出國報告（出國類別：出席國際會議）

出席公部門生產力國際論壇

服務機關：國家發展委員會
姓名職稱：吳晉光專員
派赴國家：菲律賓
出國期間：106 年 10 月 9 日至 106 年 10 月 13 日
報告日期：106 年 12 月

目　　錄

第一章　公部門生產力國際論壇會議簡介

壹、主辦機關

本次研討會為「公部門生產力國際論壇」，是由「亞洲生產力組織」(Asian Productivity Organization，簡稱 APO)與「菲律賓發展學院」(Development Academy of the Philippines，簡稱 DAP)共同主辦，會議地點在菲律賓大雅台市(Tagaytay City)。

APO 成立於 1961 年，目前總部設在日本東京，成立目的在於透過生產力的提升，促進亞太地區社會經濟之永續發展。我國為 APO 創始會員國，由財團法人中國生產力中心擔任我國在 APO 的理事辦公室，並積極參與 APO 相關訓練班、研習會及各項交流合作計畫等活動，協助提升我國企業生產力，並與亞太各國生產力機構進行交流。

DAP 則是成立於 1973 年，該組織總部設立在菲律賓大雅台市(Tagaytay City)，DAP 為菲律賓政府的法人組織，其主要任務是研究菲律賓國家政治經濟和國際發展等相關議題，並定期舉辦培訓與教育課程，協助菲律賓政府部門諮詢與技術服務，目的亦包括提高菲律賓政府部門生產力。

DAP 則是長期以來協助 APO 研究公部門生產力議題，目前 DAP 及 APO 定期舉辦研討會議及訓練課程，共同推動提升 APO 各會員國之公部門生產力，並推動相關計畫。

貳、會議議程

本次自 2017 年 10 月 10 日至 10 月 12 日，共計 3 天。詳細議程如下

International Conference on Public Sector Productivity
Tagaytay, Philippines, 10-12 October 2017
Venue: DAP Conference Center, Tagaytay City, Philippines

Start	End		
			6 October 2017
		**<Day 1> Tuesday, 10 October 2017** *Auditorium*	
07:00	08:40	Registration (100 min)	
08:40	09:10	Opening Ceremony (30 min) • Entrance of Colors, National Anthem and Invocation (5 min) • Opening Remark by Dr. Santhi Kanoktanaporn – Secretary General of APO (7 min) • Welcome Speech by Atty. Elba S. Cruz, Ph.D, MNSA – President and CEO of DAP (7 min) *Master of Ceremonies: Ms. Ivy D. Miravalles, Commission on Filipinos Overseas, Philippines* *Rica Bustamante, Development Academy of the Philippines*	
09:10	09:35	Keynote Speaker – The Government of the Future: Towards Inclusive and Sustainable Governance (25 min) • Senior Deputy Executive Secretary Menardo Guevarra, Office of the President of the Philippines • APO Director for the Philippines and National Economic Development Authority Undersecretary Adoracion Navarro, Philippines	
09:35	09:40	Awarding of Token to the Keynote Speaker (5 min)	
09:40	09:45	Photo Opportunity with the Keynote Speaker, Resource Persons and Session Moderators (5 min)	
09:45	10:00	Networking Break and Launching of Exhibit on Public Sector Productivity (15 min)	
		Press Conference *(Learning Hall)* (allotted time is 30-45 min)	
10:00	12:00	Plenary Session 1 – Next Generation of Governance (120 min) 1. *Governance of the Future: Patterns of Development Cooperation and Challenges of Innovation Age (20 min)* **Yury Gromyko, Shiffers Institute, Russia** 2. *Citizen-engaged Governance: Crowdsourcing and Citizen Science for Public Engagement (20 min) and Better Public Services* **Helen K. Liu, Professor in Public Administration, Hong Kong University** 3. *Distributed Governance: Implications on Productivity in Delivering Public Services (20 min)* **John Xavier, Universiti Kebangsaan Malaysia** 4. *Collaborative Governance for Sustainable Development (20 min)* **Shin Kim, Korea Institute of Public Administration** *Question and Answer Session (22 min)* *Moderator: Dr. Jenilyn Rose B. Corpuz, Department of Education-NCR, Philippines*	
12:00	13:00	Networking Lunch (60 min) – *Dining Hall A*	
13:00	15:15	Plenary Session 2 – New Frontiers in Performance Management and Productivity Measurement (135 min) 1. *Perspectives in and Frontier on Measuring Productivity of Public Sector Organization (20 min)* **Aurel Brudan, the KPI Institute** 2. *Measuring Productivity of the Government Operations (20 min)* **Rauzah Zainal Abidin, Malaysia Productivity Corporation** 3. *Data-driven Decision Making: Managing Performance through Big Data Analytic (20 min)* **Avinash B.M., Ramaiah Institute of Management India** 4. *Accelerating Public Sector Performance and Productivity through Performance-based Management System and Incentive System (20 min)* **Myrna S. Chua, Department of Budget and Management, Philippines** *Question and Answer Session (34 min)* *Moderator: Oscar B. Abadu, Jr., Philippine Health Insurance Office, Philippines*	
15:15	15:45	Networking Break (30 min)	
15:45	18:00	Plenary Session 3 – Public Sector Human Resource for the 22nd Century (135 min) 1. *Nurturing Agile and Knowledge-creating Public Sector Organizations (20 min)* **Ryoko Toyama, Chuo University** 2. *Transforming Public Sector through Action Learning (20 min)* **Robert Kramer, George Washington University, United States of America** 3. *Competency Building for Human Capital in Public Organization for Knowledge-based Productivity (20 min)* **Avinash B.M., Ramaiah Institute of Management India** 4. *Leading Innovations for a Productive Public Organization (20 min)* **Tim A. Mau, Guelph University, Canada** *Question and Answer Session (34 min)*	

