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## 人物專訪 People Profile

# 「海安三號演習」指揮官－海岸巡防總局南部地區巡防局局長 葉光輝

## The "Hai An #3 Drill" Commander - Southern Coastal Patrol Office director Yeh Kuang-hu



每年行政院海岸巡防署爲了預防海上恐怖行為發生的可能性，特別舉行海上反恐演習，今年已堂堂邁入第三年！三月，海巡署海岸巡防總局南部地區巡防局受命執行本年度重點任務－「海安三號演習」，並由該局負責統籌、規劃一切演習內容。海巡健兒在經過二個半月縝密、嚴格且完整的訓練之後，在5月28日上午十點於高雄市新光碼頭精彩地呈現各項高難度的演習項目。「完美演出」除了需要付出許多時間的努力之外，堅定的意志力更是不可或缺的因素。本刊特地訪問了本次「海安三號演習」總指揮官－海岸巡防總局南部地區巡防局局長葉光輝及海洋巡防總局第五海巡隊隊長余哲鑫兩位幕後代表人物，讓大家對於演習背後艱鉅與辛苦的演練過程能有更深入的瞭解。

5月27日上午八點三十分許，本刊編輯小組進入南部地區巡防局，看見的第一景象是神情嚴肅、腳步快速步出營區的單位同仁，經了解大家正準備前往「海安三號演習」會場做最後整備工作，葉局長當然也不例外，出發前在口頭交代繁瑣公務之後，葉局長接受了本刊專訪。

**利用單位特有性質 整合岸、海、空立體能量 展現本署全方位戰力**

曾於民國75年參與國軍「國光演習」並獲得蔣故總統經國先生頒贈勳章表揚的葉局

In a move to efficiently safeguard the probability and handle the sea terrorism act in advance, the Executive Yuan Coast Guard Administration takes pre-cautious initiative to stage yearly sea anti-terrorism drill on March, which is now on its third year of staging! The Southern Coastal Patrol Office has been appointed to execute this year's focus mission - "Hai An #3 Drill", and the office is responsible for overseeing the logistics, planning and executing of all pertinent drill contents of which the core is "anti-sea terrorism and protect Taiwan". Upon undergoing two and a half months of stringent, strict, and comprehensive duty training, Coast Guard men with incredible physical fitness assemble at Kaohsiung City's Hsin Kong Piers to demonstrate a remarkable rehearsal at 10:00AM on May 28, where a series of highly difficult drill maneuvers are showcased. A perfect staging takes more than the devotion of time and efforts, but a stern willpower is also an indispensable element contributing to the ultimate success. The publication has paid a field visit to call on two key figures behind the scene: "Hai An #3 Drill" Commander - Southern Coastal Patrol Office chief Yeh Kuang-hui, and drill participating unit officer in chief - Offshore Flotilla 15's commander Yu Tzer-hsin, who bring to us an in-depth understanding to the challenging and difficult rehearsal process behind the drill.

At around 8:30AM on the morning of May 27, the publication's editing team enters the Southern Coastal Patrol Office, and is greeted with platoon associates who swiftly walk past us in a solemn expression, and our inquiry reveals that they are on the way to the "Hai An #3 Drill" venue to tidy up the final preparation work, while it is no different for office chief Yeh, who is busy instructing official business prior to disembarking but is gracious enough to accept the publication's exclusive interview.

**Utilizing unique unit characteristics to integrate the coastal, marine and aerial three-way dynamics for showcasing the administration's diverse combat readiness**



長，這樣的背景之下，加上歷經多年的職場粹煉，再次接受本署年度演習的重大任務，從演習當天觀禮來賓及民衆的掌聲中，在在證明「薑是老的辣」！葉局長表示，一個任務的成功除了整體團隊的配合，不外乎因循著三項步驟進行：（一）任務的分析與研判。（二）律定工作程序與方法。（三）立即策定計畫；此外，訓練方式則採取：（一）分業訓練。（二）組合訓練。（三）綜合演練，按部就班、循序漸進，再配合上本署單位特有性質，整合岸、海、空三方立體能量後，更能展現本署全方位戰力。當然一項任務的完成除了本身嚴密的策劃及訓練之外，「天時、地利、人和」更是重要環節，缺一不可。從演習規劃到正式演出，令人擔心且無法準確預期的部分就是氣候問題，為此，還特地洽詢氣象局高雄地區近十年一到五月平均溫度及氣候狀況，以做萬全的應變。另與部外協同參與演習的各機關單位協調聯繫工作，更是不可輕忽！從交通部、環保署、高雄港務局、高雄市警局還有內政部空中勤務總隊都紛紛支援配合演習項目，各個單位都是排除勤務時間盡可能的全力配合演練，這使得演習前的訓練工作進行的更為順利。

### 演習前中後 能量立即轉換、人員快速投入、隊伍即刻圍捕

「海安三號演習」任務，幾乎投入所有南部地區洋、岸兩部分人力參與，儘管如此，本署岸海巡邏勤務仍舊照常執行。局長分析道：「演習視同作戰，在演習結束之後，所有能量即刻轉換至勤務執行上。規劃

