

「親民海巡、聞聲救苦、服務為樂、活力海洋」 —南巡局榮獲「ISO國際認證標準」 人物專訪

“Coast Patrol of People Caring, Relief of Suffering upon Learning, Joy in Service, Vitality of Marine Territory”

Exclusive Interview of Southern Coastal Patrol Office Awarded with “ISO
--International Certification Standards”

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近年來，政府積極推動「行政革新」及「政府再造」運動，行政院亦研定「全面提昇服務品質方案」，以民意為導向，鼓勵全國公務機關能積極推動全員參與，以提升行政效能，進而強化國家競爭力。

海巡署為提供民眾更快速、優質的服務，不斷精進作業流程，並依循ISO9001品質管理要求，逐步完成管理制度化、文件書面化、程序合理化、作業標準化等相關作業，為其樹立了為民服務新形象。該署所屬南部地區巡防局更於98年12月10日通過國際驗證機構外部稽核取得認證，本刊期能藉由此專訪局長張德浩先生、秘書室王益群主任、賴欣衍專員及劉嘉美科員等專案主要執行人員將其工作經驗心得及該單位獲得認證過程與全體海巡同仁分享。

During recent years, the government has actively initiated and worked on "Administration Reform" and "Government Re-engineering," while the Executive Yuan has also formulated "Total Service Quality Advancement Programs" toward public expectations. Besides, it has, as well, encouraged the civil servants at all levels to aggressively take part in it in order to enhance the administration efficiency and strengthen our national competitiveness.

The Coast Guard Administration has always dedicated to provide the general mass with better and favorable services, and constantly improve its operation flow. In additions, it has followed the requirements of quality management of ISO9001 to achieve, step by step, management systemization, documentation in written form, rationalization of procedure, and standardization of procedures and other related operations so that they can help to build up the brand new image being intimate to the general mass. The Southern Coastal Patrol Office affiliated to the Coastal Guard Administration has, on 10th December of 2009, been certified by the qualified International Organization for Standardization. This journey was done thru the exclusive interview of the primary figures for project implementation as Office Director Chang De-hao, Secretariat Director Wang Yi-chuan, specialist Lai Xin-yan, and section officer Liu Jia-mei for them to share their experiences and view on the entire processes of the certification to the office among all of the staff of the Coast Guard Administration.

局長張德浩先生

在局長張德浩先生說明下，從南巡局接觸到獲得ISO國際認證這背後，不知經歷了多少難關和挑戰，在一連串的考驗下，他們終究還是完成了這個艱辛、困難的任務。過程中張局長一再提及一線單位無論在規劃或執行層面，都必須是縝密規劃，並且審慎執行，他也特別以王陽明的學說為基礎，激勵同仁，務求達到上下一心，努力實踐「知行合一」精神，也因此才能使其獲得這份殊榮。他認為過去的公務機關總是給人硬梆梆的印象，為了使民眾能更接近海巡、瞭解海巡，他希望以「親民海巡、聞聲救苦、服務為樂、活力海洋」四大服務理念，作為該局未來廣續擴大為民服務工作指標。他認為其實公務機關成立最主要就是滿足社會大眾期待，因此服務品質的提升與創新，勢必要更貼近民眾，才能滿足他們的需求。

當我們再進一步談到榮獲ISO國際標準認證過程，張局長表示，為推動這項工作，南巡局全體總動員，除納編各單位人員成立工作小組，制定工作計畫及確定所需達成品質政策及目標外，更於年度內辦理相關教育訓練18場次施訓600人、撰擬ISO文件113件、辦理內部稽核訓練3場次施訓55人…等等，諸多繁瑣的審查作業流程，為的就是建構更完備的服務品質，並且將它向上提升，把「海巡為民服務」精神擴大延伸，使民眾能直接感受到他們的關懷。

Chang De-hao, Office Director

As explained by Director Chang De-hao, we have come to now the story behind the scene as those many difficulties and challenges that Southern Coastal Patrol Office has gone through before obtaining ISO certification; it's a great achievement after overcoming a series of trials. During the process, Director Chang has, once and again, instructed that the front-line units have to, no matter if it is in terms of planning or implementation aspect, carry out detailed programming and meticulous execution. In addition, he has specially based on the theory of Wang Yang-ming as foundation to encourage all of the colleagues to be in consensus as they realize the spirit of "Oneness of knowing and acting." As such, they could have earned this outstanding honor. Director Chang believes that public office has already impressed the general mass, with such rigid and inflexible image, and he would like to render the four major service ideas as "Coast Patrol of People Caring, Relief of Suffering Upon Learning, Joy in Service, Vitality of Marine Territory" so that the mass can find it's easier to get close of and know better of coast patrol, whereas he should make these four ideas as the work benchmarks of the office for continuous service to the mass. In fact, Director Chang considers that the primary purpose for the establishment of public office is to accommodate to the expectations of the general mass. Therefore, the enhancement and innovation of service quality has to be closer to them before their needs can be met.

