

附錄一、本局主要參訪議題一覽表

類別	考察題目
<p>公務員核心價值及公務員倫理規範： Core Values of Civil Servants and their Principles of Ethics:</p>	<p>1. 貴國公務人員是否訂有應遵循之核心價值（是否有法規或方案之依據？）；如有，其訂定過程如何？ Is there a set of core values for the civil servants in your country to follow? If yes, are they based on any regulations or programs? And could you describe the procedures on how they were set up?</p> <p>2. 貴國公務人員公務倫理規範之內涵及其訂定過程是否有扣合核心價值併同規劃？ What are the civil servants' principles of ethics? Is there a relationship between the principles of ethics and the core values?</p> <p>3. 貴國公務人員公務倫理規範負責機關與執行架構、法令規定名稱及其規定之核心價值、規範面向、內容、原則為何？ Could you provide the name of the department that is in charge of the civil servants' principles of ethics and describe its working framework? Also, what is the name of the law that regulates such principles? Could you describe these principles' contents, core values, and aspects of regulation?</p>
<p>性別主流化： Gender Mainstreaming:</p>	<p>1. 貴國促進女性公務人員參與決策的推動機關之權責分工及其相關配套措施。 With regard to promoting women in public decision-making, could you explain how responsibilities are divided within the department in charge? What related measures do they take?</p> <p>2. 貴國目前推動女性公務人員參與決策之辦理成效（例如女性公務人員參與決策比例）。 So far is there any accomplishment, such as a rise in ratio of women participation in public decision-making?</p>
<p>行政法人 Non-Departmental Public Body:</p>	<p>1. 貴國目前設有幾個行政法人？自 1980 年代推動至今，是否進行相關改革？未來發展趨勢為何？ How many non-departmental public bodies are there in your country currently? Is there any reform since the 1980s? What is the future development trend?</p> <p>2. 貴國行政法人之績效評鑑制度，在程序上如何進行？評鑑內容為何？ Could you describe the contents and procedures on how the performance appraisal system is carried out?</p> <p>3. 針對績效不佳之行政法人係如何處置？又是否對其營運提供指導或協助？ For those non-departmental public bodies with poor performances, what measures do you take to improve their performances? Do you provide any guidance or assistance on their operations?</p> <p>4. 有關貴國部會首長及國會對行政法人之監督權限為何？</p>

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<p>高級文官團之設計 Senior Civil Service Group</p>	<p>What kind of authority do Congress and the heads of departments have in terms of supervising non-departmental public bodies?</p> <p>1. 貴國中高級文官團之範圍及遴選機制為何？是否採內陞與外補兼顧原則？ Could you describe the range and selection mechanism for the senior civil service group in your country? Do you recruit candidates from both inside and outside government departments?</p> <p>2. 貴國高級文官團預選委員會在運作上，是否隸屬於貴國的高級文官署(Dutch Office for the Senior Civil Service)? 是否為一跨部會之甄選委員會？其運作模式為何？ Does the Senior Civil Service Pre-Selection Committee operate under the authority of Dutch Office for the Senior Civil Service? Is the Pre-Selection Committee a cross-departmental agency? How does it operate?</p> <p>3. 貴國有無就高級文官團訂定共同核心能力？如有，其核心能力項目、意涵、正負向行為標準，以及核心能力在人力資源管理層面之應用（如訓練及發展等）。 Is there a set of core values established for the senior civil service group? If yes, could you explain the contents, meaning, positive and negative criteria, as well as application of these core values on human resource management, such as training and development?</p> <p>4. 貴國針對考評不佳之高級文官團人員係如何處置？有無淘汰或輔導機制？ For those in the senior civil service group with poor performances, what measures do you take? Is there any elimination or counseling system?</p> <p>5. 貴國在甄補高級文官團時，如何確保存在一定比例的女性人員？ What actions do you take to ensure a certain percentage of women participation in the senior civil service group?</p>
<p>勞動派遣相關議題： Issues concerning dispatched employment in your esteemed country:</p>	<p>1. 政府機關運用勞動派遣屬性人員之情形及範圍為何？有無就特定工作訂有禁止使用派遣勞工規定？ Is dispatched employment allowed in the government? If yes, what are the relevant regulations? Is dispatched employment restricted to certain career fields?</p> <p>2. 勞動派遣法對於公部門勞動派遣是否訂有特別規定？ If there is a law governing dispatched employment, does it have specific regulations for the adoption of dispatched employment in the public sector?</p> <p>3. 勞動派遣法對於公、私部門有無訂定「進用派遣勞工人數不得超過正職人員人數之固定比例」等人數進用限制規定？其政策理由為何？</p>

