

# 國際國營油氣公司 經營管理研討會

時間：2014年9月5日(星期五)

1330~1500

地點：福華國際文教會館前瞻廳  
(臺北市大安區新生南路3段30號)

國際國營油氣公司自主經營彈性之必要

The Necessity of International State-owned Oil and Gas  
Companies Independently and Flexibly Operate

與談稿

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- **The Empowerment Needed in Managing NOCs,**  
**by Dr David Parkinson**

1. a comparative study of dozens of NOCs in different countries
2. Excellent points: 5 models of institution, and 8 dimensions of empowerment

從國際比較中，分類、整理出各國油氣公司5種不同經營模式，並且提出8種授能管理的面向

- **US-Styled reinventing government**

VISION



## CPC Privatization as Means of Managerial Autonomy, by Professor Wu

1. Focus on the **NPM-styled reform**, especially the Privatization approach, a interesting contrast to Parkinson's report
2. That is: no privatization, no management autonomy and efficiency and effectiveness

聚焦於英國民營化歷程，而我國中油可借鏡其路徑，否則很難提升管理營運效率



# 我國當下國營公司制度 面問題

Institutional Problems of State-owned  
Companies in Taiwan

法規的限制

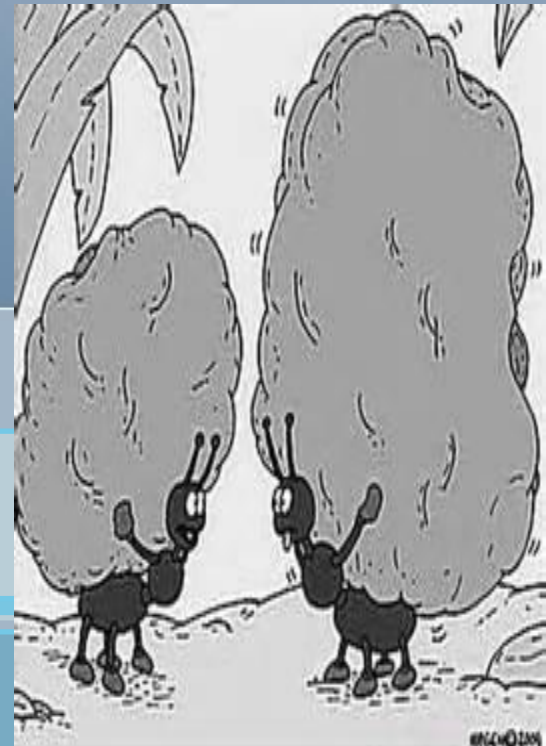
Limitations of Law and Regulation

多項政策任務及政策負擔

Multiple Policy Missions and Policy  
Loadings

未充分適度處理國營事業之定位

Not Fully Appropriately Understand the  
Position of State-owned Companies



我們都沒有"負擔",  
我們都在做自己!!

# 國營事業之定位議題(1)

## Issues of the Position of State-owned Companies



國營事業除追求經濟性利益之外，仍宜兼及政治、社會性利益

In addition to state-owned enterprises pursue economic interests, there should concurrently include political, social benefits

國營事業宜否成立基金會，讓部分營收不用繳回國庫，透過基金會來提供社會服務

Whether state-owned enterprises should set up the foundation or not, so that part of the revenues may not be returned to the Treasury. Otherwise, through the Foundation, they can provide social services

國營事業無法兼顧績效跟社會責任這兩項政策目標。

State-owned enterprises fail to take into account the performance and social responsibility of these two policy goals.

1

• 推動鬆綁 Promote deregulation

2

• 建立績效評鑑 Build Performance Evaluation

3

• 退場機制 Build Exit mechanism

4

• 可否進行切割 Whether can be split or not



# 國營事業之定位議題(2)

## Issues of the Position of State-owned Companies(2)

國營事業背負包括法律、政策、輿論、關說、政治力等問題。

State-owned enterprises bear legal, policy, public opinion, lobbying, political forces and other issues

自主營運與彈性管理要有合理的資產重估。

Automatic operations management and flexibility need to have a reasonable asset revaluation.

關鍵在於如何把這些問題解除或是負擔鬆綁。

The key lies in how these problems are solved or the burdens are deregulated.



