

中華民國文官才能發展：國家競爭力的關鍵*

(綱要)

100.11.21

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* 本文係講於 100 年 11 月 21 日在台北舉辦之亞洲國際培訓總會 (Asian Regional Training and Development Organization 簡稱 ARTDO) 第 38 屆年會開幕式演講。由於會議參加人員除國內政府機關、學者專家及企業界人員外，尚包括加拿大、英國、美國、韓國、印度、菲律賓等國 150 位外賓，因此會議當日係以英文致詞，本書並附英文稿如後。

中華民國文官才能發展：國家競爭力的關鍵

100.11.21 於第 38 屆 ARTDO 年會

大會李主席、ARTDO(Asian Regional Training and Development Organization)榮譽主席 Dato Dr. Thomas Chee、ARTDO 的會員朋友，以及來自國內外的貴賓、各位女士、先生，大家好：

首先，謹代表 ARTDO 會議、主辦單位中華民國訓練協會(Chinese Society of Training and Development)，以及我國文官制度主管機關，向各位表達誠摯與熱烈的歡迎之意。

本人很高興也很榮幸獲邀擔任第 38 屆 ARTDO 年會的榮譽主席，與各位共同探討「全球化時代的策略性人才管理」(Strategic talent management in the era of globalization)這個符合時代需求的重要議題。

今天，我們有來自亞洲及全球各地的學者專家，共同來探討這個議題，並分享彼此的經驗，感謝各位撥冗參與本次會議。

通俗看待全球化的方法：麥當勞(McDonalds)

在探討人才管理這個議題之前，我要先簡單說明全球化這個概念。全球化對我們每個人都帶來重大的影響，你們可

能有過經驗，某一天你突然發現眼鏡遺失了，卻不記得是在巴黎、柏林、新加坡，還是東京掉的。(希望不是這一次在台北掉的！)

全球化的定義是什麼呢？很遺憾，我在閱讀了許多文獻之後，仍然沒辦法找到一個清楚而明確的定義。

全球化這個名詞就像「八爪章魚」，它的觸角會延伸到我們日常生活的每個領域。因此，我將以一個通俗的方法來看待它。

麥當勞是全球化的其中一種面貌，因為全球化，使得我們不論在全世界的任何城市買到的漢堡，它的味道都是相同的。這是一種看待全球化的方式。

我時常經過我家附近的麥當勞，你知道當我經過時在想什麼嗎？當然不是薯條(那恐怕會使人發胖！)，我想的是漢堡大學(Hamburger University)。我有一位朋友以為，那是一間在德國漢堡的大學……。

讓我們回到正題，你可能知道麥當勞有一個訓練中心，就叫漢堡大學，目前已有 80,000 名經理人曾經在此接受過訓練，每年超過 5,000 人會進入漢堡大學(當然，有些人可能只是借個廁所！)，他們來此的目的是因為要學習一項秘方，麥當勞神秘醬料的秘方。

撇開笑話，我們必須了解，漢堡大學就是麥當勞訓練發展制度中最重要元素，當我看到麥當勞時，我看到的是它背後一套完善的訓練制度，使它能夠長期維持競爭優勢。

維持競爭優勢(Staying competitive)

維持競爭優勢是我今天要說明的重點之一，我將說明台灣所面對的挑戰，及維持競爭優勢所做的努力。世界各國爲了因應全球化及知識經濟的衝擊，確保國家競爭優勢，紛紛以政府再造作爲國家發展之重要策略，而擁有高素質的公務人力，便是確保國家競爭優勢的關鍵。正如大家所知道的，這個過程稱爲策略性人才管理。

近年來，各種國際評比大量湧現，從國家競爭力、永續發展到公共治理品質的評比，其中又以瑞士洛桑國際管理學院（IMD）及世界經濟論壇（WEF）的競爭力評比結果最受國際矚目。IMD 評比之 4 大類指標，其中一項便是「政府效能」。

