

出國報告（出國類別：考察）

參加 APEC 「亞太建築師計畫」 第七次
中央議會會議及新加坡、馬來西亞
考察報告

服務機關：考選部

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派赴國家：新加坡、馬來西亞

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摘要

根據瑞士洛桑管理學院(IMD)「2016年IMD世界競爭力年報」(IMD World Competitiveness Yearbook)，評估國家競爭力的4個指標包括：政府效能、企業效能、經濟表現及基礎建設。在61個評比國家中，我國排名第14，較104年退步3名；在亞太地區我國排名維持第3，僅次於香港、新加坡。我國在IMD評比競爭力四大類中，「政府效能」排名最佳，維持世界第9，惟「經濟表現」滑落4名，「企業效能」與「基礎建設」排名亦較上年退步1-2名。放諸四海，世界競爭力(World Competitiveness)與政府施政績效的提升息息相關，而文官素質是提升政府施政績效的基石，當中又以高階文官的良窳最為關鍵。高階文官之考選乃成為世界各國人事行政運作的重要課題。準此，本次參訪新加坡，從其菁英人才治理觀點探討我國高階文官制度，期藉新加坡高階文官養成經驗，作為我國借鏡參考。又為強化國際參與以汲取國外發展測驗之經驗，許政務次長舒翔率員參加第七次亞太建築師中央議會會議，並拜訪馬來西亞公共服務委員會，了解馬國文官考選方式。本報告結論中針對此行所作觀察結果，提出心得與建議。

關鍵字：高階文官、李光耀公共政策學院、馬來西亞公共服務委員會

第一章 前言

第一節 參加源起

一、出席第七次亞太建築師中央議會

2001年9月，澳洲召開亞太建築師計畫發起會議，其後接續召開4次推動委員會議，2次臨時議會會議，於2005年在日本東京正式成立亞太建築師中央議會，創始會員共12個參與經濟體，包括澳洲、加拿大、中國、中國香港、日本、馬來西亞、墨西哥、紐西蘭、菲律賓、中華台北、泰國、美國；並決定亞太建築師登錄作業，自2005年9月19日開始啟動。2006年在墨西哥召開中央議會第二次會議，新增新加坡及韓國成為正式會員，使亞太建築師中央議會會員經濟體增加至14個。其後，第三次中央議會會議於2008年在加拿大舉行，第四次會議於2010年在菲律賓舉行，第五次會議於2012年在紐西蘭舉行，第六次會議於2014年在加拿大舉行，今年則在馬來西亞召開第七次會議。

亞太建築師計畫的主要目的，在於促進建築師的跨國移動，自2005年創設迄今，11年來一共簽署了6項雙邊或多邊協定：(1)2007年中華臺北與澳洲協定¹，(2)2008年日本與澳洲協定²，(3)2009年日

¹ APEC Architect Bilateral Agreement on Reciprocal Recognition of Registered Architects in Chinese Taipei and Australia to Facilitate Mobility of Architects in the Provision of Architectural Services

本與紐西蘭協定³，(4)2010年新加坡、澳洲與紐西蘭協定⁴，(5)2012年中華臺北與紐西蘭協定⁵，(6)2015年澳洲、加拿大與紐西蘭協定⁶。然而根據本年中央議會各參與經濟體所提出的報告來看，11年來只有5位建築師取得跨國執業的資格，其中3位是日本建築師、2位是新加坡建築師，經於會議期間與二國代表確認結果，這5人前往的國家都是澳洲。

為了掌握 APEC 建築師計畫發展方向及推動進度，考選部出席第七次中央議會會議，與各經濟體管理機關、專業人士進行意見交流，其中特別針對紐西蘭、澳洲雙方與我方對未來執業建築師的認證程序進行再確認，俾利推展後續相關事宜。此外，並深入了解馬來西亞建築師考選制度，作為我國專門職業技術人員考選之參考。

二、新加坡、馬來西亞考察

我國自 1996 年實施總統直選至今，歷經三次政黨輪替。政黨輪替執政後，新任的總統、行政院院長及各部會政務人員固然可以為政

² APEC Architect Bilateral Agreement on Reciprocal Recognition of Registered/Licensed Architects in Japan and Australia to Facilitate Mobility of Architects in the Provision of Architectural Services

³ APEC Architect Memorandum of Cooperation on Registered/Licensed Architects in Japan and New Zealand to Facilitate Mobility of Architects in the Provision of Architectural Services.

⁴ APEC Architect Trilateral Agreement on Reciprocal Recognition of Registered Architects in Singapore, Australia and New Zealand to Facilitate Mobility of Architects in the Provision of Architectural Services

⁵ APEC Architect Project Bilateral Arrangement on Reciprocal Recognition of Registered/Licensed Architects in Chinese Taipei and New Zealand to Facilitate Mobility of Architects in the Provision of Architectural Services

⁶ APEC Architect Project Trilateral Arrangement on Reciprocal Recognition of Registered/Licensed Architect in Australia, Canada and New Zealand to Facilitate Mobility of Architects in the Provision of Architectural Services

府帶入新的思維與政策變革，惟在政策創新、檢討、規劃、制定與執行上，仍有賴於常任文官的大力協助。尤其在政務首長、副首長經常需為政策負責而更替頻繁的情況下，政府政策的縝密規劃發展與落實執行更需要常任文官主動積極的作為。因此如何建立「以人才為本」之制度，甄選優秀的專業人才加入公務體系，並發展健全且更有效能的公共部門，以促進國家社會發展，是我國在邁入政黨輪替為常態之民主時代的重要議題。

文官體制以人才為本，即以人才作為思考文官制度發展的核心起點。新加坡前總理李光耀先生即強調優秀人才是建立好政府和善治的核心要素。而在整體的公務體系中，高階文官扮演政府運作承上（政務首長）啓下（領導文官體系）的重要角色，因此高階文官的甄選機制及在政府中扮演的角色是此次考察的重點。本次考察期藉由拜會新加坡及馬來西亞不同的機關、人員和蒐集資料，更深入瞭解文官體制實際運作和考選辦理情形，並進一步探討文官選拔機制設計背後的價值思考，期能找出值得我國借鏡之處。



許政務次長舒翔贈送駐新加坡黃公使健良紀念品

三、參訪馬來西亞公共服務委員會

亞太建築師第七次中央議會會議於馬來西亞吉隆坡舉行，為發揮此次參訪最大效益，順道拜訪馬來西亞公共服務委員會，就該國公務

員考試制度進行參訪。此行由駐馬來西亞臺北經濟文化辦事處章大使計平及蔣組長忠良陪同，與馬國公共服務委員會最高文官常任秘書 (Secretary, DATO' ZAINAL ABIDIN BIN AHMAD) 等 6 名官員進行會談，針對馬國公務人員考試甄選制度及用人選才業務交換意見，為本次考察提供相當寶貴的參考資訊。



許政務次長舒翔贈送駐馬來西亞章大使計平紀念品

第二節 行程紀要

表 1-1 參訪行程表

日期	時間、交通資訊	地點	會議及活動
10/3 (一)	09：25 長榮 BR215 桃園/新加坡	臺北 至 新加坡	啟程
10/4 (二)	13：30-17：00	新加坡	與柯新治博士會晤 (前新加坡駐臺北商務辦事處代表)
10/5/ (三)	10：00-15：00	新加坡 李 光耀 公共 政策學院	拜會李光耀公共政策學院中國 項目主任陳抗教授
10/6 (四)	09：00 15：35 馬航 MH624 新加坡/馬來西 亞	新加坡 馬來西亞	購買參考書籍

	19:00		參加國慶酒會
10/7 (五)	09:30-14:30	馬來西亞	參訪公共服務委員會
10/8 (六)	09:00 15:00	馬華公會 駐馬臺北 辦事處	與何國忠博士會晤 (馬來西亞前上議員) 拜會章大使計平
10/9 (日)	20:00	Impiana KLCC Hotel	第七次亞太建築師中央議會報 到及歡迎晚宴
10/10 (一)	08:30-09:00 09:00-09:30 10:30-13:00 13:00-14:00 14:00-17:30	Impiana KLCC Hotel	與會代表報到 Minister of Works 工程部部長蒞臨會場致詞 會議 午餐 會議
10/11 (二)	09:00-12:30 12:30-13:30 14:00-17:00	Impiana KLCC Hotel	會議 午餐 市政參訪
10/12 (三)	15:20 長榮航空 BR228 吉隆坡/桃園	吉隆坡 至 臺北	返國

第二章 新加坡

第一節 新加坡概況

新加坡共和國 (Republic of Singapore)，通稱新加坡、星國，是一個城市國家。自 1965 年獨立後不斷進步，迅速名列亞洲四小龍之一。新加坡是個多元種族的移民國家，其通用語言為馬來語、華語、泰米爾語和英語，而國語為馬來語，行政管理用語則為英語，此種多元種族、多種語言的包容融合，造就新加坡成為全球高度國際化的國家之一，亦是亞洲重要的金融、服務和航運中心之一。

新加坡憲法明文規定，係一個議會民主制國家。總統是國家元首，但只有象徵性的權力地位，至 1991 年以後總統由民選產生，任期 6 年。除國家元首外，另設 1 位總理。國會議員也是經由選舉產生，新加坡擁有一個一院制的議會，其中大多數成員由平均 5 年一次的民主直接選舉產生。議會與總統構成了完整的新加坡立法機構。議會中的多數黨黨魁將獲總統任命為政府總理，然後再由總理推薦內閣部長和部門首長，經總統任命後組成內閣與政府。內閣為最高行政機關，負責處理所有政府政策以及日常國務，內閣集體對議會負責，並接受議會的監督與質詢。內閣包括總理、內閣資政、2 位副總理以及各部的部長；議員任期 5 年，但總理有權提前解散議會舉行改選，必須在議會解散後的 3 個月內舉行。議會議長在議會首次召集開會後選舉產生，

當總統和總理均因故無法行使國家元首職責時，將由議會議長代為行使職責⁷。

新加坡的行政管理沿襲英國管理方式，但經過前總理李光耀先生的因地制宜，造就給世人循規蹈矩、奉公守法的好印象，其政府廉能的口碑更是舉世聞名。

第二節 新加坡公務員與高階文官介紹

柯新治博士從小隨父母移居新加坡，接受中、英文教育，1972年於加拿大瑪尼多芭省瑪尼多芭大學（University of Manitoba）獲頒經濟學博士學位，畢業後應加拿大經濟理事會（Economic Council of Canada）之聘，任經濟研究員之職。1974年回新加坡擔任新加坡大學經濟系講師，後升為高級講師。為獲取在理論之外的實際經驗（street smart），於1980年辭教職投身於企業界，並在1991年踏入政壇，參加競選成為新加坡國會議員，且於1992-1995年擔任教育部及新聞藝術部政務部長。1995-2002年連任國會議員。2002年10月受新加坡政府委派，出任新加坡駐臺北商務辦事處代表，主掌星台雙邊經濟及貿易事務⁸。

⁷ 維基百科-新加坡

⁸ 柯新治個人網站及網路資訊。



許次長與柯新治博士會晤

此次拜訪新加坡，特地與柯博士先會晤，借重其多元文化並集學術、商務、政務及外交經驗於一身的背景，對我國與新加坡的社會發展瞭若指掌，爰此，就新加坡與我國的公務員、高階文官制度等議題向柯博士請益，分述如下。

一、新加坡公務人員

新加坡政府公務人員分為「行政官職務」及「一般公務員」兩類，一般公務員主要依進用方式、擔任職務性質及處理事務之職責高低、難易程度分列 4 等級，由上而下分別為：

第一級：負責專業管理性業務，至少必須擁有大學學歷，負責專業服務領域工作，如單位主管。

第二級：負責執行性業務，如中階主管。

第三級：負責處理一般公文書處理業務，如技術服務人員。

第四級：負責事務、庶務性工作，如駕駛。

新加坡政府用人考試與我國強調的公正、公開精神約莫一致，各機關進用新人之職缺均對外公開；與我國相較之下，新加坡政府並未辦理國家考試，而授權行政機關自行招募人才，尊重其用人決策；但為確保各機關用人的公正，避免門閥主義(nepotism)產生，應徵者仍須經過資格審查、心理測驗、面試等過程。第一階段，用人機關依該職位所需要的條件及專長能力先進行資格審查，包括基本學經歷，例如：電腦資訊人才除了基本技能外，需擁有相對應的證照或工作經驗。初審通過後，應考人必須接受心理測驗，其中某些題目會針對應考人的「人品端正(integrity)」進行測試。通過心理測驗之應考人，由用人機關與一般社會學者、專家面試，最後結果再提交首長，並附上建議錄用人選名單以備勾選。

柯博士論及公務員的形象表示，一般民眾對新加坡公務人員的觀感是正面的，除了星國人民相信體制外，與臺灣相較之下，新加坡公務人員並無退休金制度，公務員退休後之生活不會給國家財務帶來負擔。所有公務人員與私營部門人員一樣，均投保中央公積金制度，即在職公職人員每月工資的 40%為公積金，於退休後才能領取(40%個人

工資，18%國家補貼)，公積金跟隨個人工作變動，爰此，公務人員若轉至私營部門任職並不影響公積金。反觀亦是如此，公積金機制的彈性讓政府得以延攬民間人才擔任高階領導職務，藉此落實公、私部門的人才交流。

二、公務員待遇

柯博士特別提及，新加坡的基層公務員薪資和民間企業差不多，但愈高階的文官，薪資愈高，主要是星國相信高薪養廉⁹。優秀的公務員提昇自己的競爭力即享有優渥待遇，相較之下貪污或收賄的風險不划算。此外，公務員的薪資基本上與民間連動，當景氣蓬勃，企業薪資調漲時，公務員會被加薪；當然，若經濟景氣不好，人民失業率上升，公務員也會被減薪。正因如此，提高工作的誘因，層層把關，汰弱留強，讓新加坡政府得以培育並維持一批廉能、效率的文官。

三、公務人員升遷制度

新加坡公務人員升遷制度的特色乃透過潛能、職能評估分析，由直屬長官依一定項目預測某公務人員在公職生涯「可能」擔任的最高職務及「可能」勝任的最高職務。此升遷機制在新加坡文官體制中扮演一極重要的角色，因為對星國人民而言，公務員身分不僅是一份工作待遇，更提供一個清晰的生涯規劃(career path)，擔任高階文官

⁹「高薪養廉」早年也曾在新加坡引起極大反彈，認為政府花太多錢養官，當年前總理李光耀獨排眾議，堅持以高薪吸引人才，讓最好的人才為國家服務，不被民間企業挖走。

更是至上榮耀。星國將選拔人才、提供充分機會(give everyone a fair shake)視為政府應負的責任,倘若前揭潛力評估結果不如預期,亦有退場機制,相關部門會建議該員離開公共服務部門或到其他部門服務。總而言之,新加坡政府提供一個很明確的升遷藍圖,給有志之士一個明確希望,有能者必有其位(seats are always reserved for the capable)。

四、動態管理

新加坡政府建立定期施行制度性的輪調,公務員在每單位任職的長短由各部會依情形決定,為了建立一個有效率的機構,任何公務員不得在同一單位久任一職。又為了激勵高階文官不斷精進,新加坡行政官職務奉行固定職年限制,換言之,職務均有其相對的固定任期,若10年後未升任至更高階,則須退休或安排至政府部門以外之職務。常任秘書在其任職之部會任期最長亦為10年,以確保人才的流動性,並促進部門的新陳代謝,避免新進者因升遷速度緩慢而失去熱誠或離開公部門。另外常任秘書也會在不同部會間輪調,以活絡各政府機關的跨部門合作與協商,並加強常任秘書對政策規劃能有更全面性的瞭解,減少各部會本位主義問題。我國當前所面對的很多問題,已不是各部會可以單獨解決,或許可學習新加坡政府部門的常任秘書輪調機制,以助於政府部門政策規劃與執行的橫向思考,和跨部門合作協商

共同解決問題，以提高政府效能。

五、公務員之規範-行政中立

新加坡係由一黨長期執政或一主要政黨聯合小黨的執政聯盟長期執政，但皆限制高階文官加入政黨，以建構對政治黨派保持中立的公共部門。依據新加坡公務人員法規範政治行為條文中，公務員執勤時間絕對不能參與任何形式的政治活動，亦不能在制服上、值勤中與在政府機關內標示政黨的標誌。對於大多數的常任文官，以及軍警人員等，應對所有政治事務與公共爭議之事件保持中立，且不能參與國會的選舉；但一般基層公務員得有限度的參與政治活動，惟仍需向上申請經常務次長許可。鑑於柯博士曾任國會議員一職，柯博士表示，在新加坡長期執政的人民行動黨會選拔在政府部門表現優異的常任秘書代表該黨參選國會議員，但必須先辭去常任秘書職位。相較我國，現行的公務人員行政中立法雖然規定公務人員應嚴守行政中立，忠實推行政府政策，不得兼任政黨或其他政治團體職務，不得於上班時間參加政黨或其他政治團體活動，但仍允許公務人員得加入政黨或其他政治團體，新加坡政府對於文官體系的中立要求更為嚴格。

六、公務員之規範-廉能

除了行政中立的公務員團隊外，廉能亦為新加坡公務員規範之關鍵。新加坡政府規範且掌握公務員財務狀況，收入必須詳實申報，若

有經濟危機也須主動報告。因此，初任公務員需簽署聲明書，聲明沒有財務問題，倘若新進或在職公務員負債超過其 3 個月的薪資或面臨破產申報，需立即匯報所屬單位常務秘書，嚴重可能面臨革職的紀律處分。另外，柯博士表示，前述公積金是新加坡公務員保障，也是「操守押金」。對於犯法或嚴重錯誤的公務員而言，法律判決後，「全部公積金」將被沒收繳交國庫。

綜上所述，新加坡政府對其公務員的行為準則採取嚴格的規範，以確保提供大眾服務專業品質。此次前往書局購書時發現，政府有大量的出版品作為公共宣傳，甚至店員也會推薦官方版本，鼓勵正面、正確地了解新加坡政府的思維及作為。

七、高階文官的培育：延攬人才，百年樹人

新加坡高階文官待遇享有與一般公務員脫勾的優渥待遇，但並不會受到星國民眾太大的反彈，並無「肥貓」的疑慮，星國秉持著「高薪嚴格養廉、養能」的基本原則，對考核結果傑出者配合施予快速升遷及績效獎金機制，至於考績不適任的人，則轉任調節性職務。而高階文官外，某些約聘、僱的國際顧問職缺每月薪資甚至超越部長層級，如此才能延攬國際一流人才。這些人力的注入，整體提昇了新加坡的國力，因此社會大眾普遍服膺於菁英管理，由此可見新加坡對於政府政策領導能力的重視。

新加坡高階文官係指行政官職 (Administrative Officer, AO) 的 300 名行政官員，主要擔任國內「助理司長」以上的職務，是新加坡政府長期培養、觀察的菁英，亦是政府運作的核心。其甄補與選拔主要由「公共服務委員會」(Public Service Commission, PSC) 負責，訓練部分則由總理公署下的公共服務署 (Public Service Division, PSD) 辦理。新加坡高階文官的甄選從高中畢業生中挑選學業優異者，給予大學獎學金至國內外名校就讀開始。對公共服務委員會獎學金的申請者而言，優異的學業成績只是一項必要的申請條件，每一位申請者都必須接受一系列的個別評估、測試及面談來甄審是否具備將來成為公共部門領導人的潛力。公共服務委員會提供的獎學金包括學費、住宿、生活費及海外留學來回機票等，這些獎學金得主結束學業後必須履行合約，進入政府部門服務數年，繼續接受在職實務工作表現的評估，以確認其成為高階文官的潛力並加以大力拔擢。由此可見，「育才留才」亦成為新加坡舉世聞名的一大作為。另特別針對留學生，亦提供很多的獎學金，以利吸引國際各界人才，例如：近年來，東南亞國家協會扮演著舉足輕重的地位，對此，新加坡政府提供「東協基金獎學金」，此類獎學金主要授予那些有志於攻讀「國家政策」類碩士學位的學生，並向他們提供助學金和生活補貼。所有東協國家成員的公民都有權享受這種獎學金。星國政府藉此網羅人才，

爾後，對其在東協成員內溝通協調事務上有極大的助益。

新加坡政府對於公共部門的人力資源發展策略，強調菁英和領導人在善治中的關鍵戰略角色、確定菁英主義是公部門甄選、任用和文官晉升的基礎，另外也要求菁英必須具備「正直、誠實」的品格。在此信念下，新加坡政府針對高階文官的培育，幾乎可說是從小到大有計畫性的教育和觀察選擇，提供優厚的獎學金給優秀的高中畢業生到國內外的大學名校就讀：新加坡政府所提供的獎學金機制，除提供必需的學費或生活費用，使學生無慮研讀外，並提供與所學相關的實習機會，使其理論、實務結合，尤其是管理相關的課程。學生與政府簽訂合約於大學畢業後進入政府服務，而領有獎學金的學生畢業後，政府不但積極輔導其回國就業，更建立相關的人才進階制度。換言之，新加坡不但積極延攬人才，另一方面在不同職級階段提供相關的進階訓練，讓這些優秀的人才與時俱進，持續對新加坡的公共政策或公共服務提供最大的貢獻。反觀我國文官的養成，大部分是在大學畢業後考上高普考試或特考開始，如能有效連結教育端，對於有志報考公職的大學生加強在校培訓，使更多的大學生瞭解文官精神和文官對社會國家發展之重要性，報考公務員不只在於追求薪資和工作的穩定性，更要有為人民和國家積極貢獻的使命感。從大學開始加強文官教育，或許可以因此招募到更多有志之士，並能重建公務人員的光榮感與使