		Moderator: Dorothy M. Calimag, Insurance Commission, Philippines
19:00	21:00	**Dinner and Networking** • *Hosted by DAP and APO for overseas participants, resource speakers and invited guests (Location: DAPCC Dining Hall A)* • *PMDP Fellowship Night for PMDP Alumni (Location: Auditorium)* • *Cocktails for local participants (Location: Barbecue Plaza)*
		~ End of Day 1 ~
		<Day 2> Wednesday, 11 October 2017 *Auditorium*
07:00	08:20	**Registration (80 min)**
08:20	08:30	**Recap of Day 1 Activities (10 min)**
08:30	10:15	**Plenary Session 4 – Propelling the Whole-of-Government Approach for Best Results (105 min)** 1. *Collaborative Governance and Social Networking: Mainstreaming Citizen Involvement in the Public Service Delivery* **(20 min)** **Helen K. Liu, Professor in Public Administration, Hong Kong University** 2. *Digital Government Services for Better Public Service: Lesson learned from South Korea* **(20 min)** **Shin Kim, Korea Institute of Public Administration** 3. *People-centered Public Service Delivery in Malaysia* **(20 min)** **John Xavier, Universiti Kebangsaan Malaysia** *Question and Answer Session* **(29 min)** *Moderator: Dr. Mary Jane G. Uy, Bicol Medical University, Philippines*
10:15	10:45	**Networking Break (30 min)**
10:45	12:45	**Concurrent Breakout Sessions on Public Sector Productivity Thematic Areas** • Breakout Session 1: Productivity Coaching: How to Reach your Full Potential - *Conference Room 1* **(120 min)** **Jackie Caniza, Business Hat, Inc. (Master Class*)** • Breakout Session 2: QMS: Focus on Citizen Satisfaction and Sustained Success - *Learning Hall* **(120 min)** **Facilitated by Productivity and Development Center, DAP (Master Class*)** • Breakout Session 3: Embracing Innovation in the Public Sector - *Auditorium* 1. Governing for the Future through Cross-Sectoral Solutions and Innovations **(25 min)** **Yury Gromyko, Shiffers Institute, Russia** 2. Embracing Innovation in the Public Sector **(25 min)** **John Xavier, Universiti Kebangsaan Malaysia** 3. Big Data into Action for Public Sector Productivity **(25 min)** **Kiwako Sakamoto, Former Data Scientist at the World Bank** *Moderator: Atty. Rhodora G. Arrocena, Commission on Elections, Philippines* *Question and Answer Session* **(31 min)** • Breakout Session 4: Deep Linking with Citizens toward Citizen-centric Services and Sustainable Productivity – *Conference Room 2* 1. Inciting Citizen Interaction and Gaining Deeper Insight on Citizen Need Using Technology **(25 min)** **Helen K. Liu, Professor in Public Administration, Hong Kong University** 2. Advocating inclusive and sustainable growth through better policy **(25 min)** **Shin Kim, Korea Institute of Public Administration** 3. Establishment of an Online Public Information system for Civil Registration **(25 min)** **Robert Joseph T. Coronado, Information Technology Officer, Philippine Statistics Authority** *Moderator: Ephraim D. Valenzuela, House of Representatives, Philippines* *Question and Answer Session* **(31 min)** • Breakout Session 5: Strategic and Innovative Leadership for Public Sector Organizations of the Future *Conference Room 3* 1. Phronetic Leadership for Bureaucratic Leaders **(20 min)** **Ryoko Toyama, Chuo University** 2. Exercising Power and Influence to Lead Ethically in Public Organization **(20 min)** **Tim A. Mau, Guelph University**