擁有高素質的公務人力，是確保國家競爭優勢的關鍵。積極爭取人才、評鑑人才、培育及發展人才，已經成爲各國政府的重要政策目標，它影響著政府治理的效能及國家競爭力的強弱。

在全球競爭力評比屢獲第一名的國家—新加坡，便以擁有高素質而清廉的文官聞名於世。「人才」便是了解新加坡競爭優勢的關鍵。

反觀台灣，有人認爲台灣存在「人才失衡」的危機。因此，我們必須創造一個更優良的環境，以培育本土人才及吸引國際人才。這次會議的目的，就是爲了探討文官制度在全球化和知識經濟快速發展之下所面臨的挑戰，以及如何維持

競爭優勢。

我國面臨許多挑戰

人才管理制度的改革並非易事，我們面臨許多的挑戰。我先說明外部因素，其次談內部因素。

就外部因素而言，我們面臨全球化與知識經濟的挑戰、少子化與高齡化的危機。

首先，眾所周知，全球化是人才戰爭(war for talent)的主要背景之一，全球化代表著世界更密切的互動，物品、人才、資金的流通更加快速。就人口移動而言，根據移民全球組織(International Organization for Migration, IOM)的統計，1960年時代全球移動人口約7,000萬人；到了1990年，有1億5,000萬人離開了自己的母國，在其他國家生活與工作；2010年則已達到2億1,400萬人。

第二個背景因素是知識經濟時代的來臨，「知識」如今成爲一種新的資本，是經濟的重要資源，擁有知識的組織或機構，將成爲新的權力與領導中心。知識經濟已是台灣經濟發展的選擇，而所有的知識經濟發展都是由人才所構築，搶到人才就等於搶到產業發展的關鍵，這就是人才在知識經濟時代的重要性。

最後，是兩個人口議題：少子化和高齡化。根據2010年的統計，台灣婦女總生育率(Total fertility rate, TFR)爲0.9，即一位婦女一輩子平均只生下0.9個小孩，這個數字是

歷史新低，也是全球最低。

有關高齡化議題，我國自 1993 年邁入高齡化社會，65 歲以上老人所占比例超過 7%，預估 2018 年將增為 14.7%，進入所謂「超高齡社會」，這代表台灣人口「老化」速度非常快。

少子化與高齡化對於人才培育的影響是什麼呢？首先，就是國內人才庫縮小，即使有優秀的人力素質，但當可挑選的人才變少的時候，也可能發生人才荒，因此必須積極向全球爭取人才。

由於醫療的進步，我國平均壽命已達 79 歲，五、六十歲還是相當健壯，也正是人生智慧成熟的階段。但是，我們的平均退休年齡只有 56 歲，對於公務人員來說，實在太早。我們還需要提高中高齡者的勞動參與率。

就內部因素而言，我國也面臨許多問題，例如：

1. 缺乏彈性：我國人事制度具有兩大特色，一是高度管制，二是高度集權。代表政府部門的人事管理事項受到法令的高度控制，阻礙機關實施個別化差異管理，也失去管理應有的彈性。
2. 缺乏有效的績效評估制度：由於缺乏有效的評估制度，員工的能力與績效無法獲得正確評價，即使我們招募到優秀的人才，最後也可能變成庸才。我們的任務就是設計一套新的制度，激發員工的熱情，提高其專業能力，以贏得人民的信賴。

- 3.缺乏有效的激勵機制：當前的制度沒有提供文官一個發揮熱情、創意的環境，也沒有協助文官成長和積極向上的機制，以致於多數文官在進入公門幾年之後，變得保守和消極。就人才管理這個議題來說，我們的重點在於激發員工的潛能，鼓勵員工積極投入，這也是目前改革的重點。

我國文官制度的優勢與劣勢

要維持或提升文官的能力，以達到國家發展的需求，必須要有一套完整的人才管理制度。人才管理是一套制度或行動，是一個系統的概念，不能切割後單獨看待。

人才管理區可以分為四個重要的政策領域：甄補政策、激勵政策、發展政策及保障政策。這四項政策的目標，一方面是提升員工的工作能力，另一方面是達成組織發展的目標。在上述四個政策領域中，政府部門的甄補政策及保障政策是比較健全的制度，也就是具有優勢，另外兩項則是我們改革的重點。

