之策略規劃連結，係確保人力計畫與接班人計畫成功的關鍵因素。因此，各機關人事管理部門不能獨自關起門來進行人力規劃，應將未來人口老化與少子化等外在環境引起之人力短缺現象，納入預擬之人力資源計畫，同時應秉除「接班人計畫僅適用於最高階層的領導職務」的狹隘觀念，接班人計畫應包括各階層之關鍵職務與知識移轉之規劃，而以下三類重要職務及知識必須納入移轉，即 1. 攸關工作績效不可缺少的重要職務與知識；2. 對組織生產力與品質將造成重大影響與差異之重要職務與知識；3. 若是失去將會對績效造成重大影響之重要職務與知識。至於如何達到知識移轉策略，除了傳統的師徒帶領、職務輪調等方式外，建議應將「知識管理」納入策略，並擴大知識管理運用範圍，將職務中累積的合作夥伴與網絡關係等內隱知識亦包括在內。

三、機關應營造最佳雇主環境並建立品牌形象策略

世界各國的公部門均將面臨人力短缺的問題，且此問題預計在未來的 10 年中持續發生，甚至可能是永久的存在。為了保持競爭力及吸引最好的人才，公部門必須設法讓自己變得更具吸引力，而長久以來被私部門所使用的品牌行銷策略，現已開始被公部門採行。

多數求職者早在與機關直接接觸前，即建立對機關的觀感，因此品牌行銷策略即在表達「某某機關是您工作的好地方」，品牌行銷策略在高度競爭的勞動市場中，扮演重要的角色，而對於自認形象不佳的機關或組織而言，品牌行銷策略更是非做不可。美國私部門的道氏化學公司即以「道氏，讓你做最棒的事！」為品牌行銷廣告，美國陸軍則以「做自己的主宰」為品牌行銷廣告。

雖然公部門與私部門都同樣面臨人力短缺的困境，惟公部門的情形卻比私部門更嚴重，因此形塑公部門的品牌形象被視為有助於競爭優秀人才的利器之一。美國學者 Ron Komers 及 Steve Mendelsohn 在其合著之「打贏人才競爭的一場戰」一文中指出：每個機關都有屬於自己的「品牌」，不論那是出於有意的塑造或是偶然形成的。然大眾對公部門人力的印象來自於過去接觸公部門時的經驗，且通常來說那些過去的經驗是偏向於負面的。另一項 2005 年所做的調查報告顯示：只有 28%的大專畢業生有意在公部門任職；此外，僅有不到三分之一的大四生認為在公部門任職算是真正的「公共服務」，多數的大四生認為任職於非營利性組織才更符合「公共服務」的定義。

品牌形塑雖然在人力資源相關文章中被提及，但實際上卻很少有機關去執行。一項 IPMA-HR 於 2007 年所做的調查顯示，只有約四分之一的受訪機關有一套品牌形塑的策略，而其策略訴求的重點在於：是一個工作的好地方、絕佳的福利、服務社會及人群、專業發展的機會、從事公共服務的價值與榮耀、工作保障、創新的工作方式或環境等。

　　我國各政府機關普遍尚無品牌行銷策略，其成因在於公務人員之選拔甄補，依憲法規定應實行公開競爭之考試制度，非經考試及格者不得任用，因此各用人機關僅能被動接受分發人員，致未積極營造其品牌行銷策略。而依據國內相關調查報告，我國公部門吸引求職者報名的主要動機為：「工作穩定、升遷公平」、「退休福利制度完善」，「不受景氣循環影響」，上述報考動機即可納入我國公部門吸引人才的主要品牌行銷策略之一。然此僅為消極吸引人才進入公部門的外在行銷策略，如要留任優秀員工，則長遠之品牌形象策略即需費心形塑。機關在形塑品牌行銷時，不僅要創造好的品牌策略，亦必須先評估機關目前的名聲，然後進行內部員工調查及新進員工面談與離職原因分析，以瞭解員工對雇主及工作條件的要求究竟為何；此外，機關也必須進行外部調查，以瞭解當前及未來的人力趨勢，俾能擬訂品牌策略並認真的去執行。

　　綜上所述，經由國家舉辦考試選任政府官員，可說是古代中國政治制度的最大特色，它使公務人員成為社會的中高階層，也促進社會階層的流動。因此，在我國政府機關的人才甄選方面，現在並未受到私部門的競爭影響，惟隨著全球化時代來臨，各政府部門亦積極精簡或改善作業流程，除注重服務品質的提昇外，在「公部門工作穩定」、「退休福利制度完備」等目前最主要利基外，建議加入「提昇服務滿意度」與其他具時代特性的新品牌策略，以營造最佳雇主之環境。

四、考選部對本次會議兩項議題如何具體實踐與因應策略

　　按考選部中程（94 年至 97 年）施政計畫架構之整體發展願景為「開展新視野、新思維及新作法，選拔國家優秀人力及專業人才，扮演國家競爭力之推進者」，因此，考選部在面對未來人口老化與少子化所引致的人力短缺現象，除了必須重視人力資源管理外，尚須積極行銷「政府部門是最佳雇主」之理念，以選拔國家優秀人力及專業人才進入公部門，方能扮演國家競爭力之推進者。故在面對未來人力短缺的困境下，本部允宜參採的具體實踐措施與因應策略如下：

（一）建立品牌形象：依據中華民國憲法規定，考試院為國家最高考試機關，考選部則為實際掌理全國考選行政事宜之主要機關。因此各政府機關公務人員考選事宜均由本部辦理，而本部在辦理各項甄才活動中，注重公正、公平與公開之精神，民眾只要符合應考資格者均可報考，考試成績之計算不因身分而有特別規定。因此，由本部辦理之考試其公正性早已深植民心，並向為國人所信賴，亦為各政府機關所倚重。故考選部的對外品牌策略已定位為「公正、公平、公開」，即考試過程務求公正無私、作業流程必須平等對待每位應考人、各項考情資訊必須公開透明。近年本部亦加入「以客為尊」及「照顧弱勢」的顧客服務理念，各項政策規劃與變革亦納入顧客（應考人或用人機關）及扶助弱勢之理念，以改變公部門既有之保守冷酷形象。

（二）積極甄才：本次會議大部分的與會機關均自認為是員工首選的雇主，此訊息顯示公部門在過去數十年來因競爭對手較少致仍具吸引力，惟隨著全球化時代來臨，跨國企業與非營利組織的出現，各國代表亦體認到私部門的吸引力已逐漸取代了公部門昔日被列為生涯規劃首選的光彩。因此，未來勢將掀起公、私部門對優秀人才的競逐之戰。面對此一趨勢，本部亦從往年之被動甄選改為主動出擊，積極派員參與各大專院校之就業博覽會，除宣導、發送國家考試甄才訊息並回答各項甄試疑問外，亦接受邀請派員至各學校演講，直接與學生面對面溝通互動，使更多年輕學子瞭解國家徵才訊息。此外，對於年度之大型考試，亦透過電視、廣播、報紙等媒體播放考試甄才訊息，以吸引民眾踴躍報考，近年公務人員高普考報名總人數已由民國 92 年的 63,399 人逐年遞增至本(97)年的 91,646 人，本部積極甄才之各項策略已獲得民眾的肯定與回應。

（三）公開各項考情資訊：政府資訊公開及透明化程度，是檢驗一個國家民主程度的重要指標，也是推動責任政治，提昇公民參與公共事務的關鍵。我國立法院於民國 94 年 12 月 6 日通過「政府資訊公開法」，其目的即是要建立政府資訊公開制度，便利人民共享及公平利用政府資訊。隨著網際網路的普及與應用，電子化政府透過 24 小時便捷的網路及網站，讓各種政府資訊與服務更容易為民眾使用，不僅要達成提升「效率」與「效能」，也要達成獲致社會公平正義的目標。近年來本部在公開各項考情資訊，即積極整建更人性化與國際化之網際網路平台，隨時透過本部全球資訊網發布各項最新考選政策與統計訊息，並要求各用人機關提供出缺職務之工作地點、工作內

容、任用等級、薪資水準、出缺時間等考試資訊，除公布於本部全球資訊網外，並詳載於各項考試應考須知內供應考人參考，考畢後之試題與測驗式試題標準答案亦於考試結束後隔日隨即公布，務期各項甄才資訊公開透明，以利應考人列為生涯規劃之參考。

（四）研議鬆綁考試法規：依據內政部人口統計資料，民國 86 年 0 歲新生兒出生人數為 307,406 人，96 年降為 192,021 人，11 年間出生人口數減少 115,385 人，減少比例達 37.54%，此一少子化現象引起之效應已逐漸浮現，97 年 5 月 7 日中央社報導：「台北市政府教育局公布 97 學年度公立學校國小一年級受少子化影響將減少 133 班」。根據上述相關統計數據與報導顯示，少子化帶來人力短缺的衝擊，將逐漸由國小→國中→高中→大學→就業市場等依次向上遞移，未來公職考試亦將面臨報名人數銳減的困境，因此必須嚴肅規劃人力甄選因應策略，而目前我國公部門在甄才時，部分用人機關仍訂有報考年齡上限、體格檢查、服畢兵役的門檻，為擴大甄才來源與保障人民應考權益，本部宜更積極協調用人機關在不影響機關執行業務安全範圍下，放寬或解除應考年齡上限、體格檢查等規定，俾能吸引更多元的人力資源進入公部門服務，以降低人口老化與少子化對考選甄才之衝擊。

（五）運用知識管理：依據調查顯示，公部門提供終身學習，有助其成為「員工首選之雇主」，故營造終身學習之環境，被視為是招募員工及留任員工之重要方法。而相關研究報告亦顯示，以訓練及教育機會來留任員工，乃是排名第二重要之因素，員工對於學習與發展之機會感到滿意與否，則是判斷員工是否繼續為其雇主工作之最重要依據。而知識管理之目的在使組織內部員工皆能充分體認知識產生、學習、分享與應用之重要性，亦是政府機關因應人員退休、知識斷層的改善良方。由於人員的離職，不僅將過去的經驗、知識一併帶走，組織亦需忍受新人接手所帶來的陣痛與生產力低落；因為，根據研究指出，新人接受新職通常需要 12 個月，甚至更長的時間來摸索，才能發揮完整的生產力。因此，政府部門推動知識管理有其必要性與急迫性。歐美各國推動知識管理最主要的障礙是缺乏充分的誘因激勵、機關重視技術層面而輕忽人員的因素、管理人員的抗拒（特別是中間管理階層）、欠缺改變權責的新治理機制等。另依據相關調查報告反映，推動知識管理的成效與擔任知識長的層級高低有正向關係，為利知識管理及內隱知識之經驗傳承，本部即由部、次長與一級主管分別擔任知識長與各社群組長，並依業務性質設置

「考選制度興革組」、「國際事務組」、「行銷及顧客服務組」、「試題分析建檔組」、「試務改革組」、「電腦 e 化組」等 6 個知識社群，要求各社群積極推動內隱與外顯知識之建檔傳承，對分享知識之員工給予實質獎勵，不管在政策規劃面、顧客服務面或技術改進面之知識產出，均有長足之進展，有效縮短新進人員訓練、技術摸索與資料蒐集之上手時程。

五、政府部門應建立參與國際會議參考作業流程以落實經驗傳承

出國參與國際會議可以在短時間內接觸多國公部門機關之代表，除了可藉此增加我國在國際舞台上之曝光率外，亦能建立與各國間之情誼與溝通管道，並能從會議討論中獲悉各國的人事管理制度與對各項議題之實務見解及作法等第一手資料，對我國人力資源管理制度甚具啟迪價值。

出席國際會議係代表國家與機關參與，因此出國前出席人員應準備之資料、物品與相關處理細節等流程，均散見於個人記憶或電腦檔案中，尚未有人據以整合建立一個參考作業流程，實有必要藉此出國參與國際會議之機會詳實建立。因此，為落實機關之知識管理與經驗傳承，乃將本次出國參與會議之流程依「會議前」、「會議中」、「會議後」等三個階段分述如后，期望能對未來奉派出席本項會議者提供較詳盡之指引參考。

參加 IPMA-HR 公共人事管理國際研討會參考作業流程

階段	流　　　程	工　　作　　內　　容	注　意　事　項
會議前	一、確定出國人選	IPMA-HR 邀請函寄送到部，由秘書室簽擬出國參加會議人選及預估經費。	
	二、填具報名表件	一、出國參加會議人員填具欲參加會議報名表並回傳 IPMA-HR。 二、填寫表件內容為：出席人員姓名、職稱、服務機關、地址、電話、傳真機、電子郵件、陪同參與人員姓名（並加註 Guest）。 三、傳送報名表件：可採傳真機或以電子郵件傳送報名表件，並以電子郵件確認對方是否成功收到。 四、填寫並傳送出席人員簡歷：報名表件傳送成功後，IPMA 會再寄送出席人員簡歷表，簡歷表填寫內容為：姓名、職稱、服務機關、機關工作項目、出席人員在機關擔任的角色與簡要描述主要責任範圍。	一、填寫出席人員英文姓名時，宜注意需與護照英文姓名相同。 二、傳送表件時可附帶請對方提供會議地點旅館資料或會議相關訊息。
	三、洽請旅行社代辦出國相關事宜	一、護照：需準備身分證正本及相片二張，並填寫英文姓名及連絡電話。 二、簽證：泰國需準備護照正本、相片一張及個人連絡電話。 三、機票：代訂機票前應先確認擬搭乘之航空公司、座艙等級（頭等艙、商務艙、經濟艙）、出國返國之日期時間。 四、旅館：IPMA-HR 一般均有指定住宿旅館，因此可自行上網預訂或請旅行社代訂旅館。	

