

參、組織機構 Organization



一、組織系統

郵政總局隸屬於交通部，掌理全國郵政業務，轄有郵政儲金匯業局及台灣北、中、南區郵政管理局。各區郵政管理局之下，視業務繁簡，設各等級郵局、支局及行動郵局。此外，另設有郵政代辦所及郵票代售處等委辦機構。（註：郵政總局已於92年1月1日改制為中華郵政股份有限公司，請參閱附錄。）

二、組織職掌

（一）郵政總局

掌理擬訂郵政事業計畫、設置郵政機構、擬訂郵件資費、發行郵票、聯繫國際郵件事務、建設郵政局屋及督導推展郵政儲金、劃撥、匯兌、簡易人壽保險等業務事項。

（二）郵政儲金匯業局

掌理郵政儲金、劃撥、匯兌、簡易人壽保險及代理業務等之經營與管理。在業務營運方面，負責指揮監督全國各郵區及各地郵局辦理儲金、匯兌、壽險及代理等各項業務。

三、機構設置

郵政為配合政府加強基層建設，協助地方文化交流，促進地方繁榮與發展，不論都會區或偏鄉離島，均普遍設置機構，並在各地郵局投遞區域內開闢郵路。截至九十一年十二月底止，郵政機構共有10,325處，較上年度減少891處（自辦

1. Chain of Command

Under the jurisdiction of the Ministry of Transportation and Communications, the Directorate General of Posts (DGP) commands and supervises the Directorate General of Postal Remittances & Savings Banks (DGPRSB) and three Regional Head Offices (Northern, Central and Southern). The Regional Head Offices command post offices in different classes, sub-offices, circuit post offices, and mail processing units. The contracted units denote postal agencies and stamp-selling stores. (Note: The Directorate General of Posts was restructured as the Chunghwa Post Co., Ltd. as from January 1, 2003).

2. Functions

(1) Directorate General of Posts

The DGP is in charge of postal policy-making, setting up post offices, drafting postage rates, issuing stamps, exchanging international affairs, building postal facilities, and supervising related postal banking and agent services.

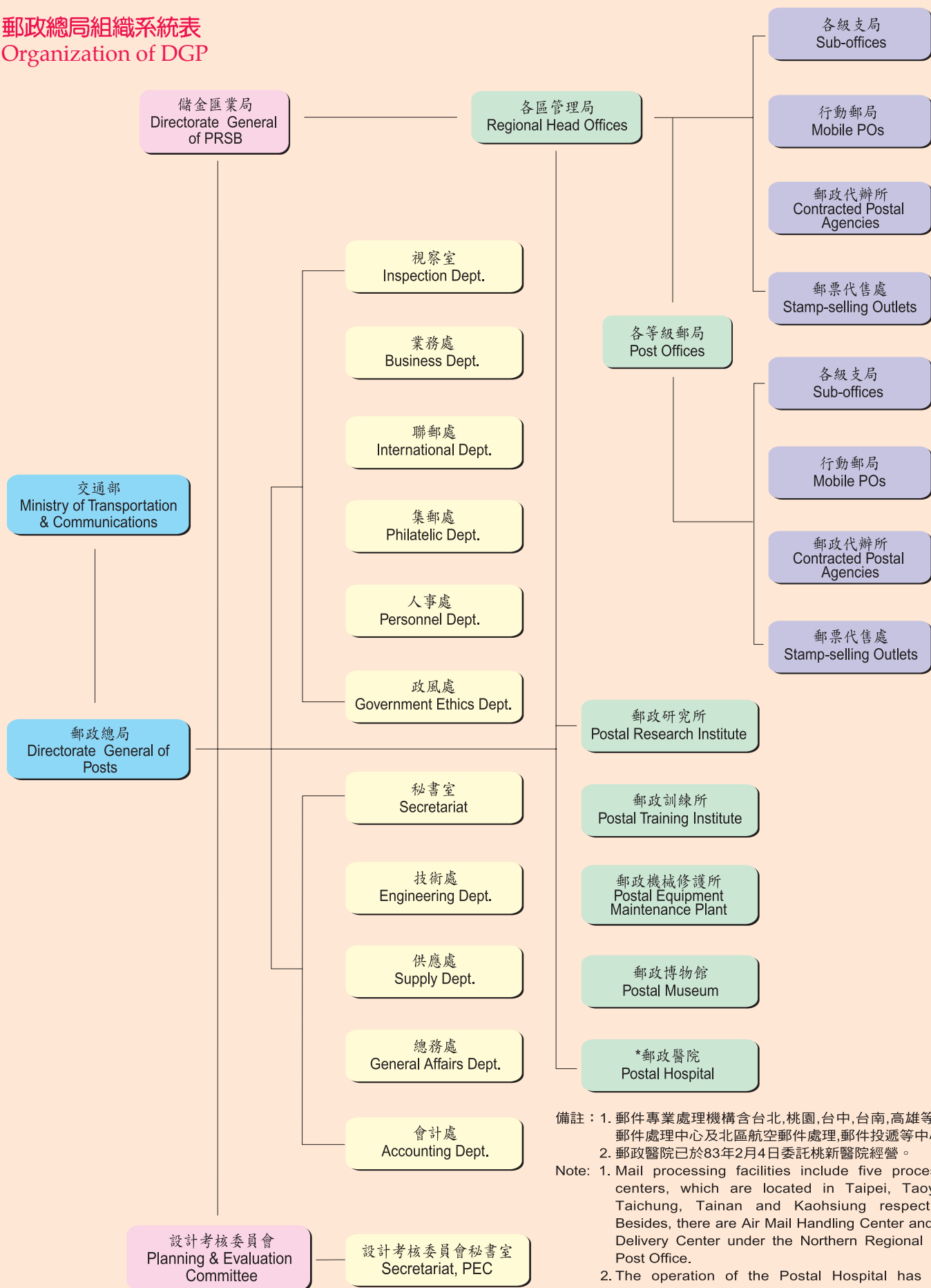
(2) Directorate General of Postal Remittances & Savings Banks

