

出國報告（出國類別：研習）

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壹、摘要

一個優質的組織本身必須具備永續的文化及價值，因此，建構組織文化極其重要，在具體的任務、願景及價值主導下，發展具體可行的政策有效執行之，藉由順暢的領導及同心協力的成員，提供以顧客需求為導向的優質產品，乃組織文化的精髓。領導階層在組織中扮演之角色應由傳統階級式領導轉而建構領導、管理及工作等三方面協調關係角色，另外必須揚棄剝削式、仁慈式的專制領導，轉而採取諮商式、參與式的開明領導，以誘導每一位組織成員發揮其才能及貢獻。創新與變革管理，首先在於有一強有力的組織願景和勾勒出達成目的使前進的行動計畫；次為認識不同的變動風格及如何調整以迅速執行變革；三為應用組織變革模式和領導變革原則形成為領導組織變革；最後是提供方便變革之可操作系統性工具。危機管理中，一、界定工作方向-為領導一個網絡；二、那些人能在危機中幫助你；三、發展並運用堅強的夥伴關係以達成共同目標；四、確認公開快速及得到媒體信賴的溝通關係、五、建置潛在危機之處理計畫；六、發展處理所有危機的溝通計畫。彈性為當面對媒體及社會大眾指責的工作壓力時，透過自我快速恢復、處理原則、分析意圖、採取行動步驟及預期結果等5階段，找出根本問題，提出可行對策。創意一開始必須有 Powerful vision，有了 powerful vision 才能使個人及組織更加的 open-minded，只

有 open-minded 才能容納及吸引更多的 diversity，並激盪出更多的創意，並且看到真的 insight，只有看到真正的 insight，才能提出有效的改變程序，成功的讓個人及組織走在好的方向上面而不退轉。

貳、本文

一、前言

今年我國首度與美國聯邦高階文官訓練學院(Federal Executive Institute)合作，規劃兩週課程與活動，凸顯我國與美國實質關係已日益密切，國家文官學院用心規劃，無微不至，令我們體會應更珍惜及把握美國行之學習機會。

本次研習課程包含創造永續優質的組織、創新與變革管理 (Innovation and Change Management)、憲政主義全球化內涵 (The Constitutional System in a Global Context) 與國會共事 (Working with Congress)、危機預防與管理 (preventing and Managing Crises)、建立願景與創意思考 (Vision Building and Innovative Thinking)、問題解決與分析 (Problem solving and Analysis)、彈性 (Resilience)，參訪美國國會、拜會國會特別助理，同時，更獲美國喬治亞州選出之共和黨國會眾議員 Jack Kingston 接見，其鄭重承諾協助我加入國際物種遷移公約 (Convention on Migratory Species)，誠屬難得。另受邀至美國聯邦政府人事行政局參訪。

本次美國學習之旅受益匪淺，建議我駐美國代表處亦能持續與美國國會親我之重量級國會眾議員及該學院相關負責人及重量級講座保持密切聯繫與友好關係，廣植友我人脈；並強化國家文官訓練課程內容

規劃，著重如何建立高階文官領導風格及重要性、形塑政府機關組織文化、紓解工作壓力、重視建置危機管理機制、瞭解與國會共事等。

二、學習摘述

(一) 組織 (Organization)¹

創造及永續優質的組織-組織轉型的模式

組織是一個動態複雜的生態系統，其發展受到其歷史、文化及環境等因素的影響，一個優質的組織本身必須具備永續的文化及價值，根據時空環境的改變，不斷地進行調整及轉型，並透過有效率的資源運用、無條件的員工奉獻、及開明的領導，始能永續經營。文化、成員及運作乃組織轉型三大槓桿，三者必須相互為用，始能達致組織永續經營的目的。

建構組織文化極其重要，在具體的任務、願景及價值主導下，發展具體可行的政策有效執行之，藉由順暢的領導及同心協力的成員提供以顧客需求為導向的優質產品，乃組織文化的精髓。每一個組織的任務宣示務必簡明而具體；其願景描述必須是合理且可行；且其價值則應結合個人、家庭、組織及社會等不同層次。領導階層在組織中扮演之角色應由傳統階級式領導轉而建構領導、管理及工作等三方面協調關係角色，另外必須揚棄剝削式、仁慈式的專制領導轉而諮商式、

¹ Larry Kokkelenberg

參與式的開明領導，以誘導每一位組織成員發揮其才能及貢獻，其領導方式對組織效能詳如附表一。

信任厥為組織成員關係的核心，千萬別認為成員間相互信任的工作關係的建立及發展係理所當然，組織成員間對組織改變存有懷疑或批判的態度乃自然反應，端賴如何以互信化解，當一個組織的成員關係從命令控制的途徑導向以彼此關係為基礎的過程中，可以發現互信乃成員間發展永續關係的基石，也是組織進一步精進發展的關鍵。另一方面組織必須給予成員在工作中建構其能力的機會，然後再賦權，賦予成員權力乃組織效能的關鍵，蓋成員對本身工作職責最為瞭解，由其提出改善或增進工作績效最為直接有效，管理階層必須與工作階層分享權力共謀組織永續發展。

組織運作的目的乃以最經濟有效的方式提供顧客最優質的服務內容，一個組織欲成就其任務、願景及價值不但需具體的組織體系、架構及策略等組織定位，且需抽象的組織精神、熱情及奉獻等組織調控，前者針對組織而後者則針對人員，兩者缺一則很難達致組織順暢的運作及永續的成效。

任何組織體系包括具體的架構及規範及抽象的精神動力，欲永續發展則兩者缺一不可，組織永續發展一方面必須具備健全及順暢的組織運作體系，另一方面則端賴不斷的轉型及變革，始能發揮其效能。

組織領導階層固然重要，健全的成員結構同樣不可或缺，領導與管理應與時俱進，管理階層與被管理階層存在相互依賴及相互學習的互動關係，健全的組織結構乃讓每一成員均能充分扮演及角色，並發揮其應有功能，永續的組織管理乃讓每一成員均能感受到組織的發展與其息息相關，如此組織才能提供顧客最有效益的服務。

創造永續發展的組織端賴管理，不可能以實質的行式的規章進行有效的管理，而賴以抽象的彈性的變革及轉型達致永續的發展，亦即領導必須是謙虛開放的，管理必須是全面溝通的，工作效能必須是迅速有效的，領導管理階層與工作階層成員間不是上對下的關係，而是夥伴關係。

吾人體認組織成員對組織的向心力對組織永續發展甚為關鍵，而官僚體系對的法令規章的僵化解釋與執行是國家發展最大的障礙恥辱，欲充分發揮一個組織乃至於整個政府的功能效益，必須憑藉順暢的運作，以顧客為導向的管理，不斷進行變革轉型，始能竟其功。

（二）創新與變革管理 Innovation & Change Management 與國會共事 Working with Congress

創新與變革管理課程的目標，首先在於定義一強有力的組織願景和勾勒出達成目的使前進的行動計畫；次為認識不同的變動風格及如何調整以迅速執行變革；三為應用組織變革模式和領導變革原則形成為領導組織變革；最後是提供方便變革之可操作系統性工具。Mangino

