

出國報告（出國類別：考察）

## 美國培訓發展及數位科技運用考察

服務機關：行政院人事行政總處公務人力發展學院

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派赴國家/地區：美國

出國期間：112年8月5日至8月13日

報告日期：112年10月11日

## 摘要

行政院人事行政總處公務人力發展學院（以下簡稱本學院）為行政院所屬唯一綜合型訓練機構，為深入瞭解他國培訓發展重點趨勢，借鏡其成功經驗，精進本學院訓練業務推展，爰規劃本次美國培訓發展考察行程。此行至美國考察，拜會美國沙加緬度人力資源局、加州大學柏克萊分校公共政策學院，以及聖塔克拉拉學習與員工發展局，目的是瞭解美國在公務人員培訓發展方面的重點（如關鍵職能、中高階培訓課程、訓練成效評估、數位科技應用於培訓發展等議題），特別是在 Covid-19 疫情之下，如何調整和優化人才培訓策略。希冀藉由本次考察美國公部門及學校培訓高階文官之經驗，作為未來規劃我國中高階公務人員培訓業務之重要參據，使其更臻完善及專業。

## 目次

壹、考察目的與行程-----	1
貳、考察內容與過程	
一、拜會駐舊金山臺北經濟文化辦事處-----	3
二、拜會沙加緬度人力資源局-----	5
三、拜會加州大學柏克萊分校公共政策學院-----	12
四、拜會聖塔克拉拉學習與員工發展局-----	19
參、考察心得與建議-----	24
肆、參考文獻-----	27
伍、附錄-----	30

# 壹、考察目的與行程

## 一、考察目的

行政院人事行政總處公務人力發展學院（以下簡稱本學院）為行政院所屬唯一綜合型訓練機構，為深入瞭解他國培訓發展重點趨勢，借鏡其成功經驗，精進本學院訓練業務推展，爰規劃本次美國培訓發展考察行程。此行至美國考察，拜會美國沙加緬度人力資源局（City of Sacramento Human Resources）、加州大學柏克萊分校公共政策學院（Goldman School of Public Policy, University of California, Berkeley），以及聖塔克拉拉學習與員工發展局（County of Santa Clara Learning & Employee Development），目的是瞭解美國在公務人員培訓發展方面的重點。

本次考察深入瞭解美國中高階公務人員培訓計畫與課程，並就兩國中高階公務人員核心職能進行交流；又近年來，Covid-19 疫情對公務人員培訓發展模式帶來影響及挑戰，除與美國公部門及學校互相分享因應作法外，另在數位科技迅速進展的背景下，如何在後疫情時代將多元化的數位工具融入培訓課程及其行政作業，亦是本次考察的主要重點。

## 二、考察行程

本次考察行程安排於 112 年 8 月 5 日自臺灣啟程，並於同年 8 月 13 日返國，為期 9 天相關行程安排詳如下表 1。

表 1 行政院人事行政總處公務人力發展學院美國考察行程表

日次	日期 (星期)	行程內容
1	8/5 (六)	由桃園國際機場前往美國舊金山
2	8/6 (日)	資料蒐集整理

<b>3</b>	8/7 (一)	拜會駐舊金山臺北經濟文化辦事處 (Taipei Economic and Cultural Office in San Francisco)
<b>4</b>	8/8 (二)	參訪沙加緬度人力資源局 (City of Sacramento Human Resources)
<b>5</b>	8/9 (三)	資料蒐集整理
<b>6</b>	8/10 (四)	參訪加州大學柏克萊分校公共政策學院 (Goldman School of Public Policy, University of California, Berkeley)
<b>7</b>	8/11 (五)	參訪聖塔克拉拉學習與員工發展局 (County of Santa Clara Learning & Employee Development)
<b>8</b>	8/12 (六)	由美國舊金山機場返臺
<b>9</b>	8/13 (日)	由美國舊金山機場返臺

## 貳、考察內容與過程

### 一、拜會駐舊金山臺北經濟文化辦事處 (Taipei Economic and Cultural Office in San Francisco)

#### (一) 駐舊金山臺北經濟文化辦事處簡介

舊金山臺北經濟文化辦事處為中華民國政府派駐單位，轄區包括北加州（南至 Visalia 為界）、內華達州及猶他州，該處主要任務為推動臺灣與轄區內各項業務之實質交流，主要業務職掌如下：

1. 領務組：包括國人護照、簽證更新、文件證明以及旅外國人急難救助等。
2. 教育組：推動臺灣及美國學術合作與交流，協助留學生各種支援與協助。
3. 經濟組：主要促成轄區內的經濟、商業及技術之合作。
4. 科技組：負責推動灣及美國間科技合作及人才交流，提供國內各相關機構人才招募資訊。
5. 觀光組：推廣臺灣觀光，行銷旅遊景點，並提供旅遊行程和資訊。
6. 僑務組（僑教中心）：負責服務及聯繫僑胞及僑團，推廣華語文教育，協辦僑界各類活動。

#### (二) 會晤與交流

本次前往美國舊金山考察之主要目的為瞭解美國中高階公務人員培訓發展重點計畫（如核心職能、中高階培訓計畫與課程、訓練成效評估、數位科技應用於培訓發展等議題）和因應 COVID-19 疫情之人才培訓業務精進做法。在參訪沙加緬度人力資源局(City of Sacramento Human Resources)、加州大學柏克萊分校公共政策學院(Goldman School of Public Policy, University of California, Berkeley)及聖塔克拉拉學習與員工發展局(County of Santa Clara Learning & Employee Development)前，特別安排前往拜會駐舊金山臺北經濟文化辦事處，由朱副處長永昌及黃副組長浩接

待，進行會晤與交流。

朱副處長表示，舊金山的氣候受到三面環繞的太平洋所影響，一年四季氣候溫和，適合居住。而阿拉斯加暖流和加利福尼亞寒流的交匯，形成的霧屬於海霧，海霧由海面低層大氣中水霧凝結所致，使得舊金山成為美國的「霧都」。舊金山在北美華人移民中具有重要的地位，華裔人口數量僅次於紐約，約有 18 萬人，華裔人口比例約佔了舊金山全市人口的 21%。

又受到 Covid-19 疫情的影響，加州州政府對於因失業或其他因素產生的大量遊民採取寬鬆政策，且因監獄數量不足，針對 3 千美元非現行犯之犯罪免予處罰，造成加州如洛杉磯及舊金山等大城市遊民眾多，進而影響該地區之經濟及治安，加州當地居民對此現象已逐漸有不同聲音，未來政策上將有所改變。另雖然 Covid-19 疫情所帶來的生活秩序已恢復正常，但舊金山地區仍有非常多政府機關及公司維持居家或遠距上班，因此，舊金山市區多數商業辦公大樓仍未見人潮。