命感。

第三節 李光耀公共政策學院

此行由我國駐新加坡臺北代表處汪副組長強陪同拜會新加坡國立大學李光耀公共政策學院(Lee Kuan Yew School of Public Policy)，由該學院中國項目主任陳抗教授及吳臻行政總監接待，並介紹該學院在職公共管理碩士及相關培訓課程。該學院相當重視與亞洲各國建立關係，並以培養亞洲各國各領域的領導人為使命。目前屬半官方性質，對於校務運作所需經費，政府僅依據學生人數給予部分經費補助，不足部分則要求大學自籌，因此該校積極開發在職人士的進修課程，其所得由學校統籌運用，並可以該收入提供大學部及研究所一般生獎學金，成為教師彈性薪酬的基金來源。因此國立大學逐漸有市場化的發展趨勢，但相對也因此在校務發展上更具有自主性。

新加坡國立大學李光耀公共政策學院於2004年成立，起源於1992年新加坡國立大學與美國哈佛大學甘迺迪政府學院建立的長期戰略合作關係。該學院發展至今，已培訓了來自世界各地11,000多名公共部門及企業的領導者和專業人才；除了提供博、碩士課程及學位，另針對新加坡政府部門的領導人開辦高級政府管理課程¹⁰。學院

¹⁰新加坡國立大學商學院部分，該學院定位為亞洲的全球化商學院，設有會計、決策科學、金融、管理組織（含人力資源管理）、市場營銷、戰略政策6個科系，以及5個結合實務與學術的研究

自 2006 年開始，與美國哥倫比亞大學國際公共事務學院、英國倫敦經濟與政治學院及法國巴黎政治科學院等著名學府建立合作網絡，加入前揭三所學院發起的全球公共政策網絡 (Global Public Policy Network, GPPN)，並且透過該網絡邀請世界知名學者與政府領導人，一同深入探討當前全球公共政策的焦點問題。

李光耀公共政策學院也提供一系列多元化的「管理培訓」課程，其中最著名的是與美國哥倫比亞大學國際公共事務學院聯合辦理，為期一個月的高階管理課程。該課程由世界著名學者 (Michael Porter, et al) 和現行企業決策者任教，涵蓋領導力、治理和全球趨勢 (leadership, management, and global issues) 等教學內容。此外，在公共管理的理論框架下，李光耀公共政策學院憑藉其課程設計創新的理念，於 2007 年和杜拜政府學院 (Dubai School of Public Affairs) 聯辦了公共管理文憑證書課程，有效地結合亞洲與中東地區觀點和經驗。

李光耀公共政策學院教職人員來自世界各地菁英，學生亦遍布世界各地，學院在自由流動 (mobility) 與國際化 (internationalization) 的學習氛圍下，藉由各國學生之間的互動，

中心。商學院有 149 位全職教授 (不含客座教授及訪問學者)，大學部學生 2,722 人，碩士生 182 人，博士生 80 人。商學院特別重視各領域實務界高階領導人的培育與合作，因此於 1981 年開辦高層管理發展學程 (executive program)，著重提供全方位的管理課程 (general management program)，另針對政府部門的領導人開辦高級政府管理課程 (advanced government management programme)，特別著重政府如何居安思危的治理議題。

提供了一個獨特的平台，促進亞洲未來的決策者和領袖間的交流，幫助學生建立國際網絡。學院本身亦設有多間政策研究中心，定期辦理公開講座，年年吸引各國領袖或對公共議題有興趣的訪問學者。

此次參訪，陳抗教授指出，高階公務員(文官)是國家政策規劃、協調和執行的主力，政府施政計畫能否周延完善，跨部門間政務協調能否順暢，乃至各項政策方案能否務實執行並達成預定目標，高階文官都扮演十分重要的角色(pivot)，是以，高階文官素質良窳、能力強弱，將直接影響到政府部門的治理能力。因此，李光耀公共政策學院不斷開辦相關高階管理課程，吸引世界各國一級的公、私部門主管，建構一個共同學習、交流的平台。

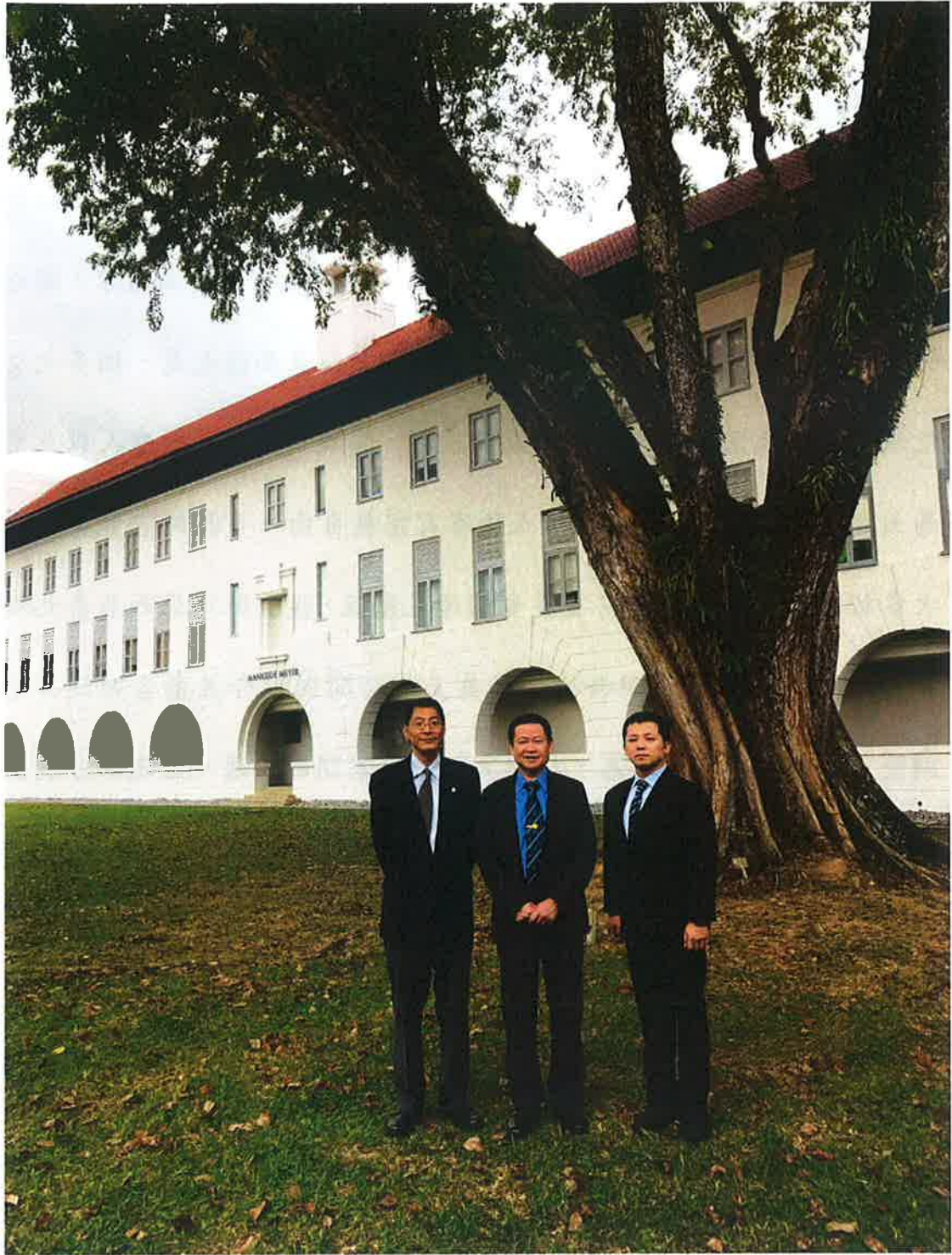
由上述可見，李光耀公共政策學院自成立以來，不斷地與國際接軌，並致力於培養未來的亞洲決策者和領導者。值此我國政府大力推動新南向政策之際，為了發展我國與東南亞國家的長期合作關係，並讓我國的社會經濟發展及政府決策與國際接軌，李光耀公共政策學院值得考量做為我國培植負責推動新南向政策之政務官、高階文官，甚至是公務員高考及格初任人員拔尖的訓練基地，並且據以建立我國公共部門與東協國家長期人脈的起點。



陳抗教授(左 2)及其行政團隊簡報結束後留影



許政務次長舒翔了解李光耀公共政策學院出版品類型



參訪留影

第三章 馬來西亞

第一節 馬來西亞概況

馬來西亞國土分為東西兩部分，西馬位於馬來半島，東馬則位於婆羅洲北部，之間隔著南中國海。首都吉隆坡位於半島西海岸，鄰近的布城是聯邦政府所在地。與新加坡相仿，馬來西亞也是一個多元文化種族並存的國家，馬來人為最大族群，其次為華人、印度人以及東馬土著，共超過 30 個民族，人民享有宗教自由，多種語言並存。此次參訪馬來西亞公共服務委員會適逢星期五，我國駐馬來西亞臺北辦事處蔣組長告知當地回教徒公務員上班時間因配合其禱告時間亦會調整。另吉隆坡交通壅塞，為解決交通阻塞問題，週一至週四分別採取 7：30、8：00 及 8：30 的 3 個彈性上班工作時間，下午 1 時至 2 時為休息時間，下午則分別至 4：30、5：00 及 5：30 下班；週五則增長中午休息時間，從中午 12：15 至下午 2：45，以供回教徒膜拜。

馬來西亞是一個由 13 州和 3 個聯邦直轄區組成的聯邦體制國家，其國家元首稱為最高元首，政府首長為首相所領導，政治體制是沿用英國的三權分立體制。外交方面，馬來西亞在 1957 年 9 月 17 日加入聯合國，是東南亞國家協會的創立國之一，同時也是環印度洋區域合作聯盟、亞洲太平洋經濟合作組織、大英國協、不結盟運動和伊斯蘭會議組織的成員國，主要參與的軍事行動有五國聯合防衛和聯合國維

和行動，足見其在東南亞占有舉足輕重的地位。

馬來西亞大部分公務員乃由州政府委派擔任，僅有在中央之行政職及外交人員之進用須經考試外，其餘地方政府則多採自行遴選辦理。在當前人力組成運用及配置上，其人員組成區分為永久(permanent)、契約(contract)及臨時人員(outsourcing)。

第二節 馬來西亞公共服務委員會

馬來西亞政府人事主管機關包含「公共服務委員會」(Public Service Commission, PSC) 及隸屬於總理公署下的公共服務署 (Public Service Division, PSD)，另有各級人事委員會 (Personnel Boards) 負責各級公務人員之甄選任用。為配合本考察團設定之文官考選議題之考量，因此僅對公共服務委員會架構及功能加以說明，其組成與職掌略述如次。馬來西亞公共服務委員會係獨立運作機構，成立 1957 年 8 月 31 日，有一個總部，二個分部，如下圖 3-1 所示。

PSC Headquarters And Branches

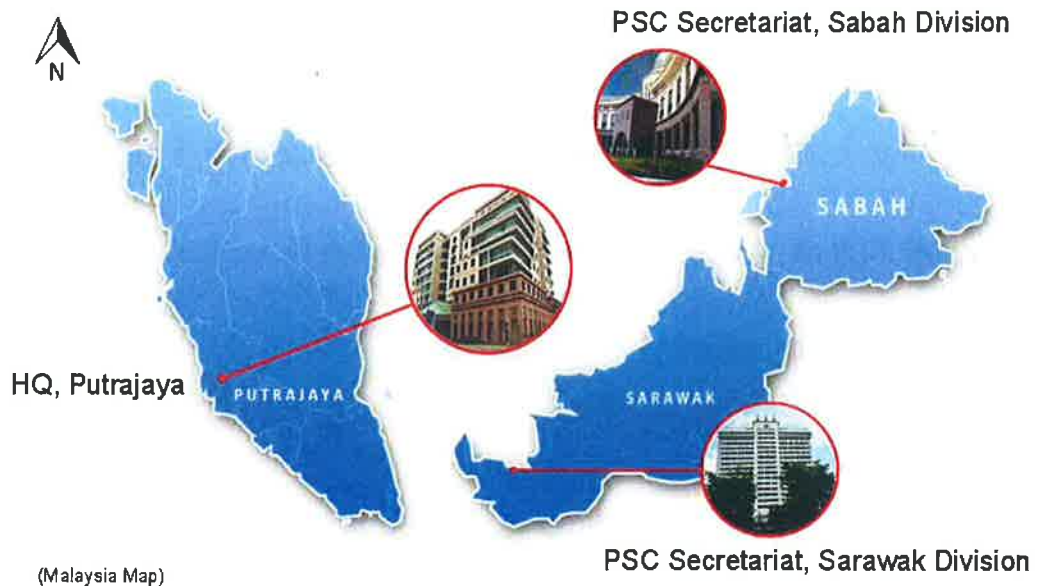


圖 3-1 馬來西亞公共服務委員會機構分布圖

現設有主席、副主席各 1 名和 4 至 30 名的成員，皆由馬來西亞最高元首(Yang di-Pertuan Agong 係馬來語，英語即 Supreme Head of Malaysia) 指派。馬來西亞公共服務委員會 6 項主要任務分別為任命 (appointment)、服務證明(confirmation of service)、退休身分授予 (conferment of pensinable status)、晉升(promotion)、轉任 (transfer)、紀律管制(exercise of disciplinary control)。

根據馬來西亞聯邦憲法第 144 (1) 條，公共服務委員會下設秘書處(secretariat)，由秘書長領導，如第 34 頁圖 3-2 所示，現在委員 10 人，由成功社會人士(拿督、企業家)擔任，但各委員在職期間不得兼任其他公職、國會議員、議員候選人或擔任公私合營機構之職位，或為工會會員、政治團體之職員，以保持其地位中立。公共服務

委員會係由不具備公務人員身分的民間人士來管理，換言之，亦是民眾對政府的監督。其主要職責是負責各機關公務員的考選編制、考選、任用、晉升、調遷、免職及採取懲處行動。



許政務次長舒翔與馬國公共服務委員會秘書長(YBhg. Dato' Zainal Abidin bin Ahmad)交換意見



參訪留影



許政務次長舒翔贈送馬國公共服務委員會秘書長紀念品

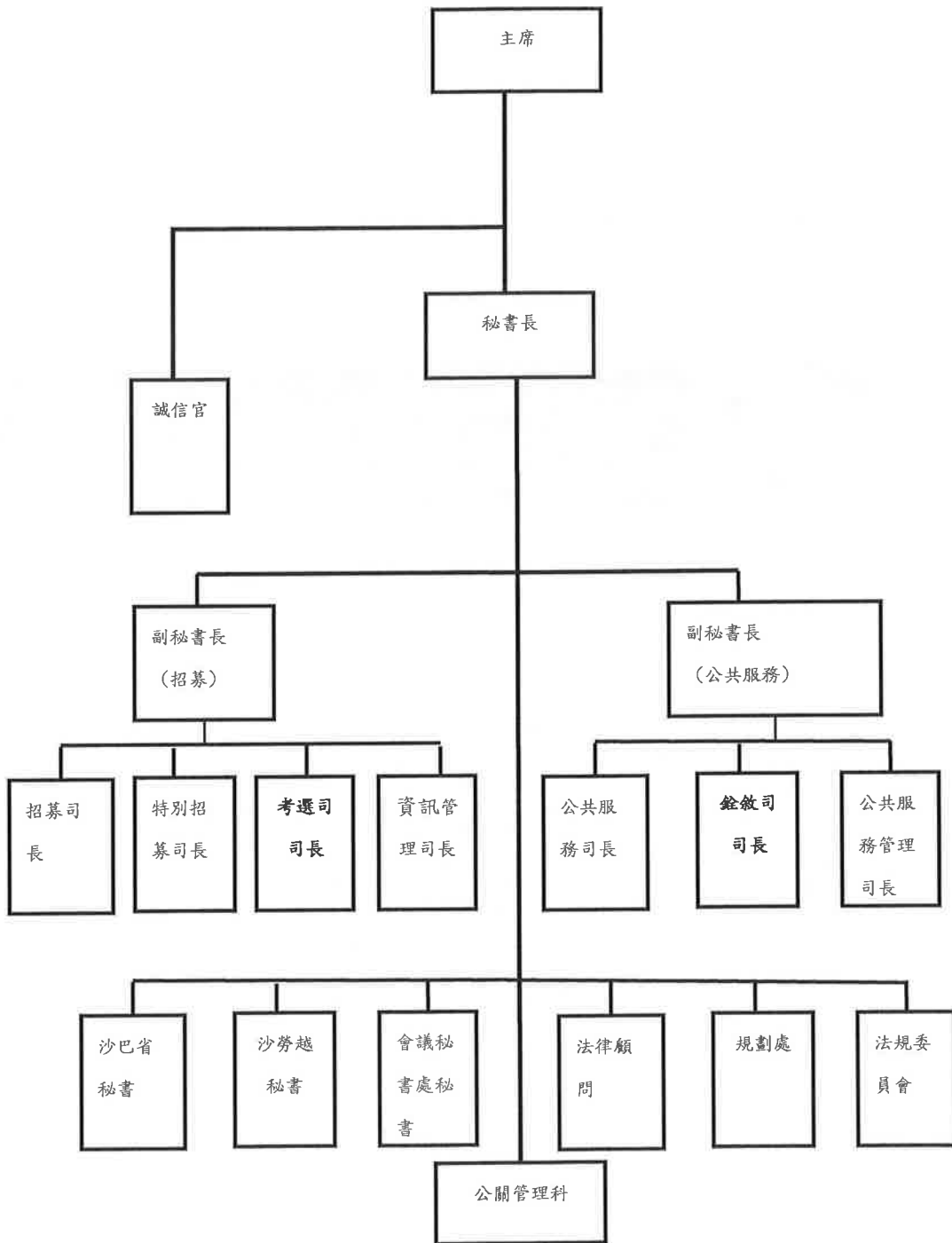


圖 3-2、馬來西亞公共服務委員會組織成員圖

公共服務委員會下設考試部門，主要負責辦理考試業務，不斷提供馬國公務員考選制度精進計畫，此次參訪特別針對測驗施行流程、方法進行經驗分享。有意願報考公職的申請人，可以透過官方網站申請並查詢相關資訊，申請人資料保留一年，包括申請階段、考試成績、口試結果等，如下圖 3-3 所示。

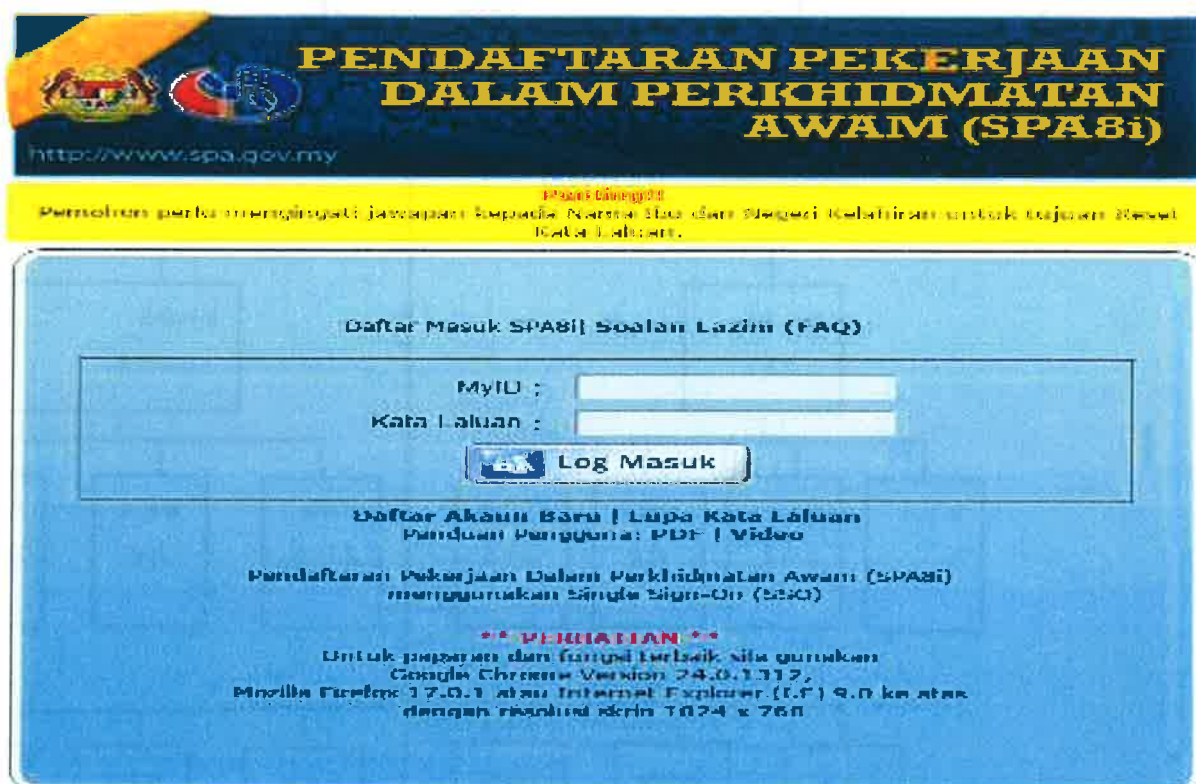


圖 3-3、馬來西亞公共服務委員會應考申請登入介面

該委員會除設有官方網站外，另外在 facebook 社群網站設立 Be a Government Servant 《我要當公務員》，簡報人員表示主要提供即時回覆及更新資料，如圖 3-4。

