

柒、興革措施 Major Innovations



一、規劃郵政改制公司

為因應知識經濟時代來臨，強化經營體質，提昇服務效能，滿足顧客需求，鬆綁各種不合時空的法令限制，郵政總局定於92年1月1日改制為中華郵政股份有限公司。各項改制作業辦理情形如下：

（一）改制相關法規之修（擬）訂郵政改制五法案、郵政四法相關子法與各項法規命令及各項業務營運規章

（二）郵政組織結構重整計畫之實施

郵政改制公司後，郵政總局、儲匯局將整併為總公司，現存27個處室簡併為14個處室，另置總經理室。同時將臺灣北、中、南區郵政管理局及各級郵局簡併為各等郵局（責任中心局）及支局，組織由四級制改為三級制。

（三）公司人事制度及會計制度之擬訂

（四）公司資本額之訂定

依據91年12月5日行政院函示，中華郵政股份有限公司設立登記資本額為新台幣400億元（郵政100億元、儲匯250億元、簡易壽險50億元）。

（五）資產之重估及作價

（六）各項轉換作業之進行：作業系統轉換、溝通、訓練及公司設立登記

二、建置電子化便利郵局

配合資訊科技發展趨勢，積極發展網路金融、電子商務，建置電子化便利郵局。郵政總局九十一年完成工作項目如下：

1. Planning Postal Reorganization

In conjunction with the coming of the knowledge economy era, the Directorate General of Posts was transformed into a state-run corporation as from January 1, 2003 to upgrade service quality, to meet customers' requirements, and to eliminate outdated regulations. Major initiatives taken were:

- (1) To amend postal acts, detailed regulations, and operational rules;
- (2) To merge the DGP and the DGPRSB into one company, decreasing departments from 27 to 14, and to set up a general-manager office. To deactivate three regional post offices and merge different classes of post offices into responsibility center offices and branches, and to streamline the organizational structure from four levels to three.
- (3) To establish new personnel and accounting systems;
- (4) To re-establish the new company's capital structure: total capital registered - NT\$40 billion (postal: NT\$10 billion; savings: NT\$25 billion; life insurance: NT\$5 billion.)
- (5) To reevaluate assets and fixed prices;
- (6) To undertake system transformation, communications enhancement, personnel training, and new company registration.

2. Installing Electronic Convenience Post Offices

To meet with the development of the advanced information technology, the post office introduced Internet finance and e-commerce, and set up electronic convenience post offices. In 2002, the following tasks were completed:

（一）前置整合資料樞紐系統

建立前端系統與後端系統間資料訊息交換統一標準介面平台，開發共用模組化應用程式之資訊基礎架構，作為郵政總局資訊系統對外連結之安全防火牆與資訊傳遞樞紐，以縮短未來新種業務開發時程。

（二）郵政顧客服務中心建置

整合郵政總局有關郵務、儲匯、集郵、網站、網路郵局等系統，提供郵政總局客戶二十四小時單一窗口整體性的諮詢服務，進而推展主動通知、行銷服務，辦理顧客服務中心系統環境、場地、人員、作業流程等規劃建置工作，以提高服務品質，加強客戶對郵政總局之依賴感及忠誠度。

（三）網路郵局儲匯壽作業第二期

透過網際網路提供郵局儲匯壽服務之入口網站，提供網路轉帳、電子劃撥、公用事業繳費、公債預約及申購等功能。

（四）自助服務機系統

在各郵局營業據點，透過郵政內部網路，建立獨立之網域，建制安全之交易環境，以網頁互動導覽操作方式，提供郵務及儲、匯、壽險業務查詢、轉帳、繳款、劃撥、購物、加值等服務及結盟廠商之服務。

（五）劃撥特戶存款代收學雜費套裝軟體

協助各校於每學期開學之初，完成學雜費之繳費通知單開立、銷帳、學雜費代收、統計及列印等各項相關工作，以快速且順利完成學生之註冊事宜。

（六）二維條碼報稅電子掛號系統

加強服務郵政存簿儲金及郵政劃撥儲金客戶，用郵客戶不用出門即可完成綜合所得稅申報，提昇服務品質。

（七）電子商城系統（SSL付款機制）

配合網路科技之日新月益，提供民眾不出門即可一次購足貨品之網路購物服務，整合郵政總局金流、物流、資訊之優勢，建構一個既簡便又安全的電子商城，對郵政總局、商家及民眾實屬

(1) Data Integration System

Building a data integration system to serve as a data transmission hub and firewall between the headquarters' information system and the outside so as to shorten the time needed for initiating new service;

(2) Call Center Establishment

Integration of postal services, savings, philately, Internet, etc. into the call center system, offering postal customers a 24-hour enquiry service, and promoting various services through the center to strengthen customers' confidence and loyalty;