教授以投影片及 Video case studies 交互進行，提出偉大領導者的特質，以 1932 年美國總統羅斯福(FDR)於大蕭條時代的作為及 1963 年馬丁路得金(Martin Luther King)的人權主張為例，指出由領導者提出強有力的願景，與民眾分享及受支持，內容週到且詳細，正面且具啟發性。課程中強調組織變革的挑戰，策略性內涵與創新思維需同步；以 video case study: man in black,提示行動由緩而快(go slow before we go fast)。在 video case study: city slicker 觀賞後，提出為什麼人們會抗拒變革，如何協助人們通過變革的挑戰。在 video case study: 甘地傳觀賞後，提出溝通、關懷、參與是領導變革及同步改變的三項策略。瞭解及方便改革的工具有 Kurt Lewin's 力場分析，系統思考，責任矩陣，合作會議模式。其中創新與變革管理最重要的成功要素就是要知道如何與人共事。

與國會共事課程由介紹美國國會歷史、組織開始，首先談美國政策的形成，國會其實是個非常人性化的地方，國會是個政治環境評測的分光鏡(prism)。國會委員會的權力由其委員會結構所決定，多數決，主席裁決全部行動，黨派決策，資深倫理，委員會席位之政治決策。在參、眾院各委員會之席位全部由黨決定。議員之個人助理、及委員會助理，薪資來源不完全相同。1015 於室內，Ms. Margot Conrad 談公職伙伴組織(Partnership for Public Service)在 Washington DC 的倡議藝術。由美國聯邦政府的挑戰時刻談起，其基本資料乃是聯邦政府 OPM(人事

管理局)年度調查資訊，據以倡議政府的創新、改革、現代化、良好治理及立法、教育政策制定者及其助理。公職伙伴組織也發展新關係和維持現有關係，提供伙伴活動及團隊的支持，最重要的是與國會和行政當局共事。1120 前往國會與路易士安納州第一選區的眾議員 Jack Kingston 辦公室訪問。席間以自我介紹開始，議員擔任農業及保育委員會資深委員，寒暄後眾議員問及台灣保育。本人代表簡介台灣近廿來的保育成就，並表達願意與全世界分享保育經驗和共同努力，故以中華鳥會身份倡議美國協助我國加入國際遷移物種公約(Convention on Migratory Species)，立刻受到議員之鄭重承諾。1150 全班在議員助理代領下參觀國會山莊大廳、畫廊、雕像大廳、老參議院議事廳，1300 結束訪問行程。

(三) 彈性(Relisilience)

在工作崗位上，有效地面對壓力；即使遇到非常不如意的事，都能保持樂觀並且在挫折中快速的恢復，是一個高階領導人必須具備的基本條件。當然這也就是我們上彈性(Resilience)這一門課的目的。「彈性」這門課，很多知識性的東西大家可能都知道，但是實際遇到問題的時候，常常會做不到。因此，依據個人已經具備的修為，藉由循序漸進的引導是有必要的。上「彈性」這門課的老師首先就具備了讓人很安定的感覺，上課一開始，便給一個量表，讓我們做自我測驗，其實班

上的學長姐都是高階主管，都拿到了很好的成績。接下來，老師便提出五個 levels，從個人的 self care 到組織的 Guide lines for Handling Transition。從自己提出的「工作計畫」開始，裡面包含了 Intentions，Action steps 及 Desired Result 等，一直到組織的信任與溝通。從一連串的上課過程中，把腦海中原本是抽象的概念，慢慢具體化，並且把學習的過程系統化，當然，要達到真正的彈性目標非一朝一夕可成，但是從這門課所得到方法與觀念，不斷的練習，進步是指日可待的。

（四）創意與革新（Innovation）

這一門課主要是發展對於環境的內涵有更深的瞭解，挑戰傳統的步驟，鼓勵新的觀念與創新，並且設計新的計畫或程序。課堂老師藉由遊戲、影片及講授交互運用，讓學員有不同的體會。其實組織或個人的改變絕不是為改變而改變，也不只是因為環境在改變，我們必須適應環境而做改變，主要的是因為個人及組織要不斷的往更好的方向去成長，個人與組織也因此必須為此成長而做改變。要改變得更好，創新是必要的，創新常是發現到過去沒有發現到的事務或程序，而且會帶給眾人共多的益處。因此，創新一開始必須有 Powerful vision，有了 powerful vision 才能使個人及組織更加的 open-minded，只有 open-minded 才能容納及吸引更多的 diversity，並激盪出更多的創意，並且看到真的 insight，只有看到真正的 insight，才能提出有效的改變程

序，成功的讓個人及組織走在好的方向上面而不退轉。

(五) 危機管理 (Preventing and Managing Crises)²³

《一》首先提出如何幫助你預防或為危機做準備：

1、界定工作方向 2、那些人能在危機中幫助你 3、發展出堅強的夥伴關係 4、確認公開快速的溝通關係 5、建置潛在危機之處理計畫 6、發展處理所有危機的溝通計畫。

《二》講師舉 Thad Allen's Leadership After Hurricane Katina Hit the Coast 為例，從焦點、主要結論、溝通、政治力運用等四面向比較 Michael Brown 及 Thad Allen 之處理危機方式：

項次	Michael Brown	Thad Allen
焦點	領導單位	領導一個網絡
主要結論	使用傳統權威完成目標；按手冊作業	運用強大的夥伴關係達成共同目標
溝通	嚴格控制訊息	將運作情形公開得到媒體信賴
政治力運用	權力直接來自領導者	權力來自於傾聽及誠實信守承諾

² Dr. Russ Linden, is a management educator and author in organizational change methods. Since 1980, he has helped government, non-profit and private-sector organizations develop leadership, foster innovation, and improve organizational performance. He is an adjunct faculty member at the University of Virginia, University of Connecticut, and the Federal Executive Institute.

³

(六) 憲政主義全球化內涵 (The Constitutional System in a Global Context)⁴

講師透過實地參訪 Thomas Jefferson 故園，引導出美國憲法的淵源及背景，並運用四張憲政地圖來說明政府、政治、人民以及自然間之相對關係，相對出契約、憲法基本法、影響力、憲政主義、道德以及自然力。並提出公眾服務的憲政內涵、憲法的奠基者 Madison、給政府的一封信、聯邦主義、Thomas Jefferson 權利法案、1787 年聯邦法案、獨立宣言以及第 14 號聯邦法案等說明美國憲政主義。

三、心得

此次考試院與國家文官學院秉持追求卓越的精神，安排決策發展班前往美國聯邦高階文官訓練學院(Federal Executive Institute)接受為期兩週之課程，除於出國前特別安排由北美協調會李主任委員大維為我們學員進行美國國情行前簡報外，公務人員保障暨培訓委員會李副主任委員嵩賢偕施科長佩萱及國家文官學院林秘書家葳等三人在課程規劃與安排、生活管理與照護，乃至行政支援與不眠不休全方位的服務，真可謂為無微不至，更難得的是渠等三人全程參與陪同觀摩所有學習課程，讓我們充分體會考試院與國家文官學院所關注的用心與苦心。

