Chapter 18

Human Resources

The 21st century is a new age of internationalization, globalization, rapid technological development, and intensive knowledge. The labor market has shifted from traditional industries to knowledge intensive industries. In order to create a balanced labor market, it is imperative that Taipei improve overall market efficiency, mobilize human resources, effectively utilize abundant human resources, improve the quality of workers, and thereby meet the needs of the labor market and become a key player in global and international production chain.
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As the capital of Taiwan, Taipei has unique economic and developmental advantages. The Taipei City Government strives to protect workers’ rights and create a gender-equal and safe working environment so that workers can do their jobs without fear. Promoting the active utilization of human resources in the labor market is one of Taipei City’s most important achievements.

Part 1 Protecting Workers’ Rights

The trend of globalization and internationalization, coupled with a society that’s becoming more democratic, diversified, and economically free, has caused changes in the industry structure, affecting the supply and demand of the labor market as well as the traditional relationship between workers and employers. The concept of labor protection has also become more prominent, causing labor dispute cases to become more frequent and complicated. The Government should devise and implement comprehensive labor policies, and find a win-win solution for both workers and employers in the employment market.

1. New Labor Pension System Protects Workers After Retirement

In order to help workers better understand the new labor pension system, Taipei City Government’s Department of Labor has been providing convenient access to relevant information through promotions, advertising clips, and radio interviews and call-ins. The Department of Labor has also been actively assisting the establishment of “Labor Pension Fund Accounts” in accordance with the Labor Standards Law and producing promotional video clips that are available on the Internet.

As a result, 3,266 business units reported the establishment of labor pension funds in 2006, adding up to a total of 25,166 business units.

2. Protect the Right to Organize, Making Unions Both a Privilege and an Obligation

The Government protects the people’s right to organize and form unions in accordance with the law. As unions become stronger, in the case of dispute over rights and adjustments between workers and employers, workers have the right to negotiation. Unions and workers can cooperate to sign collective agreements with employer groups, and protect the right to work.

Over the years, the Department of Labor has been actively helping workers to form unions. Currently,
Special employment event
there are a total of 466 unions in Taipei City, including 3 general unions, 6 association unions, 158 industrial unions, and 299 craft unions.

3. Employers and Employees Work in Harmony to Create a Win-win Situation

Continue the promotion of “Good Work Rules” regulations and consider the needs of both employers and employees when interpreting labor laws so as to encourage harmony and create a win-win working environment.

The power of the group is not to be overlooked. In 2006, the Department of Labor assisted the International Commercial Bank of China, Chiao Tung Bank, the First Credit Cooperative of Taipei, Hua Nan Bank, and Chinese Television System to sign group agreements with unions, and build an employer-employee relationship based on mutual trust, understanding, and assistance.

4. Establish Employee Welfare Systems to Protect Workers’ Welfare

A company’s “Employ Welfare” system is what attracts talent, and an employee welfare fund with an employer-employee joint management design is helpful to the company. Therefore, employee welfare committees allow the creation of a good employment environment and encourages employers and employees to work together to improve corporate competitiveness. As of 2006, the Department of Labor has assisted 3,123 business units (including unions) in establishing employee welfare committees, benefiting 3,030,000 employees and their relatives.
5. Settle Labor Disputes to Maintain Employer-Employee Harmony and Social Stability

In the case of labor disputes, the Department of Labor considers the severity and situation of individual cases, then conducts negotiations or statutory mediations and arbitrations to settle the disputes “immediately” and “on-the-spot” in a quick and effective manner. According to the severity of the cases, administrative orders, inspections, administrative disciplinary measures, or prosecutions may be carried out in the hope of resolving labor disputes fairly and justly.

In 2006, 63%, or 2,087 out of 3,306 (including 3,160 negotiation cases and 146 mediation cases) labor dispute cases were resolved. Major labor dispute cases in 2006 include labor rights disputes caused by the merging of financial institutions (such as Taiwan Business Bank, First Bank, Bank of Overseas Chinese, and Bank SinoPac), the labor reduction case of Northwest Airlines due to slow business, and the workers’ rights case as a result of the Holiday Inn Asiaworld Taipei purchase. These cases were appropriately handled by government agencies, and the rights of workers protected.

