

# 堅毅卓越

Extraordinary Persistence

如運動家的精神...

持之以恆 · 永續建設

**In the spirit of a sportsman...**

Persevering always · With sustainable construction

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03

# 工程管理業務

## Construction Management

Humanism

Quality

Sustainability

### ■ 壹、「加速推動公共建設方案」列管公共建設計畫

為加速推動公共建設，提高預算執行率，本會研擬九十一年度「加速推動公共建設方案」，於九十一年三月十三日報奉行政院第二七七七次院會通過據以實施，並按月列管追蹤一億元以上公共建設計畫之執行情形。具體推動措施及執行成效說明如下：

#### 一、具體推動措施：

##### (一) 加強列管推動中之公共建設計畫

1. 建置「公共工程管理資訊系統」，供各工程主辦機關上網填報計畫執行情形，並按月檢討執行績效。
2. 「加速推動公共建設方案」列管一億元以上公共建設計畫共238項，九十一年度可支用預算數4,169億元。

##### (二) 加速定案計畫之發包作業

建置「公共工程發包標案商情系統」，按月追蹤發包作業辦理情形，並於行政院「公共建設督導小組」會議中，提出檢討報告。

##### (三) 建立推動機制

1. 各部會成立「公共建設推動會報」，每月檢討計畫執行情形，及時解決執行困難問題。
2. 行政院成立「公共建設督導小組」，每月召開督導小組委員會議，檢討列管計畫執行績效。

##### (四) 成立專案小組

1. 針對用地、土方、砂石、管線及環保等困難問

### ■ I. Monitored Infrastructure Projects Under the Program for the Accelerated Implementation of Public Construction Projects

To accelerate the implementation of public construction and heighten the ratio of budget execution, the PCC formulated the 2002 Program for the Accelerated Implementation of Public Construction Projects and put it into effect following its approval by the Executive Yuan on March 13, 2002. The PCC also monitored the status of implementation of public construction projects with a value of NT\$100 million or more on a monthly basis. Following are explanations of concrete promotion measures and the results of implementation:

#### 1. Concrete Promotion Measures

##### (1) Strengthened Monitoring of Public Construction Projects Under Implementation

- a. A Public Construction Management Information System has been established so that agencies in charge of construction projects can report the progress of implementation online. Implementation performance is reviewed on a monthly basis.
- b. A total of 238 public construction projects costing at least NT\$100 million each, monitored under the Program for the Accelerated Implementation of Public Construction Projects, had a total budget of NT\$416.9 billion available for use in 2002.

##### (2) Bid Tendering for Accelerated-finalization Projects

A Public Construction Bid Tendering Market Information System was established to facilitate the monthly follow-up of bid-tendering operations and the submit briefing reports at meetings of the Executive Yuan's Public Construction Advisory Committee.

##### (3) Establishment of a Promotion Mechanism

- a. Public Construction Promotion Committees have been set up by ministries and commissions to carry out monthly reviews of the status of implementation and take timely action to resolve problems encountered in implementation.
- b. The Executive Yuan has set up a Public Construction Supervisory Committee which meets once a month to review performance in the implementation of monitored projects.







題，分別由內政部成立用地及土方專案小組；經濟部成立砂石及管線專案小組；環保署成立環保專案小組，協助協調解決相關困難問題。

2. 在處理的程序上，先由各部會「公共建設推動會報」及時協調處理困難問題，以掌握時效。若仍無法解決，視問題性質由負責協調之部會專案小組處理，並將辦理情形提督導小組，由本會及研考會追蹤管制，以確實解決。

#### (五) 加強辦理品質查核

1. 各部會公共建設推動會報成立「工程施工查核小組」，辦理品質查核。
2. 工程會成立專案小組，訪查各部會「工程施工查核小組」運作狀況或實地查證工程辦理情形。

## 二、執行成效

- (一) 按月彙整分析「加速推動公共建設方案」執行情形，檢討各機關之預算執行績效及品質查核結果，提行政院「公共建設督導小組」委員會議檢討後，陳報行政院，並按季提行政院院會報告。
- (二) 有關「加速推動公共建設方案」之一億元以上公共建設計畫，截至九十一年十二月底，執行數3,762億元，執行率為90.24%。
- (三) 累計至十二月底，各部會署工程施工查核小組查核377件；工程會查核121件，共查核498件。

## ■ 貳、公共工程品質躍升方案

- 一、訂定「工程施工查核小組組織準則」及「工程施工查核小組作業辦法」，於九十一年八月二十一日發布實施。另修訂「公共工程施工品質管理作業要點」、「公共工程施工品質評鑑作業要點」與「公共工程品質獎頒發作業要點」規定，以健全公共工程施工品質

