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# 強化機關人力結構 展現海巡維安決心

Strengthen organizational manpower structure! Display the ambition for safety maintenance of coastal guard

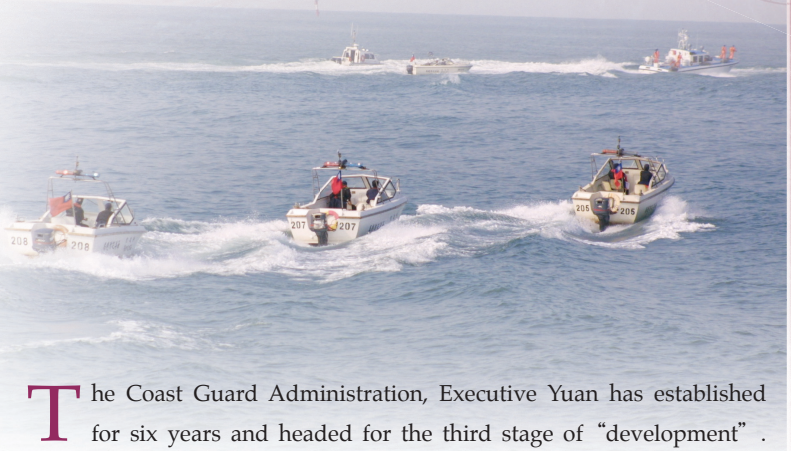






行政院海岸巡防署成立迄今已逾六個年頭，其間所展現的成果有目共睹。海巡署除了由海洋巡邏艦艇組成的海巡大隊負責維護海上船舶安全與海洋資源外，也由岸巡總大隊組織岸際搜索與緝私的任務，由外而內，肩負著維護國家周邊主權利益與社會治安的工作。這些日子以來，海巡健兒默默的為台灣的安定繁榮貢獻心力，更踐履政府以海洋立國的決心。

海巡署是一個同時擁有文職、軍職、警職的機關。鑑於岸巡總大隊有接近七成的人員是義務役的士官兵，就人力結構而言，義務役士官兵肩負著大多數基層的岸巡工作，除了執勤技巧可以藉由訓練與經驗來充實之外，更需要正確的工作心態與良好的精神力。「耐心」與「細心」是執勤人員的兩項重要指標。由於現今義務役弟兄服役年限扣除教育訓練，只剩下不到一年的時間，容易發生青黃不接的現象，又這些年因少子化、國軍精實案、替代役制度興起等時空因素，直接產生人員缺乏、新進弟兄銜接緩慢等問題，使得個人的工作量增加，壓力也更大。義務役弟兄來自社會各階層，要經由教育訓練提升戰技與執勤技巧固然容易，但正確的工作心態與機敏的性格卻需要長時期的養成教育，方能提升內在素養，對於一個需要即戰力的行政機關而言，無疑是一項難解的課題。然而，人力結構是可以修正的，只要政府願意投入經費、制度給予適當修正，七成的義務役官兵比例可以逐年下修，改徵召志願役人員，或直接以公職人員考試、成立海巡司法警察學校、或是由警專學校增設海巡司法警察科，以補足缺額，都不失為可行的辦法。但以上的構想均需要考量台灣的整體環境、政府的資源分配與合理的進程計畫，是屬於長遠的發展目標。



The Coast Guard Administration, Executive Yuan has established for six years and headed for the third stage of “development”. Therefore, everyone has already witnessed the results. The Coast Patrol Corps, Coast Guard Administration that was composed by coastal patrol boats was in charge of maintaining the safety of vessels and marine resources. Meanwhile, the Coast Patrol Corps carried out tasks of coastal search and anti-smuggling activities. Both internally and externally, it intended to protect the benefits of national sovereignty and public security. These days, the soldiers have contributed themselves to stabilize the prosperity of Taiwan and demonstrated their resolutions to establish Taiwan in the name of ocean.