As we talk about the processes being awarded the certification by ISO, Director Chang noted that the Southern Coastal Patrol Office has mobilized all of the staff in order to facilitate this task. Aside from taking in personnel from each unit into the task force, it has, on one hand, formulated the work project and confirmed the needed quality policy and objective, but also carried out 18 sessions of related educational training to implement training for 600 people, compose 113 items of ISO documents, sponsor 3 sessions of internal auditing training for 55 people. Of the sophisticated review operation flow, it is for the purpose of establishing more comprehensive service quality to demonstrate "Coastal Patrol in Service of People", which will bring direct positive impacts to the general mass.



◀ 張局長介紹該局成立專屬ISO管制室及相關作業內容
Director Chang introduces the specialized ISO control room set up in the office and its content of related operation

有了國際ISO認證的基礎，加上獲推薦代表海巡署參加第二屆政府服務品質獎，參選「第一線服務機關」獎項，張局長認為南巡局全體同仁需要投注更多的努力和心力，畢竟第一線是最直接與民眾接觸的服務機關，而ISO認證最嚴格標準，就是反覆驗證，且需要長時間觀察，事後的維持更是重要，非獲得一次認證，就能終身享有這項「榮耀」，畢竟這是一場由時間考驗及集合全體同仁努力所匯集的挑戰。

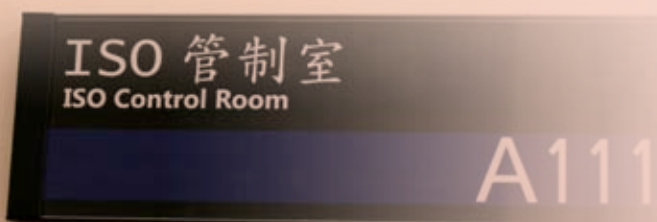
過去張局長也曾擔任海巡署後勤處處長，其任內導入不少企業經營模式及概念，如提出落實「海巡後勤六化」目標，將「後勤作業標準化」、「裝備採購實用化」、「補給體系物流化」、「裝備保修商維化」、「後勤人力專業化」、「財物管理資訊化」創新先進概念，透過整合加以強化後勤業務。現在雖然擔任的角色不同，但他認為「從顧客需求」出發的觀點，無論到那裏始終不變。就海巡署機關屬性而言，該如何取得執法者與民眾兩者之間雙贏的平衡點，進而爭取民眾的認同，他以下列幾點工作經驗、看法和我們分享：

1. 提出形而上之四大服務理念。
2. 凝聚同仁的向心力使其戮力推展。
3. 導入ISO品質管理，建立標準化作業流程。
4. 鼓勵基層單位跨機關合作，開發有價值的創新服務。
5. 安全是海巡服務的根本，海巡尖兵具獨特角色。
6. 運用網路迅速回應，聽取心聲廣納建言。

With ISO certification, Southern Coastal Patrol Office was further recommended to represent Coastal Guard Administration to take part in "Front-line Service Authority" of the 2nd Government Service Quality Award, Director Chang believes that all the staff from Southern Coastal Patrol Office should devote more effort and time on service quality as the first-line contact with people. As for ISO certification, it is reckoned to enjoy the toughest criteria, which is conducted with repeated verification and long-term observation, while aftermath maintenance is even more important. Therefore, it is not the case that life-long "honor" is provided with one-time certification as this is a challenge combined with test of time and efforts from all of the staff.

During the period of being Director for the Logistic Department of the Coastal Guard Administration, Director Chang had introduced advanced and innovative concepts as several management models and belief of enterprises, such as the realization of objective of "Six Sigma Logistics for Coastal Patrol," embracing "standardization of logistic operation," practicality of gear procurement," "logistic operation of supplies system," "commercial maintenance of gear repairs," "professionalization of logistic manpower," and "management computerization of finance" as logistic business is strengthened through integration. Though different role he is playing now, he believes the perspective from "need of customer" should always prevail wherever we are. From the nature of authority for Coastal Patrol Administration, he has put forth the point of balance for win-win scenario to be obtained between law-enforcement and general mass so as to vie for their affirmation, while following items of working experiences and opinions are listed to our sharing:

1. put forth the four metaphysical service belief;
2. coalesce the consensus of staff so as to place full effort on the promotion of objective;
3. introduce ISO quality management, and establish the operation flow of standardization;
4. encourage cross-authority cooperation among the grass-root, and develop innovative service of value;
5. safety is the foundation of costal patrol service, while sentry of coast patrol is found with its unique role-play;
6. make use of Internet for fast response, and embrace wide spectral of opinions from all channels.



