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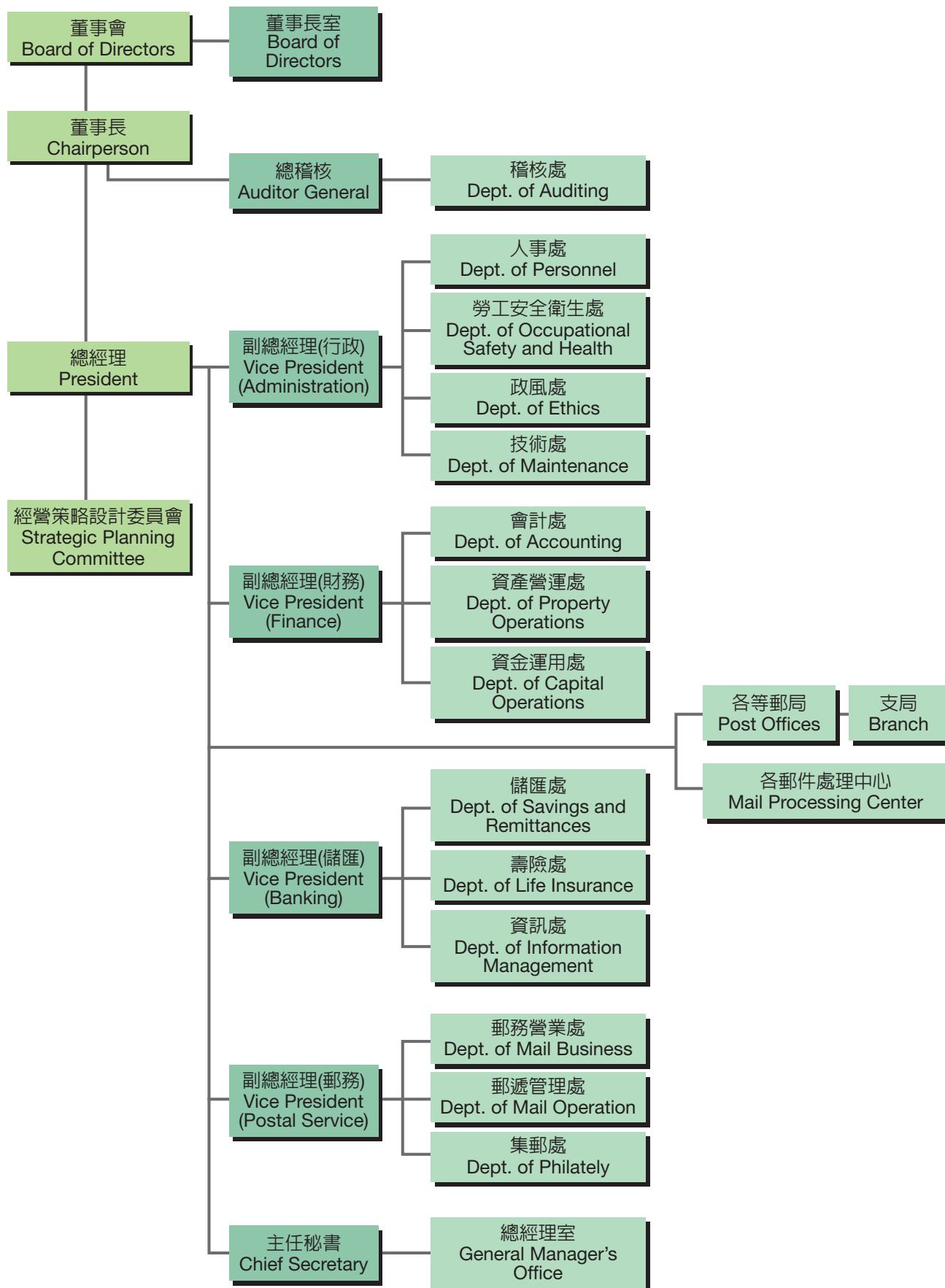
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一、組織系統 Organization





行政副總經理 陳吉雄
Chen Chi-hsiung, Vice President (Administration)