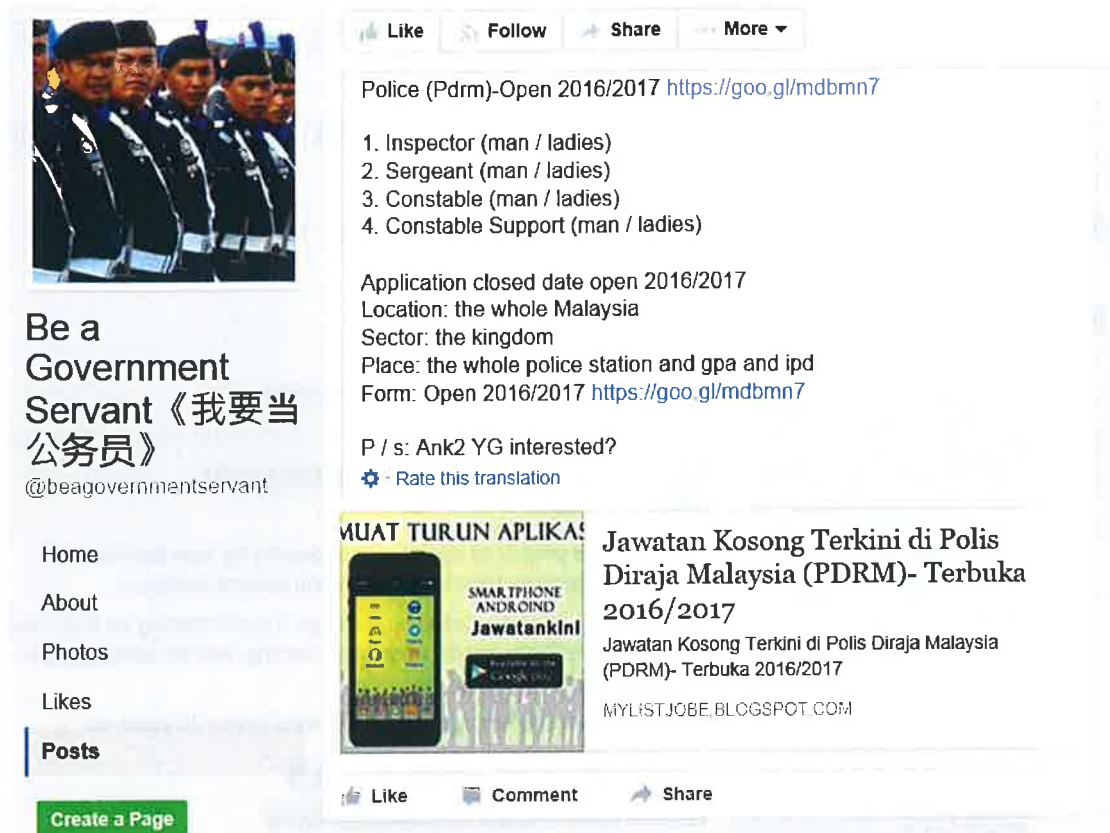


圖 3-4、馬來西亞公共服務委員會 facebook 招募訊息截圖

此外，用人機關可以在網站上張貼尋才啟事，公告工作需求職位、內容、待遇等，尋求有效率及廣泛的媒合機會。公告截止日期前都可以即時 Q&A，除了省去服務台(411)人員應答詢問電話，亦落實求職資訊公開化，免除黑箱作業及內定等疑慮。

在電子化政府的架構下，從馬國電子化政府或資訊科技的發展可見，透過電腦化資訊科技，公共事務的處理得跨越傳統組織的藩籬，改變政府與人民的關係。尤其在網際網路普及使用之後，考試業務的擴展與轉型尤其快速與多樣化，首先在為民服務的型態上，除了依循傳統的方式到政府機關臨櫃詢問或辦理之外，最大的不同在於民眾可

以透過網路查詢或辦理相關考試消息，而這也是電子化政府（e-government）策略中的「資訊提供」(information dissemination，如公告最新活動，如圖 3-5)與「線上申辦」(online service delivery，如下述線上測驗)的具體呈現。

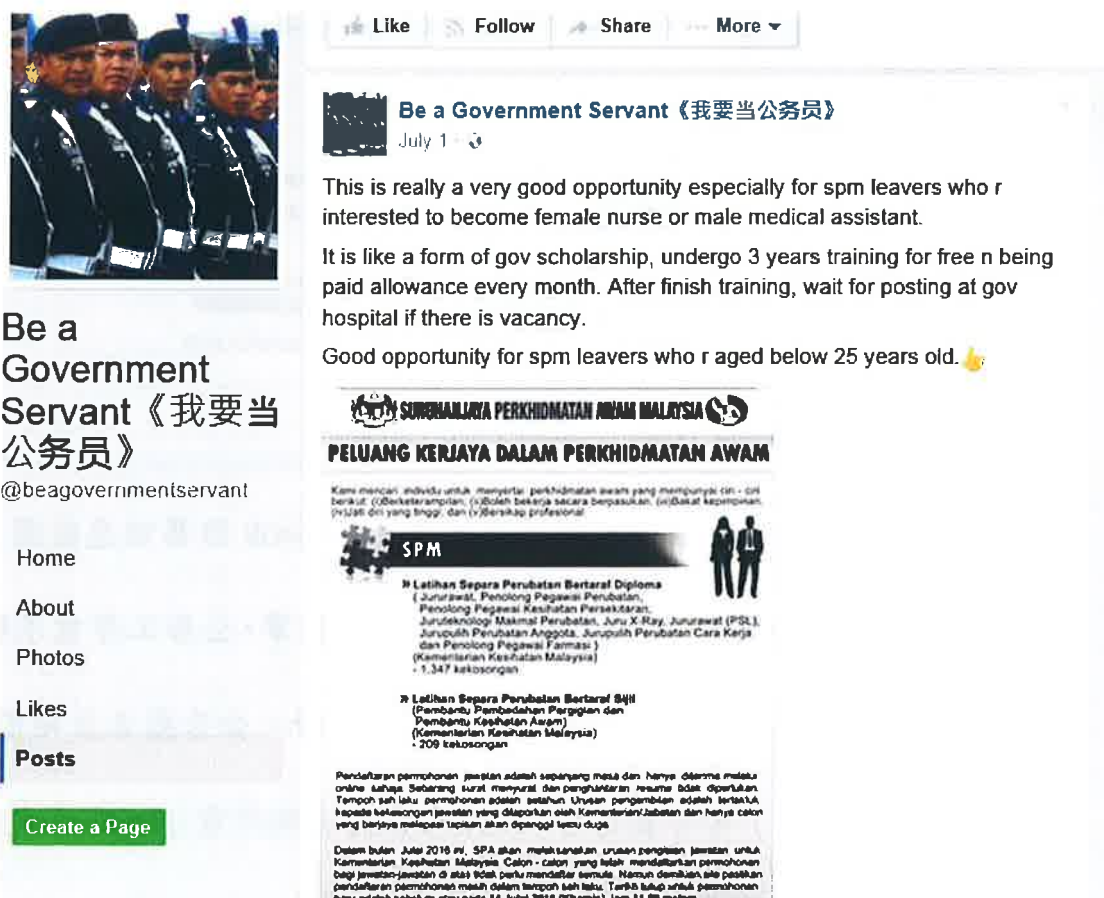


圖 3-5、馬來西亞公共服務委員會 facebook 公告訊息截圖

馬國電子化政府的一大躍進係公共服務委員會於 2014 年 5 月開始舉辦的線上測驗，考試介面如圖 3-6 所示。

PEPERIKSAAN ONLINE BAGI MEMASUKI PERKHIDMATAN AWAM

**Semakan Peperiksaan Online
Pegawai Pertahanan Awam Gred KP41**

No. Kad Pengenalan

Sila Isikan No. Kad Pengenalan Anda (Contoh: 731211105455 atau A2345567)

Portal SPA

No. Kad Pengenalan: 901018105446
 Nama Penuh: FATIMAH BINTI ABU BAKAR

PEPERIKSAAN	PEGAWAI PERTAHANAN AWAM GRED KP41
NO. ANGKA GILIRAN	0101004
PEPERIKSAAN ONLINE (SILA KLIK PAUTAN)	PAUTAN HANYA AKAN DIPAPARKAN PADA 30 APRIL 2014 JAM 8 00 PAGI

TARIKH	PEPERIKSAAN	SEKSYEN	MASA DARI	MASA HINGGA
30/04/2014	PENGETAHUAN AM	A	09 00 PG	09 40 PG
	DAYA MENYELESAIKAN MASALAH	B	09 55 PG	10 40 PG
	PELAKSANAAN PERSONALITI	C	10 55 PG	11 55 PG

圖 3-6、線上測驗實際介面

線上測驗包括項目：

- 一、一般常識
- 二、工作問題解決能力
- 三、心理測驗

線上測驗旨在提供民眾方便應試，不侷限於馬來西亞境內，開放給全世界各地的應考人使用，前提是在報名階段，應考人即需先行連結測試網路無誤(報名表附有操作手冊及官網提供技術支援專線)。值得一提的是，應考人可使用各種電子媒體，如桌上型電腦、筆記型電腦、平板電腦，甚至智慧型手機。線上測驗的好處是提供應考人方便，應考人可彈性運用時間，省去交通費。於考試舉辦單位，亦可省下一筆費用不貲的考場及硬體費用。

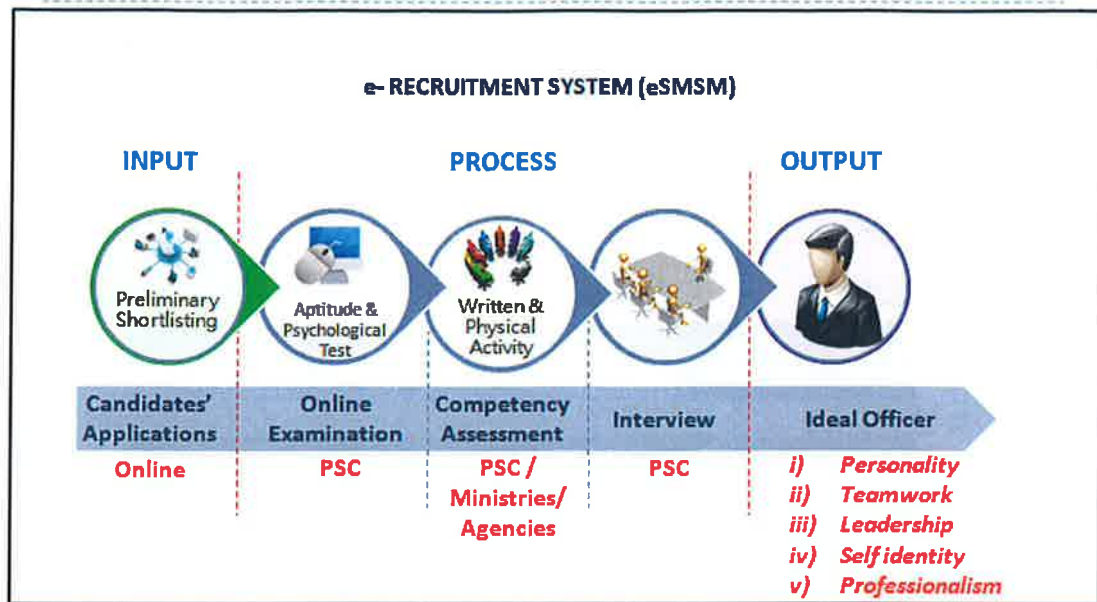


圖 3-7、馬來西亞公共服務委員會招募流程圖

如圖 3-7 所示，除了線上測驗，另有才能測驗(非學科測驗)，如：音樂、設計、攝影、演戲、舞蹈、描繪，視用人單位提出需求，此部分不是所有應考人都會受測，屬加分項目。

馬來西亞考選方式除了筆試，亦有體能測驗的要求，其特色在評量目標清楚、具體，能明確界定職能需求。測驗項目如下：

- 一、視力
- 二、身體質量指數(Body Mass Index, BMI)
- 三、胸肌力測試
- 四、演說能力測試(聲音宏亮度)
- 五、特別體適能測試
- 六、跑步

七、立地跳遠

通過上述測試，應考人最後需參加口試。馬來西亞公共服務委員會共有 15 個口試中心，如下圖 3-8 所示。

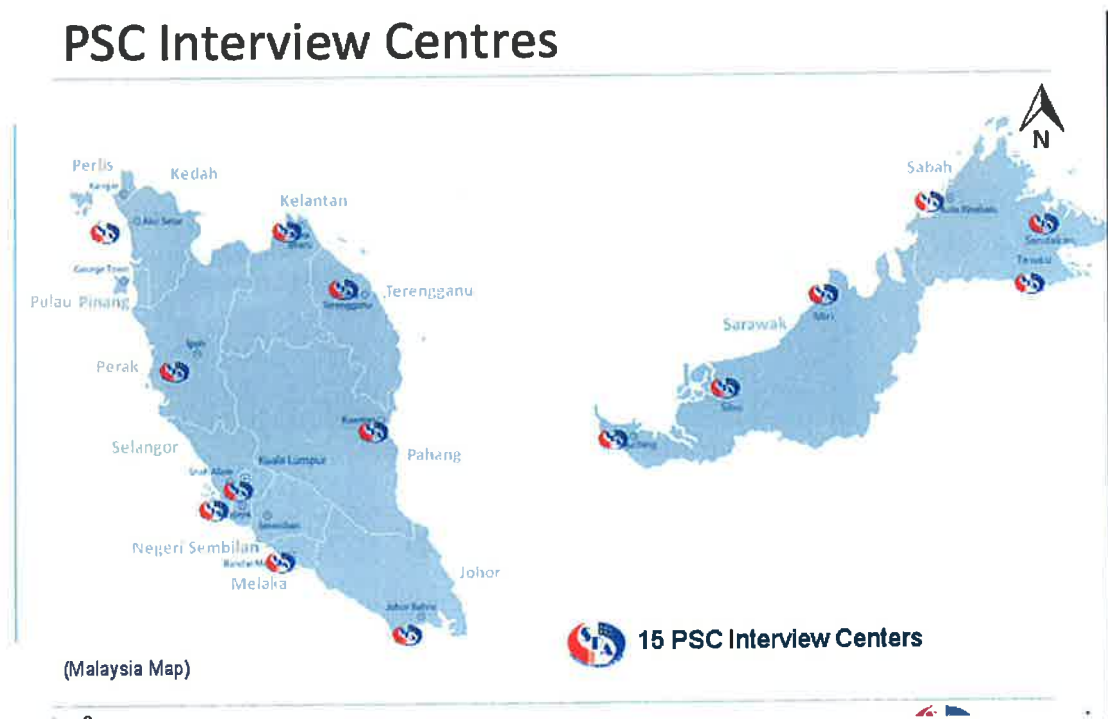


圖 3-8、馬來西亞公共服務委員會口試中心分布圖

基於專業分工 (function base) 概念，且為避免淪為純粹依靠分數或印象，由部、委員輪派兩名主考官進行口試，面試旨在藉由實際辦公情境的模擬，評量申請人是否已具備一般行政工作技能及專業服務的表現，是以實作導向的評量方法。為了解雙人評分若有疑義如何決定最後分數，簡報人員又說明，礙於部、委員公務繁忙，且考試

流程需耗時三個月，故僅能以 2 位評分員進行口試評分。如圖 3-9 所示：



圖 3-9、口試情形

倘若評分結果無法達到共識，致影響通過與否的成績 (borderline pass/fail)，會再額外邀請 2 位評分員針對案件重新評分，並取其平均分數(4 位)。至於我方提出有關線上作答是否有槍手(找人代考)的疑慮，簡報人員說明，面試官會按照申請人提出的個人資料，輔以應考人於測驗作答內容設計口試問題，驗證應考人專業、人格特質是否「表裡如一」(intact personality and profession)，可見其國家考試無論是線上測驗和面試，都在不斷測試應徵者的適合度，以確保可以發揮功效，為公務團隊品質嚴格把關。

此次參訪獲益良多，馬國政府評量工具多元化，有口試、心理測驗、體適能測驗、體格檢查、能力測驗，得以較多面向觀察及評量應試者的知能，評量結果效度自然也較為可靠。馬國對於現行制度充滿自信，他們承認制度沒有完美，但他們盡可能篩選適任者，不可否認，亦有正式在公部門服務後發現不適任，但此屬個案。馬來西亞政府對於不適任公務員之處理係採取輔導方式，先由主管予以口頭告誡或書面告誡，如仍未改善，則移人事單位負責組成之紀律考核委員會審理，予以該員處分，但目前尚無公務員遭受革職之案例發生。相對地，有罰有賞，馬國政府對於服務表現良好的公務員，予以薪資上調整，並提供優先陞遷及出國進修機會。

第四章 亞太建築師計畫第七次中央議會會議

第一節、前言

亞太建築師計畫第七次中央議會於 105 年 10 月 10、11 日在馬來西亞吉隆坡舉行，計有澳洲(Australia)、加拿大(Canada)、中國(People's Republic of China)、中華臺北(Chinese Taipei)、香港(Hong Kong)、日本(Japan)、韓國(Korea)、馬來西亞(Malaysia)、紐西蘭(New Zealand)、菲律賓(Philippines)、新加坡(Singapore)、泰國(Thailand)、美國(USA) 13 個會員經濟體派員參加，會員之一的墨西哥(Mexico)未派員與會；另外，印尼(Indonesia)、越南(Vietnam)也派員以觀察員(Observer)的身分參與會議。

本部基於協助建築師職業主管機關推展國際相互認許之考量，由許政務次長舒翔、黃助理研究員詔鴻於參訪新加坡、馬來西亞行程中順道參加會議，並另由黃司長慶章全程與會。

以下就本次亞太建築師計畫中央議會之會議進行情況及結論，詳加說明；並提報參加會議之心得，以及國內職業主管機關繼續努力的方向，以利考試機關配合推動。



亞太建築師計畫第七次中央議會會議留影

第二節、會議概況

茲依會議議程順序，說明亞太建築師計畫第七次中央議會之進行狀況及相關結論。

10月10日之議程：

案由一：主席介紹主席團成員及秘書長，並向各經濟體代表團致詞歡迎。

進行情形：由馬來西亞建築師委員會(Board of Architects Malaysia)理事長 Ar Datuk Amer Hamzah Mohd Yunus，及馬來西亞亞太建築師監督委員會(Malaysia APEC Architect Monitoring Committee)歡迎各經濟體代表團參加會議。

案由二：確認亞太建築師計畫中央議會之議事進程序。

進行情形：同意確認。

案由三：各參與經濟體提報其代表團之成員姓名。

進行情形：各經濟體介紹所屬與會團員(會中發放之名單請見表 4-1，不含主辦單位馬來西亞部分)。亞太建築師計畫的 14 個參與經濟體，除了墨西哥之外，其餘 13 個經濟體均派員出席。本次會議同時有 2 個觀察員經濟體派員參加，分別為印尼及越

南。

案由四：各參與經濟體確認本次會議議程。

會議進行情形：同意照案通過。

表 4-1 第七次 APEC 中央議會會議與會人員名單

ATTENDEES FOR APEC 7TH CENTRAL COUNCIL MEETING

COUNTRY	NAME	ACCOMPANYING PERSON	EMAIL
AUSTRALIA	MR RICHARD THORP	MRS WENDY THORP	mail@aauca.org.au
	KATE DOYLE		katedoyle@aauca.org.au
CANADA	MR. VERNON MARK		mvernon@atbc.ca
	MR. KEMP SCOTT		scott@smkarchitect.com
	PETER STREITH		peter.streith@kastan.com
PEOPLE'S REPUBLIC OF CHINA	MS. YU YANG		wxj@chinaasc.org
	PROF. ZHUANG WEIMIN		wxj@chinaasc.org
	MR. ZHANG YUEQUN		wxj@chinaasc.org
	MR. WANG XIAOJING		wxj@chinaasc.org
CHINESE TAIPEI	MR TSAI JEN CHIEH		ctmc@naa.org.tw
	CHAO YI CHENG		amanda@naa.org.tw
	MR CHEN SHAU TSYH		ctmc@naa.org.tw
	MR CHEN YIN-HO		ctmc@naa.org.tw
	MR CHENG I PING		doitarch@naa.org.tw
	MR CHIEN-MEI		ctmc@naa.org.tw
	MR HUANG CHING CHANG		00033@mail.moe.gov.tw
	MR HUANG HSIOU CHUANG		ctmc@naa.org.tw
	MS KAO WEN TING		tinako1081@cpami.gov.tw
HONG KONG	MR. NG WING SHUN ANTHONY VINCENT		alison@hkia.net; arbsec@arb.orh.hk
	MR. CHI WUH CHERNG DANIEL		alison@hkia.net; arbsec@arb.orh.hk
	MR. LAM KWONG KI/ DOMINIC LAM		alison@hkia.net; arbsec@arb.orh.hk
JAPAN	NISHIO SHINJI		nishio-s@jaeic.or.jp

	ANAMURA NORIO		anamura-n@jaeic.or.jp
	YAMAUCHI MICHIKO		yamauchi-m@jaeic.or.jp
KOREA	AR. KIM CHITOK		kimchitok@yooshinae.com
	SHIM JAE HO		jbshin538@hotmail.com
NEW ZEALAND	PAUL JACKMAN		paul@nzrab.org.nz
	WARWICK BELL	SUSAN QUIRK	warwick.bell@teamarchitects.co.nz
PHILIPINES	AR. EDRIC MARCO C. FLORERNTINO		edricmarco@yahoo.com
	AR. GUILLERMO H. HISANCHA / AR. PROSPERIDAD LUIS		
	AR. YOLANDA D. REYES	AR. ROBERT SAC - CHAIRMAN BOARD OF ARCHITECTURE	prc.commissionerone@gmail.com
SINGAPORE	MR TAN SHAO YEN		boarch@singnet.com.sg
	MR NG LEE HOCK, LARRY NG		boarch@singnet.com.sg
THAILAND	DR. VADHANASINDHU PONGSAK		pongsak.v@chula.ac.th; gib_act_foreign@hotmail.com
	TANGTRONGCHIT MICHAEL PARIPOL		michael.par@kmutt.ac.th; gib_act_foreign@hotmail.com
USA	MR STEPHEN NUTT		snutt@ncarb.org

OBSERVER

COUNTRY	NAME	POSITION	PARTICIPANT/ OBSERVER	D.O.A	D.O.D	T.O.D	EMAIL
INDONESIA	Ar Tateng K Djasudarma	DIRECTOR, SENIOR PRINCIPAL ARCHITECT, CHAIRMAN OF ASEAN ARCHITECT	OBSERVER	9-Oct-16	11-Oct-16	5.40PM	tateng@wiratman.co.id; tatengkd@gmail.com
VIET NAM	Mr. pham Khanh Toan	GENERAL OF INTERNATIONAL COOPERATION DEPARTMENT, MINISTRY OF CONSTRUCTION, MEMBER OF VIET NAM MC		9-Oct-16	11-Oct-16		
	Mr. Vu Anh Tu,	SECRETARY OF VIET NAM MC	IN CASE MR VUONG UNABLE TO ATTEND	9-Oct-16	11-Oct-16		

案由五：確認在加拿大溫哥華舉行之亞太建築師計畫第 6 次中央議會
會議結論。

會議進行情形：同意照案通過。

案由六：亞太建築師第 6 次中央議會相關議題繼續討論。

會議進行情形：

一、各代表團討論並確認亞太建築師相互認許架構現況 (APEC Architect Reciprocal Recognition Framework Status) (請見表 4-2)。除輔助說明圖 (Support Matrix) 增列圖例說明之外，各代表團投票維持單一說明圖的形式 (請見圖 4-1)。

二、各代表團討論並確認，參與經濟體報告 (Participating Economy Reports) 應在每 2 年一屆的第 2 年 6 月向秘書處提出，並依此共識修正亞太建築師操作手冊 (APEC Architect Operations Manual) 第 4.2 項。

表 4-2 亞太建築師相互認許架構現況

THE APEC ARCHITECT RECIPROCAL RECOGNITION FRAMEWORK 2016

The following identifies the basis on which participating economies are currently able to enter into bilateral or multilateral arrangements with other participating economies to allow for the registration of APEC Architects. The scenarios noted below are the current requirements of participating economies in terms of the registration of an APEC Architect from another participating economy when the host economy and the APEC Architect's home economy have a mutual recognition agreement.

