

高階公務人員中長期發展性訓練職能評鑑要點

Competency Assessment Guidelines for the Mid-Long Term Development Training of Senior Civil Servants

中華民國103年12月25日保訓會公評字第1032260728號令
訂定發布全文，並自104年1月1日生效

一、公務人員保障暨培訓委員會（以下簡稱保訓會）為規範高階公務人員中長期發展性訓練（以下簡稱本訓練）職能評鑑事宜，特訂定本要點。

Article 1 The Guidelines are enacted by the Civil Service Protection and Training Commission (hereinafter referred to as “the CSPTC”) in order to regulate competency assessment for the Mid-Long Term Development Training of Senior Civil Servants (hereinafter referred to as “the Training”).

二、本訓練係依年度訓練計畫中各訓練班別之目標職務所需職能，評鑑受訓人員相關職能表現。

本要點所稱目標職務，係指受訓人員未來晉升之下一階段職務而言。

本訓練評鑑之職能範圍如下：

- （一）共通核心職能：策略分析、全球視野、問題解決、決斷力、政策行銷、溝通協調、創新能力及外語能力等。
- （二）管理核心職能：發展人才、團隊建立、績效管理、建立協力關係、領導變革、跨域治理、型塑願景、危機管理及談判能力等。

保訓會應於評鑑職能範圍內，擇定各訓練班別實施評鑑之職能項目進行評鑑。

Article 2 The assessment of the trainees’ competencies is based upon the required competencies for the target position of each class listed

in the annual training program.

“Target position” mentioned in the Guidelines denotes the promotion of trainees to the next level in the future.

Competencies to be assessed in the Training are listed below:

1. General core competencies: strategic analysis, global outlook, problem solving, decisiveness, policy marketing, communication/coordination, innovation ability and foreign language ability.
2. Managerial core competencies: talent development, team building, performance management, establishment of collaboration, leading change, cross-boundary governance, vision shaping, crisis management and negotiation skill.

Within the categories the CSPTC shall select the competency item of each class to be assessed.

三、本訓練所實施之職能評鑑方式如下：

- (一) 過程評鑑：評鑑受訓人員訓練期間之職能表現，包括生活考評、教與學考評、職務見習考評及國外研習考評。
- (二) 總結評鑑：採評鑑中心法評鑑受訓人員之職能表現。

Article 3 Competency assessment of the Training is performed as follow:

1. In-process assessment: competencies of the trainees during the training period will be evaluated, which include behavior-based evaluation, teaching and learning evaluation, working internships evaluation and overseas study evaluation.
2. Summary assessment: trainees are evaluated via the Assessment Center Method.

四、前點第一款所稱生活考評，指評鑑受訓人員於國內研習之生活、團隊及學習之職能表現。

前項考評由導師詳實觀察，並參考受訓人員之自我評量、同儕評量及課程講座對受訓人員參與課程之情形，記錄其職能表現。

本要點所稱導師，係指對受訓人員於訓練期間進行生活、團隊及學習之觀察與輔導者。

Article 4 “Behavior-based evaluation ” mentioned in the Article 3 Paragraph 1 denotes the evaluation of trainees’ behavior in daily life, teaming and learning during domestic training.

Behavior-based evaluation is carefully evaluated and recorded by guidance personnel with reference to the self-evaluation of trainees, peer evaluation and lecture attendance.

“Guidance personnel” mentioned in the Guidelines denotes the observer/counselor over the trainees’ daily life, teaming and learning during training.

五、第三點第一款所稱教與學考評，指評鑑受訓人員於教與學活動之職能表現。

前項考評由導師參考受訓人員授課具體表現及授課滿意度，記錄其職能表現。

Article 5 “Teaching and learning evaluation ” mentioned in the Article 3 Paragraph 1 denotes the performance evaluation of trainees in teaching and learning activities.

The aforementioned evaluation is evaluated and recorded by guidance personnel with reference to trainees’ teaching performance and satisfaction survey.