財務副總經理 吳民佑
Wu Min-yu, Vice President (Finance)



儲匯副總經理 葉舜民
Yeh Shun-min, Vice President (Banking)



郵務副總經理 蘇天富
Su Tian-fuh, Vice President (Postal Service)



主任秘書 黃書健
Huang Shu-chien, Chief Secretary



總稽核 胡雪雲
Hu Sheue-yun, Auditor General

二、董事、監察人與主要經理人

Chairperson, President, Directors, Supervisors and the Upper Management

2005.06.15

職稱Title	姓名Name	服務機關
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 Director & President	黃水成 Huang Shui-cheng	中華郵政公司 Chunghwa Post Co., Ltd.
董事兼行政副總經理 Director & Vice President (Administration)	陳吉雄 Chen Chi-hsiung	中華郵政公司 Chunghwa Post Co., Ltd.
董事Director	傅傳訓 Fu Chuan-hsun	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	蕭丁訓 Hsia Ding-hsun	基隆港務局 Keelung Harbor Bureau
董事Director	謝明輝 Shieh Ming-hui	高雄港務局 Kaohsiung Harbor Bureau
董事Director	丁克華 Ding Kung-wha	財團法人中華民國證券暨期貨市場基金會 ROC Securities & Futures Institute
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	中華郵政工會 Chunghwa Postal Union
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 Vice President(Finance)	吳民佑 Wu Min-yu	中華郵政公司 Chunghwa Post Co., Ltd.
儲匯副總經理 Vice President(Banking)	葉舜民 Yeh Shun-min	中華郵政公司 Chunghwa Post Co., Ltd.
郵務副總經理 Vice President(Postal Service)	蘇天富 Su Tian-fuh	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.
總稽核Auditor General	胡雪雲 Hu Sheue-yun	中華郵政公司 Chunghwa Post Co., Ltd.

三、組織簡介

交通部為提供郵政服務，依郵政法第3條規定，設國營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；設總經理室，置室主任1人。
- (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。

3. An Introduction to the Corporate Structure:

Chunghwa Post Co., Ltd. was established under the provisions of Article 3 of the Postal Act by the Ministry of Transportation and Communications to provide postal services to the public. Its organizational structure includes the following:

- (1) A board of directors composed of 11 to 15 directors. According to law and the company's own Articles of Incorporation, this is the company's decision-making body.
- (2) Three supervisors. According to law and the company's own Articles of Incorporation, the supervisors are charged with supervising the company's financial and business operations.
- (3) A president. According to law and the company's own Articles of Incorporation, the president is responsible for carrying out board decisions, overseeing corporate operations, as well as supervising all staff and departments of the company. The president shall have the assistance of four vice presidents and one chief secretary.
- (4) An auditor general (elected by the board of directors) and an auditing department directly under the board. The auditor general and the auditing department are responsible for conducting audits of the company and making regular reports to the board and corporate supervisors.
- (5) A Strategic Planning Committee. The committee shall have a chairman, who can also be company president. The company has 14 departments: the Department of Mail Business, the Department of Mail Operations, the Department of Philately, the Department of Savings and Remittances, the Department of Life Insurance, the Department of Property Operations, the Department of Capital Operations, the Department of Maintenance, the Department of Personnel, the Department of Auditing, the Department of Civil Service Ethics, the Department of Accounting, the Department of Information Management, and the Department of Occupational Safety and Health/General Affairs. The company shall also have an Office of the President, with an office manager.
- (6) 23 larger branches are designated as supervisory post offices, each administering a group of smaller branches.
- (7) Five mail processing centers. These centers utilize high performance automated systems to process mail, as well as integrating mailing procedures, transport networks and collection routes.