郵政代辦業務

郵局接受各機關團體

公司行號或個人之委託

代辦各種業務

歡迎各界加入為

合作夥伴

電話：0800099246

(02)23923913

雙贏的策略方向，以提高郵政總局競爭力，擴大業務層面。

(八) 電子郵箱系統網際網路傳輸作業

本系統係利用WEB BASE方式所開發之應用程式及其他一些軟體，讓客戶經由網際網路將資料由客戶端傳送至郵局伺服器端，再經由伺服器端之自動化作業將資料處理並傳送至郵局大型主機以完成相關作業。目前主要用於薪資轉存、授權轉帳、代發作業、代繳作業等各項作業。

三、創辦新種業務

- (一) 代收中央健康保險局紓困基金貸款戶按月繳納攤還款項作業。
- (二) 代收台灣電力公司電費業務。
- (三) 代辦工研院接受環保署委託發放汰換堪用汽、機車補助金作業。
- (四) 開辦自動櫃員機(ATM)轉帳繳納台電電費及一般費用業務。
- (五) 開辦以特戶存款方式代收交通部航政司商港服務費，以F T P(檔案專線傳輸)方式回送代收資料。
- (六) 開辦第二期網路郵局儲匯作業新增包括跨行轉帳、網路劃撥存款、網路繳費、查詢等服務功能。
- (七) 新增玉里、竹北、小港、潭子及大社等五處郵局，開辦國際匯兌及大陸間接匯款業務，截至目前為止共有六十九

- (3) Internet Second-stage Plan on Savings, Remittance, and Life Insurance Services

Progressing with second-stage work, offering on-line payment transfer, giro service, public-utilities payment, and applications for government bonds;

- (4) Self-service Machine Installment

Setting up an independent and safe business environment to offer various services through intranet, including service enquiry, payment transfer, giro service, shopping, and other value-added services;

- (5) Special Deposit Account Service

To assist school administrative procedures, offering special deposit account service to collect students' tuition through giro service, speeding up the enrollment process.

- (6) Computerized Barcode System

An e-government convenient service initiated to provide a tax return procedure by means of the Internet;



光學閱讀分揀機
Optical character reader / letter
sorting machine

家郵局辦理相關業務。

- (八) 開辦接受數位聯合電信公司用戶使用存簿儲金帳戶，透過網際網路轉帳繳納相關電信費用。
- (九) 積極推行異業結盟業務，陸續增加多家民營電信公司之國際電話卡、網際網路帳號、歡唱儲值卡、遊戲軟體點數卡及金銀紀念幣等代售業務。
- (十) 代辦客戶商品申請(購)書暨轉帳扣款授權書之收件業務。
- (十一) 推出「郵政安平二倍保障終身壽險」及「郵政十五年期滿小太陽兒童儲蓄

(7) SSL Payment Mechanism

The integration of financial services, logistics, and information into one e-commerce system to service Internet shopping;

(8) E-box Internet Transmission Operation

By using the WEB BASE program and software installed at the post office, offering a convenient way to customers to transfer payroll deposits or funds, to collect and pay money, etc.

3. Introducing New Services

- (1) To collect Central Health Insurance Bureau monthly loan payments;
- (2) To collect Taiwan Power Company monthly electric fees;



理信銷票機
Culler facer canceller



理信銷票機
Culler facer canceller

壽險」新費率商品，提供保戶多元化需求。

(十二) 配合郵政法第五條修正，前郵政總局業奉交通部核定辦理接受廠商委託代售集郵衍生商品業務，並已陸續代售「郵票專輯・集郵百科」光碟軟體及集郵書籍，日後將持續開發相關業務，以積極拓展業績。

四、推展郵務自動化作業

為加速郵務作業處理效率，減輕人力負荷，九十一年度推廣郵務窗口電腦化作業，共計增建約650個電腦化郵務窗口，累計2550個電腦化郵務窗口。未來將持續加速推展郵務電腦化作業，提昇為民服務品質。

為提高業務處理效率，節省人工成本，九十一年度購置及汰換郵務多功能窗口電腦作業系統設備伺服器主機185台，工作站650組；購置第二期投遞作業系統設備伺服器主機150台，網路工作站136組；汰換特等局DOS版封發投遞系統設備伺服器主機37台，工作站819組，郵政總局及全區各局亦積極採購或汰換個人電腦設備，以加強業務電腦化，提升工作效率。