6. Provide Compensation for Legal Proceedings to Take Care of Disadvantaged Workers

(1) Labor Rights Fund Provides Compensation for Legal Proceedings and Living Expenses

In order to protect workers’ rights and help them stand up to their employers, the Taipei City Government established the “Labor Rights Fund”, providing compensation for legal proceedings and living expenses to workers in serious dispute cases regarding factory shutdowns, unfair dismissals, occupational hazards, and occupational diseases. From May 2001 to the end of 2006, a total of 34 application review meetings were held. 284 cases were approved, and 1,201 persons received compensation, adding up to a total of NTS 22,725,182.

(2) Legal Proceedings Assistance in Accordance with the Gender Equality in Employment Law

In the case that the employer violates the Gender Equality in Employment Law, the Department of Labor provides legal assistance services to help workers safeguard their rights as protected by the Law.

Part 2 Employment Security

According to the “Yearbook of Manpower Survey Statistics” published by the Directorate-General of Budget, Accounting, and Statistics of the Executive Yuan, Taipei’s total employed population in 2006 was approximately 1,143,000. By industry, the largest employer was the service industry, which accounted for 80.31% (or 918,000) of all industries, and was 0.44% more than in 2005. By class of worker, the most persons were employed by the service industry, with 917,000 persons, which was 1.21% (or 11,000) more than in 2005. It is obvious that the service industry is the main industry in Taipei, with the most persons employed. Such labor structure and market environment affects the employment protection policies and measures set by government agencies.

The unemployment rate in Taipei was 3.7% in 2006, which was 0.2% less than 2005’s unemployment rate of 3.9%. The Taipei City Government has constructed a “Employment Security
Network” to protect the people’s right of employment. The network centers on “Employment Services”, “Vocational Training”, and “Unemployment Benefits”, which are described as follows:

1. Diverse Employment Services Offer Convenient Choices to Citizens

(1) Private Employment Service Agencies Provide a General Employment Platform

With the popularity of the Internet, human resource websites have the advantage of being low-cost and allowing fast job posting and reply, and are replacing traditional newspaper job ads. Currently, there are 87 private domestic employment service agencies registered in Taipei City, and 238 private overseas employment service agencies are registered in Taipei City with the Council of Labor Affairs.

(2) “Zero Reject” Policy at Public Employment Service Agencies Provide Warm Services to Disadvantaged Workers

Currently, there are 8 public employment service stations (including Central Station, Beitou Station, Ximen Station, Dinghao Station, Nangang Station, Jingxing Station, Songshan Station, and Neihu Station). These stations are integrated with the Mass Rapid Transit system or District administration centers to provide a “Single Register, All-round Services” employment service network that is free, close, and comprehensive. Special custom employment services are also provided for specific target groups, such as middle-aged persons, women returning to the job market, aboriginals, members of living assisted households, physically or mentally disabled persons, individuals protected by the After-care Association, new immigrants, and homeless persons.

(3) Employment Services Launched by Public Employment Service Agencies

A. Employment services: In addition to regular job posting services, special employment events are also held to help employers and employees find each other. In 2006, 63,328 persons applied for employment services (including 18,380 persons from specific target groups), out of which 39.78% or 25,194 persons were offered job opportunities (including 6,753 persons from specific target groups), and 26.39% or 17,863 persons were hired. A total of 22 special employment events were held in 2006, with 195 participating companies offering 5,517 job openings and successfully employing 2,407 persons.

B. In-depth individual employment counseling: Offer custom one-on-one “case management” services with trained professionals to help answer applicants’ questions. In addition, professional counselors are hired to provide employment counseling and professional psychological treatment
to applicants. In 2006, 6,074 cases were served and assessments made, and the job placement rate was 51.89% (3,152 persons). 240 persons received employment counseling and 125 hours of professional psychological treatment.

C. Employment workshops: Private companies were asked to hold employment workshops in order to help potential employees understand the state of the employment market, so as to improve motivation and job interview skills. Participants learned to be prepared before acquiring a job, as well as how to adapt after being hired. In 2006, 180 workshops were held, with a total of 4,223 participants.

D. Recommend vocational training: For people who would like to work but lack the abilities, vocational training counseling is recommended to those who are suitable. In 2006, the total number of recommended persons was 2,320, out of which 1,384 attended.