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	<p>If there is a law governing dispatched employment, does it regulate the ratio of formal employees and dispatched workers or the number of dispatched workers? If yes, what are the reasons for the legislation?</p> <p>4.公部門進用之勞動派遣人力是否有專門的法律或法規規範其權利義務(如有請提供英文資料),公部門進用勞力派遣人力是否遭到工會質疑?而要求公部門應多進用正職人力?</p> <p>Is there a law or regulation governing dispatched employment in the public sector concerning the rights and duties of dispatched workers? (If yes, please provide relevant information in English.) Is dispatched employment in public sector questioned by the labor unions and is the government urged to hire formal employees instead?</p>
<p>組織員額評鑑相關議題: Issues concerning headcount evaluation in your esteemed government:</p>	<p>1.貴國是否有建立組織員額評鑑制度?其具體內容(包含評鑑項目及指標)及實施成效為何?是否訂有標準作業程序或相關配套措施?另各機關是否自行辦理員額評鑑?</p> <p>Is there an established evaluation system for the government organization and headcount management? If yes, what are its core qualifications (including criteria and index) and results? Is there an established SOP for the evaluation or related measures? Do individual government agencies conduct their self-evaluations?</p> <p>2.如有實施員額評鑑制度,係由中央主辦或機關自辦?其推動過程中如何兼顧受評鑑機關業務差異性?評鑑發現及結論如何進行追蹤管考?</p> <p>If there is an established headcount evaluation, is it conducted by the central government or by agencies themselves? How does the evaluation system cope with the different natures of agencies? How are the evaluation findings or conclusions documented and addressed?</p> <p>3.近年中央各機關是否曾自行辦理員額評鑑?其具體內容及實施成效為何?員額評鑑制度推動過程中遭遇之困難為何?</p> <p>Do central government agencies conduct self-evaluations on their headcount management in recent years? If yes, what are its core qualifications (including criteria and index) and results? What are the difficulties in the execution of such evaluations?</p> <p>4.請提供近年辦理員額評鑑或員額調整相關書面資料供參。</p> <p>If there is any, please kindly provide us relevant information (written materials) of recent headcount evaluation or headcount management.</p>
<p>數位學習相關議題: Issues concerning e-learning in your</p>	<p>1.請問貴機關公務人員終身學習之政策內容為何?未來規劃推動公務人員數位學習中長程方向及具體策略為何?哪一類的訓練課程會優先採用數位學習方式?理由為何?</p> <p>What is the policy of the life long learning for civil servants?</p>

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government	<p>and the strategy for e-learning promotion in the future? What kind of training courses will be used by e-learning in priority?</p> <p>2.請問貴機關目前有建置供公務人員數位學習的平臺嗎？運作現況及所提供的訓練課程種類為何？</p> <p>Does your agency develop an e-learning platform for civil servant currently? how to operate and the types of training courses?</p> <p>3.請問貴機關推動公務人員數位學習上有資源整合的問題嗎？是否有統籌辦理之機關？</p> <p>How does your agency integrate the e-learning resources of civil servant? and the responsible authority is?</p> <p>4.請問貴機關對於公務人員進行數位學習是否有配套措施？例如，是否與個人考績升遷制度結合？辦公時間進行數位學習之規範？最低數位學習時數要求等？</p> <p>Does your agency have the supporting measures of promoting e-learning for civil servant? For example, whether the combination of promotion system and individual performance appraisal? the rules for e-learning in office hours?</p> <p>5.請問貴機關規劃開設的數位課程有幾門？分別是什麼性質及種類？</p> <p>How many e-learning courses your agency will plan to develop?</p> <p>6.請問貴機關取得數位課程之來源為何？是否有一套標準數位課程規劃流程？完成數位課程後如何追蹤學習者之學習成效？</p> <p>What's the source of the e-learning courses, the SOP of developing e-learning courses, and how to tracking learning outcomes of learners?</p> <p>7.請問貴機關公務人員對於數位學習反應及喜好為何？與實體訓練相較，有何差異？</p> <p>How does the civil servant of your agency feel about the response and preferences for e-learning? and the difference compared with classroom training?</p>