▲ 張局長介紹該局成立專屬ISO管制室及相關作業內容

Director Chang introduces the specialized ISO control room set up in the office and its content of related operation

專訪最後，張局長認為海巡署在面對全球環境變遷，執行海上犯罪防制、漁民權益保護、海上救生救難、海洋資源開發與環境保護等各方面任務，責任日益加重。他期許該局同仁在執行海巡三大核心任務「海域執法、海事務務、海洋事務」工作時，能持續本著「親民海巡、聞聲救苦、服務為樂、活力海洋」四大服務理念，並肩齊心，藉由公私部門協力合作，擴大服務能量，提供更優質的海巡服務，以品質、環保、安全及數位的精進創新作為，建立全方位的e化新海巡，讓大家一起見證他們為民服務的蛻變與用心。

秘書室王益群主任

指揮統籌是工作推行成功與否的關鍵，結束與張局長的訪問，我們和專案規劃、統籌的推手王益群主任進一步了解整個工作執行與推展始末，王主任說：在他擔任秘書室主任期間，經常覺得民間公司行號、機關團體為什麼能將公司及機關形象與服務品質做得如此優質，進而使顧客滿意，讓他倍感好奇。所以為了讓局裏為民服務工作能更上層樓，毅然決定引進民間ISO國際品質認證制度，用更積極創新的作為落實提升本局的服務品質與效能。於是在98年，他們先行邀請專家對所屬全體同仁展開ISO認證暖身前置講（研）習，灌輸ISO觀念，接續辦理專精講習和各項準備工作，令全員參與。也因為這樣的堅持，讓他們榮獲署本部推薦參加第二屆政府服務品質獎，參選「第一線服務機關」獎項。

At the end of the interview, Director Chang considers the responsibility of the Coastal Patrol Administration is becoming ever more important as it is confronted with aspects of missions as global changes of environment, execution of crime prevention on sea, protection of fishermen's rights, sea rescue and disaster salvage, development of marine resources, and environmental protection. He anticipates the staff of the office to adhere to the core service belief as "Coast Patrol of People Caring, Relief of Suffering upon Learning, Joy in Service, Vitality of Marine Territory" as staff of office work out with the three core missions as "Maritime Law Enforcement, Maritime Services, Maritime Affairs." As such, they can collaborate in joint force to expand service momentum through joint cooperation between public and private sector in order to provide more favorable quality coastal patrol service. As viewed, the office can provide quality, environmental friend, secure, and digital action of betterment and innovation, helping to establish comprehensive and computerized novel coastal patrol so that all of us can witness the transformation and effort of the office for the general mass.

Wang Yi-chuan, Secretariat Director

Command and coordination are the keys to see if the work can be facilitated successfully. After having concluded the interview with Director Chang, we then talked to Secretariat Director Wang Yi-chuan, who is responsible for the project planning and coordination in order to appreciate the entire execution of work and the whole story of the facilitation. Director Wang said that during the of being the secretariat director, he always found it strange and curious why that commercial establishment and organization of private sector could have turned their image and service quality of company and organization so very well to satisfy customers. Therefore, he has, in order to help the service work to general mass upgraded, decided with courage to introduce ISO quality certification system, and would resort to more aggressive action to realize the service quality and efficiency of this office. Thus, experts were first invited in 2009 to carry out warm-up and pre-operation seminar on ISO for all of the staff, inculcating ISO ideas. In subsequence, he had then sponsored advanced seminar and various items of preparation work, making all staff to take part in. It is because of his insistence so that the office was recommended by the Coastal Guard Administration to participate in the 2nd Government Service Award for the nomination of award for "Front-line Service Authority."

