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...
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小時營業便利店代辦部分郵政業務共3,100處。每一郵政機構（不含便利店）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

郵政為勞動密集的服務業，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.
## Comparative Chart of Postal Establishments

<table>
<thead>
<tr>
<th>機構類別</th>
<th>九十年</th>
<th>九十一</th>
<th>增減百分比（％）</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1/02 - 12/02</td>
<td>1/03 - 12/03</td>
<td>Increase/Decrease</td>
</tr>
<tr>
<td><strong>管理機構</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>郵政總局</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Directorate General of Posts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Comanding Organization</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>郵政儲金匯款局</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Directorate General of PRSB</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Regional Head Offices</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>小計</td>
<td>5</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td><strong>Super-class Post Offices</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>特等郵局</td>
<td>15</td>
<td>13</td>
<td>-13.34</td>
</tr>
<tr>
<td>Nighttime Post Offices</td>
<td>1,245</td>
<td>1,289</td>
<td>3.53</td>
</tr>
<tr>
<td>Mobile Post Offices</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>臨時郵局及支局</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Temporary Post Offices</td>
<td>13</td>
<td>11</td>
<td>-15.38</td>
</tr>
<tr>
<td>小計</td>
<td>1,326</td>
<td>1,228</td>
<td>0.15</td>
</tr>
<tr>
<td><strong>Various of Post Offices</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>郵政代辦所</td>
<td>990</td>
<td>912</td>
<td>-7.88</td>
</tr>
<tr>
<td>Postal Agencies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Contracted Postal Units</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>郵票代售處</td>
<td>8,895</td>
<td>8,080</td>
<td>-9.17</td>
</tr>
<tr>
<td>Stamp-selling Outlets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>小計</td>
<td>9,885</td>
<td>8,992</td>
<td>-9.05</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>11,216</td>
<td>10,325</td>
<td>-7.49</td>
</tr>
</tbody>
</table>

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便利商店代售處改由便利商店之總公司統籌向郵局購買郵品，由店幕取消。

### 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.

## Comparative Chart of Mileage of Mail Route

<table>
<thead>
<tr>
<th>種類</th>
<th>九十年度</th>
<th>九十一</th>
<th>比較增減％</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>01/01 - 12/01</td>
<td>01/02 - 12/02</td>
<td>Increase/Decrease</td>
</tr>
<tr>
<td>一、陸路</td>
<td>113,450.62</td>
<td>114,395.82</td>
<td>0.83</td>
</tr>
<tr>
<td>1. 鐵路</td>
<td>1,966.90</td>
<td>1,964.90</td>
<td>-0.10</td>
</tr>
<tr>
<td>2. 高速公路</td>
<td>31,473.32</td>
<td>32,322.52</td>
<td>2.70</td>
</tr>
<tr>
<td>3. 其它</td>
<td>80,010.40</td>
<td>80,108.40</td>
<td>0.12</td>
</tr>
<tr>
<td>二、水陸海</td>
<td>584,268.80</td>
<td>584,268.80</td>
<td></td>
</tr>
<tr>
<td>1. 國內</td>
<td>1,422.80</td>
<td>1,422.80</td>
<td></td>
</tr>
<tr>
<td>2. 國際</td>
<td>582,846.00</td>
<td>582,846.00</td>
<td></td>
</tr>
<tr>
<td>三、航空</td>
<td>1,196,076.00</td>
<td>1,203,973.00</td>
<td>0.66</td>
</tr>
<tr>
<td>1. 國內</td>
<td>6,376.00</td>
<td>6,173.00</td>
<td>-3.18</td>
</tr>
<tr>
<td>2. 國際</td>
<td>1,189,700.00</td>
<td>1,197,800.00</td>
<td>0.68</td>
</tr>
</tbody>
</table>
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27,689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) "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
The Distribution of Post Offices

Taiwan Region Post Offices


164
Taipei H.
605
Taipei C.
162
Taoyuan H.
93
Miaoli H.
32
Hsinchu H.
205
25
Hsinchu C.
117
Keelung C.
336
29
Kulang County

10
Penghu H.
78
Chiayi C.
111
Yunlin H.
521
Chiayi County

89
Taoyuan H.
565
Taiwan C.
328
Tainan C.
275
Tainan C.
38
Changhua H.
649
Changhua County

1,326
Post Offices
8,992
Contracted Postal Units
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邀請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），讓訓員工66,473人次，派出國考察研習共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的學習限制。

### 郵政各類工作人員分析表（91.12.31）

#### Breakdown of Employees by Function (Dec. 31, 2002)

<table>
<thead>
<tr>
<th>郵政總局 (DG)</th>
<th>儲匯局 (DGPRSB)</th>
<th>北區局 (Northern Region)</th>
<th>中區局 (Central Region)</th>
<th>南區局 (Southern Region)</th>
<th>總計 (Total)</th>
<th>百分比 (Percentage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clerk (業務人員)</td>
<td>4,457</td>
<td>2,641</td>
<td>2,326</td>
<td>9424</td>
<td>32.61</td>
<td></td>
</tr>
<tr>
<td>Mail Delivery (郵件收揀及投遞)</td>
<td>2,416</td>
<td>890</td>
<td>897</td>
<td>4,203</td>
<td>14.54</td>
<td></td>
</tr>
<tr>
<td>Mail Processing (郵件處理)</td>
<td>487</td>
<td>230</td>
<td>219</td>
<td>936</td>
<td>3.24</td>
<td></td>
</tr>
<tr>
<td>Mail Transport (郵件運輸)</td>
<td>24</td>
<td>29</td>
<td>16</td>
<td>11</td>
<td>0.28</td>
<td></td>
</tr>
<tr>
<td>Philately (集郵人員)</td>
<td>1,889</td>
<td>924</td>
<td>655</td>
<td>3,468</td>
<td>12.00</td>
<td></td>
</tr>
<tr>
<td>Mail Counters (郵務窗口)</td>
<td>3,724</td>
<td>2,411</td>
<td>2,369</td>
<td>8,504</td>
<td>29.42</td>
<td></td>
</tr>
<tr>
<td>Banking Counters (銀行窗口)</td>
<td>233</td>
<td>850</td>
<td>1,083</td>
<td>0.75</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Operation (業務處理)</td>
<td>257</td>
<td>850</td>
<td>13,002</td>
<td>7,112</td>
<td>6,477</td>
<td>27,698</td>
</tr>
<tr>
<td>Technical (技術人員)</td>
<td>74</td>
<td>42</td>
<td>56</td>
<td>60</td>
<td>52</td>
<td>284</td>
</tr>
<tr>
<td>Managerial (管理人員)</td>
<td>228</td>
<td>116</td>
<td>248</td>
<td>165</td>
<td>161</td>
<td>918</td>
</tr>
<tr>
<td>總計 (Total)</td>
<td>559</td>
<td>1008</td>
<td>13,306</td>
<td>7,337</td>
<td>6,690</td>
<td>28,900</td>
</tr>
</tbody>
</table>

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.
Attributes of Postal Junior Clerks and above