

參、組織機構

III. Organization

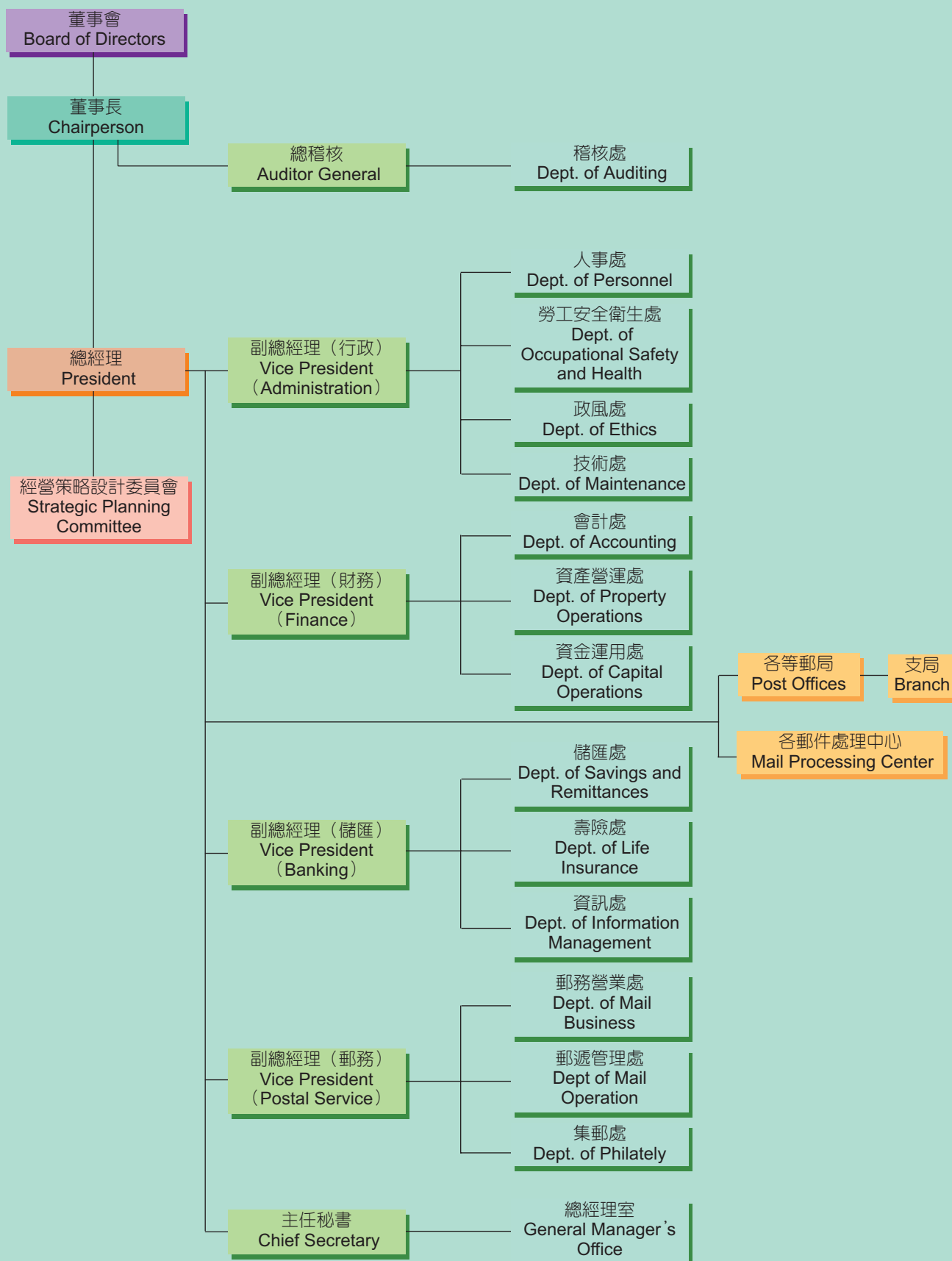
一、董事、監察人與主要經理人：

1. Directors, Supervisors and Top Managers

民國93年4月30日 (April 30, 2004)

