



文、沈大偉、曾國利

Article, Shen Da-wei, Tzeng Kuo-li

淺談本署 海巡工作績效考評要點

A brief recap of the Coast Guard Administration's Performance Evaluation Guide

背景說明

爲有效執行海岸巡防法第四條所付予之職掌，考核所屬機關、單位工作執行能力與能量，本署成立之初即分別就情報蒐整、彙研及運用部分訂定「行政院海岸巡防署情報及行動蒐證考核實施要點」、案件查緝部分訂定「行政院海岸巡防署工作績效考評要點」及「行政院海岸巡防署三節重點期間鎮海工作績效考評及獎懲規定」，惟經頒實施後，因考核標準及方式不一、形成重複考核、獎懲之爭議並使執行單位無所適從之感，爰此，爲期使考評工作更趨合理、公平與一致，在經多次邀集所屬機關（單位）研商後，由本署情報處綜整訂頒「行政院海岸巡防暨所屬機關（單位）海巡工作績效考評要點」（以下稱本要點）並於93年1月1日起實施，統由本署情報處主政。

Background description

In an effort to effectively execute the duties and responsibilities bestowed upon the administration as per Article 4 of the Coast Guard Law in evaluating its subordinate agencies and units' mission executing capabilities and capacities, the administration has drafted an "The intelligence Work Performance evaluation guide of the Coast Guard Administration, Executive Yuan (CGA)" and "The Coast Guard Administration, Executive Yuan focus on Maritime Safeguard Work Performance Evaluation, Rewards and Punishments Guideline during Three Major Holidays." since its established, taken into account for concerning information gather, consolidating and utilization. Yet upon implementation through formal promulgation, the varied evaluation criteria and means have created redundant evaluation, disputing citation and reprimand that only emerge to hinder the evaluation units. In light of which, to ensure that the evaluation work can be conducted in a rational, fair and consistent manner, following several plenary discussions joined by relevant subordinate agencies and units, the Administration's intelligence division has consolidated and promulgated an "Coast Guard Administration, Executive Yuan and its Subordinate Agencies and Units' Coast Guard Work Performance Evaluation Guide", which has gone into effect on January 1, 2004, and the program is spearheaded by the Administration's intelligence division.



意涵與特性

本要點自 93 年 1 月 1 日實施至今業已完成 93 年考評作業，惟因首次辦理整合性之考評作業，仍有未盡週延之處包括：「本署海巡隊、機動查緝隊及岸巡總大隊之任務及勤務特性訂定考評基準」、「修訂外離島績效考評基數」、「海巡服務工作核分比例」等問題，在彙集承辦人員及各執行單位所遇之問題後，於 93 年 6 月著手進行修正，經多次研商於 93 年 12 月底完成修正，並經核定於 94 年 1 月 1 日起實施。本要點修正後條文共計 11 點，其重點分述如后：

一、明定本署為考核所屬機關（單位）海巡工作成效，特訂定本要點（本要點第一點）。

二、明定本要點考評對象及分組情形，本要點將考評對象分成四組，第 1 組海岸巡防總局（以下稱海岸總局）各地區巡防局、第 2 組海洋巡防總局（以下稱海洋總局）偵防查緝隊及海岸巡防總局機動查緝隊、第 3 組海洋總局各海巡隊、直屬船隊、第 4 組各地區巡防局岸巡總、大隊（本要點第二點）。本條文重點係依任務屬性不同將同性質單位予以編組，另為因應未來組調整及政策走向，建立地區責任制，發揮岸海合一之統合力量，第 1 組以轄區內受考海巡隊、直屬船隊、機動查緝隊、岸巡總、大隊每半年成績總合列計成績，第 2、4 組則依各各執行單位特性與往年績效，訂定考評基數，再依賦予基數為準據以自評成績之超差比評列等級。