本次研習課程內容豐富多元，且具相當程度的實用性與未來性，

⁴ Dr. Will Harris ,University of Pennsylvania, Founding Director, Center for the Constitution at James Madison's Montpelier

所聘講師皆係經驗豐富、不可多得之選，渠等授課熱忱頗值肯定，對開拓學員智識領域、研習新研究方法、促成與國際接軌等皆獲致成效。另所用授課方法多為引導啟發、鼓勵參與、積極互動等有別於國內傳統授課方式的教學模式，除對增進彼此學員瞭解及建立團隊默契與互助精神大有助益外，其中更採取「個案研究」方式授課，從事前個案內容的預習研讀，至課前分組討論學員間的腦力激盪與意見交流，及至課堂上教授的解說引領、激發思緒、討論詰辯、歸納異同及梳理出解決方案等技巧，不僅讓學員學習如何融入每一個個案情境，並以角色扮演的方式，設身處地的模擬學習面對各種困境與挑戰、釐清問題癥結與本質、瞭解內部環境的限制與利基，並掌握外在環境的變動與利弊因素，進而根據可運用的資源，務實的研擬解決方案。此一教學研習模式，透過對各國公私部門、跨越國界及多元文化真實個案的研討，對建構學員探討並解決問題的信心與能力極具助益，包括有助於拓展學員以更宏觀全面的態度看待問題、強化學員掌握問題核心的能力、培養學員戰略觀點高度、瞭解他國及不同文化背景的人在面對與處理問題時的異同之處等。

另美國聯邦高階文官訓練學院特別安排參訪美國開國耆老前故總統 Thomas Jefferson 暨 James Madison 故居，經由導覽人員娓娓道來，思古之幽情不禁油然而生，遙想當年首批來到美洲新大陸移民篳路藍

縷、以啟山林之堅定決心是何等悲壯，以及渠等苦心孤詣為新移民制定民主、民有、民享新憲法之宏觀精神頗值吾人欽敬與學習。尤屬難得的是能夠安排參訪美國國會，除與美國國會友華小組重要特別助理等進行意見交流外，更能有幸獲美國喬治亞州選出之共和黨國會眾議員 Jack Kingston 於百忙中接見，並獲其鄭重承諾支持我加入國際物種遷移公約(Convention on Migratory Species)。

此外，我駐美國袁代表健生更高規格的於美國社交界著名歷史名園-雙橡園重修後設宴款待由公務人員保障暨培訓委員會李副主任委員嵩賢所率學員等一行，席間經由袁代表風趣之講述，讓學員充分瞭解我與美國外交關係發展之歷史與現況，可謂彌足珍貴。

四、政策建議

政府部門的核心價值在於服務人民，讓民眾滿足，冀以「顧客導向」的思維，運用公私夥伴關係，制定公共政策讓利害關係人(stakeholders)參與，由下而上(bottom-up)傾聽民意，得到媒體與民眾的信賴，使政府的各項政策獲得社會大眾好評，達到落實創新便民服務的目的，進而提升行政效率及為民服務品質。

本次前往美國參加聯邦高階文官訓練課程後，對我國行政機關政策建議如下：

(一)型塑學習型組織，並重視建立高階文官領導風格

- 1.建立機關共同願景：行政機關應透過舉辦各項會議，由下而上逐層逐級凝聚共識，融合個人與機關的目標，經過深度匯談及討論，建立強而有力的共同願景，並運用目標管理制度，將機關共同願景與機關目標結合，進而激發員工對機關的忠誠度與公務倫理觀。
- 2.重視建立高階文官領導風格：高階文官培訓引進個案教學法，運用個案角色扮演方式，尤須著重「領導風格之建立」，領導（Leadership）應為高階文官的工作重心，行政首長需花大部分心思營造「組織雙向溝通」及「創新」之工作環境，潛移默化，深植員工心理，從心改革起，而非像目前強調日常工作流程之管理；揚棄剝削、仁慈式專制領導，改以諮商、參與式開明領導，形塑組織熱情、奉獻文化，讓組織成員對機關產生認同感與向心力。

(二)強化行政機關危機應變機制

- 1.各行政機關應明定通報機制及危機啟動門檻建立，平時即應建立新聞媒體聯繫清單，並設置發言人機制，遇有重大事件，方能統一口徑，能有完整資訊通報機制，趕在第一時間對外說明清楚，降低傷害，防患於未然。
- 2.當面對媒體及社會大眾指責的工作壓力，透過自我快速恢復、處理原則、分析意圖、採取行動步驟及預期結果等 5 階段，找出根本問題及發生原因，提出可行對策，彈性有效化解壓力。

(三)落實獎優、輪調及公平升遷制度

信任是組織成員關係的核心，對於勇於創新、熱情奉獻，研提研究發展及業務興革意見員工，應建立獎勵措施，並於升遷時優先考量，以激勵士氣。同時，應落實輪調制度，除防弊考量外，更可使組織持續充滿活力，以免產生惰性，阻礙組織發展。

五、結語

本年我文官學院決策發展班首度選擇與美國聯邦高階文官訓練學院合作，充分配合統一規劃兩週課程與活動，凸顯我與美國實質關係已日益密切，為掌握此優勢爰建議我駐美國代表處亦能持續與該學院相關負責人及重量級講座切取聯繫，俾廣植友我人脈。

SDT 學員經歷兩週之研習課程，深感學海無涯與終身學習及在職進修之重要性與必要性，並均深切體悟，研習不僅是觀察更是積極參與，不只是訓練特定個人的能力，更是培養作為一個團隊成員的集體意志。此次進修機會是終身學習的中途加油站，也是追求卓越及飛躍超越巔峰的起始點。吾人至為珍惜此一難得的機會，企盼能將研習期間所學、所聞、所思、所得，巧妙融入每人工作領域，並進而與相關部屬、同仁分享，俾為我公務部門及民間組織注入新的動力。

參、參考資料

101 年高階文官培訓決策發展訓練 9 月 3 日至 17 日赴美國研習行程表

日期	行程內容	地點
台灣時間 9 月 3 日	1.搭機: 上午 08:45 搭乘全日空 UA9684 班機啟程(桃園機場第二航廈), 12:55 抵達東京成田機場。	
美國時間 (以下同) 9 月 3 日	2.轉機:於東京辦理轉機程序。15:55 搭乘美國聯合航空 UA804 班機(第一航站)。 3.抵達: 預計美國時間 9 月 3 日下午 15:23 抵達華盛頓杜勒斯機場(IAD)(第一航站)。	
	1.駐美代表處楊秘書接機至 Savoy Suite Hotel。 2.程建中教授及吳克振教授將於晚間 18:35 抵達飯店。	2505, Wisconsin Avenue, NW, Washington, DC 20007
9 月 4 日	上午: Travel to Charlottesville, VA	
	下午: 13:30-17:00 -Program Opening -The Constitutional System in a Global Context	FEI
9 月 5 日	上午: 8:00-12:00 -Executive Leadership in Government	FEI
	下午: 13:00-17:00 -Executive Leadership in Government	
9 月 6 日	上午: 8:00-12:00 -Problem Solving and Analysis	FEI
	下午: 13:00-17:00 -Problem Solving and Analysis	
9 月 7 日	上午: 8:00-12:00 -Spirit and Skills of Negotiation	FEI

