

柒、興革措施

VII. Major Innovations

一、建置電子化便利郵局

中華郵政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。92年完成下列工作項目：

(一) 完成行動電話郵局作業系統：

與中華電信簽署合作推出「emome理財卡」服務，透過與中華電信理財通共用中心連線，提供郵局客戶儲匯壽業務轉帳、掛失、查詢及通知等服務。

(二) 完成郵政網站整合系統：

整合郵局現有網站功能，提供客戶郵政單一入口網站，充分結合資訊、系統與使用者的需求，進而確立中華郵政入口網站服務成為民衆搜尋相關資訊的第一選擇。

(三) 電子郵遞e-post系統：

本系統提供客戶直接由個人電腦網路瀏覽器交寄電子文件，客戶可依使用需求，自行決定交寄 e-mail to e-mail 或 e-mail to letter。在e-mail to e-mail方面，可使用電子簽章及加密交寄；e-mail to letter收件者可收到寄件人所交寄原文原貌之實體信函。

二、創辦新種業務

(一) 電腦列印封裝

為改善郵務營運，節省郵件處理人工及郵件運輸費用，提昇郵政整體運作效率，民國85年開辦「電腦列印封裝業務服務」(Hybrid Mail Service)，提供大宗用戶整合性郵遞服務，將傳統郵件作業處理方式，提升為科技化、自動化、一貫化之郵件作業流程，有效垂直整合資料處理、列印、封裝及投遞等作業，將物流作業轉變為資訊流處理。本項服務推出後，深受顧客喜愛，業績不斷成長，近年來雖然市場競爭十分激烈，中華郵政列印封裝業務仍以每年百分之20比率高度成長。92年電腦列印封裝業務年初雖受SARS疫情影響，業務量仍達105,782千件，預算達成率100.17%。

(二) 開辦通訊地址遷移通報服務

為配合行政院推動電子化政府便民服務，推出地址

1. Installing Electronic Convenience Post Offices

To meet with the development of advanced information technology, the post office has introduced an Internet finance and e-commerce service, and has set up electronic convenience post offices. In 2003, the following tasks were completed:

(1) Postal services operation system via mobile phone

The post office and the Chunghwa Telecom jointly introduced the "emome financial card" service, which offers the public an on-line system for savings account transfers and to report the loss of a savings book, as well as such functions as enquiry and notification via mobile phone.

(2) Postal Internet integration system

To offer customers convenience in browsing the postal Internet website and to easily search for a desired page, an integration of the postal Internet system was completed.

(3) e-post system

The system allows customers to send electronic documents through a computer Internet Server. Customers have the options of sending e-mail to email, e-mail to letter, or e-mail to e-mail by using a digital signature and encryption. As per e-mail to letter, the addressee will receive the original letter from the sender.

2. Introducing New Services

(1) Hybrid Mail service

The service uses advanced technology to transmit messages true to the original posted by the sender in either a physical or an electronic form for delivery to the addressee in a physical form within seconds. It combines traditional mail posting, transportation, and delivery services by using technology and automation to transform the logistics into data processing. The introduction of this service has become very popular, and the volume has

遷移通報系統，本服務係顧客因搬家或需變更地址時，以中華郵政為單一窗口辦理通訊地址變更手續，不須特地至每個機關一一申辦，達到一處收件、多處通報的目標，大幅提升政府機關整體服務效能。目前服務範圍包含：電費通知單、水費通知單、駕駛執照、行車執照、健保局繳款單、房屋稅繳款書、地價稅繳款書及使用牌照稅繳款書等通訊地址之變更服務。

(三) 開辦「Go Go中華郵購」業務

中華郵政整合台鹽、歌林等31家公司之各類商品，彙整成為一本郵購目錄，方便民衆透過劃撥存款單或網路劃撥存款方式郵購商品。民衆郵購之商品，可經由郵政遞送系統宅配到府。

(四) 接受廠商委託代售集郵衍生商品業務

除原已代售「郵票專輯·集郵百科」光碟軟體及集郵書籍外，本年度受理代售以知名人士（如蔣夫人及鄧麗君）、電影劇照（如魔戒傳奇）、卡通人物（如Hello Kitty）及藝術文物（如埃及文物展）等個人化郵票商品，市場反應熱烈，日後將持續推展相關代理業務。

(五) 開辦中日快捷郵件特快定時投遞業務 (EMS Time Certain Service)

本項業務保證國際快捷郵件於次一工作日下午一點送交日本東京，下午二點送交大阪之收件人。

(六) 提高郵政簡易人壽保險之最高金額及同一被保險人之保險金額總數為2百萬元。

(七) 委外開發郵政壽險新商品，提供保戶多元化的選擇。

三、推展郵務自動化作業

為加速郵務窗口作業及簡化處理流程，以電腦化作業減輕人力負荷，增進服務效能，中華郵政92年度新增郵務窗口電腦化局數333局（共524個窗口），汰換郵務多功能窗口電腦作業系統設備伺服器主機335台，工作站550組，至92年底止，實施郵務窗口電腦化局所已達821局。另外，購置第二期投遞作業系統設備伺服器主機65台，網路工作站303組，增購汰換特等局DOS版封發投遞系統設備伺服器主機10台，工作站208組。92年度完成新開發應用系統作業四項：