階段	流　程	工　作　內　容	注　意　事　項
會議前	四、簽擬出國行程經費及函請外館協助事宜	一、出國行程：擬訂出國行程除依據 IPMA 會議行程外，尚需綜合航空公司之航班、是否轉機、到達時間、通關時間與時差等因素通盤考量，俾因應當飛機延誤時之彈性應變時間。 二、預支經費：依「國內出差旅費報支要點」第 4 點規定，出差旅費分為交通費、生活費及辦公費。其中生活費包括住宿費、膳食費及零用費，而奉派赴國外地區出差人員生活費日支數額係由行政院統一規定，因此預支經費時應依據出國行程日數及國內出差旅費報支要點相關規定估算，估算時宜包含護照費、簽證費、生活日支費、保險費、禮品交際費（官職等需達規定層級）、參加 IPMA-HR 報名費、旅行社代辦費等。 三、函請外館協助：為利行程順利，應函請外交部於會議期間協助相關接送機及生活照料事宜，函文中亦應明確告知會議日期、會議地點所屬之國家、地區、地址與本部聯絡人員姓名、電話、電子郵件帳號。	一、出國人員請人事室以公差登記。 二、生活費日支數額之劃分，概以 60% 為住宿費，20% 為膳食費、10% 為零用費，因此當會議住宿旅館為會議指定旅館時，可依「國內出差旅費報支要點」第 8 點規定簽請檢據覈實報銷。
	五、蒐集會議相關資料	由於 IPMA-HR 會議行程及報告資料需於會議前三週始傳送各與會人員，因此在正式會議資料寄達前，僅能依據本屆會議主題先行搜集會議相關資料，其查閱步驟建議如下： 一、研讀並整理歷年本部參與 IPMA-HR 會議相關書面報告。 二、依據本年會議主題至國家圖書館、政府網站搜集並下載相關報告或統計資料。 三、至 IPMA 網站瀏覽相關資訊。	

階段	流程	工作內容	注意事項
會議前	六、翻譯各議題英文資料並撰寫中英文擬答	一、翻譯資料：IPMA-HR 於會議前三週始將會議行程及報告資料傳送各與會人員，奉派出國人員應將會議相關資料自行翻譯或請外事小組翻譯成中文。 二、撰寫中文擬答：由於 IPMA-HR 各議題報告資料均附有 5 項問題討論，各出席代表將依據該國情形報告概況，以聚焦於重點議題。因此出國人員應事先搜集資料或簽請相關單位提供意見，再依據機關與政府之立場綜合擬答。 三、檢陳中文擬答資料：撰寫完成之中文擬答資料，應檢陳出席會議之主要長官或機關首長先行閱覽。 四、撰寫英文擬答：依據中文擬答資料請外事小組或顧問翻譯成英文擬答。	
	七、被邀請擔任專題報告者或分組討論主席、總結報告者之事先準備	一、擔任專題報告者須備妥發表之論文、製作 powerpoint 大綱，並對各項可能被提問之內容預作擬答。 二、擔任第一次分組討論會議主席，應對各成員之國別有所瞭解並嫻熟議事，同時可指定陪同與會者擔任分組討論之總結報告者，並於出國之前預先就討論之題綱與內容摘取重點建構總結報告之框架，再於會中擷取部分特殊國家之制度予以填入以充實報告內容，並以 powerpoint 呈現出。 三、被推選擔任第二次分組討論會議之主席應瞭解分組成員之國別並嫻熟議事，而被推選擔任總結報告者則應與記錄密切配合並於會議空閒期間將會議內容擇要作成 powerpoint 大綱俾資據以報告。	

階段	流程	工　作　內　容	注　意　事　項
會議前	八、行前資料物品準備及檢查	一、兌換外幣：至銀行兌換美金及出國地區國家之幣別。 （一）報名參加費：美金。 （二）各項小費：飯店行李小費（每件1美元）、床頭小費（每房每日1美元）、計程車小費、用餐小費等，小費禮儀因各地習俗不同，宜事先洽詢旅行社瞭解。 二、準備禮品： （一）致贈對象：IPMA 前任、現任會長、現任執行長、主辦國負責人、接送機之駐外代表或僑領、司機、友好國家出席人員（視實際情勢斟酌致送）。 （二）禮品種類：本部現行備有之禮品項目計有：茶葉禮盒、玉山陳高、多功能隨身筆、水晶時鐘、水晶紙鎮、領帶、琉璃禮盒等可供挑選。 三、攜帶物品：護照、電子機票、住宿旅館確認券、會議資料、禮品、美金、外幣、國際漫遊手機、電源轉換器及插頭、筆記型電腦（視實際情況攜帶）、數位相機、備用電池、錄音筆、信用卡（需注意英文名字是否與護照拼音相同）、個人衣物。 四、個人名片：中英文名片至少50張。 五、機位確認：出發前三天向航空公司做機位再確認。 六、交通工具連絡及確認：填送公務車派送單，並將出國啟程時間及返國日期、班機、抵達時間等製表送總務司及司機各乙份。 七、連絡擬接送機之駐外人員或僑領：出發前應取向外交部或駐外館人員取得接送機人員之姓名及連絡電話，俾出發前與其確認出發日期、班機、抵達時間。	一、兌換外幣時除備妥兌換人身分證正本外，並需填寫個人基本資料及擬兌換金額之『匯出匯款賣匯水單／交易憑證』三聯單，始能兌換。 二、國際漫遊手機、電源轉換器及插頭，需事先向總務司洽借。 三、個人衣物之準備需視出席人員性別、會議天數、出席地區氣候等因地制宜，會議時需注意國際禮儀，男性應著西裝打領帶、女性宜著端莊大方之套裝。 四、撥打國際電話時，宜事先查閱出席國家之國碼。 （一）從台灣撥往國外：台灣國際冠碼(002)＋該國國碼＋區域號碼(去零)＋用戶電話號碼。 （二）從國外撥回台灣：該國國際冠碼＋台灣國碼(886)＋區域號碼(去零)＋用戶電話號碼。

階段	流程	工作內容	注意事項
會議中	一、出席接待歡迎會	IPMA-HR 國際研討會因會員遍及世界各地，考量各會員至會議地點之交通時間因素，慣例均於會議首日之下午18：00 至 19：00 舉行接待歡迎會，晚會期間大會備有自助之點心、水果、飲料等餐飲，各出席人員可藉此互相認識、交換名片，促進國際交流。	會議期間全程以英文交談，出席人員宜事先備妥機關及個人之自我介紹用語。
	二、出席開幕會議	一、會議次日上午9：00 舉行開幕會議，由現任會長致詞後，即由各出席會員國家之代表逐一作簡要 1-3 分鐘的自我介紹。 二、討論主題之專題報告：由專人以 powerpoint 方式作引言及背景報告。	事先擬妥英文自我介紹，介紹重點為姓名、國家名稱、服務機關、職稱、主要職責。
	三、出席分組討論會議	一、分組情形：各主題專題報告後，大會將出席成員依國別予以分成三組，每一主題討論後均會再略作調整，俾各參與成員能有更多機會、時間認識其他國家之成員與制度概況。 二、分組討論：第一次分組討論分由一位預先指派之 IPMA-HR 資深成員擔任主席、主辦國家並安排二位記錄，並由各分組成員先行自我介紹後，再依討論主題所附之問題逐一討論，討論時由各會員逐一以英文發表意見，各會員對彼此發言意見如有疑問或欲進一步瞭解者，可再個別深入詢答。第二次分組討論則由 IPMA 執行長於會前臨時邀請，並配置有二位主辦國提供之記錄。 三、遴選分組總結報告人選：第一次分組討論之總結報告者為分組主席或 IPMA 所指派，大多為分組主席之陪同與會者，第二次分組討論時，則由各組會員推舉一位成員擔任該組分組總結報告人。	一、於大會開幕會議當日以現金或旅行支票繳交報名參加費，並請 IPMA-HR 收費人員於挈給之收據簽名，俾返國後檢據核銷。 二、會議期間大會會安排半日之巴士旅遊，旅遊採登記制，不另收費，可著較輕便之服裝。 三、會議期間購買之各項禮品交際費，應請商家開立收據，俾返國檢據覈實報支。

階段	流程	工作內容	注意事項
	四、出席各分組總結報告	一、報告時間：每組以 20 分鐘為限作總結報告。 二、報告內容：採 powerpoint 方式，報告內容為先介紹本組成員之國別、綜合本組成員對討論主題各項問題的見解、做法與建議。	
會議中	五、出席閉幕會議	一、討論下屆會議主題：由各會員國針對關心之議題提出建議主題，泰國、日本、加拿大、台灣、肯亞、中國分別提出建議議題，IPMA-HR 執行長隨即歸納各建議主題類別為:「公務倫理議題、新公共管理議題、組織文化議題、公務人員與公共利益之界定議題（利益迴避問題）、如何提昇公務績效議題、公部門薪資酬勞議題」，隨後由主席徵詢各會員意見並採舉手表決之方式，採多數決之兩項建議主題「如何提昇公務績效、公部門薪資酬勞」為下屆 2009 年會議討論主題。 二、出席閉幕晚宴：與各會員代表晚宴，並互道再見。	出席國際會議如欲提報考試院會議報告事項時，宜於會議期間將會議重點整理後以電子郵件先行傳送秘書室，俾利列入報告議案。

階段	流程	工作內容	注意事項
會議後	一、簽擬致謝函	一、行文外交部致謝函：感謝外交部於本部出國參加會議期間費心安排接送機事宜，使會議行程得以圓滿完成。 二、行文外館或駐外僑領致謝函：感謝駐外單位或駐外僑領於本部出國參加會議期間費心安排接送機、提供交通工具與熱誠招待，使會議行程得以圓滿完成。	
	二、簽經費核銷	一、填具考選部國外出差旅費報告表：填寫時宜注意幣別之換算，係以出國前一天台灣銀行牌告匯率之賣出即期美元參考匯價為依據辦理報支，報支時並應檢附各項單據。 二、簽擬經費核銷，並依實際支出情形多退少補。	依國外出差旅費報支要點相關規定報支差旅費。
	三、簽陳出國報告	一、撰寫出國報告：報告內容概分前言、行程紀要、討論議題內容、會議綜合結論、心得與建議、附錄等項目。 二、簽陳出國報告並簽擬招商印製份數，俾供相關單位參考。	

陸、附錄
一、討論議題一參考資料

Human Resources Planning and Succession Planning

Succession planning and HR planning are seen as a solution to the anticipated workforce shortages facing some countries. With sufficient planning, employers are hoping to avert disaster when the baby-boomer generation retires in large numbers. Since the total number of workers will decline the thought is that hiring the right people for the right job at the right time will alleviate the actual workforce shortage. Whether this holds true or not remains to be seen.

The aging workforce exists in many countries including the U.S. and many European countries. In Asia-Pacific, a 2006 Watson Wyatt Worldwide study found that by 2050, Asia Pacific will be home to most of the world's elderly with 998 million people aged 60 and over.[1]

A 2007 study of the Latvian workforce revealed that that country's population is decreasing at a rate of about 0.5 percent per year. The report describes how the workforce is declining due to retirements and emigration while at the same time the demand for labor is increasing because of economic growth. Employers are further stressed because at the same time workers are demanding higher salaries. Importantly the study found that most employers are not incorporating the anticipated worker shortages into their planning and therefore education is needed.[2]

Other stressors that increase the need for workforce planning are highlighted in the 2005 World Public Sector Report: *Human Resources Management, Unlocking the Human Potential*. The authors note that the impact of HIV/Aids and labor migration are two sources of workforce shortages currently being experienced by developing nations. [3]

We do know that although succession planning and HR planning are widely discussed in the literature today it is not widely practiced. The 2004 IPMA-HR Benchmarking a survey on

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[1] Ageing Workforce: 2006 Report Asia Pacific, Watson Wyatt Worldwide, http://www.watsonwyatt.com/images/database_uploads/ageing_ap_06/AP_AgeingWorkforce2006.pdf

[2] Karnite, Raita, Institute of Economics, Latvian Academy of Sciences, *Study reveals gap in labour market supply and demand*, European Foundation for the Improvement of Living and Working Conditions, *http://www.eurofound.europa.eu/ewco/2007/11/LV0711019I.htm*

[3] UNPAN-DPEPA/UNDESA 2005 World Public Sector Report: Human Resources Management, *Unlocking the Human Potential for Public Sector Performance,* http://www.unpan.org/dpepa_worldpareport.asp

workforce planning and found that very few organizations have a workforce plan in place.[4]

Telephone interviews with individuals who completed the demographic part of the survey but not the substantive questions revealed that they did not proceed because they do not have a workforce plan in place. Yet, there is a great deal of interest in the topic as shown by recent informal surveys by IPMA-HR on the topic.