王主任認為第一線是指直接、高頻率面對民眾之服務機關，評核項目採全面評核，所以南巡局所要投注之努力是需要全員參與、全員教育。他也提及在撰擬參獎申請書書面資料時，必須依ISO品質管理及品質保證標準的基本精神中所強調說、寫、做合一，才能達成。在推動為民服務整備過程中，他也認為主官的參與與支持是成敗主因，主要是為民服務工作是常態性、持續性的，他們在專案推行開始，即成立工作圈，將各科、室、中心專員納編，而工作圈成員也是ISO品管圈成員，這表示推動為民服務工作必須建立在ISO品質管理上，才能真正提升為民服務品質。

他強調，「海巡」不同於其他行政機關，他像是捍衛國土的軍人必須24小時的整裝待發，沒有假日；他像是「119消防隊」，那裏有需要，就往那裏去；他更像是醫院急診室，隨時待命搶救危難。一直以來，海巡機關投入服務工作的行政支出與民眾的感受是不對稱的，但是「寧可百年無戰事，不可一日無戰備」，民眾對海巡的深切期待，卻是另一層面的期許效益。這也就不難了解王主任當初堅決推行這項工作的目的。因為他認為未來海巡為民服務工作努力的目標，在於瞭解自身工作價值及益處，並戮力推展「以民為尊」理念，落實為民服務精神。

原來取得認證的過程有很多甘苦，當然也有很多成就感，重要的是少不了最辛苦的承辦人員，讓我們聽聽他們怎麼說：

賴欣衍專員

在推動階段最大的感受就是，大家都抱持著：怎麼可能？這是不可行的？排斥？放棄？等等這些念頭，當然加上各單位的意見非常多，讓這項工作面臨了極大挑戰。當然困難一定有，如何克服才是最重要的。

我覺得，除了給自己信心外，重點就是要按照既定的工作流程，隨時檢視進度，所以我們在短短三個多月的時間之內，就將所有ISO文件完成，在這個過程當中，最大的心得就是「只要相信，就能達成」，在全體同仁努力及各級長官指導下，著實完成了這個「不可能的任務」。

Director Wang considers that front-line is the most direct authority that confronts with the general public with high frequency, while the items of evaluation will carry out with comprehensive assessment. Thus, Southern Coastal Patrol Office requires the devotion and education for all the staff. In addition, he also mentions that when composing written information of application for the award it is necessary that the fundamental spirit of ISO quality management and quality assurance standards has to be emphasized. Besides, he also believes that the participation and support of the commanding officer is the primary reason of success as service work to the general mass would be regular and continuous. In such a way, the office has set up the task force at the initial stage when the project was to be facilitated, and specialists from every section, office, and center were embraced. Hence, members of the task force are also the members of ISO quality control circle, indicating that the facilitation of service work has to be founded on ISO quality management before service quality for the people can be enhanced.

Director Wang stresses that "Coastal Patrol" is different from other administration authorities as the office is like servicemen who have to be ready 24-hour to set off defending the country at all time, and there is no holiday for them. They are, on one hand, like "119 fire-fighting Brigade" for wherever there is need they will be dispatched, on the other hand, like the emergency room, and they have to be always standing by to conduct rescue and salvage disaster. For quite a long time, the devotion of administration expense by coast patrol authority into service work is incommensurable to feelings received by the general mass. Nonetheless, "it is preferred that there is never war in hundred years rather than in short of armaments," while the intense expectation of the mass for coastal patrol would be of the aspect for anticipated effect. Actually, we can then realize the objective why Director Wang had, at the first place, adamantly insisted to pursue for this task because he believes that the goal of effort by coastal patrol for service work is to appreciate the value and benefit of their own, and put all effort out into the belief of "honoring the people," fulfilling the spirit of servicing the people.

As a matter of act, there is so much hardship and difficult during the process obtaining the certification, and of course there is much sense of achievement. However, staffs who are in charge of the task have endured the most, and for now let's be all ears to what they have in mind:

Lai Xin-yan, Specialist

The most vigorous feeling at the initial stage is that everyone holds the thought as how it could be possible? It is not likely? And ideas as ejection or giving up and many other similar ideas have popped up. Of course, there are so many widespread of