就甄補政策而言，政府從來不擔心找不到人的問題。這幾年來每年報考公務人員約有四、五十萬人，而錄取率只有3%左右，錄取者絕大多數都具有大學學歷，碩士以上的比例也有3~4成。

就保障政策而言，在人才管理指的是「留才」。在台灣，擔任公職後中途轉業者的比例很低。根據銓敘部歷年的統

計，公務人員辭職的比率大都在 0.5% 以下。由於保障政策的完善，因此「留才」在公部門並不是太大的問題。

甄補和保障政策相對完善是我們的優勢，但激勵和發展政策則是我們目前的弱勢，也是主要的改革標的。我們選擇從績效管理及文官培訓來改善這兩個問題。

推動激勵及發展政策之變革

績效管理

從人力管理的體系來看，績效評估不是一個獨立的系統，它扮演著承上啓下的重要環節。就向上整合而言，績效評估可以往上整合為「目標管理」，最主要的績效就是目標達成，績效評估就是評估目標達成的程度。

就往下整合而言，績效評估可結合「員工發展」。績效評估之後，主管應依據員工考績的優劣，評估員工的能力，預測其潛能，進一步做為員工生涯規劃的依據。

完善的考核制度，不僅要評估現職的工作績效，還要包括「對調整工作的評估」、「發展潛能的評估」、「訓練需求的評估」等。我們現在的考績制度只偏重工作績效的考核，缺乏其它面向的考核。

績效評估的結果，可以使我們了解工作需求與個人能力之間的落差，有些人是因為能力不夠或職位與專長、興趣不相合，以致於績效不佳。但現在的考核結果未能提供這些資訊，也沒有提供他們調整職務或訓練的機會。若能根據考核

結果，了解員工的能力與職務要求之間的落差，進而安排相關訓練課程，或者依據專長及興趣調整職務，當可解決類此問題。

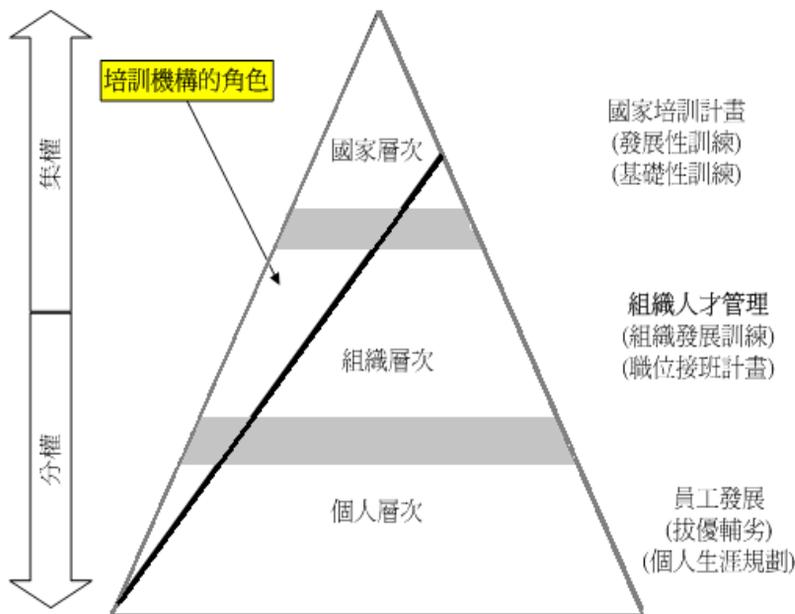
政府已在 2010 年 4 月將《公務人員考績法》修正草案送請國會審議中，我們希望未來的績效考核過程及結果能呈現更豐富的資訊，包括工作表現、訓練需求及潛能評估，以有效結合組織發展及個人生涯規劃。

