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海巡署推動「性別主流化」 首派女性同仁 擔任一線單位主管



The Coast Guard Administration
advanced “Gender parity”
Firstly assign female to work as
managerial position

今年8月，海巡署首度調昇兩位女性同仁——張美珍及白彩榕，分別擔任基隆商港安檢所及金門水頭安檢所所長職務，這是該署在推動性別主流化政策的重大表徵。

基隆商港安檢所所長張美珍於訪談中表示：「在得知調職確定後，便不斷從各方面了解一線的狀況處理方式、處置程序、法規運用以及上級視導後的重要政策指示等，深怕因未諳前線工作生態而造成與民眾、同仁的衝突及誤解。」對於事前的準備工作，金門水頭安檢所所長白彩榕也有著同樣的態度，在親自執檢前，她們不斷的預習演練，期以充分的準備面對挑戰！

This August, Ms. Mei-Zhen and Ms. Cai-Rong Pei Chang, the two female fellow workers were firstly promoted as managerial positions in the Coast Guard Administration. They worked as the chief of Shang-Kang Inspection Office, Keelung and the chief of Shui-Tou Inspection Office, Jinmen. This symbolized that the Coast Guard Administration eagerly advanced the “Gender parity”.

Ms. Mei-Zhen Chang, the chief of Shang-Kang Inspection Office, Keelung expressed in the interview: “After knowing to transfer to another post, I started to get a better understanding of front-line process method, process procedure, application of regulations and instructions from the leaders, which aimed to avoid the conflicts and misunderstanding between local people and fellow workers.” As for the aspect of preparation task, Ms. Cai-Rong Pei, the chief of Shui-Tou Inspection Office, Jinmen, held the same attitude. They continuously practiced in order to face the challenge before the final examination in person !



上任後，兩位女性所長都表示沒有太多緩衝的時間，隨即整備心情，戰戰兢兢的投入工作。張所長說道：「與前任所長交接的時間短促，卻又必須馬上且直接面對轄區的狀況處置，有別於之前所接觸過的工作環境，緊張在所難免，但仍努力排解。記得第一天上任，遇到客船欲搭載未攜帶身分證件或證件正本的乘客，因不符受檢規定而耽誤客船及所有乘客出船的時間，民眾鼓譟的聲音，著實令我生驚，但我知道，一切依法行政，有法，理就站得住。安撫民眾情緒外，同時提出法令，讓民眾清楚了解現行規定，經過一場激烈的爭執後，未帶證件的遊客在『法』的規範下，依舊不能隨船離港。那一個夜晚我失眠了，掙扎在情與法之間！被留在港邊的遊客是遠從南部來的銀髮族，他們乘興而來，敗興而歸。因此，隔天找來船票販售單位的承辦人員協談，希望他們能在第一關卡—售票亭售票時，遇有此狀況遊

After taking this position, these two female chiefs didn't have long probationary period. They had to accomplish every task with fear and trepidation. Ms. Chang, the chief of Shui-Tou Inspection Office, Jinmen indicated that "There wasn't much time to hand over the tasks from the previous chief. Meanwhile, it had to deal with all the affairs in the areas in charge immediately, which was quite different from the previous working environment. Therefore, it was easier to get nervous. We still strived for releasing the pressure. I still remember the first day when I was on board. I experienced that the vessels would like carry those passengers who didn't have any I.D. cards. Due to the investigation, the cruising schedule was postponed. The complaint voices from the people made me feel annoyed. However, I knew that everything was based on the regulations. After comforting them, I also demonstrated the relevant regulations to these passengers. It aimed to make them know the current regulations. After the serious conflicts, those who didn't carry any I.D. cards couldn't leave the port based on the regulations. I suffered from the insomnia that night and struggle between my personal feelings and laws! Those passengers who stayed in



◆兩位女性主管充滿自信的表情（上圖為張美珍所長，下圖為白彩榕所長）

Expression with full of confidence of two female executives.(Top photo is the District Manager - M.Z. Chang, bottom photo is the District Manager - C.R. Bai)



客即予嚴格審核，這不僅僅可避免政府機關與民眾的衝突，同時也不致耽誤安檢勤務的進行。」

「經過這次的震撼教育，與民眾接觸不再是問題，對於遊艇業者、乘客以及相關單位的應對方式，也有了相當程度的了解，更期盼能與相關機構協調並達成共識，俾利各項任務遂行。」張所長在歷經一線實況後，有了一番新體認！