What exactly is meant by Human Resources Planning?   Peter Reilly, Director, HR Research and Consultancy, Institute for Employment Studies in the United Kingdom in his report on the topic– defines HR planning as:

> A process in which an organization attempts to estimate the demand for labour and evaluate the size, nature and sources of the supply which will be required to meet that demand.[5]

The IPMA-HR Workforce Planning guide defines workforce planning as:

> The strategic alignment of an organization's human capital with its business direction. It is a methodical process of analyzing the current workforce, identifying future workforce needs, establishing the gap between the present and future, and implementing solutions so the organization can accomplish its mission, goals, and objectives.[6]

Succession planning generally refers to the filling of key positions, often at the top levels by examining the current workforce and assessing skills and abilities of current workers. Identifying talent within the organization plays an important role in succession planning.

Looking at these definitions, succession planning would appear to be the last stop on the planning continuum. HR planning looks at the big picture – the number and type of jobs available now and in the future and the labor needed to fill those jobs. Workforce planning takes the process one step further and attempts to align future workforce needs with the organization's strategic goals.   Finally succession planning looks at the top or the key positions and attempts to identify talent to fill those roles.

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[4] IPMA-HR 2004 Benchmarking Survey: Workforce Planning,

http://www.ipma-hr.org/pdf/research/Planningresults.pdf

[5] Reilly, Peter, Human Resource Planning: An Introduction, The Institute for Employment Studies, Report 312, © 1996.

[6] IPMA-HR Workforce Planning Resource Guide for Public Sector Human Resource Professionals, IPMA-HR, © 2000

Using this outline then, an organization would need to begin with HR planning and an analysis of the current workforce, the future workforce and then address the gaps. In the IPMA-HR workforce planning guide, three types of planning are described:

- Workforce approach – that is similar to the definition of HR Planning – looking at the current workforce, the number and types of jobs anticipated at a time in the future and an analysis of the gaps.
- Workload approach – looks at the amount and type of work anticipated in the future and then looks to the people and skills that will be required.
- Competency approach – identifies sets of competencies that align with the mission, vision and strategic goals of the organization and looks to the competencies employees will need for future organizational success.

The IPMA-HR guide describes a generic model for workforce planning:

1. Scan – look at strategic plans, internal factors, external factors and conducting a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.
2. Supply and Demand – workforce, workload and competencies
3. Gap analysis – compare current and future needs and identify the gap or surplus
4. Action – Recruitment/retention strategies, implementation plan, change management communication and evaluation.

Succession planning has gained in popularity because of the anticipated shortage of workers at the top levels as the baby boomer generation retires. However it is important not to overlook other key positions within the organization and this broader view is sometimes called talent management.

The steps in succession planning go a little further than the four steps above and include identifying key positions – and keep in mind, these may not be exclusively the top level positions but may include positions currently filled by senior staff with significant institutional knowledge that will be lost when they retire.

Succession planning may involve hiring talent from outside the agency or it may involve training current staff by identifying high potential employees. This is often described as the "make or buy" decision. It is likely that any employer will need to use a combination of efforts.

Training and career development are important aspects of "making" talent. This means that the entire succession planning process must take into account not only the strategic piece but also the individuals affected by succession planning. One issue that arises in public sector

employment that is not as likely to occur in the private sector is the problem of identifying high potential employees as successors.

Civil service rules may require that all individuals be considered for training and career development opportunities, not just individuals that are identified as "high-potential." When conducting succession planning human resources professionals must consider that the landscape is likely to change while the planning is occurring.

Individuals who receive additional training may leave for opportunities elsewhere or they may have life changes that necessitate a career change. Strategic areas can change as technology continues to develop and of course there are always factors that are unanticipated.

Fairfax County, Virginia located near Washington D.C., has developed the following checklist for evaluating workforce planning: [7]

- The workforce plan is based on the organization's strategic plan, and considers the mission, vision, core values, and goals.
- Data analysis has been conducted to analyze impacts on the workforce plan.
- The organization has determined the number and type of employees that will be needed to address the challenges of the upcoming years.
- There are clear indications that the organization has identified the roles and core competencies needed to support its goals and service delivery strategies.
- Analysis has been performed to assess the gap between current positions and those needed for the future.
- Strategies have been developed to address gaps between projected supply and demand.
- The Action Plan has been clearly laid out, including responsible parties, due dates, and resources needed.
- The plan has been communicated to employees and stakeholders.
- The workforce plan and strategies are continually monitored and refined to ensure their ongoing effectiveness and continuous improvement, taking into account resource changes and other conditions impacting the organization.

An important point made in the Fairfax County workforce planning guide is that the "capacity to do effective workforce planning will only be developed over time." The lack of experience with workforce planning should not be a barrier to creating a plan.

Another concept in the workforce planning/succession planning field is described by Mary B.

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[7] Fairfax County Virginia Workforce Planning Guide,
http://www.fairfaxcounty.gov/hr/pdf/workforceplanningmanual.pdf

Young in the CPS Human Resource Services report on Building the Leadership Pipeline.[8] Young describes a planning continuum where some organizations fall at one end, using only traditional "just in time" hiring to fill openings and others that use an "integrated approach."

The Integrated Approach marries efforts to manage the supply, caliber, and competencies of leaders with broader efforts to manage the organization's human capital. It links these efforts to the organization's overall strategy and its short-term and long-term planning. Below is a visual description:

The Integrated Approach
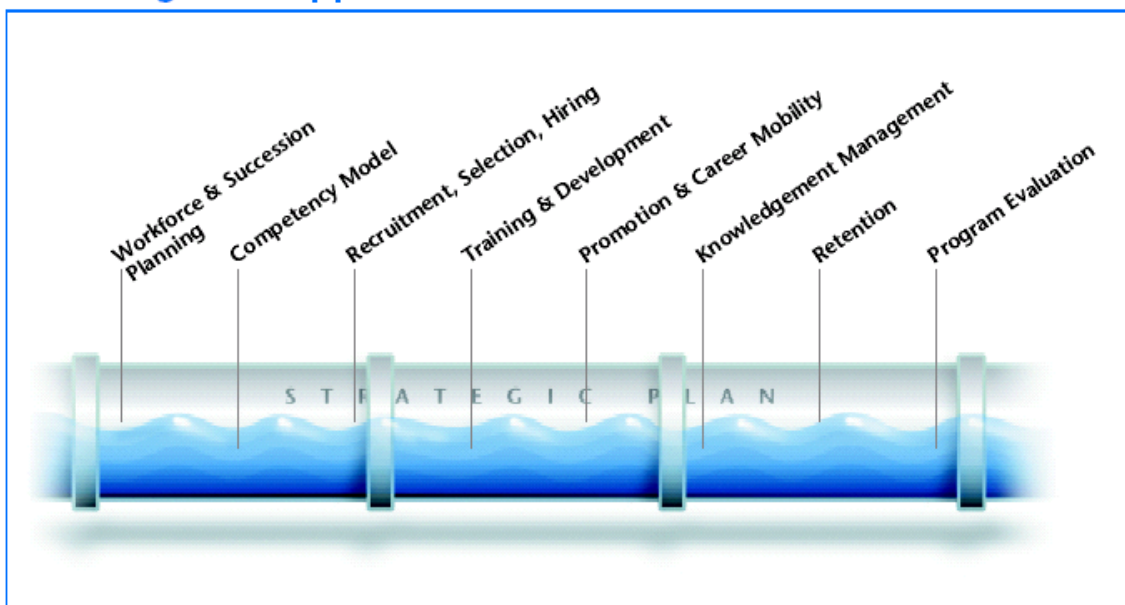
The report describes how agencies' initial efforts to engage in succession planning were expanded to include the entire workforce because replacing the top levels left the lower level positions open and because there was a need to develop the workforce at all levels.

In describing the integrated approach the report lists three areas of development necessary for leaders and these include: knowledge and understanding outside the employee's own department, knowledge and understanding at the enterprise level and a broad network of relationships.

In developing employees the study notes that some organizations are using formal leadership development training, job rotation, action learning, data-driven development (e.g. using assessments) and structured building of relationships.

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[8] Young, Mary B., CPS Human Resource Services, *Building the Leadership Pipeline in Local, State and Federal Governments*, © 2005.

The report makes eight recommendations for those wanting to build their leadership pipeline:

1. Make workforce planning the foundation
2. Engage senior leaders
3. Identify competencies leaders will need
4. Assess developmental needs
5. Create leadership development strategy
6. Institutionalize the process of Individual Development Plans
7. Tap into the talent pool of retirement-eligible employees
and retirees
8. Don't let cost concerns keep your organization from
building the leadership pipeline

In addition to the descriptions of HR Planning, Workforce Planning, Succession Planning and the Integrated Approach described above, John Lavelle, in his article, *On Workforce Architecture, Employment Relations, and Life Cycles: Expanding the Purview of Workforce Planning & Management* invites readers to consider some new and exciting developments in workforce planning. [9]

Lavelle cites the Conference Board's 2006 "Strategic Workforce Planning" report that describes the evolution of workforce planning as such:

Basic Gap Analysis-Workforce Analytics-Modeling and Forecasting –Segmentation

This continuum of development allows organizations to go beyond the gap analysis – e.g. how many people are in the organization today versus how many people will be needed in the future and into a detailed analysis of the strategic contribution of staff and the positions' relationship to the mission of the organization.

Lavelle describes workforce segmentation as dividing positions between core and non-core (e.g. support) functions and strategic v. requisite roles. Strategic roles are those that require unique capabilities while requisite roles support business performance but could be outsourced or staffed differently (Lavelle is citing Matthew Brush and Donald Ruse's description of Corning Glass's incorporation of segmentation into its strategic workforce planning process.)

Lavelle moves beyond segmentation, stating that it is two dimensional, and needs a third dimension in order to be dynamic and that third dimension focuses on translating plans and

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[9] Lavelle, John, Public Personnel Management, Winter 2007, pp. 371-385.

segments into actual staff. The third dimension is the optimal employment relationship/value proposition required to retain the skills.

When applying this to the aging workforce the issue becomes separation at the end of the employment life cycle. Because so many workers will be at the end of the employment life cycle the question becomes whether or not the employee has a high or low business impact and whether or not the individual is engaged in his or her work. For older workers lingering in the workforce who work in low business-impact jobs, the question is how to encourage them to leave –Lavelle, as one option, offers a transition that includes some consulting work.

Older workers with high business-impact positions and high demand skills are in a different position and Lavelle notes that the balance of power here will shift. Here, Lavelle notes that money and its equivalent will always be relevant but what might be more important is making the work interesting and giving appropriate recognition to these workers.

All the planning in the world will be meaningless if there is not a mechanism for implementing at least a part of the planning process and that is where Lavelle's analysis is particularly useful. Implementation is a two-way street, the organization needs staff -this is the heart of planning – how much staff, with what skills? What will the employment picture of the future look like?

The flip side of the coin is the employee's needs – monetary, of course but also the need for recognition, the desire to participate in meaningful work in a pleasant environment, flexibility, respect among others -this is where employee engagement, retention and other issues come into play.

Workforce planning must go beyond the basics and include employee engagement, branding, an analysis of what the workforce of today and tomorrow will demand from an employer. Public employers, always on the low end when it comes to compensation, must examine the overall employment package for different employees at different stages of their careers and meet the employee's needs while not sacrificing the quality of the work that the employee produces.

What if, at the end of the planning process you are faced with an inescapable conclusion that a workforce shortage will result in an insufficient number of workers? Lavelle alluded to this by describing segmentation and focusing energies on high impact positions and further in his article he describes the World Bank's efforts to address a shortage through offshoring back office support.

In order to reduce labor costs the World Bank shifted its back office support staff from

Washington, D.C., where a tight labor market drove up costs to Chennai, India where there existed a large number of highly educated professionals available for work. Because these are low-impact positions and the employees are often over-qualified, the employment value proposition centers on excellent pay, portable pensions and the ability to work in a challenging environment and gain skills.

The Bank must encourage separation after a relatively short time frame because of the lack of advancement opportunities and the need to maintain high fiduciary standards but the goal is to make it a "win-win" situation says Lavelle.

In addition to off-shoring, another method of addressing the workforce shortage includes the increasing reliance on technology to perform tasks. Public agencies are also uniquely situated to share talent, in the form of shared service centers or through sharing workers through rotation programs or through memorandums of understanding that allow workers from one jurisdiction to be detailed to another for a period of time.

Outsourcing is another option where public agencies could tap into the private sector workforce to perform duties that are not strategic/high-impact. Many agencies already use type of outsourcing for functions such as payroll and benefits.

To return to an earlier discussion, why aren't more organizations engaged in workforce planning? The 2004 IPMA-HR benchmarking study on workforce planning asked participants this question and discovered common barriers.