OECD 國家文官改革的重點之一是推動績效待遇 (performance-related pay, PRP) 制度。事實上，PRP 制度在我國已有數十年之久，就是考績獎金。考績獎金原是用以激勵員工的士氣，並獎勵績優工作者，但是制度經過長期的演變，目前已經失靈。有 99.8% 的員工是考列甲等或乙等，並獲得考績獎金，這樣的評估已失去激勵作用，考績結果也失去正確性。在考績法修正草案中，我們更強化 PRP 的精神，增列優等之等次，限定優等人數不得高於 5%，並提高獎金額度，以提升激勵的效果。

訓練與發展

政府比企業更需要重視員工的訓練與發展，因為文官的工作保障和久任是普遍的特色。文官若在三十年左右的公職生涯中無法與時俱進，工作能力的退化就會成爲必然的結果。另一方面，在永業保障的情況下，也會降低文官接受訓練的動機與壓力。爲了避免發生這樣的情形，政府部門有必要將培訓視爲實現組織目標和維持競爭力的策略工具。

我們將文官的培訓區分成三個層次：國家層次、組織層次及個人層次。



圖一：文官培訓模型

國家層次是從政府整體的需求來看待，因此辦理培訓是爲了國家發展的需要。在民主政治體制下，長期而言，培育優質的文官是善治的基本要素；短期而言，新的執政者會有新的政策主張，這些政策主張需要反應在培訓計畫上，使全體文官了解新的政策方向。

國家層次的培訓有兩個部分：第一，基礎性訓練，這項

訓練是賦予全體文官應具備的能力及基本知能，在初任文官時提供這項訓練。第二，發展性訓練，基於目前及未來職務發展需要而施予之訓練，目的在使員工有更好的能力面對目前或未來職務的要求。本項訓練即是國家層次人才管理的核心，特別是高階主管的發展性訓練。

組織層次的培訓區分為「組織發展訓練」及「職位接班計畫」，這兩項訓練的目的在於實現組織目標及改善組織績效。

組織發展訓練係依據組織發展的整體目標而定，並可向上與國家發展政策結合，因此是一種由上而下的決定，透過衡量組織未來需求與目前員工能力之間的差距，決定訓練計畫。

職位接班計畫是指組織針對關鍵性職位設計接班人計畫，以職位為核心，了解每一個職位可能的預備人選。本項計畫可往下與員工個人生涯發展計畫結合。

接班人計畫是人才管理與組織策略的一環，但依我國目前文官陞遷的作法，通常是被動的等到職位出缺，才能晉陞新的管理者，因此繼承的工作往往被忽略，造成許多組織記憶的流失，這些組織記憶包含核心職能、專業經驗及領導藝術等，使得新的領導者必須重新出發，造成成本的浪費。

個人層次的培訓包括兩個重點：第一，從組織的觀點出發，根據考績結果進行人力運用，即所謂「獎優」與「輔劣」，這也是考績法改革的重點。第二，從個人的觀點出發，根據

個人的性向、能力及興趣安排職務歷練，即「個人生涯規劃」。

結語

在結語之前，我要說另外一個故事。有一個人去算命，算命先生告訴他，接下來幾年他會有一段苦日子。這位先生就很傷心地問，那過完苦日子之後呢？算命先生回答，「之後，你就習慣了」。

我們不要算命先生告訴我們接下來幾年會如何，我們當然也不要習慣過苦日子，我們要做的是：盡我們最大的努力，讓我們一年比一年更好。有句中國諺語「在艱彌厲」，意思是說只要更努力及更有智慧地工作，我們便可期待一個光明的未來。

希望各位貴賓都能好好享受第 38 屆 ARTDO 會議，並提供你的寶貴意見，你的意見將會成為我國文官制度及人才管理的重要參考。

再次代表 ARTDO 會議、中華民國訓練協會，以及台灣人民，感謝您的熱情參與和貢獻。

祝大會圓滿成功，各位健康如意，謝謝大家。

Civil Service Talent Development in Taiwan, ROC

A Key to National Competitiveness

Kuan Chung

38th ARTDO International Conference

Nov/21/2011

Chairman of the conference Samson Lee, President Emeritus Dato Dr. Thomas Chee, members of the ARTDO community, distinguished guests from around the world, and ladies and gentlemen. Good morning, one and all.

