

# 以創新思維談

## —新時代海巡的使命與任務

### To Talk About The Missions and Tasks for Coast Guard Administration's New Era

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為 推動機關組織學習，培養同仁製作簡報及論述的能力，爰配合新舊政權交替，及因應外在環境的變革，規劃本處專員層級就「新時代海巡的使命與任務」做心得報告。本活動於97年5月1日（星期四）下午，假海巡署勤務指揮中心多媒體簡報中心舉行，參與人員相當熱烈，企劃處現有7位專員，以其個人的觀點和思維，嚐試用各種不同的角度去詮釋海巡署的未來與前瞻發展，並在尤常務副署長、主任秘書及參事等各級長官指導下，建立意見溝通的平台，讓更多人有機會，能親自參與海巡署使命與任務蛻變的歷史過程。

由於新時代海巡的使命與任務，目前尚屬初步構思階段，仍有許多不足的地方，亟待調整改進，為讓「真理愈辯愈明」，同時廣納各界善言，激發創新思維，期以拋磚引玉的方式，藉由辦理本次企劃處心得分享活動，廣邀署內同仁參與，經由相互溝通，讓大家的意見能成為你我共同語言，導引大家由下而上形成全般共識，營造出整體變革的氛圍。

管理學大師彼得·杜拉克（Peter Drucker）說：「在一個變動的年代裡，唯一不變的就是變」，海巡署自89年成立以來，經歷過兩次政黨輪替，期間遭遇讓國人聞之色變的嚴重急性呼吸道症候群（SARS）及禽流感等重大疫情，但在同仁共同努力下，有效的減少並降低疫情自境外移入的風險，確保國人生命財產的安全。另近日在墾丁外海七星岩海域發生8名潛水客，因未諳當地海流情

In order to promote organizational learning within government institutions, to train CGA staff members' abilities of making presentations and giving descriptions, to fully cooperate with the regime turnover, and to adjust to the changes of the outside world, a report of "The Missions and Tasks for Coast Guard Administration's New Era", given by staff of specialist level, is scheduled. This activity was held at Multimedia & Presentation Room of Duty Command Center, CGA in the afternoon of May 1st (Thursday), 2008. The responses from the participants were enthusiastic. 7 specialists, currently with CGA, tried to interpret the future and development of CGA from different angles through their own point of views and ways of thinking. Plus, under the direction of Deputy Minister You, the chief secretary, counselors and other senior officers, a platform of communications is thus established, allowing more people to participate and witness the historic moment of mission and task transformation of CGA.

Since "The missions and tasks of Coast Guard Administration's new era" is still in developing stage, many things are still in dire need of

形，在茫茫大海失蹤漂流47小時之事件，在這些潛水客生命最垂危的時候，海巡署、空勤總隊及民間搜救團體憑靠著決不放棄的堅持、強與惡水搏鬥的精神、過人的搜救難技術，以及奮鬥不懈的毅力，成功完成救援任務。

民國93至94年台日發生嚴重漁業衝突事件，為捍衛我國漁民作業權利，不惜與日本公務船舶於海上發生對峙，留下「寧可戰死，不要氣死」的歷史錦句，除展現維護海洋權益之決心外，並提升漁民對海巡署的正面評價，也促使停擺多年的台日漁業會談，重新啟動，更喚起國人對於海洋權益的重視。以上事蹟雖僅為鳳毛麟爪，但背後所隱含的意義，是許多海巡署同仁，在個人工作崗位上默默付出，用個人的汗水與淚水，刻劃出生命中的印記，為歷史留下見證。

生命中往往有不可承受之輕，但凡走過必留下痕跡。海巡署自成立迄今已逾8年，回顧這些年來，在同仁堅守崗位，默默付出下，早已擦亮海巡署這塊金字招牌，但緬懷過去輝煌歲月容易讓人產生懈怠，只有不斷的自我創新變革，才能適時補充機關發展所需的能量。台灣安吉斯媒體集團總經理楊淑玲曾說：「求進步，需回到事情的原點，思考什麼是對的事情，而不是重複過去的做法。」為期適應外在環境變遷，滿足各界期盼，只有不斷地自我轉型，才能建立機關永續價值，因此日常業務不應再侷限於初期之海域、岸際執法及國家安全工作，應逐漸擴及到海洋事務相關層面。

鑑於世界先進國家，為維護海洋權益，近年來無不積極調整海洋政策，設立海洋專責機構，統合相關資源，發展海洋事務。台灣四面環海，是個十足的海洋國家，勢必面對同樣的國際環境及外在

improvement. In order to constantly defend for the truth so that it becomes clearer while collecting relevant public opinions, and stimulating innovative thinking, we hope, through throwing out a minnow to catch a whale, to invite as many staff members of CGA as possible to participate in this activity of experience sharing with the specialists. Through mutual communication, we can make our opinions become mutual language which will eventually lead to a general consensus and cultivation of the atmosphere for overall changes and innovation.