		3. Managing Changes through Talent Management (20 min) **Avinash B.M, Ramaiah Institute of Management India** 4. Development of NBI DVI Unit Protocaal using the Nonaka Knowledge Management Framework (20 min) **Arjay A. Jeresano, National Bureau of Investigation, Philippines** *Moderator: Dr. Victoria C. Lapitan, PhilRice Bicol Philippine Rice Research Institute, Philippines* *Question and Answer Session* **(20 min)** • Breakout Session 6: Better Public Services through Evidence-Based Performance Management – *Conference Room 4* 1. Factoring Citizen in Measuring the Productivity of Public Sector (20 min) **Aurel Brudan, the KPI Institute** 2. Linking Public Service Improvement with its Productivity Measurement (20 min) **Rauzah Zainal Abidin, Malaysia Productivity Corporation** 3. Pre-emptive Governance: Promoting Data-driven Public Sector for Higher Productivity (20 min) **Amuerfina R. Reyes, Department of Labor and Employment, Philippines** 4. E-governance: Open Data and Targeted Transparency (20 min) **Maria Teresa Magno-Garcia, Department of Information and Communications Technology** 5. Improving the Discharge Flows to Reduce the Outstaying Patients (20 min) **Wilhelmina de Castro, Bicol Medical Center, Philippines** *Moderator: Dr. Godwin N. Hernaez, Veterans Memorial Medical Center, Philippines* *Question and Answer Session* **(15 min)** • Breakout Session 7: Transformation toward a Forward-thinking Public Sector – *Workshop Room* **(120 min)** **Robert Kramer, George Washington University, United States of America (Master Class*)** *Master Class is highly facilitated sessions that will make participants appreciate the topics in a live environment. During the session, the Speaker processes the session, asks for insights from the participants on their experience.
12:45	13:45	**Networking Lunch (60 min)** - *Dining Hall A*
13:45	15:45	**Plenary Session 5 – Technology-driven Productivity for Public Sector Organizations of the Future (120 min)** 1. *Technology-stimulated Public Service and Engagement* (20 min) **Helen K. Liu, Professor in Public Administration, Hong Kong University** 2. *Leveraging Data from Private Sector for Government* (20 min) **Kiwako Sakamoto, Former Data Scientist at the World Bank** 3. *Driving a Future-thinking Public Sector Organization* (20 min) **John Xavier, Universiti Kebangsaan Malaysia** 4. *Big Data Analytics: Possible Application for Public Sector Organization* (20 min) **Avinash B.M., Ramaiah Institute of Management India** *Question and Answer Session* **(22 min)** *Moderator: Ms. Naomi Lyn C. Abellana, Department of Labor and Employment-CARAGA, Philippines*
15:45	15:55	**Message from the DAP President and CEO (10 min)**
15:55	16:00	**Awarding of Tokens to Resource Persons (5 min)**
16:00	16:15	**Networking break (15 min)**
16:15	18:00	**5th Recognition Ceremony for Government Organizations with ISO 9001 Quality Management System Certification** • *Cultural Presentation* • *Remarks from the Philippine Government* • *Awarding Ceremony*
		~ End of Day 2 ~
		<Day 3> Thursday, 12 October 2017 **Conference Room**
09:00	10:45	**Panel discussion 1: Toward Sustaining Productivity for Public Sector in the Future** Panelists: 1. **Kiwako Sakamoto** 2. **Rauzah Zainal Abidin** 3. **Yury Gromyko** 4. **Tim A. Mau**

		5. **Avinash B.M.** *Moderator: TBC*
10:45	11:15	**Networking break**
11:15	12:45	**Panel discussion 2: Collaborative Governance for Efficient and People-centered Public Services** <u>Panelists:</u> 1. **Helen K. Liu** 2. **Aurel Brudan** 3. **Robert Kramer** 4. **John Xavier** 5. **Shin Kim** *Moderator: TBC*
12:45	13:30	**Closing sessions (for APO overseas) participants** (Evaluation by resource persons/participant, closing remarks, certificate presentation and/or group photo)
13:30	14:30	**Lunch**
		~ End of Day 3 ~

圖 1 APO 秘書長 Santhi Kanoktanaporn 開幕致詞
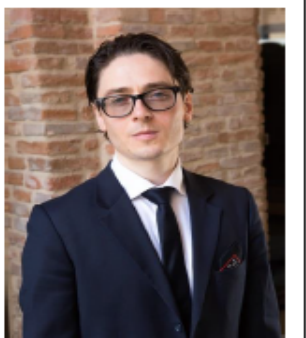
圖 2 開幕貴賓與講者合影

