

美國聯邦高級文官制度 (SES) 十年檢討

賴維堯

THE TEN YEARS REVIEW OF U.S. FEDERAL
SENIOR EXECUTIVE SERVICE

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摘 要

美國聯邦高級文官制度 (SES) 是自 1979 年 7 月起專為一般俸表 16-18 職等、機關首長俸表 5、4 級以及相當職位之高級行政人員所實施的人事管理制度。本文係從三種角度：(1) SES 制度規定；(2) 高級文官制度規範意義；(3) 政治系統對 SES 影響，去檢討 SES 十年以來的發展。就制度規定而言，除釐清常任人員與非常任人員的交界關係以及績效考核尚屬佳績之外，其餘有關俸給、獎金、訓練進修、才能發展等實務作法則需要大幅改進。就高級文官制度規範意義而言，SES 在六項條件（精英型制度、職團、常任人員制度、公共制度、官員地位、涵蓋重要職位）中，祇符合一項條件（公共制度）或勉強符合二項條件（再加上常任人員制度）。就政治系統影響而言，行政部門政務官的團隊品質顯然需要許多改進措施，才能有效領導 SES 的運作。最後，提高待遇及擴大常任人員擔任更高職務管道之短期措施與政治系統要培育卓越政務官人力之長期努力，是為當前首要工作。

ABSTRACT

The U.S. Federal Senior Executive Service is a personnel management system for the executives of General Schedule 16-18, Executive V-IV, and equivalent others since July 1979. This paper seriously reviews SES's ten years development from three foci: SES itself, normative meaning of a higher civil service, and the influence of political system. On the part of SES itself, both the interface of career and noncareer members and performance appraisal have good outcomes, but the pay, rewards, training, and development all need significant improvements. On the part of normative meaning, SES matches one (public enterprise) or two (add career system) of six prerequisites (elite institution, corps, career service,

public enterprise, status of officials, filling key positions in government administration). On the part of political system influence, there are calling for much-needed improvements in the teamwork quality of political officials in order to effectively lead SES operation. Finally, two shortrange works of increasing compensation and more meaningful job opportunities for career members and one longrange work of cultivating better quality political officials are all critically important improvement efforts at present.