附錄二、本局顏副局長代表局長於布魯日歐洲學院結訓典禮致詞稿

駐歐盟兼駐比利時代表處林大使永樂、歐洲學院 Paul Demaret 院長、各位貴賓、各位女士、各位先生、大家好！

很高興能有這個機會來到比利時，並見到這麼多來自比利時以及台灣的朋友及同仁，本人感到非常高興。今天個人非常榮幸代表中華民國行政院人事行政局，與我國駐歐盟兼駐比利時代表處林代表，以及布魯日歐洲學院 Demaret 院長共同主持本班的結業典禮。

如同各位所知，本班係為數十年來我國首次與歐洲學院合作辦理中高階公務人員訓練，因此不管是本局、代表處及歐洲學院，無不盡心盡力積極辦理，除希望能使本班學員能有豐碩收穫外，更希望能藉由本次研習促進今後台比雙方，甚至是台歐雙方更進一步的交流，增進彼此的合作關係。

大家都知道，因應全球化時代的快速變遷與發展，公務人員樂於學習、持續學習及分享學習是促進國家現代化及提升競爭力的最重要關鍵。個人從事人力資源管理與發展工作 30 年餘，深信藉由實地觀摩學習是最棒與最有效的學習方法，所以我國特地選送工作表現格外優良的中高階公務人員，赴貴學院及歐盟相關機構進行最直接的學習，深信透過此次的研習，對今後返國後推動各項業務有所幫助外，對未來推動與歐盟相關之業務時，必能有更大之幫助，也希望能藉由這個機會，台歐雙方之公務人員能夠建立更良好的互動，更堅固的友誼。我相信，這次的研習不只是學習之旅，更是開啟我國中高階文官與歐盟國家加強交流的友誼之旅。

誠摯地希望各位從本次研習中，除了對歐盟相關運作更加瞭解外，今後也能積極協助我國促進與歐盟的交流，進而建立更深厚的合作關係。

最後再度感謝各位，祝大家身體健康、精神愉快，謝謝各位！

【英譯】

Ambassador Lin of the Taipei Representative Office in the EU

and Belgium, Rector Demaret of the College of Europe, distinguished guests, ladies and gentlemen,

I am very delighted to have the opportunity to visit Belgium and to meet so many colleagues from Taiwan as well as Belgian friends. On behalf of the Central Personnel Administration of the Executive Yuan of the Republic of China, it is my honor to preside the graduating ceremony of this training program, together with Ambassador Lin and Rector Demaret.

As you all know, this is the first time in decades that our country cooperates with the college of Europe to hold such a training program for our middle and high ranking public servants. Therefore, our Administration, our Representative Office in Brussels and the College of Europe, all did their very best in preparing this program. We hope that all trainees in this program can learn a lot of things. It is also through this program that we can exchange our views and strengthen our cooperation with Belgium, and the European Union.

As everyone knows, in response to the ever fast evolution and development of this era of globalization, the most crucial factor of the modernization and the improvement of the competition of a country is in fact to make public servants enjoy and continue learning and sharing their knowledge. I myself am engaged in the Human Resources Administration and Development for more than 30 years. I am convinced that the best and the most efficient way of learning is through observation and learning on the field. That's why our country sends these public servants, who have an exceptionally good performance, to your college and relevant EU institutions to have the most direct learning. I am also convinced that this training program is not only useful for the individual works of each of our

participants when they return to Taiwan, but also helpful for them to deal with the affairs regarding the European Union. We also hope that on this occasion, the public servants of Taiwan and the EU can establish a better interaction and a more solid friendship.