職稱 Title	姓 名 Name	服務機關 Unit
董事長 Chairperson	許仁壽 Samuel J. S. HSU	中華郵政公司 Chunghwa Post Co., Ltd.
董事兼總經理	黃水成 Huang Shui-cheng	中華郵政公司 Chunghwa Post Co., Ltd.
Director & President		
董事兼行政副總經理	陳吉雄 Chen Chi-hsiung	中華郵政公司 Chunghwa Post Co., Ltd.
Director &		
Vice President(Administration)		
董事 Director	許欽洲 George C. Shiu	財政部 Ministry of Finance
董事 Director	張桂林 Chang Kuei-lin	經建會 Council for Economic Planning & Development
董事 Director	張炳耀 Chang Ping-yao	中央銀行 Central Bank of China
董事 Director	黃壽椿 Huang Show-chuen	交通部 Ministry of Transportation & Communications
董事 Director	王燕萍 Wang Yen-pin	交通部 Ministry of Transportation & Communications
董事 Director	呂東英 Lu Daung-yen	中華民國公司組織研究發展協會 Institute for Research & Development of Corporate Organization of the Rep. of China
董事 Director	吳壽山 Wu Sou-shan	長庚大學 Chang Gung University
董事 Director	劉政池 Liu Jeng-shih	
董事 Director	藍明涵 Lan Ming-han	中華郵政工會 Chunghwa Postal Union
董事 Director	沈英傑 Shen Ying-chieh	臺北郵局 Taipei Post Office
董事 Director	鄭光明 Cheng Kuang-ming	臺北郵局 Taipei Post Office
監察人 Supervisor	黃志聰 Hwang Chih-tsong	行政院 Executive Yuan
監察人 Supervisor	楊明祥 Yang Ming-shyan	行政院 Executive Yuan
監察人 Supervisor	林信夫 Lin Se-fe	交通部 Ministry of Transportation & Communications
財務副總經理	吳民佑 Wu Min-yu	中華郵政公司 Chunghwa Post Co., Ltd.
Vice President(Finance)		
儲匯副總經理	葉舜民 Yeh Shun-min	中華郵政公司 Chunghwa Post Co., Ltd.
Vice President(Banking)		
郵務副總經理	蘇天富 Su Tian-fuh	中華郵政公司 Chunghwa Post Co., Ltd.
Vice President(Postal Service)		
總稽核 Auditor General	林明河 Lin Ming-her	中華郵政公司 Chunghwa Post Co., Ltd.
主任秘書 Chief Secretary	黃書健 Huang Shu-chien	中華郵政公司 Chunghwa Post Co., Ltd.

中華郵政股份有限公司組織表
Chunghwa Post Co., Ltd. Organization Chart



二、組織簡介

交通部依郵政法第三條規定，設中華郵政股份有限公司，其組織為：

- (一) 置董事11至15人，組織董事會，依據法令及公司章程，為業務執行之決策單位。
- (二) 置監察人3人，依據法令及公司章程，監督財務及業務之執行。
- (三) 置總經理1人，依據法令與公司章程及秉承董事會之決議事項，綜理公司業務並監督所屬人員及單位；總經理下置副總經理4人及主任秘書1人，襄助之。
- (四) 置總稽核1人，由董事會遴任，並設稽核處直隸董事會，掌理公司稽核業務，並定期向董事會及監察人報告。
- (五) 設經營策略設計委員會，置主任委員1人，得由總經理兼任。設總經理室，置室主任1人。設郵務營業處、郵遞管理處、集郵處、儲匯處、壽險處、資產營運處、資金運用處、技術處、人事處、稽核處、政風處、會計處、資訊處及勞工安全衛生處（兼總務處）等14個單位。



2. Organization

Chunghwa Post Co., Ltd. is established under the Provisions of Article 3 of the Postal Act by the Ministry of Transportation and Communications.

- (1) The company shall have a Board of Directors composed of at least 11 but not more than 15 directors. The administration and direction of the business of the company, under the laws and articles of company, belong to the Board of Directors.
- (2) There are 3 supervisors in the company, under the laws and articles of company, responsible for the supervision of finance and the execution of business.
- (3) There is one general manager, under the acts and articles of company and resolutions of the Board of Directors, whose responsibilities are to carry out the company's business and supervise all staff and units. There are four deputy general managers and one secretary general to assist the general manager in executing the assigned affairs.
- (4) There is one auditor general, elected by the Board of Directors. Under the Board of Directors, there is one Department of Auditing, to audit the company and report on a regular basis to the Board of Director and supervisors.
- (5) There is one Director under the Operation Strategic Planning Committee. The position may be occupied by the General Manager. There is one Chief Secretary in the Presidential Office. There are 14 departments: Mail Business, Mail Operation, Philately, Savings and Remittances, Life Insurance, Property, Capital Operations, Maintenance, Personnel, Auditing, Ethics, Accounting, Information Management, and Labor Safety and Health (General Affairs).
- (6) According to business requirements, there are 23 responsibility centers, as the administrative and supervising unit, to lead the branch offices in managing the business.
- (7) There are 5 mail-processing centers to integrate the flow of mail operational processing, mail delivery and collection routes, and they are to adopt the advanced automation mail-processing system to handle mail.

