

VALUE MANAGEMENT INSTITUTE OF TAIWAN
中華價值管理學會

Workshops and Seminars Manual

研習班與研討班手冊



GUIDELINES – POLICIES – PROCEDURES – APPLICATION – FORMS
指引、政策、程序、申請、表格

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Section 1

Approval Objectives and General Considerations

第一章

認證目標及一般考慮事項

Section I. Approval Objectives and General Considerations

第一章 認證目標及一般考慮事項

Program Objectives

1-1 計畫目標

The Board of Directors of SAVE International has authorized a certification program to be administered by VMIT Certification Committee(原文為 The SAVE International@ Board of Directors has authorized a certification program to be administered by a Certification Board) with the following objectives:

1. To establish, maintain and administer professional certification programs to promote and support the practice of the Value Methodology globally.
2. To establish and maintain professional development in the Value Methodology by improving professional skills and competence in accordance with established standards.
3. Enforce standards for ethical behavior, as established by the VMIT Board of Directors for individuals certified under this program.
4. Support the VMIT Board of Directors to clarify methods, and procedures in the application of the value methodology; to create better understanding of the value profession; to develop universal acceptance and increase application of value practices.
5. To support the VMIT Board of Directors to encourage the development and application of the value methodology; and encourage the successful application of projects in manufacturing, construction, service, government and others.

國際價值協會（SAVE International, 以下簡稱 SAVE）授權中華價值管理學會授證委員會執行授證計畫，以達到下列目標：

1. 建立、維持和管理專業授證計畫，以推廣和支援價值方法論的全面應用。
2. 建立並且維持價值方法論的專業發展，依據所建立的標準，來改進專業技術和能力。
3. 堅持中華價值管理學會理事會所制訂的授證人員行為倫理標準。
4. 協助中華價值管理學會理事會釐清應用價值方法論的方法、流程；對價值專業建立更佳的理解；發展為全世界普遍接受，並增加價值研析的應用。
5. 協助中華價值管理學會理事會鼓勵價值方法論的發展和應用；並且鼓勵在製造業、營建業、服務業、政府部門、和其它領域的成功應用。

General Considerations

1-2 一般考慮事項

VMIT has chartered a Certification Committee to develop, maintain, and administer a program to achieve these objectives. The individuals on the committee and those responsible for the administration of the committee's activities change periodically. For a current list, with contact information, of the Certification Committee members, please visit VMIT website (<http://www.vmit.org>). All questions regarding approval should be directed to the Certification Committee Administrative Office (vmit@mail.cuc.com.tw or 02-2213-2820).

中華價值管理學會成立授證委員會以發展、維護、和管理計畫以達成上述目標。授證委員會的成員及其職責將定期更換，目前的成員及其聯絡資訊，請參訪中華價值管理學會網站 (<http://www.vmit.org>)，所有有關認證的問題可直接向授證委員會辦公室提出(vmit@mail.cuc.com.tw or 02-2213-2820)。

Approval for certification training workshops and seminars is typically given to individuals, although a course may be approved under the name of an organization provided that the lead instructor of that course is a Certified Value Specialist® in good standing. If the lead instructor leaves the organization, it is incumbent upon the organization to notify VMIT as to the change in the prime instructor. A college or university may be approved to **offer** a for-credit course with a specific, designated faculty member approved by the Certification Board. The course travels with the professor. The course approval number is issued to the individual designated as the prime instructor on the application. The prime instructor may either be a Certified Value Specialist® (CVS®) or a faculty member at a college or university.

第一級研習班及第二級進階研討班的認證係針對個人發證，雖然在組織內由符合價值標準且信譽良好的 CVS 準備課程並擔任講座，課程可能以組織的名義核准，如果該講座離開了組織，組織必須立即且義不容辭的通知中華價值管理學會首席講座的變化。大學或學院的課程經由認證，亦可成為認可的研習課程。認證係發給首席講座，首席講座可為價值專家 (CVS) 或大學教授。

All information pertaining to an application will be considered proprietary and confidential.

所有申請資料將屬於申請人並完全保密。

Membership in VMIT is not mandatory. However, it is strongly encouraged.

申請人不一定是中華價值管理學會會員，但是強烈鼓勵成為會員。

Well-organized and complete material will facilitate expeditious processing by the Certification Board and is a reflection of the level of professionalism the Certification Board is expected to judge. **Incomplete submissions will be considered unacceptable. Unacceptable materials will be returned and not reviewed by the review committee.**

良好的結構與完整的文件將可加速審查流程，並使授證委員會易於判斷，不完整的申請文件將被判定是無法接受的，不接受的送審文件將被退回且不予審查。

Workshop and seminar application fees do not guarantee course approval and are **not refundable, unless returned prior to review.**

第一級研習班及第二級進階研討班審查費用將作為管理與審查等工作且不退費。除非回到之前的審查。

If the prime instructor is a CVS, he/she must retain active certified status to maintain the approval of the seminar or workshop. In addition, CVS alternates (co-instructors submitted on the workshop application form) must also retain active certified status to teach the approved course. If the prime instructor is a professor, the seminar or workshop will lose its approved status if the professor leaves the teaching profession for private practice or does not teach the course for credit as part of a college or university curriculum. A professor who transfers to a different college or university must inform the Workshops and Seminars Director and the Certification Committee Executive Director in writing.

如果首席講座為價值專家（CVS），或其他講座中有 CVS，他/她必須為有效的 CVS 方可進行講課。如果首席講座為大學教授，當其離開教職或在大學外教授該項課程，則本課程將不被認可為可記點，當該位教授轉換至其他大學或學院任教，應以書面通知授證委員會的研習會主任和執行主任。

Individuals whose applications are disapproved by the Certification Committee may request an appeal hearing to the Certification Committee Chair.

若申請為授證委員會認為不符標準，可直接向授證委員會主任委員申訴。

Section 2

Workshop and Seminar Approval Procedures

第二章

第一級研習班與第二級進 階研討班認證程序

Section II

Workshop and Seminar Approval Procedures

第二章 第一級研習班與第二級進階研討班認證程序

Value methodology workshops and seminars shall be led by one person or a team of qualified instructors. Flexibility in the staffing and topics covered is allowed while ensuring appropriate coverage of the required topics.

第一級研習班與第二級進階研討班必須由合格的個人或團隊講座領導。各講座及講題可彈性安排，但必須符合規定。

Guidelines

2-1 指引

Value Methodology workshops and seminars must be coordinated by a prime instructor (CVS® or faculty member) who is responsible for the content and quality of the training. The prime instructor may designate an alternate to perform the workshop or seminar. The alternate must meet the same requirements as the prime instructor. The segments of the agenda, which are not conducted by the prime or alternates, must be performed under the supervision of the responsible prime instructor.

第一級研習班與第二級進階研討班必須由首席講座（CVS 或大學教授）整合，並負責訓練的內容與品質。首席講座可指定一名代理人執行第一級研習班或第二級進階研討班。代理人必須滿足作為首席講座相同的標準。分割的講題若非由原訂首席講座或其名代理人主講，必須在首席講座管理監督下進行。

NOTE: The prime instructor is accountable to the Certification Board for the conduct and performance of the workshop or seminar. The alternates are accountable to the prime instructor.

註：首席講座須對授證委員會負責第一級研習班與第二級進階研討班執行情況，共同講座則對首席講座負責。

Certificates – Certificates must be issued to signify successful completion of the approved workshop or seminar. **As a minimum**, the course certificate must include the name of the participant, the course approval number with the date the certificate was issued, the seal (electronic seal is acceptable), instructor’s signature, and CVS® number

of the responsible prime instructor and/or alternate. For academic courses, the VMIT Certification Committee approved faculty member will sign the certificate.