金門水頭安檢所所長白彩榕在訪談中也提到：「只要是調到新環境工作，無論是誰，要面對的不外乎人、事、物的變換，男性同仁和女性同仁會遭遇的問題，其實大同小異。」和她談到任職後的想法，她說：「單位工作要能順利進行，各層級間的溝通很重要，剛來到一線工作，由於幹部同仁的配合與協助，我才能這麼快進入狀況！當然，這過程是需要經過一

the port were from the southern part of Taiwan and couldn't enjoy their trips due to this incident. Thus, I talked to the faculties in the box office the other day. I hoped that they could follow the regulations and verify the passengers before boarding in order to avoid the conflicts between the law enforcement and local people. Meanwhile, it wouldn't delay the investigation.”

“After this experience, it would be a problem to contact with local people. As for the cruising practitioners, passengers and relevant organizations, I had a better understanding of communicating with them. It was hoped that all the tasks could be accomplished after negotiating with relevant organizations.” Ms. Chang had different perspectives after this experience !

Ms. Cai-Rong Pei, the chief of Shui-Tou Inspection Office, Jinmen stated in the interview : “When someone changed to another new environment, it would be a challenge for anyone, since he had to face many new people and affairs that needed to solve. It could happen both on male and female fellow workers.” She also expressed that “the good communication in various sections could facilitate the working. Due to the assistance of fellow workers in various sections, I could pick up my work very quickly ! It surely took time to adapt everything. Being a psychological consultant, I

◆基隆商港安檢所所長張美珍（前排右二）與同仁相處融洽情形
Ms. Mei-Zhen Chang (The front row is left two), the chief of Keelung Inspection Office, got along well with the fellow workers.





番調適。曾經擔任心輔官的我，總是以較感性的態度處理事務，尤其面對弟兄時，總先考量到心理層面，但戍守在國家安全邊境最前線，一切還是以法為優先！尤其，金門位處小三通的重要地域，把關工作必須更加審慎。」此外，談及性別對於工作上的差異性，她說道：「性別差異不代表對工作熱忱會有落差。在這裏，我能適應環境、認真執行任務、與同仁及弟兄相處融洽，所內的勤務照常運作，沒有怠忽的情形！任職於此，我感到很榮幸，這也是職場生涯中最與眾不同的經歷，我很珍惜也很認真看待！」白所長以堅毅的眼神訴說著任職後的轉變。

海巡署兩位一線單位女性主管－白彩榕所長及張美珍所長，她們有著許多共同點：幸福的家庭、體貼包容的另一半、可愛的子女以及支持她們的家人。這同時也是許許多多男性同仁所擁有的，現在只是兩者角色扮演的不同，在工作上的能力及熱忱無論何種性別，都是被肯定的！

在當下我們清楚知道，性別平等應是一種價值，不是特定人口的福利。海巡署派任兩位女性擔任一線主管，為政府機關「性別主流化」再添範例，同時也將為該署女性同仁建構出另一個陞遷管道。

always dealt with every affair with sensitive ways, especially when I had to face with male fellow workers. I always concerned about their feelings. However, the laws and regulations were still the first priority ! The Jinmen was located in the crucial geographical region. It should be very careful when executing the duties.” Besides, she also mentioned of the difference of gender and indicated that “The gender difference wouldn’t make any difference in the performance. Here, I could adapt the environment, try my best to fulfill my task and have good relationship with other fellow workers. All the tasks were accomplished successfully ! Therefore, it was my honor that I could work here. It was another professional experience for me. I cherished this experience !” Ms. Pei expressed her feelings with firm eyes.

Ms. Cai-Rong Pei, the chief of Shang-Kang Inspection Office, Keelung and Ms. Mei-Zhen Chang, the chief of Shui-Tou Inspection Office, Jinmen shared many characteristics in common : happy family, tenderness toward their husbands, children and family. Many male fellow workers had the same family. The only difference was that female fellow workers took the managerial positions and affirmed by the military sections !

It was clear that the gender parity is a value, not just a blessing for specific person. The Coast Guard Administration assigned the female fellow workers as the managerial positions, which could be a very good example for others and offer another promotion channel for females.

◆ 水頭安檢所所長白彩榕（右三）巡視同仁執勤狀況
Ms. Cai-Rong Pei(right three), the chief of Shui-Tou-Ann Inspection Office, inspected the execution of duties.