3. Installment and Adjustment of Organization

In order to support governmental policies of reinforcing infrastructure, awareness of endemic culture, and promoting economic prosperity, postal establishments and facilities have been set up in urban areas, rural areas, and on offshore islands. In addition, a tight network of mail routes, including by land, water, air, bike, and foot, ensures that mail gets delivered to the most remote districts. At the end of 2003, there were 9,976 postal establishments; 349 or 3.38% less than the previous year.

郵政機構設置比較表
Comparative Chart of Postal Establishments

	機 構 類 別	91年	92年	增減百分比(%)
管理機構 Commanding Organization	Postal Establishments	2002	2003	Increase/Decrease
	總公司（原郵政總局）Headquarters(DGP)	1	1	
	郵政儲金匯業局 Directorate General of PRSB	1		- 100
	郵政管理局 Regional Head Offices	3	-	- 100
	各等郵局（責任中心局）Post Offices	0	23	
	小 計 Subtotal	5	24	380
自辦機構 Post Offices	特等郵局 Super-class Post Offices	13	-	- 100
	一等郵局 1st-class Post Offices	12	-	- 100
	二等郵局 2nd-class Post Offices	-	-	
	郵件處理中心 Mail Processing Centers	-	5	
	各級郵局（支局）Branches	1,289	1,316	2.09
	行動郵局 Mobile Post Offices	3	-	- 100
	臨時郵局及支局 Temporary Post Offices	11	7	- 36.36
	小 計 Subtotal	1,328	1,328	
委辦機構 Contracted Agency	郵政代辦所 Postal Agencies	912	1,272	39.47
	郵票代售處 Stamp-selling Outlets	8,080	7,352	- 9.01
	小 計 Subtotal	8,992	8,624	- 4.09
總 計 Total		10,325	9,976	- 3.38

備註： 一、管理機構部分：
92年1月1日起，原郵政總局改制為中華郵政股份有限公司（總公司），裁併郵政儲金匯業局及北、中、南三區郵政管理局，另成立23處各等郵局（責任中心局）。
二、自辦機構部分：
（一）整併特、一及二等郵局為23處郵局（責任中心局）下轄各級郵局（支局）。
（二）裁併郵件投遞中心及航空郵件處理中心，調整郵件處理中心組織，不再隸屬於三區管理局，直隸總公司管轄。
（三）火車及汽車行動郵局分別於92年8月間停班或歸併。
三、委辦機構部分：
（一）部分郵票代售處提升為郵政代辦所，提升服務功能。
（二）郵票代售處減少係部分便利商店代售處如7-Eleven、全家及萊爾富等改由其總公司統籌向郵局購買票品，單店證照取銷，惟其實際服務據點仍隨便利商店之增設而增加。
四、為加強郵局營業時間外對顧客之服務，普遍於郵局外或具較大空間局屋之郵局另闢獨立空間裝置郵務、儲匯自動化機具及專用信箱，共175處，提供24小時，全年無休之自助服務。其分佈地點請參閱附錄一自助郵局分佈地點。

Notes:

1. As from January 1, 2004, the Directorate General of Posts was restructured into the Headquarters of the Chunghwa Post Co., Limited. The Directorate General of Postal Savings and Remittances Bank and three Regional Head Offices were abolished. At the same time, 23 Post Offices (Responsibility Centers) were set up.
2. The Super-class, 1st-class and 2nd-class Post Offices were turned into 23 Post Offices (Responsibility Centers).
3. The Mail Delivery Center and Air Mail Processing Center were abolished. The organization of the Mail Processing Center was restructured and was put under the control of the Headquarters instead of the three Regional Head Offices.
4. The Train Post Office and the Mobile Post Office were abolished in August of 2003.
5. The status of some Stamp-selling Outlets was raised to Postal Agency to provide better service to customers.
6. The number of Stamp-selling Outlets was reduced when the headquarters of convenience chain stores 7-Eleven, Family Mart, and Hi-Life began to wholesale and distribute stamps to their island-wide branches. The licenses of their branches were cancelled. The number of stamp-selling points actually increased with the setting up of the chain-store distribution channel.
7. Currently, 175 self-service post offices have been established outside post office buildings or in 24-hour access rooms of large post office buildings to provide convenient service. Please consult the appendix to find the locations.