參、研討會講者簡介

　　本次研討會共邀請11位國外專家學者及12位菲律賓官員擔任講者，其中 11 位國外專家簡介如下。

| 1 | | Dr. Yury Gromyko is the Director of consulting/research company Shiffers Institute of Advanced Studies, based in Moscow, Russia; Professor of Moscow State University, as well as Visiting Professor at Tamkang University in Taipei, Taiwan; Doctor of Psychology. .
 His research interests lie in the sphere of international political economy, innovation politics, education and international cooperation in Eurasia. He has been one of the initiators of international cooperative initiative "Trans-Eurasian belt of Razvitie" which embraces researchers, politicians and businessmen from the European Union (Italy, Germany, France), Asia (Kazakhstan, Japan, China) and Russia.
 Published more than 200 articles and 30 monographs including international publications in the field of political economy mainly on the project of "Transeurasian belt of Razvitie". In the consultancy practice launched more than 200 projects with major Russian companies, regional authorities as well as international partners: from strategic consulting for Russian energy companies to joint international public conferences on new approaches to international cooperation. |
| 2 | | Dr. Helen K. Liu is currently an Assistant Professor in the Department of Politics and Public Administration at the University of Hong Kong. She received a Ph.D. in public administration from Indiana University-Bloomington in 2009 and a BA in economics from University of Texas-Austin. Her primary research interests are in crowdsourcing adaptation, online platforms, and open innovation in the government.

 Her publications on crowdsourcing government, online engagement, and open innovation adoption in the nonprofit and public sector appear in *Public Administration Review*, *Australian Journal of Public Administration*, *Information Politics*, *Palgrave Handbook*, etc. She received invitation to present effective online engagement designs to the various levels of government officials, scholars, and practitioners in various countries. For more details, please visit her website: https://helenliu4.wordpress.com |

3		**Datuk Dr. John Antony Xavier** is a principal fellow at the Graduate School of Business, Universiti Kebangsaan Malaysia (UKM). Prior to joining UKM in 2012, Dr. Xavier was a professor at the Universiti Putra Malaysia and was an Administrative and Diplomatic Officer for 36 years in the Malaysian public service. He has also worked as a consultant to the Government of Kuwait and Government of Kenya, IMF, World Bank, Commonwealth Secretariat, Commonwealth Association for Public Administration, Asian Productivity Organisation and the Arab Administrative and Development Organisation. DR. Xavier has presented papers in local and international conferences. He has published a number books and articles on law and public finance and management in local and international journals. Dr. Xavier graduated from the University of Malaya in 1974 with a Bachelor of Economics (Honours) degree. He holds a Master of Business Administration (High Distinction) from the Catholic University of Leuven, Belgium (1986) and a Bachelor of Laws (Honours) from the University of London (External) (1988). Additionally, he holds a Certificate in Legal Practice (Honours) from the Malaysian Legal Qualifying Board. In 1996, he obtained his Ph.D. in Public Expenditure Management from the London School of Economics.
4		**Aurel Brudan** is the CEO of The KPI Institute and Director of its Center for Productivity and Performance Economics. Aurel's work in performance improvement in Europe, USA and Australia, complemented by 15 years of management consulting experience with projects across 22 countries have been recognized by the by Australian Institute of Management with the status as Fellow. Aurel has tertiary qualifications in both Economics and Marketing, complemented by Postgraduate Certificates in Advanced Learning and Leadership, as well as in Research Commercialization. His recently completed PhD thesis addressed the topic of Integrated Performance Management Systems connecting organisational, departmental and employee performance.
5		**Madam Rauzah Zainal Abidin** holds a bachelor degree in Agribusiness and Master in Economics from the National University of Malaysia. She currently holds a position as the Director of Delivery Management Office (DMO) Malaysia Productivity Corporation. She leads the DMO to coordinate and monitor the implementation of productivity strategies outlined in the Malaysia Productivity Blueprint by both the public and private sector and evaluate the performance and productivity at the National, Sector and Enterprise levels. She have over 36 years of experience in various fields and positions. She started her career as a trainer and conducted consultancy projects in the field of entrepreneurship and Total Quality Management (TQM) to both public and private organisations. She continued her career in productivity research contributing to the analysis of productivity and lead the publication of Malaysia's Annual Productivity Report (annual report of Malaysia's productivity performance and sources of productivity growth at national, sectoral and industry level). She have participated in providing Technical Expert Services (TES) in workshops and projects organized by APO in total quality management areas. Over the last 15 years she have contributed her service as TES to APO member countries providing consultancy services in productivity measurement for public and private sector. Over the last five years she was involve in research to measure productivity to selected Malaysia's public sector and have share her experience in measuring productivity of the public sector in a workshop 'Government at a Glance' - project organized by OECD.