The DGPRSB is in charge of managing postal savings, giro services, remittances, simple life insurance, and agent services nationwide. It supervises regional post offices and all post offices in performance of these services.

3. Establishments

With a view to supporting government policies to reinforce basic level infrastructure, cultural exchange, and economic prosperity, postal establishments and facilities have been established in urban and rural areas as well as on offshore islands. In addition, a tight network of mail

郵政總局組織系統表 Organization of DGP



備註：1. 郵件專業處理機構含台北、桃園、台中、台南、高雄等五處郵件處理中心及北區航空郵件處理、郵件投遞等中心。

2. 郵政醫院已於83年2月4日委託桃新醫院經營。

Note: 1. Mail processing facilities include five processing centers, which are located in Taipei, Taoyuan, Taichung, Tainan and Kaohsiung respectively. Besides, there are Air Mail Handling Center and Mail Delivery Center under the Northern Regional Head Post Office.

2. The operation of the Postal Hospital has been contracted Tau-Hsin Hospital since Feb.4, 1994.



機構增加2處，委辦機構減少893處)，減少率7.94%。其中管理機構包括郵政總局、郵政儲金匯業局及台灣北、中、南區郵政管理局共5處，自辦機構包括各級郵局、支局、行動郵局、五個郵件處理中心及北區郵政管理局郵件投遞中心及航空郵件處理中心各一處共1,326處；委辦機構包括郵政代辦所912處及郵票代售處8,080處。此外，委託24小時營業便利商店代辦部分郵政業務共3,100處。每一郵政機構（不含便利商店）平均服務面積約3.49平方公里，公眾用郵極為便利。

四、人力結構與員工培訓

（一）人力結構

郵政為勞力密集的服務業，經營業務項目繁多，尤其是郵件收投工作，更需投入龐大的人力。近年來，郵政業務隨著經濟發展而快速成長，每年均有增加人力之需求，但為遵守政府精簡人手之政策，自八十六年度起即未增加員額，九十一年度裁減員額1989名。為降低人力負荷，減輕人工成本，並貫徹層峰政策，郵政總局積極採行以下多項措施：

1. 組織結構重整

郵政為落實企業化經營，將於九十二年一月一日改制國營公司，將郵政總局及郵政儲金匯業局組織結構重整，由現行二十七個處室歸併為十四個處室，另設總經理

routes ensures that mail gets delivered to the most remote districts. At the end of December 2002, there were 10,325 establishments, 891 or 7.94% less than the previous year. This number includes 2 post offices added and 893 stamp-selling outlets removed. The number of stamp-selling outlets was reduced in view of increased stamp sales through convenience stores. We have five commanding organizations, namely: DGP, DGPRSB, and the Northern, the Central, and the Southern Regional Head Post Offices. There are 1,326 post offices, including those of various classes and sub-offices and mobile post offices. In addition, there are five mail processing centers, a mail delivery center, and, under the Northern Regional Head Post Office, an airmail handling center. Moreover, there are 912 contracted postal units and 8,080 contracted stamp-selling outlets. Also, there are 3,100 convenience stores dealing with simple postal transactions on a 24-hour daily basis. The average service area of each post office, excluding convenience stores, covers 3.49 square kilometers, providing convenient customer access.