Having partaken the Joined Force's "Kuo Kuang Drill" in 1987 to demonstrate the combat readiness, and has been inspected by the late president Chiang Jing-kuo for the troops and accomplished the mission satisfactorily, office chief Yeh, under such background, coupled with years of job polishing, has once again accepted the monumental task of overseeing the administration's annual drill, and the critical applauds from the guests of honor and participating public on the day of the drill have proven sufficiently that "Experience outweighs everything else"! Office chief Yeh says, a successful mission takes not only a teamwork-oriented cooperation, but is also to be conducted in a crucial four-step process: (1) Primary mission analysis and assessment; (2) Rhythmic working procedure and methodology; (3) Set the plan and achieve the organization of units (4) Carry through and execute the plan practically and efficiently. In addition, the training method would need to heed to, (1) Proficiency-divided training; (2) Portfolio training; (3) Integrated drilling, by which a steadfast and gradual approach and coupled with the unique characteristics of various units at the administration, that would poise to integrate a three-dimensional coastal, marine and aerial dynamics, and to further showcase the administration's diverse combat readiness. Naturally, the completion of any mission takes more than stringent planning and training, but a perfect synchronization of the time, place and people continues to be a vital and indispensable link. From rehearsal planning to formal staging, what remains most worrisome and unpredictable has been the problem of weather element, to which, inquiries have been made with the Central Weather Bureau on the average temperature, climatic conditions and the rainfall in the Kaohsiung area of May for the past 10 years, so to cover all bases. Equally important is the coordination and contact work with various government agency units partaking the drill, which remains ominously important as well. Coordinating organizations, covering the Ministry of Communications, the Environmental Protection Administration, the Kaohsiung Port Authority, the preparation department of the Ministry of Interior aerial duty head platoon, Police Office of Kaohsiung Port Affairs of National Police Agency, have all chipped in to support and assistance the drilling categories with all efforts. Moreover, it is impressive how all participating units have put forth their best efforts in support the drills devoting their time and efforts to carrying out their respective duties, allowing the pre-drill training work to pan out much more smoothly and establish the foundation of the successful drill.

**An instantaneous energy transform, rapidly plunge in and over-all arrest during the planning period of the "Hai An #3 Drill" mission** which has involved most manpower belonged to southern sea and coastal region. Nevertheless, the administration's coast guard duties continue as usual, and the "Dragon Hunt project" which is highly valued by the government and the whole society is never neglected by our office. The office chief analyzes by saying, "Drills are much like combat; an adage that appeared in the Sung Tze Military Law's dispute section is also quoted that "In deterring infringing forces, it is best to deploy infiltration without coercion". Therefore, during the drill, the administration has specifically deployed an instantaneous energy transformation for the arrest act of the "Escape Prevention project", in another word, during the drill, if the Escape Prevention situation occurs, hence, inte-





演習以來，南部地區岸海巡邏勤務一直沒有間斷過，人員分為兩部分運作：一為演習人員；一為執勤人員。對於政府及社會各界一直很重視的「獵龍專案」、「防逃專案」，本署也一直沒有忽略過。孫子兵法軍爭篇中提到：違師遺闕，歸師勿過。因循此用衆之法，本署於演習前中後，能量立即轉換、人員快速投入、隊伍即刻圍捕。因此，執勤人員之運用，在勤務的執行上仍能照常運作。也由此可知，所有任務無論大小，光憑一己之力是無法達成的。署內刻正規劃「地區責任制」，為的是將岸、海力量統合為一，此次「海安三號演習」更是將岸、海統整編組之後的力量發揮到極至！這次演習不僅增加了本身領導統御的經驗，對於同仁而言更是職場技能提昇的最好時機。

最後，葉局長再三強調：由於所有參與的辛苦同仁及協同演練的部外機關單位多方的配合，才有如此精采的畫面呈現。尤其更要感謝署長政策指導及鍾副署長全程親臨參與、提振士氣，使得演習能夠順利圓滿達成。

訪談過後，葉局長也趕往會場，為5月28日的演習做最後確認。每次預演前的協調會，預演後的檢討會，總是親臨指導，對於局長事必躬親的態度，本刊相當感佩！除了從海岸巡防總局南部地區巡防局了解整個策劃過程之外，本刊也採訪了海洋巡防總局第五海巡隊，希望藉由他們，瞭解參演單位背後辛苦的過程！

grate the coastal, marine and aerial forces, "An instantaneous energy transform, rapidly plunge in and overall arrest " to accomplish the prime duty of arresting criminals. In addition, the administration is implementing a "Regional responsibility scheme" that would serve to streamline the administration's coastal and marine dynamics. And the current "Hai An #3 Drill" has done just that by excelling the post coastal-marine realignment to a pinnacle, as the drill has not only been a strict test to the participated colleagues but also provides a perfect timing for elevating the working efficiency in the work field.

Lastly, director Yeh emphasizes repeatedly, a good drill owes its successful demonstration to hard work and devotion of all participating associates, unison collaboration of many outside agencies and government units partaking. Particularly thankful are minister Syu's keen policy guidance, deputy director Chung's personal participation throughout the entire process, earnest exhortations which boosted the morale and help bring the drill to a successful close.