- (一) 第二期特種郵件追查系統。
- (二) 大宗客戶交寄郵件回報系統。
- (三) 聯郵帳務連線系統。
- (四) 海關駐局郵件進出關電腦作業。

四、推廣儲匯電腦化作業

截至92年底止，已連線郵局共1,322局，儲匯終端工作站6,618組，總共有自動提款機3,060台，安裝於1,307個郵局及其他公共場所。92年度完成新開發的重要應用系統作業如下：

- (一) 金融卡晶片化作業。
- (二) 健保IC卡申請書代收作業。

increased an average of 20% per year. Although SARS affected many businesses in 2003, the Hybrid Mail volume surpassed the annual target, reaching 105.782 million pieces.

(2) Change of address notification service

Chunghwa Post, in conjunction with the e-government policy, is the only channel that accepts notifications of change of address via the Internet. Other services cover the paying different kinds of bills such as public utilities, driver's license, vehicle license plates, health insurance, house tax, land value tax, etc.

(3) "Go Go Chunghwa Mail Order" service

The post office integrates various commodities from 31 companies such as Taiwan Salt Company, Kolin Company, etc. into one mail-order catalogue for the convenience of customers ordering the commodities via giro service. Goods ordered via the Internet are delivered to the addressee by the post office.

(4) Selling various philatelic commodities through agents

In addition to philatelic discs and books, personal stamps depicting cinema pictures, cartoon figures, cultural relics, and celebrated personalities such as Madame Chiang Kai-shek and Singer Teresa Deng were printed and marketed in 2003.

(5) Introducing Sino-Japan EMS Time-guarantee Service

The service guarantees that EMS items will be delivered to the addressee by 1:00 pm on the following day in Tokyo and 2:00 pm in Osaka.

(6) Raising the maximum policy amount to 2 million dollars for each simply life insurance policyholder.

(7) Developing new life insurance products, allowing customers greater choices.

3. Promoting Automation in Mail Flow

In 2003, an additional 333 computerized counters were added to accelerate the speed of accepting mail and to alleviate labor costs. The quality of services at offices island wide has been significantly upgraded. To increase service-handling efficiency and to retrench labor costs, the post office installed: a multi-functional counter computerized system including 335 mainframes and 550 work stations; the 2nd phase mail-delivery system including 65 mainframes and 303 Internet work stations; and 10 mainframes and 208 work stations to update the DOS dispatching delivery system at special offices. Outdated PCs at Chunghwa Post head office and at post offices were replaced. In 2003, a new system was introduced for the following services:

(1) 2nd stage special mail enquiry system;

- (三)「郵政壽險吉利貸」新商品作業開發。
- (四)「郵政6年期儲蓄險」新商品作業開發。
- (五)勞委會各項費用代收作業。
- (六)自動提款機增設英文版顯示及「保險單借款」功能。
- (七)收銀機發票稅務處理作業。
- (八)開辦「郵政業務資料直接傳輸系統」網際網路版作業，便利薪資轉存及各項代收代付業務。
- (九)為提供儲戶線上繳費服務，於網路郵局之「網站連結」增加「線上繳費」項目，供儲戶連結至「電子公路監理網」、「中華電信」及「SEEDNET」繳交違規罰鍰、汽燃費、換發行照、各項電信費用等。
- (十)與中華電信公司合作推出emome理財通行動電話郵局服務。儲戶可隨時以行動電話與郵局作查詢、轉帳、掛失、變更語音密碼及行動購物付款等服務。

五、推行管理革新

(一) 落實執行「全面提昇窗口服務效能方案」

為加強「全面提昇窗口服務效能方案」之實施，有效改善服務品質，訂定「各級郵局營業單位形象執行小組活動實施要點」，由各級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，凝聚員工共識，使員工樂意展現親和力，落實顧客導向的服務理念，提供可靠、親切、效率、創新的服務，全面提昇窗口服務效能。

(二) 繼續實施「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。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3項。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，其績效特優者並參加中華郵政郵政節大會表揚。投遞不確實、未依規定辦理者，則依員工處理郵件獎懲實施要點及交通事業人員獎懲辦法相關規定議處。

(三) 提昇業務委外履約品質及績效

自92年成立「郵務外包與人力運用專案小組」，就適合外包之郵政業務項目，研商訂定「承攬投遞前郵件分揀契約書」、「承攬郵件分揀封發契約書」、「承攬郵件運輸契約書」、「各局（處理中心）投標須知」、「郵件處理勞務承攬契約書」、「郵務窗口承攬契約書」、「承攬郵件收攬契約書」及「承攬郵件投遞契約書」等範本，並由各等郵局（處理中心）據以規劃辦理委外作

- (2) *Mail delivery notification to bulk mail customers;*
- (3) *International Account on-line system;*
- (4) *Customs clearance computerized operation system.*