Barriers to production of complete and timely workforce plans

Barriers	Percentage
Preoccupation with short-term activities	39%
Insufficient staffing to work on this	34%
Lack of funding	26%
Lack of executive support	18%
Restrictive merit system rules on hiring, etc.	13%
Insufficient marketing effort	6%
Lack of confidence in planning techniques	6%
Resistance to change	1%

Often organizations are occupied with the day-to-day fulfillment of their mission and have difficulty finding the time and the resources to engage in strategic activities. In order for a strategic activity such as workforce planning to take place top-level executives must make it a priority.

The state of Washington's workforce planning website includes a chart of the percentage of employees eligible to retire and the percentages are often up to a quarter or a third of the workforce in certain areas. Conducting this type of analysis can be a powerful tool in motivating top-level executives to take notice of the need for workforce planning.

Lavelle in the article mentioned earlier also notes that workforce planning may be taking place on an informal level using common sense or rules of thumb to assess the workforce and make predictions about the future.

On a final note, it is worth mentioning that workforce and succession planning cannot take place in a vacuum. Externally, organizations must be aware of the environment in which they operate and must assess the competition for talent. Internally, organizations must incorporate the organization's overall strategic plan into the workforce plan in order to accurately assess future workforce needs. Human Resources departments cannot act alone in this regard; they must work closely with the other top executives in the organization.

Discussion Questions

1. Does your organization currently have or anticipate having a workforce shortage? If so, what are the causes and which occupations are most affected? What steps are you taking to address these shortages?

2. Does your organization have a human resources/workforce or succession plan? If so what are some of the elements of the plan?

3. If your organization does not have a workforce or succession plan is planning being done on an informal level? For example does the organization have leadership training or other programs in place designed to ensure a talent pool?

4. What are some barriers to creating formal workforce and succession plans both internally (e.g. buy-in from senior level executives) and externally (regulations, competition)?

5. What are some creative options for addressing workforce and talent shortages that you are implementing or considering?

二、討論議題一引言報告簡報資料
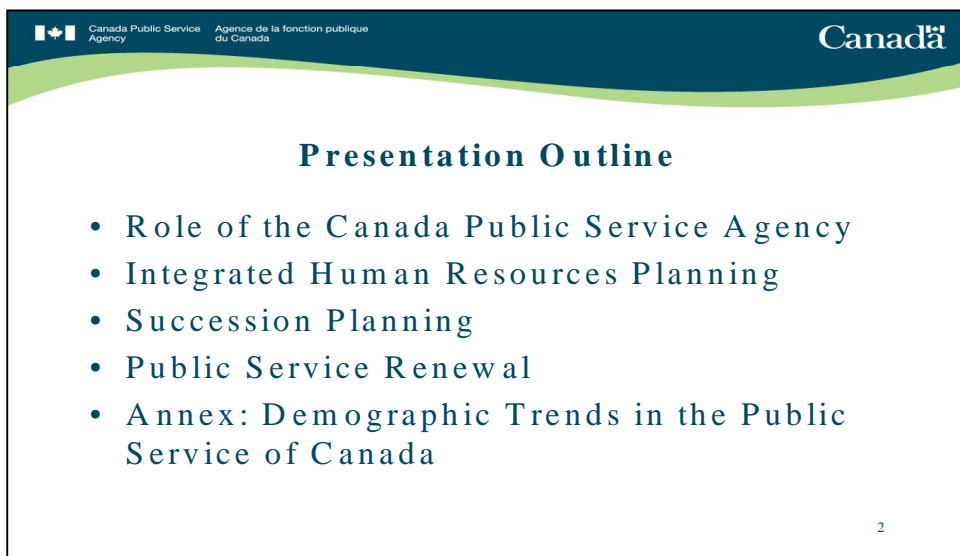
The Public Service of Canada: Tools and approaches for integrating human resources and business planning

Presentation by Karen Ellis
Senior Vice-President
Workforce and Workplace Renewal Sector
Canada Public Service Agency
May 5, 2008
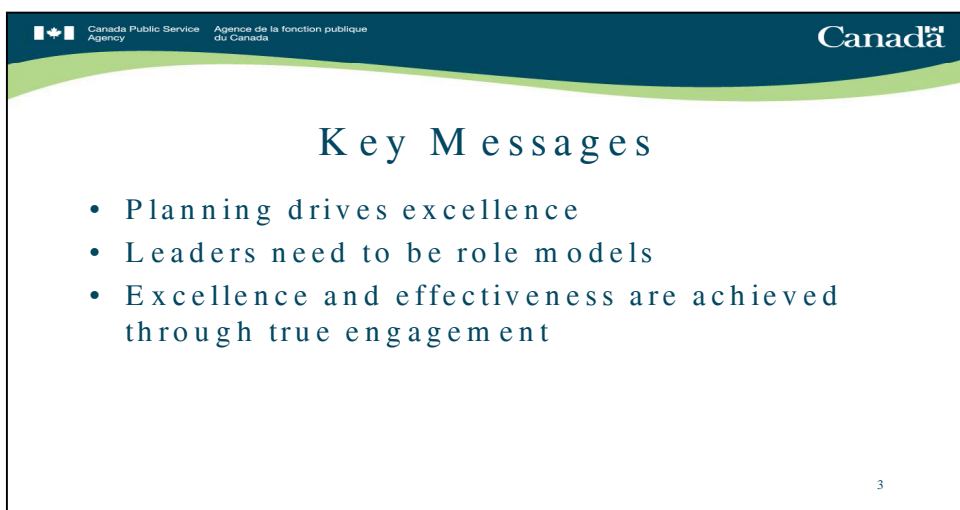
Presentation Outline

- Role of the Canada Public Service Agency
- Integrated Human Resources Planning
- Succession Planning
- Public Service Renewal
- Annex: Demographic Trends in the Public Service of Canada

2

Key Messages

- Planning drives excellence
- Leaders need to be role models
- Excellence and effectiveness are achieved through true engagement

3

Canada Public Service Agency:
Who are we?

- Canada Public Service Agency created in 2003, as result of legislative reforms to the management of human resources in the Public Service
- Our *raison d'être*: Modernize and foster excellence in people management in the Public Service, by assuming overall leadership on human resources matters, including values and ethics, official languages and employment equity
- CPSA President acts as Chief Human Resource Management Advisor for the Government of Canada

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Canada Public Service Agency:
What do we do?

"Our first and only order of Business is PEOPLE"
- Our lines of business:
  - Workforce and Workplace Renewal
  - Public Service Renewal Task Force and Modernization
  - Leadership and Talent Management
  - Strategic Policy, Planning and Research
  - Strategic Infrastructure, Organization and Classification

5

Canada Public Service Agency:
Our Partners and Clients

- **Our partners:**
  - Treasury Board Secretariat: authority for compensation and labour relations
  - Public Service Commission: authority for staffing and external recruitment
  - Canada School of the Public Service: authority for delivering learning programs
- **Our clients:**
  - Every department and agency in the core Public Service

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Integrating Human Resources and Business Planning

7

Management Accountability Framework

Public Service Values
Through their actions, departmental leaders continually reinforce the importance of public service values and ethics in the delivery of results to Canadians (e.g. democratic, professional, ethical and people values).

Governance and Strategic Directions

The essential conditions — internal coherence, corporate discipline and alignment to outcomes — are in place for providing effective strategic direction, support to the minister and Parliament, and the delivery of results.

Policy and Programs

Departmental research and analytic capacity is developed and sustained to assure high quality policy options, program design and advice to ministers.

People

The department has the people, work environment and focus on building capacity and leadership to assure its success and a confident future for the Public Service of Canada.

Citizen-focussed Service

Services are citizen-centred, policies and programs are developed from the "outside in", and partnerships are encouraged and effectively managed.

Risk Management

The executive team clearly defines the corporate context and practices for managing organizational and strategic risks proactively.

Stewardship

The departmental control regime (assets, money, people, services, etc.) is integrated and effective, and its underlying principles are clear to all staff.

Accountability

Accountabilities for results are clearly assigned and consistent with resources, and delegations are appropriate to capabilities.

Results and Performance

Relevant information on results (internal, service and program) is gathered and used to make departmental decisions, and public reporting is balanced, transparent, and easy to understand.

Learning, Innovation and Change Management
The department manages through continuous innovation and transformation, promotes organizational learning, values corporate knowledge, and learns from its performance.

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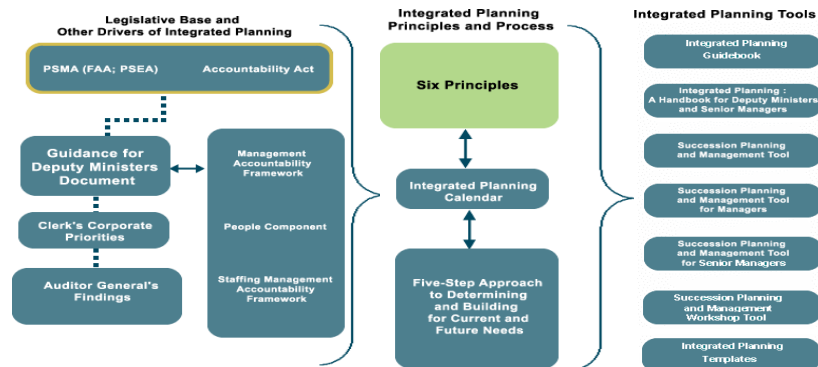# What is Integrated Human Resources and Business Planning?

- Process that identifies current and future human resources needs for an organization in order to achieve its goals
- Human resources planning should serve as link between human resources management and overall strategic plan of organization
- "Full throttle leadership" needed to ensure success

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Integrated Human Resources and Business Planning – Value Proposition

- Enhanced organizational capacity and performance
- Improved service and program delivery
- Improved dialogue between management and staff
- Consistent alignment of operational activities and strategic organizational goals
- Improved ability to meet expectations under the Management Accountability Framework and deliver on organizational priorities

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Integrated Human Resources and Business Planning Environment

1

Principles of Integrated Human Resources and Business Planning

1. Takes place at all levels
2. Is information driven
3. Identifies risks and challenges
4. Is transparent, values-based and well-communicated
5. Regular reporting takes place
6. Efforts are monitored, measured and evaluated

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Integrated Planning –
Steps and Considerations

Step 1: Determine your business goals
- Critical to:
  - have solid understanding of organizational priorities and of business cycle for effective alignment of HR and business goals

Step 2: Scan the environment
- Critical to:
  - Understand workforce and to plan for projected shortages and surpluses in specific occupations and skill sets (workforce analysis)
  - Identify factors internal to organizations that may affect HR capacity to meet organizational goals (internal scan)
  - Determine most important environmental factors expected to affect workforce capacity (external scan)

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Integrated Planning –
Steps and Considerations (cont'd)

Step 3: Conduct a gap analysis
- Based on results of 2 previous steps, identify organization's current and future HR needs

Step 4: Set HR priorities to help achieve business goals
- Based on results of 3 previous steps, identify major HR priorities, strategies and develop work plans

Step 5: Measure, monitor and report on progress
- Critical to measure, monitor and report on HR performance outcomes to assess progress in target areas, organizational learning and improvement and determine future priorities
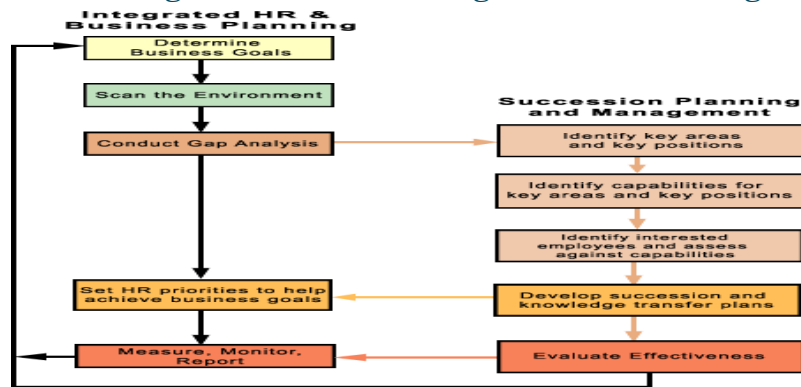
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Integrated Human Resources and Business Planning Products and Tools

- Integrated Planning: A Handbook for Deputy Ministers and Senior Managers
- Integrated Planning Guidebook
- Integrated Planning Templates

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SUCCESSION PLANNING

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Linking Succession Planning and Management with Integrated Planning

Integrated HR & Business Planning

- Determine Business Goals
- Scan the Environment
- Conduct Gap Analysis
- Set HR priorities to help achieve business goals
- Measure, Monitor, Report

Succession Planning and Management

- Identify key areas and key positions
- Identify capabilities for key areas and key positions
- Identify interested employees and assess against capabilities
- Develop succession and knowledge transfer plans
- Evaluate Effectiveness

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Succession Planning – The Business Case

