

## IX. New Measures

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## 玖、興革措施

### 一、推行管理革新

#### (一) 落實執行「全面提升窗口服務效能方案」：

1. 訂頒「窗口服務人員標準話術」乙種供各局參照，強化窗口人員應對技巧及服務禮節。
2. 落實執行縮短等候時間措施，如利用語音叫號機統計功能及員工生產力資料，加強管理、機動調度人手及排班、彈性設置快速服務窗口等，以提升窗口作業效率。
3. 加強支局主管局務管理評鑑及考核；改善第一線窗口人員應對、服務禮貌；縮短窗口等候時間以提升顧客滿意度。

#### (二) 建置「大宗客戶專案議價管理網頁」：

為避免各局惡性競爭，招攬其他郵局「既有客戶」，並防杜業者取巧，賺取郵資差價，侵蝕郵政利益，中華郵政公司乃於內部網路建置相關「大宗客戶專案議價管理網頁」，供各等郵局企劃行銷人員及轄屬支局經理，上網查詢顧客之議價資料詳情。

#### (三) 訂定「大宗郵件郵遞契約書」（範本），以維郵政事業健全發展：

為落實規範大宗客戶遵守專案議價郵件遞送條件，並降低客戶拒繳郵資或交寄郵件後，續要求給予較高郵資優惠折讓風險，特頒訂相關契約書乙種，以利各局競攬大宗郵件業務。

#### (四) 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業

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### 1. Implementation of Management Reforms

#### (1) Firmly implemented “raising overall window service program”:

- (I) Put together “Window Clerk Handbook for Talking to Customers,” which is kept in postal outlets as a reference for counter staff to improve their reception skills and service etiquette.
- (II) Firmly implemented measures to reduce customer waiting time and raise counter efficiency, including the following: making use of number pagers’ data features and employee productivity data, strengthening management, consigning jobs and arranging shifts with more flexibility, and designating express service windows.
- (III) Focusing more on assessing and rating branch office managers’ performance; improving window clerks’ reception skills and etiquette; reducing customer waiting time to raise customer satisfaction scores.

#### (2) Constructed a web page dedicated to “Bulk Mailing Price Negotiation Management”:

To prevent cutthroat competition among its own branches (by snatching each other’s customers), and to prevent customers from making money off price differentials and thereby eroding profits, Chunghwa Post constructed a web page dedicated to these purposes in its internal network. Branch managers and marketing personnel can view details about price negotiations with customers online.

#### (3) Drawing up of sample “Bulk Mailing Contract”:

To ensure that a bulk mailer follows the conditions set on the delivery of special-case price negotiation mail and lower the risk that the client, after the mail is delivered, will refuse to make payment or demand a bigger discount, the post office has published and distributed a copy of a contract as a sample for each branch office.

#### (4) Raising service quality and performance of outsourcing:

Since the “Postal Outsourcing and Utilization of Manpower Team” was formed in 2003, it has been researching and drawing up sample contracts to be distributed to the company’s branch offices and mail processing centers to use as a reference for handling outsourced operations. These include “Contract for Mail Sorting Prior to Delivery,” “Contract for Mail Sorting and Dispatching,” “Contract for Mail Transportation,” “Contract for Mail Collection,” and “Contract for Mail Delivery.”

## 二、推廣儲匯電腦化作業

- (一) 網路郵局新增「網路繳款（特戶存款）」服務功能，儲戶不必出門也可以繳交信用卡費、電信費、保險費、分期付款費、學費、有線電視費及貸款費。
- (二) 廣續推廣金融卡晶片化作業。
- (三) 開辦轉帳代繳汽燃費。
- (四) 劃撥儲金存款單影像處理作業：郵政劃撥儲金存款單經高速掃描機擷取影像，由電腦系統作辨識、排序、核帳等處理，將存款單影像以高速印表機列印通知帳戶銷帳。亦可以E化傳輸方式將收支詳情單與存款單影像通知帳戶銷帳，帳戶可申請以E-MAIL電子傳送、錄製CD光碟片郵遞或WEB網站查詢相關劃撥存款資料，銷帳時效大幅提昇。
- (五) 完成新開發應用系統作業7項：「吉慶兒童保險」新商品作業、自動櫃員機代付現金作業、「吉祥保險」新商品作業、「好利貸」分段式房貸作業、晶片金融卡申請核發期間舊卡仍可使用新制作業、二代會計介面系統增設「壽險帳目」作業、「小額修繕房貸」作業。

## 三、加強資訊安全

設立臺中電腦備援中心，平時作檔案異地疏存及同步備份，於緊急狀況發生時，關鍵作業可於2至4小時內由臺北中心轉換至臺中備援中心作業，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。



