

第11期

Enabling English Language Proficiency: The British Council's Approach and Experience

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“ How the British Council has supported the English language training of civil servants around the world and practical suggestions to support English learning for busy civil servants in Taiwan. ”

The motivation to learn a new skill can come from having a clear purpose for using that skill. Taiwan has created a very clear purpose to learn English with the 2030 blueprint for developing a bilingual nation, which aims to cultivate Taiwan's English language proficiency. This is an ambitious goal which will equip people in Taiwan with the English language skills needed to participate confidently on the world stage, where English is the current lingua franca used for international diplomacy, business, education, science, and technology.

This aim to cultivate Taiwan's English language proficiency connects with one of the British Council's key aims - to create a more widespread and better knowledge of English. The British Council specialises in creating cultural and educational opportunities around the world between the UK and other countries, and one of our ways of working is to partner with governments to provide access to comprehensive and sustainable English language training programmes. These programmes focus on delivering long-term impact and measurable success.



The British Council has worked with many civil services around the world to facilitate their English language development, including in: Thailand, Ukraine, Singapore, Indonesia, Myanmar, Qatar, Montenegro, Colombia and Japan. From these experiences, **there are three key English language learning strategies that have proved fundamental to the long-term success and sustainability of these projects.**

1. Create a long-term commitment to learning success

To represent Taiwan in the world arena confidently in English, resources and time are needed to develop and deepen understanding of appropriate vocabulary and language skills required for international cooperation and relationship building. To see measurable progress in this, it is important that a comprehensive English learning plan is developed. This plan should have a clear understanding of both the medium and long-term English language goals needed across all ranks of the civil service.

For anywhere with bilingual ambitions, it is important that recognition is given to the understanding that there is no quick fix if real sustainable progress is to be made. Everywhere we have worked we have used a

variation of the following three questions as a simple starting point for developing learning plans for each rank:

- i. **What English level are the civil servants in this rank at now?**
- ii. **What English level do the civil servants in this rank need to get to?**
- iii. **How will the civil servants in this rank get to that level?**


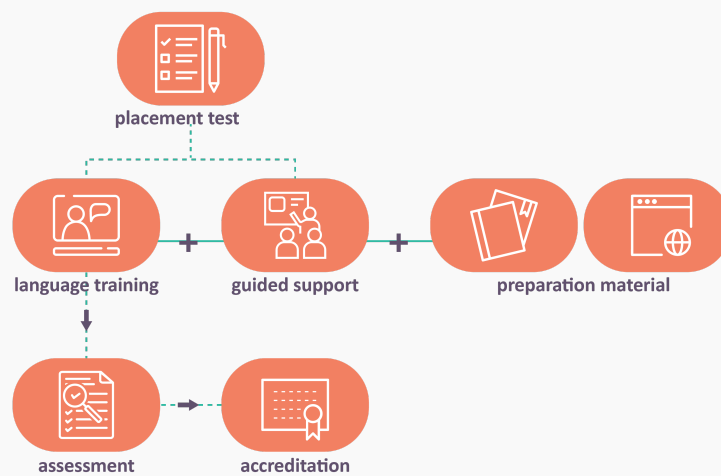
Using these questions as a basis, we are able to create a comprehensive learning plan to match these fundamental needs, following a tailored model such as in the example below ([Figure 1](#) ). This model incorporates flexible elements of self-access learning, online and/or face-to-face trainer-led classes, assessment and accreditation.

Figure 1: An end-to-end solution offered by the British Council



Note. From "English for civil servants: An end-to end solution for English language training and assessment" by V. Clark and E. Balazs, 2020.

In **Thailand**, for example, the British Council worked with Thailand's Ministry of Foreign Affairs to develop a comprehensive learning plan to support the development of English language skills for civil servants wanting to take part in United Nations Peacekeeping Missions around the world. This programme was delivered over seven years from 2013 to 2019 and supported English proficiency through an integrated programme of direct teaching and trainer development. In addition to the face-to-face training, the programme also supported the wider learning of English through the

development of a self-access English learning centre at Thailand's Peace Operations Centre in Bangkok.