6		**Prof. Ryoko Toyama is** Professor of Graduate School of Strategic Management, Chuo University. Dr. Toyama received her B.A. and M.A. from Hitotsubashi University, and Ph.D. from the University of Michigan. Her research interests are global business strategy, knowledge creation, and innovation management. Her work on knowledge management includes Managing Flow: A Process Theory of the Knowledge-Based Firm. She is also a Visiting Professor, the Graduate School of Knowledge Science, Japan Advanced Institute of Science and Technology.
7		**Robert Kramer** has taught leadership and transformative action learning at George Washington University and American University, both in Washington DC. During academic year 2015-16, he was the inaugural International Chair of Public Leadership at the National University of Public Service in Budapest, Hungary. He helps senior managers and executives learn how to ask powerful questions to solve, resolve or unsolve wicked organizational problems. He has consulted to leaders at many organizations in the private, public and non-profit sectors in the US and Europe, including the Boeing Corporation; Pfizer Corporation; the World Bank; the European Commission in Brussels and Luxembourg; the European Environmental Agency in Copenhagen, Denmark; the Office of Prime Minister in Tallinn, Estonia; the City of Alexandria, Va.; and many US Government agencies, including the intelligence community. He served in progressively senior positions in the US government for over 25 years, including as a member of Vice-President Al Gore's task force to reinvent the Federal government.
8		**Prof. Avinash B.M.** is an academician associated with Ramaiah Institute of Management, Bangalore, India. He has experience in the field of academics and industry. Having a strong academic background with teaching, admissions and campus placements, he also has corporate experience as a SAP consultant having worked with reputed International clients. He is currently into teaching, guiding and mentoring management students at post graduate level. In addition to pursuing doctorate in the area of Big Data Analytics from University of Mysore, he is also certified in the same offered by the University of California, USA, through Coursera. His research area includes Big Data Analytics, Digital Marketing, Internet of Things, Supply Chain Management. Other areas of interest include Lean Thinking, Talent Acquisition & Management, Competency Building and Succession Planning.

9		**Tim A. Mau** is Associate Professor in the Department of Political Science at the University of Guelph, where he teaches undergraduate and graduate courses on public management and administration and leadership. Dr. Mau completed his D.Phil. at St Antony's College, Oxford University, where he was a Commonwealth and SSHRC scholar, an MA in Public Policy and Administration from the University of Guelph (joint program with McMaster University) and a BA (Hons.) from the University of Guelph. His current research interests are in the area of political and public sector (administrative) leadership. He has published articles and book chapters on a wide range of topics, including the use of public sector leadership competencies, the Canadian model of public sector leadership, leadership in the Canadian military, scandal and corruption, French-English relations in business interest associations, and nationalist mobilization in Quebec and Scotland. Dr. Mau is the co-author (with Paul Barker) of *Public Administration in Canada: Brief Edition*. 2nd Edition. (Toronto: Thomson Nelson, 2017) and co-editor of two books, including (with Neelam Trivedi, Dhirendra Vajpeyi and S.P. Dwivedi) *Perspectives on Governance and Society* (Jaipur: Rawat Publications, 2013) and (with O.P. Dwivedi and Byron Sheldrick) *The Evolving Physiology of Government: Canadian Public Administration in Transition*. (Ottawa: Ottawa University Press, 2009). His latest book project (forthcoming) is a co-edited volume entitled, *Corruption in a Global Context: Restoring Public Trust, Integrity and Accountability Among Public Leaders and Governing Institutions*.
10		**Dr. Shin Kim** is a Senior Research Fellow at the Korea Institute of Public Administration (KIPA). He received his Ph.D. in Public Administration from the University of Akron, U.S.A. Before joining KIPA, he was a Research Professor at the SungKyunKwan University. He has been extensively involved in the process of Korean government reform as a researcher and consultant. His recent interests are public sector productivity in general and regulatory reform and policy evaluation in particular. He has participated in numerous meetings of international organizations, including OECD, APEC, and APO, as an expert on public sector reform and published many monographs, book chapters, and articles.
11		**Kiwako Sakamoto** is a former Data Scientist at the World Bank, where she served on the Big Data and Analytics Team with the Innovation Labs, incubating and providing technical support to big data projects across various operations areas such as Energy, Transportation, and regional strategy in fragile states. She was also a part of the Development Research Group, where she experimented with the use of drones and other remote-sensing methods for data collection. Prior to joining the World Bank, Kiwako worked at the Wisconsin IceCube Particle Astrophysics Center, a World's premier neutrino research collaboration center, after leaving her Ph.D. study in Economics at the University of Wisconsin-Madison.