Upon concluding the interview, bureau chief Yeh rushes to the venue to conduct the final check for the drill slated for May 28. At every pre-rehearsal coordination meeting, post-rehearsal review meeting, he has always attended them in person, as the publication pays tribute to the director's take of an attentive, diligent approach. Besides getting a full glimpse of how the Southern Coastal Patrol Office plans the entire drill process, the publication has also interviewed Offshore Flotilla 15, Maritime Patrol Directorate General, in search of discerning through the men all the hard work that all participating units have put forth.

## 人物專訪 People Profile:

# 參演單位主官-海洋巡防總局第五海巡隊 隊長 于哲鑫

Drill participating unit's officer in chief - Commander of Offshore Flotilla 15, Maritime Patrol Directorate General Yu Tzer-hsin





5月27日下午四點二十分許，本刊見到了甫從演習會場開完檢討會回來的第五海巡隊隊長于哲鑫，雖然任務繁忙，但于隊長還是笑容滿面接待本刊人員，絲毫看不出一點疲態，進入隊長室之後，開始了我們的訪談。

### 編組人員責任明確 建立同仁信賴機制 達成共識凝聚向心

于隊長一開始便說道：「要感謝的人很多，尤其在我繼任第五海巡隊前隊長朱振良之後，他們精實的基礎演練，使我能夠馬上將整個演習過程統合並遂行，再加上署本部鍾副署長以多次演習經驗作為指導，無論對上對下，我都秉著一面看、一面做、一面學習的認真態度，始能達成要求、完成任務。」。

他也分析這次完成任務的幾項主要因素：「實力堅強的幕僚群是促成計畫遂行的要項之一。由於各編組責任明確且溝通充分，因此演練任務中任一項目時，更顯默契十足。其次是各單位同仁之間信賴機制建立的岸、海勤務統合與車、船、艇勤務派遣管制，在行政觀點上是經濟與睿智的，藉由這次演習更是驗證該機制在實際上確有其可行性，不僅人力充分運用得宜，也證實本署刻正規劃施行「地區責任制」之整合成功，指日可待。再者，經過多次演練後，逐一矯正缺失，建立共識凝聚向心力，是相當重要的因素。維繫同仁高昂的士氣，更能使得演練一次比一次好，正式演習時完美呈現結果。」于隊長口氣堅定的強調。

在葉局長及于隊長兩人的訪談中，反覆聽見他倆心中充滿著感謝，因為演習時機得以相互瞭解彼此能量及限制因素，提昇本署執勤效能，似乎也更符合了「地區責任制」的意旨。

高雄新光碼頭裡的貨車依舊忙碌著，塵砂飛揚的空氣中彷彿預知明日將有一場驚天動地的演出！

At around 4:20PM on May 27 as the publication comes across Off shore Flotilla 15's captain Yu Tzer-hsin who has just returned from the drill venue attending the review meeting, despite his hectic schedule, captain Yu greets the publication staff with friendly smile, reveling none of a gluing day that he has had, and begins our exclusive interview as soon as he enters the captain's room.

The clear-cut organizational scheme and personnel responsibility help to instill the associates with a confidence mechanism that serves to solidify consensus and unite loyalty

Captain Yu has said from the very beginning, "There are many people to thank for, particularly following my taking over the position of former Offshore Flotilla 15's captain Ju Zhen-Liang, their precise rudimentary rehearsal allows me to instantaneously integrate and execute the entire drill, coupled with administration head office deputy director Chung's several prior drill experience as the cornerstone, irrespective of subjects, I have always uphold a diligent learning attitude, in which I go as I learn, anticipating to tackle the demands and achieve the mission".

He has also analyzed a few crucial factors that led to a successful completion of the mission, "The dynamic and strong staff is one of the crucial elements in making the project execution a smooth sailing. Thanks to clearly defined responsibilities for all sections organized and a smooth chain of communication, there is ample of unspoken interconnectivity in every category of the drill mission. The next goes to the instilment of a mutual trusting mechanism among all unit associates that made the coastal, sea duty integration and vehicle, vessel and boat mission deployment control a cinch, which speaks of economy and intelligence in an administrative sense, and through this drill, the mechanism is proven feasible through tangible implementation, allowing not only an ample utilization of the manpower, but validating the successful integration of a "Regional responsibility scheme" actively sought by the administration to be a future guidance. Furthermore, upon undergoing several rehearsals, in which deficiencies are corrected one by one, the gradual formation of a consensus and the united loyalty also play a crucial role, linking the associates with a high morale, and excelling the rehearsals to be better every time, until a perfect stage at the formal drilling", as Captain Yu emphasizes with a determined tone of voice.

Through our interviewing director Yeh and capital Yu, we repeatedly hear of their gratitude from the bottom of their hearts because the drill timing that serves to bridge mutual understandings and discern limiting factors not only helps to excel the administration's duty execution efficiency, but it is also conducive of realizing the true essence of the "Regional responsibility scheme".

Trucks continue to pour in and out of Kaohsiung Port's Hsin Kong Piers, the dust-permeating air seems to foretell that there will be an astounding performance right here tomorrow!