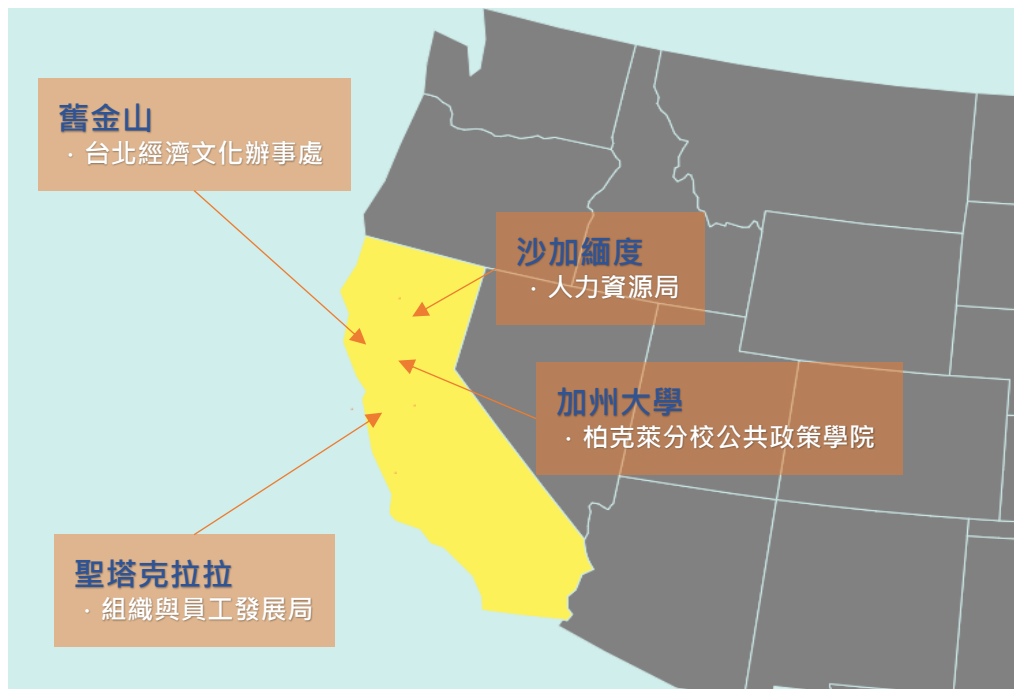


圖 1 本次考察單位地理位置圖

## 二、拜會沙加緬度人力資源局(City of Sacramento Human Resources)

### (一) 沙加緬度人力資源局簡介

沙加緬度人力資源局致力於為所有市府員工提供平等的工作機會，在招聘、晉升、解僱、報酬及福利等方面，均拒絕所有形式的歧視和騷擾行為，以創造和維護友善和平等的工作環境。除了沙加緬度市政府內的正職員工受到此等的保障之外，市府的求職者和與市府合作的承包商亦受到同等的尊重和對待。

沙加緬度人力資源局由以下工作小組組成：行政/主任辦公室(Administration/Office of the Director)、美國殘疾人協會(ADA)、福利服務組(Benefit Services)、多元化與公平組(Diversity & Equity)、就業、分類和發展組(Employment, Classification & Development, ECD)、環境健康與安全、平等就業機會組(Health & Safety; Equal Employment Opportunity, EEO)、勞動關係組(Labor Relations)、休假管理組(Leave Administration)、風險管理組(Risk Management) 和員工賠償組(Workers' Compensation)。

本次考察的是人力資源局中的就業、分類和發展組(Employment, Classification & Development, ECD)，其主要職責為沙加緬度市公務人員的招聘、培訓和職涯發展，並使沙加緬度市公務人員在工作中和勞雇關係中，獲得支持與成就。

沙加緬度市政府的公務人員培訓計畫可分為三大類：

#### 1. 「City You」：

此為內部培訓計畫，主要課程類別包括職涯發展、城市營運、公平與包容性領導力系列、技術、領導力發展、管理、流程改造、團隊建立等共通性課程。

#### 2. 「ACUMEN 學習管理系統」：

此系統為市府員工提供自助式電子數位學習課程。課程內容涵蓋



員工的專業知能(例如時間管理和團隊建立)、軟體操作(例如 Excel、TEAMS、Sharepoint) 等基础性課程。

### 3. 「公平與包容性領導力系列」：

此系列為沙加緬度市政府為創造和維持公平共享和包容性的工作文化而設計的課程。



圖 2 沙加緬度市府行政大樓外觀

## (二) 會晤與交流

本次拜訪沙加緬度人力資源局中的「就業、分類和發展組 (Employment, Classification & Development, ECD)」。受到 Covid-19 疫情的影響，目前大部分的員工都選擇參與「遠程辦公計劃(Telecommute Program)」，在家裡進行工作。這項計劃員工每月只需到辦公室 1 至 2 次，故此計畫的參與資格取決於個別的工作角色與業務需求，且必須在市府、部門單位和員工共同達成協議後才能正式申請。目前沙加緬度市政府員工辦理業務如屬行政事務，且無須面對面或至辦公場所處理者，絕大部分都申請遠距辦公，因此，我們參訪的當下是平日的工作時段，

但無論在街上或市府大樓中，都不見過去熙來攘往的人潮，反是一片寧靜的景象。

本次拜會由就業、分類和發展組的計劃專員 David Newman 及行政分析師 Khyra Blackman 親自接待，警察財務運作行政技術員 Miranda Poon 協助翻譯。由 David Newman 為我們說明沙加緬度是的培訓計劃「City You」、近期新增的培訓需求申請流程「On Demand」，以及公務人員核心職能，最後是 Covid-19 對培訓的影響及其精進作為。

### 1. 「City You」內部培訓計劃：

「City You」是沙加緬度市政府提供的專屬內部培訓計劃，所有培訓課程均由人力資源局無償提供給是市府員工使用。在「City You」的培訓計劃中，課程重點在支持員工在績效管理中的發展和目標設定。當員工欲報名培訓課程前，他們需事先與主管討論課程目標和規劃，只有在獲得主管的確認和同意後，員工才可自行至「City You」中報名培訓課程。

所有「City You」的課程均為數位或遠距課程，若員工在課程前 48 小時內未取消報名，並且在課程時間未出席，此類情形將被紀錄，並定期提供給相關部門及其主管，並可能會影響該員工未來報名是類課程的資格。

### 2. 「On Demand」近期新增的培訓需求申請流程：

David Newman 也提到，他們近 2 年新增了一個新的培訓需求申請流程「On Demand」。當市府各單位或部門有特定的培訓需求時，他們可以透過與市府合作的廠商 CPS HR 和 New Horizons 提供的課程目錄中，挑選所需的培訓主題和日期時間。接著，他們可以透過電子表單，將這些需求直接提交給沙加緬度人力資源局，該部門在收到表單申請後，將依據需求單位所提出培訓需求內容、參與人數以及時間，為他們安排

最適合的培訓課程。這項措施不僅大幅提升了員工的培訓參與率，同時也確保了培訓內容更切合各部門的實際需求。

沙加緬度人力資源局「On Demand」培訓課程與本學院辦理之部會業務知能訓練均屬由需求機關提出訓練需求，再交由專業訓練機構執行之訓練方式，而兩者最大不同點在於沙加緬度人力資源局「On Demand」培訓課程不限於各部會專業知能，如申請機關在如問題解決、領導管理、溝通協調等共通性訓練，以及就業公平等政策性訓練，有特殊議題或職能須透過訓練課程予以解決或提升，亦可依規定提交「On Demand」的課程需求。

### **3.建置內部培訓管理系統：**

沙加緬度人力資源局於近 2 年開發了內部培訓管理系統，除將各項訓練課程分類易於搜尋外，沙加緬度政府所屬公務人員亦可直接由該系統自行申請職務所需之各項訓練課程，或由主管指派適合所屬員工之訓練課程，經核准後，再由該系統通知所屬公務人員及其主管，透過此管理系統，沙加緬度政府所屬公務人員及其主管均依職務所需選擇訓練課程，也能清楚瞭解自己每年度應參加的訓練課程、訓練成績及訓練成果。

### **4. 公務人員核心職能：**

沙加緬度市政府並無針對所屬公務人員另訂執行職務所需之職能，而係遵照加州州政府所訂之公務人員職能及其行為評量指標，規劃相對應之公務人員訓練。加州州政府將公務人員職能分為兩部分，說明如下：

#### **(1)「核心職能」模組：**

此核心職能為加州州政府全體公務人員適用，並未區分公務人員等階及主管職別，其內涵包含合作 (Collaboration)、溝通 (Communication)、客戶參與 (Customer Engagement)、數位能力 (Digital Fluency)、多元與包容 (Diversity and Inclusion)、創新思維 (Innovative

Mindset)、人際關係技巧 (Interpersonal Skills)、成長力(Resilience;按,課程重點為變革管理、敏感度訓練及學習能力訓練)等 8 項職能。

## (2) 「領導職能」模組：

此領導職能係針對主管人員而規劃，其內涵包含業務敏銳度 (Business Acumen)、激勵領導 (Inspirational Leadership)、結果導向 (Results-Driven)、管理監督 (Stewardship)、才能管理 (Talent Management)、願景與策略思維 (Vision and Strategic Thinking) 等 6 項領導職能。

