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專業緝私能力 構和海巡署亮眼執法成績

Professional anti-smuggling capability and highly-efficient internal communication - making up brilliant law-enforcement achievement of Coast Guard Administration

觀察台灣東北角沿岸及其海域，早年是不法份子犯罪活動的首選區域。隨著科技躍升，犯罪手法推陳出新，執法單位及人員的思維必須變的快，想的深，看的遠，才能自迂迴、複雜的犯罪事件中，抽絲剝繭，取得破案利基，從海巡署北部地區轄屬單位的執法績效反思，我們看見了促成效果的關鍵因素。

海巡署各地區海巡隊專責海域犯罪偵防、海上及非通商口岸之查緝走私、非法入出國等執法工作，在北部地區沿線則分置於南寮、淡水、基隆及澳底等地。由於位處要地，環境複

As we observe around the north-eastern coast and its sea coastal areas, it is the primary spot that criminals in early days would choose to commit illegal activities. With fast changes of technology as well as novel methods of committing vice and crimes, mentality of the authorities of law-enforce and its personnel would have to change fast, think deep, and look far before they can unveil from hooks and nooks of sophisticated criminal events, and discover the niche to break down criminal cases. And as reviewed from the law-enforcement results of the jurisdiction from the northern area of the Coast Guard Administration, we have discovered the critical factors that





雜，具高度機動性的地理位置，對於案件偵辦及處置更形艱鉅，而各海巡隊人員卻始終能全神貫注，以全民福祉為重，認真踐履海域戒護工作。

have facilitated these achievements.

Each of the The offshore flotillas of the Coast Guard Administration is responsible for crime prevention at sea territory, marine smuggling and illegal immigration - investigation and at non-commercial port, illegal immigration at sea and non-commercial port, and other law-enforcement works. These flotillas are respectively deployed at Nan-liao, Tamsui, Keelung, and Au-de of the northern coast. Since these areas are rather critical with tough environment as well as high maneuverable geographical position, they have imposed even greater difficulty for case investigation and administration; however, personnel of the costal guards can always keep themselves focused, and seriously practice the assignment of coastal security for the sake of the entire nationals.

◆ 南寮海巡隊，創造海域執法優良績效。隊長曾明川（圖左）與同仁上下一心，成為團隊生命共同體。

Nan-liao offshore flotilla creates brilliant achievement of law-enforce at sea. Tseng Ming-Chuan, the captain (left at the picture) and their colleagues work with one spirit and become a team life community life of one team.





◆ 新竹查緝隊長胡楠梓（圖上）以身作則，帶動團隊工作氣氛，提昇隊員們工作士氣。

Hu Nan-tze, captain of Hsinchu recon brigade, exemplifies himself to bring up the team-spirit of the brigade, and boost the work morale of the team (right at the picture).

走訪海巡隊的幾個單位後，不難瞭解，亮麗績效的表現，需賴專業緝私能力、內部管理及有效溝通，我們理出了他們共通的要素：

1.積極佈建：由於沿岸的走私態樣、犯罪類型及模式改變，因此從諮詢佈建開始，改由自岸際往外推出，不只維持以往專重海上的緝私，陸上的可能情資也全數掌握。

2.幹部隨行：無論是在辦公室或者是海上巡航，隊長及幹部必隨行，以提振士氣。

After we have visited several of the units of the coastal guards patrol, we have realized that the brilliant results they have achieved rely much on their professional anti-smuggling capability, internal management, and effective communication and other common factors as concluded:

1.active intelligence deployment: since the modes of smuggling and crimes and model will vary a lot along the coast, it is why crime prevention and investigation will begin from consultation, and should be extended from land to the sea, rather than merely focusing on smuggling prohibition at sea. Thus, the intelligence on land can, as well, be fully grasped.

2.superior officers accompanying travel along: no matter it is at the office or cruise at seas, captains and superior officers will always accompany their travel along with cadet personnel so as to boost morale.