三、明定考評項目（本要點第三點）包括：海巡安全情報、查緝走私、查緝非法入出國、專案工作、取締非法暨越區捕魚、取締破壞海洋海岸資源、救生救難及其他類等。

四、明定各考評對象受考基數換算及評

Significant and characteristics

The guideline, since implemented on January 1, 2004, has since had a 2004 evaluation process concluded, notwithstanding that there are certain deficiencies due to a first time implementation of such an integrated evaluation task. Some of which include issues revolving around the “CGA’s maritime patrol flotilla, mobile seizure squadron and coastal patrol brigade and battalion’s mission and duty characteristic evaluation drafting criteria”, “Revision for offshore island units performance evaluation base point system”, “Coast guard service duty point evaluation ratio” and so forth. Upon integrating issues confronted by the processor and implementation units, a revision has been sought that begun in June 2004, and has been concluded as of the end of December 2004 following several plenary discussions, and the revised guideline is ratified for implementing by January 1, 2005. The revised guideline now encompasses 11 articles, and an overview of which is as follows,

1. The guideline has been expressly introduced in support of stipulating the Administration’s evaluation of coast guard duties performed by its subordinate agencies and units (Article one of the guideline).
2. To stipulate the guideline’s relevant evaluation subjects and state of grouping division, the guideline has had the applicable evaluation subjects divided into four groups. Group one covers various District coast guard bureaus under the Director General Coastal Patrol Agency (DGCPA); group two covers Director General Maritime Patrol Agency’s (DGMPPA) investigation/defense seizing squadron and DGCPA’s mobile seizing squadrons; group three covers DGMPPA’s Maritime Patrol Flotillas, direct-Access fleet; group four covers various District coast guard Bureau’s Coastal Patrol brigades and Battalions. (Article two of the guideline). The main focus on this article lies in organization units of varied nature by mission; in addition, in response to future organization reform and policy orientation, a regional responsibility scheme has been established to realize an integrated strength in coastal and maritime enforcement, whereby group one has the evaluated maritime patrol flotillas, direct-access fleet, mobile seizing squadrons, coastal patrol brigades and battalions evaluated every six months for score tallying, while that for grouping 2 and 4 would have an evaluation base point system set up as per unit characteristics and previous performance history with which to place tanking based on the differential derived from the base points assigned.
3. Stipulations are given to define evaluation categories (Article three of the guideline), which include, maritime patrol security intelligence, trafficking crackdown, crackdown against illegal entry and departure, project missions, crackdown against illegal and cross-border fishing, crackdown against sabotage to marine and coastline resources, distress and life rescue, and other categories.



Operations Profile

業務分析

比作業起始，受考基數、成績核算方式、核分基準等（本要點第四點）；另為導引各執行單位工作方向、朝向海域、海岸拓展與案件移送自主性，規定管轄權責範圍內偵破案件並自行移送者加核實得總分30%、由其他機關主偵之案件，本署受考單位配合或提供情資者核予實得總分20%、僅協助配合者核予實得總分10%。

五、明定同一案件有協辦單位者，其核分分配原則、方式及遇有爭議時之處理方式與時效（本要點第五點），其目的在防制各受考單位因績效問題而產生之罅隙，進而影響任務遂行與本署形象之情事發生。

六、明定本署得依海巡任務重點、執行海巡任務能量、轄區特性及專案任務期間，調整受考基數與核分基準（本要點第六點），其目的在藉由調整受考基數或核分基準，作為現階段工作重點方向之指引。

七、明定考評基準（本要點第七點）其分述如后：

（一）成績等級：區分特優（達成率180%以上）、優等（達成率達160%以上，未滿180%）、一等（達成率達140%以上，未滿160%）、二等（達成率達120%以上，未滿140%）、三等（達成率達100%以上，未滿120%）、四等（達成率達80%以上，未滿100%）、五等（達成率未達80%）

（二）獎懲基準：為有效獎優懲劣，本要點將獎懲標準區分六款，最高首長單位主官（管）可記功乙次、並發給工作獎勵金10萬元（特優單位），最低亦可獲頒團體工作獎勵金2萬元（三等單位）；而懲處部分僅列為第五等且為各組最後一名者，機關首長及單位主

4. Stipulations are given to define the conversion of base point earned by the evaluated subjects, the onset and ending of an evaluation process, the evaluator's base point and score audit method, audit criteria and the like (Article four of the guideline); in addition, to steer the working focus of all enforcement units to brace toward a voluntary orientation in coastal water and coastline coverage and case referral, stipulations are given to define closed cases within a responsible jurisdiction and reported voluntarily would be given extra 30% of the total score; cases spearheaded by other agencies, in which the Administration's evaluated unit is either supporting or offering intelligence, would be given 20% of the total score; and those rendering supports are assigned with 10% of the total score.
5. Stipulations are given to define the score distribution principle, method in the presence of coordinating units that partake the same case, and means and deadline governing dispute cases (Article five of the guideline), whose objective lies in preventing discord arisen



from performance evaluation among the evaluated units, which might hinder mission execution or jeopardize the administration's image.