I believe that this training program is not only a journey of learning, but also a journey of opening and strengthening of the exchange between the middle and high ranking civil servants of our country and the member states of the EU. I sincerely hope that every one of our colleagues here will not only better understand the institutions and operation of the EU from this training program, but also actively help to enhance exchange between Taiwan and the EU in the future, in order to establish deeper relationships of cooperation.

Finally I would like to express my gratitude and present my best wishes of prosperity to everyone. Thank you for your attention.

附錄三、考察剪影



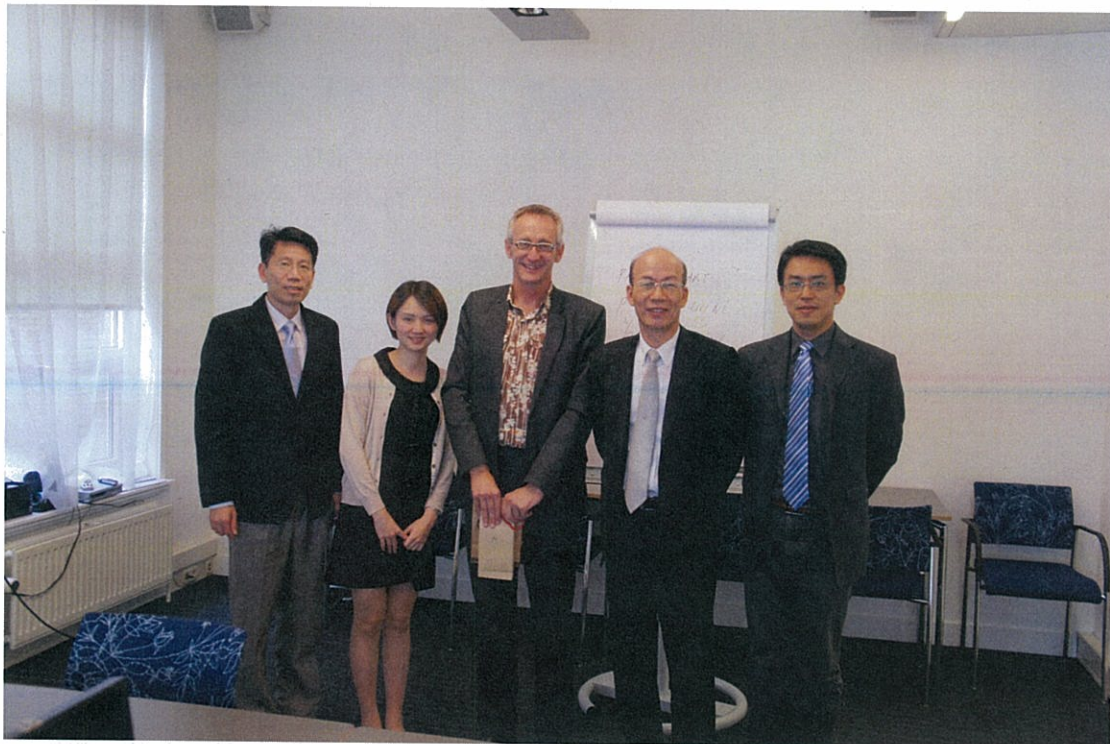
本團參訪荷蘭國家廉政局，就荷蘭廉政制度推動交換意見。左二為本局顏副局長秋來，中間為廉政局高級顧問Alain Hoekstra先生。



本團參訪荷蘭國家廉政局後合影。



本團參訪荷蘭文官訓練所，就荷蘭一般文官訓練制度交換意見。右二為本局顏副局長秋來，中間解說者為文官訓練所教授 Paul' t Hart 先生。



本團參訪荷蘭文官訓練所後合影。



本團參訪荷蘭高級文官署，就荷蘭高級文官之遴選及訓練交換意見。右三為本局顏副局長秋來，左二為高級文官署副署長 Judith Meulenbrug 女士。



本團拜會駐荷蘭代表處，就該處辦理雙邊交流概況、人事管理及行政院組織改造機關整併等議題交換意見。左三為本局顏副局長秋來，右三為駐荷蘭代表處劉代表融和。



本團參訪 Adecco 藝珂國際人力資源公司瑞士總公司，就全球勞動派遣現況及該公司與公部門合作運用派遣勞工情形交換意見。



本團參訪 Adecco 藝珂國際人力資源公司瑞士總公司後合影留念，右四為本局顏副局長秋來，左三為 Adecco 公共事務部主管 Bettina Schaller 女士。