On behalf of the ARTDO conference, the Chinese Society of Training and Development, the civil service personnel of our country, I want to extend a warm and hearty welcome to everybody here today.

It is a pleasure and an honor to be invited as the Honorary Chairman of the 38th ARTDO International Conference. The theme of this meeting is “Strategic talent management in the era of globalization,” which is a timely and important topic.

With us today, we have experts and scholars from around Asia and all over the world to discuss the issues and share their

expertise and experiences on the topic. We thank you for taking your time to attend the conference.

An informal way to look at globalization: McDonalds

Before delivering my remarks on talent management, I want to briefly discuss this era of globalization in which we find ourselves. Globalization has an impact on us all. Some of you may have of experience that the other day you lost you glasses and you could not remember whether you left them in Paris, Berlin, Singapore, or Tokyo...hopefully not this time in Taipei!

Let me give you my definition of globalization. I am sorry to say, but I checked numerous sources and could not come up with a clear and concise definition.

The term is an octopus, with tentacles reaching into every sphere of our daily life. Instead, I will give you an informal way to look at it.

McDonalds is one of the many faces of globalization. Globalization is being able to walk into a McDonalds anywhere in the world and being able to buy a hamburger that tastes the same as a hamburger at another McDonalds on the other side of the globe. That is one way to look at globalization.

I often walk past the McDonalds near my home. Do you know what I think about? I don't think about French fries. I

think about Hamburger University.

A friend of mine thought it was a university in Hamburg, Germany...

Seriously, McDonalds, as you probably know, has a training program called Hamburger University, and 80,000 managers have been served...

At Hamburger University, they get about 5,000 new customers a year...

But some people just go in to use the bathroom...

Sorry, that was a joke.

The reason it is so popular is because you learn the secret... The secret of... the secret sauce...

All kidding aside, Hamburger University is a major component of the McDonalds training and development system. When I look at McDonalds I see a training program to help the company stay competitive.

Staying competitive

Staying competitive is one of the major points I want to talk about today. I am going to talk about the challenges we face in Taiwan and our efforts to stay competitive. To face the challenges of globalization and the knowledge economy, countries across the globe are implementing government

reorganization plans as an important national development strategy to maintain their competitiveness. The key to success for this strategy is the development of talent within the civil service. As most of you know, this process is called strategic talent management.

In recent years, national ranking standards have proliferated, from competitiveness, sustainable development to public governance. The evaluations of the Institute for Management Development (IMD) and World Economic Forum (WEF) have gained widely international attention. One of the four main categories of IMD rankings is “government effectiveness.”

Having a high-quality civil service is a key to maintaining national competitiveness. To recruit, evaluate, train, and develop talent has become an important national strategic target. Civil service personnel influence the effectiveness of public governance and the strength of national competitiveness.

Singapore has taken the lead in many worldwide national competitiveness evaluations and is known for its high quality and clean civil service talent. Talent is a key to understanding the competitiveness of Singapore.

Some people say Taiwan is in the middle of an “unbalanced talent” crisis. Only by creating a better environment can Taiwan nurture local talent and attract international talent. Therefore, the

purpose of this meeting is to discuss the challenges facing civil service systems in an age of globalization and the burgeoning knowledge economy, and to discuss programs that offer ways to maintain competitiveness.

We are facing many challenges

Progress reforming our talent management system will not be easy. There are many challenges ahead. I will now turn my attention to the external factors, and then I will address the internal factors.

Outside the civil service, we are facing the challenges in the external environment from globalization, the knowledge economy, a decreasing birthrate, and an aging population.

First, everyone knows that one of the background issues in the search for talent is globalization. Globalization means that the people in the world have interaction with each other; goods, people, and money are moving faster and faster. In terms of migration, statistics from the International Organization for Migration (IOM) indicate that 70 million people migrated in the 1960s. In 1990, 150 million people left their mother country to live and work in another country. In 2010, the number even reached 214 million people.