日期	行程內容	地點
	下午：13：00-17：00 -Spirit and Skills of Negotiation	
9月8日	上午：8：00-12：00 -Field Experience: Montpelier and the Founding Fathers	
	下午：13：30-17：00 參觀 Virginia University	
9月9日	上午：8：00-12：00 -Resilience	FEI
	下午：13：30-17：00 -Resilience	
9月10日	上午：8：00-12：00 -Innovation and Change Management	FEI
	下午：13：30-17：00 -Innovation and Change Management	
	晚上：19：00-21：00 -Meeting with trainees from USAID	
9月11日	上午：8：00-12：00 -Crisis Prevention and Management	FEI
	下午：13：30-17：00 -前往 Washington ,DC 2505 Wisconsin Avenue, NW, Washington, DC 20007	
9月12日	上午：8：00-12：00 -參訪 USAID -參訪 Innovation Laboratory of OPM	USAID、OPM
	下午：13：30-17：00 -參訪 OPM Human Resource	OPM

日期	行程內容	地點
9月13日	上午：8：00-12：00 -參觀 Smithsonian American History Museum	
	下午：13：30-17：00 -參訪 OPM Center for Innovative Learning & Professional Growth	OPM
9月14日	上午：8：00-12：00 -U.S. Government: Congress -拜會 Jack Kingston 眾議員 -參訪 U.S. Congress	Partnership for Public Service、Congress
	下午：13：30-17：00 -結訓（Graduation）	OPM
9月15日	參觀 Williamsburg 古蹟及 Alexandria 港區	Williamsburg、Alexandria
9月16日 台灣時間 9月17日	1.搭機： 12：20 搭乘全日空 UA9682 班機啟程華盛頓杜勒斯機場（第一航站）。9月17日（東京時間）15：25 抵達成田機場（第一航站）。 2.轉機：17：25 搭乘全日空 UA9683 班機（第一航站）。 3.抵達： 臺北時間9月17日下午20：00 抵達桃園機場。	

肆、活動照片



9/1-3/2012 紐約行簡報及可能合作機會

9/1/2012 下午抵達紐約，與林開泰教授及其友人李龍生先生共進晚餐後 1900 拜訪紐約法鼓山東初禪寺。由監院常華法師及常濟法師接見，和程建中、吳克振談法鼓山

與紐約的入世佛法，以新六倫為願景，持續擴張影響力中。法鼓山之國際窗口是果建法師。

9/2/2012 上午在紐約林教授家，聖嚴法師的兩位前英文秘書，果禪法師及常濟法師續談聖嚴法師生前對法鼓山國際化發展的途徑及目標。目前正以法鼓山美國佛教會(DDMBA, US)向聯合國申請加入 NGO committee 審查程序中，在大陸也正向主管申請 NGO 身份中。

9/2/2012 下午 1400-1500 吳克振、程建中在李龍生先生陪同下拜訪佛教慈濟基金會(BTCF)紐約分會位於法拉盛的會館，與執行長張宗義、行政秘書黃文達進行訪談。瞭解在美國有總會設於加州，下設分會、支會、聯絡辦公室及聯絡點。知道其藉助科技聯絡工具，建立區域性溝通，進行宗教與文化的傳遞和交流。在美國 New Orleans 風災區迄今持續進行心靈撫慰的工作，堅持二、三線救災的中長期工作。

9/3/2012 上午在李龍生先生陪同下吳克振、程建中走訪國際佛光會(BLIA)於紐約皇后區法拉盛之紐約道場。0900 -1120 由妙揚法師接受訪問，在滴水坊以素齋招待。訪談中提及實質可合作與發展的潛在機會，一是藉由中華文化中的茶與禪文化的結合，藉佛光會與聯合國 NGO 委員會的互動，推廣於西方主流社會。一是引進台灣醫療志工，與佛光會 2005 年所辦之位於南美巴拉圭首都亞松森市的中巴佛光康寧醫院。

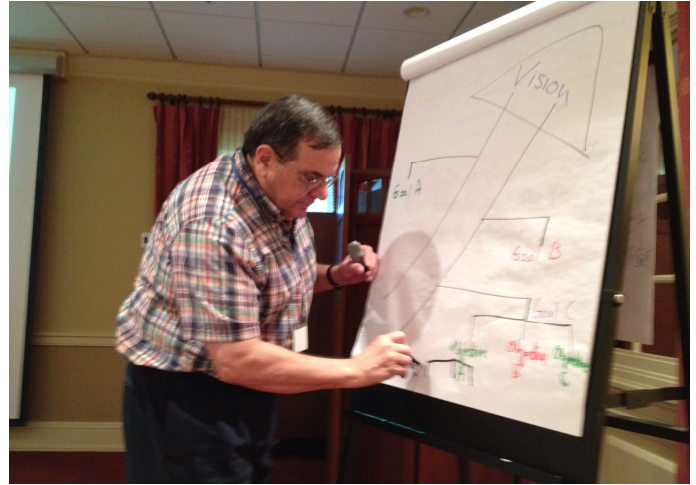
建議與本班政分析研擬之專題「友善國際擴大參與」一案聯結，於落實行動方案推動上將可有具體成效與聯合國組織進行文化友善互動，並擴大 NGOs 參與至南美醫療缺乏之邦交國，以鞏固及擴展外交領域。



圖片說明：妙揚法師在滴水坊接受訪問留影

圖片說明：

右 1、2 及左 1：講座 Dr. Joe Mangino 授課場景；左 2：前國會議員 James McCray 與講座 Grace Cummings 共同授課情形；左 3：講座 Margot Conrad 與 Grace Cummings 共同授課情景；右 3：本班拜會 Jack Kingston 眾議員場景



附錄

2012 台灣高階文官華府參訪團 重點記錄

Date: September 12, 2012

Venue: USAID (US Agency for International Development)

Main Speaker: Nisha Biswal (Assistant Administrator for Asia)

Asia Bureau

- Asia Bureau covers Central Asia, East Asia, Southeast Asia and Pacific Islands. But it does not include Afghanistan and Pakistan. There is another independent bureau dealing with these countries.
- Covers 26 countries in the region
- \$1.2 billion budget per year
- Issues and Topics: health, environment, food security, democracy, education, water, and micro finance etc.
- **Key: Engaging partnerships with individual countries and regional architecture like ASEAN.**

Engagement

- With governments
 - Emerging donors in Asia: Taiwan, Korea, Thailand, etc.
 - There is rich landscape for donor countries to engage.
 - EX: “Partnership for Growth” with the Philippines, successfully drives economic growth.
- With private sector
 - Private companies are engines of growth.
 - Can drive sustainable growth.
 - Work with both international, the US, and local civil society.
 - EX: work with the World Coco foundation on Food Security.
- With civil society
 - Corporate with both local and international NGOs.
 - Try to help international NGOs localize and effectively assist the aid receiving countries.
 - EX: partnership with Gates Foundation.
- U.S spend less than 1% of budget on foreign assistance.
- United States would like to learn the successful development assistance case from other countries, such as Taiwan and Korea.