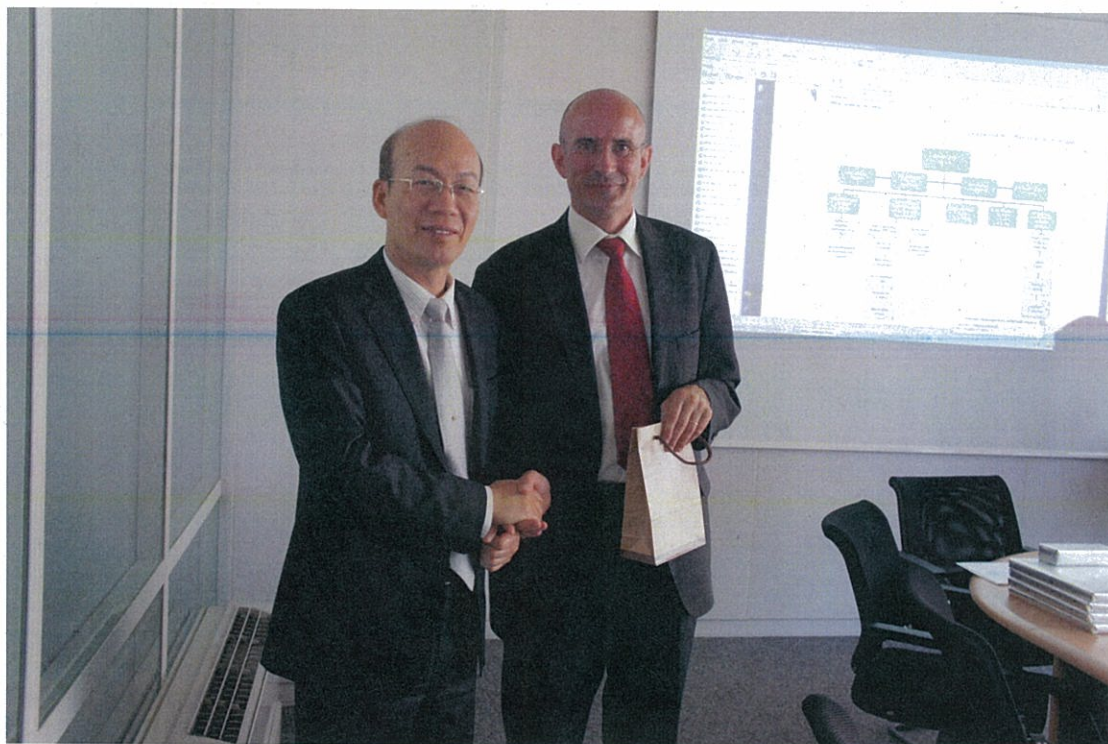
本團參訪瑞士聯邦人事行政署，就瑞士人事制度及公務人員訓練等議題交換意見。



本團參訪瑞士聯邦人事行政署後合影留念，右三為本局顏副局長秋來，右四為該署副署長 Gabrielle Merz Turkmani 女士。



本團參訪日內瓦邦人事局及就業局，就日內瓦邦人事制度及就業服務等議題交換意見。左三為本局顏副局長秋來，右二為日內瓦邦人事局局長Grégoire Tavernier先生。



本團參訪日內瓦邦人事局，並於會後致贈該局局長Grégoire Tavernier先生紀念品。



本團參訪日內瓦國際關係學院，就該學院提供之訓練進修課程內容及方式交換意見。左三為本局顏副局長秋來，右一為該學院發展辦公室主管 Peter Stroonbants 女士。