特別值得一提的是加州州政府將前述各項職能分別訂定入門、基礎、中階、進階及專家等 5 個不同程度行為評量指標，舉例來說，加州州政府公務人員核心職能之一「合作(Collaboration)」，該職能係期望其所屬公務人員均能於取得成果的過程中共同合作，並發展、維護及強化關係，其關鍵技能(Key Skills) 包含了團隊合作(Teamwork)及建立關係(Building Relationships)，以團隊合作來說，其入門至專家之 5 項評量如下表 2。

表 2 團隊合作分級評量指標

分級	評量指標
第 1 級-入門	<ul style="list-style-type: none"><li>• 在工作小組內維持工作關係。</li></ul>
第 2 級-基礎	<ul style="list-style-type: none"><li>• 建立工作團隊以外的關係。</li><li>• 參加工作相關之社群或社團。</li></ul>
第 3 級-中階	<ul style="list-style-type: none"><li>• 透過與利益相關者、多樣性團隊或群體合作，建立並維護互惠關係。</li><li>• 參加工作相關之社群或社團，並有貢獻。</li></ul>
第 4 級-進階	<ul style="list-style-type: none"><li>• 協助組織內外的他人發展合作網絡，以達到共同的工作目標。</li></ul>

- 
- 擔任社群或特別興趣群組之主辦人。

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### 第 5 級-專家

- 建立工作相關之公、私組織間之合作關係。
  - 建立合作之政策及備忘錄。
  - 為工作社群或社團尋求內外部支援。
- 

資料來源：整理自沙加緬度人力資源局簡報

囿於參訪時間關係，沙加緬度人力資源局就加州州政府所訂之公務人員核心職能及領導職能未再逐一說明，並將加州州政府公務人員核心職能網頁提供我們參考。

## 5. Covid-19 對培訓的影響及其精進作為：

David Newman 表示，在 Covid-19 疫情期間，所有公務人員培訓曾中斷 5 個月，這也促使他們將公務人員培訓轉向數位或遠距課程，目前僅約 10% 為實體課程、約 90% 為數位或遠距課程。因應課程教學方式的改變，沙加緬度人力資源局重新設計培訓模式，在遠距培訓課程中，他們納入線上分組討論、個人分享及反思環節，強化講者與學員之間的互動性，藉由視頻、互動式投票以及 Teams/Zoom 等工具的聊天功能，使得講者與學員之間的溝通更加直接和即時，這種設計旨在打破過去單向教學模式，使學員在遠距培訓課程中更有參與感，並有更多時間在大(小)分組討論中完成培訓活動。

此遠距培訓模式廣受學員好評，因為學員可以不受地理位置限制的參與培訓課程，對於培訓承辦人員而言，在調配和組織課程上也更加彈性。但隨著疫情趨緩，學員反饋中提到他們希望能恢復部分實體課程，因此，他們在近期開辦的「領導力培訓」和「女性領導」培訓班期，同步開辦線上和實體課程，學員可以根據自己的喜好選擇授課方式，沙加緬度人力資源局將根據報名情況和學員反饋，來決定未來領導訓練部分是否要逐步恢復實體課程，或完全轉向改為遠距培訓課程；至於其餘如

團隊建立、流程改造及溝通協調等訓練課程，該局仍傾向維持現行數位或遠距課程。

另 David Newman 也和我們分享，沙加緬度市政府的公務人員數位訓練課程絕大多數都是委託如 CPS HR 和 New Horizons 等外部專業廠商開發及製作，沙加緬度人力資源局每年會針對現行所有數位訓練課程進行全面檢討，除依每年該市公務人員培訓重點增列新的數位訓練課程外，亦會檢視現有數位訓練課程內容是否有需修正或增刪之處，又為利沙加緬度市的經濟發展及人民就業，該數位訓練課程亦多數委託沙加緬度市內具公私部門訓練豐富經驗的優良廠商。沙加緬度市政府的公務人員數位訓練課程相當多元，包含政策宣導、領導管理、溝通協調、政策規劃、團隊建立及數位工具等類別，內容呈現方式活潑生動，並輔以動畫或簡報引發學習興趣，訓後除政策宣導類別無施以成效測驗外，其餘類別均有訓後成效測驗，做為個人訓練成效之評量及沙加緬度人力資源局每年檢討數位訓練課程之參據。



圖 3 蔡明芳主任致贈紀念品和與會人員合影

### 三、拜會加州大學柏克萊分校公共政策學院(Goldman School of Public Policy,University of California, Berkeley)

#### (一) 加州大學柏克萊分校公共政策學院簡介

加州大學柏克萊分校(University of California, Berkeley,UC Berkeley)是一所公立大學，成立於 1868 年，是世界著名的公立研究型大學。加州大學伯克萊分校坐落於舊金山灣區，校園面積約 1,232 英畝，有 14 個學院 130 個以上系所。泰晤士高等教育機構將加州大學柏克萊分校連同哈佛大學、麻省理工學院、史丹福以及英國的牛津劍橋列為六間世界最頂尖大學。在眾多機構的排名中，加州大學柏克萊分校連續第 9 年位居全球最佳公立大學榜首，並且在 2023 年《美國新聞與世界報導》全球大學排名中排名第四。

本次參訪的是加州大學柏克萊分校的高盛公共政策學院(GSPP)。加州大學柏克萊分校以卓越的學術研究成果著稱，亦因長期致力於為公眾提供服務的崇高使命而受到廣大的認可。高盛公共政策學院(GSPP)秉持著相同的理念，致力於培育學生、教職員工以及校友，使他們成為勇於推動創新的變革型領導者。

高盛公共政策學院(GSPP)擁有由跨學科頂尖學者和業界資深專家組成的優秀教職團隊，其中包括經濟學家、政治學家、心理學家、統計學家，以及公共政策管理和分析的專家。他們運用深厚的學術洞察和實戰經驗，以多角度的方式深入解析公共政策。

本次參訪由加州大學柏克萊分校高盛公共政策學院教授兼院長 David C. Wilson、學術項目高級助理院長兼學務主任 Anne Campbell Washington、創新策略總監 Jean Cheng 親自接待，並由 GSPP MPA 學生 彭富洋協助翻譯。



圖 4 加州大學柏克萊分校高盛公共政策學院外觀(建物外觀整修中)

## (二) 學院願景：公平、正義、包容

加州大學柏克萊分校高盛公共政策學院教授兼院長 David C. Wilson 表示，高盛公共政策學院(GSP)致力於營造一個公平、正義和包容的學習環境，使每位成員均獲得平等的尊重、機會和資源。這項承諾是加州大學柏克萊分校的核心使命，包括支持和尊重因文化和環境差異而產生的個人經歷、價值觀和世界觀。為了落實此一願景，高盛公共政策學院(GSP)不僅積極招募來自各種背景的學生和教職員工，亦加強多元人才培養渠道，從而增強其使命、歸屬感和學術卓越性。

## (三) 柏克萊全球高管教育 (Berkeley Global Executive Education, BGEE)

柏克萊全球高管教育(BGEE)為美國和世界各地的中高階政府官員和公共政策專家提供客製化的短期和長期培訓課程。藉由跨學科的視角賦予領導者具備實踐、分析與解決問題的專業能力。此外，培訓課程中也強調學員間互動交流和共同學習的重要性，目的是培育既具前瞻性又注重公共利益的政策制定者和學界領袖。



## 1. 客製化程序：

柏克萊全球高管教育(BGEE)的培訓課程為高階政府官員、新上任的政策制定者和職業中期的專業人士，量身打造學習環境，目的是使他們能透過培訓課程，迅速掌握當今全球的核心議題。柏克萊全球高管教育(BGEE)已成功培訓許多來自世界各地的政策領袖參與培訓課程，在此課程中，學員能與柏克萊的教授、專家講師以及同行進行深度交流，實現真正的沉浸式學習。這是柏克萊全球高管教育(BGEE)獨家的特色。客製化程序包括四項要素：

### (1)課程開發：

高盛公共政策學院(GSP)將與客戶確認所欲培訓的核心議題和重點領域，並根據客戶的具體需求和規格客製化培訓內容。高盛公共政策學院(GSP)會從柏克萊全體師資中篩選並聘請合適該領域的教師和講者，以確保課程內容的專業度和實用性。同時，亦會配合課程內容，安排適當的實地參訪地點，使學習更為深入。