六、第三點第一款所稱職務見習考評，指評鑑受訓人員於職務見習活動之職能表現。

前項考評由業師詳實觀察，並參考受訓人員擬具之職務見習計畫、職務見習紀錄及職務見習報告，記錄其職能表現。

本要點所稱業師，係指各領域表現優異且富熱忱之高階菁英，於受訓人員職務見習期間進行觀察與指導者。

Article 6 “Working internships evaluation” mentioned in the Article 3 Paragraph 1 denotes the performance evaluation of trainees in internship activities.

The aforementioned evaluation is carefully evaluated and recorded by mentors with reference to mentor plan, mentoring record and report drafted by the trainees

“Mentor” mentioned in the Guidelines denotes exceptional and passionate elites of various fields who gives inspection and direction to the trainees during the mentoring period.

七、第三點第一款所稱國外研習考評，指評鑑受訓人員於國外研習之生活、團隊及學習之職能表現。

前項考評由導師詳實觀察，並參考受訓人員之自我評量及同儕評量，記錄其職能表現。

Article 7 “Overseas study evaluation” mentioned in the Article 3 Paragraph 1 denotes the performance evaluation of trainees in daily life, teaming and learning during overseas study.

The aforementioned evaluation is carefully evaluated and recorded by guidance personnel with reference to trainees’ self-evaluation and peer evaluation.

八、第三點第二款所稱總結評鑑，指評鑑委員觀察受訓人員在評鑑中心法各項模擬演練之行為表現，並據以記錄其職能表現。

Article 8 “Summary assessment” mentioned in the Article 3 Paragraph 2 denotes the record and evaluation by assessors via the Assessment Center Method with regard to the performance of trainees in each simulation exercise.

九、保訓會應遴聘評鑑委員組成評鑑小組，綜合受訓人員過程評鑑及總結評鑑之職能表現，評定各項職能成績，及撰擬評鑑結果報告書。

Article 9 The assessment team shall be established by the CSPTC with the selection of assessors. In-process and summary assessment of the trainees’ competency performance will be reviewed, scored and drafted into a final report.

十、本要點所稱評鑑委員，由下列人員擔任：

- (一) 各班導師。
- (二) 政府機關高階公務人員。
- (三) 非政府組織或非營利組織相當職務之高階主管。
- (四) 公民營事業機構相當職務之高階主管。
- (五) 相關領域之學者專家。

前項各款人員須參加保訓會或國家文官學院辦理之評鑑委員研習並取得合格證書，始得擔任評鑑委員。

Article 10 “Assessor(s)” mentioned in the Guidelines consist of the personnel listed below:

1. Guidance personnel of each class
2. Senior civil servants
3. Senior managers in nongovernment and nonprofit organizations of equivalent rank.
4. Senior managers in public and private enterprises of

equivalent rank.

5. Scholars and experts in relevant fields.

The aforementioned personnel shall participate in the seminar for assessors held by the CSPTC or the NACS and obtain certificate in order to act as assessor.

十一、本訓練之評鑑成績採五等級制，等級分為傑出、優秀、良好、普通及不佳。

本點所稱良好等級，係指受訓人員職能表現達到目標職務所需職能之一般水準。評鑑成績依受訓人員各項職能之行為表現評定其等級。

受訓人員各項職能成績均達良好等級以上者為評鑑合格。

Article 11 Assessment results of the Training are classified into five levels: outstanding, excellent, great, normal and weak.

“Great” mentioned in this Article denotes the competency performance of trainees reach the normal standard of target position. Results will be made in accordance with the performance of trainees in each category.

Trainees qualified “great” and higher mark in every competency category pass the assessment.

十二、受訓人員訓練期滿由保訓會發給結業證書。

經本訓練評鑑合格者，由保訓會報請考試院發給訓練評鑑合格證書，並納入高階公務人員人才資料庫，提供機關（構）、學校用人之查詢。

保訓會核定職能成績及評鑑結果報告書後，寄發各受訓人員及其服務機關（構）、學校。

Article 12 Upon completion of the Training a certificate will be awarded to the trainee.

The CSPTC shall notice the Examination Yuan to issue

training assessment certificate to those who pass the assessment. Qualified personnel will be included into the Senior Civil Servants Human Resource Database. Institutions and schools may refer to the database when recruitment.

After reviewing the assessment results and final report, the CSPTC will send certificate and assessment report to the trainees and their agencies/schools served.