

# Establishment of a National Park Competency-based Training Center 增進職能並建請 成立國家公園職能培訓中心

美國國家公園署常把國家公園比喻作美國皇冠上的珍寶，珍寶的價值則需要一群有能力、有願景的人來守護和發揚。因此，美國國家公園署不但強調需要保育國家公園的自然和文化資源，更珍惜該署的人力資源——所有職員，並且認為所有職員需要不斷的培育和發展，才能一代接一代完成國家公園的使命。

增進職能也是近年國際的保護區經營管理重要方針。2004年2月《生物多樣性公約》在馬來西亞吉隆坡舉辦第7屆締約國大會，核定了《保護區工作計畫行動指南》，包括4個主要工作計畫項目：1) 規劃和經營保護區系統；2) 參與和公平分享利益；3) 增能；4) 評估和監測。其中第3項「增能」，即包括要求增進保護區各層級、各部門負責人員經營管理的職能。

所謂職能，指的是與職員工作表現有關的知識、技能和態度。職能可以來自生活經驗、正式教育、見習、工作經驗和自我進修，但更需要有計畫的、持續的訓練和發展。職能區分為基本職能和共同職能兩類，前者指的是某一職員在其工作部門崗位上，有效完成特定工作所需要的能力，例如在保育、企劃、解說、遊憩、工務、人事、會計、秘書等方面的職務專長；後者則是所有層級和部門的國家公園署職員都需要具備的能力。以美國為例，1994年美國國家公園署開始推動一項新的職員訓練和發展策略，該策略以職能本位的訓練為核心，要求每一個工作層級和部門的每一位職員，必須具備8項共同職能，包括：使命的認知、組織體系的定位、資源守

The U.S. National Park Service (NPS) refers to national parks as the "jewels on the American crown," yet valuable treasures need to be protected and expressed by capable people with a vision. This is why the U.S. NPS also values their employees and believes they must be constantly trained and developed in order to fulfill national park tasks.

Enhancing competency-based performance has been an important international strategy in protected area management in recent years. The seventh meeting of the Conference of the Parties (COP) to the Convention on Biological Diversity (CBD), held the 7th convention for member nations in Kuala Lumpur in Malaysia in February of 2004, adopted a Programme of Work on protected areas which includes four tasks: 1) planning and management of protected area systems; 2) participation, equity and benefit sharing; 3) capacity building; 4) evaluation and monitoring. The 3rd task requires all levels of staff members to enhance their competencies.

"Competency" refers to knowledge, skills, and attitude that an employee should have. It may come from life experience, official training, job experience, or self-training. More importantly, it requires systematic and continuous training and development. An "essential" competency is critical for an employee to perform effectively at his or her level in a career field. A "universal" competency is one that is required of all employees regardless of career field. Take the U.S. for example, in 1994 NPS started promoting a new training strategy designed around "competencies." Each employee in any work level or department must have 8 universal competencies, including mission comprehension, agency orientation, resource stewardship, NPS operations,

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護的職責、國家公園的運作、基本價值、溝通技巧、解決問題技巧、個人發展與規劃等。

美國國家公園署將增進職員的職能視為長期性的培訓計畫，因此針對上述八項共同職能而發展出一套結合遠距教學和課堂教學的基礎培訓課程，要求所有新進職員必修，並鼓勵現有職員選修。這套基礎課程分5部分：基礎課程(I)有關國家公園的使命和歷史；基礎課程(II)有關國家公園的運作；基礎課程(III)有關國家公園的生涯經營和退休規劃；基礎課程(IV)有關國家公園的職場生活；基礎課程(V)有關建立信賴、團隊和領導力。修習上述基礎課程(I)、(III)和(IV)，可透過國家公園署科技強化學習(TEL)的遠距教學系統註冊和上課；修習基礎課程(II)和(V)則必須親自前往位於大峽谷國家公園南緣，在專門負責國家公園署職員訓練和發展的哈瑞斯-奧爾布萊特訓練中心(Horace Albright Training Center)上課。

2000年，我國內政部營建署及多位學者專家曾研商成立「國家公園資訊及教育訓練中心」，地點選擇在陽明山國家公園的陽明書屋。2002年，在陽明山國家公園舉辦之「國際自然保育聯盟世界保護區委員會第4屆大會暨研討會」中，多位與會者也建議在陽明山成立一處專責國家公園職能教育和培訓中心，惟至今仍未在大眾殷殷期盼中誕生。他山之石，可以攻玉，看到美國國家公園署為增進職能而推行的相關政策、計畫和專責培訓機構等完整作法，我們能不見賢思齊嗎？

fundamental values, communications skills, problem-solving skills, and individual development and planning.

NPS treats the task of enhancing employee competency as a long-term training program and has developed a set of long-distance or in-class training courses addressing the above shared skills. All new employees must take the course, and existing employees are encouraged to take them selectively. The training course comprises 5 parts: Basic course (I): NPS' mission and history; Basic course (II): NPS' operation; Basic course (III): NPS' career management and retirement plan; Basic course (IV): NPS' work life; Basic course (V): establishing trust, teamwork, and leadership. Basic courses I, III, and IV can be taken through NPS' TEL long-distance system, and Basic courses II and V require in-person training at Horace Albright Training Center (in southern side of Grand Canyon) that handles NPS' employee training and development.

In 2000, CPA and many scholars worked together on the idea of establishing National Park Resource and Education Training Center in Yangming Studio. In 2002, in the 4th IUCN/WCPA Conference and Seminar held in YMSNP, many participants recommended the concept of establishing a national park competency training and development center in Yangmingshan, however, this concept is still not being materialized. Nevertheless, we can always learn from others' experiences, and we must ask ourselves if we can really afford to delay our efforts when the U.S. NPS is able to come up with complete staff-improvement programs.