E. Counseling for homeless persons and new immigrants: Use the case management approach to help homeless persons, spouses from mainland China, and spouses from other countries, and provide customized employment services, including employment matching, vocational training, business creation assistance, visiting homeless persons, and arranging accommodations for homeless persons. In 2006, 516 homeless persons applied for employment services, out of which 74.22% (383 persons) were placed. The number of new immigrants who applied for employment services in 2006 was 566, out of which 374 persons were placed.

F. Unemployment benefits and employment promotion allowances: In order to alleviate the financial pressure of unemployed workers and help them return to the work field as soon as possible, the Taipei City Government actively cooperates with the Bureau of Employment and Vocational Training, Council of Labor Affairs to conduct the review and payment of employment promotion allowances. In 2006, 16 persons were approved for employment transportation subsidies and received a total of NT$8,000, and 237 persons were approved for temporary job allowances and received a total of NT$16,237,809, and 59 persons were approved for business creation loan interest allowances and received a total of NT$218,576, and 6 persons were approved for hiring allowances and received a total of NT$105,000, and 1 person was approved for employment matching allowances and received NT$5,000, and 2,471 persons were approved for computer learning coupons.

G. Business creation assistance: To meet the needs of those who wish to start their own business, business creation workshops and business creation counseling services were provided. In 2006, 7 business creation workshops were held with a total of 232 participants. 300 hours of business creation counseling was offered, and succeeded in helping 20 persons start their own business.

H. Recruiting events: In order to recruit talent for the public sector in an open, fair, and just manner, 8 recruiting events were held in 2006. Out of a total of 9,858 applicants, 810 were hired, 262 were put on the waiting list, and 6 were listed as reserved.

I. Promoting employment services: Employment services can be promoted through a variety of channels. In 2006, 312 episodes of “employment services on the air” were produced; a total of 745,623 hits were received on relevant government websites; 496,317 hits were received on the OKWORK service website; 80,000 promotional materials were printed; 10,333 employment bulletins were sent out; and 48,397 calls were received by the interactive telephone service center while 42,147 outgoing calls were made. By providing employment service information in an active and effective manner, it is hoped that Taipei’s workforce can be suitably allocated.
2. Taipei’s Vocational Training Services Allow Unemployed Workers to Recharge and Set Out Once Again

(1) Full-Time Vocational Training

In order to help unemployed workers find a job, and also for employed workers to study and learn a second specialty, the Vocational Training Center has designed daytime and nighttime classes that are in line with the employment market and workers’ needs. These classes can upgrade workers’ employment skills and provide lifelong learning opportunities. In 2006, 55 daytime classes such as “multimedia website design” and 44 nighttime classes such as “financial management” were made available, with 1,338 and 1,179 participants, respectively.

(2) Commissioned Training

In order to fully utilize training resources and help improve production skills and service quality, the Vocational Training Center accepts commissions from agencies, schools, and groups to conduct all sorts of vocational training. This allows the Center to devise more effective training programs and better serve the people. In 2006, the Vocational Training Center was commissioned for NT$4,276,681 to offer 38 classes such as “Auto Body Shop”. A total of 1,254 persons attended these classes.

(3) Production Training

Production training is a three-win solution for industry, government, and workers. It meets the needs of the industry, effectively utilizes vocational training resources, and helps companies improve productivity. In 2006, 9 production training classes such as “financial management” were made available, with a total of 210 participants.

3. Unemployment Benefits Provide Financial Assistance to Unemployed Workers

In order to alleviate the financial pressure on unemployed workers, Taipei’s public employment service
agencies accept and review applications for unemployment benefits in accordance with the Employment Insurance Law, and forward the applications to the Bureau of Labor Insurance, Council of Labor Affairs for payment processing. The table for unemployment benefits applications in 2006 are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Applications (persons)</th>
<th>Unemployment Confirmations (persons)</th>
<th>Unemployment Reconfirmations (persons)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>14,505</td>
<td>14,247</td>
<td>43,367</td>
</tr>
<tr>
<td>2005</td>
<td>12,042</td>
<td>11,082</td>
<td>37,111</td>
</tr>
<tr>
<td>Increase</td>
<td>2,463</td>
<td>3165</td>
<td>6,256</td>
</tr>
<tr>
<td>Percent increase</td>
<td>20.5%</td>
<td>28.6%</td>
<td>16.9%</td>
</tr>
</tbody>
</table>

Part 3 Protect Specific Target Groups

For employment disadvantaged groups, such as aboriginals and the physically and mentally disabled, the Government’s labor policies are necessary to protect their right of work guaranteed by the constitution. The Taipei City Government has adopted the “Quota Employment” system to build a blueprint for protecting the employment rights of disadvantaged groups by improving employment promotion regulations for aboriginals in accordance with the Central Government’s regulations.