Peter Drucker, the master of management, said "In an era that is beyond certainty, the only thing that never changes is change itself." Since Coast Guard Administration was established in 2000, it has endured the turnover of power twice. During this period of time, Taiwan has encountered the epidemics of SARS and bird flu. However, the risks of imported epidemic were greatly reduced and civilians' life & property safety were ensured because of the hard work by Coast Guard Administration. Recently in the water at Seven Sisters, Kenting 8 divers were floating at sea for straight 47 hours because they failed to get a full picture of the current in that area. At the most critical moment of their lives, it was CGA, the Air Force and private search and rescue groups, who depended on their persistence of never giving-up, the spirit of fighting against raging waters, their excellent search & rescue skills and their perseverance, that accomplished such rescue mission.

From 2004-2005, serious Sino-Japanese fishery disputes were erupted. In order to protect the rights of our fishermen, CGA had no hesitation at all to face off the Japanese Patrol Ship and left behind the historic quotation of "rather fight to death than infuriating to death." It showed not only CGA's determination of maintaining our maritime rights, but also improved fishermen's opinions of CGA. Moreover, it promoted Sino-Japan fishery renegotiation which had been stopped for many years, and made the public start to attach great importance on maritime rights. What listed above are only few of many CGA's accomplishments.



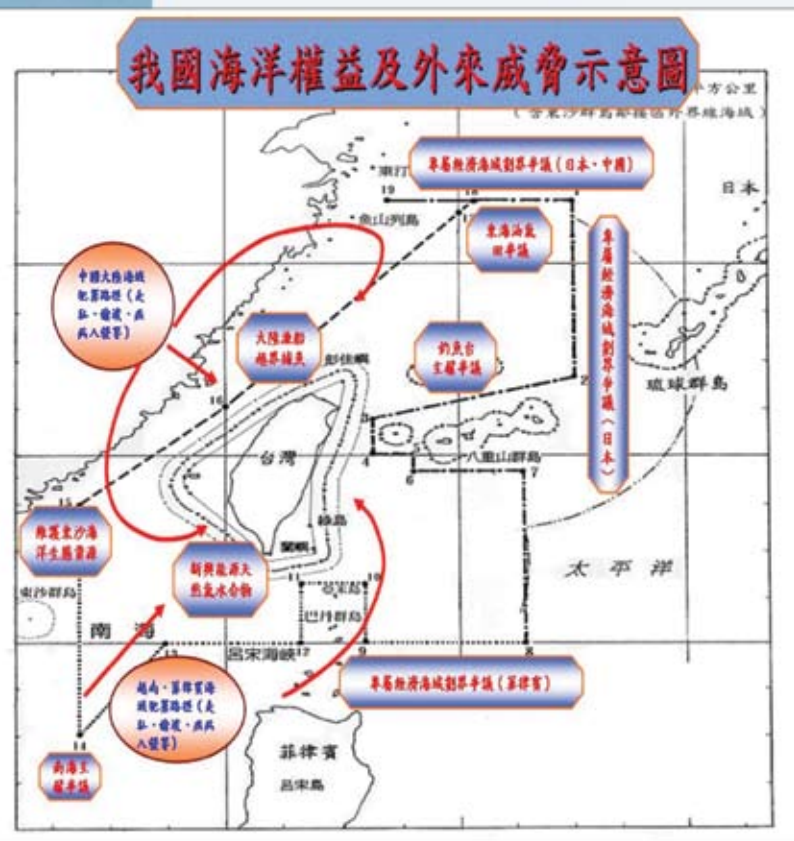
情勢發展（如圖），由於海巡署擁有執行海洋事務之最大能量，為符合民眾付託，克盡機關職責，同時配合政府再造，並參考先進國家海岸巡防機關體制，海巡署功能及角色實應配合國內外情勢發展而有所轉換。為期及早因應整備，初步已撰寫完竣「新時代海巡的使命與任務」一文，如經充分討論，形成共識，將以此擘劃出海巡署的發展藍圖和願景。

在「新時代海巡的使命與任務」一文中，重新賦予海巡署未來嶄新的使命與三項重要核心任務，將使命由「維護治安及國家安全」提升至「維護國家海洋權益」，其中在海事安全方面，參考美日先進國家均將海上交通安全、船員船舶證照檢核及海難救護等業務，交由海岸巡防機關負責，未來應積極爭取將該等業務移撥海巡署主管辦理，期由執行機關危機處理的角色，轉化提升至主管及執行為同一機關，即兼具危機管理與處理的角色，對各種造

The meaning behind it, however, is many historic evidences which are left because of the hard-work and devotion of CGA staff, created these marks in their lives with their sweat and tears.