四、機構設置與調整

4. Postal Establishments and Changes in Their Numbers

郵政機構設置比較表

Comparative Chart of Postal Establishments

單位：處

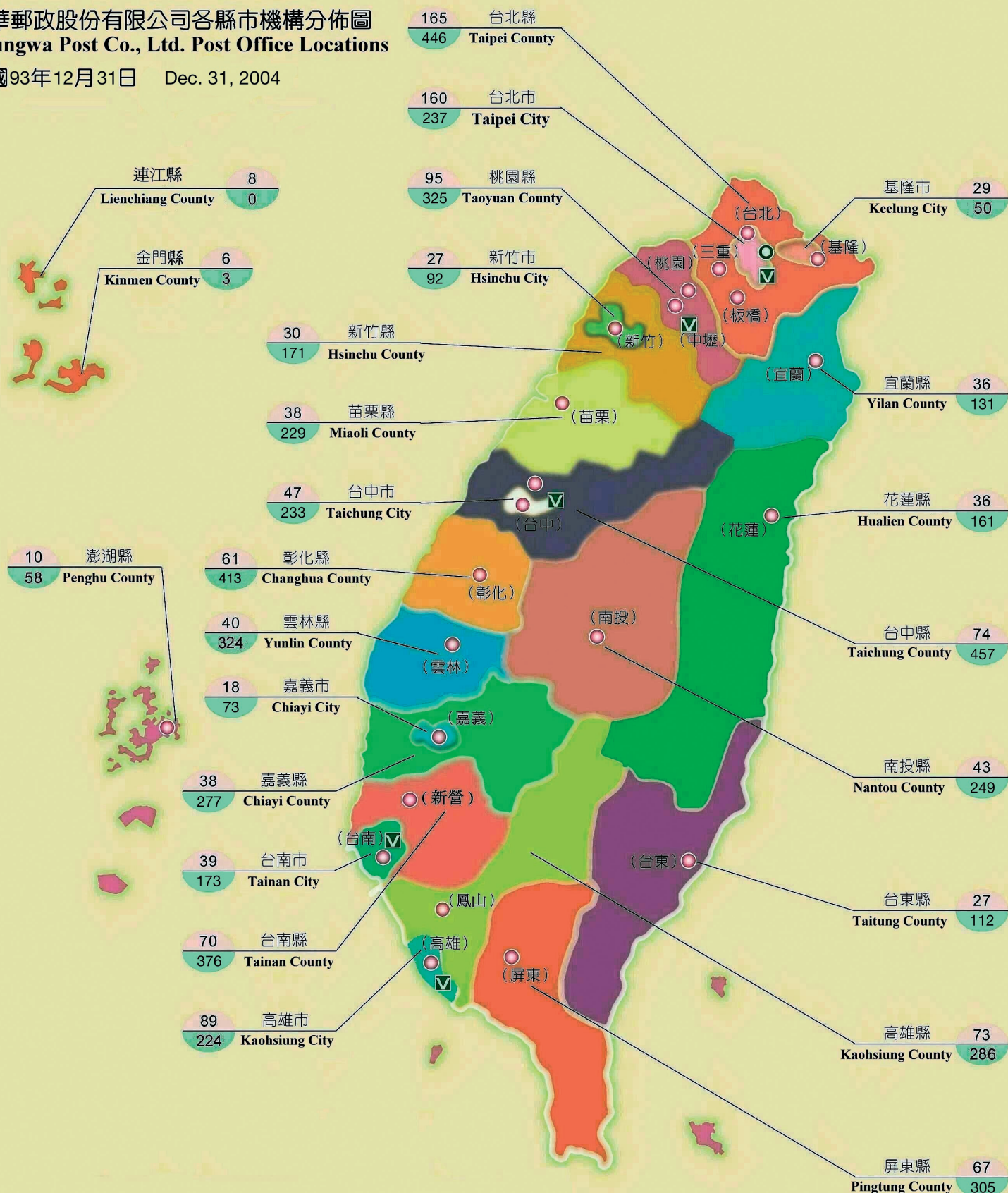
Unit: Office

機 構 類 別 Types of Postal Establishments		92年 (2003)	93年 (2004)	增減%
管理機構 Administration Establishments	總公司 Headquarters	1	1	
	各等郵局 Post Offices	23	23	
	共 計 Total	24	24	
自辦機構 Post Offices	郵件處理中心 Mail Processing Centers	5	5	
	各級郵局 Branch Offices	1,316	1,314	-0.15
	臨時任務性局所 Temporary Post Offices	7	7	
	共 計 Total	1,328	1,326	-0.15
委辦機構 Contracted Agency	郵政代辦所 Agencies	1,272	1,346	5.82
	郵票代售處 Stamp Sales Agencies	7,352	4,059	-44.79
	共 計 Total	8,624	5,405	-37.33
總 計 Grand total		9,976	6,755	-32.29