4. Manpower Structure and Staff Training

(1) Manpower Structure

Being a labor-intensive industry, the postal service depends greatly on working hands on the floor and in the field. In recent years, the demand for postal services has increased rapidly, ensuing from national economic growth. The number of employees, however, has not been increased since 1997 in conjunction with government policy on streamlining organizational framework: it reduced the number of employees in 2002



郵政機構設置比較表

Comparative Chart of Postal Establishments

機構類別 Postal Establishments		九十年 1/02 - 12/02	九十一年 1/03 - 12/03	增減百分比(%) Increase/Decrease
管理機構 Commanding Organization	郵政總局 Directorate General of Posts	1	1	
	郵政儲金匯業局 Directorate General of PRSB	1	1	
	郵政管理局 Regional Head Offices	3	3	
	小計 Subtotal	5	5	
	特等郵局 Super-class Post Offices	15	13	-13.34
自辦機構 Various of Post Offices	一等郵局 First-class Post Offices	49	12	-75.52
	二等郵局 Second-class Post Offices	1	0	-100.00
	支局 Sub-offices	1,245	1,289	3.53
	夜間郵局 Nighttime Post Offices	0	0	
	行動郵局 Mobile Post Offices	3	3	
	臨時郵局及支局 Temporary Post Offices	13	11	-15.38
	小計 Subtotal	1,326	1,228	0.15
	郵政代辦所 Postal Agencies	990	912	-7.88
	郵票代售處 Stamp-selling Outlets	8,895	8,080	-9.17
	小計 Subtotal	9,885	8,992	-9.05
總計 Total		11,216	10,325	-7.49

備註：1. 特等及一、二等郵局之減少係將此等郵局改為責任中心局之支局。

2. 夜間郵局改為延時營業窗口，服務時間與服務品質不變。

3. 郵票代售處減少係一部分便利商店代售處改由便利商店之總公司統籌向郵局購買票品，單店證照取銷。

Note: 1. All post offices in Super-class, 1st - and 2nd- class were merged to sub-offices under the Responsibility Center.

2. Nighttime post offices were merged and served as extension service counters.

3. Some convenience stores procure stamps to be sold from their head office instead of from the local post offices.

郵路里程比較表

Comparative Chart of Mileage of Mail Route

單位：公里(Unit:Km)

種類Type	九十年 01/01 - 12/01	九十一年 01/02 - 12/02	比較增減% Increase/Decrease
一、陸路Land	113,450.62	114,395.82	0.83
1. 鐵路Railway	1,966.90	1,964.90	-0.10
2. 公路Highway	31,473.32	32,322.52	2.70
3. 其它Others	80,010.40	80,108.40	0.12
二、水陸Sea	584,268.80	584,268.80	
1. 國內Domestic	1,422.80	1,422.80	
2. 國際Int'l	582,846.00	582,846.00	
三、航空 Air	1,196,076.00	1,203,973.00	0.66
1. 國內Domestic	6,376.00	6,173.00	-3.18
2. 國際Int'l	1,189,700.00	1,197,800.00	0.68



室，將三區管理局予以裁撤，於全區設置二十三個責任中心局，強化其組織功能，以利事業發展；至於非責任中心局之一等郵局，則改設為支局，以減少行政單位，降低用人費。

2. 實施郵件處理自動化

為加速郵件處理，自八十九年起先後成立台北、桃園、台中、台南、高雄五處郵件處理中心，集中各地郵件使用高效能的機械分揀，以節省人手，九十一年精簡名額59名、減僱人手11人；為增進機械作業效率，除改進郵件作業流程外，並呼籲公眾配合使用標準信封及正確書寫郵遞區號，預估未來郵件量雖增加，人力需求反而減低。

3. 委託民間業者辦理部分業務

為撙節用人費，積極配合政府政策，將部分工作如郵件運輸、投遞前郵件分揀、掛號函件招領及郵政代辦所等業務委外辦理。

4. 執行精簡人力政策行政部門出缺不補

郵政總局、郵政儲金匯業局、三區管理局及各級單位人員以出缺不補為原則，如郵政儲金匯業局總稽核室、會計室、人事室及政風室主管出缺時，由郵政總局相關處室主管分別兼任，以統一權責並直接督導。