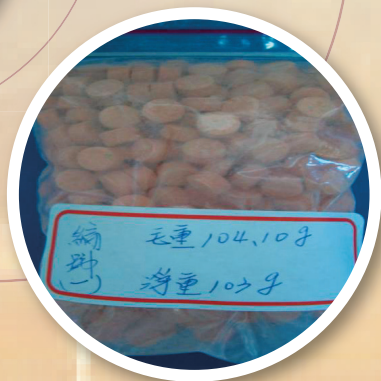
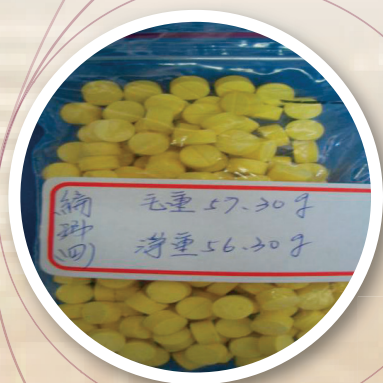


3.適時獎勵：案件偵破後，適切的行政獎勵是最直接的鼓勵方式，而為表達對同仁的重視，經常關懷同仁，瞭解其需求，適時提供協助，更是令他們感念在心且勇於向前推進的一股力量。

4.好，還要更好：偵破案件後不因此自滿，不忘深入檢討每一次行動的優、缺點，期使下一次的計畫更周延。

3.timely awarding encouragement: when cases are resolved, timely administrative award encouragement is of the most direct encouragement reward. And to express concern for the colleagues, superior officers should share their care and appreciate needs of the personnel so as to provide timely support. With such concern and care, it would be transformed into such a push and stimulus for the colleagues to move on.

4. good, and to be better: when case is resolved, personnel of the coast guard will not then be satisfied, they will further review the ups and downs of every operation so as to render next operation even more comprehensive.





◆ 台北查緝隊長陳厚文（圖左）每年推薦「主偵人」及單位參加模範海巡人員及單位評選激勵團隊士氣。

Chen Hou Wen, captain of Taipei recon brigade, and his colleagues conduct effective communication and coordination; whenever there is major case, he will recommend "major investigator" and unit to take part in the evaluation selection of model coast guard personnel and unit to boost team spirit (picture at the left).

國內幾宗重大走私案件如：「活魚輸出」案，海巡署巡防艇自新竹南寮漁港跟蹤航行走私漁船，海上來回航程約莫400海里，相當於陸上七百餘公里的距離，起出十幾噸的非法輸出品，其中不乏龍膽、石斑的保育魚類及其魚苗，而緝獲品全數約為市價一千餘萬元；查獲基隆河洲美快速道路下河道無籍舢舨於內河水域走私未稅洋菸，總計282箱(14,100條)，市值約新台幣846,000元.....等等，不法份子的犯罪手法固然更變，但是，海巡署仍舊能突破重重障礙，將不法就擒，足以顯見其專業的查緝敏銳度及過人的膽識。

Of the several major smuggling cases resolved domestically, such as the "live fish export" case, the patrol boats of the Coast Guard Administration has tracked down the smuggling fishing boat from Nan-liao of Hsinchu to and fro for about 400 nautical miles, a distance of about 700 and more kilometers on land, and have discovered tens of tons of smuggled export. Among them, there are gentians and grouper conserved fish and their seedling. The total of the smuggled goods amounts to tens of million dollars. Besides, the coast guard has also discovered untaxed tobacco of 282 cartons (14,100 boxes) from unlicensed sampans at the river-way of Chow-mei expressway of Keelung River. And the amount of the tobacco values at NT\$846,000 and others. Though the methods of criminals keep changing working with their vice, the Coast Guard Administration is always capable of breaking down these barriers to apprehend the criminals. As of such,



除了海巡隊，始終默默戮力偵緝工作的還有機動查緝隊。機動查緝隊的主要工作在於海岸、非通商口岸之查緝走私、防止非法入出境，以及反滲透情蒐等事項。海巡署北部地區查緝隊則設立於新竹、台北、基隆、宜蘭等4處，而機動查緝隊又是如何維持卓越的績效成績呢？不出於海巡隊成功因素，一樣是建立在最基礎的根本，專業職能與內部協調，而由於單位屬性的不同，其因素也有所差異，從訪談中，我們確定了下列幾項重要成因：

we can clearly found that the professional sensitivity of investigation and bravery of administration personnel are outstanding.

