



公職生涯轉換歷程中的主觀經驗： 從直線式的生涯發展型態 邁入多重試驗的可能

My personal experience in switching tracks as a government employee
The possibility of stepping from a linear career
development pattern into a multiple experiment

文 | 楊育儀
Article | Yang Yu-yi

公務員的「生涯轉換」

生涯發展涉及的是一連串的「選擇」與「適應」(Brown, 1996)，在此兩者之間，「轉換」與「發展」經常是一體兩面，成為推動生涯的動力，進而構築一個人外在呈現的「生涯型態」(career pattern) (Super, 1980)。

"Career transition" for a government employee

The career development involves a series of "selection" and "adaptation" (Brown, 1996). Between these two, the "transition" and "development" are often both sides of a coin. They become the driving force of the career and help construct the "career pattern" shown on the outside of a person (Super, 1980).

對於許多職業而言，生涯初期的「地位取得」，經常與生涯中期、後期的發展路徑或者後續生涯轉換發生與否有著相當關鍵的影響，這樣的現象除了反映在醫師生涯之外（陳端容、範國棟，2007），對於在公務體系任職服務的海巡署警職、文職及海關人員或者現為多數比例的軍職人員而言，當時選擇進入海巡機關以及在此組織體系服務的起始位置，在某種程度上即決定了日後生涯發展的範圍與相對可能性；在這樣的狀況下，「生涯轉換」（career transition）經常被用於探討與「退休」或「退役」有關的轉換議題。

以軍旅生涯領域的研究為例，黃秀美（2001）曾以國軍志願役中年男性退役軍官為對象，探討中階與高階職業軍人如何從穩定的生涯型態中進入到經歷不穩定及多變的退休生活。對於這些退役軍官而言，「家庭生活角色無法兼顧」一直是軍旅生涯發展歷程中相當難以彌補的缺憾，因此，當軍中的升遷制度對於個人發展有所侷限，在獲得終身俸的保障之下，許多中年軍官開始認真思考生涯轉換的可能，並開始省視自己的個性，考量如何依據個人的專長與興趣深入評析繼續在軍中發展的空間，進而做出是否退役的抉擇。在顧及「年齡」可能帶來的限制以及個人未來發展機會的條件之下，這樣的決定經常出現在少校或中校階段之軍旅生涯。亦即，從單一穩定的生涯發展型態，經歷「抉擇」而轉化為多元發展的可能，在「機會」與「風險」中平衡，形塑了為數不少中高階職業軍人的生涯型態。

For many careers, the "position acquisition" at the beginning of a career usually has profound influence to the development path at the middle and later stages of a career or the occurrence of career transition afterwards. In addition to reflecting on the career as a physician (Chen Tuan-jung and Fang Kou-tung, 2007), such a phenomenon happens to people who work in the government, such as Coast Guard civil service staff, police force, Customs Service staff, or military personnel accounting for a large percentage, as these people made the decision to accept the starting position in the Coast Guard and the administration service, and the decision, to a certain degree, sets the tone for the scope and possibility of future career development. Under such a circumstance, "career transition" is often brought up in the investigation of transition issues related to "retirement" or "military discharge".

Let's take some military career studies as examples. Huang Hsiu-mei (2001) studied mid-aged male officers retired from the volunteer service of the national defense force and find out how the middle-and high-ranking career officers made their transition from a stable career pattern to an unstable, changeful retirement life. To these retired officers, "not being able to take care of both the career and family at the same time" is always a regret that is hard to make up in their military career development. As such, when the military promotion system sets up limits on personal development, many mid-aged officers will start to have serious thoughts about career transition under the protection of remuneration for life, and to look deeply into themselves and think how to evaluate the room for development in their military career based on their specialties and interests, and finally make the decision of whether to retire. Considering the limits that come with "age" and the personal development opportunity in the future come to play, such as decision frequently occurs in the military career of majors (lieutenant commanders) or lieutenant colonels (commanders); i.e., the possibility of transition to multiple developments from a single, stable career development pattern via "decision of life" will come to the balance between "chance" and "risk", and shape the career patterns of many middle-and high-ranking career military officers.