6. Stipulations are given to define that the Administration may adjust the evaluation base point and grading criteria in accordance with mission focus, ability to execute coast guard mission, jurisdictional characteristics and duration of projects and missions (Article six of the guideline), whose objective lies in offering an adjustable base point and/or grading criteria that could be used as a yardstick in steering the present stage's focus of work.
7. Stipulations are given to define the evaluation and assessment criteria (Article seven of the guideline), which is further elaborated as follows,



官（管）申誠一次處分。

（三）受考評機關（單位）達前項獎勵基準者行政獎勵第2組至第4組各取最優前3名。

（四）為期使本署各偵緝單位能擴大案件追查及計畫性偵辦重大案件且自行移送，受考評單位第2組工作成效如未依上述規定執行，其考評列等與行政獎勵降級一等核給。

（五）為避免爭功諉過或未依相關規定辦理之情事發生，凡經查證屬實者，除追究相關責任外，該案考評成績將不予列計。此條文為本要點之核心價值，其意旨在經由評比以獎懲督促各機關（單位）有效遂行海巡任務，而依條文內容分析本要點訂定精神以正面積極鼓勵為主、非以懲處為手段之僵化性考核，且促使達成案件偵辦自主性與維護各執行單位間和諧為目的，可謂面面俱到。

（六）明定暫不評比而採以工作成效數量為評鑑之單位，並以每半年工作成效評鑑，核發團體工作獎勵金並律定評鑑單位、評鑑基準及成績核算方式（本要點第八點）。本條文係針對執行單位位處環境敏感之金門、連江各海巡隊、岸巡總大隊及設備尚未全之空中偵巡隊及任務特殊之東、南沙指揮部（不設定受考基數）所訂定。

（七）明定本署及所屬機關得對承辦業務人員依其成效辦理獎懲（本要點第九點）。

（八）明定團體工作獎勵金由本署相關經費項下列支（本要點第十點）。

（九）明定案件處理結束後須輸鍵本署資訊系統、其成績以系統內資料

(1) Score grading: the grades are differentiated into extra outstanding (with 180% or more of attainment rate), outstanding (with over 160% and under 180% of attainment rate), class one (with over 140% and under 160% of attainment rate), class two (with over 120% and under 140% of attainment rate), class three (with under 120% and over 100% of attainment rate), class four (with over 80% and under 100% of attainment rate), class five (under 80% of attainment rate).

(2) Citation/reprimand criteria: this pertains to effective citation to achievements and reprimand for slacking. The guideline has had the citation/reprimand criteria divided into six categories, the top-ranking head of a department unit would receive one citation, with \$100,000 working incentive (extra outstanding unit), and the lowest would also be eligible to receive a group working incentive of \$20,000 (class three unit); whereas in reprimand, only those ranked class five and of the last in all groups would have their agency head and unit officer/supervisor given one reprimand.

(3) Among agencies and units being evaluated that are meeting the foresaid incentive criteria, the administrative incentives will go to the each top three chosen from group 2 to group 4.

(4) In a move to ensure that all Administration's investigation and crackdown units are able to expand case follow-up investigation and systematically investigate major cases with voluntary referral dispatch, an assessed unit's secondary work performance that should fail to be executed as stipulated above would face having their evaluation grade and administrative incentive downgraded by one class in the award payout system.

(5) To avoid performance squabble or responsibility renegeing, or failing to abide by regulations, those that have been found to be true are not only subject to liability follow-up but whose case evaluation score will also be forfeited. The article serves as a core value of the entire guideline, whose objective lies in instilling the citation and reprimand system in a move to monitor effective coast guard missions being carried out by relevant agencies and units, and that a concise analysis on the content of this article finds it primarily intends to encourage positive voluntary action, rather than heeding to a rigid, unchanging evaluation taking to reprimand, notwithstanding that it also covers many facets in how it excels the objective of voluntary case implementation and a harmonious coordination among relevant operating units.