### (2)課程指導：

所有課程都將由加州大學柏克萊分校的專業教師或講師授課。

### (3)課程教材：

所有課程教材皆會在適當時機提供給學員，包括課程簡報以及相關補充資料。

### (4)結業與認證：

在培訓課程結束後，若學員完整參與培訓課程，高盛公共政策學院(GSP) 將會提供結業證書。

## 2. 三大學術項目：

### (1)國際執行公共政策(EPP)

自 2013 年起，高盛公共政策學院(GSP)為那些期望能更深入探

索公共政策特定領域，並體驗該學院頂尖教育的國際政府官員提供國際執行公共政策(EPPI)沉浸式課程。此高層管理認證計劃為學員提供研究生級別的課程，並與頂尖的教授及來自多元背景的同學進行互動交流。

## **(2)獨立領袖學者計劃(ILSP)**

獨立領袖學者計劃(ILSP)是一個半客製化的計劃，與國際執行公共政策(EPPI)類似但仍有些不同。主要的差異在於，獨立領袖學者計劃(ILSP)針對非政府的專業人士，而國際執行公共政策(EPPI)則專為政府官員設計。除了為合作夥伴提供培訓機會，獨立領袖學者計劃(ILSP)也為那些具有公部門經驗，並希望受益於高盛公共政策學院(GSP)專業知識的專業人士提供培訓機會。過去，獨立領袖學者計劃(ILSP)培訓過許多知名的專業人士，如審計長辦公室主任、東南亞報紙主編、投資銀行家等。獨立領袖學者計劃(ILSP)集結了擁有豐富經驗的專業人士，他們與高盛公共政策學院(GSP)學生和教師進行的交流帶來雙贏的效果。

獨立領袖學者計劃(ILSP)和國際執行公共政策(EPPI)提供彈性且可客製化的課程設計，可依據學員的個別需求與專業背景量身打造培訓課程。這兩項計劃將賦予學員訪問學者的身分。此外，參予此兩項計劃的學者及其家屬，將亦協助提供簽證處理，以及使用加州大學柏克萊分校圖書館和柏克萊電子信箱的權限。

## **(3)公共事務碩士(MPA)**

公共事務碩士(MPA)是為期一年的研究生學位課程。旨在為公、私部門和非營利組織的職業中期的專業人士進行培訓。公共事務碩士(MPA)學員的平均年齡為 35 歲，且有 11 年的工作經驗。他們通常尋求工作上更進一步的發展，並期望在職場中扮演更具領導性的角

色。

此學位著重政策分析，同時深究「組織領導」、「道德操守」、「創新思維」及「經濟策略分析」等重要領域。在課程中，學生將透過個人或分組的形式，深入探究各類政策議題。在課程結束前，學生需透過與公、私部門的實際合作，運用其在公共事務碩士(MPA)課程中所學習的跨學科知識和策略，為一具體的公共政策問題提供解決方案，以彰顯所學的實踐能力。

此課程的教學陣容均由業界頂尖的教授、研究員和專家組成，他們在各自的專業領域，無論是能源轉型、氣候變遷、國家安全策略、資訊科技、種族平等及社會正義等領域，皆具備專業的學術洞見與實務經驗。

#### (四) 未來合作與意見交流

在即將出國考察前，本學院已事先與高盛公共政策學院(GSP)的創新策略總監 Jean Cheng、國際合作聯盟助理院長 Sudha Shetty 透過 Zoom 進行線上會議，以初步瞭解此趟考察的目的以及本學院對於中高階公務人員培訓之重點。助理院長 Sudha Shetty 在會議中表示，自 2013 年起，柏克萊全球高管教育(BGEE)已為來自逾 30 個國家的政府、企業、非營利組織及學術界提供專業、量身打造的培訓課程。她特別提到，在 2013 年，柏克萊全球高管教育(BGEE)的「人才培訓局(Directorate of Personnel Training)」開設全球治理和創新相關課程，並曾在 2019 年為印度的主計長提供高階領導能力訓練，且近年持續與香港、日本、沙烏地阿拉伯、汶萊等國的政府機關及學術單位合作，進行公共政策相關的專業培訓。基此，她期待這次的考察能夠成為學院和高盛公共政策學院(GSP)未來合作的起點。

加州大學柏克萊分校高盛公共政策學院教授兼院長 David C. Wilson

在與談中也表示，高盛公共政策學院(GSP)在公共政策分析的人才培育領域，擁有最頂尖的師資和先進的教學資源。從公共政策「問題識別」、「政策規劃與執行」，以及「成效評估」，均採用系統化的教學方式為學員進行全方面的解析。此外，高盛公共政策學院(GSP)在公共政策分析中，特別重視數據分析與應用。

高盛公共政策學院(GSP)所屬的「加州政策實驗室(CPL)」，可提供安全可靠且具機密性的數據分析設備，處理各政府部門及跨機關的數據資源，為公共政策提供強而有力的支持。加州政策實驗室(CPL)透過與多個政府單位合作，共同進行科學分析，旨在找出有效的公共政策方案，並擴大應用範疇，使更多人因政策受益。

針對高盛公共政策學院(GSP)和其他國家政府及學術機構合作的經驗，本學院蔡明芳主任也以學院近年來對高階公務人員海外研習課程的相關規劃為例進行說明。除了國內的研習課程的安排，國外研習課程均結合專題演講與實地參訪，課程主題聚焦在「邁向 2050 淨零排放—啟動 2030 關鍵布局」、「數據分析和 AI 工具的應用」、「永續發展」及「能源轉型」等議題。而在領導管理方面，則著重於「領導與授權」、「策略管理」、「績效管理」及「跨域溝通與合作」等課程。透過上述的課程規劃，旨在培育具有宏觀思維、跨域治理及前瞻洞察領導能力的高階文官，以因應國家邁向永續發展的策略需求。

在本學院說明完針對高階公務人員的培訓課程介紹後，學術項目高級助理院長兼學務主任 Anne Campbell Washington 表示，高盛公共政策學院(GSP)在「淨零轉型」、「永續發展」及「領導力訓練」等議題上，均有相對應的專業師資團隊，能夠提供完善的培訓課程。此外，創新及戰略總監 Jean Cheng 進一步提到，高盛公共政策學院(GSP)所屬的環境公共政策中心(CEPP)，主要關注氣候變遷各項議題，他們不僅致力於策

定全球、中央以及地方政府的環境政策，亦積極與校內教授、各方專家，以及國內外各級政府合作，共同推進環境保護的培訓和研究。因此，高盛公共政策學院(GSPP)無疑是學院在高階文官培訓上的最佳首選。另加州大學柏克萊分校除了公共政策學院外，亦有環境設計學院、自然資源學院、公共衛生學院、社會福利學院及教育研究學院等，如本學院高階公務人員海外研習相關課程有特殊需要，該學院也可以與該校其他學院合作，彈性打造專屬本學院所需之客製化課程。



圖 5 雙方互贈紀念品及與會人員合影

#### 四、拜會聖塔克拉拉學習與員工發展局(County of Santa Clara Learning & Employee Development, LED)

##### (一) 聖塔克拉拉學習與員工發展局簡介

聖塔克拉拉縣學習與員工發展局，主要職責為提供縣府公務人員職涯發展規劃及相關培訓課程。學習和員工發展局(LED) 每一年度皆會辦理培訓課程，以提升縣府公務人員的專業知能。

此次的參訪，我們有幸由學習與員工發展局的主任 Landee Lopez 親自接待。由於我們此行的主要目的是瞭解中高階公務人員的培訓、科技整合與應用，以及面對 Covid-19 疫情時培訓模式的調整策略。因此，Landee Lopez 特別向我們解說關於聖塔克拉拉縣「公務人員核心職能」、「發展工具包(Development Toolkits)」、「sccLearn 培訓系統」的特色與運作，並與我們分享 Covid-19 疫情期間培訓調整策略及未來規劃作法。