證書：合格的第一級研習班與第二級進階研討班，學員參訓完畢後必須領取證書，證書內容最少應包含學員姓名、課程認證編號、發證日期、講座戳章、首席講座簽名及 CVS 編號。大學裡的課程，必須由中華價值管理學會授證委員會核准的講座簽署證書。

Course – An approved workshop or seminar, **as a minimum**, must teach specific topics and spend the required minimum amount of time upon the indicated topics. Teaching of each topic can be spread throughout the required hours and can include lecture, audiovisual presentations, supervised workshop on prepared examples, etc. The minimum hours need not be consecutive; however, the course shall not exceed six (6) months. The prime instructor must directly supervise the workshop or seminar. Module I workshop time must be spent directly on live/actual, ongoing projects. This same provision applies to e-communication or web-based Module I courses. It must include the requisite time devoted to fact-finding, function analysis, FAST diagramming, creativity, planning, proposal analysis/writing, and presentation and implementation strategies. The electronic education and live project involvement must be administered by the same prime instructor.

課程：認證之第一級研習班與第二級進階研討班，**最少**必須講授必要的講題，並在各講題分配規定的時間。內容則包含講課、影音簡報、研習及案例等。課程不必連續進行，但必須在 6 個月內完成，首席講座必須直接監督課程進行，第一級研習班必須以正在進行的標的、或經指定的課題進行實習，此項要求亦適用於網路教學。課程內容必須包含發現事實、機能分析、機能系統圖、創意、規劃、建議案分析撰寫、簡報及後續發展策略等。網路教學與實例研析實習必須由同一首席講座負責。

NOTE: Individual homework, study assignments, or any other non-contact activities will not be applied towards the class time to meet the minimum schedule requirements for the 40-hour Module I basic certification training workshop or 24-hour Module II advanced certification training seminar.

註：個別作業與研究，或其他非面對面授課不得計入 40 小時第一級研習班與 24 小時第二級進階研討班課程時間。

Optional/Administrative – This is time provided for education in additional topics, administrative time, breaks, etc. The requirement is that the time be spent with the participants meeting together, working, learning, or interacting.

選擇性/管理課程：此項時間係提供作為講座認為需要增加的課目或管理、休息等，該等時間必須由學員互相討論、工作、學習或互動。

Instructors – It is mandatory that course applications contain the name and signature of the prime instructor (CVS® or faculty member) and affiliate instructors responsible for teaching the workshop or seminar.

講座：提出申請時必須包含首席講座（CVS 或大學教授）與其他授課講座的姓名及簽字。

Length of Approval – Both the approved Module I 40-hour workshop and the Module II 24-hour seminar are approved for a 4-year period from the last day of the month of approval. Courses are not “re-certified” or renewed, but must be submitted for new approval every four years.

認證有效時間：40 小時第一級研習班與 24 小時第二級進階研討班認證之有效時間皆為 4 年，以審查通過之月份最後 1 天開始計算。所有認證課程必須每 4 年重新認證。

The Certification Board welcomes comments and suggestions, which will help us further develop and enhance the value profession.

授證委員會歡迎各位提供意見及建議，如此將對未來發展及提高價值專業有極大助益。

Section 3
Module I Workshop
Submittals

第三章

第一級研習班送審文件

Section III Module I Workshop Submittals

第三章 第一級研習班送審文件

Course Schedules - Module I Workshop

3-1 第一級研習班課程表

Since the founding of SAVE International®, the need for consistent and quality education in the techniques of the Value Methodology (VM) has been recognized. Indeed, the original Board of Directors included an education director. Over the years, the standards for education have been developed and modified to keep abreast of the technology growth in VM and the needs of users in industry and government.

自 SAVE 創立以來，價值方法論的教育需求及品質早以確認，SAVE 理事會內曾設有教育訓練主任。多年來教育標準經過多次發展及修正，保持價值方法論與科技同步成長，及更能符合工業與政府在應用時的需求。

While specific topical areas and emphasis have been adjusted for current needs, the objectives and principles of the workshop have remained constant. The objective of the approved workshop (called Module I since the advent of the advanced seminar, Module II) is to provide VM education to the degree that individuals will be able to participate successfully in future value studies with minimal additional training. The course is not expected to make “experts” of attendees, but rather to provide the foundation for growth and development in the VM field. For those not choosing a VM career, successful completion of these workshops provides resources to organizations for future studies.

當特殊課目或需強調的重點加入課程需求，課程原理及目標仍須維持。第一級研習班的課程目標係給予學員價值方法論訓練，使能成功參與未來之研析。課程不期望能訓練學員成為專家，僅希望能給予學員基礎訓練，使能在價值工程領域內成長及發展。對那些不是選擇價值方法成為終身職業的學員，完成課程後將有足夠的基礎，組織未來的研析。

The Module I workshop must be a stimulating experience using a live project that is meaningful to the attendees. This demonstrates the applicability of the VM process to actual situations. However, as opposed to actual studies, workshop projects should be selected principally for educational purposes rather than value improvement. Special consideration for the live project is essential in online courses. The prime instructor or alternate, a Certified Value Specialist®, or faculty member must teach those portions of the workshop that are unique to VM, such as function definition and function analysis. (See the following course schedule.)

第一級課程必須以正在進行的標的或經指定的課題進行實習，以增加學員的經驗。與實際研析不同的，選擇實習標的以符合教育訓練需求重於對該標的物之價值提升。課程對網路教學有特殊規定，首席講座 CVS 或大學內的講座，必須講授價直方法論中的獨特課目，如機能定義與機能分析等（詳見表 3-1 第一級研習班課程課目最低需求分配表）。

The workshop must be an interactive experience; therefore, any homework or assignments outside the classroom are not credited toward the minimum education time. The workshop application time is an important segment of the educational process and must be supervised by the prime instructor responsible for the workshop.

課程必須採互動式，因此，任何離開課堂之作業皆不列入課程時間。實習是課程中極為重要的一環，必須由首席講座親自負責與監督，

Based on the experience of many value practitioners, it was decided that Module I courses require a minimum of 20 hours of lecture and discussion/education to adequately train the attendees.

依據多數專家的經驗，講課與實習最少都需要 20 小時，方能對學員給予適當的訓練。

All Module I workshops, including online courses, must include a live project under study, to which the skills and training gained by the attendees will be applied. A minimum of 20 hours must be devoted to the live project study and that must be closely monitored by the prime instructor. Many courses exceed that length. (In fact, Mr. Miles' original value analysis courses at General Electric were three weeks long.) Thus the 40-hour length is a minimum and **may be exceeded**. It was not chosen to reflect any particular organization's schedule, but based on educational needs.

所有第一級研習班，包含網路教學，必須符合以正在進行的標的進行 20 小時實習的規定。很多課程超過 40 小時，事實上，邁爾斯先生當初在通用電氣公司價值分析課程長達 3 週，因此，40 小時是課程的最低需求而非上限，**也可以安排超過 40 小時**。課程時數係依據教育訓練需求考量，而非配合組織內特定時程的安排。

Each applicant for an approved workshop must prepare and submit a syllabus to fully illustrate the topics covered within his or her own program and meet at least the minimum time requirements within the required major subjects. The syllabus must describe the material content and learning objectives for each element of the course requirement. It is not to be a re-statement of the agenda. The manner of coverage and presentation of the material is left to the workshop presenters.

申請人必須提送課程摘要表（syllabus），以詳細說明課程中之課目已經符合最少時間需求。課程摘要表必須針對課程內每一主題，說明學習內容與目標，此項課程

摘要表不是時程分配表（agenda）的重新描述。課程摘要表的表達方法及其涵蓋範圍可由申請者自行處理。

When evaluating applications for workshops and seminars, the Certification Committee reviews organization and class content.

授證委員會審查第一級研習班與第二級進階研討班時，將確認課程架構及課目內容。

Module I Workshop - General Syllabus Outline

3-2 第一級研習班課程摘要表概要

The general syllabus outline specifies topics and the minimum required subjects within those topics to be covered in a VMIT approved Module I workshop. Applicants are required to expand this general syllabus into a detailed one, including specific instructional objectives.