5. 加強服務功能，行政與營業部門作業全面自動化、電腦化。

6. 運用生產力與工作衡量制度，建立郵件處理與投遞作業標準工時及郵儲窗口分項工作點作業系統，以考核調派人手。

截至九十一年底止，郵政員工包括正班人員25,304人，臨時人員3,596人，共28,900人，其中基層業務人員計27,698人，占95.84%；技術人員計284人，占0.98%；管理人員計918人，占3.18%。充分顯示郵政人力之結構，絕大部分員工擔任基層營業窗口及郵件

by 1989. To reduce the workforce burden, alleviate the personnel expenses, and implement government policy, the DGP has taken the following positive measures:

(i) Stress on Responsibility Center System

In conjunction with the policy to turn the DGP into a company on January 1, 2003, Twenty-three Responsibility Centers were set up to replace three Regional Head Post Offices to provide greater service and for the benefit of business development. All post offices in 1st class were merged to sub-offices to remove administrative units and to reduce payroll expenses.

(ii) Implement Automation in Mail Processing

To accelerate mail flow, five processing centers, located in Taipei, Taoyuan, Taichung, Tainan, and Kaohsiung, were set up and employ highly efficient mechanization to reduce expensive manual handling of mail. In 2002, 59 redundant positions and 11 part-time positions were cut. In addition, the Post Office garnered the public's support to use standard-sized envelopes and to include zip codes. It is expected that mail-handling automation will reduce additional manpower requirements.

(iii) Outsource a Portion of Postal Services

To reduce labor costs and to meet government policy, the DGP outsourced to postal agencies a number of postal services such as mail transportation, pre-sorting, and claiming of registered letter-post items.

(iv) Retrenchment of Manpower

To further reduce labor costs, vacancies incurred in the DGP, DGPRSB, and three Regional Head Offices shall not be refilled. The vacated director positions, for example, of Auditor General, Personnel, and Government Ethics, are concurrently occupied by the related Directors of the DGP.

(v) Overall automation and computerization have been implemented at the administrative departments and operational units to reinforce service functions.

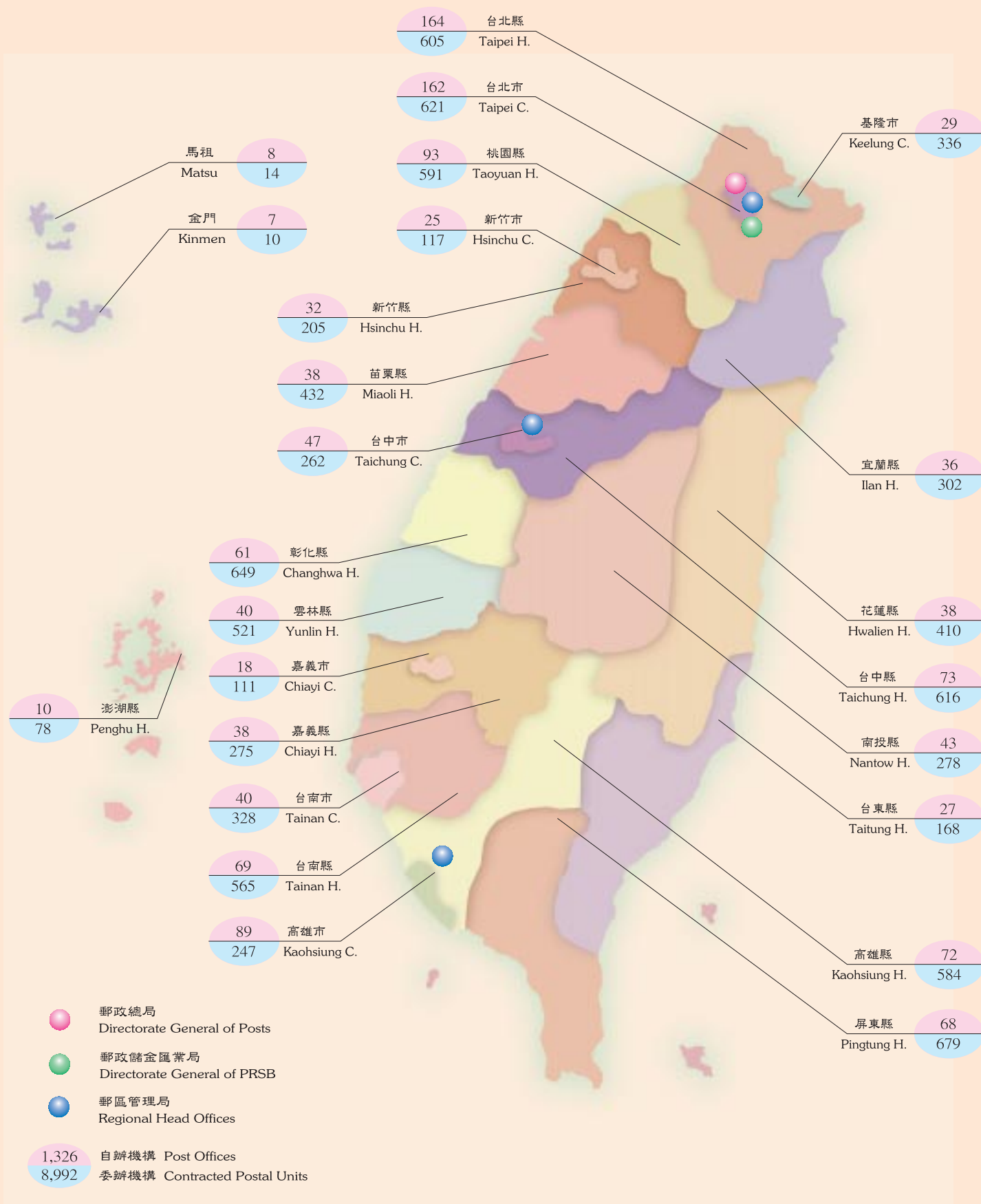
(vi) The "Productivity Measurement System" was introduced to calculate the time standard for mail processing and mail delivery, and the workload standard for counter work. The information gathered thereof can be used to control performance.