Complete Mobility
No requirement other than APEC Architect status
None
Domain Specific Assessment
Understanding of legal and technical issues unique to the host economy
United States of America, Singapore, New Zealand, Republic of Mexico, Japan, Australia, Chinese Taipei, Canada
Comprehensive Registration Examination
Examination of all skills and knowledge required for the practice of architecture
None
Host Economy Residence / Experience
At least one year of professional experience in host economy prior to registration examination
None
Local Collaboration
Association required with an Architect from the host economy
Republic of the Philippines, Republic of Korea, Hong Kong China, People's Republic of China, Thailand, Malaysia
No Recognition
No recognition of APEC Architect status
None

THE APEC ARCHITECT PROJECT RECIPROCAL RECOGNITION FRAMEWORK - SUPPORT MATRIX

(ALL ECONOMIES LOCAL COLLABORATION (LC) UNLESS NOTED)

	AUSTRALIA	CANADA	CHINA	HONG KONG	JAPAN	KOREA	MALAYSIA	MEXICO	NEW ZEALAND	PHILIPPINES	SINGAPORE	CHINESE TAIPEI	THAILAND	USA
AUSTRALIA		DSA			DSA				CM		DSA	DSA		
CANADA	DSA							DSA	DSA					CM
CHINA				DSA										
HONG KONG			DSA											
JAPAN	DSA								DSA					
KOREA														
MALAYSIA														
MEXICO		DSA												DSA
NEW ZEALAND	CM	DSA			DSA						DSA	DSA		
PHILIPPINES														
SINGAPORE	DSA								DSA					
CHINESE TAIPEI	DSA								DSA					
THAILAND														
USA		CM						DSA						

CM – Complete Mobility, DSA - Domain Specific Assessment, CRE – Comprehensive Registration Examination, HER – Host Economy Residence, LC – Local Collaboration, NR – No Recognition

- Agreements under APEC
- Agreements under APEC Pending
- Agreements outside APEC

7th CENTRAL COUNCIL MEETING

圖 4-1 亞太建築師相互認許架構輔助說明圖

註：會中美國等國代表認為實際上並無黃色之情形 (Agreement under APEC Pending)，主席表示同意此一意見。

案由七：報告案

案由七之一：秘書處報告有無新設監督委員會之申請案。

案由七之二：各監督委員會向中央議會報告各自管理之亞太建築師登錄名冊執行情形。

案由七之三：各參與經濟體報告其鼓勵建築師申請加入亞太建築師之作法。

案由七之四：各參與經濟體報告有無締結新的相互認許協定或合作備忘錄。

案由七之五：各參與經濟體確認其在亞太建築師相互認許架構中的對外國資格採認模式有無改變。

會議進行情形：

一、秘書處報告並未收到任何新設監督委員會之申請案。

二、各經濟體報告其所屬亞太建築師之作業情形。

三、各經濟體指定由秘書處修正並於參與經濟體報告格式中增加一欄，以利填列在報告依限繳交時，各經濟體有多少位來自其他經濟體的亞太建築師。

四、未提報任何新的雙邊或多邊協定。

案由八：程序事項

對於經濟體違反規定時的處理程序。

會議進行情形：未討論。

10月11日之議程：

案由九：亞太建築師計畫的未來。

會議進行情形：

一、各經濟體要求秘書處應建立與亞太經合會人力資源發展工作小組(Human Resources Development Working Group, HRDWG)，以及亞太經合會(APEC)網站首頁之連結。

二、會中各經濟體就亞太建築師計畫之未來進行腦力激盪分組討論，並提出關於如何促進亞太建築師流動與提高亞太建築師價值的各種建議。

三、紐西蘭同意與新任秘書處(中國)合作下，帶領工作小組運用合適的電子數位媒體與各參與經濟體指定之代表持續討論。

案由十：中央議會行政事務：

案由十之一：馬來西亞報告其輪值秘書處期間之工作情形。

案由十之二：確認承接秘書處及主辦中央議會會議之輪值時程表。

同時請中國確認承接 2017-2018 年的秘書處業務，及
主辦 2018 年的第 8 次亞太建築師中央議會會議。

案由十之三：中央議會確認議程所列案由五至九的會議綜合結
論。

案由十之四：中央議會確認是否必須將本次會議所作決議事項，
納入亞太建築師操作手冊並予修正。

會議進行情形：除了討論確認本次會議綜合結論之外，另因
美國代表提案表示，目前各經濟體分攤經費之公式，計算基礎之
一為轄區內之登錄建築師人數，因該公式已實施多年，應依實際
登錄人數重新核算各國應分攤之經費，爰會中討論後決定：

一、所有的亞太經合會經濟體均須於 2016 年 10 月 31 日前
向秘書處提報其轄區內之登錄建築師人數，以及其官網中之亞太
建築師網頁直接連結路徑。

二、現任秘書處將要求墨西哥依照新格式提報最新的報告。

按：會中討論通過之會議綜合結論，經秘書處於會後酌作文
字修正，並於 105 年 10 月 27 日以電子郵件寄送給各與會人員。
另秘書處於 11 月 1 日以電子郵件通知各與會人員，請依格式提
報登錄建築師人數及網頁連結路徑。

案由十一：請中國提出亞太建築師計畫中央議會下次會議之時間及地

點，供中央議會本次會議討論。

會議進行情形：中國代表表示，將在 2018 年第 1 季再行通知各參與經濟體有關第 8 次中央議會之會議時間及地點，同時寄發邀請函。

第三節、心得與我國未來努力方向

從本次中央議會各國代表發言內容觀察，相對於我國抱持開放的立場，各國對於開放外國建築師入境執業，均一改往年態度，改趨於保守；而且，本次中央議會開會期間，均無經濟體表示將再展開新的相互認許談判。反而，包括新加坡、馬來西亞、菲律賓等東協會員國，一再提及東南亞國家協會(Association of Southeast Asian Nations, ASEAN)於 2007 年 11 月 20 日簽署的東協建築服務業相互認許協議(ASEAN Agreement on Mutual Recognition Arrangement on Architectural Services)，似乎顯示出，雖然同屬 APEC 參與經濟體，但東協組織已經另外形成一個建築師跨國執業的經濟合作圈。

我國的亞太建築師監督委員會與全國建築師公會，於 2007 年、2012 年分別與澳洲、紐西蘭簽署國際相互認許協定，但礙於建築師法修正草案中有關追認此種民間簽署合作文件之條文，遲遲無法完成立法，以致於無法落實以平等互惠的彈性考試方式，開放締約對方建築師取得我國執業資格，目前行政院已於 105 年再次審查建築師法修正草案，將函請立法院審議。按有關專門職業及技術人員執業資格的國際相互認許，涉及之影響層面甚廣，除了透過考試取得另一國家的執業資格一途之外，其他可採用之政策手段甚多，宜由職業主管機關通盤研議，至於其中涉及考試的部分，俟建築師法完成修正，考試機

關自然責無旁貸應全力配合。

第四節、馬來西亞建築師考試制度

一、概述

馬來西亞建築師考試，沿襲英國建築師考試制度，分為3部分，應考人如果取得經過認證的學歷，可以免除第一、二部分考試。所有應考人均須參加第三部分考試。

通過第三部分考試後，即可成為馬來西亞建築師學會的會員，並向馬來西亞建築師委員會登錄為建築師。

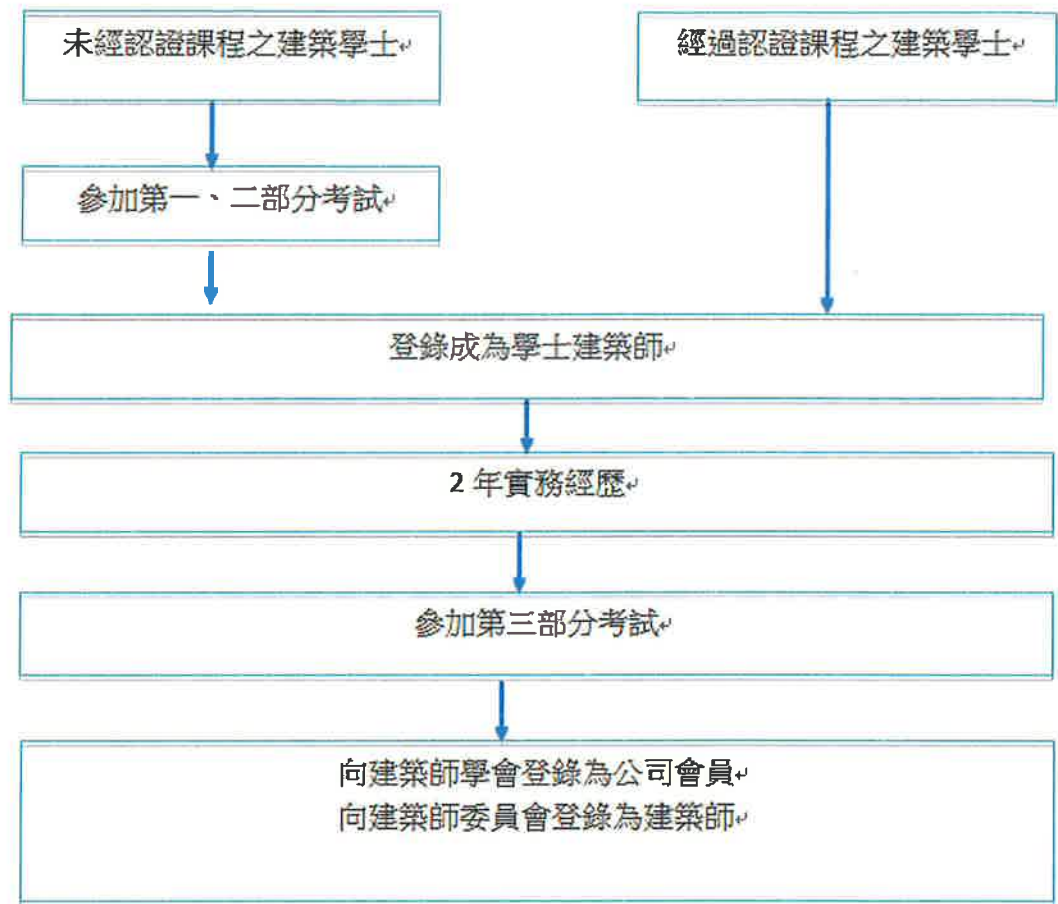


圖 4-2、馬來西亞建築師考試制度示意圖

二、考試主管機關

依 1967 年建築師法第 4 條第 1 項規定，馬來西亞建築師委員會 (Board of Architects Malaysia, Lembaga Arkitek Malaysia) 負責決定進入建築師專門職業的標準，並負責辦理相關之考試，其職責包括：

1. 建築師、學士建築師、室內設計師及建物繪圖士(Building Draughtsmen)的資格登錄。
2. 建築諮詢業務行為的登錄。
3. 管理上述各種專門職業的行為及倫理。
4. 舉辦進入各該專業的考試。
5. 建築課程的認證。
6. 對於上述專業的發展與推廣。
7. 代表建築專業參與任何地方性及國際性活動。

委員會成員，由工程部部长(Minister of Works)任命專業建築師及其他專門職業資深人員組成。

建築師之考試實際上是由馬來西亞建築師考試委員會(Architectural Examination Council Malaysia)辦理，其成員包括建築師委員會之委員、建築師及其他人員，負責辦理建築師等各項考試。考試委員會得組設一個考試小組(Examination Panel)，成員包括登錄專業建築師(registered Professional Architects)或其他合格人員，協助辦理考試。

三、建築師考試之應考資格身分：學士建築師

學士建築師 (Graduate Architects) 之申請登錄資格條件 (Requirements for Registration)：申請人必須取得建築師委員會認證通過之建築課程畢業資格，如果是未經委員會認證之學歷資格，則必須通過馬來西亞建築師考試委員會所舉辦之第一、二部分考試 (Part I and II Examination)。

根據英國建築師考試制度，所謂第一、二部分考試，係指申請人完成 3 年大學建築課程之後，先應第一部分考試；通過第一部分考試後，完成 2 年建築研究所課程，再應第二部分考試。

馬來西亞建築師委員會認證通過之建築課程，指的是相關大學及研究所在其主校區以全時數教授的課程，如果是在附設機構、特許機構或建教合作機構，或在未經認證之大學或研究所教授的課程，則均不予採計，但可以參加第一、二部分考試，通過者即可申請登錄成為學士建築師。

第一、二部分考試 (Part I and II Examination) 評估之對象為未經馬來西亞建築師委員會認證過之建築系畢業生，申請人須具馬來西亞國籍，或持有永久居留證明者，外國人亦得依馬來西亞建築師委員會之規定提出申請。

依照第一、二部分考試應考須知 (Handbook for the Part I and

II Examination)，第一、二部分考試由馬來西亞建築師委員會依建築師法設立之考試委員會(Examination Council)辦理，考試委員會得組設一個考試小組(Examination Panel)，協助辦理第一、二部分考試。

第一、二部分考試依下列方式辦理，第一階段(Stage 1)：審核學校教學大綱(school syllabus)、課程內容(course content)及成績單(academic transcripts)。第二階段(Stage 2)：審核申請人的各領域實務工作內容(course work portfolio)，並進行口試(Oral Examination)。第三階段(Stage 3)：針對未通過第二階段考試者，必要時進行整合式設計計畫(Integrated Design Project, IDP)考試。

申請人未符合第一階段規定之最低條件者，不得應本考試。申請人通過第一階段及第二階段考試者，即通過第一、二部分考試。申請人未通過第二階段考試者，視為未完全符合本考試之要求，必須參加第三階段考試。申請人通過第三階段考試者，視同通過第一、二部分考試。申請人未通過第三階段考試者，得重新應該考試，最多以 3 次為限。申請重新應第三階段考試者，應提送最近 2 年在建築師事務所的工作經驗(working experience with architectural firm)。

第一、二階段考試每年舉行 2 次，申請截止時間為當年的 2 月

28日及8月30日；第三階段考試每年舉行一次，申請截止時間為當年的6月30日。

第三階段為設計考試，稱為整合式設計計畫(Integrated Design Project)。本項設計考試要求申請人在建築師考試委員會指派之督導員指導下，於規定時間內設計出一棟建築物。整合式設計計畫涵蓋建築設計的所有面向，如設計、建築構造及營建服務等，其細節會於試題之計畫簡介(Project Brief)中予以規範。設計考試的整合式設計計畫規模及複雜度，必須符合馬來西亞建築師委員會發布之建築課程認證政策及程序(Policy and Procedure for the Accreditation of Architectural Programmes)所規範之標準。

計畫簡介由建築師考試委員會指定之考試小組編擬，簡介中會指定要設計的建築物種類，包括空間規範、技術要求及提出之設計圖樣形式等。

考試進行的地點由考試小組決定。申請人必須在督導員指導下，於16週之內，完成整合式設計計畫。進行計畫的時程包括：發布計畫簡介及計畫地點、計畫簡介討論會、計畫地點分析及初期研究、初期設計方案、期中評估、原設計的進一步發展、最終設計方案的提出、技術分析、技術面草圖及報告的提出、由評審作期末評估。

應考人除了要提出設計方案的圖樣之外，並應提出下列資料：設

計過程的簡述、至少 4 次的督導員諮商或評論紀錄(未達標準者不接受其設計圖樣)、第一部分考試之應考人必須提出設計簡介中所規定的技術圖樣、第二部分考試之應考人必須提出設計途徑及技術研究的簡要報告。

應考人必須出席計畫簡介討論會、期中評估及期末評估。期中評估與期末評估之時間及地點，由建築師考試委員會決定。設計及簡報圖樣必須在預定之期末評估 4 週前提出，未依限提出者不得參加期末評估。

四、建築師考試第三部分考試

申請登錄為馬來西亞建築師之資格條件(Requirements for Registration)包括：申請人須為馬來西亞國民(citizen)或永久居留者(permanent resident)，具有登錄學士建築師(registered Graduate Architect)之身分，取得建築師委員會規定之實務經歷(practical experience)，通過第三部分專業考試(Part III Professional Examination)，並獲准加入馬來西亞建築師學會(Malaysian Institute of Architects, Pertubuhan Akitek Malaysia, PAM)成為公司會員(Corporate Member)。

申請人必須向馬來西亞建築師委員會登錄為學士建築師，然後取

得馬來西亞建築師委員會所規定之實務經歷。登錄之學士建築師取得相關實務經歷之後，始得參加第三部分專業考試。

第三部分考試包括：提出申請及相關文件、提出實務經歷紀錄簿 (Practical Experience Log Book) 及專業經歷評估報告 (Professional Experience Evaluation Report)、口試 (oral examination)、筆試 (written examination)。

申請程序：新案之申請人必須在前一年向考試委員會報名，始得應本年之考試。截止日為每年3月1日。申請書應檢附學歷與專業資格證書及已完成之實務經歷紀錄簿、專業經歷評估報告及其他必要文件。舊案之申請人得於考試後第二年3月1日以前報名，應當年(第二年)之考試。

新案申請人及第4次應考之舊案申請人，應提出下列報告：

1. 專業經歷評估報告 (Professional Experience Evaluation Report)：為約 2,000 字的書面評鑑，涵蓋申請人專業經歷的所有期間，敘明在各個基本建築服務領域不同階段親自學習到的經驗，並區分優劣、分析及評論。

2. 專業個案的提報 (Professional Casework Submission)：考試委員會就申請案進行審查後，如認有必要，得要求申請人提出專業個案 (Professional Casework)；申請人的實務經歷如果以研究、教學

或在建築師以外之專業人員督導下取得，則除了專業經歷評估報告之外，必須要另繳此項專業個案。其內容必須包含詳盡的資料，作為實務經歷達到專業水準的具體證明。例如，各式的圖樣、與個案相關的文件抄本、相關進度的照片、真實的評論等。

實務經歷紀錄簿必須在每一考試年度3月1日以前提出。實務經歷之範圍及期間如下：實務工作經歷期間最短為2年(104週)，並自登錄為馬來西亞建築師委員會之學士建築師之日起算。截算日為3月1日，即每年考試之報名截止日。該2年實務工作經歷期間中之1.5年必須於一位建築師事務所取得，且其中1年的經歷必須在登錄為馬來西亞專業建築師(Professional Architect)的事務所中取得。在專業建築師事務所之實務工作經歷未達1年者，不予採計。

例外採計為實務經歷的情況有3種：1. 研究所就學期間針對建築環境相關領域進行的研究，如果是在獲認證大學或研究所的副教授指導下取得的經歷，得經考試委員會認可後，採計為必要之實務經歷，但最多採計1年。此項研究必須以申請人為主要作者，並經大學認證屬於實質的研究文件。除非事先經過考試委員會認可，基於商業交易性質所作的碩博士研究，不得採計為實務經歷。2. 申請人於登錄為學士建築師後，在馬來西亞的大學或建築教育研究所擔任2年以上全職教職，同時在馬來西亞建築師委員會登錄之專業建築師事務所取得

2,370 小時以上的兼職實務經歷者，視同具有合格的實務經歷。3. 實務經歷如果是在受僱於公司之專業建築師、技師、工料測量師 (Quantity Surveyor)、城市規劃師 (Town Planner) 或其他登錄有案之專業人員督導下取得者，得合併予以採計，但最多合併採計 6 個月。

口試係於提出實務經歷紀錄簿之後、筆試之前舉行。口試主要在測驗申請人在專業實務上的熟練度 (proficiency in professional practice)，申請人未通過口試者，不得參加筆試，並退還一部分的報名費。

筆試原則上於每年 7 月舉行。考試的地點在吉隆坡，或其他經考試委員會決定之地點。考試每年舉行 1 次，但考試委員會必要時得增辦考試。應考人參加筆試時，考試委員會均提供建築師法、建築師規則等法規給應考人參考，其他文件一律禁止攜入試場。