- (六) 為應業務需要，依營業規模設23個責任中心局，為行政督導單位，帶領所轄支局組成經營團隊。
- (七) 為應郵件處理業務需要，設5處郵件處理中心，整合郵件作業流程、郵運網路及收攬路線，運用高性能自動化處理系統處理郵件。

三、機構設置與調整

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，在我國境內，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，包括陸路、海運、航空及交通不便地區的自行車郵路和步行郵路，密如蛛網，無遠弗屆。截至92年12月底止，郵政機構共9,976處，較上年度減少349處，減少率3.38%。配合本92年1月1日起，郵政組織改制為中華郵政股份有限公司，裁併郵政儲金匯業局及台灣北、中、南區郵政管理局，另成立23處各等郵局（責任中心局），管理機構由5處增至24處；自辦機構包括5處郵件處理中心、各級郵局（支局）、臨時任務性郵局共1,328處；委辦機構包括郵政代辦所1,272處及郵票代售處7,352處，共9,976處，減少368處。每一郵政機構（不含便利商店）平均服務面積約3.61平方公里，公衆用郵極為便利。

四、人力資源與員工培訓

(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86年度起即未增加員額，92年度裁減員額1,989名。為降低人力負荷，減輕人工成本，中華郵政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，於92年1月1日改制國營公司，將郵政總局及郵政儲金匯業局組織結構合併，原有27個處室歸併為14個處，另設總經理室，將北中南三區管理局予以裁撤，設置23個責任中心局，強化組織功能，以利事業發展。

2. 實施郵件處理自動化

為加速郵件處理，自89年起先後成立台北、桃園、台中、台南、高雄5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，92年精簡名額32人；為增進機械作業效率，除改進郵件作業流程外，並呼籲公衆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，積極辦理非核心業務委託外包，將部分工作如郵件運輸、投遞前郵件分揀、封發前分揀、郵務窗口、掛號函件招領、郵政代辦所等業務委外辦理。

In conjunction with the restructuring of the postal organization into the Chunghwa Post Company Limited, which called for the abolition of the Directorate General of Postal Remittance and Savings Bank and three regional Head Post Offices, 23 Post Offices (Responsibility Centers) were established. The Commanding Organization thus increased from 5 to 24. There are 1,328 post offices of various levels, including 5 mail processing centers. The 9,976 contracted postal units, 368 less than the previous year, include 1,272 Postal Agencies and 7,352 Stamp-selling outlets. The average service area of each post office, excluding convenience stores, covers 3.61 square kilometers. This provides customers convenient access.

4. Manpower Sources 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 governmental policy on streamlining organizational framework. In 2003 it reduced the number of employees by 1,989. To reduce workforce burden, alleviate personnel expenses, and implement governmental policy, the Chunghwa Post has taken the following measures:

1. Adjustment of Organization

On January 1, 2004, 23 Post Offices (Responsibility Centers) were established to replace the 3 Regional Head Post Offices in conjunction with the policy to turn the Postal Service into a company organization. It also merged the Directorate General of Posts and the Directorate General of Postal Remittance and Savings Bank into the Headquarters, in which 14 new departments replaced 27 old ones. In addition, a General Manager's Office was set up. These measures enable the enterprise to run smoothly and the organization to function more effectively.

2. Implement Automation in Mail Processing

To accelerate mail flow, five processing centers, located in Taipei, Taoyuan, Taichung, Tainan, and Kaohsiung, were set up utilizing highly-efficient automated processing to reduce expensive manual handling of mail. In 2003, 32 redundant positions in the mail processing centers were cut. In addition, the Post Office garnered the public's support to use standardized envelopes and to include zip codes. It is expected that mail-handling automation will continue to reduce manpower requirements.