1. The Taipei City Government’s “Aboriginal Employment Protection” Rates Number One in Taiwan

Since the promulgation of the Taipei Municipal Self-Government Ordinance for the Employment Protection of Aboriginals on December 13th, 1999, all agencies, schools, and businesses under the Taipei City Government have to employ 1 aboriginal for a specific post out of every 50 employees. This ordinance protects the right to work for aboriginals, and promotes their quality of life.

For example, in December 2006, 40 government agencies employed aboriginals as required. The required number of aboriginals employed was 252 (including 2 persons from the Taipei City Council), and the actual number of persons employed was 358 (or 142.06%). The total number of aboriginals employed by government agencies that were both required and not required to employ aboriginals was 420 (or 166.67%), which was the highest among all cities and counties in Taiwan.

2. Comprehensive Employment Protection for Physically and Mentally Disabled Persons Emphasizes Stable Employment

(1) Implement the “Quota Employment for Physically and Mentally Disabled Persons” System

In accordance with the Physically and Mentally Disabled Citizens Protection Act, the Taipei City Government is required to make a list of all agencies (over 2,400 agencies) that are obligated to
employ physically and mentally disabled persons, and conduct monthly reviews. Currently, the total number of employed disabled persons is 17,563. Also, for the 20% of agencies that do not meet the quota, a total of over NT$19,000,000 should be collected as compensation. To enforce the collection of the compensation, payment frequency was changed from quarterly to monthly in July 2002. A comprehensive “notice, limited time period, and enforcement” administrative procedure was also developed, improving the payment collection rate to 99.49%.

(2) Explore New Aspects of Employment Services Through Commissions and Subsidies

Through various methods such as subsidies and commissions, the City Government has combined public and private resources to provide employment promotion services for physically and mentally disabled persons. In 2006, 55 private institutions and groups received subsidies, and executed 110 employment promotion projects for people with disabilities. The total amount of subsidies was NT$185,552,653, and 1,973 disabled persons benefited from the projects. In addition, 27 private institutions and groups were commissioned to provide “community employment services” for a total of NT$66,322,610, and 85 professional employment service personnel offered front line employment services. In 2006, 2,105 applications for disabled persons employment services were filed, out of which 983 cases (848 persons) successfully found a job with the help of employment service personnel. An evaluation system was also established in the hope of improving service quality.

In terms of sheltered employment services, 12 sheltered workplaces were commissioned or rented in 2006. These workshops are expected to provide 225 job opportunities for physically and mentally disabled persons, which should be a great help to employment placement and transition services. 2 sheltered workshop management training classes were also held to improve the competitiveness of sheltered workshops by teaching participants how to manage them. There were a total of 84 participants.
Part 4 Human Resources of the Public Sector

Taipei is the capital of Taiwan, and is also under the direct jurisdiction of the Central Government. Taipei is the center of politics, culture, and economy, with the Office of the President, the Executive Yuan, the Legislative Yuan, the Examination Yuan, the Judicial Yuan, and the Control Yuan as well as 166 Central Government agencies and 11 national universities. There are 32 first-level agencies (including 16 departments, 7 offices, 6 councils, 1 center, and 2 business institutions), 12 District Offices, 127 second level agencies (including 2 business institutions), and 241 schools.

Currently, the total number of public employees and teachers in Taipei is 52,503, out of which 22,507 is male and 29,996 is female. The average age is 38, and 91.02% have a university degree or higher. Due to the high quality of Taipei’s public employees and teachers, the City Government has been able to deliver good administration and service efficiency.

1. Promote Organization Reform and Staff Reduction

Actively conduct organization reform and reconstruction. On March 1st, 2006, Military Cemetery Administration was incorporated into the Compulsory Military Service Department, and the Disbursement Office into the Department of Finance. On June 9th, 2006, the organization reform plan was completed for the Taipei Water Department and subordinate Engineering Division. On August 1st, 2006, organization reform plans were completed for the Public Works Department and subordinate agencies such as the Hydraulic Engineering Office, the New Construction Office, and the Parks and Streets Lights Office, as well as the Department of Urban Development and subordinate Building Administration Office.