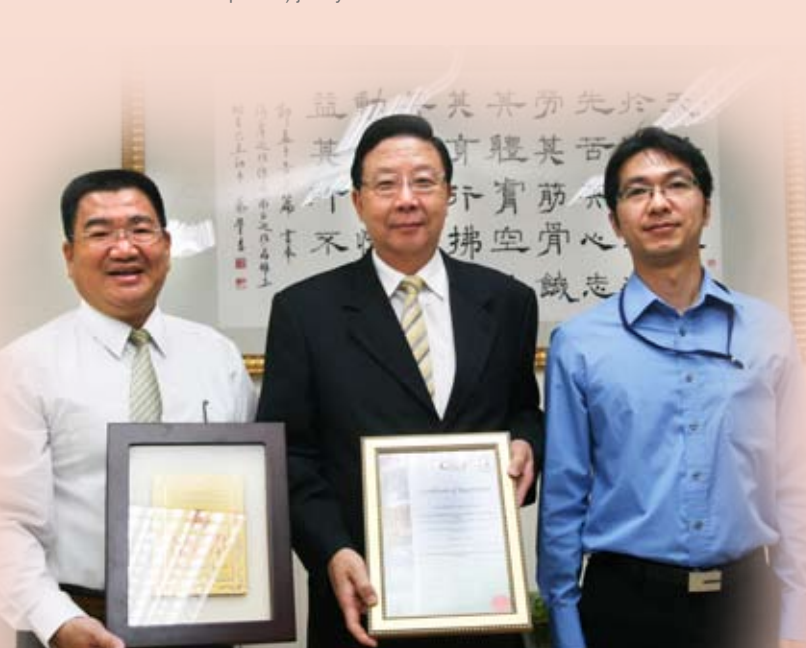
劉嘉美科員

此次我們之所以有幸獲得ISO認證這項殊榮及代表署部參加第二屆政府為民服務品質獎，其實這都要歸功於這幾年來大家的努力，正所謂「前人種樹，後人乘涼」，但一直以來，我們都忽略了，在積極強調救生救難及提升為民服務品質同時，其實都沒有站在民眾的角度來審視自己，「親民」是非常重要的，再者要感謝署部協助，敦請專業外聘委員審視局裏的參獎申請書，以專業角度指導修正，將我們參加「為民服務」品質獎比賽精神的主軸變得更突顯，也讓我們清楚了解，如何將為民服務的感覺和精神更直接呈現，讓民眾更深刻感受海巡署和他們站在同一陣線的心情。

從這些工作經驗和心得分享中，可以知道的是每一位海巡人員都是專案工作裏的主角，缺一不可。此次南巡局獲得ISO國際認證的經驗，從無到有，從辛苦耕耘到歡喜收割，成效斐然，雖無法一一備載，但過程中，無數繁雜瑣碎的作業流程、反覆的檢視驗證，以及長時間不斷維持，已大大提升他們的服務品質，更證明這是屬於他們團結一致努力的成果，相信未來海巡署各級單位有這樣完備的前例可循，將有利於他們加入爭取認證的腳步，並且持續前進，共同為民眾創造一個更優質、友善的社會環境而努力。

▼ 張德浩局長（圖中）、王益群主任（圖左）、賴欣衍專員（圖右）共同展示ISO認證證書

Chang De-hao, Director (middle in the picture), Wang Yi-chuan, Secretariat Director (left in the picture), Lai Xin-yan, Specialist (right in the picture) jointly demonstrate ISO certificate



ideas from different units, and they have exposed the work to tremendous challenge. As a matter of course, there would be difficulty, and what counts is how we manage to overcome.

I think, aside from puffing oneself with confidence, the focus would be to review the progress of schedule according to designated work flow at all time. Therefore, we can, within three months time, have completed all of the ISO documents, and during the process the lesson we learn is that "task can surely be done if we believe." And under the efforts of the entire colleagues and instructions from levels of commanding officers, we have, then, accomplished this "mission impossible."

Liu Jia-mei, Section Officer

Of this occasion, we are so lucky to be awarded with this honor of ISO certification, and represent the administration to take part in the 2nd Government Service Quality Award. All the credits should go to the entire staff in these years. As is well noted, "Ancestors plant, and descendants enjoy." Nonetheless, we have, for quite sometime, neglected to review ourselves from the perspective of the general public while we work actively to stress rescue and disaster salvage as well as putting focus on service quality. In fact, "intimate to people" is very important, and we should, also, like to give thanks to assistance from the administration and ministry for inviting professional external committee members to review the participation application of the office as these external experts should assist to review and modify professionally so that motif of our participation as "Service to People" in the quality award by the competition spirit can be well illustrated. Furthermore, it has also rendered us with greater clarity as how the feelings and spirit of service to people can be displayed more directly, helping the general mass to beware the profound sentiment of Coastal Patrol Administration of always standing by the people.

From the sharing of the work experiences and lessons, it is understood that every coastal patrol guard is, in and out, the protagonist of the project work, and none of them can be missed. With this experience of Southern Coastal Patrol Office obtaining ISO certification, it starts from scraps to fruitful and pleasant harvest after diligent work, and the accomplishment is astounding, details unable to be fully recorded. During the processes, there are countless of trivial operation flows, repeated verification and inspection, and long-span of maintenance, all of have well upgraded their service quality and further substantiated the achievement of their solidarity with joint effort. It is believed that the work can benefit their pace to fight for certification as various units of the Coastal Guard Administration are favorably equipped with such a precedent as they can help and make effort to create a more quality and friendly environment.