課程摘要表概要說明須符合中華價值管理學會對第一級研習班認可的課目，申請者必須將其詳細說明，包括特殊講授目標。

Objectives/material to be covered in Module I Workshop

3-3 必須包含在第一級研習班的目標/內容

History, Definition, Job Plan (3 hours):

Provide the history of VM to introduce the concept of the value methodology, its origin, evolution over time (Miles, Bytheway, etc), and application in public and private sectors. The objectives are to:

- define and distinguish the terms or jargon of VM (e.g., VA, VE, etc.), the meaning of “value” and other VM terms (e.g., function, worth, etc.);
- introduce the Value Standard;
- describe the structural content and sequential nature of the VM job plan and;
- emphasize the need to rigorously follow the steps of the job plan to improve value for the live project or case study.

歷史、定義、工作計畫(3小時)

提供價值方法論的歷史，介紹了價值方法論的觀念，起源，發展、以及在公私部門的應用。

主題包含了：

- 分辨了解價值領域內的名詞，如價值分析、價值工程、價值管理等，並了解價值與相關名詞，如機能與價值的意義。
- 介紹價值標準。
- 向學員說明工作計畫的結構內容和順序。
- 強調嚴謹的依據工作計畫程序必定可為研析標的提昇價值。

Function, FAST, Function-cost (8 hours)

The prime objective of this section is to teach function analysis. Students should learn how to define functions with the action verb–measurable noun technique. Students should learn the reasons for defining function; e.g., removing paradigms from their thinking and forming a basis for focused brainstorming. In addition, Function Analysis System Technique (FAST) diagramming must be taught. They should have an understanding of the how–why–when logic in FAST diagram construction. They should learn the different types of FAST diagrams and the application of each. In addition, students should be taught the elements of a FAST diagram; e.g., higher order functions, basic functions, secondary functions, scope lines, etc. Finally, students should be taught how to transition from the FAST diagram to the next phase of the job plan.

機能、系統化機能分析、機能-成本(8小時)

本節之主要目標是教授機能分析，使學員了解如何使用及物動詞及量化的名詞去定義機能，說明機能分析的理由是要消除個人思考慣例，並營造集體創意的焦點。本課目必須教授機能系統圖，使學員了解其中之 how -why –when 方法以完成機能系統圖。學員需學習不同型態的機能系統圖，並了解其應用。此外，對於機能系統圖中各個元素，如較高階機能、主要機能、次要機能、研析範圍線等，學員應充分了解。最後，如何從機能系統圖進到工作計畫之下一階段，亦應一併提及。

Creativity (2 hours)

The training objective is to ensure that participants understand the nature of creativity and the creative process. The instruction should include discussion of common creative traits. Discussion of the brainstorming rules, how to record ideas (not solutions or goals), and the use of idea numbering schemes is recommended. Discussion of creativity exercises that can stimulate creative ideas should also be addressed.

創意(2小時)

本節是要使學員了解創意的本質與程序，講解內容應包括創意特質的討論、腦力激盪法的討論、如何記錄構想、使用構想數量表等。此外，可激發創意構想的討論或習題亦應包含在內。

People Topics (2 hours)

The training objective is to ensure that, as potential future facilitators, the class understands group behaviors and can assist team members to optimize group discussions

and activities. Topics to address should include selection of team members based on the needed disciplines to match the VM Study. A thorough discussion of personality types is recommended. Instruction should focus on the aspects of the team dynamics, such as what constitutes a “team,” proper team size, participant behaviors during the workshop, and matching the participant expertise to the VM project needs. Discuss how to motivate a team, how to handle negative individual behaviors, and how to facilitate a team to achieve optimal participation from all members. The proper use of intervention techniques should also be a topic for instruction.

人際關係(2小時)

本節的目標是要使學員了解團隊的互動，協助組織成員用最佳的方式進行團隊討論和研析活動，並成為未來的優良領隊。課程內容包括如何依據研析標的選擇需求專長的小組成員。建議要包括人格個性型態的討論，講解內容應聚焦於團隊動態，譬如如何謂團隊？適當的團隊規模、研析過程小組成員的行為模式、以及小組成員專長與研析標的需求的搭配等。課程中應該包括如何激勵士氣，如何處理負面態度，以及如何讓所有成員貢獻心力、全心投入等。「適當的使用介入技巧」也是本節必須講授的主題之一。

Cost (1 hour)

Since much of what is being done in VM workshops relates to cost, it is important for the course material to set a proper stage for how the subject of “costs” should be handled during routine VM studies. Some key principles to be understood at the end of the training workshop include:

成本(1小時)

由於價值工程實習中，要執行什麼跟成本關係密切，在課程適當階段講解成本，以協助進行實際研析就非常重要，講解內容包括讓學員了解下列各項原理：

Basis of Cost Analysis.

The value practitioner will take his or her cues from the setting in which costs are being considered. As an example, for construction costs on an early/concept design, the costs will probably be order of magnitude, with the primary purpose of cost analysis being to give the participants an approximate idea of how an alternative will affect the eventual design and construction cost outcome. The cost analyses are expected to be more refined in studies being performed later in the design stages, when more is known about the details. Similar principles apply to other disciplines, such as in manufacturing process analysis.

Whatever the live project is for the workshop, it is usually best to use that as a setting for cost instruction. In construction, key subjects would include labor, materials, equipment, overhead and profit, mark-ups on subcontractor costs, contingencies, etc. In manufacturing live projects, the key subjects might be raw materials, labor, materials, equipment time, learning curves, packaging, advertising, shipping, warehousing, etc.

成本分析準則

學員須了解何種成本將列入考慮，例如：早期構想階段的建造成本，通常可以量體大小加以決定，讓學員對替代方案如何影響最後設計及建造成本有概略觀念。較後的設計階段，當更多的細節已知，其成本分析將更加精煉。相同的理念亦適用於製程分析。

不管實習使用何種研析標的，講授「設定成本」通常是必要的，例如營建工程，主要項目包括人工、材料、設備、間接費、利潤、分包、意外事故等。至於製造業，主要項目包括原料、人工、材料、設備時間、學習曲線、包裝、廣告、運輸、倉儲等。

Life-Cycle Cost (LCC).

It is critical for people participating in VM workshops to become knowledgeable about LCC. It is important to know when LCC becomes a key consideration and the individual must be capable of performing the necessary, accurate analysis of the essential elements that will affect the outcome of the study. To this end, the components of long-term owning and operating costs (energy, maintenance, replacements, salvage, labor, etc.) should be introduced.

壽年成本分析 (Life Cycle Costing, LCC) :

了解壽年成本分析是成為研析小組領隊的關鍵條件。領隊必須了解當 LCC 成為關鍵考量，而部分或全部成員對此不了解或僅些微了解時，必須帶領小組針對此必要項目，進行必要與正確的分析，此項分析將對研析成果有直接的影響。因此，壽年成本分析的內容（能源、維修、替換、殘值、人工等）必須向學員說明。

Time Value of Money.

The subject of time value of money should be introduced. Usually this is in the form of simple examples relating to bank loans, etc. While internal rates of return, breakeven analyses, etc., may be introduced, it will only be in a fashion to promote participants' interest in learning more about the subject. Students should come away from this block of instruction having been introduced to the subject of present-worth cost analysis.

時間成本：

課程中必須介紹時間成本，通常可以銀行貸款等簡單案例說明。投資報酬率、損益平衡分析等亦可說明介紹，目的是激勵學員學習更多有關本課題的知識。課程中應介紹現值分析，以使學員往後可獨自運用。

Evaluation and Implementation (1 hour)

Evaluation.