In **Ukraine**, the British Council has developed comprehensive English language training programmes across various levels of Ukraine's civil service ranks and to date we have taught over 2,800 civil servants, including: The Office of the President; Ministry of Foreign Affairs; Ministry of Justice; Ministry of Internal Affairs; Ministry of Economic Development; Ministry of Finance; Ministry of Education, Ministry of Culture; the National Police; and the State Fiscal Service. These programmes are tailored to the specific needs of each group, with each course duration between 120-160 hours. The courses focus on communicative ability, enabling the participants to speak more fluently and confidently, and in doing so, helping them to represent Ukraine more effectively on the international stage. It has also increased the participants effectiveness in accessing and making use of relevant international information commonly available in English.

2.Create opportunities to use English in stress-free settings

Creating opportunities within Taiwan to communicate in English is crucial in giving civil servants a platform to be able to use their English language skills in a low stress and engaging way.

In October this year the British Council and **the Ministry of Education (MOE) in Taiwan** held its first English Networking event, with colleagues from the British Council and the MOE meeting together for an afternoon of activities and discussions in English. This was the first in a series of networking events to provide staff from the MOE with an opportunity to use their English skills and build their fluency and confidence. These types of events are a fantastic way to cultivate English communicative competence and are also a lot of fun.

Many civil servant ministries and departments we have worked with around the world have created their own internal opportunities for staff to use their

English in more relaxed settings.

A couple of examples of these include:

i. Setting up English lunchtime sessions.

Colleagues in the same office or building get together one lunchtime a week for 30 minutes to practice speaking together on a range of different topics. They advertise the day and time on internal channels and bring their lunch. It is a great way to not only meet different colleagues, but also to chat and learn new things together. Mixed levels can learn from each other and it is a stress-free way to give staff the opportunity to speak in English, with no fear or worry about making mistakes. Staff may feel shy to speak to their colleagues in English, however the more they do interact in English, the more confident they will feel. The key is just to talk, which in turn begins to build communicative fluency and confidence. These skills can then be transferred into the work environment and help staff feel more ready to engage in English with international ministries, organisations and partners.

Some examples of good topics and discussion questions for informal lunch groups can be found at the following link:

<https://learnenglish.britishcouncil.org/vocabulary> 📄

ii. Joining an English online community.

This is a great way to learn English and there are many online communities around the world that use English - on every possible type of topic or hobby. It also enables people to engage in an all-English environment internationally and interact with many different people from around the world. Developing lexical sets in English on a topic or hobby that you are familiar with in your own language is less daunting than in an unfamiliar topic. It also helps to develop confidence and fluency in communicative language skills such as sharing ideas, agreeing and disagreeing with others' opinions, and in giving one's own opinion, all of which are also

important language skills in English which can be transferred into the workplace.

The British Council itself has an active online community which is free for anyone to join where participants can read articles, do short exercises, and leave comments for other participants. Here is an example of one on a current affairs topic - [Climate Change and COP26](#).

3.Create an English learning habit

Given the demands of their roles, civil servants can often be time-poor, so opportunities to build learning into daily routines, in short manageable chunks of time, is important. In this way English learning becomes a routine, like brushing your teeth. **This is the 'little and often' learning mindset.** Consistent learning - as little as 15 minutes a day - can have an enormous impact over the course of a year. By studying for 15 minutes each day a person can achieve over 90 hours in a year. Just think how much progress can be made in that time!

The British Council has developed many free resources to help make it easier to build English learning into the daily lives of busy civil servants. Our [LearnEnglish](#) web resources offer an extensive range of short activities for all levels of learner and using these are a great way to spend a short time each day on particular [skills](#) 📄, [vocabulary](#) 📄 or [grammar](#) 📄 development. Our free learning [Apps](#) or [Podcasts](#) are ideal to use on the MRT to and from work, for a quick 15 minutes each lunchtime, or before going to bed. A total of 110 million people used our English learning websites in 2020-21 to help support them with their English language learning - little and often is the key!