1. Develops pools of skilled, job-ready candidates

2. Helps attain employment equity and official languages goals

3. Mitigates loss of corporate memory

4. Improves organization's ability to deliver
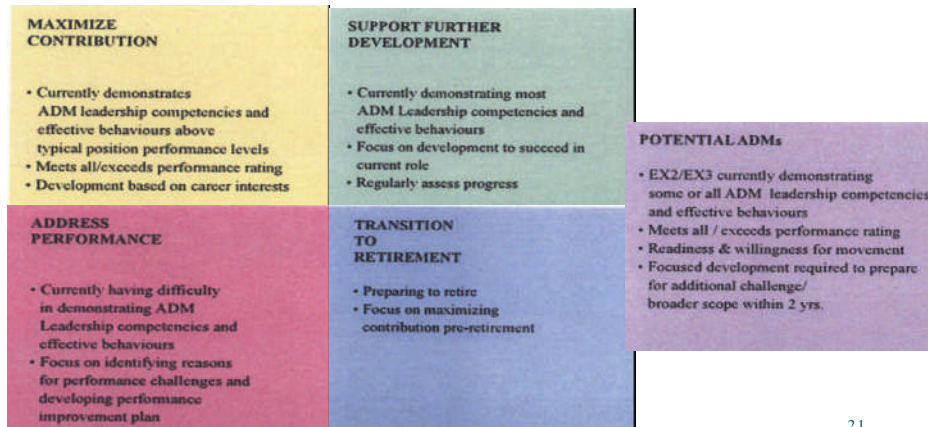
18

Five Steps to Succession Planning

1. Identify key areas and key positions
2. Identify capabilities for key positions and areas
3. Identify interested employees and assessment against capabilities
4. Develop succession and knowledge transfer plans
5. Evaluate effectiveness

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Succession Planning and Management Tools

- Succession Planning and Management Tool
- Succession Planning and Management Workshop Tool
- Succession Planning and Management Tool for Managers and for Senior Managers
- ADM Talent Management Tool

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ADM Management Map – Building Excellence

MAXIMIZE CONTRIBUTION
- Currently demonstrates ADM leadership competencies and effective behaviours above typical position performance levels
- Meets all/exceeds performance rating
- Development based on career interests

SUPPORT FURTHER DEVELOPMENT
- Currently demonstrating most ADM Leadership competencies and effective behaviours
- Focus on development to succeed in current role
- Regularly assess progress

ADDRESS PERFORMANCE
- Currently having difficulty in demonstrating ADM Leadership competencies and effective behaviours
- Focus on identifying reasons for performance challenges and developing performance improvement plan

TRANSITION TO RETIREMENT
- Preparing to retire
- Focus on maximizing contribution pre-retirement

POTENTIAL ADMs
- EX2/EX3 currently demonstrating some or all ADM leadership competencies and effective behaviours
- Meets all / exceeds performance rating
- Readiness & willingness for movement
- Focused development required to prepare for additional challenge/ broader scope within 2 yrs.

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Public Service Renewal

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Drivers of Change

The Public Service:
- Aging population reflected in Public Service demographic profile
- Changing nature of work driven by technologies and globalization
- Most competitive labour market in over 30 years, marked by low unemployment
- Changing and more diverse population mix that, despite efforts of past decade, is still not adequately reflected in ranks of the Public Service
- Changing public expectations toward more accountability, better management of tax dollars, and improved public services
- Public Service brand is less positive and less clear in the public's mind

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Principles Supporting Renewal

- **Renewal is not a top-down exercise**: involves employees at all levels
- **Renewal is an ongoing process**: continually renew ourselves, build on strengths and adjust course as we learn
- **Measurement matters**: set benchmarks for performance and measure progress
- **Excellence should be our hallmark**: reaffirm traditional values of excellence in service delivery and policy development

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Partners in Renewal

- **Prime Minister's Advisory Committee on the Public Service**
  - Major focus on human resources governance and accountabilities; and performance management in the Public Service

- **Deputy Ministers Committee on Public Service Renewal**
  - Renewal Action Plan and Engagement Strategy

- **Every Public Servant**
  - All have a vital role to play in Public Service Renewal

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Public Service Renewal - Four Priorities

- **Planning** - Integrating business and human resources planning;
- **Recruitment** -Renewing and sustaining capacity at all levels to ensure the Public Service has the right people and skills it needs now and in the future;
- **Employee Development** -Fostering leadership at all levels and ensuring that employees have meaningful work to do in a supportive environment;
- **Enabling Infrastructure** - Putting in place the systems and processes to support efficient, user-friendly planning, recruitment and development

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Public Service Renewal – Integrated Planning

- Essential foundation and powerhouse of renewal (takes 2-3 years to do well)
- Needs to be job and accountability of strategic planners
- Engagement and ownership by senior leadership and line managers is critical – changes the conversation
- Must be grounded in your business and enables all other aspects of renewal
- Supports and justifies full use of Public Service Modernization Act staffing flexibilities
- Evolving to a more holistic concept and understanding of integrated planning (HR, IT, Finance, etc)
- Facilitates succession planning, and achieving Employment Equity and Official Languages objectives

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Public Service Renewal Priority - Recruitment

- Clear statement of requirements based on planning (including Official Languages and Employment Equity)
- Up-front investment is critical (Ontario experience)
- Personal engagement
- Branding the Public Service and Departments
- Public Service recruitment; student bridging, co-op; using the tools we have more effectively
- Ensuring orientation and development plans based on conversations about joint expectations
- Collective efforts where they make sense

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Public Service Renewal Priority – Development

- Learning plans and opportunities
- A full spectrum of performance management with consistency and rigour at all levels and addressing the range of performance; clarity up-front on "what" and "how"
- Equipping people for success
- Fast-tracking and ensuring depth of experience
- People management skills
- Having the right conversations, and being honest and clear about expectations on all sides

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PS Renewal Priority – Enabling Infrastructure

- Staffing modernization (get educated)
- Classification; generics
- Policies, programs and legislation
- Systems, services and support
- Data

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Planning is integral to Public Service Renewal

- Addresses challenges of attracting, recruiting, training and retaining talent
- Ensures excellence in all that the Public Service will do in the future
- Renewal encompasses how business is done and the people who do it.
- Managers must plan for their business and for the individuals needed to conduct it

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"Until one is committed, there is hesitancy, the chance to draw back, always ineffectiveness." (Goethe)

For more information, please contact us at the Canada Public Service Agency

hrp-prh-ref@cpsa-afpc.gc.ca

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Annex

- **Demographic Trends in the Public Service of Canada**

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The Federal Public Service

Structure of the Federal Public Sector Workforce (March 2008)

	Total Employment
Core Public Administration	200,575
Separate agencies	62,539
Total Public Service	263,114

Note: For total CPA and Separate Agencies employment includes all employee types (and include ministerial staff, students, Order-in-Council appointments, etc) but excludes employees on leave without pay.

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Size of the Public Service – Key Facts

- The number of public servants is now about the same as in 1983

- The ratio of public servants to Canadian citizens is lower than it was in 1983, although it has been increasing since 1998

- In the period from 1993 to 1998, the size of the public service declined by 19% largely because of Program Review between 1995-1998

- Between 2000 and 2007 as budget surpluses emerged, the size of the public service has increased by 23% returning to the size to the 1993 workforce

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The representation of the four Employment Equity groups increased in the Public Service
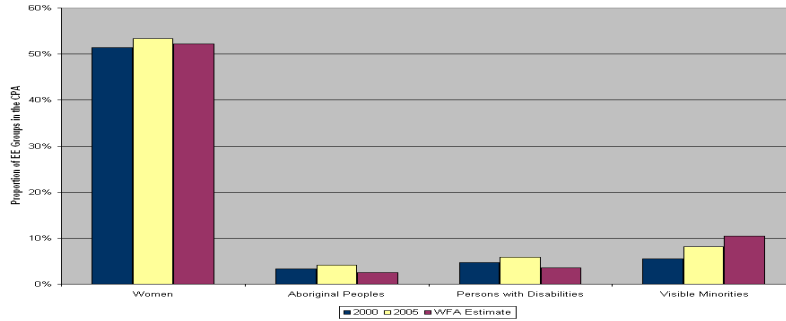
- Representation of visible minorities has increased significantly, but is still below the workforce availability estimate (based on persons eligible to work in the PS and the occupational groups employed in the PS)

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Women in the Public Service have steadily grown proportionately over the last 25 years
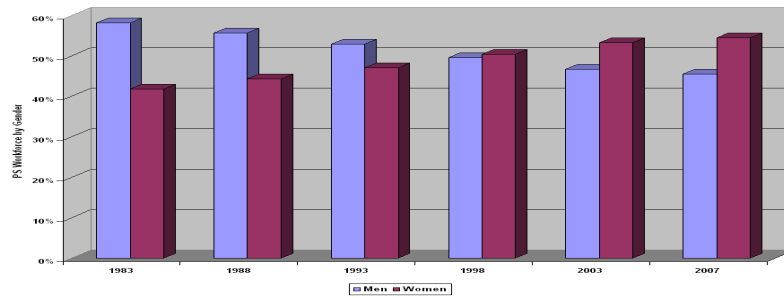
- The growing number of women in the public service parallels recent socio-economic trends (for example - more women in the Canadian Labour Force, a larger proportion of women with post secondary education)

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The "knowledge" based occupations have all increased in size proportionately since 1983
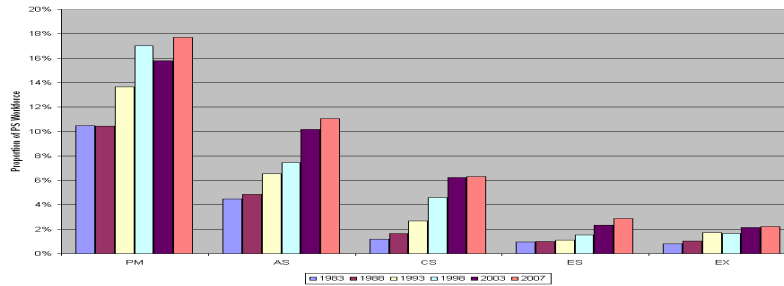
- The increase in the size of specific knowledge based occupational groups has had an important impact on the growth of the largest departments
- These 5 occupational groups represented 40% of total PS in 2007

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Public Service Workforce Size Projections

Legend: 10 Year Growth Scenario — Stable Population Scenario — 10 Year Decline Scenario
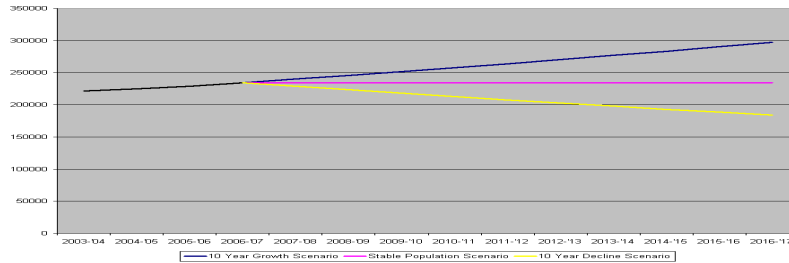
- The growth scenario assumes a 2.4% growth rate for 10 years
- The decline scenario assumes 2.4% decline rate for 10 years

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Age of the Public Service – Key Facts

- Canada's population is aging, largely because of lower fertility and higher life expectancy

- 21.6% of PS employees are under the age of 35, while 26.4% are between 35 and 44; given that 24.8% of the Canadian Labour Force is between 35 and 44, there doesn't appear to be much difference proportionately – however, 36.8% of Canadian Labour Force is under age 35

- In the last couple of years (from 2005 to 2007) the average age of the PS has been holding steady

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Men make up most of the workforce aged 55+ while the proportion of women is higher in younger age groups

Legend: Men □ Women
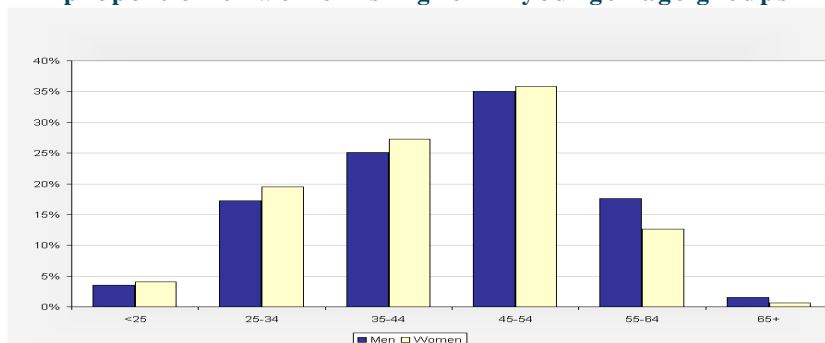
- There is a significantly higher number of older men than women (19.1% of men are 55 and older, in comparison to 13.2% of women)
- At the same time, there are more women than men in younger age bands

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Canadä

Departures (retirements and other separations) from the Public Service – Key Facts

- Departure rates have been increasing in recent years due to the increase in the retirement rates

- Retirement rates reached their highest level in recent years (3.1% in 2006/07)

- Retirements will reach their maximum in 2008/09, and after that they will hold steady and start declining by 2015/16 (based on scenario of ten years Public Service population growth)

- Other departures include resignations, deaths, etc.