管理制度。

- 二、持續辦理「公共工程品質管理訓練班」，培訓工程從業人員，本會九十一年度委託19個培訓機構辦理品管人員訓練，已培訓107期4,362人。辦理工程主辦人員訓練，含「公共工程監工人員基礎訓練班」五梯次、「提升公有建築物工程品質訓練班」六梯次、加強公共工程品質管理講習會（主管班）七梯次，分別調訓各縣市政府工程人員、教育部各級學校工程主辦人員及中央與地方政府工程主管人員，合計調訓984人。另針對九二一震災重建區工程主辦人員辦理下列訓練，含「公共工程監工人員基礎訓練班」八梯次、「公共工程品質管理訓練班」七期，分別調訓重建區各縣市政府工程人員，合計調訓695人。
- 三、九十一年度辦理全國性公共工程施工品質評鑑，已擴及至15個中央機關、22個地方政府（北、高兩市及20個縣市政府）之主辦工程185件，以及九二一震災災後重建工程20件，共計205件。另本會查核一億元以上列管計畫與地方民生工程，計165件。
- 四、九十一年度辦理九場「公共工程品質研討及觀摩會」，邀請本會查核結果品質不良之工程主辦機關、監造單位及承攬廠商等，共同檢討缺失改善方法及提供相互觀摩學習機會，合計167單位，571人參與。

## ■ 參、全民監督公共工程實施方案

公共工程之品質攸關民衆生活福祉，各級政府機關應依據政府採購法第七十條及「公共工程施工品質管理制度」建立並落實三級品管制度，以確保施工品質；除此之外，工程會已建置完成全民監督公共工程之機制，以鼓勵全國民衆一同監督國家的建設。

全民督工的概念係以無限的全國民衆之熱心參與，監督政府興辦公共建設過程之施工品質，除可協助政府部門及早

#### (4) Organizing of Ad Hoc Committees

- a. Ad hoc committees have been set up to address land, soil, gravel, conduits, environmental protection, and other issues and problems. The Ministry of the Interior has set up committees for land and soil, the Ministry of Economic Affairs has established committees for gravel and conduits, and the Environmental Protection Administration has organized a committee for environmental protection, all of which are responsible for assistance and coordination for issues in their respective areas.
- b. In terms of procedures, to secure timeliness problems are first addressed via coordination and disposition by the Public Construction Promotion Committees of the ministries and commissions concerned. Problems that do not yield to this effort are handled, in accordance with their nature, by the ad hoc committees of the ministries or commissions responsible for their coordination. The results are reported to the Supervisory Committee, and the PCC and the RDEC assure resolution of the problems through follow-up monitoring.

#### (5) Strengthened Implementation of Surveillance

- a. The Public Construction Promotion Committees of the ministries and commissions have set up Construction Work Surveillance Unit to handle the surveillance of quality.
- b. The PCC has established an ad hoc committee to investigate the operating status of the Construction Work Surveillance Unit of the ministries and commissions and to verify the status of construction on-site.

## 2. Results of Implementation

- (1) The status of execution of the Program for the Accelerated Implementation of Public Construction Projects is collated and analyzed, and the budget implementation performance of government agencies and results of quality auditing are reviewed, all on a monthly basis; reports are made to the Public Construction Supervisory Committee of the Executive Yuan, which reviews them and then submits them to the full Executive Yuan. Quarterly reports are also submitted to the Executive Yuan.
- (2) Public construction projects that are under the Program for the Accelerated Implementation of Public Construction Projects and that are costing at least NT\$100 million each had total utilized allocations of NT\$376.2 billion and an implementation rate of 90.24% as of the end of December 2002.
- (3) By the end of December a total of 377 cases had been carried out by Construction Work Surveillance Unit of the various ministries, commissions, and administrations; the PCC itself had carried out 121 surveillance, for a grand total of 498.

## II. Program for the Enhancement of Public Construction Quality

1. Organizational Rules for Construction Work Surveillance Unit and Operating Rules for Public Construction Work Surveillance Unit were formulated, and were promulgated on Aug. 21, 2002. In addition, the Operating guidelines for Public Construction Quality Management, Operating guidelines for the Assessment of Public Construction Quality, and Operating guidelines for the Awarding of Public Construction Golden Quality Awards were revised with the aim of strengthening the public construction quality management system.
2. The holding of Public Construction Quality Management Training Courses was continued with the purpose of training quality control engineers engaged in public construction; in 2002 the PCC commissioned 19 training institutions to carry out training for quality control engineers, and 107 courses were offered with 4,362 trainees attending. Training was also carried out for personnel in charge of public construction, including five basic courses for Public Construction Monitors, six training courses for the Enhancement of Construction Quality in Public Structures, and seven seminars for the strengthening of Public Construction Quality Management (for personnel in charge). In addition, separate training courses were held for the engineers of county and city governments, personnel in charge of construction at schools under the Ministry of Education, and personnel in charge of construction in the central government and local governments. These courses attracted a total of 984 trainees. The following training courses were also held for personnel in charge of construction in the Sept. 21 earthquake reconstruction area: eight basic courses for Public Construction Monitors and seven Public Construction Quality Management Training Courses, with a total of 695 construction personnel from the city and city governments in the earthquake reconstruction area being trained.
3. Public construction quality assessment was carried out nationwide in 2002. Assessment was expanded to 185 cases of projects undertaken by 15 central government agencies and 22 local governments (Taipei and Kaohsiung cities, and 20 county and county-level cities) as well as 20 cases of Sept. 21 earthquake reconstruction, for a total of 205 cases. The PCC also audited 165 cases of monitored projects costing NT\$100 million or more each, and People's livelihood construction.
4. Nine Public Construction Quality Seminars were held in 2002. Agencies in charge of construction, construction supervision units, and contracted companies for projects that were found by the PCC's audits to be of inferior quality were invited to participate in the joint discussion of defects and methods of improvement, and to observe and learn from each other. A total of 571 participants from 167 units attended.