Usually, there is unbearable lightness in our lives, but once you walk upon it, traces will always left behind. Coast Guard Administration has been established for more than 8 years by now. If we look back at these past few years, CGA has already become the so-called “golden brand”, in the eyes of the public, thanks to CGA staff for their perseverance and devotion to their work. However, immersing in the glory of the past will only make people slack off. Only through self innovation and changes can we gain energy for CGA's development. Ann Yang, CEO of Aegis Media Taiwan once said “ In order to gain improvement, one must go back to square one and ponder what is the right things to do instead of repeating the old methods. “. In order to accommodate the changes of the outside world and satisfy public's expectations, only through constant self-transformation can we establish sustainable values of CGA. Therefore, the routine duties of CGA are no longer limited to maritime law enforcement and national securities set in the early stage. Instead, these duties should be expended to relevant maritime affairs.

In recent years, many developed counties are devoting to adjusting their maritime policies for protecting their maritime rights. They are establishing organizations that are fully responsible for maritime affairs, and integrating relevant sources to develop maritime affairs. Taiwan is a maritime country for it is complete surrounded by sea. It is inevitable for Taiwan to face the same international environment and development from the outside world (photo). Since CGA has the biggest power to execute maritime affairs, to satisfy people's expectations, and to take full responsibilities while cooperating completely to the government's makeover and consulting systems of coast guard institutions from developed countries, it is time for CGA's functions and roles to shift according to the development of domestic and international situa-



圖：作者提供

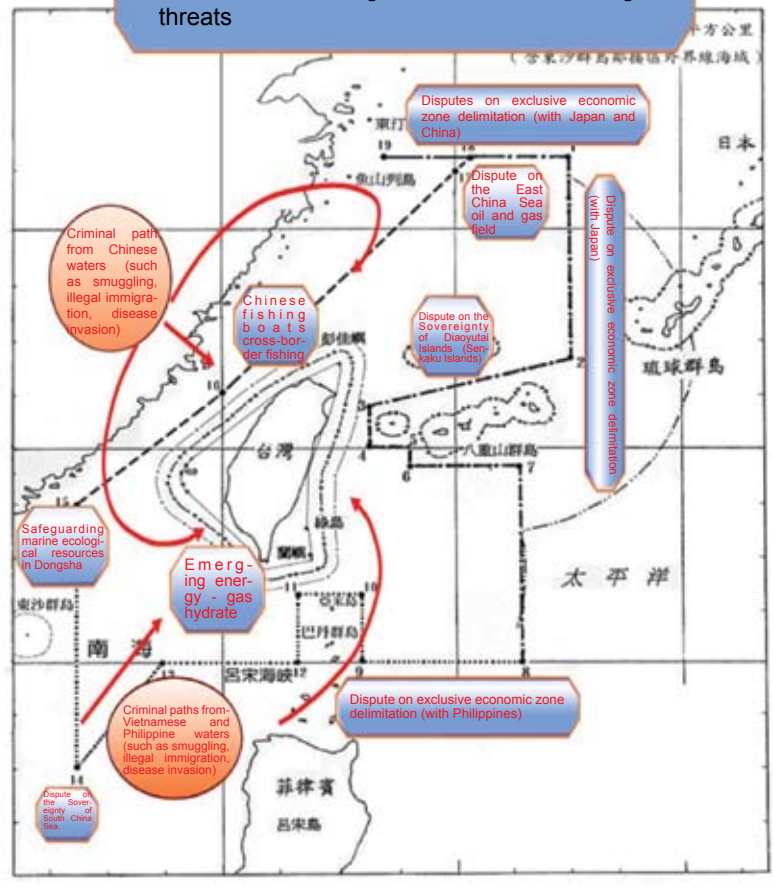
成海上危安的因素，將可有效且妥適加以預防。其次善用現有機關優勢及專業屬性，不再陷入與他機關重疊業務之競爭，而是發展出更符合國家利益之藍海策略，海巡署未來除負有朝向海洋發展之任務外，執法範圍可能由岸際及近海沙州地區，向內陸國土延伸，由於執法範圍擴大，自應朝向海域與海岸執法並重均衡發展。最後在海洋事務部分，應致力協助相關機關，促進海洋事務各層面的提升與發展，扮演無可取代的角色，發揮政府設立機關最大利益，創造組織存續價值與開拓業務發展空間。

任何的創新變革，都有潛在風險，但若不去冒險，並不代表沒有風險。回顧過去，展望未來，海巡署正位處在「變」與「不變」的十字路口上，面臨抉擇，現在不做，明天可能就會後悔。我們深刻體認任何創新變革一定會有阻力，但不能因為有阻力，而不去做變革，因為外在環境一直變，我們不能成為最後無法體驗外在溫度變化而被煮熟

tions. To prepare in advance, we have already finished the article “The Missions and tasks for Coast Guard Administration’s new era. “ If, after plenty of discussion, a general consensus is reached, Coast Guard Administration’s development blueprint and visions will be based on it.