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Canadä

Recruitment into the Public Service – Key Facts

- In 2007, 43% of indeterminate hires came from the general public versus internal staffing appointments

- Majority of new indeterminate hires from the general public involved individuals who had prior public service experience

- Number of new term hires has decreased over time reaching the lowest level in recent years

- In recent years more women are being hired into indeterminate positions than men (56.8% in 2007)

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Canadä

Factors that have influenced the Executive Workforce Profile since 1983

- Executive workforce has grown by 67.1% since the Program Review (1998)

- Average age of executives has increased from 48.7 in 1993 to 50.6 in 2007

- The proportion of women at all levels of the EX category has increased since 1983

- Representation of all four designated Employment Equity groups has increased since 2000

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三、討論議題二參考資料

Public Service as an Employer of Choice

Public sector employers worldwide face workforce shortages that are expected to intensify over the next decade and perhaps permanently. In order to remain competitive and to attract the best and brightest to public service, governments must make themselves attractive employers. Branding – a marketing tool long used by private companies to sell their products is now being used by employers.

The need for a branding strategy comes from the expected talent shortage in nearly all countries. For the past several years there has been discussion of the retirement tsunami, the fact that in many countries the current generation will be retiring in great numbers over the next 10 years – the U.S. Merit Systems Protection Board estimates that 60 percent of the U.S. Federal white-collar workforce will be eligible for retirement over the next ten years. Because the incoming generation is smaller than the retiring one, workforce shortages are not likely to disappear.

And, the problem is not limited to recruitment. The *2008 Grading the States Report* released by Governing Magazine and the Pew Center on the States, gave the states in the United States an overall grade of C+ in the people category; the lowest grade of the four measured by the project. The other categories are money, information and infrastructure.

The reason for the low grade was not poor recruitment and staff shortages due to retirements – in fact the report noted that the retirement tsunami has yet to materialize. Instead, the worker shortages are brought on by high turnover. The turnover problem is so bad that many states are losing workers before the probationary period is complete. Mississippi is cited as a worst-case scenario with nearly one in two new hires leaving before the expiration of the one-year probationary period.

Why is turnover so high? The article does not go into great detail but it would be fair to take some guesses – relatively low salaries compared to the private sector, few opportunities for rapid advancement, a bureaucracy that new hires find frustrating to navigate to name a few. In New York for example, it is difficult to hire for anything but entry level positions. In California, many jobs in government are only open to current employees.

The problem is similar and sometimes greater in other countries. China, with its rapid economic expansion is experiencing talent shortages in many areas as are other Asian

countries. Many countries, including developing nations are experiencing worker shortages and facing brain drain – where highly educated professionals find work abroad for example the shortages in the nursing industry often lead to workers relocating to other countries.

While both private and public sector employers face similar problems they are often exacerbated in the public sector. A report by the Organisation for Economic Co-operation and Development (OECD)[10] on *Public Sector – An Employer of Choice: A report on the Competitive Public Employer Project* – describes many problems facing its member nations. While the report was issued in 2001, the problems highlighted seven years ago remain true today.

- Demographics – the wave of retirements is expected to begin this year and the impact will be indefinite because the generation behind this one is smaller. There will be increased competition for fewer workers.
- Compensation – the public sector typically offers smaller salaries than the private sector.
- Declining image of the public sector – public employment tends to be rated fairly low. There is a belief that government employers are bureaucratic and there is not much prestige in public service.
- Human resources practices- career advancement can be slow and there is a perception that seniority is more important than merit with little emphasis on professional development. Students and graduates are not being recruited effectively.
- Changes in employee attitudes and values toward work – individuals are demanding work conditions tailored to the individual to a greater extent than in the past.

For public sector employers there are many options – some organizations, such as the state of Virginia, have created a knowledge transfer system and Georgia is changing its focus from other states to the private sector in setting pay and benefits in order to be competitive.

Becoming an employer of choice or branding public service as an employer of choice is viewed as one way to help the public sector compete for talent.   In their article, *How to Win the Talent Wars*, Ron Komers and Steve Mendelsohn explain that every organization has a brand, whether it is by design or by accident. People have perceptions of the workforce based

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[10] OECD Nations include: Australia, Austria, Belgium, Canada, Denmark, Finland, Germany, Hungary, Iceland, Ireland, Italy, Japan, Korea, Mexico, New Zealand, Norway, Poland, Portugal, Spain, Sweden, Switzerland.

on the contact they have with government workers.[11]

And unfortunately, many of those perceptions are negative. In 2005, the Partnership for Public Service issued a report: *Public Opinion on Public Service*, which described attitudes toward working for the U.S. government. Notably, only 28 percent of recent college graduates said they are very interested in working for the government. Surprisingly, less than one-third of college seniors said that working for the government was "completely" a form of public service – more seniors believed that working for a non-profit would be more public-service oriented.

The last bullet point is also worth mentioning again briefly – changes in employee attitudes and values toward work – this summarizes the generational issues in the workplace. While studies show that young workers still value job security, there is also evidence (although much if not all is anecdotal) that generation Y – or the millennials - as they are sometimes called are more interested in a flexible workplace that allows for work-life balance. Millennials are defined as those born between 1981 and 1988.

Also, according to a study by the Pew Research Center, most millennials are looking for fame and fortune. According to the report "Roughly eight-in-ten say people in their generation think getting rich is either the most important, or second most important, goal in their lives. About half say that becoming famous also is valued highly by fellow Gen Nexters." This does not bode well for public employers where fame and fortune are not typically part of the job description.

On the positive side, the millennials appear to be less cynical about government than the general population. When asked whether they agreed or disagreed with the statement, "When something is run by the government it is usually inefficient and wasteful" 64 percent of millennials rejected the statement compared to 41 percent of the population at large.[12]

When it comes to creating a brand for public sector employers, considering what this next generation of workers is looking for is going to be very important. What constitutes a brand and how do you communicate it to the public? Mendelsohn and Komers caution against simply putting words on paper. The brand must be meaningful and more importantly true.

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[11] Komers, Ron and Mendelsohn, Steve, *How to Win the Talent Wars*, IPMA-HR News Magazine, March 2008, pp. 24-27.

[12] Pew Research Center, *How Young People View Their Lives, Futures and Politics*
A PORTRAIT OF "GENERATION NEXT" January 9, 2007: http://people-press.org/reports/pdf/300.pdf

Mendelsohn and Komers cite several key branding elements:

- Employment Promise – This refers to the commitment that an organization makes to candidates and employees.
- People Position – This is the perception that current and potential employees have toward the organization.
- Articulated Values – These are the mission and vision statements.
- Culture Print – These are the behaviors, actions and ways that people interact with each other
- Leadership Style – How leaders communicate value and engage employees
- Message –The primary message an organization wants to communicate.

To summarize Mendelsohn and Komers – a brand is the internal and external perception of an organization that is based on the way the organization actually treats its employees and the culture of that organization with the key point being the message that is communicated creating a positive reputation.

Now that the definition of a brand has been described the next question is how an organization can identify what its current brand is and how to change it, if indeed it needs to be changed. The final part of the discussion is results – you have a brand, you've communicated the brand, and now what? How do you know if it has had any impact?

In its report the OECD suggests the following on becoming an employer of choice:

- Improving the Image of the Public Sector is one of the most important challenges.
- Surveys are a good way to identify critical issues for further development.
- Creating Better Working Conditions is a pre-requisite.
- Improving Professionalism in the Public Service is a longer-term strategy.
- Reforming HRM Systems is a fundamental step.

Improving the image of the public sector is not going to be a simple undertaking. According to the OECD report some factors contributing to the negative image of the public sector can be poor quality of service, a lack of transparency, a need for integrity and ethics reform. In some cases a communications strategy can be helpful and improving public service can be a starting point. In addition, individual agencies may have a more positive image than the government as a whole and this can provide a starting point in branding.

An example comes from the Washington State Department of Labor and Industries, which is seeking to make itself a "destination workplace." A statewide survey showed that the Department of Labor and Industries is ranked highly by employees in terms of feeling positive about their supervisors and knowing what is expected of them at work and weak in terms of performance evaluations and employee recognition. The Department of Labor and

Industries plans to focus its attention on the weak areas in the next year.

The OECD report suggests conducting surveys as a starting point in defining the current brand and pinpointing areas for improvement. Another suggestion is to set up advisory committees to examine the data and provide objective recommendations. The report cites Canada's success in this area. As for surveys, Denmark conducted three surveys in 2000 designed to reveal employee motivation. The surveys revealed that the most important motivational factors are:

1. Job content
2. The ability to plan one's own work schedule
3. Salary and pay for performance
4. Work environment

The major reasons cited for staying in the current job included:

1. Satisfaction with job content
2. Positive and co-operative relationships with colleagues
3. Influence on work planning

Those thinking of changing jobs considered:

1. The need for a higher salary
2. Unsatisfactory leadership
3. Too few possibilities for development.

These survey results are likely to be typical although conducting your own survey will reveal problem spots that might not be obvious or could highlight some positive aspects of your workplace that could be used in a branding effort. It might also be worth looking at some survey research on the nature of employment in general. The U.S. Merit Systems Protection Board (MSPB) studied the motivation of recently hired upper-level employees whose prior work experience was outside government.

The survey revealed that most of these highly-skilled workers joined the federal workforce for four reasons: job security, mission of the agency (e.g. public service), desire to fully utilize talents, and government benefits – especially retirement and health benefits.

A Watson Wyatt report on the Asia Pacific aging workforce also concluded that as the population in the most developed nations age (e.g. Japan, South Korea, Australia, Hong Kong and Singapore) retirement and health care benefits will be strong factors in retaining workers

past normal retirement age.[13]

Creating better working conditions is a pre-requisite, improving professionalism in the public service is a longer-term strategy and reforming HRM Systems is a fundamental step according to the OECD. Steps might include reviewing formal policies and deciding if any need to be changed. Changes might include speeding up the hiring process, a critical shortcoming in the U.S. federal government, or workplace policies such as allowing telecommuting or part-time work. Creating fair policies for all workers, transparency in transactions and a strong ethical workforce may also be critical.

Another concept for branding comes from the state of Virginia, which is employing collaboration with universities and statewide councils and has partnered with Monster Inc., a well known web-based recruitment site. The state has a pilot program with Monster Inc. to revise the online job brand, process applications and to provide metrics.

Employee engagement is another important part of creating a brand and Towers Perrin Global Workforce Study describes the drivers of attracting, retaining and engaging employees.[14]
- Base Pay – ranked number one in attracting employees
- Health Care
- Work-life Balance
- Opportunities
- Pay for Performance
- Needed Skills Retained – Ranked number one in retention
- Growth Opportunities
- Employers Reputations
- Internal Compensation Equity
- Immediate Supervisor
- Senior Management Interest – Ranked number one in engaging
- Growth Opportunities Actualized
- Individual Decision Making

The employment value proposition is key to the attraction of candidates and the commitment of employees. According to the 2006 Corporate Leadership Council global study of the employment value proposition in 12 countries, 7 factors out of a list of 38 are crucial for

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[13] Ageing Workforce: 2006 Report Asia Pacific, Watson Wyatt Worldwide,
http://www.watsonwyatt.com/images/database_uploads/ageing_ap_06/AP_AgeingWorkforce2006.pdf

[14] Towers Perrin *Global Workforce Study*,
http://www.towersperrin.com/tp/showhtml.jsp?url=global/publications/gws/index.htm&country=global

driving attraction or commitment. Development opportunities, future career opportunities, and respect improve both the quantity of employees attracted and the quality of their commitment levels. Compensation and organizational stability are critical drivers of attraction while manager quality and having a collegial work environment are critical drivers of commitment.

The study found that organizations have room for improvement in delivering on the employment value proposition. The study found that only 24% of new hires believed that what was promised was delivered and only 4 out of 10 employees perceived that the organization had a good employment value proposition. This is important since current employees are the most important communication channel of the organizations employment value proposition. Most employees don't advocate for the organization, with the study finding that only 24% would recommend the organization to a friend.

Branding, while described in human resources literature, appears to be a little used tool in the real work place. A 2007 IPMA-HR/EquaTerra Research Series Report on recruiting and staffing found that only about a quarter of survey respondents had a branding strategy in place.[15] Those brands focused on the following factors:

- Great place to work
- Excellent benefits
- Pride/value in helping people and service in the community
- Opportunities for professional development
- Pride/value of working in public service
- Opportunities for advancement
- Job security
- Innovative approach or work environment.

As you can see from this list, many of the factors discovered in the IPMA-HR/EquaTerra survey are similar to those discussed in the Towers Perrin employee engagement report as well as in the Denmark survey.

The IPMA-HR/EquaTerra report also discovered that although a relatively low number of organizations actually have a branding strategy in place, many more are engaged in developing a brand strategy or in activities that are closely related such as: improving benefits packages, increasing compensation, conducting organizational self-assessments and offering flexible schedules and non-traditional work environments.