新化交流道



發現相關缺失俾及時改善外，更可凝聚全民對提昇優質公共建設之共識，且將之化為具體行動。

「全民監督公共工程實施方案」業於九十一年七月十七日奉行政院核定，工程會建置之網路通報系統（網址<http://www.pcc.gov.tw>）及〇八〇〇免付費民衆通報專線（0800-009-609 諧音：督督工、來督工），已全面實施中。民衆如發現公共工程施工品質不良、有偷工減料嫌疑、危害公共安全、危害交通安全、危害環境生態、危害居住環境、工程進度緩慢等情事，歡迎透過網路系統或專線電話向主管機關及工程會反映。工程會將要求工程主管機關限期主辦機關改善相關缺失，並持續列管追蹤、督導及考核。

截至九十一年十二月底止，民衆通報共406件。相關案件處理情形：已處理完成389件、尚待追蹤17件。通報案件依主管機關別分析：其中縣市政府226件、交通部113件、經濟部22件、內政部20件、其他部會25件。縣市政府件數約佔55%，佔極高之比重。

為擴大宣導並鼓勵民衆參與，工程會除委託警察廣播電台於全國交通網播放宣導，及印製年曆利貼分發各單位，工程會並已於九十一年十月召開方案實施以來第一季檢討會，會中並依方案規定辦理通報民衆之摸彩活動，期拋磚引玉，鼓勵民衆共同關心國家建設的品質。

以往民衆通報案件因公文往返耗費時間，尤其是中央部會在各縣市辦理之工程，因縣市政府所轄之機關無處理權責，往往無法處理。透過本方案之施行及網路通報處理系統，可有效縮短處理時效，民衆可多加利用，工程會也將持續積極推動及擴大宣導，期在全民共同參與之下，提昇公共建設的品質。

### III. Implementation of the Program for the Oversight of Public Construction by All the People

The quality of infrastructure affects the living quality of all the people, and government agencies at all levels must establish and carry out a three-stage quality system in accordance with Article 70 of the Government Procurement Law and the Public Construction Quality Management System so as to assure the quality of implementation. In addition, the PCC has set up a mechanism for the oversight of public construction by all the people in order to encourage the public to join in the monitoring of the nation's construction work.

The concept of oversight of construction by all the people calls for the entire populace to participate enthusiastically in the monitoring of quality during the process of construction works carried out by the government. Besides helping the government uncover problems and take corrective action at an early date, this can also consolidate a consensus among all the people about upgrading the quality of construction and transform this consensus into concrete action.

The Program for the Oversight of Public Construction by All the People was approved by the Executive Yuan on July 17, 2002, and the reporting function of the PCC's website (<http://www.pcc.gov.tw>) and toll-free phone number (0800-009-609) is in full operation. Anyone who discovers inferior quality in public construction, suspicion of skimping on labor or materials, threats to public or traffic safety, damage to the ecology or the living environment, or lagging progress of construction is welcome to report the situation to the PCC and the agency in charge of the construction project through the Internet or the hotline. The PCC will then ask the authority in charge to demand that the agency carrying out the construction work makes improvements within a set time limit, and will continue follow-up monitoring, supervision, and auditing work.

By the end of 2002, the number of cases reported by the public had risen to 406. Of that total, disposition had been completed for 389 cases and 17 cases were still being pursued. Division of the cases by agency in charge attributes 226 to county and city governments, 113 to the Ministry of Transportation and Communications, 22 to the Ministry of Economic Affairs, 20 to the Ministry of the Interior, and 25 to other ministries and commissions. County and city governments accounted for approximately 55% of the cases.

To expand the publicizing of this program and encourage the public to participate, the PCC has commissioned the Public Radio System to air educational spots on its National Broadcasting Network and produced calendars for distribution to various units; in addition, in October 2002 it convened a meeting to review the program after the first quarter of its implementation, and during the meeting held a lucky draw (in accordance with the program's regulations) for the members of the public who had reported cases in order to encourage the public to join in a common concern for the quality of national construction.

In the past, it has frequently been impossible to handle cases reported by the public because of the time consumed by the transmission back and forth of official documents; this has been especially serious for construction carried out in local areas by ministries and commissions of the central government, because the agencies under the jurisdiction of the local governments have lacked the necessary authority. With the implementation of this program and the establishment of the public reporting and disposition system, however, the time required for disposition has been effectively shortened and the public is welcome to make greater use of the system. The PCC will continue to carry out the program and expand publicity work aggressively in the hope that public participation will enhance the quality of public construction.