USAID priority: 7 core development objectives:

- 1. Increase food security
- 2. Promote global health and strong health systems
- 3. Reduce climate change impacts and promote low emissions growth
- 4. Promote sustainable, broad-based economic growth
- 5. Expand and sustain the ranks of stable, prosperous, and democratic states
- 6. Provide humanitarian assistance and support disaster mitigation
- 7. Prevent and respond to crises, conflict, and instability

Engaging with Countries and Other Actors:

- “USAID Forward”
- Country owned models: alleviating poverty, promoting health, working with governments and civil society
 - Such as the Philippines: agriculture amplified with USAID’s resources
 - New evaluation policy: incorporating learning, for example, developing innovation ventures.
- Private Sector:
 - Indonesia Coco foundation
- Food Security: New Alliance for Food Security and Nutrition: such as Africa bringing private sector. Not a corporate responsibility mindset, but intersects with commercial interests to amplify development.

Mark (Office of Faith Based Initiatives):

- The US has the established clause in the Constitution. It is applicable to the USAID as well.

Sandra (Human Resources and Staff Training)

- Talent management in development: entry level, mid-career, senior level.
- Incorporating internal and external resources (such as FEI)
- Tele-learning system (online training)
- Competencies: US and Abroad; exporting the training. Recently opened in Asia.

Opinions from Taiwan side:

Ambassador Wu:

- We have many corporative projects with the 23 countries that have diplomatic ties with Taiwan.

- Currently the number of projects is 20, mainly in the field of technical assistance.
- Public health is our strength. Ex: Taiwan helps African countries to establish patients' ID system in their hospitals.
- Every summer, there are about 3,000 Taiwanese volunteers to help foreign assistance projects.
- Taiwan has \$500 million budget on ODA
 - Projects like "children adoption" is very successful. Taiwan has adopted 160,000 children in the world.

Prof. Cheng and Wu, NGO's perspective:

- 慈濟 Tzuchi effectively helped people affected by hurricane Katrina.
- Promote recycling in the world.
 - Will help solving the problems of climate change.
- Little Ark Projects: projects on improving food security with ecological footprint theory. Self-sustainable in food in organic ways. The income in return makes the projects sustainable.
 - ⇒ need training programs to learn how to promote to the world.

Nisha Biswal's question: how does Taiwan implement its international assistance? What's the mechanism?

Ambassador Wu:

- Mainly through NGOs. Taiwan's NGOs are very effective and active.
- Ministry of Foreign Affairs encourages NGOs to extend their partnerships globally.
- But, Taiwan still needs to have more international platform that Taiwan's organization can join.
- Taiwan has many "know-how" that can be shared with the world.
- Taiwan has many friends in the Pacific Islands. Taiwan tries to promote information and technology corporations with these countries.
 - EX: LED projects to save more energy.

Director Wang: How to address social gap in each country?

Biswal's answer:

- USAID promotes broad-based economic growth. For example, in the Philippines, USAID tries to find constraints and major challenges against the economic growth.
 - Fiscal challenges such as **corruption**.
 - **Predictability**: Help to build **commercial rule of law** so international companies would be willing to invest in the Philippines.
 - Currently, the Philippines has robust economic growth, and the USAID hope it can use it as a model to other countries, such as Indonesia.

2012 台灣高階文官華府參訪團 重點記錄

Date: September 12, 2012

Venue: OPM Innovative Lab

Speaker:

Topic: Innovative Lab- Human Centered Design Methods

- Luma Institute
- Key:
 - Using the methods that were originally for products design to problem- solving.
 - Carefully designed space. Referred to companies such as Google and Facebook’s brainstorming space.
 - One area is for relaxation, and the conference room is more intense.

Understanding

Methods of Analyzing Challenges

Peoples and Systems, Synthesizing and Summarizing Knowledge

Stakeholder mapping	Persona Profiles	Experience Diagramming	Concept Mapping
Items and Priorities: Identify relationship and determining significances			
Affinity Clustering	Bull’s Eye Diagram	Importance Difficulty Matrix	Visualize the Note
Public Framing: characterizing the situation to address			
Public Tree Analysis	Statement Starter	Abstracting Ladder	Rose Bud Theory

Making

Concept ideation: exploring extensive possibilities			
Thumbnail Sketching	Creative Matrix	Round robin (循環賽)	Alternative Worlds
Modeling and Prototyping: envisioning systems			
Storyboarding	Schematic diagramming	Prototyping	Models
Decision Rationale: Promoting new and improve solutions			
Concept posters	Video Scenarios	Cover story mock-ups	Quick reference guides

Also available at:

<http://rehughes.tumblr.com/post/11385391355/human-centered-design>

2012 台灣高階文官華府參訪團 重點記錄

Date: September 12, 2012

Venue: OPM (US Office of Personnel Management) 人事管理局

Part 1: Presentation of finding jobs on the USAjobs.org

第一部分：美國政府求職網站簡報

- Search job opportunities→create account→review announcement→Submitting application
- 搜尋職缺→申請帳號→追蹤公告→提交申請
- For most of the jobs in the government, there is no exam.
- 大部分公職不需透過傳統考試方式進行招募
- Security Clearance is necessary process for reviewing applicants' background. The main concern is national security.
- 對於申請公職者，美國政府會執行身家調查，了解背景，以利國家安全。
 - Sometime it is more extensive and stricter, for example, for foreign services.
 - 外交官考試的身家調查非常嚴格
- 主講者大致上講解網站介面，請參考：<https://www.usajobs.gov/>
 - 內涵 Tutorial 指導有志服公職者如何完成申請手續。

Part 2: Speaker XXX's presentation

第二部分：資深博士 名字：？

- OPM used to have many centralized examinations, but it's not the case anymore.
- 人事管理局早期主要執行中央統一的公職人員考試，但現在考試功能已大幅減少，很少公職是透過考試進行招募。
- Each agency has its power to propose demand for personnel.
- 各單位有權力自行提出人事的需求。

Two major trends in U.S. governmental jobs

美國政府公職環境兩大趨勢

- Trend one: un-proctor test

- 趨勢一：沒有監考官的考試
 - Based on Honor code
 - 榮譽制深植美國教育文化
- Trend two: Teleworking
- 趨勢二：推行在家工作

- “360 evaluation project”
- 三百六十評價計畫
 - Evaluate supervisors' leadership skill
 - 評估上級監督者的領導技巧
 - Learn from private sector
 - 這個計畫仿自於私部門
 - Come up with 5 executive qualification
 - 總結出五項領導者必備資格

Q&A:

問答時間

- Q: Taiwan has manager succession training program, how about in the United States??
- 問：台灣政府針對管理者的交接有訓練計畫，不曉得美國是否有類似的課程？
- A: There's no centralized training program on the civilian side, but in the U.S. military, they do have this kind of training program.
- 答：美國公家機關基本上沒有中央統籌的訓練計畫，但是美國軍方有類似台灣這樣針對管理者交接的訓練課程。
- Q: Teleworking is not suitable for some certain jobs, such as issuing driver license. Could you explain more about the feasibility of teleworking?
- 問：在家工作似乎不適合某些工作，像是核發駕照的工作及不太適合。可不可以請講者在深入討論在家工作的可行性？
- A: Actually U.S. Department of Motor Vehicles (DMV) is not a part of the government. I still think 90 percent of jobs have potentials for teleworking. The key is how to strengthen Internet security. As long as those security layers have been built, such as login process, there shouldn't be big problematic for teleworking.
- 答：事實上美國的監理處並非政府機關。我認為美國政府機關大概百分之九十可以執行在家工作。關鍵在於是否能加強網路連線的安全。只要網路上的各項身分認證的關卡可以建立完整，在家工作不會造成太大的麻煩。
 - Last year, President Obama just signed an executive order to encourage teleworking in the public sector.

- 去年，歐巴馬總統簽署行政命令，鼓勵執行在家工作。
- Atlanta just set up a telework office, where their employees can just use their own laptops in their office cubicles, and even on the treadmills! It seems like the government is encouraging their employees to have healthier lives.
- 亞特蘭大最近設計出針對在家工作的辦公室。在那邊，公務員可以使用他們的個人筆記型電腦，甚至可以在跑步機上使用電腦，對健康有所幫助。
- Traffic is getting worse and worse in the United States, so teleworking is becoming more and more popular.
- 美國交通狀況越來越糟，使得在家工作越來越流行。
 - Taiwan is in the opposite side. Taiwan's traffic has been improved significantly, especially since high speed railway was built and operated.
 - 台灣剛好相反，交通隨著高鐵的通車越來越方便。
- Private sector initiated teleworking about ten years ago, however, public sector just started recently.
- 私部門在十年前就有實行在家工作，公部門則是最近才開始。
- Q: Salary Level in general for the governmental employees?
- 問：美國政府機關的薪資水平大概如何？
- A: It varies. But in general, public sector has better education background than the blue-collar sector, and enjoyed higher salary than blue-collar workers in the private sector.
- 答：是情況而定。但是一般來說，政府機關的公務員具有比私部門中藍領勞動者較好的學歷，且薪資水平也比他們還高。

Part 3: Speaker: (Hiring specialist Ms. Galamore)

Laws, Rules, and Regulations

聯邦人員任用解任人事法規

- 3 Branches of Government: judicial, legislative, and administrative
三權分立政府架構：司法，立法，與行政
- Federal government has no control over state government in personnel rules.
聯邦政府無權干涉州政府人事規範。
- Hiring is based on merits, i.e. cannot be based on factors irrelevant to the jobs.
人事任用是根據相關工作需求擇優錄用；不得基於與工作無關的因素。
- Anyone can compete to the jobs listed on USAJOBS. All openings must be posted on the USAJOBS website so that all citizens can apply for them. The government cannot say "you cannot apply," but can tell them that they might not be qualified.
任何人皆得競爭在 USAJOBS 網站上列出的工作機會。所有的工作機會必須公告在該網站以讓全體公民得以申請。政府不能告訴民眾不能申請，但是可以告訴他們他們可能不適格。

- “Veterans Preference” (floaters): applicable to military crew and possibly the spouse. Not a guarantee for jobs, but is a preference eligible to get a job. Disabled veterans have even more preference. But the threshold is that they need to be qualified for the jobs that they apply for.
 退伍軍人優惠（升級）：適用於符合資格的軍事人員甚至包括其配偶。並非保證有工作，而是一個增加拿到工作機會的優惠。因工殘障的退伍軍人有更多優惠。但是這些優惠的前提都是申請人本身就符合申請工作所需的資格。
- All jobs are position based, not person based. I.e. positions for people to compete, not created for specific persons.
 - Competitive service: majority of Federal executive jobs.
 - Excepted service: more specialized jobs. Veterans preference not applicable.
 所有的工作都是以職位為基礎，而非為了特定人而設計的。
 - 競爭性職位：大多數的聯邦行政職。須遵守 OPM 法規任用。
 - 特殊職位：較專門的工作。不適用退伍軍人優惠。
- Structure Change: OPM used to be centralized.
 結構改變：人事行政局以前較集權。
- In the 90s, it became decentralized: Individual agencies are the best to decide the qualification and how to assess that. OPM delegates the authority to agencies to act as OPM. OPM evaluates and reviews to ensure that the agencies follow the rules. If any violation discovered, even unintentional, OPM can withdraw the authority. Then the agency needs to go to Dr. Larry’s (?) office and pays the fee for assessment.
 九零年代，人事行政局變成分權化。各機關是決定任用資格以及評估的最佳角色。人事行政局授權各機關。人事行政局評估以及審查來確保各機關有遵守相關規範。如果有任何違反，即便是無心之過，人事行政局得撤回其授權。則該單位必須付費給 Larry 博士的辦公室來幫忙做評估。
- Codes: OPM writes Title 5 US Code. Ch. 31 & 33 ; Ch. 47 Law
 人事行政局撰寫第五法案。第 31, 33 以及 47 章有許多相關任用法規討論。
- Code of Federal Regulations (CFR): hiring, executive development, how to deal with adverse action performance.
 聯辦法規法典：規定任用，行政人員發展，如何處理對人員不利之處分等等。
- Note that it takes a year to change the rules. Any changes-> go to Office of Management Budget (OMB) that represents the President.->60 days for public comment, and then back to authors for revisions and addressing to the comments-> back to OMB for another 90 days. Back and forth.
 要更改規定需要一年的時間。任何的改變要先去預算管理局，六十天讓公眾發表意見，回到原作者作修改以及回應，再回到預算管理局九十天，來來回回。
- Veterans Preference: Any preference eligible must be selected before preference=> Qualification.

退伍軍人優惠：任何優惠適用的對象都必須先符合申請工作的資格條件。

- Once selected:
 - 1 year probationary period with limited right, no notice required to laid off the person (generally decided by the supervisors).
 - After 1 year probation: entitled to at least 30 days notice by law. Can argue for termination or changes against them. If the employee does not agree with separation, he/she will go through the appropriate process. If the employee wins, it will be as if no laid off had ever happened. It is a due process right of the employees.