與軍職人員相似，對於擔任警職、文職或海關人員的海巡公務人員而言，此種從「直線式」的生涯發展型態邁入「多重試驗」的可能，亦會出現在他（她）們的生涯發展逐漸邁入停滯或高原的階段。對於多數公職人員，生涯轉換議題似乎在邁入這個生涯發展階段時顯得特別重要。

生涯轉換歷程的多樣與相對主觀性

其實，從生涯心理學觀點來看，對於不同的人而言，生涯轉換可能發生在不同的生命時間點；即使在相似的時候發生，生涯轉換經驗及其對於個人的內在主觀意義可能有著很大差異。

具體而言，生涯轉換歷程涉及的不僅是一種外在可觀察到的重大生涯改變與生涯事件（**career events**）的發生，舉凡升遷、調換職務或者個人生涯觀與生活方式的改變等，均可能蘊含著生涯轉換的本質。因此，我們對於「生涯轉換」之定義不必然要被侷限在「從軍中退役」或「從公職退休」的這個階段。事實上，生涯轉換經驗在個人服務於海巡機關的過去、現在生涯經驗中經常發生，在未來的海巡生涯也會出現，未必是僅僅發生於退役或退休的單一時間點上。

更為重要的，生涯轉換經常因為個人內在世界之「主觀性」，而可能產生不同的生涯發展現象與意義。舉例而言，公務人員在選擇進修博士學位時的學術課程，和一般公務人員訓練偏重的知能及辦事的技術方法，有著本質上的不同（顏朱吟，2007）。在現有公務人員鼓勵制度及退休金福利的保障之下，雖然這些生涯轉換都是與「學習」有關，但是，有些公務人員的學習可能是為了自我發展，為未來的生涯規劃作準備，有些可能是為尋得學術環境之歸屬感或為了得到專業領域的尊重；對於其他公務人員而言，卻可能只是單純為了精進職務工作能力所需而進修學習。

Similar to their military counterparts, for Coast Guard staff who function as police force, civil servants or customs service personnel, this possibility of transition from the "linear" career development pattern to "multiple experiments" occurs when their career development comes to a stagnation or plateau. For most government employees, the issue of career transition seems to stand out significantly when they are stepping into this stage of their career.

The diversity and relative subjectivity of career transition

As a matter of fact, if we look at it at a career psychology point of view, the career transition may occur at different time points in life for many people. Even happening at a similar point of time, the career transition experience and the inner subject meaning for an individual may be greatly different from individual to individual.

All in all, what is involved in the career transition is not just the occurrence of major career changes and career events observed externally. For example, things like promotion, reassignment or change of one's idea of career and life style may have the nature of career transition hidden within. Therefore, our definition of "career transition" should not be confined to the stage of "discharged from the army" or "retiring from a government position." In fact, during one's days in Coast Guard, career transition happened a lot, and will continue to happen. It is not necessary to happen only at the time when one is ready to retire.

More importantly, career transition may lead to different career development phenomenon and implication due to the "subjectivity" of one's inner self. For example, it is essentially different for a government employee to select to go for higher education degrees and to choose the knowledge preferred for the general government employee training and the techniques to handle certain things (Yen Chu-yin, 2007). Under the protection of the current government employee encouragement system and pension program, these career transitions are related to "learning", but some of the government employees learn for their own development. They are preparing for their future, while some may do so to make themselves belong to a certain academic environment or to win the respect in their field of specialty. For the rest, the learning process may simply be what they want to improve themselves in their positions.

由上述，我們可以知道，生涯轉換現象經常出現在公務生涯發展過程中，同時，生涯轉換有其多樣面貌與豐富性，對於個人生涯發展的意義相對主觀，有所不同。

檢視個人內在核心價值

相當值得注意的，我們或許可以在這些發生於生涯不同時間點上的轉換歷程中，看到自己內在之價值與需要。



王碧瑤（2004）的研究指出，有些人在其生涯發展與轉換歷程展現了「追求穩定工作與收入」的生命主題，在嘗試與摸索過程中以充分準備及變通方式因應生涯困境之出現與應變的需要；有些人則展現了「不斷向極限挑戰」的生命主題，以不服輸的個性與精神追求能力之精進與發展，藉由更能發揮卓越表現的「生涯楷模」（career models）作為個人學習標竿，貫穿在這些不同轉換職務或工作經驗的是強調追求完美及個人自我實現之積極態度。

當然，生涯發展歷程中的「生命主題」絕對不限於這兩種。不過，類似此種差異現象足以讓我們意會到一個人在生涯邁入穩定期之後會在其轉換歷程中不斷出現某些共通主題，這些主題是有一貫性的，經常在不同的生命抉擇點「再現」；或者，對於某些人而言，「不斷變動」本身即是延續其生涯發展的核心主題，乃個人內在生涯的主要元素。

We know from the above that career transitions happen a lot in the government employee career development, while the career transition itself has many faces and richness, which is different from person to person in terms of relative subjectivity of personal career development.