The second background factor is the knowledge economy.

Knowledge has become a new kind of capital and an important resource. The organizations or institutions that own knowledge will become the new powers and leading centers. The knowledge economy is the choice for Taiwan's economic development, and knowledge is based on talent. Having talent is the key to industrial development, the foundation of the civil service, and is beneficial to all the people of the country.

Finally, there are two major demographic issues: the decreasing birth rate and the aging population. According to statistics, in 2010 Taiwan's total fertility rate (TFR) was 0.9%, which means each woman gave birth to only less than one child in her life. This number broke the historical low and was the lowest in the world.

Another trend is the aging population. Taiwan has witnessed an aging population since 1993, and the rate of people over 65 years old exceeded 7%. The rate is anticipated to reach 14.7% in 2018, which would make it a so-called "super aged society" due to the high speed of population aging.

What is the influence of the decreasing birth rate and the aging population on talent development? First is the decrease of the national talent pool. Even if the quality of manpower is high, when the pool of candidates decreases, human resources become more limited. Therefore, it is necessary to aggressively recruit

talent from all over the world.

Second, due to the improvement of medical technology, our average life expectancy nowadays is 79 years. People between 50 and 60 are still healthy and more mature. However, our average age of retirement is 56, which is too early for government employees. Taiwan needs to improve the labor force participation rate of people in this age group.

Our current civil service system is also facing its share of internal problems. For instance, to name just a few:

1. Lacking of flexibility: Our civil service system is highly regulated and centralized. “Highly regulated” means the personnel system in government departments is tightly controlled by regulations which prevent the organization from applying differential management. This removes flexibility at all levels of management and employment.
2. Lacking of real performance evaluation: As a result, even those recruited for their talent will eventually become mediocre. Our mission is to design a new system to motivate civil service employees to find their profession and passion which in turn will win people’s trust.
3. Lacking of motivation mechanism: The current civil employment system does not create a supportive and creative environment or a mechanism to help employees

grow and be active.

Thus, most employees become conservative and passive after a few years of working in the government. From a personnel management perspective, our goal is to inspire employees' potential and encourage them to work actively. This is also the key to our current reform.

Strength and weakness of our civil service system

To maintain or increase the capability of civil service talent to meet national development's needs requires a complete talent management system. Talent management is a complete system, a systematic concept whose parts cannot exist individually.

Human resources can be divided into four strategic policies: recruitment, motivation, development, and protection. The goals of these are increasing the working capabilities and meeting the organization's development goals. Among these policies, our recruitment and protection are healthier systems which have advantages over motivation and development. Therefore, the latter two are most important and more urgent in our current reform.

Regarding recruitment, our government is never worried about having enough qualified candidates. In recent years, there were 400,000 to 500,000 people applying for civil service jobs

every year. However, the acceptance rate is only about 3%. Almost all these new employees have undergraduate degrees and about 30% to 40% have master's degrees.

Regarding protection policy, talent management means “retaining the best.” Our civil service employees rarely change their careers. According to the yearly statistics of the Minister of Civil Service, the resignation rate is below 0.5%. Due to a strong protection policy, retaining talent in public service departments is not a problem.

Comparatively, recruitment and protection policies are our advantage, while motivation and development policies are our weakness and also the targets of reform. To overhaul the motivation and development policies, we have decided to start with performance management along with training development.

To overhaul the motivation and development policies

Performance management

In human resources management, performance evaluation is not an independent system. Instead, it plays an important role to joining top and bottom.

To integrate up, performance evaluation can be joined with “goal management,” which means achieving goals. Thus,

performance evaluation can examine the degree to which goals are achieved.

To integrate down, performance evaluation can be joined with “employee development.” After performance evaluation, executives should be able to define employee’s capabilities and potential, and then help them develop a career life plan.

We hope performance evaluation can provide information for other human resources policies and become the basis of talent evolution, promotion, punishment, and development.