The training objective of the evaluation phase is to provide the participant with knowledge of the evaluation phase and the techniques available to evaluate the alternatives identified in the creativity phase. Steps in the evaluation process include: eliminate nonsense, group similar ideas, evaluate the ideas, and select the alternative(s) that offers the best value. The concept of determining the best value and the techniques

used in the determination of that value will be taught. Touch upon a variety of techniques to give the participant choices, based on the complexity of the decisions. Use examples and explain them. The concept of having a positive attitude when identifying alternatives and possibilities should be taught at this time.

判斷及執行(1 小時)

判斷：

本課題的訓練目標是要讓學員了解判斷階段所需要的知識與技巧，並能夠針對創意階段所提出之替代構想進行評估，判斷的程序應包括如何去掉不可行的構想、組合構想、評估構想、以及選擇替代方案創造最高價值等，決定最佳價值之概念和使用於決定價值之技巧必須教授。基於判斷的複雜性，各樣的判斷技巧須教授，以讓學員可因應狀況做不同的選擇，並輔以必要的案例。同時應講解如何以積極的態度選擇較佳的方案及其可能結果的觀念。

Implementation.

The overall objectives of a VM workshop are not achieved until the recommendations are implemented. Barriers to implementation will be identified and approaches/techniques to overcome the barriers will be discussed. Development of an implementation plan that includes clearly defined actions (who and when) for accomplishing the plan will be taught. The concept of a “champion” for the recommendations should be promoted to help ensure implementation. The workshop results will be presented to those who can aid in the implementation and the workshop should teach the skills needed to develop the presentation and to present the material.

執行：

價值工程研析的整體目標在建議案未被執行前並不算成功，對執行建議案前所有可能的障礙應該加以說明，並討論解決的方向與技巧。講解如何發展一個執行計畫，包含由誰、在什麼時間進行什麼動作以克服障礙。最佳建議案應努力推銷以確保建議案能夠付諸實施，研析成果應該向相關決策者進行簡報，課程中亦應該教授簡報及簡報製作技巧。

Development (1 hour)

The training objective of the development phase is to provide the participant with knowledge of the importance of the development of alternatives to be considered for implementation by the decision makers.

發展(1 小時)

發展階段的目標是提供學員發展替代方案的知識與重要訊息，使決策者考慮實施。

Optional/Administrative (2 hours):

This is time provided for education in additional topics, administrative tasks, breaks, etc. The requirement is that the time be spent with the participants meeting together, working, learning, or interacting if the time is to be included as part of the optional/administrative two (2) hours.

選項主題/管理(2 小時)：

本項係作為教育訓練中需要額外增加課題、管理任務、或階段性的休息等。如果本項時間 2 小時要納入課程計算，唯一的要求是學員必須一起參加，作為開會、實習工作、學習或互動等。

上述第一級研習班（40 小時）課程課目之最低需求詳見表 3-1。

Module 1 – (40 hours) Basic Course Minimum Requirements

表 3-1 第一級研習班（40 小時）課程課目最低需求表

Topics 課目	Total Hours 時數	Prime 首席 講座	VMP/AVS	Other 其他
History, Definition, Job Plan 歷史、定義、工作計畫	3	2	1	
Function, FAST, Function-Cost 機能、機能系統圖、機能-成本	8	6	2	
Creativity 創意	2	1	1	
People Topics 人際關係	2	1		1
Cost 成本	1			1
Evaluation and Implementation 判斷及執行	1	1		
Development 發展	1	1		
Optional Topics and Administration 選項主題及管理	2			2
Live or Approved Case Study Project Time 實習(以正在進行或經指定的標的進行)	20	10	10	
<i>Total 合計</i>	40	22	14	4

Supporting Documentation for Module I Workshop Approval

3-4 第一級研習班送審資料

Submit to the Certification Committee Administrator. Each certification training course application must include the following:

- WS-1 application.
- WS-2 agenda for Module I.
- WS-4 for the course syllabus.
- Copy of the principal workbook or textbook. (This requirement may be waived if the book is a text published by the Miles Value Foundation.)
- Presentation slides. Multiple presentations must be combined into one file.
- Sample copies of the certificate of completion that includes the information required in Section II, Guidelines. All items in this section must be combined into one file.

每個訓練課程認證申請都提送給授證委員會執行秘書，必須包含下列資料：

- 申請表(WS 1)。
- 課程表(WS 2-MOD I)
- 課程摘要表 (WS4)
- 教科書或工作手冊影本(如果教科書是由麥爾斯基金會出版的則免送審)
- 投影片。多份投影片必須整合至單一檔案。
- 影片、錄影帶、其他課程補充資料清單等。所有資料必須整合至單一檔案。
- 受訓證書影本。所有文件必須整合至單一檔案。

Course applications may be submitted by uploading to website: Upload, via the online application form accessible from the SAVE International® website, one (1) to seven (7) documents, except for WS-1. The online application form satisfies the WS-1 requirement.

若向國際價值協會申請課程認證可以經由網站：除申請書(WS 1)外，可經由官網上傳所需文件 1~7。申請書(WS 1)需於線上填寫完成。中華價值管理學慧尚未開放網路申請。

All parts of the application must be submitted in Adobe Portable Document Format (PDF) file format. The PDF documents may be compressed into a ZIP file. The total document(s) submitted may not exceed 10 MB and must be submitted via the online application on the SAVE website. Only after payment is processed and the Certification Board's Executive Director has determined that the application package is complete, will the application be moved to the workshop committee for review.

所有文件必須轉換為 PDF 格式。PDF 文件可壓縮至單一檔案，所有文件總容量不得大於 10MB，向國際價值協會申請課程認證者需經由 SAVE 官網上傳。只有在付款和授證委員會的執行主任已確定相關程序完成後，才會將申請案件轉移到審查委員會進行審查。

PLEASE NOTE: The comprehensive syllabus example provided in the application process section is for your guidance. Submit comparable levels of detail for any workshop submissions. Course material submitted should be neatly and logically prepared. The application worksheet and other worksheets (WS forms) are available for download from the VMIT/SAVE website. Use a chronological approach in your agenda preparation and round hours to quarter hours. Add each row to the left and each column on every page with the grand total hours in each category on the final page. Check to make certain you meet the minimum course requirements in each category. Failure to meet minimum course requirements and to clearly demonstrate that the course material meets those requirements will result in a rejection of the application package.

請注意：完整的課程摘要表範例將於申請過程提供參考，申請人請提供類似詳細的文件供審查。訓練教材請整齊與邏輯的整理，申請表格及其他工作表格可由 VMIT 或 SAVE 網站下載。時程表內容請依據時間先後排列，並加註上課時數，以便統計各課目之分配時數。申請人必須確認課程內容及時數分配符合授證手冊之規定，如果課程內容時數分配以及教材未能符合規定，將導致整個程序被退回。

The workbook or text will be retained on file by the Certification Committee. A complete set of the materials must be submitted. **The Certification Committee is not responsible for retaining materials submitted for review.**

申請者所提送之工作手冊與教科書將由授證委員會保存。申請者請提送完整之資料。授證委員會沒有保留申請資料的責任。

Section 4
Module II Seminar
Submittals

第四章

第二級進階研討班
送審文件

Section IV Module II Seminar Submittals

第四章 第二級進階研討班送審文件

Module II – Advanced Seminar

4-1 第二級進階研討班

The Module II advanced certification training seminar was developed and incorporated into Certification requirements in 1987. It was conceived to extend the knowledge base of those wishing to apply the Value Methodology as a professional in the VM field. Module II was developed as the result of internal and external studies commissioned by the SAVE International® Board of Directors to enhance the acceptance of VM in industry and government. Value managers had to increase their capability to work with and talk to top management or decision makers in management terms. Education in leadership, program management, and management interaction was needed beyond the basic VM workshop areas critical to successful VM studies.