4. Extending Computerized Banking Operation

At the end of 2003, there were 1,322 on-line post offices, 6,618 terminal workstations, and 3,060 ATMs installed at 1,307 post offices and other public sites. The major applied systems developed in 2003 were:

- (1) Financial card chip operation;
- (2) Health insurance IC card application;
- (3) Simple life insurance loan service;
- (4) Six-year life insurance service;
- (5) Agent service on behalf of the Council of Labor Affairs;
- (6) English instructions on ATM and loan policies;
- (7) Cash register invoice and tax handling procedures;
- (8) Direct transmission of postal service data for the convenience of payroll deposit and in-payment and out-payment services;
- (9) On-line payment service for traffic and parking tickets, vehicle fuel and telecommunications charges, and changes in driver's license through Chunghwa Telecom and Seednet;
- (10) Emome financial service via mobile phone for account enquiry, funds transfer, passbook loss report, change of pin number, and shopping payments;

5. Initiating Management Reforms (1) To promote counter service quality improvement

The reform aims at improving employees' attitude toward customers and fostering customer-oriented service concepts. To strengthen the implementation of this reform, the strategies of new-image activities are pinpointed and post offices are requested to set them into action immediately. Several steps were taken: convening new image seminars, on-the-job training, reviewing of management skills, and initiating service concepts, courtesy skills, etc. In addition, several measures were included, including such as setting up a "chief on duty" system, a "rapid service" counter, recruiting volunteers, a more cordial work environment, and a tracing and discipline system.

(2) To continue fulfilling the mail delivery quality

To ensure the quality of mail delivery and to improve the attitude toward addressees, Chunghwa Post implemented an "Upgrading Mail Delivery Quality" scheme. It aims at strengthening deliverers' on-the-job training and monitoring of their actions to maintain a good

業，以降低人事費用。

(四) 加強資訊安全

設立台中電腦備援中心，平時做為檔案異地疏存及同步備份之用，於緊急狀況發生時，關鍵作業可於二至四小時內，由台北中心轉換至台中備援中心作業，保障交易順暢。建置防火牆及全區連線設備電腦病毒防治系統，並定期更新病毒碼、定期檢視防火牆及防毒措施，相關重要伺服器及資料庫、負載均衡器等均有備份，以保障顧客權益，強化資訊安全。為防止磁條金融卡遭側錄盜領之發生，全力配合政府推動金融卡晶片化轉換作業，第一階段已於92年9月上線。

(五) 整合顧客服務中心資源

顧客服務中心設置話務專員值機席，全面受理郵政各項業務之諮詢、資料查詢、申請變更及客戶申訴或建議等服務事項，並承接儲匯語音服務系統，擴大服務範圍，提升郵政優質專業服務形象。為暢通客戶諮詢及申訴管道以落實郵政追求顧客滿意之服務理念，客服中心實施全天24小時全年無休服務措施。

(六) 實施郵務「飛揚專案」

為改善近年來郵件業務衰退情形，本公司於九十二年初推出「飛揚專案」。至同年底，包裹及快捷業務量已止跌回升，函件業務量降幅趨緩。本案重要措施為：簡化並改善郵件作業流程；避免包裹遺失破損；確保郵件轉運的安全；因時因地推出各類優惠價包裹；寒暑假學生包裹特惠價；設立「上收中心」主動上門收件；延長服務時間；遏阻民營業者投遞印有「郵資已付」戳記郵件；獎勵郵務績優人員及團隊等等。



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 demerits.

(3) To upgrade service outsourcing quality and performance

In 2003, a "postal service outsourcing and human resources task group" was formed to set standards and contract formatting on mail sorting, dispatching, transportation, bidding rules in mail processing centers, mail handling labor, counter service, mail collection, and delivery. These contracts are adopted as samples by post offices or mail processing centers when outsourcing services are required in order to reduce labor costs.

(4) To strengthen data safety

The Taichung back-up center was set up to serve as an archive of files and preparatory copies. In case of emergency, operations can be transferred from the Taipei center to Taichung center in from two to four hours, guaranteeing smooth transaction. Other services include: installing a safety fire wall, installing an on-line anti-virus system, updating virus code, servers, databases, and load balancing to protect customers' rights and ensure data safety. To avoid the piracy of financial cards and to meet with policy, the financial chip transformation operation went on line on September 15, 2003.

(5) To integrate resources of customer service center

There are 128 operators in the customer service center responsible for receiving enquiries, complaints, and requests from customers. In order to promote a better image of the post office, the service in the center operates 24 hours year round and includes both postal and banking services.

(6) Implementing the Postal Service "Flying Scheme"

The Post introduced "Flying Scheme" in early 2003 for the purpose of improving the decreasing volume of postal services. At the end of the year, the volume of parcels and speedpost has increased gradually and decreasing rate of the letter post items lessened. The main incentive measures include: to streamline the mail operations procedures, to avoid the loss and damage of parcels, to ensure the safety of mail transportation, to offer preferential parcel rates from time to time, to provide special parcel rates for students during summer/winter vacation, to set up 'door-to-door' pick up service, to prolong service hours, to deter private courier delivering mail bearing postage paid indicia issued by the post office, to award outstanding employees and groups.