A complete evaluation system should not only evaluate the performance of current job responsibilities, but also include a “job adjustment evaluation,” a “potential development evaluation,” and a “training requirement evaluation.” However, our current performance evaluation system emphasizes only working performance.

Evaluation results allow us to understand the gap between job requirements and individual capabilities. Some people perform badly due to constriction of their capabilities or mismatches between their position and their specialty or interests. However, current evaluation results do not provide enough information, nor do they provide the opportunity to make adjustments to jobs or training.

In April of 2010, we proposed a revised draft of the “Civil

Service Performance Evaluation Act.” We hope the evaluation process and results detailed therein can provide better information including performance at work, training requirements, and evaluation of potential.

One of the keys to OECD civil service reform is developing a performance-related pay (PRP) system. In fact, we have had a PRP system for decades. A bonus is designed to motivate employees and reward excellence. However, the system is not working today, as 99.8% of the employees are graded A and B and get the bonus. The evaluation does not motivate, and has lost its usefulness. In the evaluation revision draft, the spirit of PRP is emphasized to a greater degree. The precision of evaluation is increased, the number of excellent persons is limited to 5%, and the bonus is increased to improve the incentive.

Training and development

Government should pay more attention than private sector to employee development and training because of the job protection and lifetime employment of civil servants. If the capabilities of civil employees cannot be improved in their career of nearly 30 years, their working capabilities will regress. On the other hand, lifetime job protection also lowers the

motivation of and pressure on civil employees to pursue further training. In order to prevent such problems, government should use training strategically to realize organizational goals and maintain competitiveness.

We have divided the training program of our civil service into 3 levels: national, organizational and personal.

The national level sees the training system from the needs of the entire government, meeting the needs of national development. In a democracy, training good civil employees is the foundation of good national governance. In the short term, new governors will have new policies that should be reflected in training programs which can make all employees understand the new policies.

There are two parts to national level training. First, there is the fundamental training which gives the employees basic capabilities and knowledge when they are hired. Second, there is development training which is based on job functions. The goal is to equip employees with better capabilities to fulfill current or future job requirements. This training provides the core of national talent management, especially the development training of high level executives.

The training of talent management at the organizational level can be divided into “organizational development training

programs” and “succession programs.” The goals of these are to realize organizational goals and improve performance.

The design of this top-down program is based on an organization's development goals and can be integrated upwards to national development policy.

With a succession program, the organization designs a successor training plan for key positions, and examines possible candidates for each position. This program can integrate downwards with personal career development.

The succession program is part of the management and organization strategy. However, our current civil employment system always waits passively, and promotes new executives only when positions are opened. Succession program has always been ignored, thus causing a lot of organizational memory loss, including core competencies, expertise, and leadership.

Personal level training includes two points. First, from the organization's point of view, based on the results of performance evaluations, better performers are rewarded, and poorer are trained. This is also the key to the reform of performance evaluation. Second, from the personal point of view, based on one's tendencies, capabilities, and interests, training can be assigned according to one's personal career plans.

Conclusion

I'll conclude my remarks by telling you another story. A man went to a fortune-teller and he was told that for the next several years, he would have a very bad time. "Then what will happen after that?" asked the man sadly. The fortune-teller said, "After that, you'll get used to it."

We don't want a fortune-teller tell us what we'll become in the next few years. We don't want to get used to bad days either. What we need to do is to do our best to become better off every year. In Chinese we have a saying, "In hardship we work harder" (在艱彌厲). Only by working harder and smarter, we can expect a brighter future.

I hope you will enjoy the 38th ARTDO International Conference, and have the opportunity to offer your opinions on these weighty matters. Your contribution will become a point of reference for our country's civil service and talent management.

On behalf of the ARTDO conference, the Chinese Society of Training and Development, the civil service personnel in our government, and on behalf of the people of Taiwan, I want to tell you how much we appreciate your participation and contribution.

I hope this conference will be greatly successful.

I wish everyone the best of health.

Thank you.