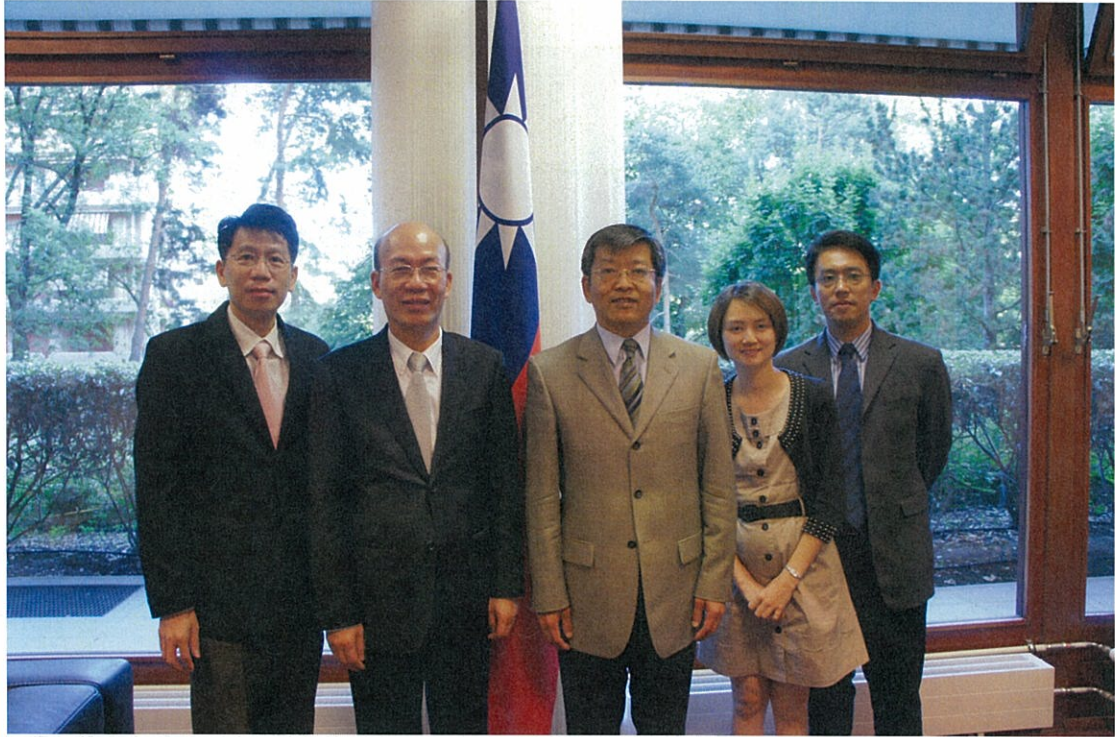
本團參訪日內瓦國際關係學院，並於會後致贈紀念品。



本團拜會駐瑞士代表處，就該處雙邊交流概況、人力運用及行政院組織改造機關整併等議題交換意見。左一為本局顏副局長秋來，右三為駐瑞士代表處謝代表發達。



本團拜會中華民國常駐世界貿易組織（WTO）代表團後合影留念。左二為本局顏副局長秋來，右三為WTO代表團林大使義夫。



本團拜會駐日內瓦辦事處後合影留念。左二為本局顏副局長秋來，右三為駐日內瓦辦事處謝大使武樵。



本團拜會駐歐盟兼駐比利時代表處，就該歐盟運作情形、該處雙邊交流概況、人事運用及行政院組織改造機關整併等議題交換意見。左五為本局顏副局長秋來，右四為駐歐盟兼駐比利時代表處林代表永樂。



本團參訪比利時國家文官考選局，就比利時文官考選及任用制度交換意見。



本團參訪比利時國家文官考選局後合影留念。右四為本局顏副局長秋來，左四為文官考選局資深專家 Pierre Verougstraete 先生。



本團參訪比利時聯邦公職部，就比利時人事制度及文官訓練情形等交換意見。左三為本局顏副局長秋來，右三為公職部部長國際事務顧問 Jacques Druard 先生。



本團參訪比利時聯邦公職部後餐敘合影留念。左一為本局顏副局長秋來，右四為公職部部長國際事務顧問 Jacques Druard 先生。



本局顏副局長秋來偕同駐歐盟兼駐比利時代表處林代表永樂拜會布魯日歐洲學院院長 Paul Demaret 先生。



本局顏副局長秋來（左一）代表局長於布魯日歐洲學院結訓典禮致詞，右二為布魯日歐洲學院院長 Paul Demaret 先生。

附錄四、相關英文及法文資料