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[15] IPMA-HR/EquaTerra Research Series, *Recruiting and Staffing in the Public Sector*, Summer 2007: http://www.ipma-hr.org/pdf/WhitePaper.pdf

Once a brand strategy is in place, the next step is to measure results. Komers and Mendelsohn warn that, "the challenge is to deliver on your brand promise; it is useless if the organization does not deliver."[16] Komers and Mendelsohn offer Riverside County's system of measuring results as an example of how an organization can find out if their branding strategy is working. The county uses a variety of surveys and exit interviews to find out how they are doing in terms of compensation, investing in employees, providing a good place to work and in having leaders that are inspiring, innovative and creative.

If any problems are found, and in Riverside County, a few problem areas were identified, then it is imperative that the organization take steps to correct those problems. By way of example, Riverside County has nine statements in its brand promise:

1. Provide an environment that is technologically advanced, supportive and fun.
2. Provide fair and competitive compensation
3. Invest in our employees and pay for performance, not just showing up
4. Provide meaningful work and career growth opportunities
5. Train, develop, support and empower employees
6. Provide a psychologically healthy workplace
7. Take pride in ourselves and in co-workers: care about employees
8. Leaders must be inspiring, innovative and credible; this is indicated through their behavior and the quality of organizational cultures created
9. We take pride in the quality of service to the citizens

The county's exit interview questions ask about the brand promise and surveys are done measuring high-impact areas.

The authors note that measuring the impact of a branding strategy is extremely rare, and this is no surprise. If only a quarter of agencies have a brand strategy then it is not surprising that an even smaller fraction of them would be measuring results.

A case study: Nedbank's effort to become an employer of choice – South Africa 2006[17]

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[16] Komers, Ron and Mendelsohn, Steve, *Measure Talent War Results*, IPMA-HR News Magazine, April 2008, pp. 22-25.

[17] http://www.bestcompaniestoworkfor.co.za/insight.html - http://www.nedbank.co.za

Gina Davidson, Senior Manager: Employment Branding at Nedbank described the reasons for the bank's efforts to create a branding strategy and then described how they went about implementing that strategy.

She describes an employment brand as follows and notes that it is the employees who make the brand come alive:

> It [the brand] communicates your identity as an organisation to others. It is the essence of what your organisation stands for and should typify the fundamental nature of the organisation. Essentially, it is the process of placing an image of being a "great place to work" in the minds of existing and prospective employees.

The branding project was born out of a period of poor performance following the merger of several organizations with different brands and cultures. There was limited external recruitment and limited advertising. Davidson said that a great deal of time was spent crafting a vision and that employees were involved.

Once a vision had been agreed upon an external marketing campaign, "Make Things Happen" was launched. That logo appears at the top left hand side of their website. Then much research was done including several surveys of current and former employees, structured interviews with new employees, suggestion boxes were used to ask what makes Nedbank a great place to work, telephone interviews with former employees were conducted to determine the actual reasons for leaving and turnover data was analyzed.

Nedbank also participated in external surveys to see how their organization was perceived. The research resulted in a nine-factor employee value proposition with one outstanding element summarized as "Great things begin with great people."   The bank then created a consistent message across the web and print materials. Then they conducted a "soft launch" internally because they did not want to tell employees that the bank is a great place to work, they wanted them to experience it. They began to communicate the employee value proposition internally and to weave it into all communications. Only after the internal message had been communicated did they take the message outside the organization.

Monitoring and evaluating the employee value proposition is an important component and Nedbank proposes to do so through:

•staff surveys,
•interviews (new hire and exit interviews)
•focus groups

•turnover analyses

•participation in employer of choice research

•continuous engagement with preferred supplier recruitment agencies.

•engagement with graduates

The process is shown on the slide below:
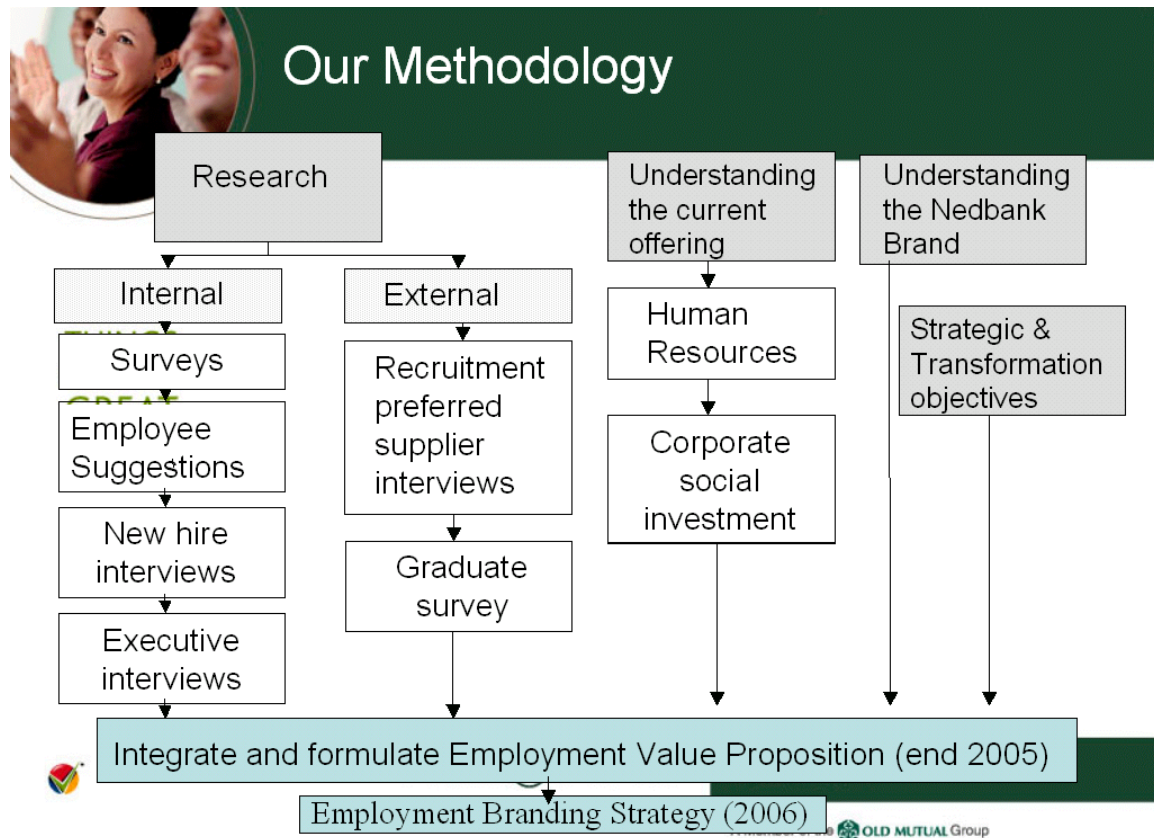
In sum, to create a branding strategy employers must assess their current reputation, conduct surveys and interviews to determine what workers want from their workplace including examining outside surveys and trends on the workforce of the future and then develop a written brand strategy that describes the strategy. The strategy must be communicated not just by stating "Employer X is a great place to work" but by putting the strategy into action.

If the employer determines that a flexible workplace is desirable to attract and retain top talent, then the employer should not only change their policies – if this is possible – but also make sure that executives and managers implement the policy by allowing workers the flexibility that is promised.

Similarly, if improving customer service is an important goal then communicating that to the

public and following up with customer satisfaction surveys will be essential to the program's success. If the words are merely printed on paper and posted then the branding strategy will be a failure.

1. Do you consider your organization to be an employer of choice? If so, what have you done make your organization an employer of choice?
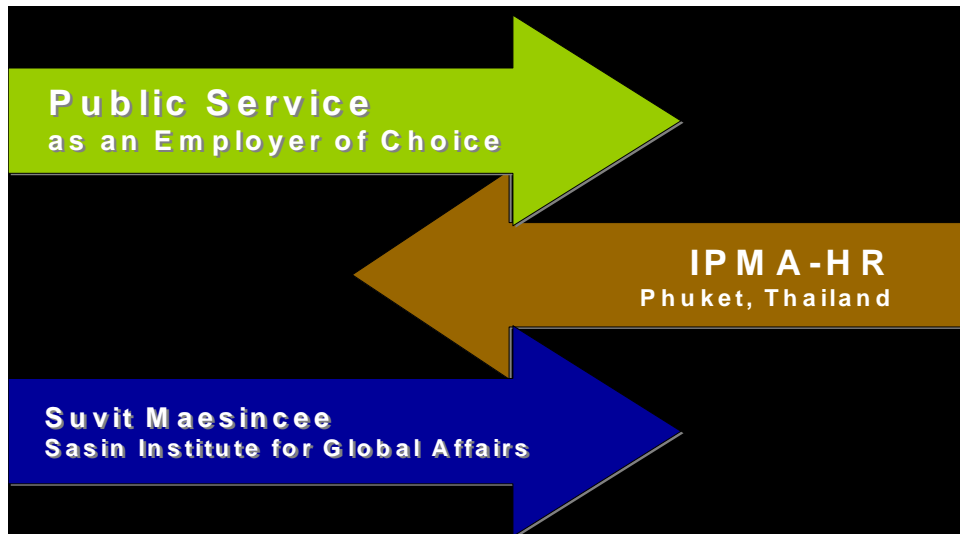

2. Does your organization have a branding strategy in place? If yes, what are the elements of the strategy?   If no, what are some of the barriers to creating a strategy and how might they be overcome?

3.Is your organization experiencing any recruitment and retention challenges? If so, in what occupations and what are you doing to address them?

4.Does your organization conduct employee satisfaction surveys? If so, what have been the results and how have you addressed any concerns?
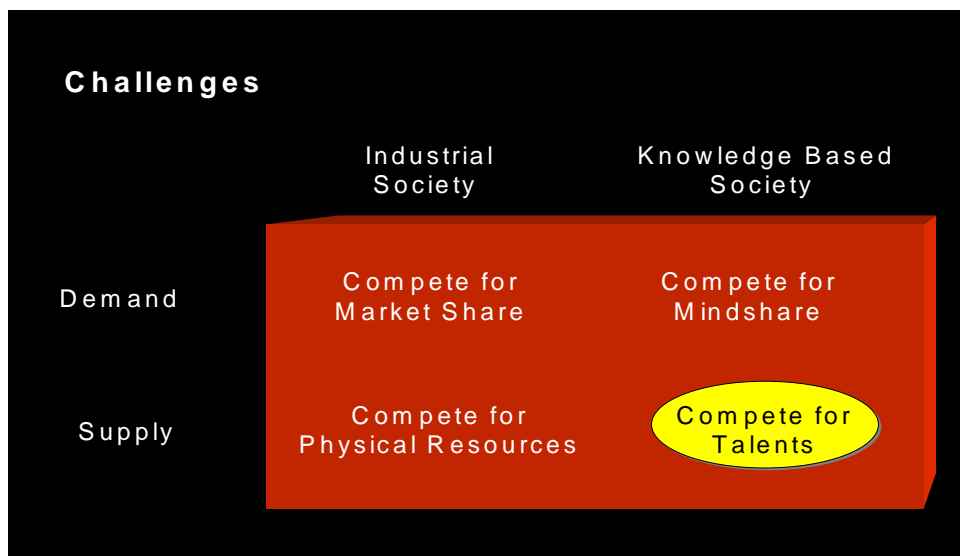
5. How does your organization deliver on the employment value proposition? How engaged are your employees? How do you measure employee engagement?

