

「永續政府、活水人力：公務人力資源之轉型方向」研討會

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本次研討會是銓敘部主辦的，主題為「永續政府、活水人力--公務人力資源之轉型方向」，旨在討論如何透過良善的制度設計與持續變革，以塑造更優質更有績效的行政團隊，提振國家競爭力，這也是本院的一向目標。

我們在前不久考選部舉辦的研討會中，曾提出重新檢視政府普遍欠缺的專業類別人力，如建築與土木專長等專技人員進入政府服務機制，促進政府與民間人才良性流動及職涯轉換與歷練的國家人力資源改革方向，我們也將「鬆綁專技人員轉任制度，兼顧考試用人及彈性用人政策，提升政府人力資源管理效益」及「規劃跨域人才交流制度，以有效培育優質專業人力」這兩項，列入本院新的施政綱領中，以顯示對這兩項議題的重視。

專技轉任制度施行已久，增進公務人才跨域交流也非新創，只是歷年來礙於現實環境，推行成果有限。這當中必然需要宏觀的視野，保持開放和傾聽的態度，持續不懈的努力及毅力，才能化解疑慮，凝聚共識，以研訂出跨域及接軌國際的公務人力政策。今天的研討會邀請到幾位國際友人，以及產官學各領域卓有成就的專家學者代表共同對話，研討會全程另採線上直播，希望能擴大公共事務的社會參與，更要專心傾聽各界聲音。

底下我準備了三張雙語的投影片，同時歡迎我們的國際友人。Next I prepare a bilingual presentation to welcome all of our honorable speakers.

1. The Examination Yuan and we are expected

- (1) To serve as a national authority responsible at least in legal implementation to empower the public service sector so that a betterment of the people and the Nation can all be benefited.
- (2) To serve as a constitutional institution to effectively manage the national-level quality assurance protocols so that the standards of selection, training, and promotion of post-graduate human resources can be largely enhanced.
- (3) To set appropriate international benchmarking and to create the friendly interchanges between the private and the public sectors so that the total quality in the society can be maximized. That's why we are here today.

1. 大家期望考試院能做到

- (1) 至少在法令建置上成為稱職的權責機關，以提升公部門能力，促進人民與國家的利益。
- (2) 當為能夠有效經營國家級 QA 機制的憲法機關，以提升畢業後人力資源的考選、訓練、與升遷水準。
- (3) 設定合適的國際標竿，創造公私部門之間的友善交換，使得社會的總體品質得以最大化。這也是我們今天都在這裡聚會的原因。

2. The impossibility to find a perfect solution

Suppose that each of the following criteria should be conformed for any policy changes: to raise the level of governmental efficacy in doing right things and doing the things right, no violation of fairness and justice, to maintain the stability and order in the public service sector, to maintain the individual and group rationality, equal voting power, no dictatorship, and Pareto efficiency (all concerned parties are better off).

Most of the time, however, it is impossible to design a policy to fulfill all the above criteria. The problem lies in the fact that the chosen criteria are often

intrinsically inconsistent or contradictory against each other, even if each of the criteria is usually conceived of as legitimate and desirable in its own right.

2. 不可能找到完美答案

假設在作制度或政策設計時，須滿足底下各項要求：提升政府效能、不違反公平正義、維持公部門的穩定性與秩序、維持個人與集體理性、相同發言權、不獨裁、Pareto 效率(所有相關人或團體都變得更好)。

但大部分狀況下不可能設計出滿足所有條件的政策，問題出在各項判準之間經常有內在矛盾，雖然個別判準本身都具有正當性。

3. Divide and conquer

There is no such thing as perfect solution, we must be satisfied with a less-than-perfect solution under constraints. Or, no real achievements could be expected. The best strategy to find a way out is to divide and conquer. To divide is to decompose the complicated Gordian knot into computable and divisible components. Then we could conduct the priority setting to see if there exists any acceptable solution, and conquer the problem with an Alexander cut!

That's what we were doing in the past. It is becoming even more urgent in the future. Your timely inputs are thus very instrumental at this moment and for the future. Thank you for coming.

3. 分而治之

既不可能有完美方案，我們應滿足於在限制條件底下找出可行方案，否則將一事無成。最好的策略是分而治之，先將複雜的問題分解出可計算可處理的成分，之後設定優先順序尋找可接受方案。

這是我們過去所做的，今後這類問題將更急迫也更急需處理，各位講者的及時參與以及意見提供，將扮演關鍵的角色，謝謝大家。