Our learning resources can be found at the following links:

<https://learnenglish.britishcouncil.org/>

<https://learnenglish.britishcouncil.org/apps>

<https://learnenglish.britishcouncil.org/apps/learnenglish-podcasts>

(以下為中譯摘要)

培植英語力: 英國文化協會的方法和經驗

安翠雅 英國文化協會英語學習總監

學以致用往往是學習一項新技能的動機。在「2030雙語國家政策發展藍圖」中，厚植國人英語力著實為一個非常明確的目標，讓臺灣人民有充分的自信及英語實力投身於世界舞台，舉凡國際外交、商務、教育、科技等事務，英語正是這個舞台當今的共通語言。

培植臺灣英語力的目標與英國文化協會的宗旨相呼應，亦即普及英語及提升英文素養。英國文化協會串聯英國與世界各國，專門創造全球文化和教育機會，而其中一個方式即是與政府機關成為合作夥伴，提供全方位以及可持續發展的英語培訓計畫，致力於提供具長遠影響力以及能夠有效評估成果的方案。



英國文化協會與全球許多公務體系合作，協助促進他們的英語發展，包括泰國、烏克蘭、新加坡、印尼、緬甸、卡達、蒙地內哥羅、哥倫比亞和日本。由這些經驗中歸納出三項關鍵英語學習策略，證實為長遠成就及可持續發展的基礎。

一、為成功的學習建立長期的承諾

以英語為橋樑並自信地代表臺灣活躍於世界舞台，需要投注資源和時間來擴展並深化對詞彙內涵的理解，以及支援國際合作及關係建立的必要語言技能。要能見到可衡量的進步，發展一套全面性的英語學習計畫相當重要。這

項計畫應對於公務體系各層級所需要的長遠英語目標以及方法有清楚的瞭解。

對於所有致力於達到雙語化的地方，必須體認到若要獲得真正可持續的進展，沒有所謂一蹴可幾的速成方案。在所有的合作專案中，我們使用以下三個問題的變化，做為制定各階層公務人員學習計畫的基礎：

1. 這個階層的公務人員**目前的英語程度為何**？
2. 這個階層的公務人員**需要具備何種英語程度**？
3. 這個階層的公務人員**要如何達到設定的目標程度**？


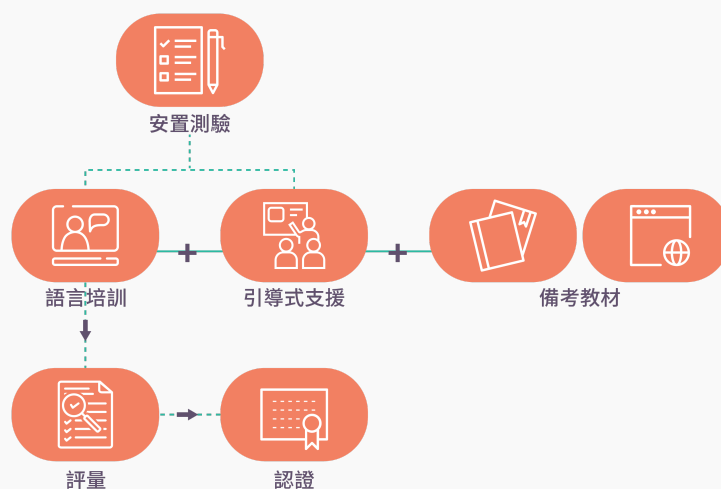
以這些問題為基礎，我們就能夠架構一個符合需求的全面學習計畫，並進一步量身打造學習模組，如以下圖示範例（如圖1 ），客制化模組可包括自主學習、老師在線引導、以及/或是老師實體面授引導課程、評量與認證等靈活元素。

圖1：英國文化協會點對點解決方案



資料來源：引自「公務人員英語：英語培訓暨評量點對點解決方案」，維多利亞·克拉克博士、艾瑞卡·巴拉茲，2020。

以**泰國**為例，英國文化協會與泰國外交部合作制定了一個為支援公務人員參與聯合國在世界各地的維和任務的全面學習專案。該專案於2013年至2019年實行七年，透過直接授課與師資培訓講師的混合與整合課程，支援這項英語實力培植計畫。除了實體培訓之外，該專案也於泰國曼谷的維和任務中心內建立一個自學中心，提供更多英語學習管道。