四、討論議題二引言報告簡報資料

Public Service
as an Employer of Choice

IPMA-HR
Phuket, Thailand

Suvit Maesincee
Sasin Institute for Global Affairs

The New Frontier is not a set of promises. It is a
set of challenges

John F. Kennedy

Challenges

	Industrial Society	Knowledge Based Society
Demand	Compete for Market Share	Compete for Mindshare
Supply	Compete for Physical Resources	Compete for Talents

Compete for Talents

Private Sector

Civil Society

Public Sector

Talents

Demand for Talent > Supply of Talent

The Importance of Talents

"As boomers retire, employers find they're
fishing for talent in a puddle instead of a pool"
Seattle Post Intelligencer

"Innovation and imagination give an economy or a
company that extra edge. Today, wealth is generated
by new ideas"
Goh Chok Tong, former prime minister of Singapore

"You have to have a talent for having talent"
Ruth Gordon, actress

The New Equation

Demand for Talent > Supply of Talent

Employee Choice > Employer Choice

Conventional Wisdom

Working Environment

- Work-Life balance
- Better working condition
- Professionalism
- HRM System

Necessary but not sufficient conditions to attract talent

Development Opportunity

- Job content
- Career path
- Growth potential
- Capacity building
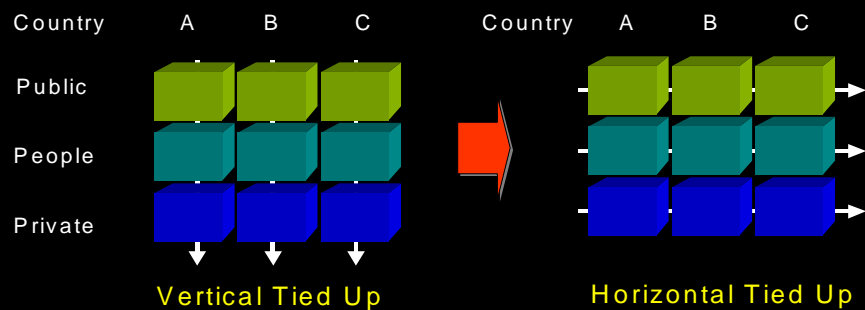

The Reality Check

- Level of Significance

- Degree of Coherence

Decrease in Significance of the Public Sector

1) Decoupling the links between public, private and people sector

| Country | A | B | C | Country | A | B | C |

Public

People

Private

Vertical Tied Up   Horizontal Tied Up

Result: Deemphasizing of the public sector

Decrease in Significance of the Public Sector

2) Decentralization of power from the public sector
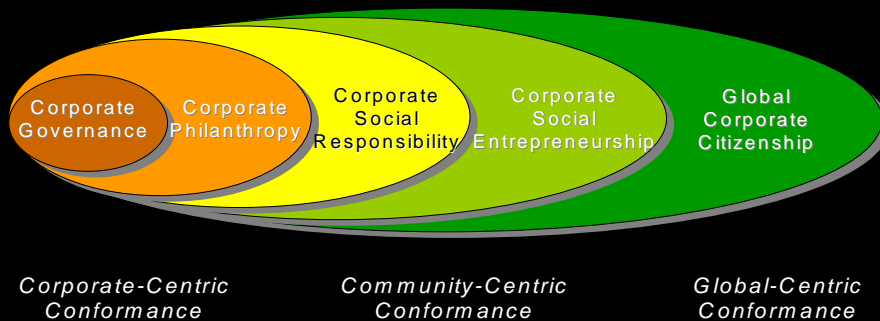   to the private and people sectors

> Devolution

> Deregulation

> Liberalization

> Privatization

> Empowerment

Result :down-sizing and down-scoping in the public sector

Decrease in Significance of the Public Sector
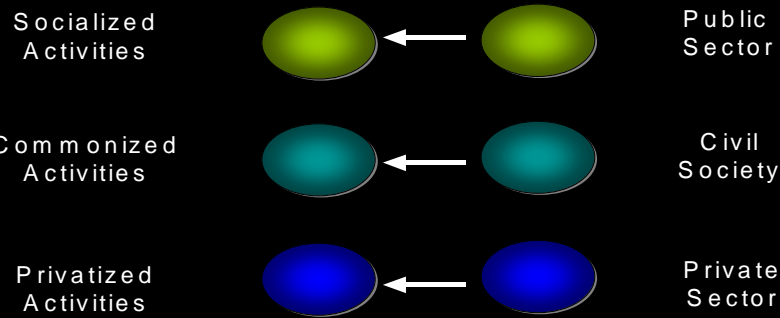
3) Reorientation of the Private Sector

Management of "Private Goods"

↓

Management of "Public Goods"

Social

Economic

Private   Public
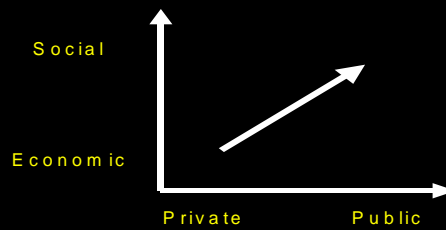
Managing the Public Goods

Corporate Governance

Corporate Philanthropy

Corporate Social Responsibility

Corporate Social Entrepreneurship

Global Corporate Citizenship

Corporate-Centric Conformance

Community-Centric Conformance

Global-Centric Conformance

Result :down-sizing and down-scoping in the public sector

Division of Labor

Socialized Activities	⬤ ← ⬤	Public Sector
Commonized Activities	⬤ ← ⬤	Civil Society
Privatized Activities	⬤ ← ⬤	Private Sector

The New Division of Labor

Socialized Activities	⬤ ← ⬤	Public Sector
Commonized Activities	⬤ ← ⬤	Civil Society
Privatized Activities	⬤ ← ⬤	Private Sector

Causes and Effects

Decentralization	→ Deemphasizing	
Decoupling	→ Downsizing	**Decrease in Significance of the Public Sector**
Reorientation of Private Sector	→ Down-scoping	
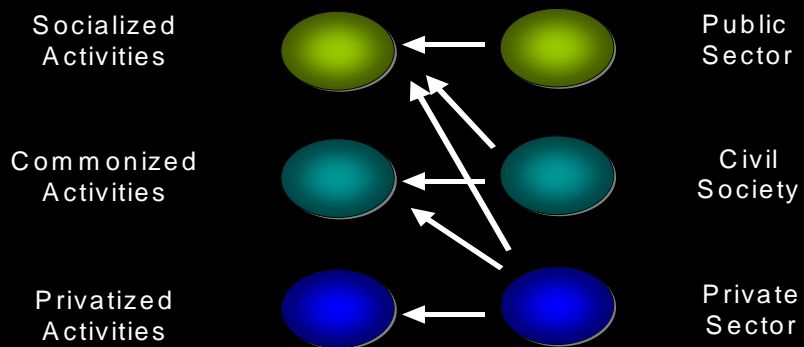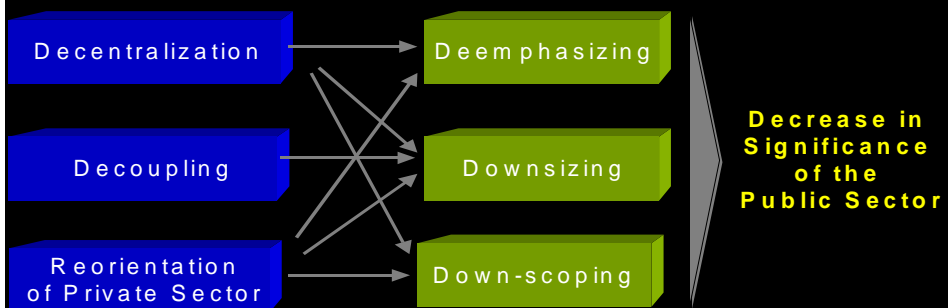
Decrease in Coherence
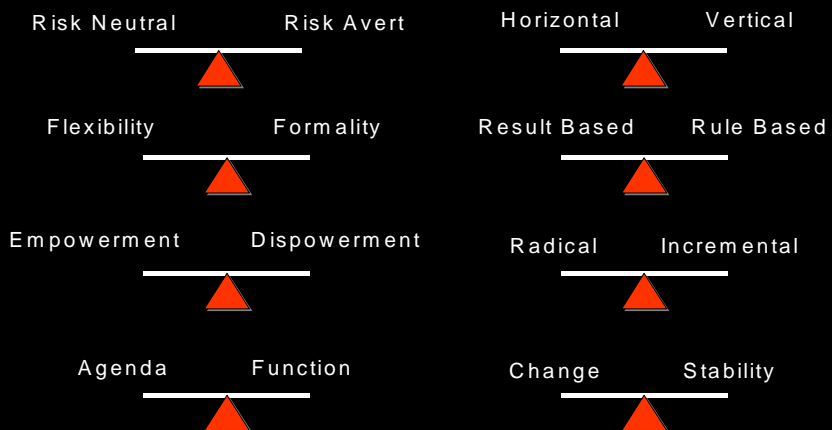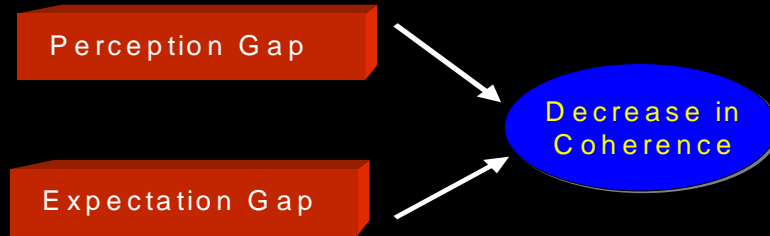
Perception Gap

Expectation Gap

Perception Gap

- Inefficiency
- Low service quality
- Lack of transparency
- Lack of accountability
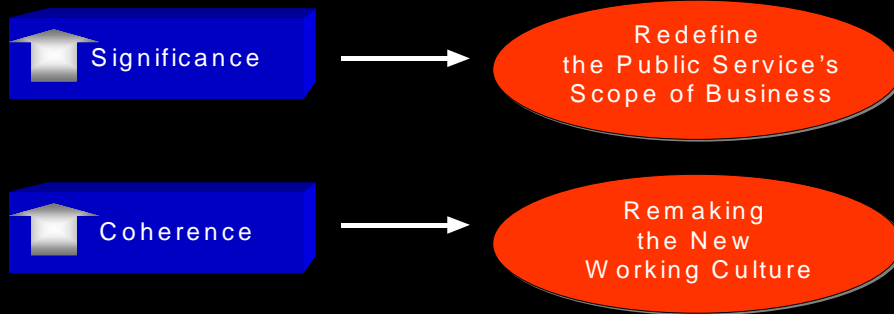- Low level of responsiveness
- No sense of ownership

Expectation Gap

Risk Neutral	Risk Avert	Horizontal	Vertical

Flexibility	Formality	Result Based	Rule Based

Empowerment	Dispowerment	Radical	Incremental

Agenda	Function	Change	Stability

Causes and Effects

Perception Gap → Decrease in Coherence

Expectation Gap → Decrease in Coherence

Solution Set

Significance → Redefine the Public Service's Scope of Business

Coherence → Remaking the New Working Culture

The Four Building Blocks

	Institution	Individual
Macro	Significance	Coherence
Micro	Working Environment	Development Scheme

Relevancy Vs. Commitment

	Institution	Individual	
Macro	Significance	Coherence	Relevancy
Micro	Working Environment	Development Scheme	Commitment

The Outcome

	Institution	Individual	
Macro	Significance	Coherence	Relevancy
Micro	Working Environment	Development Scheme	Commitment
			Performance

The New Social Contract

Significance	Coherence	New Deal	New Constituency
Working Environment	Development Scheme	New Enabling Environment	New Growth Model

"I will rather have one person working with me
than a hundred people working for me"

Henry Ford

五、參加會議相關報名表件
（一）報名表

IPMA－HR

INTERNATIONAL PUBLIC MANAGEMENT

ASSOCIATION for HUMAN RESOURCES

REGISTRATION FORM

INTERNATIONAL SYMPOSIUM ON PUBLIC PERSONNEL MANAGEMENT
LE MERIDIEN PHUKET BEACH RESORT
Phuket, Thailand
May 4- May 7,2008

Name：Yea-Baang Hwang

Job Title：Administrative Deputy Minister

Agency：Ministry of Examination, Taiwan

Address：1-1 Shinyuan Road, Wunshan District, Taipei, 11602, Taiwan, Republic of China

Telephone：+886-(2)22363482

Fax：02-22362529

E-mail：0366@mail.moex.gov.tw

Spouse/Guest（if Registered）：Ming-Hsiang Chien（Guest）

Please return by April 1, 2008 to：

Neil E. Reichenberg

Executive Director

IPMA-HR

1617 Duke Street

Alexandria, VA 22314

703/549-7100（phone）-703/684-0948（fax）

nreichenberg@ipma-hr.org（e-mail）

（二）出席人員簡歷表

Name：Yea-Baang Hwang
Job Title：Administrative Deputy Minister
Agency：Ministry of Examination, Taiwan

State briefly the role, purpose, and work of your agency：

The main responsibilities of the Ministry of Examination consist of administering qualification testing for the licensing of professional and technical personnel in a variety of areas, as well as testing and selection of public sector personnel. I am currently engaged as an administrative deputy minister, responsible for assisting the minister in policy planning and execution. This involves identifying ways in which public sector agencies can become ideal employers and integrating testing and selection within our agency to maximize our limited human resources in meeting the recruitment demands of various public agencies.

Describe briefly your main areas of responsibility ：

Assisting the minister in handling overall Ministry affairs, and the direction and oversight of personnel.

Name：Ming-Hsiang Chien
Job Title：Section Chief
Agency：Ministry of Examination, Taiwan
State briefly the role, purpose, and work of your agency：

I am currently engaged as a section chief, responsible for administering junior, senior, and elementary examinations. This entails processing and review of application materials, planning of examination procedures, and production of examination forms.

Describe briefly your main areas of responsibility ：

Senior, junior, and elementary level public sector personnel recruitment.

六、相關活動照片

IPMA-HR 第 33 屆參與成員團體合照

黃次長與銓敘部及日本代表互換名片

黃次長與泰國代表互換名片

黃次長與新加坡代表互相寒暄交流

開幕會議 IPMA-HR 現任會長致詞（2008/05/05）

議題一分組討論會議情形（2008/05/05）

議題一分組討論會議黃次長發言情形（2008/05/05）

我國國旗在會議地點美麗殿飯店隨風飄揚情景（2008/05/06）

本部黃次長、簡科長與兩位中國代表合影（2008/05/06）

黃次長與簡科長參加城市導覽合影

議題二分組討論場景

閉幕會議後黃次長致贈禮物給 **IPMA** 新任會長 **Mr. Joseph Lunt**(左二)與泰
國文官委員會副秘書長 **Benchawan Srangnitra** (右一)