九十一年度完成新開發應用系統作業五項：

- (一) 長期集郵作業視窗版系統。
- (二) 整合國際快捷網站/EDI/監控/檔案傳輸系統。

- (3) To pay vehicle subsidiary money commissioned by Environment Protection Bureau;
- (4) To initiate payment transfer through ATM;
- (5) To collect port service charges commissioned by Department of Navigation and Aviation via special deposit service, and then re-transmit the collection data via FTP file;
- (6) To introduce second-stage Internet postal savings services, including inter-bank transfer payment, giro deposit, payment, and enquiries;
- (7) To extend international remittances and indirect Mainland China remittances to post offices at Yuli, Chubei, Hasiokang, Tantz, and Dashe, with the service available to a total of 69 post offices island wide.
- (8) To accept electronic payments through the Internet by using a passbook account;
- (9) To sell international calling cards issued by private electronic companies, Internet accounts, karaoke value-added cards, game-play software scorecards, and commemorative gold and silver coins;
- (10) To accept commodities-application forms and payment-transfer authorizations;
- (11) To introduce new premiums for "An-pin double-indemnity whole life insurance" and "'Little Sun' 15-year-term endowment insurance for children".
- (12) To sell various philatelic discs, books, and other commodities after the deregulation of the postal act.

4. Promoting Automatic in Mail Flow

In 2002, an additional 650 computerized counters were added to accelerate the speed of accepting mail and



理信銷票機
Culler facer canceller



扁平型函件分揀機
Flat sorting machine

- (三) 國際快捷績效付款。
- (四) 區局快捷郵件作業系統EMS提升案。
- (五) 128C碼掛號條碼整體測試作業。

五、推廣儲匯電腦化作業

截至九十一年底止，除行動郵局等電信線路無法到達者外，已連線郵局共1,318局，儲匯終端工作站6,157組，自動提款機3,046台，分別安裝於1,304個郵局及其他公共場所，全區儲戶共19,161,391餘戶，自提卡提款交易量佔自提局提款交易量之81.5%，顯著減輕窗口人員工作量。

九十一年度完成新開發應用系統作業十四項：更新師生儲金作業系統；自提機繳交學雜費及其他各項費用；「安平（91）」新險種開發作業；票交所媒體交換自動轉換代付作業；不動產貸款分段式計息作業；「不動產地震險」窗口登錄及查詢作業；「代售美國運通旅行支票」（第一期作業）；完成「小太陽（91）」新險種開發作業；完成保險代理人及保險經紀人制度作業；「指數型房貸抵押借款」開發作業；退票作業電腦化及分區交換，集中清算作業；郵政成本計價作業；配合「責任中心營業單位支局化」變更現行各電腦作業系統；配合組織總架構變動規劃設計「人事薪給」、「會計」、「物料」、「儲匯壽」、「稅務制度」等電腦系統。

六、推行管理革新

- (一) 組織扁平彈性化，提昇作業績效

to alleviate labor costs. The quality of services offered by the 2,550 counters island wide has been significantly upgraded. Further service upgrades will continue.

To elevate service-handling efficiency and to retrench labor costs, the post office installed: a multi-functional counter computerized system including 185 mainframes and 650 work stations; 2nd-phase mail-delivery system including 150 mainframes and 136 Internet work stations; 37 mainframes and 819 work stations to update the DOS dispatching delivery system at special offices.

Outdated PCs at the DGP and post offices were replaced. In 2001, a new system was introduced:

- (1) Long-term philatelic operation window system;
- (2) Integration of international EMS Internet, EDI, monitoring, and file-transmission system;
- (3) International EMS Pay-for-performance system;
- (4) Upgrading EMS operation-system in offices;
- (5) 128C Barcode testing for registered mail.

5. Extending Computerized Banking Operation

At the end of 2002, there were 1,318 on-line post offices, 6,157 terminal workstations, and 3,046 ATMs installed at 1,304 post offices and other public sites. Postal savings account transactions totaled 19 million, of which about 81.5% were from ATMs, an obvious reduction in the work burden for counter clerks.

In 2002, 14 applied systems were developed: updating the school savings operation system; transfers from ATMs for tuition payment and miscellaneous charges; introduced new "An-ping life insurance"; automated check-payment operations; real-estate loan stage-interest rate

配合郵政公司化進程，調整目前郵政組織編制，裁撤三區郵政管理局，加重責任中心郵局權責。未來郵政服務不受組織層級的限制，每一個郵局窗口提供全方位的服務，以縮短作業流程，提昇作業績效。

（二）建立客戶服務中心，強化售後服務

面對政府推動企業自由化與國際化的衝擊，郵政業務正面臨來自國內外相關業者的強大競爭壓力，唯有提昇對顧客全方位的服務，強化競爭力，始能開拓客源。因此，郵局積極規劃建立客戶服務中心，尊重顧客的意見，提供雙方良性互動管道，適時回應顧客的建議，快速改善缺失，提昇顧客對郵政的信賴。