## 2. Expanded the Computerization of Savings and Remittances Operations

- (I) Added “online payment for special-deposit account” feature to online payment service. Account holders may now pay bills for credit cards, telephone services, cable TV, as well as insurance premiums, installments, tuition, and mortgages—all without leaving home.
- (II) Continued to focus on switch to chip cards.
- (III) Launched motor vehicle fuel usage fee direct- debit service.
- (IV) Launched an image processing system for postal giro incoming payments: After a high-speed scanning process, the computer identifies, sequences and verifies the amount of each deposit slip before printing out and sending the image data to account holders. Alternatively, account holders can apply to receive the data through e-mail, CD Rom (by mail), or simply by viewing online. This service greatly speeds up the accounting process.
- (V) Completed the development of seven new applications for the operations of the following: Jicing Postal Simple Insurance for Children (a new offering), ATM payment service, Jisiang Postal Simple Insurance (a new offering), “Haolidal” fixed adjustable hybrid mortgage, a new system for postal ATM cards in which cardholders can still use their old cards before receiving their chip cards, “life insurance accounting” (a new feature) for the second-generation bookkeeping interface, and small-amount home renovation loans.

## 3. Enhancing Information Security

The Taichung Disaster Recovery Center was established as an alternate site for data file storage to ensure business continuity. During emergencies, the post office will be able to resume its core operations in the Taichung center in 2 to 4 hours. A firewall and a protection system against virus intrusions for the entire post office network were installed. These have been inspected and renewed at regular intervals. The center is equipped with critical servers, databases and load balancers in order to protect the rights of its customers and improve information security. To protect the ATM cards it issues from fraud (such as information being copied from the magnetic strip of a card to create a duplicate card), Chunghwa Post is, in coordination with government policy, enthusiastically pursuing the switch to chip cards.

#### 四、建置電子化便利郵局

- (一) 完成檔案交換多元通路系統：透過網際網路之網路技術，並結合資料安全之機制，提供中華郵政公司與客戶之間資料交換方便且安全之機制，改善以磁帶（或磁片）往返之人工作業所產生之人力及時間之消耗。
- (二) 完成臺北2005亞洲郵展專屬網站：配合中華郵政公司2005年舉辦亞洲郵展，建置完成專屬網站，並陸續提供相關資料上架。
- (三) 完成郵政網站整合第2期作業：「中華郵政全球資訊網站」配合行政院研考會「營造英語生活環境」及「無障礙網路空間服務網」計畫，增修網站相關功能。

#### 五、推動郵務自動化作業

至93年底實施窗口電腦化局所已達902局；購置物流支援系統設備255組；增購郵務投遞系統硬體設備107台；完成新開發應用系統作業4項：

- (一) 郵務管理資訊系統第1期作業。
- (二) 郵儲整合平台郵務窗口作業系統。
- (三) 重整郵遞便覽網路系統。
- (四) 郵運管理系統第1期作業。

#### 六、整合顧客服務中心資源

顧客服務中心共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，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。



#### 4. Established an E-Post Office

- (I) Established a file swapping multi-channel system:

The system makes use of networking technology and a data security mechanism to provide convenient and secure file swapping between Chunghwa Post and its clients, saving labor and time previously used for transporting data stored on magnetic tapes or discs.

- (II) Completed the construction of a dedicated website for the TAIPEI 2005 Asia International Stamp Exhibition: In coordination with the Asia International Stamp Exhibition of 2005, hosted by Chunghwa Post, a dedicated website was constructed, and related information has been gradually posted there.

- (III) Completed the second phase of postal website integration:

In order to comply with the Executive Yuan's Research, Development and Evaluation Commission's policies promoting "Building an English Living Environment" and "Web Accessibility," Chunghwa Post made additions and revisions on its website.

#### 5. Promoting Automated Operations of its Postal Operations

At the end of 2004, the post office completed computerization of counter services in 902 post office branches; deployed 255 suite logistic support systems; deployed 107 items of mail delivery hardware; and completed the development of 4 applications (stage one for the postal management information system, an integrated platform for both postal and savings operations, the zip code network reorganization system, and stage one for the mail transportation management system).

#### 6. Integrating the Resources of Its Call Center

The service representatives of the center are charged with the duties of answering customers' enquiries, processing requests for changes, as well as addressing customers' complaints and suggestions. To create an image of being a high quality and professional provider of service, the post office expanded the center's services by assigning it responsibility for the interactive voice response system for savings and remittance operations. So that it can fulfill its service ideal of attaining great customer satisfaction by providing excellent communication channels with customers, the center is open 24 hours a day.