In addition, the “Taipei Municipal Self-Government Ordinance for Organizations and Amendment” was passed on October 11th, 2006 at the 9th Taipei City Council’s 12th meeting of the 8th regular general meeting and came into effect on November 15th, 2006. In the future, there will be major changes in the organizational structure of the City Government. For example, the Department of Information will become the Department of Tourism and Communication; the Department of Economic Development will become the Department of Industrial Development; the Public Service Institute will become the Department of Public Services; the Information Management Center of the Directorate-General of Budget, Accounting, and Statistics will become the Department of Information Management, a first-level agency; and a Spokespersons Office and a Disaster Prevention and Rescue Center will be established. The above plans for organization reform have already been discussed and are have been sent to the Taipei City Counsel for review.

In order to reducing staff costs, the Taipei City Government implemented the 3-year staff reduction project. From 2004 to 2006, the expected staff reduction rate was 8.7% (or 4,447 persons). The actual reduction rate was 9.1% (or 4,654 persons), which was higher than expected.

2. Multiple Recruit Channels to Mobilize Human Resources and Employ Outstanding Women

(1) Recruiting Talents from the Industry and Academic Sectors

The Taipei City Government reaches into universities and corporations and invites experts and successful personnel to serve as administrative leaders. These people become part of the core management team, and bring academic knowledge and enterprise experience to promote
organizational learning and help improve the efficiency of the City Government. As of the end of 2006, the City Government has recruited 4 persons from universities and 3 from enterprises, as well as 5 experts and scholars.

(2) Fair and Just Recruit Examinations

Applications to assign qualified personnel that have passed the Civil Service Examinations are filed as needed by the various agencies of the Taipei City Government. In 2006, a total of 787 qualified persons were assigned to the City Government, including 142 persons who passed the senior-level examinations (including 8 persons who passed the level two senior examinations), 68 persons who passed the junior-level examinations, 131 persons who passed the entry-level examinations, 10 persons who passed the special examination for the disabled, and 436 persons who passed the special local examinations.

(3) External Human Resources

A. Alternative Military Service Personnel Gives Energy Boost to the Team

Taiwan adopted the alternative military service system from other countries, and the “Alternative Military Enforcement Act” came into effect in 2000. Human resources from the military are assigned to government agencies to assist in public affairs and other social services. In 2006, a total of 825 alternative military service personnel were assigned to 219 units under the Taipei City Government according to their specialties, bringing the accumulated number of alternative military service personnel to 4,061. They helped provide quality services to citizens, including services for the disabled, water gate maintenance, emergency rescue and patient care, community watch patrol and traffic assistance, document processing and file management, helping schools with drop-out students, and special education teaching.

B. Volunteers Help the Taipei City Government Provide Better Services

Exploring and utilizing volunteer resources are vital to government agencies. The experience of retired government personnel can be of great assistance in promoting government policies and quality services. Therefore, the Taipei City Government has set aside a budget for volunteers, and encourages all agencies to recruit volunteers to help promote city policies, provide services, and participate in public affairs. In 2006, 41,103 volunteer workers served a total of 3,685,610 hours.

(4) Ensure Gender Equality and Employing Outstanding Women

In order to build a gender-equal city, encourage women to participate in decision making, and break the “glass ceiling” at work, the City Government has been actively recruiting outstanding women. As of the end of 2006, the proportion of female officials in all agencies was 47.74%, which was 0.62% higher than in 2005.

3. Build a Fair and Just Society that Cares About the Disadvantaged

Aimed at building a “people-oriented and caring society”, the Taipei City Government cares about the disadvantaged and strives to protect employment rights. As of the end of 2006, the number of physically and mentally disabled persons employed was 2,745 persons, which was 1,493 persons more than (or 219.25% of) the required 1,252 persons. The number of aboriginals employed was 418 persons, which was 168 persons more than (or 167.2% of) the required 250 persons. Taipei citizens should be proud of these figures which are the highest in the nation.

In addition to the aforementioned groups, 137 summer job openings were made available to
children of disadvantaged families including low-income households, family-supporting women, physically and mentally disabled persons, aboriginals, and unemployed workers, so that they may gain experience, learn to be independent, pay for their tuition fees, and reduce the burden on their families. These measures to protect the disadvantaged and their families show how much the Taipei City Government cares about building a fair and just society.