（三）應用自動化技術，推行郵務作業自動化，提昇工作效能

為因應衍生性金融商品及工商業宣傳品等低資費郵件之增加，所造成的郵件結構性變化，以提高郵件處理效率，抑制用人成本，並運用高性能自動化處理系統分揀郵件，設置台北、桃園、台中、台南及高雄等五處郵件處理中心，使郵件作業全面邁入自動化，並陸續完成整合郵件作業流程、郵運網路及收攬路線，加速郵件處理，提高郵遞品質。

（四）執行「全面提昇窗口服務效能方案」

中華郵政向來極重視顧客服務品質，鑑於國內市場已開放自由競爭，各行各業無不努力提昇

calculation; counter registration and enquiry operation for real estate earthquake insurance; selling American Express traveler's check (1st stage operation); introducing new "Little Sun" 15-year-term endowment insurance for children"; completing insurance agent and manager system; studying the introduction of real estate adjustable-rate mortgages; computerized operation for rejected checks; evaluation of postal costs and prices; updating computerized operating systems at every responsibility office; planning and designing computerized system for payroll, accounting, materials, saving-remittance-life insurance, tax system, etc.

6. Initiating Management Reforms

- (1) To streamline organizational structure in order to elevate operational efficiency

In conjunction with the progress of transforming into a state-run corporation, the DGP adjusted the original organization to deactivate three regional head post offices and to strengthen the function of the responsibility centers. Over-all postal service offered at each post office, without complicated organizational structure, will be quicker and more efficient.

- (2) To set up a call center to strengthen after-sale service

Due to government liberalization and economic internationalization, the postal service is facing unprecedented competition. All postal services must be strengthened to improve competitiveness. The call center aims at establishing a bridge between the post office and customers to create an inter-active environment.

- (3) To promote automation in mail flow in order to elevate work efficiency



包裹分揀機
Parcel sorting machine

服務品質、改善服務措施以吸引顧客，因此依據交通部「為民服務不定期考核工作計畫」，訂定「全面提昇窗口服務效能方案」。為落實執行，有效改善服務品質，並訂定「各級郵局營業單位形象執行小組活動實施要點」，由各郵局成立新形象執行小組，舉辦新形象座談會；定期辦理窗口主管及工作人員在職訓練，灌輸管理智能、各項業務規章、禮貌服務技巧；設置值班主管、快速服務窗口，加強志工服務，規劃人性化的工作環境；實施追蹤考核、獎懲制度，顧客滿意度調查等措施。

（五）賡續實施「提昇郵件投遞品質方案」

為使外勤投遞人員均能正確投遞各類郵件、改善應對技巧及服務態度，中華郵政訂定「提昇郵件投遞品質方案」，加強投遞人員之工作訓練、查核、督導及管理，以提昇郵件投遞服務品質，自九十年三月一日起實施三年。該方案之具體作法，分為投遞人員日常工作督導、加強郵務稽查查核功能及各局定期考核等三項。各局考核後每月公佈每一投遞人員排名以資比較；收到顧客控訴投遞事件，依管轄局別轉發相關郵局，每月並依函控投遞案件與投遞人員百分比排列，公佈各局之排名；投遞人員、郵務稽查工作認真，態度良好，有具體貢獻事實者，優先選拔為模範業務士；投遞不確實、未依規定辦理者，則依相關規定議處。

To upgrade mail-flow efficiency and retrench labor costs, five mail-processing centers, located in Taipei, Taoyuan, Taichung, Tainan, and Kaohsiung, were set up to merge mail processing into an automated system. The follow-up work, such as, mail networks and delivery routes was completed.

(4) To promote the "Counter Service Quality Improvement" Program

The program aims at improving employee's attitude toward customers and fostering customer-oriented service concepts. To strengthen the implementation of this program, the DGP pinpointed the strategies of new-image activities and requested the post offices set into action immediately. Several steps were taken: convening new image seminars, on-the-job training, review of managing skills, initiate service concepts, courtesy skills, etc. In addition, several measures such as setting up a "chief on duty" system, a "rapid service" counter, recruiting volunteers, a humanitarian working environment, tracing and discipline system, and customer service are included.

(5) To continuing fulfilling the "Mail Delivery Quality" Program

To ensure the quality of mail delivery and to improve the attitude toward addressees, the DGP implemented a three-year "Mail delivery quality" scheme beginning on March 1, 2001. It aims at strengthening deliverers' on-the-job training and monitoring of their actions by management to maintain a good delivery standard. The scheme includes checking daily mail delivery, monitoring delivery supervisors' responsibilities, and day-to-day assessments. Every month the delivery office should announce the employee of the month as an example for others. All outstanding delivery employees and the supervisors will receive awards, whereas those receiving negative marks will receive a demerit.