# 國營油氣公司管理面問題(1)

## Management Problems of State-owned Oil and Gas Companies (1)

影響經營的重要因素是費率的問題，油價要依公式訂價。

Business is an important factor affecting the rate of the problem, and the oil price should follow the formula.

經營決策都要經過主管機關核定，造成決策流程冗長，無法即時掌握商機。

Business decisions are made by the authority, resulting in a lengthy decision-making process, can not immediately grasp the opportunities.

財務部份要送去立法院審核，都要受層層監督。

What sent to the Legislative Yuan to review the financial part is subject to layers of supervision.

用人的選擇及評選機制必須完全公開。

Personnel selection and selection mechanisms must be fully open.



# 國營油氣公司管理面問題(2)

## Management Problems of State-owned Oil and Gas Companies (2)

### Current

1. 製程老舊效率低；設備更新受制；替代土地取得不易；國營事業體制決策流程冗長，對應市場變動彈性較差。

The production process is old and low efficiency, restricted upgrading equipment ; difficult obtain of the alternative land; lengthy decision-making process of state-owned enterprises, and less flexible corresponding changes in the market.

2. 受限政策任務，油品價格不利市場自由競爭

In result of restricted policy missions, oil prices are disadvantageous to free market competition

3. 人員轉任事業支領高薪等議題，造成社會不良觀感。

Staff who transfer to the other business have high salaries, and that result in adverse social perception

### Future

1. 國營事業的調整方式，是政策性任務解除、法規鬆綁、釋出股權、賦予董事會職權。

The adjustable ways of state-owned enterprises are the tasks of lifting the policy, deregulation, release equity, and giving the board powers

2. 未及修法前，有無方法使其可以協調中油企業化經營，提高效率、盈餘

Before not amending the law, whether the alternatives makes it possible to coordinate enterprise management, improve efficiency and earnings of China Petroleum Company.





# 國營油氣公司管理面問題(3)

## Management Problems of State-owned Oil and Gas Companies (3)

員工溝通

Employee  
Communication

- 民營化或是授能管理成功關鍵就是在於員工
- The keys of privatization or empowering management lies in staff attitudes.

績效因子

Performance  
Factor

- 績效因子考慮進去，浮動油價機制會更加健全。
- Taking performance factors into account, the floating oil price mechanism will be more robust.

引進競爭機制

The introduction of  
competition  
mechanism

- 讓國外產品進入國內競爭，消費者就會選擇對象
- Allow foreign products to enter the domestic competition, and consumers will select the object



# 國營油氣公司未來變革之展望(1)

Looking to the future reform of the state-owned oil and gas company (1)

順利轉型

Successful Transformation

統整問題清單

Integration all questions

長中短期的目標定位

Goal positions of short-, medium- and long term

有效回應

Effective response

配套得宜

Proper alignment

# 國營油氣公司未來變革之展望(3)

Looking to the future reform of the state-owned oil and gas company (3)

「石油管理法」實施，我國邁入油品自由化。

The implementation of "Petroleum Management Law" helps the oil liberalization in Taiwan

設置「公用事業費率審議委員會」之機制。

To set up mechanism of "Public Utility Rates Committee"

政府應讓營運有盈餘繳庫，讓政府有資金可以貼補弱勢團體、回饋消費者或優惠大眾交通運輸業者。

Government should return the operating surplus to the Treasury, so that government funds can subsidize disadvantaged groups, feedback consumer or favor public transport operators

公司內部有責任建立周邊制度，以平衡計分卡方式制定各單位經營目標。

The company has the responsibility to establish internal evaluation system. By the balanced scorecard approach, we can develop business objectives of each unit



# 結論 Conclusion

國營事業的經營方面，受到很多政策性的因素，甚至於很多的政治因素的影響，影響很大。

Business of state-owned enterprises is influenced by many policy-related factors, and even a lot of political factors, which yield much influence.

效率與彈性這部分，整個法令沒辦法跟上鬆綁，經營績效就無法跟著去提升。

For efficiency and flexibility law fails to keep up the pace of the deregulation, to which management performance will not be enhanced.

整個政治系絡環境跟經營環境，還要有可能前瞻性的元素要去做處理。

For overall political and business environment, we need to include forward-looking elements to implement