第二級進階研討班自 1987 年起納入授證需求，本課程提供有意將價值方法做專業應用之人士擴展相關知識，課程係 SAVE 理事長透過內部與外部討論的結果，作為價值方法能被政府部門及工業界擴大應用與接受的必要條件。價值經理必須藉此增加能力，以管理觀點與高階管理階層共事及溝通，課程包括領導才能、計畫管理、與管理階層間之互動是價值研析成功的關鍵等。

The course content submitted must clearly illustrate that this objective will be met and that the submitted materials are not merely an extension or repeat of the Module I workshop.

申請者提送的課程摘要必須詳細說明其目標，並避免成為第一級研習班的延伸。

The Certification Board expects the Module II instructor to take maximum advantage of the variety of VM experience and backgrounds represented by the participants in the seminar. The syllabus supports the use of VM in various applications, such as facilities and processes, by the sharing of relevant experience. This is especially important in the area of financial evaluation and value management where knowledge of public and private sector, and type of industry can spell the success or failure of an individual VM study or program.

授證委員會希望參與第二級進階研討班的學員可以藉由經驗的分享以及學員的不同背景獲得最大的效益，課程摘要表必須說明此項原則。課程內容應包括下列重要課目，如財務分析、公私部門之價值管理、以及不同行業價值方法論應用的成功或失敗案例等。

Since a knowledgeable dialogue among all participants best serves the Module II seminar, each participant must have at least six months of practitioner or program manager experience prior to taking the Module II seminar. The instructor is responsible for verifying that the experience requirement is met.

由於學員間知識與經驗的分享是第二級進階研討班的重點，因此學員應最少有 6 個月價值方法應用或計畫管理的經驗。講座必須負責驗證參與者的經驗是否合於需求。

Module II Advanced Seminar - General Syllabus Outline

4-2 第二級進階研討班課程摘要表

The general syllabus outline specifies topics and the minimum required subjects within topics to be covered in VMIT approved Module II seminars. Applicants are required to expand this general syllabus into a detailed one, including specific instructional objectives. The Certification Board expects the manner in which the material is presented to emphasize active participant interchange and comparisons of personal experiences.

課程摘要表概要說明符合中華價值管理學會對第二級進階研討班需求的課目，申請者必須將課程摘要詳細說明，包括特殊講授目標以擴大應用等。授證委員會希望教材能強調學員交流及個人不同經驗的比較等。

Seminar leaders will facilitate discussion and have participants draw conclusions about what is appropriate to their own situations as well as understand how the Value Methodology works in environments with which they may not be familiar. Topics need not be taught in the order listed in this syllabus. For example, the VMIT/SAVE International® certification program portion may be taught near the end of the seminar rather than at the beginning. Additional subjects may be included within any topic area.

講座必須引導討論，並針對學員可能在不熟悉情況下如何應用價值方法論的話題給予適當結論，課程講解不一定需要依照課程表的順序，例如中華價值管理學會/SAVE 國際授證計畫可能可以放在課程的尾端，說不定比放在課程開始時可獲得較好的效果；此外，選項課目可以選擇任何的課題。課程課目最低需求分配表詳見表 4-1，各課目分別說明如下：

Overview and Administration (1 hour).

The objective is to introduce the seminar program and objectives and obtain a brief background of experiences of the participants and their respective objectives. The VMIT/SAVE International® certification program, including types of certification and educational program approvals and their requirements, is presented. This time allotment includes necessary administrative tasks.

總論與管理：（1小時）

本節將說明第二級進階研討班的課程內容及其目標，並由學員介紹個人專長、經驗及目標。課程中亦須介紹中華價值管理學會/SAVE 國際授證計畫，包括人員與教育訓練的授證類別及其需求條件。本段時間應包括需要的管理課題。

Project/Team Structure (2 hours).

The objective of this unit is to develop an understanding of the requirements for selecting appropriate project team members and projects for both educational programs and actual VM studies. The team member selection process and team leader roles should be discussed. Selecting projects to meet both management and customer/user objectives should be included. The training objective is to build on the participants' base of knowledge leading to optimizing team members' individual behaviors towards the goal of maximum team synergy. Focus on increasing a participant's effectiveness in developing and presenting value improvement proposals and related selling of the ideas to management. Instruction should focus on techniques used to build high-performance teams and other aspects of team development. Cover the roles of the VM facilitator, team members, and team technical support resources. Include discussion of the use of pre-event activities.

計畫與小組探討：（2小時）

本節的目標是要使學員了解如何在教育訓練或實際研析時，選擇適當的研析題目及研析小組成員。課程中必須說明下列各項，包括選擇研析小組成員的程序、研析小組領隊及成員的角色、如何選擇研析標的以符合管理階層及顧客/使用者的目標等。訓練目標將視學員的知識背景，以組成最佳協力團隊來達成研析目標。教學時可將焦點集中在如何提升研析成員在發展、表達、及推銷建議案之效率。如何組成高性能的研析小組、小組發展中相關階段、小組所需的技術資源、簡報與表達技巧等應在課程中說明，並包含有關研析前準備工作之討論。

Job Plans (1 hour).

The objective is to acquaint participants with variations of VM job plans and why they exist. As a result, participants should be able to develop a plan appropriate to their own set of needs.

工作計畫：（1小時）

本節的目標是要使學員了解不同型態的工作計畫及其存在的原因，並教導學員如何根據個別需求，發展適當的工作計畫。

Function Analysis and FAST Diagramming (6 hours).

The Module II course should not duplicate the instruction given in Module I; but, rather, go beyond the basics. Students should share experiences in relating function discovery to idea identification. Discussion should include the various types of FAST diagrams and the applicability to different types of projects. Students should share their experiences in identifying difficult functions, and perceived solutions. Some discussion should center upon the facilitator's role; e.g., how to start a new team in constructing the FAST

diagram, engaging difficult team members, and how the facilitator should withdraw when things are going well.

機能分析與機能系統圖：（6小時）

第二級進階研討班課程應以第一級研習班為基礎，但不要重複 Mod-I 的內容。學員可分享機能分析至觀念構成方面的經驗，課程中應討論不同型式的機能系統圖，使學員有能力將其應用至不同的標的，學員應分享確認機能及尋求解答的經驗。有關領隊的角色，包括如何帶領新的研析小組進行機能系統圖、如何帶動頑強的小組成員、及研析進行順利時如何拉回等。

The objective is to develop a full understanding and appreciation of techniques of function definition, analysis, and usage beyond the participants' Module I experience and own practice. The rationale of function analysis and function modeling is explored. This includes advantages, disadvantages, typical uses, and examples of each of the function models in general use; hierarchy, classical, technical, and customer/user FAST. Advanced techniques such as dimensioning for time, quality, cost, and other measures is included. Function value standards may be included. Interactive application is recommended.

本階段目標是使學員依據個人第一級研習班及實際應用的經驗，全盤了解機能定義、分析、應用的各種技巧。課程中亦應包括機能分析、機能系統圖的原理，同時說明階層式（Hierarchy）、傳統式（Classical）、技術式（Technical）、和顧客/使用者（Customer/User）等各種類型的機能系統圖，包括其優缺點、應用範例等。此外，亦應說明進階技巧包括時程、品質、成本與其他考量等。如果可能，亦應說明機能價值標準並進行互動。

Creativity Process (2 hours).

The objective is to acquaint participants with detailed creativity knowledge and idea stimulation techniques and to discuss intra-team dynamics. Topics to discuss might include creative problem solving concepts such as left- and right-brain thinking, synectics, and morphological analysis. A discussion of preparing for brainstorming should include free-wheeling, hitchhiking, and other techniques to stimulate new ideas.

創意程序：（2小時）

本節的目標是要使學員熟悉詳細的創意知識、構想激發技巧、以及團隊間動態等。課程中應包含創意問題解決，如左右腦思考、提喻法、及型態分析等。應討論腦力激盪法的準備，包括 free wheeling, 創意搭便車（hitchhiking）和其他技巧以激發創意。

Financial Evaluation (4 hours).