未能通過第三部分考試的申請人，得憑已審查通過的實務經歷，重新應下一年的筆試。但依據該項實務經歷，最多只能參加 3 次筆試。在第 4 次筆試之前，考試委員會要求申請人必須提出最新的實務經歷紀錄簿及專業經歷評估報告。

第五章 心得與建議

一、專技人才國際移動有待努力

「亞太建築師計畫」係屬 APEC 人力資源發展小組下之特別計畫，其目的在建立一個讓 APEC 組織下各參與經濟體內的建築師能夠相互充分交流，並提供對等建築專業服務之機制。亞太建築師計畫雖然提供一個亞太各經濟體會員國在建築師國際人才流動互惠合作的平台，但是自 2005 年創設迄今，11 年來一共僅簽署了 6 項雙邊或多邊協定，且根據在馬來西亞舉行的第七次中央議會會議各參與會員所提出的報告來看，11 年來只有 5 位建築師取得跨國執業資格。在亞太建築師互惠認許架構（APEC Architect Reciprocal Recognition Framework）下，我國亞太建築師計畫中華臺北監督委員會於 2007 年及 2012 年分別與澳洲和紐西蘭簽署雙邊協定，但因該兩項協定之簽署不符合我國「條約及協定處理準則規定」，迄今仍無法落實推動我國與澳、紐兩國建築師互惠認可。除澳洲與紐西蘭之外，我國和 APEC 其他經濟體會員國的建築師互惠認許，仍有待我國建築師法修訂通過後，才能進一步推動我國與亞太建築師計畫各會員國建築師國際人才合作交流。另外，從亞太建築師計畫第七次中央議會會議情形觀察，相對於往年的開放態度，各國對於開放外國建築師入境執業改趨保守。

但是由東南亞地區會員的發言內容，一再提及東南亞國家協會（Association of Southeast Asian Nations, ASEAN）於 2007 年 11 月 20 日簽署的東協建築服務業相互認許協議(ASEAN Agreement on Mutual Recognition Arrangement on Architectural Services)，似乎顯示東協組織已另外形成一個建築師跨國執業的國際人才移動合作圈。現值我國政府大力推動新南向政策之際，東協組織的建築服務業相互認許機制值得我國進一步關注，但是我國與東南亞各國建築師的合作交流推動，仍有待我國建築師法儘快修訂。又除了建築師法之外，每個國家有關專門職業資格取得及執業管理，均屬國內規章之範疇，如欲推動我國各種專門職業人才與國際合作交流，進而建立跨國執業的互惠認許，均待各職業主管機關與專門職業團體審慎評估並透過修正職業管理法律予以落實。

二、新加坡高階文官選拔任用、教考訓用密切結合機制值得參考

新加坡高階文官的甄選程序主要是從高中或初級學院畢業生中挑選學業優異者給予大學獎學金（包括學費、住宿、生活費、及海外留學來回機票等）至國內外名校就讀開始。但是，事實上對於有志獲得獎學金未來成為新加坡政府的高階文官者，他們在高中或初級學院

的學習和表現就相當重要。他們除了要努力爭取優異的學業成績表現之外，在學校學習的其他表現也很重要。因為他們就讀高中或初級學院的校、院長及導師也必須對學業成績優異申請者的品格特質（誠信、情緒成熟度、領導才能、人際交往能力、創意、樂於助人的精神）、課外活動及社區服務表現進行觀察評量和提出報告。除了高中或初級學院優秀的成績和師長的評鑑之外，新加坡高階文官初審申請者在提出公共服務委員會獎學金的申請之後，他們必須接受一系列的個別評估、測試及面談和口試，來甄審他們是否具備將來成為新加坡公共部門領導人的潛力，以取得大學獎學金，並與政府簽約於大學畢業後進入政府部門服務。在他們提出獎學金的申請之後，他們首先須參與一系列全是選擇題的筆試測試，以鑑定其表達思維、精準思考及掌握空間條件的能力。其次，申請者亦需繳交一篇有關個人核心信仰和價值觀的文章，並參加另一項也是選擇題的人品測試，以探測其性格特質，並接受公共服務委員會的心理學家面談評估，最後才由公共服務委員會評選團進行問答口試，以決定最終的錄取者。這些獎學金得主在他們完成國內外大學名校的學業後，依合約進入政府部門服務，他們任職後五年內仍要繼續接受在職實務工作表現的評估，以確認其擁有成為高階文官的潛力。五年內評估表現最優異且最具潛力前 10%者，政府給予快速升遷至最高文官的機會。表現不好最後的 5-10%會被要求

離開公務體系，介於中間的則是給予較慢和一般的升遷機會。反觀我國的高階文官大多是由高普考試及格任用之後循序漸進升遷，且其是否能通過高普考試與其在校成績、課外活動和社區服務之表現，及品格特質較缺少直接的關聯性。新加坡高階文官的甄選以在校成績為必要條件，並參採校、院長及師長對學生在校課內外學習情形和人品的觀察評量，此種甄選方式或許更有助於教學與學習的正常化，並能使教育、甄選、訓練及任用更緊密的結合，讓高階文官的選拔從教育端的高中或初級學院就開始，值得我國借鏡參考。

三、改進高考一級考選方式、加強高階文官外補機制

新加坡高階文官選拔的高度競爭體制或許殘忍，但是一開始你自己可以選擇要或不要加入，且一旦加入後，只要你表現傑出就會有快速升遷的機會。反觀我國，若將簡任十職等以上的文官視為我國高階文官的分界線，則我國現行制度欠缺直接甄選高階文官的機制。目前以高考三級及格之公務人員來說，自初任至升任簡任官，最快約需時15至18年。在現行制度下，絕大多數的高階文官只能循序漸進由內晉升，缺乏外補甄選的機制和快速拔擢人才的積極功能。但是，高階文官職務在政府體制內實扮演文官領導和管理的重要角色，並且有輔佐政務任命正、副首長決策規劃、制定和執行的積極任務。面對社會

多元的挑戰，如何建立我國高階文官甄選的體制，以增強高階文官的效能，新加坡高階文官選拔、任用、快速升遷和淘汰的高度競爭機制亦值得我國參考。最近行政院決定將一定比例的中央政府三級機關首長得採政務、常務雙軌並行任用制，考試院銓敘部亦研擬將中央機關各部會三分之一的參事編制員額得採機要任用，以強化政府機關高階職務的用人彈性，此舉或許引發爭議，但是亦可以顯見政府各部門決策規劃執行高層職務確有需要注入更多的新血，以因應社會多元問題及需求的挑戰。若從為政府高階人力需要注入新活力、新能量的觀點來看，除了政務及機要任用的管道之外，如何突破現行高考一級的文官用人取才限制，或許亦值得我們學習新加坡模式。我國現行高考一級考試及格人員雖可取得薦任第九職等之任用資格，但仍然約需經過4年歷練後才有資格升任簡任官，對於吸引公務體系以外的中高階企業界專業人才和已經在大學取得教職之學術界人才進入文官體制，誘因恐有不足之處。另外高考一級用人取才開缺有限且侷限於技術類專長，對於高階文官的補注效益並不顯著。現行高考一級錄取者未來如果能在各職系擴大開缺且提升到簡任十職等任用，以目前的初任簡任第十職等薪資水準約70,000元，再加上從錄取人員中選拔外語能力優異者到海外名校再訓練三個月，或許可增加招募誘因。另外一方面，高考一級的應試資格或許亦可以從必須要具備博士學位調整為碩士

學位以上，擴大人才來源。新加坡的高階文官雖然大多是國內外有名的大學畢業，但是不強調學術性，也就是不強調博士學位，而是以工作表現及潛力來決定是否獲得快速升遷。事實上，新加坡政府也曾經延攬一批博士進入公共部門，但是後來發現博士對於政府服務工作可能太過於學術性而未必適任。調整高考一級應試資格為碩士以上，若能再要求具有大學端主管經歷的行政歷練，將可大幅增強高考一級錄取者的即戰力，並且可能讓大學的教師願意投入大學行政主管工作，此一結合或有可能讓政府和大學的效能提升。高階文官有內外軌的任用升遷管道，則任何政黨執政也可以因此有更多的政務人才可以從表現優異的常務高階文官中取才，進而加強穩定政府的運作和政策發展，並能吸引更多社會表現良好的人才適時加入文官體系，增進文官效能。

四、增加筆試以外的人才選拔模式

馬來西亞公共服務委員會是依聯邦憲法條文成立的獨立機關，委員會主席、副主席及委員由馬來西亞最高元首任命。委員會下設一位常任秘書領導各部門負責規劃與執行委員會的任務，該委員會的六項主要功能之一就是負責為政府公共部門招募人才。馬來西亞公共服務委員會除了總部外，另外在沙巴及沙勞越分別設置秘書處並在全馬設

置 15 個口試中心辦理人才招募工作。新加坡及馬來西亞政府招募人才與我國最大的不同在於不特別強調筆試，以馬來西亞為例，應徵者需要先通過網路線上測驗 (Online Examination)，線上測驗包括一般知識、問題解決、工作計劃知識及心理測量，其中某些考題亦會針對應考人的人品 (Integrity) 進行測試。通過線上測驗後再經過第二階段的能力評估 (Competency Assessment)，包含寫作、公開演講、實際問題解決和團隊合作等；部分工作職位也會加考體能測驗 (2.4km Run, Back & Forth Run, Standing Long Jump)，通過能力評估之後，最終經由公共服務委員會及用人機關各派一官員對應徵者進行面試以決定是否錄用。我國目前的高普考絕大多數以筆試取才，且應試之共同與專業科目多且重，是否可能因此稀釋依核心職能專業取才之目標，值得探討改進。據此，新加坡、馬來西亞不以筆試為主要的取才方式，其優點值得進一步了解以供我國公務人力的甄選參考。

五、拔擢任用關鍵人才、提升文官效能

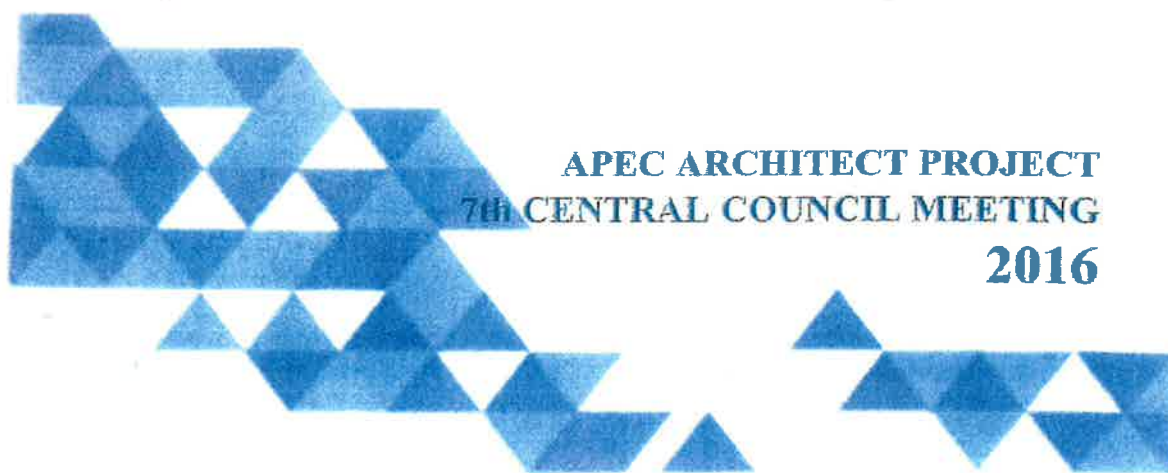
從新加坡高階文官的甄選制度、任用升遷及以高薪吸引及留任頂尖人才，可以看出新加坡政府對於高階文官體系強調的是重視關鍵人才的人才管理策略。一個政府如何拔擢、培養和運用人才將決定這個政府和國家的成功或失敗。新加坡、澳洲、馬來西亞和印度都曾經是

英國的殖民地，因此在政府公共服務的體制架構上並無太大的不同，但是有別於其他國家，新加坡相信政府的公共服務系統要有最好的人才，並以高度競爭的能力（meritocracy）取才為目標。領導新加坡獨立建國的李光耀先生認為一個國家要有好的政府，首先要有好的人才。即使是在體制上有所欠缺的政府，只要擁有好的領導人才，一樣可以達到善治。反之，空有好的政府體系，缺乏好的領導人才，人民亦可能受害。除了好的政務領導人才之外，優秀的公務人才，尤其是關鍵的高階文官更是重要。新加坡發展的決定性因素之一，就是新加坡政府擁有能力傑出的政務領導人才和支持他們的高素質公務人力。新加坡高階文官的選拔主要包括根據他們在進入大學以前的學術成績和課外活動表現決定、再提供高額獎學金到世界名校大學就讀作為職前培訓、建立任用後表現優異者的快速升遷管道、及具有市場競爭力的薪資制度以吸引和保留優秀的公務人才，有效的整合教考訓用平台，育才、擇才、訓才、留才環環相扣。新加坡的菁英主義和高薪政策所甄選的高階文官對新加坡的社會經濟發展的確做出相當重要的貢獻，其高薪政策未必是我國能夠引進的，但是新加坡高階文官的招募甄選、任用留才及訓練發展確有值得我們參考借鏡之處，尤其最近的今周刊連續針對「缺官」及「誰網綁了 35 萬公務員？」為主題進行報導，討論我國政府攬才的困境和對台灣官僚病大體檢，另有一位

（可能也代表許多）年輕公務員化名魚凱出書「公門菜鳥飛」及寫信給行政院長林全，呼籲政府進行公務體系的改革，讓公務員可以真正發揮所長，為民服務並且也能實踐生涯夢想。或許在政黨輪替成為常態的民主時代，如何建立更有效能的文官體制，尤其是如何甄選與留用關鍵的高階文官以提升政府效能，值得大家思考。



**Asia-Pacific
Economic Cooperation**



**APEC ARCHITECT PROJECT
7th CENTRAL COUNCIL MEETING
2016**

DELEGATE MEETING PACKAGE

MONDAY, OCTOBER 10 and TUESDAY, OCTOBER 11

IMPIANA HOTEL KLCC, KUALA LUMPUR

MALAYSIA

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Attachment 5: Schedule of Rotation of Responsibilities

Attachment 6: APEC Architect Operations Manual

Attachment 7: Templates and Documents

APEC Architect Project Seventh Central Council Meeting - Agenda

Day One – Monday, October 10, 2016

8.45am – 9.15am

- A formal welcome to Kuala Lumpur, Malaysia
- Welcome Performance
- Prayer recital

9.15am – 9.30am

- Welcome Address by President of Board of Architect Malaysia

9.30am - 10.45am

- **Item 1 - A welcome to delegates from the Chair, Ar. Datuk Dr. Amer Hamzah**
The Chair introduces themselves and the Secretary, and welcomes the delegates to the Seventh Central Council Meeting of the APEC Architect Central Council
- **Item 2 - APEC Architect Project Central Council Meeting Procedures**
The Chair outlines the Central Council meeting procedures as described in the Central Council Meeting Protocol
- **Item 3 - Central Council Membership**
Participating economies provide the names of each member of their delegation
- **Item 4 - Adoption of the agenda**
Participating economies are invited to adopt/amend the agenda
- **Item 5 - Confirmation of the Meeting Summary of the APEC Architect Project Sixth Central Council Meeting in Vancouver, Canada**
Participating economies are invited to adopt/amend the Summary Conclusions of the Sixth Central Council Meeting of the APEC Architect Central Council, held in Vancouver, Canada on October 6 and 7, 2014
- **Item 6 - Matters Arising from the APEC Architect Project Sixth Central Council Meeting**
Participating economies are invited to address any outstanding issues that arose at the Seventh Central Council Meeting of the APEC Architect Central Council

10.45am – 11.15am

- Group Photographer
- Morning refreshments

5.30pm

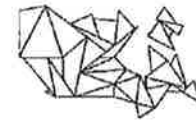
- Day one of the meeting concludes

7.00pm onwards

- Official Main Dinner

APEC CENTRAL COUNCIL MEETING PROTOCOLS

Meeting Summary of the Sixth APEC Architect Central Council Meeting



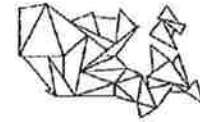
Item 3 - Central Council Membership

Participating economies provided the names of each member of their delegation;

Economy	Name	Economy	Name
Australia	Kate Doyle	Mexico	Abraham Anuar Ariceaga Kasis
	Richard (Ric) Thorp		David Cabrera-Ruiz
	Bill Birdsell		José Luis Cortés Delgado
	Vicki Charman		Maribel Fisher
	Nathalie Dion		Warwick Bell
Canada	Jean-Pierre Dumont	New Zealand	Paul Jackman
	David (Dave) Edwards		Edric Marco C. (Dinky) Florentino
	Michael (Mike) Ernest	Republic of the Philippines	Prosperidad C. Luis
	Charlie Henley		Rogelio Luis
	Scott Kemp		Yolanda David (Yolly) Reyes
	Jill McCaw		Medellano T. Roldan
	Peter Streith		Larry Ng Lye Hock
People's Republic of China	Tao Song	Singapore	Rita Soh Siow Lan
	Jianming Tao		Yi-Cheng Chao
	Xiaojing Wang		Yin-Ho Chen
	Weimin Zhuang		Shau-Tsyh Chen
Hong Kong China	Marvin Chen	Chinese Taipei	I-Ping Cheng
	Yin Suen Ada Fung		Bau Tscheng Dung
	Kwong Ki (Dominic) Lam		Chao-Hung Huang
Japan	Hiroshi Asano	Thailand	Jen-Kang Huang
	Hiroki Sunohara		Jen-Chieh Tsai
Republic of Korea	Chi Tok Kim	United States of America	Michael Paripol
	Young Soo Kim		Tangtrongchit
	Kun Chang Yi		Pongsak Vadhanasindhu
Malaysia	Mohd (Zul) Zulhemlee Bin An	United States of America	Michael J. Armstrong
	Mustapha Kamal Bin Zulkarnain		Dale McKinney
	Amer Hamzah Mohd Yunus		Stephen Nutt
	Esa Bin Mohamed		

Item 4 - Adoption of the agenda

The agenda was accepted without any additions or amendments.



is the best venue to deal with the particular individual scenarios, and then that Monitoring Committee can report back to the Council.

Item 7 – Reporting

Item 7.1 - Applications to form new Monitoring Committees

Canada reported that they have received no new applications to form monitoring committees, but requested that if others were aware of any interest by economies who are not yet members of the APEC Architect Project to share that information.

Singapore pointed out that since the 2008 meeting no new APEC economies have joined the project. There are 21 economies in APEC of which only 14 participate in the project. They suggested that we write and invite the seven other economies to the next meeting. **New Zealand** stated that the seven economies of APEC who aren't members of the APEC Architect Project are Russia, Peru, Chile, Vietnam, Papua New Guinea, Brunei and Indonesia. **New Zealand** extended invitations to all seven economies to attend the Fifth Council Meeting and received no response.

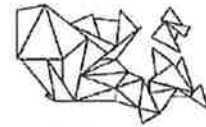
The Republic of the Philippines shared with everyone they had made contact with the President of the Indonesian group and had invited them to attend this meeting and they were surprised they were not in attendance.

New Zealand reported that there are a number of economies in this room and economies of APEC who aren't present whose governments are presently negotiating the Trans-Pacific Partnership Trade Agreement. The Professional Services Annex to that agreement in draft form nominates that the signatories to that trade agreement (if it comes into existence) are to promote the APEC Architect Project as the mechanism by which cross-border movement of architects is to be encouraged. That may be the catalyst for such economies such as Chile to join this project.

Item 7.2 - Monitoring Committee reports to the Central Council

Canada reported that they only have four APEC Architects and therefore they've made a concerted effort over the last two years to promote the APEC Architect Project throughout **Canada**. Each of their 11 jurisdictions now has information about the Project on their individual website. They reported that all members of the Monitoring Committee have been newly appointed. They announced that they were close to signing an APEC Mutual Recognition Agreement with Australia and New Zealand. In terms of the APEC Architect Reciprocal Recognition Framework, **Canada** remains 'domain specific'. They indicated that their costs are \$175 CAD but that it's under review.

Australia now has three APEC Architects from other economies listed on their architect registers and they plan to monitor how they travel in **Australia**. The assessors who conducted the domain specific assessment commented on the high caliber of their experience and expertise and had complete confidence that they have the ability to operate to the standard expected of an architect in **Australia**. There have been some changes to the members of their Monitoring Committee which were reported.



Singapore started the period with five APEC Architects on their register; they now have 36. They signed a trilateral agreement with Australia and New Zealand in 2010 and in 2013 Singapore's first APEC Architect, Charles Lim, was registered in Australia and one Singapore APEC Architect recently applied to register in New Zealand. **Singapore** hosts an annual presentation ceremony for their APEC and ASEAN Architects and all other newly registered architects. The architects are presented with their certificates; it's also an opportunity to promote the APEC Architect Project. They reported that they remain 'domain specific' and that they will be starting a discussion with Hong Kong and Japan soon in regards to their reciprocal framework. Registration costs \$200 Singapore dollars and renewal is \$100 annually and it's contingent on them getting their practising certificates.

Singapore took this opportunity to share with everyone that ASEAN will soon become AEC - the ASEAN Economic Community (similar to the EU) working towards one single market. By December 31, 2015 there will be a significant number of ASEAN Architects in Singapore, Thailand, the Philippines and Malaysia and by the next meeting being held in January, 2015 they hope to have a handbook on the architectural practises in ASEAN.

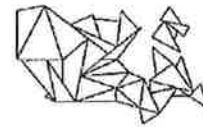
Chinese Taipei reported that the APEC Architect Project remains a pilot project among all the professions in **Chinese Taipei** but that they have been working somewhat aggressively to move the whole thing forward. To date they have 88 APEC Architects on their register. Earlier this year they published a handbook which documents their participation in the APEC Architect Project which is being used to promote the project. Their application fee is approximately \$US100 and there is no annual fee.