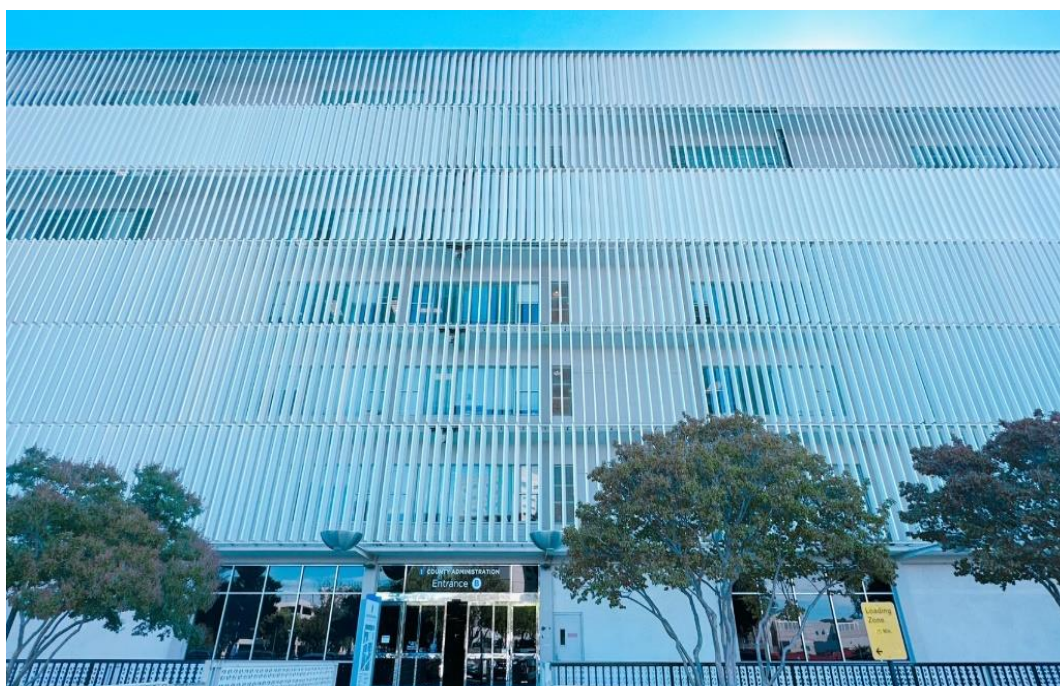


圖 6 聖塔克拉拉縣政府行政大樓外觀

## (二) 公務人員核心職能

首先，聖塔克拉拉學習與員工發展局主任 Landee Lopez 向我們說明，聖塔克拉拉縣政府在加州州政府所訂的公務人員職能框架下，依據該縣政府之實際需求擬訂「員工職能模組(Employee Competency Model)」及「管理與督導職能模組(Manager & Supervisor Competency Model)」。其中，「員工職能模組(Employee Competency Model)」主要聚焦於四大核心能力：組織能力(Organizational Skills)、個人互動技巧(Personal Interaction Skills)、分析能力(Analytical Skills)、和自我管理技能(Self-Management Skills)；而「管理與督導職能模組(Manager & Supervisor Competency Model)」則著重在領導能力(Leadership Skills)、溝通技巧(Communication Skills)、操作技巧(Operational Skills)、督導技能(Supervisory Skills)。

在公務人員的核心能力中，無論是主管或基層員工，都強調與他人溝通和解決衝突的技巧。每項決策背後，都需以批判性思維與數據分析進行評估，衡量各種解決方案及其可能的後果。對主管人員來說，他們不僅要引領創新、善於管理團隊，更要能夠具備承擔變革所帶來挑戰的勇氣。他們需深入瞭解員工的潛能、興趣和需求，並確保團隊中每位成員都能發聲、學習與成長。主管亦需提供必要的培訓資源，明確的設定短期和長期目標，以激發員工的潛力。

## (三) 發展工具包(Development Toolkits)

接著，Landee Lopez 向我們展示發展工具包(Development Toolkits)。若員工在工作上想進行自我評估，以確認自我改進的領域，或當主管期望增強領導能力並深化團隊合作時，他們均可透過學習和員工發展局所提供的多元工具包，如員工發展工具包(Employee Development Toolkits)、主管工具包(Manager/Supervisor Toolkits)、

領導者工具包(Toolkit for Leaders)，以及講師和機構工具包(Toolkit for Trainer & Agencies)。藉由這些工具包內的評估流程，進行技能自評，不僅能增進當前的工作績效，也將有助於員工在未來職場上獲得更高的成就和工作滿足感。

#### (四) sccLearn 培訓系統

最後，Landee Lopez 向我們介紹 sccLearn 培訓系統，sccLearn 中所提供的培訓課程來源包含四大來源如下表 3。

表 3 sccLearn 培訓系統課程來源及內容

項次	課程來源	課程內容
1	直接由縣府提供	例如縣員工入職培訓。
2	縣府的合作廠商 Skillsoft 購入	主要涵蓋專業課程設計和微軟軟體教學。例如縣員工入職培訓。
3	Skillsoft 針對特定 主題所提供的學習 組合包	例如領導力發展計劃、溝通技巧。
4	其它	由縣府向合作廠商採購的數位書籍（包括線上課程和視頻），以及其他教學資源。

資料來源：整理自聖塔克拉拉學習與員工發展局官網

Landee Lopez 指出，sccLearn 會根據職位代碼，自動分配所有縣屬員工每年必修的培訓課程（例如性騷擾防治課程）。sccLearn 會將課程資訊透過電子郵件通知員工，同時明確指出員工所需完成的課程版本。

除了上述依據職位代碼自動獲配的培訓之外，Landee Lopez 也特別提到 sccLearn 中的「我的團隊/主管儀表板(My Team/ManagerDashboard)」功能。當主管或年度績效評比結果認為員工在特定業務領域或技能有所



欠缺時，可藉由此功能指派員工參與適當課程。例如，若主管希望增進員工的簡報技巧，可指派員工參加演講技巧培訓，助其在團隊會議中更有自信的發言，主管亦須於透過培訓後，觀察及記錄員工行為的改變，瞭解訓練課程的成效。

#### **(五) Covid-19 對培訓的影響及其精進作為：**

與沙加緬度市政府相同，聖塔克拉拉縣政府在 Covid-19 疫情期間，該縣公務人員訓練亦停擺了大約 5 個月的時間，在這 5 個月時間，聖塔克拉拉學習與員工發展局積極發展數位或遠距課程，透過相關設備提升及與委外廠商的合作，提供與工作相關之數位或遠距課程供該縣所屬公務人員持續進修及學習。

Covid-19 疫情後，因聖塔克拉拉縣政府所屬公務人員均回到工作機關上班，因此公務人員訓練亦逐步恢復實體課程，目前約有 80% 以上為實體課程，但鑒於 Covid-19 疫情的影響，聖塔克拉拉學習與員工發展局也思考依課程性質及內容擴大以數位或遠距課程之可行性，並已尋求不同委外廠商合作，期望能製作出符合聖塔克拉拉縣政府所屬公務人員所需，且能引起參訓者興趣，並達到訓練成效的數位或遠距課程。

基上，本學院黃孝慈專員也分享本學院臺北院區建置「數位互動教室」之經驗，提供聖塔克拉拉學習與員工發展局參考，該互動教室利用如互動式白板、追蹤攝影機等數位學習輔助工具，促進教師與學員之間的雙向互動，同時增強小組間即時討論及整合意見之功能，有助於提升學習動機及提高課堂活動的參與度。



圖 7 學習與員工發展局主任 Landee Lopez 和與會人員合影

## 參、考察心得與建議

### 一、沙加緬度人力資源局培訓需求申請流「On Demand」可提供本學院培訓課程需求規劃之參考。

沙加緬度人力資源局近年新增的培訓需求申請流程「On Demand」。由需求單位主動指定培訓的主題及時間，並直接透過電子表單提交給培訓單位，建議本學院可參考此流程，不僅能有效提升了學員參與培訓的意願，更能確保培訓內容更切合各機關部門的實際需求。另沙加緬度人力資源局「On Demand」課程內容不限於各部會專業知能，亦涵蓋如問題解決、領導管理、溝通協調等共通性訓練，以及就業公平等政策性訓練，此作法亦可作為本學院訓練需求稍低之部分訓練班期規劃之參考。