Aside from offshore flotilla, there is also the reconnaissance brigade (recon brigade) that is working wholeheartedly and silently against smuggling. The major items of works for recon brigade are to investigate smuggling at sea-shore and non-commercial port, prevention of illegal immigration, and intelligence collection against penetration. The reconnaissance brigades for the northern are of Coast Guard Administration in the north are is stated set at four respective locations as Hsinchu, Taipei, Keelung, and Ilan, and how they could have maintained such brilliant records of performance? Same as with the factors of success with the offshore flotilla, the recon brigade has founded themselves on the basics - professional occupation and internal coordination. Nonetheless, since the attributes of units are different factors of success also vary. But from our interview we have concluded several important factors:





1. 以身作則：由於查緝隊接觸的情資來源複雜，要求領導幹部應自律，做人做事要正派，堅持個人品德廉潔，以作為隊員學習榜樣。

2. 經驗交流：為將查緝隊有限的人力資源發揮最大功率，端賴資深人員引領經驗較為不足的新進人員，於跟監過程中注意安全並相互照應，使無後顧之憂，而資深與資淺共同作業，亦使查緝經驗完整傳承，並增加後進隊員自信心。

1. demonstrating oneself as example: since the source investigation intelligence of recon brigade is rather complex, the leadership should themselves act with good discipline both in business and interpersonal dealings, and should insist on integrity and honesty for their team-mate to take after.

2. experience exchange: as an attempt to place limited human resource of recon brigade to its maximum efficiency, it would very much on the experienced and senior members to help guide the junior personnel, and during the process of tracking down to cover each others for safety so that there won't be concern of risk. Besides, for the senior and junior personnel to work along helps to pass on investigation experience, and help build up the confidence of the junior members.



◆ 澳底海巡隊前隊長王金堂（圖左）盡其所能提供同仁完整後勤奧援，以掌握有效情資，精進查緝作為。

Wong Chin-tang, captain of Au-de offshore flotilla recon brigade, exhaust what he can to provide his colleagues with all kinds of logistics support so as to grasp effective intelligence to improve their investigation work (left at the picture).



3.獎罰分明：賞罰分明，公平對待，例如台北查緝隊更於每年推薦重大案件「主偵人」及單位參加模範海巡人員及單位評選，亦為激勵同仁士氣作法之一。

4.穩定工作情緒：由於查緝隊輪調制度施行，人員流動率隨之增加，為穩定工作情緒及激勵向心士氣，對於設籍當地的同仁，鼓勵重視家庭和樂關係，遠道同仁則予妥善安排住宿，使同仁更能專注在工作任務上。

3.clear reward and penalty: clear-way penalty and reward as well as fair treatment, for instance, recon brigade of Taipei will, every year, recommend "major investigator" and unit for major case to take part in the evaluation selection of model coast guard personnel and unit, one of the acts that should help to boost the morale of the brigade.

4.To stabilize work emotion: since recon brigade is conducted of rotation assignment system, the mobility of personnel is enhanced as well. In order to stabilized work emotion and stimulate work morale, the brigade encourages harmonious family relationship for those colleagues with local household; as for colleagues who are from distance suitable accommodation is arranged so that the colleagues can well focus on their work.



◆宜蘭查緝隊長唐齊民（圖左）以王署長常說的「有心就有力！」時刻剋勵同仁，以強化查緝工作能量。

Tang Chi-min, captain of Ilan recon brigade, often resorts to the words of the administration director, "one is empowered with heart," to encourage his colleagues so as to strengthen the work capability of investigation (left at the picture).





