

## 摘 要

依據考試院「文官制度興革規劃方案」之各項策略目標，本研究為因應「職務分類制」迭經二十多年時空改變所產生的適用扞格，遂以「典範」觀點作為變革核心，依循傳統行政轉化成新公共管理之變遷路徑進行檢討。

本研究蒐集「職務分類制」之過往學界研究成果與實務意見，獲取制度架構之九項關鍵決策點。並以焦點團體座談的方式，廣納人事領域專業學者與公務機關人事主管與部屬之改革建議，得出制度維持或調整之正反理由，做為本研究提出架構檢討改進之參考。

本研究以九項決策點作為制度調整之規劃方向，提出下列九點政策建議，茲分述如下：

- 一、 根據「路徑依賴」原則維持目前兩制並立架構
- 二、 以「民主行政」弱化傳統任官提高社會聲望之精神
- 三、 根據「核心能力」設計官僚系統層級
- 四、 依循「授權賦能」原則減少簡任官等所列職等
- 五、 順應「資訊科技」趨勢增加薦任官等所列職等
- 六、 根據「人力外包」趨勢減少委任官等所列職等
- 七、 考量「激勵效果」可維持或增加十四職等層級
- 八、 欲造就「彈性政府」需維持甚至強化職務跨列職、官等制度
- 九、 塑造「績效競爭」精神應維持權理制度

## **Abstract**

According to the strategic objectives of “the project of civil service reforms and planning” proposed by the Examination Yuan. We study the problem of “Job Classification System” and raise a suggestion. To focus on “Paradigm” viewpoint, we reform the path of “traditional administration” to “new public management”.

This study collected the past academic research and practical advice, and got the system structure of the nine key decision points. We used focus group to collect reformative recommend.

In terms of nine decision points as system adjustments planning direction, this study proposed nine policy recommendations:

1. Maintaining the existing framework based on the principle of "Path Dependence".
2. Democratic administration to weaken the spirit of traditional grace.
3. Designed bureaucratic system level base on "Core Competence".
4. Reduce the number of stages of the Senior-Rank to follow the principle of "Empowerment".
5. Conform to the trend of the "Information Technology" to increase the number of stages of the Junior-Rank.
6. According to the trend of the "Human Resource Outsourcing" to reduce the number of stages of the Elementary-Rank.
7. Consider the "Incentive Effect" can maintain or increase of 14 levels.
8. Establishing "Flexible Government" and need to maintain job across columns grade officers.
9. Shaping the spirit of the "Performance Competition" should remain flexible promotion system.