In the article of “The Missions and tasks for Coast Guard Administration’s New Era “, new missions and 3 important core missions are re-assigned to CGA. Its missions will be upgraded from maintaining social order and national security to maintaining Taiwan’s maritime rights. Among all these issues, in maritime safety, we consult the facts that highly developed countries, such as America and Japan assign duties , maritime transportation safety, the inspection of documents for ship crews and ships and maritime rescue missions, to their coast guard institutions. In the future, we will work our best to have the above assignments transferred to CGA, in the hope that CGA will be transformed from only executing crisis response to managing and executing crisis response ,which means it will assume the role of crisis control and responses. By doing so, all kinds of factors that jeopardize maritime safety will be effectively and appropriately prevented. Secondly, CGA can take advantage of its current advantages within the institution and professionalism to avoid the competition of overlapping its duties with other government institutions. Thus, it can develop the so-called blue-sea policies that are to our nation’s best interests. In the future, CGA will not only be responsible for maritime development, but also expand its patrol range from coast and offshore shoals to inland. Since the patrol range is expanded, it is natural to emphasize on law enforcement on both waters and coasts. Last but not the least in maritime affairs, CGA plays an irreplaceable role of assisting relevant institutions to fully promote and develop maritime affairs. Only then can CGA serve the best interests of government institution, create sustainable values for CGA and expand development for its work duties.

National maritime rights, interests, and foreign threats



Photos: Author

Any kinds of innovation have risks. However,



的青蛙。「新時代海巡的使命與任務」或許只是一個芻議與發想，但不應僅淪為宣傳的口號，而是提供全署同仁一種新的思維模式，我們企盼將這種「創新變革」的觀念能內化在每位同仁心中，進而推動機關不斷的成长茁壯。正所謂：「人因夢想而偉大」，或許現階段可能只酌做些許的調整與改變，但因觀念的改變，將有無限的發展及可能。

樹的方向，由風決定，但海巡署的方向，要由海巡署全體同仁一起參與，因為我們都是站在同一條船上，為生命共同體，相信未來海巡署因為有你的參與，而更加豐富多元。最後感謝各級長官及同仁能在百忙中參與本項活動，給我們許多指導，當然我們更希冀在辦理本次活動後，大家能將「新時代海巡的使命與任務」精神內化且深植於心中，創造身為海巡人應有的自信心與榮譽感，再以同心圓的方式，由內而外逐次擴散，成為海巡署同仁上下一體的共通願景。😊

(本文作者任職於海巡署企劃處)

if you do not venture at all, it doesn't mean zero risks. Looking back on the past, and hoping for the future, CGA is now at the intersection of "to change" or "to stay", and trying to make a choice. If we don't do it now, we might regret it tomorrow. We understand that any kinds of innovation will be bumping into resistance, but we can't just give up because of it. Why? Because the world is always changing and we can't be the frog being cooked to death without noticing the changes of water temperature around us. "The Missions and tasks for Coast Guard Administration's New Era" many only be a simple advice or thought, but the last thing it should be is a piece of empty propaganda. Instead, it should be a new kind of thinking mode provided to staff of CGA. We hope the concept of "innovation and changes" will be instilled in each and every one of CGA staff member, then it will gradually promote this institution to constant growth. A good saying goes like this "People are great because of dreams". At this stage, only rather limited adjustments and improvements can be made, but with the change of concept, the possibilities for development are unlimited.

Winds decide which direction the trees will bow to. The direction of CGA is decided by the participation of all staff members because we are on the same boat. We are one life community. We believe, because of your participation, CGA will be much enriched and become multi-faced. Last but not least, we thank all senior officers and our staff members for participating in this activity despite of their busy schedules and giving us their opinions. Of course, we hope after this activity, everyone will have "The missions and tasks for Coast Guard Administration's New Era" instilled in their heads; thus, have the confidence and pride as a member of Coast Guard Administration. Then, use the method of concentric circles to expand from inside out and eventually become the common vision for all CGA members.

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