### 二、沙加緬度人力資源局遠距課程注重的互動式教學，值得本學院遠距課程參考與應用。

沙加緬度人力資源局的遠距培訓中，課程不僅包含線上分組討論，亦納入個人分享及反思環節，加強講者與學員間的互動交流。透過視頻、互動式投票以及 Teams/Zoom 等工具的聊天功能，締造更直接與即時的教學環境，此種教學模式打破了傳統的單向教學，使學員在遠距培訓課程中更有參與感，並在分組討論中深化學習。建議本學院可將此教學模式提供給遠距課程講師參採，以增進遠距課程之效益。

### 三、考慮加州大學柏克萊分校公共政策學院具備豐富高階文官領導培訓經驗，與其建立合作關係。

加州大學柏克萊分校的公共政策學院(GSPP)在「淨零轉型」、「永

續發展」及「領導力訓練」等議題上皆具備頂尖的師資團隊，能提供全面且專業的培訓課程。加州大學柏克萊分校的公共政策學院(GSPP)所屬的環境公共政策中心(CEPP)，專注於全球氣候變遷議題，因此在結合學術研究和實務應用上，高盛公共政策學院(GSPP)均能在高階文官培訓中提供完善的資源，建議未來如有適當的高階公務人員訓練可與其建立合作關係。

#### 四、沙加緬度人力資源局內部培訓管理系統及聖塔克拉拉學習與員工發展局 sccLearn 培訓系統，可提供相關數位學習平台參考運用。

行政院人事行政總處建置的「終身學習入口網站」及本學院建置的「訓練需求及學習服務系統」，尚未有類似於沙加緬度人力資源局內部培訓管理系統中公務人員自行報名，或主管人員指派參加訓練課程之功能，以及聖塔克拉拉學習與員工發展局建置之 sccLearn 系統中，根據職位代碼自動分配所有縣屬員工每年必修的培訓課程及「我的團隊/主管儀表板(My Team/Manager Dashboard)」之功能。

透過此二功能，除可簡化我國現行由派訓單位以紙本或電子郵件傳送參訓名單給人事單位彙整後，再至本學院「訓練需求及學習服務系統」或「終身學習入口網站」後臺報名之行政作業外，另因主管可以根據員工在特定業務領域或技能的需求，即時指派員工參與相對應的培訓課程，爰可強化學習管理，讓培訓更加貼切實際需求。鑒於其實用性，此功能可供數位學習平台參考運用。

#### 五、沙加緬度市政府及聖塔克拉拉縣政府於 Covid-19 疫情後，在公務人員訓練精進之作法可作為我國訓練規劃之參考。

沙加緬度市政府於 Covid-19 疫情後，依據所屬公務人員意願，持續推動「遠程辦公計劃(Telecommute Program)」，其各項訓練課程於 Covid-19 疫情前絕大部分為實體課程，轉變成 Covid-19 疫情後 90% 為數位或遠距課程；至聖塔克拉拉縣政府於 Covid-19 疫情後，雖將大部分課程改回實體課程，但亦表示因應 Covid-19 疫情，已思考並將部分課程改為數位或遠距課程。上開兩政府積極將公務人員訓練課程朝數位或遠距方向規劃之作法，可作為我國未來因應新興科技趨勢及中大緊急事件時規劃相關訓練之參考。

## 六、沙加緬度市政府及聖塔克拉拉縣政府依公務人員職能規劃之訓練模組可作為我國相關訓練之參考。

加州州政府所訂公務人員核心職能及領導職能內涵大致與我國相同，不同的是加州州政府將各項職能區分入門至專家等 5 項不同程度行為評量指標，再由各地方政府自行規劃對應課程，其中沙加緬度市政府在「City You」培訓計畫及「ACUMEN 學習管理系統」中導入相對應訓練，聖塔克拉拉縣政府則因應發展出「員工職能模組 (Employee Competency Model)」及「管理與督導職能模組 (Manager & Supervisor Competency Model)」，並區分不同程度訓練課程及評量指標，兩者之公務人員訓練模組及課程設計均可作為我國規劃相關訓練之精進及參考。

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附錄

# PROGRAM OVERVIEW

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Berkeley Global Executive Education

**Berkeley** Public Policy  
The Goldman School

# University of California, Berkeley

## Best Public University Worldwide

The University of California, Berkeley, is one of the world's leading institutions of higher education, distinguished by its combination of internationally recognized academic and research excellence; the transformative opportunity it provides to a large and diverse student body; its public mission and commitment to equity and social justice; and its roots in the California experience, animated by such values as innovation, questioning the status quo, and respect for the environment and nature. Since its founding in 1868, Berkeley has fueled a perpetual renaissance, generating unparalleled intellectual, economic, and social value in California, the United States, and the world.

UC Berkeley has created an unmatched atmosphere of diversity, invention, and academic rigor due to its student body and faculty who have come to Berkeley from around the world, each bringing their unique experiences and expertise. Located in California's San Francisco Bay Area, Berkeley offers exclusive access to dynamic businesses, nonprofit organizations, and public institutions in Silicon Valley and San Francisco, and has close working relationships with other prestigious academic institutions such as Stanford and UC San Francisco.

Examples of Berkeley's top-tier excellence include:

- University-wide prioritization of data-supported research and the creation of various centers and labs to bolster and further this commitment to smartly crafted analysis
- A home-grown Berkeley start-up institute founded by UC Berkeley graduates that further fosters an already entrepreneurial environment, with a grander vision

## Fiat Lux, Let There Be Light

UC Berkeley's motto is *Fiat Lux*: Let there be light. This motto—prioritizing the enlightening and uplifting character of knowledge and scholarship—has guided academics, professionals, students, and professors, not only to do their best work, but to do it in the service of others and society at large. At Berkeley, lifesaving inventions are being continuously created. It was here that the Flu vaccine and an affordable antimalarial medication were developed. More recently, CRISPR, an affordable gene editing tool, was created and has been quickly put to use in treating formerly untreatable conditions.

Berkeley has left its mark on the periodic table of elements with 16 Chemical Elements having been discovered at Berkeley, including Plutonium, Berkelium, Californium, and Einsteinium. Scholars at Berkeley have conducted groundbreaking research on urban street gangs and on basic human nutritional requirements, identified why wartime supply ships were failing at sea, invented technologies to build faster and cheaper computer chips, and imaged the infant universe, among many other relevant topics.

**#1 PUBLIC UNIVERSITY**  
2022 Shanghai Ranking of World Universities

**#1 TOP PUBLIC SCHOOL**  
2022 US News & World Report Rankings

**#4 GLOBAL UNIVERSITY**  
2022 US News & World Report Rankings

# Goldman School of Public Policy

## Premier Public Policy School

In 1969, the Goldman School of Public Policy (GSPP / The Goldman School) was founded at UC Berkeley by educators who recognized the need for a new type of graduate education that would foster the vision, knowledge, and practical skills to empower a new generation of public leaders. Today it is ranked among the very best policy graduate programs in the United States, and is #1 in Social Policy and Policy Analysis. The Goldman School is recognized nationally and internationally as home to incomparable, qualified professionals in the field.



**David C. Wilson** is Dean of the Goldman School of Public Policy at the University of California, Berkeley. He received his MPA in policy analysis and PhD in political science from Michigan State University.

His research examines public opinion on a range of democracy-related policy issues, including voting and elections, civil rights and liberties, citizenship and justice, and mechanisms for individual and institutional trust. Dean Wilson is committed to mobilizing the rich intellectual resources of the Berkeley campus to provide all members of the GSPP community with a transformational academic and cultural experience.

The Goldman School transforms smart, dedicated, service-minded women and men into public policy leaders. Dean David C. Wilson, the Board of Advisors, and members of the staff work together with the faculty to make sure that what is taught inside the School remains relevant to the world outside and applicable to the problems we face. This work is fueled by the deeply held belief that investing in the best and the brightest policy students creates leaders who are committed to the common good and who have the skills to put that commitment into practice.