註：現行郵政組織分為管理機構及業務機構2項，業務機構再分為自辦機構及委辦機構2種，截至93年12月底止，郵政自辦及委辦機構共6,755處。管理機構計24處，包括總公司1處及各等郵局23處；業務機構計6,731處，包括自辦機構1,326處（郵件處理中心5處、各級郵局1,314處、臨時任務性局所7處）及委辦機構5,405處（郵政代辦所1,346處、郵票代售處4,059處），較上年度減少3,221處，減少率32.29%，主因配合整體用郵環境改變，大幅調整委辦機構所致。其中自辦機構之各級郵局減少2處，委辦機構之郵政代辦所增加74處、郵票代售處減少3,293處。因郵政自辦機構幾無異動，僅調整效益及功能性較弱之部分郵票代售處營業據點，並不影響公眾用郵之便利性。

Note: Currently, the postal establishments in Taiwan include administrative facilities as well as operational and branch outlets. These outlets are further divided into those operated by the post office itself and those contracted out to other organizations to operate. At the end of December 2004, there were 6,755 establishments altogether. The 24 administrative establishments included headquarters and the 23 supervisory post offices. The 6,731 business establishments included 1,326 postal facilities (5 mail processing centers, 1,314 post office branches and 7 temporary post offices) and 5,405 contract units (1,346 contracted postal agencies and 4,059 stamp sales agencies). There were 3,221 establishments fewer than the previous year, a 32.29% decrease. This was largely because the company made a major reduction in its contract units in response to changes in the general mailing industry environment. Two post office branches and 3,293 stamp sales agencies were removed, while 74 contracted postal agencies were added. Because the eliminations were almost all among poorly performing contracted retail outlets and the company's own postal facilities were nearly unaffected, there was little impact on customers.

中華郵政股份有限公司各縣市機構分佈圖
 Chungwa Post Co., Ltd. Post Office Locations
 民國93年12月31日 Dec. 31, 2004



- 中華郵政股份有限公司 Chungwa Post Co., Ltd.
- 各等郵局 (責任中心局) Post Offices
- ☑ 郵件處理中心 Mail Processing Center

- 24 管理機構 Comanding Organization
- 1326 自辦機構 Post Offices
- 5405 委辦機構 Contracted Postal Units

五、人力資源與員工培訓

郵政各類工作人員分析表

單位：人

Breakdown of employees by Function

Unit: Person

2004/12/31

人數 person 單位 units 類別function	總計 Total	百分比 % Percentage	總公司 HQ	各等郵局 P.O.	郵件處理中心 Mail Processing Center
總計Total	25,675	100.00	1527	22,433	1,715
業務人員合計Clerk total	23,886	93.03	664	21,561	1,661
郵件投遞Mail delivery	8,609	33.53		8,540	69
郵件處理Mail processing	2,790	10.87		1,753	1,037
郵件運輸Mail transport	867	3.37	23	338	506
集郵人員Philately	118	0.46	58	60	
郵務窗口Mail counter	2,875	11.20		2,875	
儲匯窗口Banking counter	5,946	23.16		5,946	
業務處理Service operation	2,681	10.44	583	2,049	49
管理人員Managerial	1,258	4.90	565	647	46
研究發展R & D	261	1.02	123	138	
訓練人員Training	32	0.12	32		
技術人員Technical	238	0.93	143	87	8

(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，93年度裁減員額984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. 活化人力資源

為應人力新陳代謝及業務發展需要，於93年7月間辦理從業人員甄選，錄取財務、法務、風險管理、企劃、行銷、資訊、壽險精算、物流倉儲、建築設計、水電設計等10項專業類科營運職人員合計73人及專業職（二）內勤319人、專業職（二）外勤691人，總共錄取1,083人。