The objective is to develop an understanding of financial elements and how an alternative can have an impact. Construction, manufacturing, and service operations in the private and public sectors are compared for similarities and differences.

財務評估：（4小時）

本節的目標是要使學員了解財務元素，以及價值研析的變更所造成的影響，並說明營建業、製造業、服務業在公私部門的異同。

Interpersonal Skills (2 hours).

The objective is to increase participants' effectiveness in developing and presenting value improvement proposals and, in particular, selling success to management. Facilitation and team leader attributes and presentation skills should be included.

領導與表達技巧：（2小時）

本節的目標是要使學員增強發展與表達建議案的技巧，以加強其效力將建議案推銷給管理階層。有關領隊與帶領者特質亦應一併說明。

Optional Subjects (2 hours).

The objective is to explore current issues concerning VM applications and management.

選項課目：（2小時）

本節的目標是要探討現階段與價值方法論應用、管理有關的主題。

Value Management (4 hours).

The objective is to explore the roles of management and VM, including such areas as staff roles, teams, programs, and projects so participants can develop a management plan tailored to their needs. The requirements in construction, manufacturing, and services in both public and private sectors are explored. The future of value management, particularly on an international basis, is discussed. Special consideration should be given to VM and its relationship to other improvement programs. Also, identify what are the key-elements necessary to give VM long-term life in an organization.

價值管理：（4小時）

本節的目標是要探討管理階層及價值方法論的角色，包括各成員角色、團隊、VE計畫、研析標的等，使學員可以發展符合其需求的管理計畫。此外，課程中應探討營建業、製造業、服務業在公私部門的異同，並討論價值管理未來在國際上的需求。特別是價值方法論及其他管理工具，以及價值方法論能在各種不同機構長期存在的關鍵因素，都應納入討論。

Module II 24 Hour Course Minimum Requirements

表 4-1 第二級進階研討班課程課目最低需求分配表

Topic 主題	Total Hours 時數	Prime 首席講座	Others 其他
Overview and Administration 總論與管理	1	1	
Project/Team Review 計畫與小組探討	2	1	1
Job Plans 工作計畫	1	1	
Function Analysis & FAST 機能分析與機能系統圖	6	6	
Creativity Process 創意程序	2		2
Financial Evaluation 財務評估	4	1	3
Interpersonal Skills 領導與表達技巧	2		2
Optional 選項課目	2	1	1
Value Management 價值管理	4	4	
Total 合計	24	15	9

Supporting Documentation Required For Module II Approval

4-3 第二級進階研討班送審文件

Submit to the Certification Committee Administrator: Each certification training course application must include the following:

每個訓練課程認證申請都提送給授證委員會執行秘書，必須包含下列資料：

- WS-1 application. Completion of the online application form fulfills this requirement.
- WS-3 agenda for Module II.
- WS-4 for the course syllabus.

- Copy of the principal workbook or textbook. (This requirement may be waived if the book is a text published by the Miles Value Foundation.)
- Presentation slides. All presentations must be combined into one file.
- Lists of videos, supplementary texts, and other training aids being used. All contained herein must be combined into one file.
- Sample copies of the certificate of completion that includes the information required in Section II, Guidelines. All items contained herein must be combined into one file.

- 申請表(WS 1)。
- 課程表(WS 3-MOD II)
- 課程摘要表 (WS4)
- 教科書或工作手冊影本(如果教科書是由麥爾斯基金會出版的則免送審)
- 投影片。多份投影片必須整合至單一檔案。
- 影片、錄影帶、其他課程補充資料清單等。所有資料必須整合至單一檔案。
- 受訓證書影本。所有文件必須整合至單一檔案。

Course applications may be submitted by uploading to website: Upload, via the online application form accessible from the SAVE International® website, one (1) to seven (7) documents, except for WS-1. The online application form satisfies the WS-1 requirement.

若向國際價值協會申請課程認證可以經由網站：除申請書(WS 1)外，可經由 SAVE 官網上傳所需文件 1~7。申請書(WS 1)需於線上填寫完成。中華價值管理學慧尚未開放網路申請。

All parts of the application must be submitted in Adobe Portable Document Format (PDF) file format. The PDF documents may be compressed into a ZIP file. The total document(s) submitted may not exceed 10 MB and must be submitted via the online application on the SAVE website. Only after payment is processed and the Certification Board's Executive Director has determined that the application package is complete, will the application be moved to the workshop committee for review.

所有文件必須轉換為 PDF 格式。PDF 文件可壓縮至單一檔案，所有文件總容量不得大於 10MB，向國際價值協會申請課程認證者需經由 SAVE 官網上傳。只有在付款和授證委員會的執行主任已確定相關程序完成後，才會將申請案件轉移到審查委員會進行審查。

Section 5

Worksheets and Application for Workshop & Seminar Approval

第五章

第一級研習班與 第二級進階研討班 送審所需工作表格

**SECTION V Worksheets and Application for
Workshop & Seminar Approval**
**第五章 第一級研習班與第二級進階研討班送審
所需工作表格**

Form WS1 Application Form

Form WS2 WORKSHOP AGENDA WORKSHEET - MODULE I

Form WS3 SEMINAR AGENDA WORKSHEET - MODULE II

Form WS4 Workshop/Seminar Syllabus with example.

表格 WS1 第一級研習班-第二級進階研討班申請表

表格 WS2 第一級研習班課程表

表格 WS3 第二級進階研討班課程表

表格 WS4 第一級研習班-第二級進階研討班課程摘要表

Form WS 1

Workshop/Seminar Application Form

1. Complete application portions of applications.
2. Complete attachments.
3. Sign Applications.
4. Submit ALL ELECTRONICALLY OR SUBMIT 2 workbooks; original forms and 4 copies of application and attachments including WS1, WS2 or WS3 and WS4 as applicable.
5. Enclose appropriate fee payable to VMIT Certification Committee .

Member: \$ 150.00 Module I Workshop _____ , \$150.00 Module II Seminar _____
 If renewal, list current number _____

Non-Member: \$ 180.00 Module I Workshop _____ Module II Seminar _____
 If renewal, list current number _____

PART-1 Applicant Information

Name: _____

Title: _____

CVS No.: _____ Expiration Date _____

Address: _____

Email Address: _____

Phone: Home() _____ Work: () _____

VMIT Member: Yes _____ No. _____

_____ I am a non-member, please send me information on joining VMIT

I hereby state that the approved _____ Module I workshop, _____ Module II Seminar will be conducted as described in the application and that the Certificate Committee may survey audit our course (s) at any time, at no cost to us. I retain the right to refuse individual on site auditors where a client/confidential or competitive situation exists.

I realize that this approval is only good for four (4) years and must be renewed under the requirements in force at that time.

Note : The prime CVS is responsible and accountable to the Certification Committee for the conduct and performance of the Seminar/Workshop. All affiliates are accountable to the Prime CVS.

CVS Name	CVS No.	Expires	Signature	Date
Prime				
Affiliate				
Affiliate				
Affiliate				

AFFIRMATION

Having read the Certification requirements, and believing myself fully qualified, I declare that all submitted information is correct to the best of my knowledge and belief. I have read the pledge to adhere to the VMIT standards of conduct. I have attached confirming documentation, and will arrange for further evidence if requested by the Certification Committee.

 Applicant's Signature (Prime CVS)

 Date

Form WS2

WORKSHOP AGENDA WORKSHEET - MODULE I

This form is designed to enable you to describe your Module I Workshop agenda so that the Certification Committee can evaluate it according to the requirements.

From your agenda enter day, time, subject, title and total hours. Divide total hours into topic segments. Indicate the amount of time taught by CVS, AVS/VT or other. Use additional worksheets as necessary.					Total Hours	History, Definition, Job Plan	Function, FAST, Function-Cost	Creativity	People Topics	Cost	Evaluation & Implementation	Optional Topics and Administration	Live or Approved Case Study Project Time
Day	Time		Agenda										
	From	To	Subject/Title										

Form WS3

SEMINAR AGENDA WORKSHEET - MODULE II

This form is designed to enable you to describe your Module II Seminar agenda so that the Certification Committee can evaluate it according to the requirements.