查緝隊特別重視團隊精神，執勤時的耐心守候，以及積極提升新進同仁查緝能力的作戰風格，使大家都能保持高度積極的工作態度，績效斐然。他們成功的偵破國內毒梟大本營，查獲「一粒眠」約1萬8,000顆；偵破非法持有搖頭丸1,000顆.....等各項案件，逐一發揮了海巡署岸際防堵的強大效能。

「海域執法」是海巡署核心任務之一，一個單位的查緝能量，尤賴全體同仁專業的緝私能力，高效度的內部溝通才能達成。所謂「君

The recon brigade places special attention to team-work spirit, patiently waiting when on duty, and the combat style to enhance the newly-recruited colleagues in their investigation capability so that everyone can always maintain highly active working spirit, achieving brilliant results. The recon brigade has successfully resolved the headquarters of domestic narcotics, and uncovered 18,000 capsules of "red beans" and 1,000 capsules of MDMA, and other cases. Of these acts, the recon brigade has, once and again, effected tremendous blockade function of Coast Guard Administration along the shoreline.

"To enforce law over the sea" is of the core missions of the Coast Guard Administration, while the investigation capability of a unit should rely on the professional anti-smuggling capability of the entire colleagues as well as the highly-efficient internal communication for



◆基隆海巡隊隊長黃漢松（圖右）善用人際溝通技巧，促使同仁保持高度積極的工作態度。

Hwang Han-soong, captain of Keelung offshore flotilla recon brigade, is good at using techniques of interpersonal relationship so as to help maintain his colleagues with highly efficient working attitude (right at the picture).





子務本，本立而道生」，本務確實了，自然能發掘更多機會及收穫，如同海巡署由內而外，紮實根基，執法效能相對也提高了。在8個單位的採訪路程中，從新竹到宜蘭，最後回到台北，坐在火車上，我們展轉不知經過了多少大大小小的城鎮，車上剛放學的青年學子嘻笑打鬧、手機不離身的通勤上班族.....等，這景象令人感受到國家的進步與社會的安定，就像畫家手上的畫筆一樣，這群安海雄英，正揮灑著工作熱情，以堅守崗位，護國愛民的不悔忠誠，畫出這充滿蓬勃生命力的畫面。

（感謝本文各受訪單位提供相關查緝案件圖片）

accomplishment. As is well spoken "gentleman cultivates its root, with its root proliferation is possible," once its authentic business is confirmed, it is natural that more possibilities and rewards can be obtained. Just as the Coast Guard Administration works from inside out to deepen its root, the efficiency of its law-enforcement is relatively much enhanced. During the interviews of the 8 units from Hsinchu to Taipei at last, we have traveled along many big and small cities and townships on the train, and saw many students who are just out of school playing with each other and commuters with cellphone talking, and others. Of these scenes, it makes me to think of the progress of our country and stability of our society. Just like the paint brush of a painter, it is of these marine heroes who spread out their passion for work, and stand firmly at their post to safeguard our country and people, a scene that vividly delineates the picture of blossoming vitality and energy.

(gratitude to all those units which receive interviews and their provision of photos for relevant cases of investigation)



◆基隆查緝隊長陳善益（圖右）以人性化的內部管理，傾聽隊員需求，資深與新進同仁間教學相長，提昇執法效能。

Chen Shan-jin Yi, captain of Keelung recon brigade, is good at using humanized internal management, and would always listen to the needs of his teams, and help the senior and junior to learn from each to enhance their law-enforcement capability (right at the picture).





◆淡水海巡隊長朱清和（圖左）平日將隊部營造成「家」的感覺，也叮嚀同仁切務因榮耀而自滿，要更為每一次的海域執法工作付出更多的心力。

Chu Chin-ho, captain of Tamsui offshore flotilla recon brigade, would turn the brigade into as a "home" and would always instruct the team not to be satisfied with pride. He demands that the flotilla brigade to pay more attention for every law-enforcement mission (left at the picture).