Alongside this commitment to quality is The Goldman School's unequivocal commitment to supporting diversity, equity, and inclusion. The Goldman School is dedicated to recruiting the most diverse students, faculty, and staff who enhance our mission, community, and academic excellence. As the only public policy school in the nation that has hosted the Public Policy and International Affairs (PPIA) Junior Summer Institute over the last 35 years, GSPP has been at the forefront of educating diverse individuals for graduate school and public leadership positions both throughout the U.S. and around the world.

The Goldman School embraces a multi-faceted, interdisciplinary approach when preparing its students. Graduates go on to work in federal, state, and local governments, in the private and nonprofit sectors, in research organizations, and as consultants in careers that include policy analysis, program evaluation, and management.

**#1 PUBLIC POLICY ANALYSIS**  
2023 U.S. News & World Report Rankings

**#1 SOCIAL POLICY**  
2023 U.S. News & World Report Rankings

**#4 BEST PUBLIC AFFAIRS PROGRAMS**  
2023 U.S. News & World Report Rankings

**#4 ENVIRONMENTAL POLICY & MANAGEMENT**  
2023 U.S. News & World Report Rankings

## Original Thinkers and Leaders

The Goldman School's cornerstone is its faculty's distinctive interdisciplinary approach in tackling the theoretical and applied dimensions of their respective fields. GSPP's faculty—a few of whom are listed below—are leaders in economics, politics, engineering, law, sociology, data science, demography, and public policy. All share a dedication to maintaining the premium quality of the School.



**Robert Reich** is Chancellor's Professor and Carmel P. Friesen Chair in Public Policy at The Goldman School, UC Berkeley. He has served in three national administrations, most recently as Secretary of Labor under President Bill Clinton. He also served on President-Elect Obama's transition advisory board. He is a best-selling author and can be often seen on CNN as a political pundit. In 2003, Reich was awarded the prestigious Vaclav Havel Vision Foundation Prize, by the former Czech president, for his pioneering work in economic and social thought.



**Jennifer M. Granholm** currently serves as the U.S. Secretary of Energy under the Biden Administration. She is also Distinguished Adjunct Professor at UC Berkeley's Goldman School and Berkeley School of Law, and a Senior Research Fellow at the Energy and Climate Institute and Center for Information Technology Research in the Interest of Society. She served two terms as Michigan's Governor from 2003 to 2011 and was the Michigan Attorney General from 1998 to 2002. Currently, Granholm is a contributor to CNN, a Senior Advisor to *Media Matters* and *American Bridge*, and head of the sustainability practice at Ridge-Lane.



**Timothy M. Dayonot** teaches negotiations and conflict resolution at UC Berkeley's Haas School of Business and Goldman School of Public Policy. Among other positions, Mr. Dayonot has served as aide to the California Governor and as the Director of Community Services and Development. He currently operates Dayonot Associates, a training/consulting firm whose clientele include Expedia, Chase International, and Northrop Grumman. Additionally, he currently serves as the President of the Asian Pacific Leadership Foundation.



**Rucker Johnson** is Chancellor's Professor at The Goldman School, UC Berkeley. He received his Ph.D. from the University of Michigan and was the recipient of 3 national dissertation awards. Johnson was a Robert Wood Johnson Scholar in Health Policy from 2002 to 2004. His work considers the role of poverty and inequality in affecting life chances, low-wage labor markets, spatial mismatch, and the societal consequences of incarceration. He has presented at TedX on the impact of desegregation on schools.



**Sarah F. Anzia** is a political scientist who studies American politics with a focus on state and local government, elections, interest groups, political parties, and public policy. She is the author of *Local Interests: Politics, Policy, and Interest Groups in US City Governments* (University of Chicago Press, 2022), which evaluates the political activity of interest groups in US local governments and how interest groups shape local public policies on housing, business tax incentives, policy, and public service provision more broadly.

# Berkeley Global Executive Education

Berkeley Global Executive Education (BGEE) at the Goldman School of Public Policy offers executive education for senior and mid-career government officials and public policy practitioners from the United States and around the world. Our custom, short-term, and long-term programs are designed to provide leaders with practical, analytical, and problem-solving tools from a multidisciplinary perspective, and facilitate a free exchange of ideas and learning in a collaborative environment, led by Berkeley’s top faculty and practitioners. Our programs are intricately designed to guide the world’s leading policy makers, executives, and scholars to better serve the public good as thought leaders. Our method is unique—open engagement, free exchange of ideas, lectures from Berkeley’s greatest thinkers and practitioners—fully leveraging the wealth of resources from the world’s number one public university.

- 1,440** TOTAL PARTICIPANTS
- 103** TRAINING PROGRAMS
- 34** MINISTRIES
- 172** SITE VISITS



“For the past 10 days we enjoyed analyzing case studies and coming up with workable solutions, which were an integral part of the interactive sessions. We got an opportunity to look at the importance of ethics in governance through different perspectives which led us to realize that the time has come to switch ourselves from **Ego-centric Governance** to **Eco-centric Governance**”.

- *Ashutosh B Ghorpade* | Deputy Commissioner of State Tax, Govt. of Maharashtra  
Ethics & Governance (January 2018)

Our team, led by Sudha Shetty (Assistant Dean for International Partnerships & Alliances), Jean Cheng (Director of Innovation and Strategy), and Samantha Rushing (Policy Coordinator for Executive Education) will work with you to determine your goals, establish a framework for collaboration, custom design the curriculum and learning experience, and implement a successful training program for your distinguished honorees. We focus on translating each client's needs into the best possible customized program and deliver successful training for multiple cohorts of our clients, year upon year.

## A. Custom Programs

Custom programs by The Goldman School offer senior, mid-career, and newly inducted policymakers the opportunity to participate in a tailored learning environment that deepens their understanding about some of the world's most pressing issues. Policymakers from all over the world have trained with us and benefitted from the vigorous dialogue and immersive learning with distinguished faculty, peers, and renowned practitioners that characterizes the signature Berkeley Global Executive Education experience.

### PROGRAM ELEMENTS

1. **Program Development:** We work in partnership with you to determine, develop, and agree on specific areas of program focus and to tailor the program to your needs and specifications. Based, in part, on these discussions and mutual exchange, The Goldman School will select and recruit faculty and instructors from across the university, select appropriate practitioners from the field, and choose appropriate site visits necessary for the Program. The final choice of faculty, instructors, and practitioners will be based on their availability during the delivery of the program.
2. **Program Instruction:** All program instruction will be provided by UC Berkeley faculty/instructors.
3. **Instructional Materials:** All instructional materials relating to the Program will be provided to the Program participants. These include PowerPoint presentation slides, supplemental readings, and other such relevant documents and information.
4. **Graduation and Certification:** The program will conclude with a Graduation Ceremony, providing each participant with a Certificate of Completion. This Certificate will be provided if the participant has fully participated in all the required elements of the training including lecture sessions.

## B. Scholar Semester Programs

### Executive Public Policy for Internationals (EPPI)

Since 2013, The Goldman School has offered EPPI as a semester-long immersion program for international government officers who would like to deepen their expertise in a particular area of public policy and experience the world-class education provided by the Goldman School and the University of California, Berkeley. This executive certification program allows participants to enroll in graduate-level courses of their choice--interacting with premier faculty and a select class of Goldman students of diverse backgrounds. A student advisor is available for consultation and participants are invited to join in student and schoolwide activities at the Goldman School. Participants who complete the program are eligible for a transcript with a list of their courses.

### Independent Leaders Scholar Program (ILSP)

ILSP is a partially tailored program similar to EPPI (Executive Public Policy for Internationals), except that ILSP is offered to non-government individuals while EPPI is only for government officers. ILSP offers training opportunities beyond institutional partners to individual practitioners who possess the public sector experience and the wish to benefit from Goldman School knowledge. In the past, ILSP has hosted a Director of an Auditor General's Office, Chief Editor of a South-east Asian newspaper, an investment banker, to name a few. ILSP attracts practitioners who have a wealth of experience. Their interaction with GSPP students and faculty is mutually beneficial.