參、研討會與會者簡介

　　本次研討會菲律賓中央與地方政府機關多有派員參與，估計與會人員約 300 人以上。另 APO 會員國中計有 12 國 24 人參加，除我國與菲律賓外，還包括柬埔寨、印度、印尼、伊朗、馬來西亞、蒙古、巴基斯坦、斯里蘭卡、泰國、越南等國。

圖 3　本次研討會與會人員合影

圖 4　本次研討會 APO 會員國各國代表合影

第二章　研討會各議題講授內容簡介[1]

壹、2017 年 10 月 10 日 (第一天)

會議主題 1 – Next Generation of Governance

1. Yury Gromyko 教授介紹現代治理模式和國際基礎設施計畫管理與實施問題，其表示對於現代化的發展項目，需要開發新的衡量標準和新的管理工具。Gromyko 教授亦分析了東北亞和亞太地區的情況，包括日本，中國，韓國等在全球重要基礎設施計畫，以及俄羅斯的戰略思想。

2. Helen K. Liu 教授簡報群眾外包(Crowdsourcing)和公民科學在政府中的應用，她強調了採用群眾外包和公民科學在公共部門的重要性，並提供了四種類型的政府執行的群眾外包方法，並以美國芝加哥 311 專線為例進行說明。

3. John Xavier 教授會場簡報主要說明分佈式治理的概念，以及分佈式治理的挑戰，並指出分佈式治理必須解決生產力和服務輸出等問題，同時建議提高政府自治機構效能的作為。

4. Shin Kim 教授簡報說明如何透過合作治理實現永續發展，探討在永續發展和共同治理理念的基礎上，如何促進永續發展與共同治理的關鍵要素，其中並說明與比較 2017 年各國永續治理指標。

會議主題 2 – New Frontiers in Performance Management and Productivity Measurement

1. Aurel Brudan 博士說明 GDP 雖是反映總體經濟生產力最廣泛使用的指標之一，但衡量公共部門生產率力則需要更細膩的方法；簡報中他介

紹政府層面如何衡量生產力的新模式，並提供衡量組織層面營運和行政生產力的選項指標。最後 Brudan 博士將從當前的挑戰，以及未來在工業 4.0 和區塊鏈時代，說明如何衡量和提高公共部門生產力。

2. Rauzah Zainal Abidin 女士演講是向與會者分享政府服務生產力評估方法，並從英國和 OECD 國家執行措施和方法舉例說明。演講內容包括應用 Atkinson 原則和國際標準、界定政府支出產出與投入生產力的衡量方式。

3. Avinash B.M 教授演講提到「決策制定」是一個政府部門提升效率的關鍵因素，政府機關應將數據轉化為突破性的見解來創造決策過程價值。政府機關需用運用大數據(Big Data)分析來進行理解和實踐政策，從隱藏的數據中提取出重要資訊和有意義的模式。演講中教授簡介大數據分析和數據驅動決策，對政府組織決策和績效影響和效益的關鍵因素，並提出利用大數據分析需要解決的轉型戰略和挑戰。

會議主題 3 – Public Sector Human Resource for the 22nd Century

1. Ryoko Toyama 教授說明包括公部門在內的任何組織都需要創新，面對目前快速變化的世界，更是需要創造新的價值來提升政府部門效率。Toyama 教授認為一個組織需要變革的領導者，創造新的價值和未來；但變革領導者仍然需要「實踐智慧（phronesis）」，才能夠做出「正確的」決策與「正確」的行動，以公共利益服務的價值和標準。

2. Robert Kramer 教授分享他在華盛頓工作 25 年的經驗，Kramer 教授曾有兩年時間待在副總統高爾（Al Gore）的團隊，主要任務是要重塑政府。他提到一般公務員對於長官的命令總是敬禮回答：「Yes, Sir, we'll take care of it!」，但實際能落實執行的計畫卻很少，原因在於公務員不太會公開表示不同意，也不敢提出可能使別人看起來愚蠢的問題或解答。

因此，公部門需要推動「變革行動學習」的流程，讓員工能在暢所欲言的思考下進行決策過程。

3. Avinash B.M.教授報告中提到在瞬息萬變的動態世界中，企業經營面臨著高度的不確定性，為了順應這種快速變化的情況，企業會尋找合適的人力，以及建立面對突發情況的能力與知識。演講中認為公部門亦應尋覓各領域有能力的人才，透過有效率的人力資源管理與知識管理，提升公部門生產力。

4. Tim A. Mau 教授演講強調公部門創新的重要性，尤其領導者必須具備促進創新與發展的特質。他認為公部門變革和創新的障礙，都常集中在組織的人力資源上，無論是基層員工、管理階層或政務官，不太願意承擔創新風險，以及過於龐大的組織能力。

貳、2017 年 10 月 11 日 (第二天)

會議主題 4 – Propelling the Whole-of-Government Approach for Best Results

1. Helen K. Liu 教授在簡報中討論現代政府協作治理和網絡的重要性，她比較公共部門傳統管理方法與現代方法之間的協作治理之間的差異。本次演講中 Liu 教授並以我國高雄市「2014 年氣爆事件」與新北市「幸福保衛站計畫」為例，說明我國地方政府如何透過技術和社區網絡，展示有效的協作治理。