(6) Stipulations are given to define units that are temporarily excluded from evaluation comparison but taking to a total work effectiveness as the basis of evaluation, and that the work performance is evaluated at the interval of every six months, whereby group work incentive awards are given, with stipulations



爲主，另律定佐證資料送達及承辦人員完成核分時限、遇有爭議案件核分處理原則，如有不實情事將依相關法令懲處等（本要點第十一點）。

目標與期望

- 一、發揮統合力量，共同維護海域、海岸安全與資源。
- 二、追查幕後，澈底瓦解不法。
- 三、展現決心，樹立執法威信。
- 四、全員情報，健全預警機制。
- 五、有效處理案件、提昇本署形象。
- 六、考評一貫，有效提升督導功能與核心任務達成。
- 七、適時結合任務需求，調整考評權質。
- 八、特殊敏感地域，辦理另予評鑑。
- 九、建立同質性受考組別，採單一核分基

instilled to govern the evaluation unit, evaluation criteria and score tabulation method (Article eight of the guideline). The article is instilled catering to execution units that are situated in sensitive Kinmen, Lienjiang Maritime Patrol Flotillas, coastal patrol brigades and battalions, aerial patrol squadron that has yet been fully equipped, and the Pratas and Spratly Island Special command headquarters with unique missions (without preset evaluation base points).

- (7) Stipulations are given to define that the administration and its subordinate agencies may issue citation or reprimand according to the performance of relevant operational personnel (Article nine of the guideline).
- (8) Stipulations are given to define that the group working incentive awards are allocated under the Administration's relevant budget category (Article ten of the guideline).
- (9) Stipulations are given to define all closed cases are to be keyed into the Administration's information system, where the score will mainly be determined by the content of the system data; also stipulated are deadline for the delivery of supplementary evidential data and evaluation grading of the processing personnel, as well as grading criteria in the event of dispute cases, and that any untrue declarations are subject to corrective action



by relevant laws and regulations (Article eleven of the guideline).

The guide's objectives and anticipations:

1. To excel integrated strength to jointly maintain the maritime, coastal security and resources.
2. To backtrack the mastermind behind the scene to thoroughly dismantle the illicit.
3. To manifest the Administration's determination in installing law enforcement authority.
4. To install an all-source intelligence system that helps to install an early-warning mechanism.
5. To effective respond to relevant cases in a move to enhance the Administration's image.
6. To streamline consistent evaluation and assessment in a move to effective enhance the supervisory function and attain core missions.
7. To timely integrate mission requirements for adjusting the nature of evaluation and assessment.
8. To install separate evaluation and assessment for unique and sensitive areas.
9. To install a universal assessment grading system for groups those falls under the same nature in order to avoid human hindrance and to ensure timely citation/reprimand.
10. To effectively integrate the information for uniformed key-in and utilization.
11. To install an information platform that is poised to simplify the operating procedures, and curtail human error and deficiency.

準，防止人爲因素影響並適時予以獎懲。

十、有效整合資料，統一輸鍵運用。

十一、建構資訊化平台，簡化作業流程，杜絕人爲疏失與弊端。

結語

訂定本要點精神在促使本署所屬各機關（單位）以積極、服務、合作任事、藉由公平合理考評制度、以多獎少懲方式，期望各受考評機關（單位）同仁以更積極態度、發揮統合力執行海巡任務、精進海巡技能，以達成共同維護海域、海岸之安全、建立爲民服務良好形象之目標。

（作者均任職於海巡署情報處科員）

Conclusion

The purpose of drafting the guidelines lies in introducing a fair and rational evaluation and assessment system in measuring all administration subordinate agencies' voluntary efforts, services and collaboration, taking to a means of reduced reprimands yet increased citations in anticipation that all subordinate agency and unit associates being evaluated could be motivated to execute coast guard missions taking to a more aggressive approach that excels an integrated strength to jointly achieve maintaining the safety of Taiwan's maritime and coastlines, and for the purpose of installing a positive image of serving the public.

(The author is of a member to the Coast Guard Administration's intelligence division)