一但被錄用：

 - 一年試用期：權利有限，可無預警裁員（多半由其主管決定）
 - 一年後：有權受至少三十天的解聘通知。任何對人員不利的決定，該人員得進行適當程序，行使正當程序權。若獲勝，效果是彷彿資遣不曾生效過。
- Progressive Discipline: supervisor is generally the one that decides. Cannot fire people for always being late because the government has invested a lot in training. But still, need to bring values to the taxpayers. Termination is the last resort.
累進式紀律：主管通常是評斷的人。不能因為總是遲到而終止僱傭關係，因為政府在人員訓練上投資了許多經費但是一樣要讓納稅人受利。終止僱傭關係為最後手段。
- Once working in Federal agency, a person can transfer to another agency, and veteran preference no longer applies. “Status Applicants”
進入聯邦單位後，人員可轉職到其他單位。退伍軍人優惠不再適用。
- Assessment: job analysis: authority/ scope of the position-> position classified-> position description-> assessment by agencies (by psychologists or Human Resources or develop on their own)
(judge order 1978 leads to: entry jobs no longer need to take tests as a necessary step)
評估：工作分析：職位權限以及責任範圍->職位分類->職稱描述->單位評估（由心理學家或人力資源部門或是各單位自行發展出一套評估方式）
- Pay for performance: Other laws still apply. Must be job related factors to set the pay. Every employee has performance appraisals, criteria, objectives based on assessment and the salary can be higher or lower even in the same GS level.
依表現決定工資：其他法律仍然適用。工資的額度增減必須是基於跟工作有關的因素來調整。同樣職等的人員可能因為表現不同而有不同薪水。

Date: September 14, 2012

Venue: Partnership for Public Relations

Speaker: The Honorable Jim McCrery

- The former congressman McCrery served as congressman for the House of Representatives for 21 years. (1998-2008)
 - Usually each term is two-year, however, he was elected in a special election so he had odd number year of service.
- He was serving in Ways & Means Committee in the House (WMC)
- There are two interests that each congressman pursues.
 - Constituency interest
 - National interest
 - → Each congressman decides how much he/she emphasizes on obtaining which interest.
- The House is like a board for a company, they direct goals and courses of the country.
- The most important question is what is the right vote?
- The poll now for the Congress is on the lowest point of U.S. history.
 - This is unfortunate because either the House or the Senate needs public support to pass laws.
 - Moreover, the economy is not in a good shape.
 - The government and the congress have to get the country on the course.
 - Ex: on the issues of Social Security, and Medicare
 - The public sector needs to political will, which is supported by high approval rate, to address the issues.
- With respect to 2012 elections
 - Poll shows people are blaming Congress more than President.
 - McCrery is not suggesting the country to change from presidential system to parliamentary one, but presidential system does have some drawbacks.

House

- Committees are very important!
 - Highly-specialized committees are asked for opinions when reviewing the bills.
- However, House Speaker in the recent years had gained more power by diminishing the role of the committees, thus diluting the power of the committees.
 - McCrery thinks this had gone too far! Especially under the former House Speaker Nancy Pelosi (Democrat).
 - She took too much power from the committees.
 - EX: When Democrats won the House Elections in 2006, Jim McCrery became ranking member for the WMC. He was planning to work together with the new chairman of the WMC on the issues of social security, Medicare.
 - In the beginning, they had achieved some real progress, but one day the chairman told McCrery that he was told not to continue to work with the

Republicans. This was an example of Pelosi's power over professional committees.

- But McCrery thinks the current House Speaker John Boehner is better than Nancy Pelosi. Boehner grew professionally from the committee system and thus respect the role of committee.

Q&A

- Q: How to address the current tensions between the United States and the Islamic world?
- A: It's very difficult now to work with a vision for the foreign aid in the Middle East.
 - McCrery doesn't know the answer to solve the dangerous situation, and he thinks it could be a long-term threat to the United States.
- Q: Tzuchi helped relieve disaster of Hurricane Katrina in the United States, how to let US people know about it?
- A: McCrery appreciates the help from Taiwan and Tzuchi. And he admitted that the Red Cross was not very helpful for they created barriers and didn't prepare well for the natural disasters.
- Q: How the U.S. citizens see Taiwan?
- A: Taiwan is U.S. friend and ally. Also a free market model.
 - Taiwan also provides a good example for China in terms of capital market model and free market mechanism.
 - Both sides should continue to promote cultural exchanges.

2012 台灣高階文官華府參訪團 重點記錄

Date: September 14, 2012

Venue: Partnership for Public Service

Speaker: Grace Cummings

Topic: Understanding the United States Congress: Policy, Personalities and Politics

Policy:

- Mission orientation vs. Members' policy/political agenda
 - For U.S. departments and agencies there is a mission orientation for the organizations.
 - But for the U.S. Congress, there are 535 different agenda and no stated mission.
- There are 535 different policy agenda in the U.S. Congress
 - Each representative of the House and Senate is quite independent.

- Debate is all along the ideological spectrum.
- Lack of cohesion – even among members of the same party.
- Congressional members’ idea of what policy is differs
 - Writing legislation vs. what is the best for their district vs. oversight
- Many see oversight as legitimate policy involvement
 - Ability to assert policy power without passing legislation
- The greater a members’ seniority, the greater impact they can have on policy
 - TECRO should therefore spend more time to talk to those more senior members, because they are more influential.
- Reelection is intimately tied with being able to carry out policy agenda
- Political Timing: Policy progress relies on political timing – national or world events often shape the political environment for policy progress.
 - Event-driven, such as the recent tensions in the South China Sea and the East China Sea.

Personality:

- The U.S. Congress is a very human place
- It’s a very “clubby” place
 - Networking Key: marketing, find the common ground
 - Who is talking to who
 - Who is on the same committees
 - Delegation unity or not
- Nature of personality matters
- Personality of member greatly determines how an office functions
 - Serious office vs. casual office
 - TECRO has built portfolio for each members of the congress.
 - Trade and economics that can touch the district.
 - Moods on the Hill matter
 - Many lobbyists walk to pick up small items/mood
- Key is to be able to target interest of the member
 - Not every member is a player for Taiwan interests
 - For those that are important, it is key to find out what touches that member.
 - Tailoring presentation to connect with members’ interests is the means by which relationships are built.
 - Ex: Congressman from Georgia prefers to hear a complete presentation, but congressman from Louisiana just wants to listen an intense 15-minute presentation.

Politics:

Suggested strategy/prism for judging the political environment:

- Overall environment: the Hill is very responsive. Connect with political situation.
 - Political personalities involved/ political ambitions
 - Current relationship between Taiwan and U.S.
 - Where in the congressional/presidential term
 - Hot issues – domestically and internationally
 - Mood of both countries
- TECRO
 - What has been the history of TECRO with Congress
 - Are U.S. executive branch representatives and key congressional members in agreement on policy matters
 - Who is the TECRO Representative
 - Ambassador Jason Yuan plays an important role.
 - Longevity of relationship
- Project/Issue situation

Trade, relationships, education opportunity (interests of the constituency)

Help the members understand how what you are proposing is also good for the members; find the common interest.

Q: Amb. Wu: rotation v. constancy

A: Cumming: In personnel, constancy is good in terms of dealing with the congress. Long jeopardy is good in this situation.

 - History of the project/issue with this congress
 - Are U.S. executive branch representatives and key congressional members in agreement on policy issues
 - Who does it affect?
 - Constituent interests/geographic interests/economic impacts
 - Is it anyone's special project/issue?
 - Does project/issue have any likely antagonists?