The **United States of America** has 105,847 registered architects across all 54 US jurisdictions and 54 APEC Architects as of August 31, 2014. They added six APEC Architects to the roster during the current period. The first step to becoming an APEC Architect is a current NCARB Certificate and there's a \$225 annual fee to maintain that certificate. The application fee to enrol on the APEC register is \$400.

Aside from APEC, in 1994 Canada and the **United States of America** signed a Mutual Recognition Agreement (MRA) based on similar education, experience and examination requirements. The terms of the agreement were renegotiated and a new MRA was implemented on January 1, 2014 which allows for reciprocity between the countries after 2,000 hours of post-licensure experience. That particular agreement has been signed by 38 of our 54 jurisdictions and we hope to be increasing that number in the coming year.

The Tri-National Agreement between Canada, the **United States of America** and Mexico is similar to APEC with the exception that there is a dossier of work that has to be reviewed by the host country, as well as an in-person interview in the host country in the language of the host country. Finally after 10 years, it has been implemented and it's hoped that a national launch across all three countries occurs in the coming weeks.

In regards to the Reciprocal Recognition Framework, the **United States of America** checked three boxes which are meant to identify the difference between reality and aspiration. In reality they don't have any active APEC Mutual Recognition Agreements so have a 'local collaboration' requirement but if they were to enter into an agreement they would request a 'domain specific' assessment. In the meantime, they also offer the Broadly Experienced Foreign Architect (BEFA) Program which allows for a registered architect from any foreign country to have access to the United States' licensure process. That BEFA



The Chair nominated Canada, the United States of America and Mexico to speak with Chile and Peru and he nominated New Zealand to speak with Papua New Guinea. Malaysia offered to speak with both Brunei and Vietnam through their ASEAN caucus. Singapore reminded everyone that they have already reached out to Indonesia and invited them to the Sixth Central Council Meeting but they failed to attend. The Chair suggested that Canada work together with Malaysia as current and future Secretariat to reach out to Russia. All new economies will be invited to observe the Seventh Central Council Meeting per project protocol.

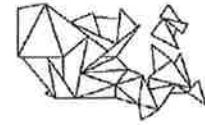
Australia stressed that it's important to make some of our decisions based upon data and speaking on behalf of their economy stated that they haven't done enough research into who are the architects most likely to be interested in joining the APEC register and then becoming registered in other economies. As the eligibility requirements state that architects must have seven years post-registration we're anticipating that they are senior architects. Are they architects operating under their own name? Are they architects employed by an existing firm likely to work overseas for short periods of time? The Council has talked about monitoring the agreement every two years. Are there some aspects of the agreement that we should be reviewing every two years based upon some of the questions that we might ask ourselves? And we listened to all the reports this morning and everyone is promoting the APEC register in the various economies, through their own mechanisms, but we don't seem to be actually making much progress in the number of architects who are coming on to our home economy register. So maybe we need to ask some other questions and ask questions of the people to whom we're doing this for to see whether we can direct some of the considerations of this committee.

New Zealand supported Australia's comments and reiterated that some understanding of the profile of those architects who are becoming APEC Architects in different countries would be valuable and Australia suggested a project-wide survey for those architects registering as APEC Architects and those availing themselves to APEC Mutual Recognition Agreements. The Chair nominated Australia, New Zealand, Canada and the Republic of the Philippines to create a list of standardized questions for the survey.

Item 7.4 – Update on the Agreements Signed by Economies

Item 7.4.1 – Update on the newly adopted NCARB CALA MRA

The Chair provided an update of the newly signed Mutual Recognition Agreement (MRA) between Canada and the United States of America. The replacement of the agreement was necessary due to the introduction of the Examination for Architects in Canada (ExAC). Canada and the United States of America have been in negotiations for over four years and the signed agreement which came into effect January 1, 2014, recognizes architects from either jurisdiction with one year post-licensure experience. It's a full MRA; there are no additional domain specific requirements. A number of US states are continuing to ratify the agreement – all 11 Canadian jurisdictions and 38 states are signed on at present, they hope to get to 44. The Monitoring Committee for the MRA is continuing to discuss some of the finite points of the agreement and working out some of the finer details as we move forward.



New Zealand added that the distinction is the 'domain specific'; this refers to any aspects of the architectural process that are specific to that particular economy; whereas the 'comprehensive registration examination' would refer to all aspects of the architectural process. **Singapore** agreed with **New Zealand** confirming 'domain specific' means local knowledge, if an APEC Architect wants to cross a border, the basic requirement is that the new APEC Architect must know what is considered local knowledge in the host economy. **Malaysia** asked whether the definition can be amended so that it's consistent in the framework and the glossary of terms. **New Zealand, Japan, Australia and Hong Kong** **China** confirmed that they list their Framework requirements (domain specific assessment) on their individual websites, **the Chair** requested that other economies do too.

Following comments made earlier in the meeting by the **United States of America, New Zealand** and **the Secretary** put together a matrix for discussion; it's intended to support the Reciprocal Recognition Framework and summarizes the relationships between each economy; it was assumed that there was 'local collaboration' unless otherwise stated. MRAs that fall outside of APEC, such as the NCARB CALA Agreement between **Canada** and the **United States of America** and the Trans-Tasman MRA between **Australia** and **New Zealand** were also added.

Following discussion **New Zealand** proposed the following motion;

The motion is that the definition in the Glossary of Terms for 'domain specific' be adjusted to read, "Competencies or knowledge related to conditions of professional practise specific to the host economy." And, that the APEC Architect Reciprocal Recognition Framework 2014 be adjusted to read under 'Domain Specific Assessment' the same as the revised glossary of terms definition for domain specific. **Malaysia** seconded, **Singapore** voiced its support and there was almost unanimous support from the rest of the Council.

Item 8 – Procedures

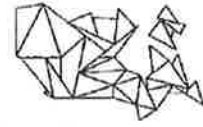
Item 8.1 – Procedures for Non-Complying Economies

Canada announced, with pleasure, that there were no non-complying economies and **Malaysia** requested that in that case we 'let sleeping dogs lie' in terms of setting policy for managing non-compliance, members of the Council agreed.

Item 8.1 – APEC Architect Funding Formulae

Canada had noted the occasional curious response with respect to the reporting of how many architects are registered in a given economy and this number is the basis of the formula for APEC funding. Earlier in proceedings there was discussion about those differences, sometimes because of definitions, in the numbers reported but as the current Secretariat and following these discussions **Canada** recommends that the funding formula be revisited in time for the next payment cycle.

On that note, **the Chair** shared with the meeting that **New Zealand** had now collected all of the definitions of what a practising and licensed architect is and therefore suggested further discussion of



fee paid to the architect or was Australia because Sydney has the opera house? And consider Christchurch, New Zealand, after the earthquakes. New Zealanders have taken great joy that out of the ruins has come what we now call The Cardboard Cathedral. It was designed by Japanese architect Shigeru Ban. Shigeru didn't even charge a fee for his services and this is a magical result. In developing our new procedure for registering senior offshore architects, we never discussed the idea that this would be only available for architects from countries on a reciprocal basis, where the same or similar facility was available for senior architects from New Zealand. Of course, if some of the other economies represented in this meeting do the same for the way they assess senior offshore architects, then these economies will benefit too.

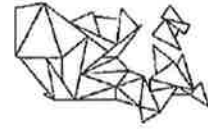
Item 9.2 – Report from Australia

Australia presented on the way they have conducted their domain specific assessments, three of which were performed by overseas APEC Architects in the last 12 months.

The Architects Accreditation Council of Australia (AACA) owns the National Competency Standard for Architects. They were developed by the AACA Board in consultation with the profession, with regulators, with the public and with educators and they've just undergone quite a significant review, and it's believed that they're seeing a much more robust and a richer description of the competency required of architects in Australia. They are very similar components to standards that are in operation in other countries around the world because they're much more similarities than there are differences. The Architectural Practice Examination (APE), which is the national examination in architectural practice administered in each state and territory in Australia is also owned by the AACA. The AACA works together with the Australian Institute of Architects (AIA) to assess and accredit the programs offered by the 17 universities in Australia who provide architectural education. The programs must be accredited for the purpose of registration, and it's the responsibility of the AACA and AIA to assess those programs. The AACA is also responsible for a program to assess industry experience in terms of equivalence to an Australian architectural qualification. The AACA is also the body appointed by the Department of Immigration and Border Control in Australia to assess overseas qualifications to determine relevance to Australian architecture qualification, and they're responsible for international Mutual Recognition Agreements.

The AACAs domain specific assessment is called the Supplementary Assessment Process (SAP). The process was established in line with the agreements under the APEC Architect Framework. Candidates are expected to have an understanding of general principles and applicable codes in Australia; the capacity to apply these safely and efficiently; and knowledge of any special requirements operating in Australia, but we do not require any professional experience in Australia prior to application under the APEC Architect Agreement. The central standard that underpins all of the programs and procedures relating to the regulation of architects is conducted in accordance to the relevant aspect of the Australian standard of competency for architects.

A portfolio of work is used as the vehicle for the assessment interview, and that's the way the experienced assessors will make their own assessments, by professional conversation, in effect, with the applicant to make sure that they are testing the relevant aspects under the agreement. We publish the



became an interesting and excellent vehicle for understanding the process, the objectives and certainly the value of the APEC Architect Project in the first place.

Malaysia said it was looking forward to working closely with **Canada** for the next two years but raised its concerns about the calculation of fees and the number of architects reported. It also enquired about 'the box', it was agreed that **Canada** would update the box and arrange for it to be couriered to **Malaysia** at a later date. There was also discussion about retiring the box and using an online library.

Item 10.2 – Review of the Schedule of Rotation of Responsibilities

The **Chair** confirmed that **Malaysia** has graciously agreed to take on the role of Secretariat for 2015/2016, and that the **People's Republic of China** have also agreed to continue on thereafter in 2017/2018. **Malaysia** stated that the meeting will take place in the fall of 2016 in Kuala Lumpur. **Singapore** stated that they had no issue with the original schedule set at the 2008 meeting in 2008 and will happily act as Secretariat in 2019/2020. The **Chair** thanked the economies for confirming the rotation.

Item 10.3 - Adoption of the Summary Conclusions

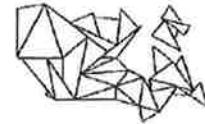
The meeting considered and adopted a set of summary conclusions (see Annex 2).

Beforehand, **New Zealand** briefed Council on the work they and the **United States of America** had completed surrounding the definition of a licensed architect. They consulted with economies and they are reasonably confident with the definition of a registered architect as an architect holding a current registration such that he or she is permitted under local law to practise architecture at the present time.

They made the observation that the word 'registration' is already defined as, "Also licensure and certification and is the legal admission to the right to practise as an architect." With this in mind it is those registered architects who are permitted under local law, within your own jurisdictions, to practise architect at the present time, that means those architects that have fulfilled their CPD requirements where that is applicable and do not have any discipline charges against them.

Following lots of roundtable discussion, **New Zealand** formally moved that the definition of registered architect be, "An architect holding a current registration such that he or she is permitted and licensed under the domestic law to the unrestricted practise of architecture at that present time." Be added to the glossary of terms in the APEC Manual. The **United States of America** seconded the motion and it received unanimous support.

The **Chair** reminded Council that now there's a definition the number of potential APEC architects in a home economy and the funding formulae for the services of the APEC Secretariat can be further discussed. The **Republic of the Philippines**, **New Zealand** and **Canada** confirmed that fees received did cover Secretariat costs but that all economies donated staff and volunteer time. The **Republic of the Philippines** mentioned that if an economy wished to host more than a basic Council meeting, that further investment would be needed. The **Chair** requested all economies to reevaluate the number of



New Zealand proposed another motion to delete the text from the word "Hand-over Guidelines" down on page 89 of the APEC Architect Project Manual; the motion didn't receive any support.

Item 10.4 - Amendments to the Operations Manual

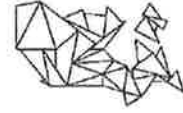
The APEC Architect Operations Manual was amended to include the newly agreed upon definitions for 'registered architect' and 'domain specific' and the newly developed matrix to support the APEC Architect Project Reciprocal Recognition Framework was also added.

Item 11 – The Next Meeting of the Central Council

Malaysia confirmed that the next meeting of the Central Council will happen in Malaysia, in the fall of 2016 in Kuala Lumpur.

The Chair declared the meeting closed.

DRAFT



Annex 2

THE APEC ARCHITECT PROJECT SIXTH CENTRAL COUNCIL MEETING

Meeting Summary Conclusions

1. Attendees were welcomed by the Chair of the Canadian APEC Architect Monitoring Committee Peter Strelth.
2. The protocols for the Central Council Meeting were confirmed.
3. Economies introduced their attendees, all participating economies were present.
4. The agenda was confirmed without amendment.
5. The meeting summary of the Fifth APEC Architect Project Central Council Meeting held in Wellington, New Zealand in 2012 was confirmed without amendment.
6. Delegates discussed the definition of an architect and how many each economy has. A new definition was approved and the Manual will be updated accordingly. The definition is;

‘A Registered Architect - an architect holding a current registration such that he or she is permitted and licensed under domestic law to the unrestricted practice of architecture at the present time.’
7. The Secretariat reported that no inquiries had been received regarding the establishment of any new monitoring committees.
8. All economies provided reports on their APEC Architect activities.
9. Malaysia was asked to ensure that an invitation to the Seventh Central Council Meeting is sent to the APEC economies not currently part of the APEC Architect Project. Those with contacts in those economies, especially those a part of ASEAN were asked to share the information.
10. No new bilateral or multilateral agreements were reported, but Australia, Canada and New Zealand will be signing an MRA shortly.
11. The project’s Reciprocal Recognition Framework was reviewed, a support matrix was drafted and content discussed.
12. A motion was passed to alter the Framework language to match that of the glossary in regards to ‘domain specific’ with the addition of the word ‘host’;

‘Domain Specific – Competencies or knowledge related to conditions of professional practice specific to a host economy.’

Report by the Secretariat

The projects' participating economies provide the project with secretariat services on rotation. During 2015 and 2016 that duty has been met by Malaysia.

During the period the secretariat has focused on a number of tasks:

1. Providing administrative services.
2. Raising awareness of the project and providing information to architects who submitted inquiries via the website, and
3. Organizing the Seventh Central Council Meeting.

These tasks have been completed by Board of Architect Malaysia alongside the normal duties at place of work.

Administrative Services

During the period 2015 – 2016, the Malaysian secretariat:

- Requested and collated annual reports,
- Issued invoices to and received fees from all fourteen participating economies,
- Were successful in collecting annual fees from the period 2015 – 2016,
- Ensured that the website was kept 'live', and
- Completed all other administrative and financial tasks as necessary.

Awareness of the Project

By creating a generic project email address and adding it to the website, queries about the project were received from architects worldwide, these were responded to in an informative and timely manner.

The Seventh Central Council Meeting

The Seventh Central Council Meeting held in Kuala Lumpur, Malaysia has been organized by the Board of Architects Malaysia who have completed the work without sponsorship or external funding.

Finance

In October 2015, invoices were issued to all fourteen participating economies for both the 2015 and 2016 annual fee as per the funding formulae overleaf;

Payments received as of October 1, 2015 were as follows;

	Total Expected Income (USD)	Total Received Income (MYR)
Australia	7,062	30435.03
Canada	8,826	37951.8
China	7,062	29836.95
Hong Kong China	7,062	29476.79
Japan	10,592	44094.5
Korea	7,062	29942.88
Malaysia	3,530	14902.96
Mexico	5,296	21761.53
New Zealand	5,296	22047.25
Philippines	5,296	21563.66
Singapore	5,296	22338.37
Chinese Taipei	5,296	21,591.74
Thailand	3530	14390.89
United States of America	10,592	45524.1
TOTAL	91,798	375,186.71

SECRETARIAT SCHEDULE
(As approved during the Fourth Council Meeting)

YEAR	SECRETARIAT	HOST
2001	Australia	Brisbane, Australia
2002	Australia	Sydney, Australia
2002	Australia	Kuala Lumpur, Malaysia
2004	Australia	Chinese Taipei
2004	Australia	Honolulu, USA
2005	Chinese Taipei	Tokyo, Japan
2006	Chinese Taipei	Mexico City, Mexico
2007-2008	Mexico	Vancouver, Canada
2009-2010	The Philippines	Metro Manila, Philippines
2011-2012	New Zealand	Wellington, New Zealand
2013-2014	Canada	Vancouver, Canada
2015-2016	Malaysia	Malaysia
2017-2018	People's Republic of China	People's Republic of China
2019-2020	Singapore	Singapore
2021-2022	Thailand	Thailand
2023-2024	The United States of America	The United States of America
2025-2026	Korea	Korea
2027-2028	Japan	Japan
2029-2030	Hong Kong China	Hong Kong China
2031-2032	Chinese Taipei	Chinese Taipei
2033-2034	Australia	Australia

Note that Central Council Meetings shall be organized and hosted by the economies providing the Secretariat in the second year of their time as the Secretariat, unless arrangements have been made otherwise.



**Asia-Pacific
Economic Cooperation**

APEC Architect Project Participating Economy Report

		Notes
Name of Economy	Australia	
Reporting Period	1 September 2014 – 31 October 2015	
Number of Registered Architects in the Economy at End of Period	13,085	
Number of APEC Architects in the Economy at End of Period	27	
Number of APEC Architects First Registered During Period	4	
Members of Monitoring Committee	Richard Thorp Kate Doyle David Sainsbery Sue Millbank John Taylor Catherine Townsend	
Applications for Registration/Licensing by APEC Architects From Other Economies During Period	3	1 Japanese APEC Architect 2 Singapore APEC Architects
Changes to Procedure for APEC Architect Registration During Period	None	
Changes to Registration/Licensing Procedure for APEC Architects From Other Economies During Period	None	
Documentation Changes During Period	None	
Communications and Promotion During Period	Information on website. Press release re trilateral arrangement Canada/Australia/New Zealand	
APEC Architect Reciprocal Arrangements (Please indicate year signed)	Australia/Chinese Taipei 2007 Australia/Japan 2008 Australia/Singapore/New Zealand 2010 Australia/Hong Kong (Stage 1) 2010 2015. Trilateral arrangement Canada/Australia/New Zealand	Note: Australia/Taipei on hold until Taipei is able to activate
	Complete Mobility	



**Asia-Pacific
Economic Cooperation**

APEC Architect Project Participating Economy Report

Economy	CANADA	Notes
Period	November 2014 – September 2016	
APEC Architects at end of period	2	
APEC Architects first registered during period	2	
Members of Monitoring Committee	Peter Streith Scott Kemp Mark Vernon Jill McCaw - support	Committee acts on behalf and reports to the International Relations Committee (IRC) of the Canadian Architectural Licensing Authorities (CALA), representing all Canadian regulators.
Applications for registration/licensing by APEC Architects from other economies	1	
Changes to procedure for APEC Architect registration	Formal acceptance by all regulators within Canada that the AIBC will perform procedures on behalf of all Canadian regulators	
Changes to registration/licensing procedure for APEC Architects from other economies	As above, AIBC performs procedure on behalf of all Canadian regulators	
Documentation		
Communications and Promotion		
APEC Architect Reciprocal arrangements (Please indicate year signed)	Australia/Canada/New Zealand, February 2015	
Reciprocal Recognition Framework Status (Place X in relevant section)	Complete Mobility	
	Domain Specific Assessment	x
	Comprehensive Registration Examination	
	Examination	
	Host Economy Residence / Experience	
	Local Collaboration	
	No Recognition	

		<p>conditions.</p> <p>2. According to the realistic conditions in China, it is better for developing the mutual recognition and practice activities by domain specific assessment as well as local collaboration. After the overseas architects acquired the experience in a certain period in China, satisfying some conditions, then he or she could practice independently.</p>
Fee, if any, for applying to be an APEC Architect, at end of period	No	
Annual Fee, if any, for being on the APEC Architect Register, at end of period	1000RMB. But it could be waived for the fellow member of ASC.	

APEC Architect Central Council Meeting (10-11 October 2016)
Kuala Lumpur, Malaysia

1. Brief History of the APEC Architect Monitoring Committee, Hong Kong China ("HK APEC")

The term 2015/2016 was a year of progress and consolidation for the APEC Architect Monitoring Committee, Hong Kong China ("HK APEC"), capitalizing on the solid foundation built over the years since its inception in September 2005.

2. APEC Architects Hong Kong Monitoring Committee ("HK APEC")

HK APEC is composed of following 12 members under the leadership of Ms. Ada Fung. The tenure is 4 years commencing 1 September 2012:

Chairman (1):	LAM Kwong Ki Dominic	<i>FHKIA, RA, APEC Architect</i>
Vice Chairman (1):	WAI Chui Chi Rosman	<i>FHKIA, RA</i>
Members (8)	CHAN Hon Wan, Edwin CHI Wuh Cherng Daniel FUNG Yin Suen Ada KWAN Kwok Lok Joseph KWONG Sum Yee Anna LAM Ping Hong Robert TANG Wai Man Tony TONG Sek Por David	<i>HKIA, RA, APEC Architect</i> <i>FHKIA, RA, APEC Architect</i> <i>JP, FHKIA, RA, APEC Architect</i> <i>MH, FHKIA, RA, APEC Architect</i> <i>FHKIA, RA, APEC Architect</i> <i>FHKIA, RA, APEC Architect</i> <i>FHKIA, RA, APEC Architect</i> <i>FHKIA, RA, APEC Architect</i>
Ex-officio (4):	LING Chi Kong Thomas CHI Wuh Cherng Daniel NG Wing Shun Anthony Vincent LEUNG Lap Ki	Immediate Past Chairman <i>FHKIA, RA, APEC Architect</i> ARB Chair (name as above) <i>FHKIA, RA, APEC Architect</i> HKIA President <i>JP, FHKIA, RA, APEC Architect</i> Representative of HKSAR Government

Subject to the result of election amongst the HK APEC at the beginning of the term, the Chairman and Vice Chairman may be re-elected for another 2 years but the total year of continuous Chairmanship or Vice Chairmanship should not exceed 6 years.