2. 實施郵件處理自動化

為加速郵件處理，自89年起先後成立臺北、桃園、臺中、臺南、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，93年精簡人手95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。

5. Human Resources and Staff Training

(1) Labor Structure

The post office operates an array of labor-intensive services. This is especially the case for mail collection and delivery. In recent years, the postal business has been growing rapidly in step with the nation's economic development, and there has been a need to hire more employees every year. Yet under the government's policy of downsizing, the post office has not increased its workforce since 1997. In 2004, it laid off 984 employees. In order to reduce labor costs, Chunghwa Post has been aggressively implementing the following measures:

1. Bringing in New Blood

To fill positions vacated by employees who retired or resigned and to meet the needs of its business development, Chunghwa Post held a postal exam in July of 2004 and hired 1,083 new employees, including 73 specialists in finance, law, risk management, planning, marketing, information, life insurance actuarial studies, logistics, architecture, and electric and plumbing design; 319 full-time desk workers; and 691 full-time outdoor workers.

2. Automated Mail Processing

In order to speed up mail processing, in 2000 five mail processing centers were established (Taipei,

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。

4. 截至93年12月31日止，郵政員工包括董事長1人，轉調人員22,621人，從業人員1,830人，約僱人員1,223人，共25,675人，其中基層業務人員計23,886人，占93.03%；技術人員計238人，占0.93%；管理人員計1,258人，占4.90%；研究發展人員261人，占1.02%；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

郵政訓練所每年均依據年度訓練計畫，遴調各層級郵政主管及工作人員，分別參加主管、電腦、專業、服務及業務技能等訓練。93年度共舉辦各種訓練1,162期（梯次），受訓員工57,621人次，派員出國考察研習共83人次。為有效推動郵政線上學習，鼓勵員工利用公餘時間上網學習，除強化員工網際網路操作技能外，並逐步充實線上課程內容，以提高員工學習興趣，日後並將逐步改變教育訓練模式，以線上學習代替部分實體教學。另為配合各業務單位之需求，積極辦理精算、財管、資訊、企劃、行銷、核保、理賠、授信、徵信、鑑價、催收及資金運用之專門人才等訓練，以培植郵政管理及財務管理人才。

(三) 志工服務

各等郵局及郵件處理中心93年運用志工人數計1,803人，服務時數計748,586小時。



Taoyuan, Taichung, Tainan and Kaohsiung). The mail from each center's area first comes to these centers to be sorted with high performance sorting machines so as to reduce labor. As a result, 95 employees were laid off in 2004. To raise the operating efficiency of these machines, apart from improving mail-processing procedures, the company has called for the public to use standard-sized envelopes and correct zip codes. Although mail volume is expected to rise in the future, there will be less need for labor.

3. Outsourcing

To reduce labor costs, the post office is making use of postal agencies and actively seeking to outsource its non-core businesses, such as mail transportation, mail sorting prior to delivery, mail sorting prior to dispatching, mail service outlets, and posting undelivered registered mails for claim.

4. A Very Lean Management Structure

On December 31, 2004, Chunghwa Post employed 25,675 employees, including one chairman, 22,621 transferred employees (transferred from the Directorate General of Posts when it was corporatized), 1,830 staff members and 1,223 contract workers. Among these, 23,886 were basic level clerks (93.03% of the entire workforce); 238 were maintenance workers (0.93% of the workforce); 1,258 worked in management (4.90% of the workforce); 261 were R&D personnel (1.02% of the workforce); and 32 were training staff (0.12% of the workforce). It is plain to see that the majority of postal employees are basic level employees involved in sales, services and distribution. Chunghwa Post has a very lean management structure.