From your agenda enter day, time, subject, title and total hours. Divide total hours into topic segments. Indicate the amount of time taught by CVS, AVS/VT or other. Use additional worksheets as necessary.														
Day	Time		Agenda	Total Hours	Overview & Administration	Project/Team Review	Job Plans	Function Analysis & FAST	Creativity Process	Financial Evaluation	Interpersonal Skills	Optional	Value Management	
	From	To	Subject/Title											
			Hours Provided	24.0	1.0	2.0	1.0	6.0	2.0	4.0	2.0	2.0	4.0	

Form WS4	Workshop/Seminar Syllabus Modify cell size to fully describe your course material.
Topic	Description The description below is provided to demonstrate the level of detail required in your syllabus submission. Simply type over the cell in the downloaded spreadsheet to send in your own course information.
Registration / Introduction and Welcome by Management	The objective is to set the tone of the workshop and emphasize management's commitment. Management welcomes the attendees and stresses the need for the workshop and emphasizes their support and commitment.
Welcome. Why are we here?	The objective is the further define the workshop objectives by the workshop staff and to present the VA/VE history. The progress of VA is traced from its beginning at GE through the growth into government and the construction field. A discussion in also held describing the international aspects and growth of VA worldwide. In addition, the definitions of value management and its relationship to value analysis, value engineering and value control are covered at this time.
Value - What is it?	The objective is to develop an understanding of value in the context of value programs. Topics include a discussion of the types of value and the depth of the four kinds of value. Emphasis is placed on the fact that value is not constant, but changes with the market place and the market conditions.

表格 WS 1

第一級研習班-第二級進階研討班申請表

1. 請填列完整申請資料。
2. 請附上所有附件。
3. 請在申請表上簽名。
4. 可選擇將所有附件以電子檔提送，或提送2份工作手冊，以及1份正本、4份影本的申請資料，包括所有附件與表格WS1, WS2, 或WS3, 以及WS4。
5. 請繳交費用給中華價值管理學會。

申請費用

	第一級研習班	第二級進階研討班
會員	<input type="checkbox"/> 美金 US\$ 500 或等額新台幣	<input type="checkbox"/> 美金 US\$ 500 或等額新台幣
非會員	<input type="checkbox"/> 美金 US\$ 1,500 或等額新台幣	<input type="checkbox"/> 美金 US\$ 1,500 或等額新台幣

若已經申請過，請註明現有課程編號_____

申請資料

姓名			
單位/職稱			
CVS編號	有效期限：		
地址			
Email			
電話	(公司)	(住家)	(手機)
VMIT會員	<input type="checkbox"/> 是 <input type="checkbox"/> 不是		

_____我不是會員，請寄入會申請書給我。

我承諾若 __第一級研習班__第二級進階研討班經核准，未來將以本申請資料講課，並接受中華價值管理學會授證委員會任何時間的稽查，不向我收取任何稽查費用。當業主有資料需要保密，或遇到有激烈競爭時，我保留拒絕現場稽查的權利。

我了解核定之課程有效期間為4年，期滿必須重新申請。

註：首席講座（CVS）對中華價值管理學會授證委員會負責課程執行，協同講座對首席講座（CVS）負責。

CVS 姓名	CVS 編號	效期	簽名	日期
首席講座				
協同講座				
協同講座				
協同講座				

聲明

我已經讀過申請授證規定，相信已經符合規定，特此聲明我所提送的文件與我知識相符。我將遵守中華價值管理學會的執行標準，我已經附上必要的文件，如果審查需要，我會附上進一步的證明。

申請人簽名(首席講座CVS)

日期

若有疑問歡迎來電：中華價值管理學會授證執行秘書：趙延蓮小姐，電話(02)2213-2820

電子信箱：vmit@mail.cuc.com.tw

表格 WS2

第一級研習班課程表

本表格設計供申請人敘述課程內容，中華價值管理學會授證委員會據此審查是否符合需求。

請填入課程日期、時間、課目、和總時數。將時間分配入各課題單元，並註明 CVS, AVS, 或其他講座的總時數。如果需要，請增印表格。			總時數	歷史、定義、工作計畫	成本 機能、機能系統圖、機能、	創意	人際關係	成本	判斷及執行	選項主題及管理	實習(以正在進行或經指定的標的進行)	
日	時間											課程表
	自	至	課目/標題									
			課程規定最少時數	40.0	3.0	8.0	2.0	2.0	1.0	2.0	2.0	20.0

表格 WS3

第二級進階研討班課程表

本表格設計供申請人敘述課程內容，中華價值管理學會授證委員會據此審查是否符合需求。

請填入課程日期、時間、課目、和總時數。 將時間分配入各課題單元，並註明 CVS, AVS, 或其他講座的總時數。如果需要，請增印表 格。			總時數	總論與管理	計畫與小組探討	工作計畫	機能分析與機能系統圖	創意程序	財務評估	領導與表達技巧	選項課目	價值管理		
													日	時間
	自	至	課目/標題											
			課程規定最少時數		24.0	1.0	2.0	1.0	6.0	2.0	4.0	2.0	2.0	4.0

表格 WS4	<p align="center">第一級研習班-第二級進階研討班課程摘要表</p> <p align="center">選擇適當號數字體，詳細敘述課程內容。</p>
<p align="center">標題</p>	<p align="center">敘述</p> <p>以下的敘述是做為申請者提送申請文件的範例，請下載空白表格，使用簡潔文字說明課程。</p>
<p>報到、簡介、管理階層致歡迎詞</p>	<p>目標是進入課程的情境，強調管理階層的承諾。管理階層表達對學員的歡迎，強調課程的需求，說明對課程的支持與承諾。</p>
<p>歡迎，</p> <p>我們為何在這裡？</p>	<p>定義課程的目標，說明價值工程/價值分析的歷史。價值分析的發展起源於通用電氣公司（GE），逐步進展至政府部門和營建業。敘述討論全球各國的價值工程應用發展狀況。本節將對價值管理加以定義，並說明價值管理（value management）、價值工程（value engineering）、價值分析（value analysis）、價值控制（value control）的關係。</p>
<p>何謂價值？</p>	<p>目標是使學員了解價值計畫的價值，討論四種不同種類的價值，強調價值不是永遠不變的，會隨著你在人群中的位置和條件不斷的變化。</p>

Section VI Audit Policy and Procedures

第六章 稽查政策和程序

Introduction

6-1 簡介

In an effort to better align the workshop requirements with the goals of VMIT/SAVE International® and its Certification Committee, the Certification Committee will conduct audits of the Module I workshops and Module II seminars.

為了更能符合 VMIT/SAVE International 及授證委員會的目標與課程要求，授證委員會將進行第一級研習班與第二級進階研討班的稽查。

Primary Purpose

6-2 主要目的

The purpose of audits is to maintain a high standard of professionalism in approved Module I workshops and Module II seminars. This is to ensure that training results in a quality education for the students and that it meets the certification requirements.

- Collect information that will lead to improving the Module I and Module II requirements.
- Ensure instructors are teaching Module I and II material in compliance with current SAVE International® Certification Committee requirements.
- Collect best practices.

稽查的目的是為了在執行批准的第一級研習班與第二級進階研討班時維持較高的專業水準。這是確保能提供學員高品質的教育訓練，並符合認證要求。

- 蒐集資訊將改進第一級研習班與第二級進階研討班的需求。
- 確保講座都講授符合現階段 VMIT/SAVE International 授證委員會要求的第一級研習班與第二級進階研討班資料。
- 蒐集最佳做法。

Audit Focus

6-3 稽查重點

Through observation and questioning of the Module I or II instructor and attendees:

- Determine what is being done well.
- Determine what is not being done according to requirements.
- Provide guidance to instructors that will allow them to improve their workshops.