3. Outsource a Portion of Postal Services

To reduce labor costs and to meet governmental policy, the Chunghwa Post entrusted to commercial firms a number of less pivotal postal operations, including mail

郵政各類工作人員分析表

Breakdown of Employees by Function

92年12月31日 (End of 2003)

單位：人 (Unit: Person)

人數 Person 類別 Function	單位 Units	總計 Total	百分比 % Percentage	總公司 Headquarters	各等郵政 Post Offices	郵件處理中心 Mail Processing Centers
總計 Total		26,440	100.00%	1,526	23,043	1,871
業務人員合計 Clerk Total		25,637	96.96%	972	22,812	1,853
郵件投遞 Mail Delivery		8,806	33.31%		8,733	73
郵件處理 Mail Processing		3,030	11.46%		1,846	1,184
郵件運輸 Mail Transport		881	3.33%	21	341	519
集郵人員 Philately		109	0.41%	46	63	
郵務窗口 Mail Counter		3,205	12.12%		3,205	
儲匯窗口 Banking Counters		5,960	22.54%		5,960	
業務處理 Service Operation		3,646	13.79%	905	2,664	77
管理人員 Managerial		385	1.46%	378	7	
研究發展 Research		141	0.53%		141	
訓練人員 Training		32	0.12%	32		
技術人員 Technical		245	0.93%	144	83	18

4. 貫徹精簡人力政策

配合改制郵政公司，92年度辦理現職人員優惠退休及資遣，退離人數共計2,209人，均未予補充。各局及郵件處理中心按「研商人力運用與外包之配合」方案，推動郵件分揀及信筒（箱）郵件收攬委外。

5. 截至92年12月31日止，郵政員工包括董事長1人，轉調人員22,876人，從業人員1,862人，約僱人員1,701人，共26,440人，其中基層業務人員計25,637人，占96.96%；技術人員計245人，占0.93%；管理人員計385人，占1.46%；研究發展人員141人，占0.53%；訓練人員32人，占0.12%。顯示郵政人力結構，絕大部分員工擔任基層營業窗口及郵件部門工作，負責行政管理部門之人員至為精簡。

(二) 員工培訓

郵政訓練所每年遴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。92年度共舉辦各種訓練814期（梯次），受訓員工38,864人次，派員出國考察研習共68人次。為提升個人與公司的競爭力、強化企業優勢，郵政訓練所已建構完成「郵政網路教育訓練」基礎設施。並訂定「中華郵政股份有限公司網路教育訓練實施要點」為實施線上學習之依據。在課程內容方面，目前已建置之課程有「電腦課程2000」、「電腦課程XP」、「認識郵政簡易六年期吉利保險」、「董事長的話」、「通訊地址遷移通報」、「郵政監理業務介紹」、「英語訓練線上課程」與「各項業務經營策略」等課程。

(三) 志工服務

各等郵局及郵件處理中心92年運用志工人數計1,851人，服務時數計543,840小時。

transportation, pre-sorting, and claiming of registered letter-post items.

4. Retrench Manpower

In 2003, 2,209 employees took advantage of early-retirement incentives. Those vacant positions were not refilled, and the work responsibilities were outsourced to commercial firms.

5. At the end of 2003, there were 26,440 employees, consisting of 24,739 regulars and 1,701 non-regulars. Among them, 25,637 (96.96%) were service-related; 141 (0.53%) were in the research department, 385 (1.46%) were in management, 32 (0.12%) were in charge of training programs, and 245 (0.93%) were technicians. These figures indicate that the largest portion of employees was deployed at counters and in the mail-handling section, while the smallest was in management.

(2) Staff Training

Every year the Postal Training Institute develops a wide range of training programs covering management, computers, professional service, and technical skills. In 2003, 814 training sessions or classes took place, with 38,864 staff participating. Another 68 employees were sent abroad for study. To meet anticipated competition and to provide this company an advantage, the Postal Institute has completed the "Postal Educational and Training Courses Network" front page, in which employees can take on-line the courses such as "Computers Course 2000", "Computer Course XP", "Understanding the 6-year Chi-li Postal Insurance", "Message from the Chairperson", "Notification of Change of Address", "Introduction to the Auditing Business", "English Course on-Line", "Management Strategy of Postal Businesses", etc.

(3) Volunteers' Services

There are 1,851 volunteers providing customer service in some major post offices and mail processing centers, with a total of 543,840 service hours in 2003.

郵政專業職（二）以上人員屬性分析圖
Attributes of Postal Junior Clerks and Above