4. Improve English Proficiency to Keep in Step with the World

(1) Continuous Efforts to Improve Employee’s English Proficiency

The City Government continues to promote “the 100 Commonly Used Phrases in the Office”. This handy booklet is given to every employee, and the accompanying CD is played every day in the office. English competitions and subsidies are also used to encourage learning. As of the end of December, 2006, a total of 3,345 City Government employees had passed various levels of the General English Proficiency Test, which accounted for 13.37% of all employees, and exceeded the goal of 12% for the year 2006.

(2) The “Taipei International Cities Elite” Event

In order to promote interaction between Taipei and sister cities and share experiences, the 12-day “Taipei International Cities Elite” event was held from June 19th to 30th. Activities included participating in the “2006 Digital Cities Convention Taipei” and the “Taipei City Government Quality Award”, as well as visiting important achievements in Taipei and Taiwan’s cultural and scenic attractions. Through interactions with sister cities and friendship cities, the City Government hopes to promote city diplomacy and cultural exchange, and at the same provide employees with the opportunity to improve their English and learn how to receive foreign guests.

5. Taking Care of Employee’s Physical and Mental Health

(1) Group Insurance and Health Examinations

In order to build a healthy working environment and culture, and to promote personal health management, the Taipei City Government subsidizes and arranges health exams for employees. In 2006, 2,787 City Government employees received health examinations for a total of NT$26,786,331.

The City Government continues to support self-funded group insurance for employees. For a minimum monthly premium of NT$378, employees have the benefit of term life insurance, accident insurance, critical illness insurance, cancer insurance, and medical insurance. A total of 37,255 employees in 447 government agencies and schools as well as their relatives joined this insurance policy. As of the end of December, 2006, the claim rate was as high as 127%, effectively protecting those in need.
(2) Counseling Services Help to Relieve Emotional Stress

In order to maintain the health of public employees and improve efficiency, the Taipei City Government set up the “employee counseling room” and counseling phone line, and hired professional counseling personnel to provide private and group counseling services. In 2006, 60 persons applied for private counseling, and a total of 181 sessions were conducted. Also, 12 groups applied for group counseling, and a total of 474 sessions were conducted.

In addition, for the purpose of creating a healthy working environment and looking after the mental health of employees, 21 “managing and alleviating pressure” lectures, 10 movie lectures, and 8 educational trainings were held in 2006.

(3) The 2006 “Sunny Taipei, Healthy City” Citizen Recreational and Employee Family Sports Meet

In order to promote sports and improve the physical and mental health of public employees, the City Government holds an employee family sports meet every 2 years. Since 2004, the citizen recreational sports meet and the employee family sports meet have been combined to boost the atmosphere. On July 8th, 2006, the biennial sports meet was held successfully at the Taipei Arena. There were a total of over 4,000 participants, and more than 10,000 visitors consisting of City Government employees, their family, and other citizens. All participants gave their best performance, and the competition was very intense.

Part 5 Civil Service Training

“People” are the most important element in an organization. In this age of knowledge economy, the quality of people will determine a country’s future development and competitiveness. The Government has always paid special attention to the cultivation of and investment in talent, and stresses the importance of continued learning for public employees. Government employees are required to complete a certain amount of educational training each year, in order to promote efficiency and quality services. Taipei City is the capital of Taiwan, and all subordinate agencies have established educational training units to carry out training programs to enhance the quality of human resources. For example, in addition to the general Civil Service Development Institute under the Executive Yuan, subordinate agencies have also established their own training facilities such as the Ministry of Foreign Affairs’ Foreign Service Institute, the Ministry of Finance’s Training Institute, and the Ministry of Justice’s Training Institute for Judges and Prosecutors. For the Taipei City Government and subordinate agencies, the training of public human resources is the responsibility of the Taipei Public Service Institute. Descriptions of the tasks and achievements of the Taipei Public Service Institute and the Civil Service Development Institute are as follows:

1. Taipei Public Service Institute

(1) Comprehensive System and Diverse Classes

In 2006, the Taipei Public Service Institute designed 8 series of courses including
“administration”, “development”, “cultivation”, “future”, “carefree”, “humanities”, “refreshing”, and “Taipei e-Campus” in accordance with the standards set for all levels of public employees in the “Taipei City Government employee’s core competence greenbook”. The courses were designed to suit the needs of administrations, help employees develop their potential, and enhance organization efficiency.