At the end of 2002, there were a total of 28,900 employees on the payroll, consisting 25,304 regular and

台灣地區局所分佈圖

The Distribution of Post Offices

九十一年度 Jan. 2002~Dec. 2002



部門工作，負責行政管理部門之人員則至為精簡。

(二) 員工培訓

郵政訓練所每年均依計畫遴選調郵局主管及工作人員，分別參加各階主管、電腦、專業、服務及業務技能等訓練。九十一年度共舉辦各種訓練1,272期（梯次），受訓員工66,473人次，派員出國考察研習共74人次。

面對未來更具挑戰性的工作，郵政訓練所規劃e-learning，九十一年度運用網路科技建立開放的線上學習網，傳遞多元學習途徑，溝通、協調及創造「適時、適地、適人」之學習活動，因此郵政網路化教育訓練，讓員工得以突破時空上的學習限制。

3,596 non-regular positions. Among them, 27,698 (95.84%) were service-related; 284 (0.98%) were technical, and 918 (3.18%) were in management. The largest portion of employees was at counters and in mail-handling sections, while the smallest portion was in management positions.

(2) Staff Training

Every year the Postal Training Institute develops a wide range of training programs, covering management, computers, professional service, technical skills, and new image training. In 2002, 1,272 training sessions or classes took place, with 66,473 staff participating; another 74 employees were sent abroad for study. To meet the coming of the e-era, the Postal Training Institute is planning a new training "e-learning" program, using the science of Internet to provide postal employees around the island with access to a variety of new information.

郵政各類工作人員分析表 (91.12.31)
Breakdown of Employees by Function(Dec. 31, 2002)

類別 Function	人數 Person	單位Units					總計 Total	百分比% Percentage
		郵政總局 DG	儲匯局 DGPRSB	北區局 Northern Region	中區局 Central Region	南區局 Southern Region		
業務人員 Clerk								
郵件收攬及投遞 Mail Delivery				4,457	2,641	2,326	9,424	32.61
郵件處理 Mail Processing				2,416	890	897	4,203	14.54
郵件運輸 Mail Transport				487	230	219	936	3.24
集郵人員 Philately		24		29	16	11	80	0.28
郵務窗口 Mail Counters				1,889	924	655	3,468	12.00
儲匯窗口 Banking Counters				3,724	2,411	2,369	8,504	29.42
業務處理 Service Operation		233	850				1,083	3.75
業務人員合計 Clerk Total		257	850	13,002	7,112	6,477	27,698	95.84
技術人員 Technical		74	42	56	60	52	284	0.98
管理人員 Managerial		228	116	248	165	161	918	3.18
總計 Total		559	1,008	13,306	7,337	6,690	28,900	100.00

郵政士級以上人員屬性分析圖 Attributes of Postal Junior Clerks and above