(2) Staff Training

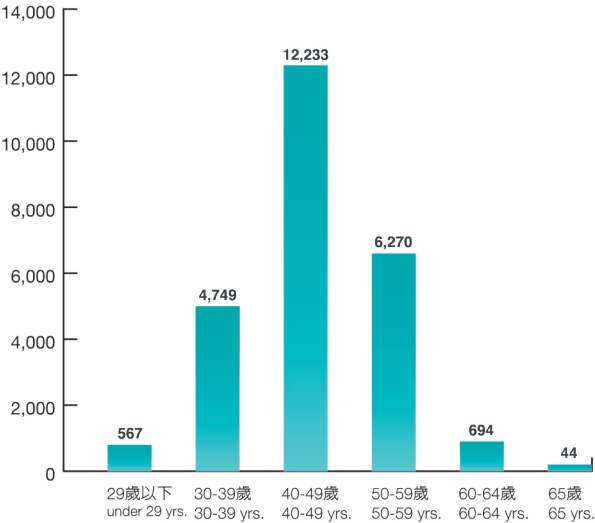
The Postal Training Institute, in accordance with its annual training plan, selects different level executives and staff members to attend executive, computer, professional, service and skill training classes every year. In 2004, there were a total of 1,162 of these classes, which trained 57,621 staff members. A total of 83 employees went on inspection tours overseas. The company also encourages its staff to learn online in their spare time. The institute works on sharpening postal employees' Internet skills as well as gradually improving the content of its online courses in order to encourage the company's staff to further their educations. In the future, it will also gradually change its training models by substituting some classroom time with online instruction. And in coordination with the needs of the different departments of the company, professional courses on actuarial practices, financial management, information technology, planning, marketing, underwriting, claim examining, loans, credit investigations, appraisals, debt collection and capital utilization are offered to cultivate postal and financial administrative personnel.

(3) Volunteers

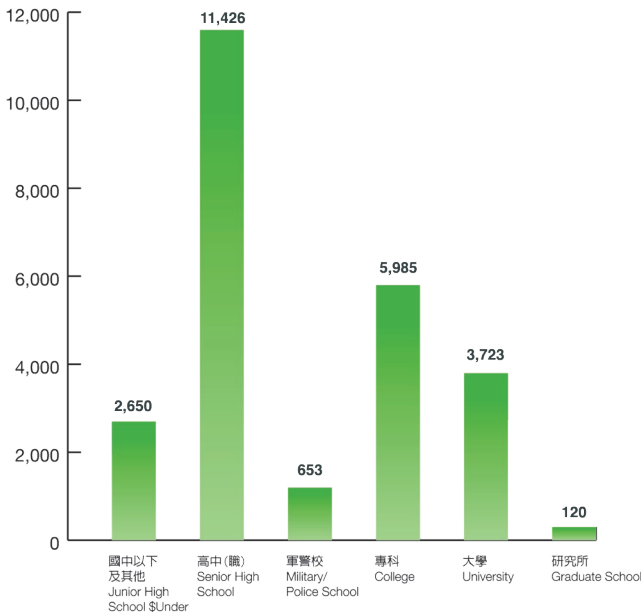
In 2004, 1,803 people volunteered to work in various post office branches and mail processing centers, serving 748,586 hours.

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

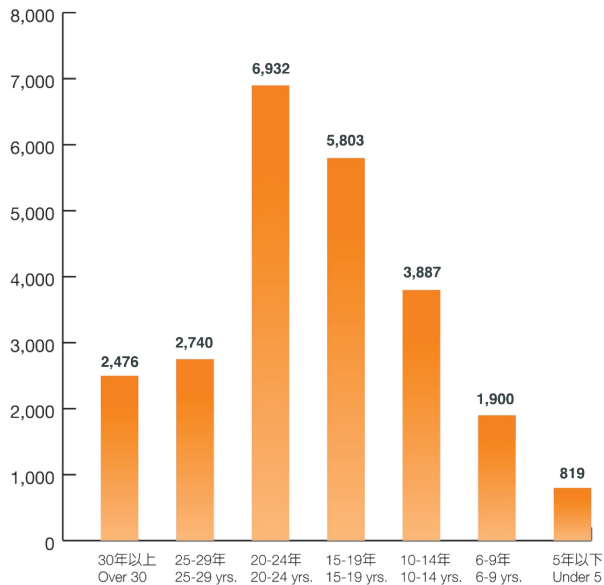
年齡 Age



教育程度 Education



服務年資 Years in Service



性別 Sex