The “administration” series included classes held in accordance with government policies in order to enhance the professional abilities of Taipei City Government employees. The “development” series explored current themes and development trends, both internal and external, and consisted of organization management classes which helped to improve administrative competitiveness, including service classes to renovate and improve service quality, law-related classes to promote administration in accordance with the law, information science classes to increase information processing abilities, and gender issues classes to promote gender equality. The “future” series covered international perspectives and sustainable management. The “cultivation” series was aimed at officials and focused on leadership training. The goal of the “carefree” and “humanities” series was to promote the balanced development of both body and mind, cultivate an appreciation for humanities, and improve the quality of working and living. The “refreshing” series provided language, culture, and health classes for public employees and citizens to attend during weekends. “Taipei e-Campus” offered a flexible, diverse method of self-learning, and presents Taipei’s achievements to a wide audience through digital learning channels. Taipei e-Campus is also open to citizens, so that they may embrace digitization and help build a new cybercity. In 2006, Taipei e-Campus had a total of 49,181 members, and offered as many as 212 courses, including self-produced courses, commissioned courses, courses purchased online, and courses obtained by exchange with other digital learning websites. Taipei e-Campus received the Taipei City Government’s CyberCity Excellence Award in 2006.

(2) Creative Development and Rich Content

In order to continue to improve training quality, the Taipei Public Service Institute actively cooperated with private groups to establish diverse learning alliances. Examples include working with the GFC Foundation to hold the “Humanity Lectures”, working with Yuan Ze University and the Commercial Times to hold the “Global Forum on Politics, Economy, and Culture”, and working with the the Church of Jesus Christ of Latter-Day Saints to hold lectures on family issues.

The Taipei Public Service Institute also held foreign language classes including “daytime and nighttime English classes”, “holiday English workshops”, “special topics in English”, “English talent cultivation”, and “lectures in English” so as to improve the English proficiency of City Government employees. In addition, the “overseas language workshop for public employees” provided opportunities to go on an overseas study tour to Seattle on official leave. Participants paid for their own expenses, and lived with host families for the entire duration of their stay. They were able to experience an English environment and expand their international perspective.

Taipei City Government Quality Awards ceremony
In order to encourage government agencies and schools which promote quality management, the “Taipei City Government Quality Awards” competition is held each year. In 2006, 1 “excellence award”, 4 “innovative awards”, and 5 “partner awards” were conferred. Awarded groups were arranged to go to Japan to learn and experience world-class enterprise and city management.

(3) Training Results

In 2006, the Taipei Public Service Institute held 764 classes which provided a training capacity of 89,708, and a total of 38,000 participants received 14,149 hours of training. The “Taipei e-Campus” digital learning network provided 891 classes with a training capacity of 75,818, and a total of 121,825 participants received 15,126 hours of training.

2. Civil Service Development Institute

(1) Training Programs

In 2006, the Civil Service Development Institute designed 3 main types of training courses, including “training workshops”, “further education”, and “Internet learning”. “Training workshops” courses focus on establishing training channels for medium to high level public employees in anticipation of future needs as the country develops, and covers topics including “policy”, “international perspective”, “general management”, “law”, “mental health and counseling”, “human resource management”, and “human resource development”, so as to apply corporate management concepts and methods in the hope of improving the core competitiveness of public employees as well as the competitiveness of government agencies. “Further education” courses focus on continuing the “elite academy” program and provide public employees a healthy channel for continued education and a variety of lifelong learning courses. “Internet learning” courses uses the “e-Learning” network to provide 120 classes covering topics such as policy and law, management classes, and computer information, drastically changing the way public employees learn.

(2) Training Results

In 2006, 552 training “workshops” were held, with a total of 25,490 participants; 201 “elite academy” classes were held, with a total of 2,873 participants; 205 classes were made available on the “e-Learning” network, with a total of 145,472 participants; and 22 non-training conferences and activities related to learning were held, with a total of 1,091 participants.

Internationalization is the inevitable direction of development for Taipei, and competitiveness is needed for the city to grow and develop. For Taiwan, where natural resources are relatively lacking, human resources are the most valuable asset. The Taipei City Government must develop policies to improve human resource quality as well as to appropriately allocate human resources in order to build a healthy and safe working environment and labor market, thus promoting overall competitiveness and allowing Taipei to develop in all aspects.