而在烏克蘭，英國文化協會為許多公務單位以及不同層級的公務人員，制定全面性的英語培訓計畫，迄今培訓對象已超過2,800多名來自於不同政府部門與局處的公務人員，包含總統府、外交部、法務部、內務部、經濟發展部、財政部、教育部、文化部、警政署，以及國家財政服務處。這些培訓內容根據每組的具體學習需求而量身定製，每組課程時間在120至160小時之間。

這些課程著重培養流暢及自信溝通表達能力，讓參訓者更專業的代表烏克蘭游刃於國際舞臺，同時提升參訓者取得及利用一般僅以英文呈現之國際相關資訊的效能。

二、創造輕鬆自在的英語環境

提供公務人員一個輕鬆有趣的平台，讓他們能盡情地以英語交流至關重要。今年10月份，英國文化協會和臺灣教育部舉辦了首次英語交流活動，來自英國文化協會和教育部的同仁齊聚一堂，以英語進行了一場午後趣味活動和討論。這是社交活動系列的先發場次，提供教育部同仁一個使用英語機會，建立自信流暢表達的交流園地。這類型的活動饒富趣味，同時也是培養英語社交能力的絕佳方式。

在世界各地的合作夥伴當中，許多公務部門與單位已於組織內部建立輕鬆自在的英語溝通環境。其中幾個範例包括：

1. 午餐英語交流活動


安排同一辦公室或大樓裡的同仁參加每周一次30分鐘的午餐聚會，設計多元主題讓大家一起練習說英文。透過公告欄或其它內部管道宣傳活動時間，邀請同仁攜帶午餐參加活動。這不僅是認識其他同事、也是一起聊天學習新事物的好方法。混合程度者彼此互相學習，在無壓力的狀態下輕鬆以英語交流，無須擔心犯錯。同事之間以英語交談或許有些靦腆，然而隨著英語互動的機會增多，信心將會逐漸提升。關鍵就是「開口說」，這反而是建立流暢和自信溝通的開端。這些語言技能可移轉到工作環境中，幫助同仁適應與國際部會、組織和合作夥伴以英語進行交流。

這個網站有許多適合午餐聚會的輕鬆話題：

<https://learnenglish.britishcouncil.org/vocabulary> 

2.加入線上英語社群

世界各地有許多英語的線上社群，討論包羅萬象的主題或愛好，加入英語社群著實是學習英語的好方法。大家在全英語環境中，與來自世界各地的人互動。在自己原本就已熟悉的話題或興趣中擴展英語詞彙，比在陌生不熟悉的議題中發展語言要容易的多也不令人感到畏懼。它還有助於培養信心和流暢溝通的語言技能，例如分享想法，表達同意或反對他人的意見，以及給予自己的意見，這些重要的語言溝通技能，皆可移轉用到公務場域中運用。

英國文化協會有一個活躍的線上社群，歡迎大家自由加入，裡面可以閱讀文章、做簡短的練習、為其他社群網友留言建議。這裡有一個關於時事主題的例子 – [氣候變化和COP26](#) 。

三、養成英語學習習慣

公務人員因職務需求而往往缺乏閒暇時間，因此將學習納入日常生活之中，利用易於管理的零碎時間學習是很重要的。這樣，英語學習就如同刷牙般的融入日常生活中，這正是「**短暫而頻繁**」**積少成多的學習心態**。持續每日短短 15 分鐘的學習，可以在一年內產生巨大的影響。一個人每天15分鐘的學習，一年可達到90小時以上的學習，試想這樣的時間將能帶來多麼大的進步。

英國文化協會開發許多免費資源，協助繁忙的公務人員能更容易地將英語學習納入日常生活中。我們的[LearnEnglish](#) 網站資源為各種程度的學習者提供了廣泛多元的小活動，運用這些資源，每天利用零碎時間學習特定技巧、詞彙或語法。我們的免費的學習[應用程式](#) 或[Podcasts](#) ，是上下班捷運途中、每日午餐或睡前15分鐘的理想選擇。在 2020至2021 年間，共有1.1億人使用我們的英語學習網站來支援他們的語言學習。記住，「**短暫而頻繁**」是關鍵！

我們的學習資源網站連結：

<https://learnenglish.britishcouncil.org/>

<https://learnenglish.britishcouncil.org/apps>

<https://learnenglish.britishcouncil.org/apps/learnenglish-podcasts>

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