The Power of Congressional Committees

Committee Structure:

15 standing committees in the House

- Majority rules
 - Chairman is based on seniority. It is changed depending on which party holds numerical advantage in their respective chambers
 - Minority consequently severely limited

- Chairman dominates all action
 - He/she has discretion in hiring and firing
 - Determines hearings to be held
 - Hearings are political theatre. They are the ways to chairmen's agenda, so the people to be called are not necessarily experts; just to support the chairmen.
- Partisan split
 - Committee employs majority and minority staff members
 - Majority staff reports to the chairman
 - Minority staff reports to the ranking minority member
 - Minority staff always smaller than majority staff
- Seniority system important
 - Subcommittee chairmanships usually doles out on a seniority basis. (Though not always)
 - Political process to gain seat on committee
 - Committee assignments made within the parties
 - Some committees are more sought after than others
- Senate Committees:
 - 16 Authorizing committees → Create bills but not to finance them.
 - Armed Services, Foreign Relations etc...
 - 4 Money committees → Spending authorization
 - appropriations, budget, finance, joint committee on taxation
 - Budget committee provides only blueprints not to execute them.
 - Finance committee is very important. Also deals with trade.
 - 2 others
 - rules and administration, and select committee on ethics
- House Committees (they can change names, but not much the jurisdiction)
 - 18 Authorizing committees
 - foreign affairs, homeland security (took jurisdiction from other committee).
 - 4 money committees
 - Appropriations, budget, ways and means, joint committee on taxation
 - 2 others
 - rules, standard of official conduct

Personal Staff vs. Committee Staff

Personal Staff:

- Staff members serve at the pleasure of the member of congress
 - At-will hire, no OPM protection (unlike executive members)

- Unlike civil servants, there is no safety net for personal staff in the congress
- For the house, each member gets \$1.3 million annually to run their office.
 - 18 full-time staff, 4 part-time staff.
 - Can take volunteers or interns
 - Cannot take money from the outside.
- Washington Office:
 - **Chief of Staff** (like Richard in the Taiwan Caucus meeting)
 - Office Manager
 - Press Secretary
 - **Legislative director (1)**
Help the Congressmen understand issues, respond to mails.
 - **Legislative assistants (2~3)**
They are all busy with many issues. When approaching them, prepare a 1-page executive brief.
 - Legislative correspondents
 - Receptionist
- District offices: (state offices for senators)
 - State Director
 - District Manager (care about health and wellbeing of the district; saving jobs; getting grants.)
 - Office Manager
 - Chief Case Worker
 - Case Workers
 - Grants and Special Projects Director
 - Field Representative
 - Receptionist

Note: Every member of the congress has a **campaign committee** for reelection. This committee can get contributions from private sectors, but the personnel cannot be mixed with the office staff.

Q: Amb. Wu: any red lights for pushing the executive branch?

A: Cumming: money flow, not to benefit specific individuals.

Committee and Subcommittee Staffs:

Staff members serve at the pleasure of the Committee Chairman or the Ranking Minority Member

Majority Staff:

- Majority Staff Director
- Majority Deputy Staff Director
- **Majority Analysts** assigned specific issues
- Office Manager
- Receptionist

Note:

1. Salary level: \$90,000-100,000
2. What Tecro can do is to help creat what is going to be on the paper, not what is already on the paper.

Minority Staff: (could give good background information for anything against Taiwan)

- Minority Staff Director
- Minority Analysts (fewer in number than majority analysts)

2012 台灣高階文官華府參訪團 重點記錄

Date: September 14, 2012

Venue: Partnership for Public Service

Speaker: Margot Conrad

Topic: Partnership for Public Service Briefing

- Objective: Work with the congress, the federal government, NGOs, etc. for an effective federal government.
- A non-partisan organization trying to educate and promote effective government; talent based. (the organization has not yet done exchange internationally, but thought it could be a good idea.)

2012 台灣高階文官華府參訪團 重點記錄

Date: September 14, 2012

Venue: Congress

Meeting the Congressman Jack Kingston

The Congressman Jack Kingston: Georgia's 1st Congressional District

- Republican
- Committee on Appropriations:

- Chairman to the Subcommittee on agriculture, rural development, food and drug administration, and related agencies
- Subcommittee on Defense
- Subcommittee on Labor, Health and Human Services, Education, and related agencies
- Caucus
 - Balanced Budget Amendment Caucus
 - Congressional Caucus on Unfunded Mandates
 - International Conservation Caucus
 - Liberty Caucus
- Key: Kingston committed to help with Taiwan's participation in Convention on Migratory Species (CMS)

2012 台灣高階文官華府參訪團 重點記錄

Date: September 14, 2012

Venue: OPM

Topic: Program Brief

- Dr. Kokkelenberg would like to have viewpoints from commerce side to civil service; would like to have global programs for civil servants to communicate
- Dr.: How will you promote Taiwan?
 - Amb. Wu: next year before the visit, we will complete a comparative study of Taiwan's and US's systems, mutual concerns, government's position on various issues, such as on Tibet.
- Dr. : any feedback on the curriculum?
 - Pf. Cheng: Margot's sharing about making the government more effective is powerful and useful for us but the time is too short. It would be great to have more time for Q & A or interaction.
 - Amb. Wu: There is not yet a mature NGO to supervise the government in Taiwan.
 - Pf. Wu: would like to do cultural exchange after this course.
 - Dr.: taking western system back to Asia is challenging
 - Pf. Wu: might be applicable to business
 - Dr.: Leaders need intercultural sensitivity.
- Director Wang:
 1. Constitutional law class is really a fresh experience
 2. Adding some classes in auditing will be great in the future.

3. Facilities are good.

- Amb. Wu suggested to send 12-15 trainees next year.
- Amb. Huang: People in leadership level is getting older. Let them learn more skills like social media, telework management.
- Dr.: 70% or 80% of federal agencies have agreement on telework in the contract, but in practice, it remains a small number. US Patent and Trademark Office has the most telework staff.

They are still trying to find ways to monitor telework, but this way of working does not fit everyone. It saves commuting time and office expenditures.

Downside: impacts on relationships, group activities: how people can learn to manage teleworkers when they become managers? Do they need people skills? Leadership is a social interaction skill that needs people skills.

- Director General Ho: after this course, wants to be a good leader rather than a good manager.

Dr.: learn what work can be delegated to others

- Director Wang: Hope this course can continue in email learning/ online course.

Dr.: will keep sending articles so that the trainees can study together.

- Dr.: teambuilding is important but not addressed this time.
- Pf. Cheng: Grace Cumming's class is really good and should be arranged before visiting the Taiwan Caucus.

Date: September 14, 2012

Venue: OPM

Topic: Graduation

- Dr. Suzanne Logan:
 1. International migration has become an issue and trend.
 2. We live in an era of globalization.
 3. Leaders need to be culturally sensitive.
 4. Building inter-cultural leaders is an important task.