3. Current Membership Strength

Throughout this term, we have achieved a steady expansion in membership, with a total of 9 new admissions, which accounted for nearly 20% of the total membership increase:

7. Meetings

Two meetings amongst HK APEC would be held per year.

8. Level of APEC Architect Reciprocal Recognition Framework 2016

The following table identifies the basis on which participating economies are currently able to enter into bilateral or multilateral arrangements with other participating economies to allow for the registration of APEC Architects. It reveals the current requirements of participating economies in terms of the registration of an APEC Architect from another participating economy when the host economy and the APEC Architect's home economy have a mutual recognition agreement. Hong Kong is under the category of "*local collaboration*":

<p style="text-align: center;">Complete Mobility (0)</p> <p>No requirement other than APEC Architect status None</p>
<p style="text-align: center;">Domain Specific Assessment (7)</p> <p>Understanding of legal and technical issues unique to the host economy United States of America, Singapore, New Zealand, Republic of Mexico, Japan, Australia, Chinese Taipei</p>
<p style="text-align: center;">Comprehensive Registration Examination (0)</p> <p>Examination of all skills and knowledge required for the practice of architecture None</p>
<p style="text-align: center;">Host Economy Residence / Experience (1)</p> <p>At least one year of professional experience in host economy prior to registration examination Malaysia</p>
<p style="text-align: center;">Local Collaboration (6)</p> <p>Association required with an Architect from the host economy Republic of the Philippines, Republic of Korea, <u>Hong Kong China</u>, People's Republic of China, Canada, Thailand</p>
<p style="text-align: center;">No Recognition (0)</p> <p>No recognition of APEC Architect status None</p>

Hong Kong China is under the category of "*Local Collaboration*". It is envisaged that through the actualization of bilateral or multilateral arrangements in near future, we would tap a new anchorage of the above framework.

2016. Institute representatives from 19 member countries discussed and shared views around the topic of "Diversity and Growth: The Green Age of Asia" at the Congress.

To record HKIA history and development, **HKIA 60th Anniversary Commemorative Book** would be launched at the festive occasion of **HKIA 60th Anniversary Ball** in November 2016.

For details of other celebration activities, please visit the **HKIA 60th Anniversary website**: www.hkia.net/60anniversary

9.3 Nurturing Next Generation

Young architects were given ample opportunities to showcase their talents and contribute to the society during the reporting period:

9.3.1 Hong Kong Christmas Tree 2015 in Tsim Sha Tsui Waterfront from 19-27 December 2015

A group of enthusiastic young architects designed a 20-meter tall Christmas Tree of "Hong Kong style" for the Hong Kong Federation of Young Groups. The Christmas Tree was featured with Hong Kong's traditional bamboo scaffolding skill, up-cycling of tin cans into twinkling stars co-created by thousands of secondary school students in Hong Kong.

9.3.2 Architect Community Project Fund

The HKIA has allocated a fund to support young architects to which promotes architectural excellence to the public and serve the community.

9.3.3 HKIA Past. Present. Future. Tracking Hong Kong Architecture

Sponsored by Create Hong Kong of HKSAR government, the exhibition was the debut HKIA Exhibition held in Songshan Cultural Park, Taiwan, from 10-25 September 2016. There were 154 exhibits in total including around 25 exhibits produced by HKIA young members.

9.3.4 The 15th International Architecture Exhibition in Venice, Italy ("VB 2016")

Themed *Stratagems in Architecture*, the sixth Hong Kong Exhibition in VB 2016 jointly organized by Hong Kong Arts Development Council from 28 May - 27 November 2016 was curated by a group of young architects.

For details, please click:

<http://2016.venicebiennale.hk/>



Asia-Pacific
Economic Cooperation

APEC Architect Project Participating Economy Report

		Notes
Name of Economy	JAPAN	
Reporting Period	Oct. 2014~Sep. 2016	
Number of Registered Architects in the Economy at End of Period	136,000 (incl. engineers)	The number includes the total number of registered 1st-class <i>Kenchikushi</i> who belongs to <i>Kenchikushi</i> office, and the 1st-class <i>Kenchikushi</i> includes structural engineers and MEP engineers. 1st-class <i>Kenchikushi</i> are not required to register by his/her profession under the Japanese law, therefore the accurate number of the registered architect is unknown.
Number of APEC Architects in the Economy at End of Period	320	
Number of APEC Architects First Registered During Period	42	
Members of Monitoring Committee	Kunihiro Misu (Chair) Nobuaki Furuya Kiyonori Miisho Tatsushi Ouchi Masaharu Rokushika Takashi Yamauchi Masayoshi Nakashima Hiroshi Asano	
Applications for Registration/Licensing by APEC Architects From Other Economies During Period	None	There are three Japanese APEC Architects registered in the State of NSW in Australia through the APEC Architect Bi-lateral Agreement Between Japan and Australia
Changes to Procedure for APEC Architect Registration During Period	None	
Changes to Registration/Licensing Procedure for APEC Architects From Other Economies During Period	None	
Documentation Changes During Period	None	
Communications and Promotion	Information on the APEC	



**Asia-Pacific
Economic Cooperation**

APEC Architect Project Participating Economy Report

		Notes
Name of Economy	Korea	
Reporting Period	January 2016 to October 2016	
Number of Registered Architects in the Economy at End of Period	14,090	
Number of APEC Architects in the Economy at End of Period	228	
Number of APEC Architects First Registered During Period	10	
Members of Monitoring Committee	Jae Ho, Shim (Chair) Kun Chang, Yi Sung Min, Kim Jung Chul, Shin Dong Hee, Oh In Ok, Im Chi Tok, Kim (Adviser)	Tenure 2015.12.1 ~ 2016.11.30
Applications for Registration/Licensing by APEC Architects From Other Economies During Period	None	
Changes to Procedure for APEC Architect Registration During Period	None	
Changes to Registration/Licensing Procedure for APEC Architects From Other Economies During Period	None	
Documentation Changes During Period	None	
Communications and Promotion During Period	None	
APEC Architect Reciprocal Arrangements (Please indicate year signed)	None	
Reciprocal Recognition Framework Status at end of period (Place X in relevant section)	Complete Mobility	
	Domain Specific Assessment	
	Comprehensive Registration Examination	
	Examination	
	Host Economy Residence / Experience	
	Local Collaboration	X



**Asia-Pacific
Economic Cooperation**

APEC Architect Project Participating Economy Report

		Notes
Name of Economy	Malaysia	
Reporting Period	Oct 2015 – Oct 2016	
Number of Registered Architects in the Economy at End of Period	1986	
Number of APEC Architects in the Economy at End of Period	24	
Number of APEC Architects First Registered During Period	16	
Members of Monitoring Committee	1. Ar. Tan Sri Ar. Haji Esa Mohamed 2. Ar. Datuk Amer Hamzah Mohd Yunus 3. Ar. Datuk Tan Pei Ing 4. Ar. Prof. Madya Saari Omar 5. Ar. Mustapha Mohd Salleh 6. Ar. Chan Seong Aun 7. Ar. Zuraina Leily Awalludin 8. Ar. Mohd Zulhemlee An 9. Ar. Zairul Azidin Badri 10. Ar. Yong Razidah	
Applications for Registration/Licensing by APEC Architects From Other Economies During Period	None	
Changes to Procedure for APEC Architect Registration During Period	None	
Changes to Registration/Licensing Procedure for APEC Architects From Other Economies During Period	None	
Documentation Changes During Period	Malaysia adopted the revised APEC Architect Certificate and ID Card provided by the Secretariat	
Communications and Promotion During Period	Through website www.lam.gov.my	
APEC Architect Reciprocal Arrangements (Please indicate year signed)	None	
Reciprocal Recognition Framework Status at end of period (Place X in relevant section)	Complete Mobility	
	Domain Specific Assessment	
	Comprehensive Registration Examination	
	Examination	



Asia-Pacific
Economic Cooperation

APEC Architect Project Participating Economy Report

		Notes
Name of Economy	New Zealand	
Reporting Period	2015 - 2016	
Number of Registered Architects in the Economy at End of Period	1,846 (at 30 June 2016)	
Number of APEC Architects in the Economy at End of Period	10	
Number of APEC Architects First Registered During Period	0	
Members of Monitoring Committee	Warwick Beil (Chair NZRAB), Callum McKenzie (Dep Chair NZRAB), Christina Van Bohemen (Pres NZIA), Gordon Moller (APEC Architect), Paul Jackman (CE NZRAB)	
Applications for Registration/Licensing by APEC Architects From Other Economies During Period	0	
Changes to Procedure for APEC Architect Registration During Period	None	
Changes to Registration/Licensing Procedure for APEC Architects From Other Economies During Period	None	
Documentation Changes During Period	None	
Communications and Promotion During Period	NZRAB website	
APEC Architect Reciprocal Arrangements (Please indicate year signed)	Japan (July 2009) Singapore/Australia (October 2010) Canada/Australia (February 2015)	Chinese Taipei (October 2012) on hold until Chinese Taipei is able to activate. Note also Australia NZ TTMRA
Reciprocal Recognition Framework Status at end of period (Place X in relevant section)	Complete Mobility	
	Domain Specific Assessment	X
	Comprehensive Registration Examination	
	Examination	
	Host Economy Residence / Experience	
	Local Collaboration	
	No Recognition	
Fee, if any, for applying to be an APEC Architect	None	
Annual fee, if any, for being on the APEC Architect Register	None	

	oath-taking ceremonies of chapters all over the country.	
APEC Architect Reciprocal Arrangements (Please indicate year signed)	Existing Memorandum of Understanding with Chinese Taipei for future formalization of a Reciprocal Arrangement; signed in October 2010	
Reciprocal Recognition Framework Status at end of period (Place X in relevant section)	Complete Mobility	
	Domain Specific Assessment	
	Comprehensive Registration Examination	
	Examination	
	Host Economy Residence / Experience	
	Local Collaboration	X
	No Recognition	
Fee, if any, for Applying to be an APEC Architect	US\$500	
Annual Fee, if any, for being on the APEC Architect Register	US\$50	

Reciprocal Recognition Framework Status at end of period (Place X in relevant section)	Complete Mobility Domain Specific Assessment	<input type="checkbox"/> <input checked="" type="checkbox"/>	
	Comprehensive Registration Examination	<input type="checkbox"/>	
	Examination	<input type="checkbox"/>	
	Host Economy Residence / Experience	<input type="checkbox"/>	
	Local Collaboration	<input type="checkbox"/>	
	No Recognition	<input type="checkbox"/>	
Fee, If any, for Applying to be an APEC Architect	Singapore registered architects :- \$200 (one-time payment) Foreign registered architects – Domain Specific Assessment \$2,500		
Annual Fee, If any, for being on the APEC Architect Register	Singapore registered architects :- \$100		

APEC Architect Operations Manual

APEC Architect Operations Manual

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APEC Architect Operations Manual

FOREWORD

Asia Pacific Economic Cooperation (APEC) is an international forum composed of twenty-one member economies that have undertaken to act collectively to promote economic and technical cooperation within the Asia-Pacific region. Its purpose is "to sustain the growth and development of the region for the common good of its peoples". APEC builds on WTO General Agreement on Trade and Services (GATS) principles for the progressive liberalization of trade in services through the reduction of regulatory restrictions, leading to reciprocal agreements between member economies where appropriate.

The APEC Architect project is an initiative of the APEC Human Resources Development Working Group (HRDWG), one of a number of sectoral groups established to implement APEC programs. The project was endorsed by the HRDWG at its year 2000 meeting in Brunei as a direct response to the Group's strategic priority of facilitating mobility of qualified persons by developing a means for the mutual recognition of skills and qualifications.

A Steering Committee was formed by the APEC economies participating in the project to develop a mechanism by which current restrictions on the professional recognition of architects from other economies would be reduced or removed. Through the positive commitment of those involved, and fruitful negotiation in the intervening period, a set of principles and an operational framework for the creation of an APEC Architect Register has been agreed by all participants. Registration as an APEC Architect provides evidence of the achievement of professional standards that may satisfy some, or all, of the requirements for the recognition of architects by host APEC economies

This Manual sets out the organizational structure of the APEC Architect framework and the rules and criteria that underpin its operation. The contents of the Manual are subject to continued scrutiny by the APEC Architect Central Council, which jointly manages the project, to ensure its currency and continued response to changes that develop in the practice of architecture. It is a document that will continue to evolve as it is tested, reviewed and amended as necessary.

The GATS identifies four modes of service provision, of which the third, 'establishment of a commercial presence', and the fourth, 'the presence of natural persons', are those that are essentially addressed by the APEC Architect framework. However, the project will have relevance for all means by which architectural services are exported.

APEC is a cooperative association between regional economies; it is not bound by treaty. Although participating economies are guided by APEC objectives and the GATS principles that inform them, decisions taken by the Central Council are reached by consensus, they do not place a mandatory obligation on any economy.

1. THE APEC ARCHITECT FRAMEWORK AN OVERVIEW

APEC Architect participating economies acknowledge the public benefit of the mobility of architects in the provision of architectural services, the positive value of cultural diversity and the mutual benefits of cooperation in developing a framework to facilitate these goals.

Purpose

The aim of the APEC Architect framework is to establish a mechanism to facilitate the mobility of architects for the provision of architectural services throughout the APEC region by reducing current barriers to the export of professional services. Its central function is to maintain a Register of APEC Architects who have fulfilled common elements of the education and training requirements for professional recognition in participating economies and are currently registered/licensed as architects, and who have a proven record of professional experience as registered practitioners.

Through the identification of these common aspects of professional recognition, reinforced by a period of professional experience, registration as an APEC Architect defines a level of competence that will satisfy designated registration criteria in other participating economies without further assessment. A host economy may additionally adopt special requirements for the recognition of APEC Architects to address aspects of professional practice specific to that economy, such requirements however must be fully transparent.

Structure

Overall responsibility for operation of the APEC Architect Register rests with a Central Council composed of nominees of independent Monitoring Committees established for this purpose in each participating economy, and authorized by the Central Council to carry out its functions. Policies governing the operation of the APEC Architect Register and strategies adopted for its implementation are determined jointly by the representatives of participating economies appointed to the Central Council.

The APEC Architect Register is divided into sections, each administered by the Monitoring Committee of a participating economy, for the enrolment of architects registered/licensed in that economy who meet APEC Architect criteria. Monitoring Committees are responsible for the management of their respective sections of the Register on behalf of the Central Council.

APEC Architects

An APEC Architect is a person who is registered, licensed or otherwise professionally recognized as an architect in a participating economy, and whose name is enrolled on a section of the APEC Architect Register maintained by that economy. APEC Architects are bound by host economy codes of professional conduct to protect public health, safety and welfare.

information the Council deems necessary. Advice on the structure of the Monitoring Committee and its arrangements for administration of the section of the APEC Architect Register within its economy will also be required. Monitoring Committees that have been granted authorization may establish a section of the APEC Architect Register. (See p. 16 for further details).

Central Council

The Central Council has ultimate responsibility for all matters relating to the APEC Architect framework. The Council comprises at least one representative appointed by the Monitoring Committee of each economy authorized to operate a section of the Register. Non-authorized economies may also be invited to attend Council meetings as non-voting observers. The Central Council's primary duty is to decide the standards and criteria required for registration as an APEC Architect and to establish operational procedures for management of the APEC Architect Register. These are reviewed periodically by the Council to ensure their continued relevance to the practice of architecture within the APEC region and the effectiveness of the systems employed to assess them. The Council is responsible for the authorization of Monitoring Committees to maintain a section of the Register and for subsequent review of their continued conformance with APEC Architect registration criteria.

Effective communication with relevant authorities in participating economies, architects and consumers alike, is essential for successful operation of the APEC Architect Register. The provision of information on its objectives and achievements, and promotion of the role it plays in facilitating the mobility of architects within the region are also important functions of the Central Council. (See p.20 for further details).

Administrative Provisions

Responsibility for providing administrative services for the APEC Architect Central Council and acting as the project Secretariat is undertaken in rotation by participating economies. The economy performing this role at any time may share its duties with other economies or it may be exempted from them on request. During its term of office, the Secretariat is required to administer all Council business, manage its meetings and coordinate the activities of the independent Monitoring Committees. It acts as a centre of information for the project and maintains the APEC Architect website.

Desired Outcomes – Facilitating the Mobility of Architects

The introduction of the APEC Architect Register has created an effective mechanism for achieving the strategic priority of the APEC Human Resources Development Working Group 'to facilitate the mobility of qualified persons by developing a means for the mutual recognition of their skills and qualifications'. By providing evidence that agreed standards of competence required for professional recognition have been satisfied, APEC Architects may be exempt from many current restrictions on access to independent practice, such as pre-registration examination and host economy experience, that are normally imposed on

1. Architectural Education

Educational Benchmark Statement

Education as an architect shall comprise at least four years of full time study. The education must be of university level, with architecture the principal component. It must maintain a balance between theoretical and practical aspects of architectural training and lead to the acquisition of the skills and knowledge necessary to underpin the required competence of an APEC Architect. Structured experiential learning, determined by the regulatory authority economy to be the equivalent of full-time architectural study as described above, would also satisfy the APEC Architect education requirements.

Common Elements of Architectural Education Programs

The core subject areas in an accredited/recognised program of architectural education are:

- | | |
|--|---|
| <ul style="list-style-type: none">▪ Design, as the predominant subject category▪ Technology and Environmental Science▪ Social, Cultural & Environmental Studies, and▪ Professional Studies. | <p>Other subject areas within architectural educational programs may include :</p> <ul style="list-style-type: none">▪ Related Studies▪ General Education. |
|--|---|

Accreditation / Recognition Procedure for Educational Programs in Architecture

Processes incorporating the following principles of good governance will satisfy the accreditation/ recognition criteria for educational programs for an APEC Architect. The accrediting/recognising body should:

- have authority and, where appropriate, legal status and be transparent, independent and publicly accountable.
- have a structured process for the approval of qualifications and compliance with agreed standards.

The Central Council agrees to respect the accreditation/recognition procedures of each participating economy.

2. Fulfillment of Period of Pre-registration or Pre-licensing Experience for Recognition as an Architect in a Home Economy

Applicants for registration as an APEC Architect must have completed a prescribed period of practical pre-licensure or pre-registration diversified experience, as defined by the home economy, for a minimum period equivalent to a total of 2 years.

3. Fulfillment of Registration / Licensing Requirements for Recognition as an Architect in a Home Economy

The purpose of this criterion is, in the first instance, to establish eligibility for registration as an APEC Architect, not for registration in another economy.

Particulars of APEC Architects to be recorded on the Register include:

- Name and business address;
- Home economy or jurisdiction in which the architect is registered/licensed; and
- Any other economy in which the architect is registered/licensed.

The registration numbers assigned to APEC Architects by Monitoring Committees are preceded by the following abbreviations of the name of the home economy:

Australia	AU	Republic of Mexico	MX
Canada	CA	New Zealand	NZ
People's Republic of China	CN	Republic of the Philippines	PH
Hong Kong, China	HK	Singapore	SG
Japan	JP	Chinese Taipei	CT
Republic of Korea	KR	Thailand	TH
Malaysia	MY	United States of America	US

Applications for admission to the APEC Architect Register are dealt with in a timely manner and will not normally exceed three months for completion. On admission to the Register, APEC Architects are issued with a Central Council Certificate of Registration by the home economy Monitoring Committee and an APEC Architect Identification Card bearing the architect's name, name of home economy and date and currency of APEC Architect registration. On request, Monitoring Committees also provide relevant information to the regulatory authorities of other participating economies for registration purposes.

2. Maintaining APEC Architect Registration

APEC Architect registration is to be renewed on payment of an administration fee to a Monitoring Committee at intervals no greater than two years. Registration details are to be reviewed and renewed on application to practise in a host economy.

Renewal of registration is subject to compliance with home economy regulatory authority or Monitoring Committee requirements to undertake programs of continuing professional development, or fulfil other tests of current competence. The Monitoring Committee may impose conditions on architects who have not practised in a position of professional responsibility during the preceding two years.

The registration of an APEC Architect will be cancelled if the architect ceases to be registered /licensed in the designated home economy. The registration of APEC Architects found, subject to due process, to be in breach of the code of professional conduct of either their home economy, or a host economy, may be suspended by their home economy Monitoring Committee.

3. Acquired Rights

Should the authorisation of a Monitoring Committee be discontinued for any reason, APEC Architects enrolled in that economy may enroll on a database maintained by the Secretariat for this purpose, for a maximum period of two years. Alternatively they may apply for registration in a host economy and subsequent admission to the section of the APEC Architect Register in that economy.

3. THE APEC ARCHITECT REGISTER

3.1 APEC Architect Register

The APEC Architect Register is the means by which the names of architects who have achieved common standards of professional competence are made publicly available.

To ensure that the information it contains is accurate and current, the APEC Architect Register is divided into independent sections established in each participating economy for the enrolment of architects who are registered/licensed in that economy. It consists of a series of decentralized, linked electronic databases, constructed and operated by the Monitoring Committee of each economy. The Monitoring Committee is responsible for maintaining and regularly updating the section of the Register it administers.

The participating economy acting as Secretariat maintains the central APEC Architect domain with hyperlinks to the individual APEC Architect database websites. Each website contains an introductory statement on the APEC Architect framework, information on APEC Architect registration requirements, access to the list of APEC Architects registered in its economy, and to relevant publications and forms for down-loading. Monitoring Committees publish on their websites any special requirements that the home economy places on APEC Architects from other economies.

A standard website format has been adopted by all economies to preserve the uniformity of the APEC Architect Register and provide ready access to the registered particulars of APEC Architects, whilst ensuring the security of the independent Register sections. All information contained on the websites is updated at six month intervals. An opportunity is also provided for APEC Architects to indicate their willingness to consider offers of professional alliance with APEC Architects from other economies.