The Coast Guard Administration was an institution that comprised civil servants, military and police officers. Approximate 70% of people in the Coast Patrol Corps were the soldiers from the draft military service. As for the aspect of manpower structure, the soldiers from the draft military service were responsible for the patrol tasks of basic level. Those on-duty skills can be improved not only by the training and experience, but correct working attitude and good spirit. The “patience” and “thoughtfulness” were another two index for on-duty faculties. Nowadays, the enlistment of draft soldiers was around one year after deducting the time of educational training. Therefore, the manpower was lapsed into the condition of temporary shortage. Besides, the birthrate has been decreasing recently. The project of trimming and streamlining in the military service and project of substituting the enlistment have also resulted in the shortage of soldiers and slow link with new assignments, which caused to increase huge work loading and more pressure. The soldiers from the draft military service were from the different levels of society. It is easy to improve the combat tactics and on-duty skills through the education training. However, it might take even longer to cultivate the correct working attitude and astute personality, which aimed to enhance one's general capacity and disposition as a result of long and regular self-discipline. It is undoubtedly a challenge to any administrative institutions in need of combat efficiency. Nevertheless, the structure of manpower could be revised, if the government could invest more expenditure and revise some relevant system. The ratio of soldiers from the draft military service would decrease year by year. The mercenary system might replace the conscription system. Other feasible methods





就目前現況，如何在短時間內教育義務役弟兄正確的心態與理念，恐怕才是當務之急，要做到「我是自己心甘情願的工作，而不是別人強逼我去完成」的積極作為，以下兩點建議可供參考：第一，強調工作的神聖性，樹立榮耀的工作典範：海巡署對內負起查緝走私煙毒、軍火、農產品、盜版商品、保育類動植物等影響國計民生甚鉅的不法行為，對外以維護國家近海主權、海洋資源、船舶航道安全為主，亦如日本海上保安廳與美國海岸防衛隊，是深具國際色彩的行政機關，能成為海巡署的一員，為國家盡一份心力，確為一項光榮而神聖的職業；第二，制定地區性的獎懲制度：海巡單位遍佈台灣各地，不同的海岸地形與海域環境，會造成不同的主次要問題，例如部分地區盛行走私、部分地區卻盛行違法偷渡，因此根據轄區特性，制定獎懲辦法，方能有效提振士氣、減少弊案的發生。而海巡弟兄更應該自我要求，克盡職守，以身為海巡人而引以為傲。儘管經歷了如永安漁港事件的慘痛教訓，以及保釣與春曉油田利益爭奪的無奈，但相信海巡健兒致力維護台灣安全與經濟成果的決心不會改變，讓我們群策群力，榮耀不曾遺失，用心更能發揚！

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of recruiting more soldiers include the public employment test, the establishment of Coast Guard Jurisdiction Police School or the establishment of Coast Guard Jurisdiction Police Section from the Police School. All the previous ideas must be based on considerations of overall environment of Taiwan, allocation of government resource and reasonable progress plan. These could be treated as long-term development objectives.

According to the current situation, it was urgent to cultivate the correct attitude and thought of soldiers from the draft military service in a short time, which aimed to have positive attitude and action of "This was the job that I would like to do, not anyone forced me to accomplish". There were two suggestions for references. Firstly, it was to emphasize the importance of working and establish the working paragon. Internally, the Coast Guard Administration should be responsible for investigating the illegal actions, such as smuggling activities of tobacco and drugs, gunfire, agricultural products, pirated edition of products and conserved animals and plants. Externally, it was to protect the national coastal sovereignty, marine resources, waterway safety. The Coast Guard Administration was an international administration institution, which functioned just like Japan Coast Guard and United States Coast Guard. Therefore, it would be an honor, if the soldier could work as a member in the Coast Guard Administration and devoted himself for the country. Secondly, it was to formulate the regional award system: The Patrol units distributed in various areas of Taiwan. The different coast terrain and coastal environment would result in main and subordinate issues, such as prevailing smuggling activities in some regional areas and illegal immigration in other regional areas. Therefore, the award system was formulated according to the characteristics of regions in charge in order to raise the morale effectively and decrease the occurrence of fraudulent practices. The soldiers should be self-demanded, take responsibility and be proud of being as a member in the Coast Guard Administration. Even if the Coast Guard Administration has experienced the incident of Yung-An fishing port, the incident of Sengaku isles issue and the conflict of Chun-Hsiao oil deposits, it was surely believed that the soldiers in the Coast Guard Administration were still devoted themselves to protecting the security of Taiwan and their resolutions to maintain the economic results wouldn't change. Let us work with collective wisdom and concerted efforts. Honor would be ours, only when we try our best!

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