A procedure to collect student feedback was established at the inception of the workshop approval process and has been included on the last page of the workshop manual for many years. All instructors are asked to use the questionnaire and submit the completed questionnaire to VMIT/SAVE.

藉由觀察和詢問第一級研習班或第二級進階研討班講座和學員

- 判斷如何做會更好
- 判斷哪些沒有按照需求進行
- 提供講座指引，讓他們能夠改善課程

收集學員回饋意見的程序，早已列在課程審查程序中，並已編列在研習會手冊的最後一頁許多年。

所有的講座都被要求用問卷調查並提交填妥的問卷給 VMIT/SAVE。

Audit Policy

6-4 稽查政策

The VMIT/SAVE International® Certification Committee has the responsibility and discretion for conducting audits to monitor VM professionalism. It is the policy of the Certification Committee to conduct audits to assure professional quality of the VM workshop and seminar presentations. Courses will be subject to audit by the Certification Committee for performance to check compliance with the terms of approval. The Certification Committee plans to conduct at least two audits per year.

VMIT/SAVE 授證委員會有責任及權利，針對價值方法論專業執行稽查。它是依據授證委員會的政策進行稽查，以確保第一級研習班和第二級進階研討班授課的專業素質。課程會由授證委員會稽查，以檢查符合核准課程的條件。授證委員會計畫執行每年至少兩次的稽查。

Audit Procedures

6-5 稽查程序

Pre Audit Procedure

6-5-1 稽查前置作業

- a. Identify Workshop/Seminar for Audit:
 - i. Instructor has low pass rate for AVS exam (Module I only)
 - ii. Low evaluation rates as submitted to VMIT/SAVE International®
 - iii. Complaints from attendees
 - iv. Concerns during the review of the submission by the Certification Committee
 - v. Each workshop/seminar should be audited (potentially once during 4-year cycle, depending on the number of approved workshops/seminars)
- b. Notification and Approval:
 - i. Notification of the prime instructor shall occur a minimum of seven (7) days in advance of the workshop.
 - ii. Public Seminar: Workshops can be audited upon notification of the prime instructor.
 - iii. Private Seminar: The Certification Committee must notify the prime instructor, who must obtain approval of the client organization.
- c. Documentation: Upon request of the Certification Committee, a copy of all course materials must be submitted to the auditor at least one week in advance of the course start date, including a list of all attendees with their contact information. At a minimum, the course outline, agenda, copies of presentations shall be forwarded. At the conclusion of the course, evaluation forms will be completed and forwarded to the auditor. The auditor may, with discretion, request additional materials from the prime instructor.

- a. 判定需稽查的第一級研習班或第二級進階研討班
 - 講座有較低的 AVS 考試通過率（限第一級研習班）
 - 提交給 VMIT/SAVE 的問卷評價低
 - 學員的投訴
 - 由授證委員會在審查課程送審資料期間所關注
 - 每一個第一級研習班或第二級進階研討班應被稽查（根據審查通過的第一級研習班與第二級進階研討班課程數量，每 4 年的週期可能一次）
- b. 通知和批准
 - 應於舉行課程至少 7 天前通知首席講座。
 - 公開課程：可於通知講座後進行稽查。
 - 非公開課程：授證委員會必須通知首席講座，並須取得客戶組織批准

- c. 文件：依據授證委員會的要求，所有的課程材料的影本，必須在課程開始日期之前至少一周提交稽查員，包含所有學員名單與聯繫資料，課程大綱，課程表，投影片影本等。在課程結束時，學員填妥之評估表格將提交給稽查員。稽查員有權要求首席講座提供進一步的補充材料。

Audit

6-5-2 稽查

- a. The audit process may consist of an audit of the total workshop or selected portions of the workshop. The audit shall be conducted on-site or virtually (remotely). At the discretion of the auditor, the auditor may directly contact course attendees for interview purposes.
 - b. The audit may consist of any or all of the following actions:
 - i. Observance of class,
 - ii. Review of course material,
 - iii. Review of evaluations,
 - iv. Determination of pass/fail rate for AVS (Module I only),
 - v. Interviews of random class members.
 - c. Course attendees shall complete the evaluation form shown as Exhibit A. Within five (5) days of the course completion, the instructor shall send the evaluations to the Certification Committee's executive director who shall forward them to the auditor.
-
- a. 稽查時可以針對課程的全部或選定的部分進行稽查。稽查應在現場進行或以遠端視訊進行。基於稽查員的裁量，稽查員可以直接聯繫課程學員以進行訪談。
 - b. 稽查可以包含以下作法：
 - 觀察課程進行
 - 審閱課程材料
 - 審閱課程評估結果
 - 判斷 AVS 通過或不通過比利（限第一級）
 - 隨機課程學員的訪談
 - c. 學員應填寫完成評估表（下列圖表A），講座應在5天課程結束後，將評估表寄給授證委員會執行主任並由他轉給稽查員。

Post Audit

6-5-3 稽查後

- a. The auditor shall submit his or her evaluation to the Certification Committee within 30 days.
- b. The Certification Committee will review and issue audit results and recommendations to the prime instructor within 30 days after receipt of the audit report and attendees' evaluation.
 - Completed audits will be recorded and reported.
 - Unsuccessful results of the audit will be given 90 days to be corrected or the prime instructor may lose his or her approval of the workshop/seminar.
- c. At the discretion of the Certification Committee, audit results will be published in the VMIT's newsletter.
- d. At the discretion of the Certification Committee, audit results will be discussed at the Certification Forum at the VMIT annual conference.

- a. 稽查員應在 30 天內提交評估結果給授證委員會。
- b. 授證委員會必須於收到稽查報告和學員的評估後 30 天內進行審查，提出稽查結果與建議給首席講座。
 - 稽查完成將被記錄與報告
 - 稽查結果不佳將給予 90 天的時間進行改正，或首席講座可能會失去第一級研習班或第二級進階研討班課程的核准。
- c. 依據授證委員會的決定，稽查結果將公佈在該學會的會訊。
- d. 根據授證委員會的決定，稽查結果將在學會的年會上藉由授證論壇進行討論。

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SAVE International® Certification Board

STUDENT SEMINAR EVALUATION

學員課程評估

Please use ink pen if possible.

盡可能以墨水筆填寫

Instructor Name: _____ Date: _____
講員姓名 日期

- 1. The program provided useful tools and knowledge.
本課程提供有用的工具與知識
Low High 10
1 2 3 4 5 6 7 8 9 10

2. The program was well organized.
本課程有良好的組織脈絡
Low High 10
1 2 3 4 5 6 7 8 9 10

3. The instructor was well prepared.
講員準備充分
Low High 10
1 2 3 4 5 6 7 8 9 10

4. The instructor used the time well.
講員時間規劃良好
Low High 10
1 2 3 4 5 6 7 8 9 10

5. The instructor's delivery was effective.
講員的傳授是有效的
Low High 10
1 2 3 4 5 6 7 8 9 10

6. The written material helped me understand the oral presentations.
書面材料能幫助我理解簡報內容
Low High 10
1 2 3 4 5 6 7 8 9 10

7. The instructor demonstrated a thorough knowledge and understanding of the topic.
講員對於說明的主題具有深入認識和了解
Low High 10
1 2 3 4 5 6 7 8 9 10

8. The instructor effectively responded to participants' questions and concerns.

講員有效地回應與會者的問題和疑慮

Low

1

2

3

4

5

6

7

8

9

High

10

9. What did you find most/least helpful about this program?

你覺得本課程對你最有幫助與最沒有幫助的部分是：

Most

Least

10. Would you recommend this program to a colleague?

你會推薦這個課程給同事嗎？

Yes Why or why not?

No

Name

Email

Please continue written comments on back side.

請於背面繼續填寫書面意見