2. Shin Kim 教授提到 2013 年韓國政府宣布了「政府 3.0」的新政府行動願景，強調政府應開放、共享、溝通和協作。在這個新的願景下，韓國政府正在經歷一個轉型，從傳統政府主導的方法，轉而採用電子技術更符合民眾使用的方法。演講中也介紹了幾個例子，說明韓國政府如何通過「政府 3.0」提升為人民服務。

3. John Xavier 教授主要講授分佈式治理對生產力和服務交付的影響，並以馬來西亞以人為本的公共服務為案例說明，最後並簡述公部門政策推動未來思維，及如何鼓勵公部門的創新作為。

分組會議 - Concurrent Breakout Sessions on Public Sector Productivity

在分組會議時段，大會共安排 6 個不同分組，與會者可自行選擇所要參加的分組議題。本人是選擇第 6 分組"Better Public Services through Evidence-Based Performance Management"，在這分組中主要討論如何過實證基礎來提升公部門生產力，與談專家認為由於公部門越來越感受到民眾滿意度和實證基礎的壓力，使得許多國家公部門組織必須不斷進行改革調整。與談專家也提醒在民眾不斷要求服務品質和即時性服務時，提升公部門生產力將是未來關鍵因素，也是增加公部門創造價值的必要條件；並認為公部門在提升生產力同時，必須思考在提升生產力、品質和成本之間取得一種衡平的作法。

會議主題 5 – Technology-driven Productivity for Public Sector Organizations of the Future

1. Helen K. Liu 教授演講中強調現代化的網路線上公眾參與和服務提供的重要性，並提出不同類型的公眾參與及其結果。並以 911 之後紐約市重建為案例，闡述如何有效的提高公眾參與和審議。

2. Kiwako Sakamoto 女士說明目前私部門已大量運用數據在技術產品和服務上，因此大數據分析可預期將為公部門創造新的機會。他也闡述世界銀行創新計畫研究的例子，未來公私部門建立夥伴關係，不僅節省了數據收集的成本時間，也可提供了大量的數據，以解決國家和城市治理的問題。

3. John Xavier 教授提到目前全球化和消費主義的增加，迫使公部門必須進

行創新，未來公部門必須更精益求精，才能迅速有效地提供服務。由於國家的競爭力和興盛取決於公部門的處理效率與敏捷性，會中 Xavier 教授強調必須要求公部門不論在外部和內部，都要強化創新的驅動力，加強創新的領導能力，重新設計組織結構。

4. Avinash B.M.教授強調「大數據分析」對於公部門業務處理而言越來越重要，政府組織應努力瞭解大數據特性和應用領域，演講中介紹如何使用大數據分析在公部門的不同領域與創造應用價值，並指出在公部門組織中推動大數據分析的驅動因素。

參、2017 年 10 月 12 日 (第三天)

小組討論 1 – Toward Sustaining Productivity for Public Sector in the Future

1. Kiwako Sakamoto 女士首先提到大數據在公部門應用的討論議題，會中大家普遍認為應在政府部門落實如何將大數據系統制度化，而非僅僅是一次性的創新示範計畫。未來各國政府也需要對數據進行管理，以適應未來大數據時代的行政流程和實踐，將大數據分析落實在各個行政階層中，並確實能付諸行動與落實執行。

2. Yury Gromyko 教授則提出公部門如何進行認知與實踐的議題供大家討論。Gromyko 教授以蘇聯的聯合能源系統為例，因為能源系統是不可能無限制發展與使用，故必須有新的解決方案，用以提高能源使用效率和降低電力成本。目前蘇聯政府研議採用新的智能電網方式來整合不同類型的能源（例如液化天然氣、煤炭、風能、地源能、太陽能），但因應新的智能電網，已著手開始思考下一世代要發展什麼產業。

3. Tim A. Mau 教授則談到提升生產力對公部門相當重要，因為在大多數國家，公部門是最大的雇主，也是主要的服務提供者。未來可以從增

加民眾參與、有效率使用數據分析和 ICT 技術、改善領導、績效管理、強化運用私部門的 R&D、降低執行風險等措施，增加公部門生產力。

4. Avinash B.M.教授則認為公部門應該維持和堅持「生產力」作為關鍵績效指標，並將提升生產力，視為公部門最首要解決的問題，討論中提出提升公部門生產力的關鍵問題，並分別從提升生產力的挑戰、如何維持生產力的方法和公部門所需資源進行探討討論。

小組討論 2 – Collaborative Governance for Efficient and People-centered Public Services