The ILSP and EPPI structure is flexible and customized to meet the individual needs of the participants and their work. The Program offers Visiting Scholar Status for one semester, which provides J1 visa processing for the scholar and their dependents, access to UC Berkeley Libraries, and a berkeley.edu email address. The Visiting Scholar appointment can be extended on a case by case basis; Visiting Scholars may audit a maximum of 12 units at GSPP. Participation in activities hosted by Global and Executive Programs; Membership in the cohort of International Scholars from participating International Governments; and Assistance from Global and Executive staff to connect you with other researchers and local Government offices.

### Master of Public Affairs (MPA)

The **Master of Public Affairs (MPA) program** is a one-year graduate degree program designed to benefit mid-career professionals in the public, private, and non-profit sectors. The average MPA is 35 years old with 11 years of work experience, seeking advancement in their career and poised to take on greater leadership and policy-focused roles in their workplace and professional communities. The focus of the degree is on policy analysis combined with deep engagement in organizational leadership and ethics, innovation, economic analysis, and strategy. Students complete a Capstone project to apply the interdisciplinary methods approaches, and perspectives working with a real-world client. Throughout your studies, you will enjoy personal attention in small classes, and join an international network of professionals and executives leading the charge to shape the future.

# Program Portfolio

Since 2013, BGEE Programs have leveraged a wealth of resources from the world's number one public University to provide custom designed trainings for policy makers, executives, professionals, and scholars from across the globe. Our growing international network includes influential leaders in government, global business, nonprofits, and academia, across over thirty nations.

2013	Global Clients	Program Title
China	Jiangsu Province Treasury Department	Finance & Budgeting
Nigeria	Delta State Legislators	Power of Legislation
USA	California Public Officials	Executive Leadership
Taiwan	Directorate of Personnel Training	Global Governance, Innovation, Cultural Creativity, and Smart Growth
Hong Kong	Government of Hong Kong	Executive Public Policy for Internationals
2014	Global Clients	Program Title
India	Comptroller & Auditor General	Making Leadership Count
New Zealand	Tuaropaki Trust	Mana: Ngai Tatou
China	Jiangsu Province	Management, Innovation & Leadership
India	Department of Personnel & Training	Negotiations for Public Leaders
Africa	White House/ US State Department for Young African Leaders	Civic Leadership
USA	California Public Officials	Executive Leadership
Japan	Kochi University of Technology	Higher Education, Management & Strategy
India	Department of Personnel & Training	Ethics & Governance
China	Ministry of Public Security	Public Safety and Management
Hong Kong	Government of Hong Kong	Executive Public Policy for Internationals
India	Government of India	Executive Public Policy for Internationals
2015	Global Clients	Program Title
India	Comptroller & Auditor General	Making Leadership Count
India	Department of Post	Out of the Box: Transformational Leadership
China	Jiangsu Province Treasury Department	Finance & Budgeting
Africa	White House/ US State Department for Young African Leaders	Civic Leadership
India	Department of Personnel & Training	Negotiations for Public Leaders
Hong Kong	Government of Hong Kong	Executive Public Policy for Internationals
India	Department of Personnel & Training	Ethics & Governance
India	Government of India	Executive Public Policy for Internationals
India	Central Vigilance Commission	Black & White: Is Corruption Grey?
China	Jiangsu Province CEO's/State Owned Enterprise	Management, Innovation & Leadership
India	Department of Personnel & Training	Negotiations for Public Leaders
India	Department of Personnel & Training	Ethics & Governance
China	Hunan Province	Transportation & Leadership
India	Ministry of Information & Broadcasting	Disruptive Technologies: Value of the Public Good
India	Government of India	Executive Public Policy for Internationals



India	Ministry of Information & Broadcasting	Disruptive Technologies: Value of Public Good
India	Department of Personnel & Training	Ethics & Governance

2016	Global Clients	Program Title
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Hong Kong	Government of Hong Kong	Executive Public Policy for Internationals
New Zealand	Tuaropaki Trust	Executive Public Policy for Internationals
Africa	White House/ US State Department for Young African Leaders	Civic Leadership

2017	Global Clients	Program Title
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India	Department of Personnel & Training	Negotiations for Public Leaders
India	Government of India	Executive Public Policy for Internationals
India	Department of Personnel & Training	Ethics & Governance
India	Ministry of Information & Broadcasting	Disruptive Technologies: Value of the Public Good
India	Department of Personnel & Training	Negotiations for Public Leaders
Brunei	Universiti Brunei Darussalam	Executive Public Policy for Internationals
India	Govt. of Maharashtra (MOU)	Energy, Housing, and Policy
India	Indian Economic Service (IES)	Value of the Public Good
India	Ministry of Justice (MOJ)	Impartial & Effective Justice: Reimagining the Possibilities
India	Comptroller & Auditor General	Making Leadership Count (CAG)
India	Government of India	Executive Public Policy for Internationals
China	Huaqiao University	Introduction to GSPP
India	Government of India	Executive Public Policy for Internationals
India	Department of Personnel & Training	Ethics & Governance
India	Maharashtra Housing and Area Development Authority	Innovative Housing Strategies
India	Department of Personnel & Training	Negotiations for Public Leaders
India	Department of Personnel & Training	Ethics and Governance
Hong Kong	Government of Hong Kong	Executive Public Policy for Internationals
India	Ministry of Information & Broadcasting	Disruptive Technologies: Value of the Public Good
India	Government of India	Executive Public Policy for Internationals
India	Indian Economic Service (IES)	Value of the Public Good
India	Comptroller & Auditor General	Making Leadership Count (CAG)
India	Comptroller & Auditor General	Making Leadership Count (CAG) #2
India	Indian Defense Accounts Service (IDAS)	MCTP - Phase IV

2018	Global Clients	Program Title
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Brunei	Universiti Brunei Darussalam	Executive Public Policy for Internationals
New Zealand	Tuaropaki Trust	Executive Public Policy for Internationals
China	National Bureau of Statistics	Big Data Utilization & Policymaking Management
Japan	National Graduate Institute for Policy Studies - Tokyo	Training for Top Management of a University
South Africa	South African Local Govt. Association	Memorandum of Understanding Signing
California	Oakland Police Department, Oakland Police Foundation	Memorandum of Understanding Signing

2019	Global Clients	Program Title
Brunei	Universiti Brunei Darussalam	Executive Public Policy for Internationals
India	Government of India	Executive Public Policy for Internationals
New Zealand	Tuaropaki Trust	Executive Public Policy for Internationals
India	Government of Maharashtra	Energy, Sustainability, and Environment
South Africa	South African Local Government Association	Leadership: Impact & Innovation
California	Oakland Police Department, Oakland Police Foundation	Oakland Police Leadership Institute
India	Department of Personnel & Training	Ethics & Governance
India	Government of India	Executive Public Policy for Internationals
Hong Kong	Government of Hong Kong	Executive Public Policy for Internationals
India	Department of Personnel & Training	Negotiations for Public Leaders
China	National Bureau of Statistics	Big Data Utilization and Policymaking Management
India	Government of Maharashtra	Maharashtra: Powering Towards a Sustainable Future
India	Comptroller & Auditor General	Making Leadership Count (CAG)
2020	Global Clients	Program Title
India	National Academy of Customs, Indirect Taxes, and Narcotics	Certainty and Uncertainty: Optimal Tax Policy
India	Government of India	Executive Public Policy for Internationals
2021	Global Clients	Program Title
Brunei	Universiti Brunei Darussalam	Executive Public Policy for Internationals
Japan	Ministry of the Environment	Executive Public Policy for Internationals
Saudi Arabia	Ministry of Culture and Information	Executive Public Policy for Internationals
2022	Global Clients	Program Title
Brunei	Universiti Brunei Darussalam	Executive Public Policy for Internationals
2023	Global Clients	Program Title
Brunei	Universiti Brunei Darussalam	Executive Public Policy for Internationals
Hong Kong	Government of Hong Kong	Executive Public Policy for Internationals

# Berkeley Public Policy

## The Goldman School

For more information about our customized programs and to start a discussion on how Berkeley Global Executive Education and the Goldman School can help your organization, please contact [gsppglobal@berkeley.edu](mailto:gsppglobal@berkeley.edu).

To learn more about UC Berkeley and the Goldman School of Public Policy, please visit the GSPP website at [gspp.berkeley.edu](http://gspp.berkeley.edu).

We look forward to partnering with you!