In addition to the links with each economy's APEC Architect database, the Central Council website contains information on the APEC Architect framework, contact details of participating economies, and other relevant matters. Application forms for assessment and registration are also available.

English has been adopted as the common language for exchanging information among APEC economies, although each economy is also free to use the language of the home economy and any other language of choice.

Advice on the registration of APEC Architects may be obtained electronically or from printed records of each section of the Register published annually by Monitoring Committees.

3.2 The Reciprocal Recognition Framework

The Central Council has established a Reciprocal Recognition Framework which identifies participating economies that have adopted the same registration / certification requirements for APEC

APEC Architect Register

The central duty of an authorized Monitoring Committee is to establish and maintain a section of the APEC Architect Register for the enrolment of APEC Architects registered/ licensed in that economy. It is responsible for the enrolment and periodic renewal of the names of architects on the Register who satisfy APEC Architect criteria, and the removal of the names of those who no longer comply. Each Monitoring Committee must establish, monitor and regularly update the database of the section of the Register for that economy and publish a list of APEC Architects enrolled on that section.

Monitoring Committees issue Certificates of APEC Architect Registration and APEC Architect Identification Cards, and provide advice on registered particulars of APEC Architects, on request.

Assessment of Candidates for Registration

Monitoring Committees must authenticate the architectural education and practical experience of each candidate and certify it as satisfying APEC Architect criteria. They are also required to evaluate the subsequent seven-year period of professional experience as a registered / licensed practitioner for compliance with APEC Architect requirements in accordance with Central Council guidelines on the information required, to ensure uniformity between economies. Assessments are conducted at least annually and applications dealt with in a timely manner.

Opportunities are provided for individuals to request a review of an adverse judgment.

Maintaining Standards

Monitoring Committees must equally ensure that the required standards continue to be maintained by the architects enrolled on their sections of the APEC Architect Register. To provide assurance that the professional competence of APEC Architects remains at an acceptable level, the Central Council requires confirmation that renewal of registration in the home economy is subject to compliance with professional development requirements or similar tests of continued competence.

Similarly, Monitoring Committees have a duty to monitor the continued compliance of the systems employed for accreditation/recognition of architectural education and the professional recognition of architects in their economies with the standards originally authorized by the Central Council. The procedures adopted by Monitoring Committees for this purpose are subject to periodic review by the Central Council. Monitoring Committees must immediately notify the Council of any changes to professional recognition requirements that might conflict with APEC Architect criteria and policy.

Information and Communication

To ensure transparency of process in facilitating the mobility of architects throughout the APEC region, each Monitoring Committee publishes on its website any requirements that its economy places on APEC Architects from other economies.

At 12 month intervals Monitoring Committees are required to complete a Council Report on their APEC Architect registration activities and any other significant developments during the period, for circulation to all participating economies. The Secretariat also posts updates of its activities and other relevant information on the Central Council website every three months. Another important function of Monitoring Committees is to promote the benefits of registration as an APEC Architect to members of the profession, both nationally and internationally, and to regulatory authorities and other relevant organizations.

Economies, authorized to do so, may establish a section of the APEC Architect Register. Economies not authorized to operate a section of the Register will receive guidance on rectifying deficiencies and have the right to reapply.

4.6 Continued Authorization

Authorized Monitoring Committees, and the procedures they adopt, are subject to periodic review by the Central Council to ensure that they continue to comply with agreed standards. They must immediately notify the Central Council of any material changes in education provision, accreditation/recognition systems and registration/licensure requirements to those which were approved for initial authorization, or of any other significant developments concerning the professional recognition of architects in their economies that might conflict with Council policy.

A Monitoring Committee whose authorization has been suspended by the Central Council because it no longer conforms with APEC Architect criteria may, with reason, request an independent review of the decision.

5. THE APEC ARCHITECT CENTRAL COUNCIL

Overall authority for the control and management of the APEC Architect framework rests with the Central Council. It is the responsibility of the Central Council to determine policy and procedures for all matters relating to the APEC Architect Register and to promote its objectives. The Central Council may delegate authority to authorized Monitoring Committees in each participating economy to carry out its functions.

Architects wishing to export their professional services to other economies, and regulatory authorities requiring evidence that they are competent to do so, may turn to the APEC Architect Register to facilitate achievement of these objectives. It is important that the policy adopted by the APEC Architect Central Council and the procedures employed to implement them are readily accessible and equitable to all parties.

5.1 Constitution of the Central Council

The Central Council acts as the joint governing body for the APEC Architect framework and is composed of at least one representative from the Monitoring Committee of each economy authorized to operate a section of the Register. There is no limit to the number of members appointed to the Council by Monitoring Committees but each authorized economy is entitled to only one vote.

To promote the project and extend its benefits, economies that have not yet received authorization to maintain a section of the APEC Architect Register are also invited by the Council to appoint representatives to attend its meetings as non-voting observers. Although observers are not entitled to take part in the decision making process, this provides an opportunity for them to familiarize themselves with the APEC Architect framework with a view to establishing a Monitoring Committee in their own economy.

when necessary.

5.4 Information and Communication

An important role for the Central Council is to promote the APEC Architect Register throughout the region and to provide advice and support to governments and regulatory authorities to help streamline recognition procedures for APEC Architects. Understanding current restrictions to the mobility of architects and developing strategies to address them play a significant part in the effective operation of the APEC Architect framework. The Council maintains regular communication between participating economies, and advises architects on the significant benefits that registration as an APEC Architect provides in the export of professional services

While much of the publication and dissemination of Council documents is handled by Monitoring Committees, information provision and promotion of the project remains the responsibility of the Central Council.

5.5 Council Proceedings

Council Meetings: The Central Council meets at least every two years, at a date and venue determined by the members, to review its procedures and criteria, consider applications for authorization of Monitoring Committees, receive reports from participating economies, and deal with matters arising. Participating economies host the meetings on an alternating basis.

Membership: The selection of members to be appointed to the Council and their terms of office is a matter for decision by Monitoring Committees, within the guidelines established by the Central Council.

Meeting Chair: The Meeting Chair is normally appointed by the Monitoring Committee acting as host for the Central Council general meeting, although this may be varied as required.

Meeting Agenda: To provide an opportunity for all Monitoring Committees to have an input into the topics to be discussed at Council meetings, draft meeting agendas prepared by the Secretariat are circulated for comment to Central Council members, revised and recirculated in the meeting Brief for final adoption by consensus at the start of the Central Council meeting.

Meeting Quorum: The Central Council meeting quorum is two thirds of the Central Council Monitoring Committee membership.

Attendance: Monitoring Committees whose representatives fail to attend three consecutive meetings will be deemed to have withdrawn from the APEC Architect framework and may need to reapply for activation of their authorization should they wish to continue as participants.

Decision Making: All Central Council decisions in connection with changes to APEC Architect criteria and registration policy, and the authorization or conditional suspension of Monitoring Committees, require the two-third support of all Central Council member Monitoring Committees for adoption. Council decisions on other matters are arrived at by the consensus of members present. A Monitoring Committee must be represented in order to vote. All decisions requiring voting must be notified in advance of the meeting for pre-circulation with the agenda.

HAND OVER GUIDELINES

In order to have continuity on the administrative duties and responsibilities, the following are procedures that may be followed whenever there is a change of economy to act as Secretariat for the Central Council.

Mechanism and procedure

- Establish a meeting date and venue between outgoing and incoming Secretariats, to take place where documents and information are handed over.
- Prepare a written document to be signed by both Secretariats stating information handed over and received, with official date of hand-over.
- Send official communication to organizations APEC Architect has contact with (UIA, ARCASIA, other professional international organizations, etc.):
 - By outgoing Secretariat announcing the handover of Secretariat and presenting the economy taking over to act as new Secretariat, as well as its officials.
 - By incoming Secretariat, with contact information
- Send official communication to APEC Secretariat and Lead Shepherd of HRDWG by both Secretariats as above

Documents – in printed and/or digital format

- Information package for Incoming Secretariat
 - Secretariat Responsibilities Timetable
 - Central Council Website information and control
 - Guidebook on APEC Publications, Websites and Meeting Documents
 - APEC Protocols (2001 Dest Document)
 - APEC Logo Guidelines (2007)
 - APEC Publication Guidelines (2007)
 - Contact information of participating economies
 - Contact information of principal international organizations APEC Architect must be in communication with.
 - Last Meeting Summary
 - Operations Manual in effect
 - Basic Financial information
- Documents passed on by past Secretariats
 - Meeting Summaries.
 - Operations Manuals
 - Meeting Agendas and Briefing Notes of all past meetings
 - Surveys
 - Basic APEC information
- Others if requested
 - Communications sent
 - Communications received
 - Any other matter

Following are a set of templates for APEC Architect Project documents approved for use by delegates at the Fifth Central Council Meeting held in Wellington, New Zealand;

- **Template 1: Application to be an APEC Architect**
- **Template 2: The APEC Architect Certificate and APEC Architect ID Card**
- **Template 3: A memorandum of understanding in regard to degree recognition**
- **Template 4: Memorandum of understanding in regard to negotiation an APEC Architect bilateral MRA**
- **Template 5: An APEC Architect bilateral**

Note that in items 3, 4 and 5 some terms are provided with an alternative. This is because in some economies governments are sensitive to these documents appearing to be government-to-government treaties or agreements when this is not the case. Hence for:

- 'agreement' – 'arrangement'
- 'agreed' – 'mutually decided'
- 'article' – 'paragraph'



Asia-Pacific Economic Cooperation

Application for Registration as a

[ECONOMY] APEC Architect

Family name	-	Given names	-
Address	-		
Telephone	-	Email address	-
Registration number	-	Year first registered/licensed	-

Any current registrations in other economies

Name(s) of other economies	-	Year(s) first registered	-
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Qualifications in architecture

Qualifications	Year(s) awarded	Institution

Project name	-	
Dates (start/finish)	-	
Practice name	-	
Applicant was the architect with sole professional responsibility for a building at least of moderate complexity	Yes/No -	
Applicant was the architect in charge of a significant aspect of a complex building	Yes/No --	
Role of applicant	-	
Brief description of project with reference to its level of complexity	-	

Project name	-	
Dates (start/finish)	-	
Practice name	-	
Applicant was the architect with sole professional responsibility for a building at least of moderate complexity	Yes/No -	
Applicant was the architect in charge of a significant aspect of a complex building	Yes/No --	
Role of applicant	-	
Brief description of project with reference to its level of complexity	-	

Experience gained in an additional four year period of professional practise as an architect apart from the three years cited above

In the table below please record a minimum of an additional four years professional experience gained in the following categories of architectural practice:

- A. Preliminary Studies and Preparation of Brief
- B. Design
- C. Contract Documentation
- D. Administration


Dates	Organization / practice	Projects and experience (Place an X in the relevant boxes on the right to indicate categories of architectural experience)	A	B	C	D	Role

Referees

Please list the names and positions held by professional associates familiar with your work. Referees should not be fellow directors.

Name	Organization/practice	Phone number

Template 2: The APEC Architect Certificate and APEC Architect ID card



APEC
Asia-Pacific
Economic Cooperation

APEC
ARCHITECT
REGISTER


By authority of the APEC Architect Central Council and upon the recommendation of the
[NAME OF COMMITTEE]

ARCHITECT'S NAME

has been admitted to the APEC Architect Register as

APEC ARCHITECT

and is entitled to all rights and honours thereto appertaining,
valid to XX/XX/20XX, the XXth day of Month, 20XX.



To authenticate go to www.apecarchitects.org Chair of [NAME OF COMMITTEE]

Template 3: A Memorandum of Understanding in Regard to Degree Recognition

Agreement/Arrangement for Mutual Recognition of Accreditation Systems of
Architectural Programmes

between

[Registration/licensing authority of participating economy 1]

and

[Registration/licensing authority of participating economy 2]

AFFIRMING their common interest in the accreditation of courses/programmes in architecture, THE PARTIES WISH TO RECORD THEIR COMMON UNDERSTANDING IN THE FOLLOWING TERMS:

1. Definitions

1.1. In this Agreement/Arrangement, unless the contrary intention appears:

"Accreditation" refers to the formal endorsement of a course or program of study, which has been tested to produce results of an acceptable standard against set criteria meeting the required education standard for the purposes of registration as an architect.

"[Initials]" refers to the [registration/licensing authority of participating economy 1]

"[Initials]" refers to the [registration/licensing authority of participating economy 2]

"Parties" refers to [registration/licensing authority of participating economy 1] and [registration/licensing authority of participating economy 2]

"Agreement/Arrangement" refers to the Mutual Recognition Agreement/Arrangement between the [registration/licensing authority of participating economy 1] and the [registration/licensing authority of participating economy 2]

"Architect" means a person:

- a. who is registered/licensed as an architect in [registration/licensing authority of participating economy 1] which entitles an architect to [description of what registration/licensing means in economy 1];
- b. who is registered/licensed as an architect in [registration/licensing authority of participating economy 2] which entitles an architect to [description of what registration/licensing means in economy 2];

3.2.2. any changes to the accreditation status of courses or programmes of study in architecture within their jurisdiction.

- 3.3. Both parties acknowledge that the other party may enter into comparable agreements or arrangements with the competent authorities of other countries, provided that each party keeps the other informed in regard to any proposed **agreements/arrangements**.
- 3.4. Both parties **agree/mutually decide** that a comparable agreement or arrangement entered into with the competent authority of another country by either the **[registration/licensing authority of participating economy 1]** or the **[registration/licensing authority of participating economy 2]** will not lead to mutual recognition of the accreditation procedures or professional academic qualifications in architecture from that other country.

4. Exchange of Information

- 4.1. The Parties **agree/mutually decide** to notify each other and provide copies of any major changes in policy, criteria and procedures that might affect this **agreement/arrangement**.

5. Consultations

- 5.1. The parties will at all times seek to reach a common understanding in relation to matters concerning the interpretation and application of this **Agreement/Arrangement**, and will make every attempt through co-operation and consultation to arrive at a mutually satisfactory resolution of any matter that may affect its operation.
- 5.2. A party to this **Agreement/Arrangement** may request (in writing) consultations with the other party relating to any matter that it considers might affect the operation or interpretation of this Agreement. A party who has received a consultation request should endeavour to reply as soon as practicable.
- 5.3. The parties to the **Agreement/Arrangement** **agree/mutually decide** that they will, at least every five (5) years, review and update the status of implementation and report on the effectiveness of this Agreement, and recommend changes where appropriate. The **Agreement/Arrangement** will be subject to renewal by mutual consent every five years from the day of signing.

7. Signatories

SIGNED this day of

[ECONOMY 1]

(signature)
[Name], [Title], [Registration/licensing authority of participating economy 1]

In the presence of

(signature)
[Name], [Title], [Registration/licensing authority of participating economy 1]

AND

[ECONOMY 2]

(signature)
[Name], [Title], [Registration/licensing authority of participating economy 2]

In the presence of

(signature)
[Name], [Title], [Registration/licensing authority of participating economy 2]

The [Economy 1] APEC Architect Monitoring Committee and the [Economy 2] APEC Architect Monitoring Committee affirm and declare:

1. The purpose of the APEC Architect Project, being to facilitate the mobility of architects providing architectural services throughout the APEC region
2. Their intention to negotiate a Mutual Recognition Agreement/Arrangement under the APEC Architect framework
3. That the purpose of the Mutual Recognition Agreement/Arrangement shall be to establish, agree to and implement specific shared procedures by which:
 - 3.1. APEC Architects from [Economy 1] can become registered/licensed in [Economy 2]; and
 - 3.2. APEC Architects from [Economy 2] can become registered/licensed in [Economy 1]
4. Their intention to conclude the negotiation of a Mutual Recognition Agreement/Arrangement under the APEC Architect framework by [date].



**Asia-Pacific
Economic Cooperation**

APEC Architect Project

Bilateral Agreement/Arrangement

**On Reciprocal Recognition of
Registered/Licensed Architects**

in

[Economy 1] and [Economy 2]

to

**Facilitate Mobility of Architects
in the Provision of Architectural Services**

PREAMBLE

- A. [Registration/licensing authority of participating economy 1] is the [description of entity and the basis of its authority].
- B. The [Economy 1] APEC Architect Monitoring Committee is an independent committee established in [Economy 1] in accordance with the APEC Architect Operations Manual with delegated authority of the APEC Architect Project Central Council (Central Council) to maintain a section of the APEC Architect Register in [Economy 1] and to act as a nominating body for the Central Council.
- C. [Registration/licensing authority of participating economy 2] is the [description of entity and the basis of its authority].
- D. The [Economy 2] APEC Architect Monitoring Committee is an independent committee established in [Economy 2] in accordance with the APEC Architect Operations Manual with delegated authority of the Central Council to maintain a section of the APEC Architect Register in [Economy 2] and to act as a nominating body for the Central Council.
- E. The Parties acknowledge that the primary purpose of this Agreement/Arrangement is to facilitate APEC Architects to become registered to practise independently in a host economy as defined by reference to the APEC Architects Operations Manual [current year] (the Manual) annexed to this Agreement/Arrangement and marked with the letter A and as amended by the Central Council from time to time.
- F. The Parties acknowledge that the [Economy 1] APEC Architect Monitoring Committee and the [Economy 2] APEC Architect Monitoring Committee have been authorized by the APEC Architect Central Council to operate a section of the APEC Architect Register in their respective economies.
- G. The Parties acknowledge that each economy shares the recognition that APEC Architects who are on the APEC Architect Register in its economy meet all the requirements for registration/licensure as an Architect of the other economy in accordance with their mutual commitment to the provisions of the APEC Architect Reciprocal Recognition Framework, subject to the conditions and exceptions set out in this Agreement/Arrangement.

- 2.4 The Parties agree/mutually decide that this Agreement/Arrangement applies to Registered/Licensed Architects whose names appear on the APEC Architect Register of the home economy.
- 2.5 The Parties agree/mutually decide that nothing in this Agreement/Arrangement or the Manual is intended to discriminate against an APEC Architect on the basis of that Architect's place of origin or place of education.

Article 3/Paragraph 3

Purpose of this Agreement/Arrangement

- 3.1 The Parties agree/mutually decide that the purpose of this Agreement/Arrangement is:
- 3.1.1 To facilitate the registration/licensure of an APEC Architect in [Economy 1] or [Economy 2] to enable that APEC Architect to provide services in either [Economy 1] or [Economy 2].
- 3.1.2 To set out standards, criteria, procedures and measures which:
- are assessed on objective and transparent criteria, including but not limited to professional competence and ability to satisfy any benchmark criteria
 - are not more burdensome than necessary to ensure that the standards of architectural practice are maintained in the Host Economy
 - do not constitute an unreasonable restriction on the cross-border provision of any architectural services between [Economy 1] and [Economy 2].
- 3.2 The Parties recognise that any differences between the standards and processes for registering/licensing Architects in [Economy 1] and [Economy 2] must be respected and appropriately addressed in order to allow qualified APEC Architects to offer professional services in the circumstances described above.

Article 4/Paragraph 4

Reciprocal Recognition Provisions

- 4.1 Current Registration/Licensure Procedures:
- 4.1.1 In [Economy 1], registration as an Architect is the responsibility of the [description of the registration/licensing authority of participating economy 1].
- 4.1.2 In [Economy 2], registration as an Architect is the responsibility of the [description of the registration/licensing authority of participating economy 2].
- 4.2 In [Economy 1], a person who is registered/licensed as an Architect may legally provide architectural services using the title "Architect".

Article 5/Paragraph 5

Implementation

- 5.1 The Parties agree/mutually decide that this Agreement/Arrangement will commence when:
- 5.1.1 the Regulatory Authority(s) in [Economy 1] has consented to and endorsed the terms of this Agreement/Arrangement.
 - 5.1.2 the Regulatory Authority(s) in [Economy 2] has consented to and endorsed the terms of this Agreement/Arrangement.
- 5.2 The Parties acknowledge that the consent of the each Regulatory Authority in [Economy 1] and [Economy 2] is a fundamental pre-requisite to the commencement of this Agreement/Arrangement. It is further acknowledged that after the commencement of this Agreement/Arrangement the Regulatory Authority(s) in [Economy 1] must agree to accept [Economy 2] APEC Architects who seek registration, subject to the requirements of article 4.5, and also the Regulatory Authority in [Economy 2] must agree to accept [Economy 1] APEC Architects who seek registration, subject to the requirements of article 4.5.
- 5.3 The Parties agree/mutually decide to provide to each other a regularly updated report on implementation.

Article 6/Paragraph 6

Professional Discipline and Enforcement

Co-operation between Parties to the Agreement/Arrangement

- 6.1 The Parties recognise that Regulatory Authorities are responsible for any appropriate disciplinary action where an Architect violates the requirements detailed in article 4.5.2 in this Agreement/Arrangement.

Disclosure by an Applicant for Registration

- 6.2 The Parties agree/mutually decide that any application for registration/licensure under this Agreement/Arrangement must include disclosure by the applicant of any sanctions imposed against the applicant related to the practise of the Architect in any other countries and any APEC economies. The Parties acknowledge that information relating to the nature of sanctions imposed may be considered by the Regulatory Authority in the Host Economy as part of the registration/licensure process.
- 6.3 The Parties agree/mutually decide that any applicant for registration/licensing in the Host Economy under this Agreement/Arrangement must include the applicant's written

agree/mutually decide that the termination of this Agreement/Arrangement by a Party will no effect on the right to practise in a Host Economy obtained through the application of this Agreement/Arrangement.

- 10.3 The Parties agree/mutually decide that this Agreement/Arrangement will automatically terminate if the Monitoring Committee in either economy ceases to be authorised by the APEC Architect Central Council to operate an APEC Architect Register.

(signature)
[Name], [Title], [Economy 2] APEC Architect Monitoring Committee

In the presence of

(signature)
[Name], [Title]