1. Aurel Brudan 博士則提出今天通訊技術的提升，提高了公部門的審查水準，相對也使得資訊更透明。目前各國導入公民參與政策決策，已成為公私部門合作的動力，從政策實施或社區發展到政府組織內部流程優化等問題，公部門應尋求與私部門合作，以提升效率和客戶滿意度。

2. John Antony Xavier 教授提到由於公部門追求減少犯罪、消除不平等、教育改善教育、農村發展和城市交通等目標，這些目標需透過多個相關組織的合作，才能提升有效的公共服務。所以政府組織間必須要能共享資訊、資源和工作，打破過去傳統官僚體系的觀念，才能創新公部門服務與文化。會中 Xavier 教授也說明「協作治理(Collaborative Governance)」可以解決複雜的社會問題和與政府服務品質低落的問題，並以馬來西亞轉型計劃為案例,馬國政府透過相關部門的合作與推動，促進公部門能有效提供服務，這公共服務的成功關鍵因素。

3. Shin Kim 博士則以韓國電子身份證為例，說明運用資訊科技來處理龐大的韓國國民身份相關資料，政府跨部門間資料如何整合串接，讓大家討論政府跨部門整合的重要性。

第三章　心得與建議

　　本次相當難得機會能參與 APO 及菲律賓 DAP 舉辦之「公部門生產力國際論壇」，不僅擴大了個人國際視野，在會議中與各國專家學者及 APO 會員國代表共同分享討論提升公部門生產力議題與作為，並跟各國代表互動與交流，亦增長了個人知識領域與國際觀，也學習到公部門生產力有關績效評估、執行管考等之理論與管理技巧，未來將落實於自我的工作實務上，藉以提升工作效率，針對本次會議提出如下幾點心得與建議：

壹、心得

　　本次研討會主要在探討政府部門生產力相關議題，會議邀請講者多為大學公共政策與管理之教授或研究機構學者專家，APO 期望透過本會議經驗交流，促使會員國政府部門能運用新的工具與方法，讓有效提升政府部門生產力與創新能力。

　　本研討會有相當多報告與討論，在探討如何運用大數據於提高政府部門行政效率，以及如何提升政府部門公共服務的議題，這方面議題，值得我國各機關積極面對與重視。此外，由於科技技術快速發展，先進國家亦紛紛運用科技技術與社群媒體，在公共行政與決策方面，並強化民眾參與的公共政策。

　　本次會中亦常提到運用公眾參與，提升政策推動與公部門效率的課題。反觀目前我國行政機關為避免外界干擾，在政策尚未核定或公佈前，面對民意機關或社會大眾詢問，常以機密或尚未核定為由拒絕清楚說明，政策決定前亦無規範必須進行公眾諮詢程序，導致民眾無法事前對政策措施進行預估及判斷，政策推動後政府就必須面對輿論與反對者抗爭事件。然而

從其他國家經驗來看,多已將政策決策過程相關資料透明且公開地讓公眾閱覽,給予民眾在政策推動前多次陳述意見之機會與管道,這部分值得我國政府機關在決策過程中參考與省思。

貳、建議

一、本次會議與會專家均認為應用大數據是未來之趨勢,建議各國政府部門必須積極因應與面對,惟目前我國政府機關相當缺乏大數據蒐集、應用與分析,爰建議政府機關應積極研議所主管之大數據資料蒐集方法之建置,並強化大數據資料之應用與分析,以利後續政府相關部門得以運用,提升公部門生產力與行政效率。

二、會中與會人員討論相當多公眾服務的問題,由於各國政府都必須面對民眾對於公部門服務效率要求越來越高,未來民眾的需求將越來越多元,因此建議我國政府部門必須開始研議增加處理民眾需求與回應的資源投入,才能因應未來民眾所期待政府行政效率與方式。

三、研討會中討論時多次提到由於科技快速發展,導致科技擾亂了政府各個部門規劃,再加上世界各國普遍面臨人口老齡化、氣候變遷、政治動盪以及不斷增加的新的社會問題等挑戰;這些挑戰將影響到各國經濟發展和生產力。因此,APO 報告中建議各國政府不能再用以往對經濟、生產力和產業的看法,而必須要有前瞻性的思考與規劃,並設計出有效預測未來各議題的發展的方式,以面對各種無法預期的環境變化和風險;這部分值得我國對於前瞻建設與政策規劃,以及制訂未來經濟發展戰略之參考。

四、APO 我國是以國家名義參與國際性組織,而 APO 亦經常於各會員國家舉辦相關研討會議,建議我國應持續派員與會。以本次會議各

會員國相互交流討論公部門生產力與行政效率提升的問題，由於參與之國家代表均是現任中高階官員，臺灣代表參與及發言，可增加其對臺灣問題的認知，並可增加我國參與之官員國際視野與交流之機會。