Examining one's inner self

It is worth noticing that we may be able to see what our inner selves are worth and need in the transitions at different point of our lives.

Wang Pi-yao (2004) pointed out that some develop a life topic of "pursuing a stable job and income" during their career development and transition. They respond to the career dilemma and need to change by preparing themselves and adapting to changes during the trail and error process. Some develop the life topic of "keeping pushing the limits." They improve and develop the personality of refusing to lose and the capability of spiritual pursuit, and from those they aim for the "career models" that bring out the best of them as their personal goal of learning. What link the different transitions of job or work experience together is the emphasis of the positive attitude to pursue the perfection and their personal self-realization.

There are, of course, more "life topics" in one's career development than just these two. However, the differences like this are enough to make us realize that some common topics keep appearing in one's transition after one enters a stabilization period, and these topics are consistent, and often "reappear" in our lives when we have to make a major decision of life. Or for some, "constant change" itself is the core to extend their career development, and is the main element of one's internal career.

以「內在生涯」為核心的生涯管理

既然在生涯轉換歷程中重要的生命主題會浮現，而且不斷重現，那麼，「檢視個人的內在核心價值與需求」便有其必要性。

在這方面，相對於「外在生涯」(external career)，Schein (1978, 1990) 曾經以「內在生涯」概念(internal career)強調這種必須建立在自我知識的基礎之上所進行的生涯規畫才有意義。或者，我們可以進一步以「生涯管理」(career self-management) (King, 2001, 2004) 取代生涯規劃概念，強調此種從內在生涯為出發(強調自我認識)所做的規劃、轉換準備以及精進生涯發展。

根據內在生涯的理論架構，楊育儀(1997)曾經以企業界的中年員工為對象進行深度訪談，分析男性中年人在態度與價值、天賦與能力、動機與需求上的不同內涵，歸納出「企業挑戰」、「研究創新」、「安定和諧」、「專業權威」、「組織管理」、「典範開創」、「意義探尋」等七種「生涯之錨」(career anchors)。在女性的生涯之錨類型歸類上，則有黃有麗(2001)以具備十年以上公職年資的女性公務人員為對象，歸納出「安定性」、「成長性」、「自主性」、以及「管理」等四種類型，以及蔡素紋(2001)以未婚單身女性教師為對象，分析而得的「專業能力」、「管理能力與職業聲望」、「獨立自主」、「組織創造與挑戰」、「服務奉獻」、「生活型態」及「意義探尋」等共七類生涯之錨。

在理論上，生涯之錨的形成是需要時間的，必須在一個人累積相當多的工作或生涯經驗之後方能清楚地「定位」自己，因此，探討軍警或者公務人員的生涯之錨，對其生涯轉換議題的認識相當有幫助，有助於整合過去生涯經驗，進而掌握未來發展方向。對於多數人而言，在確定自己生涯的定位之前必然需要經歷過一定時間的生涯探索經驗，可能是個人職務的變動或者個人生涯觀的改變等，是故，這樣的觀念特別適用於解釋生涯轉換現象，相當值得作為海巡署日後推廣或巡迴教育的重點。

Career management circling around "internal career"

Since important life topics appear in the career transition and keep appearing, it is necessary to "examine one's internal core values and needs."

For this, on the contrary to "external career", Schein (1978, 1990) once emphasized based on the idea of "internal career" that this career planning that has to be built on the foundation of self knowledge is what matters. Or, we can replace the career planning idea with "career self-management" (King, 2001, 2004), and emphasizes the planning, preparation for transition and improved career development that start from the internal career "the emphasis of self-understanding".

Based on the theoretical structure of the internal career, Yang, Yu-yi (1997) carried out in-depth interviews with mid-aged employees of several businesses, and analyzed the different implications of mid-aged males in terms of attitude and value, talent and capability, and motive and need. He came up with 7 "career anchors," including "enterprise challenge," "research and innovation," "stability and harmony," "professional authority," "organized management," "exemplary creation" and "seeking of meaning." For the types of female career anchors, Huang Yo-li (2001) categorized female government employees who have ten years or more of experience in their positions into 4 types of anchors, including "stability," "growing," "independence" and "management". Tsai Su-wen (2001) focused on unmarried female teachers and summarized 7 career anchors, "professional ability," "management ability and professional reputation", "independence and autonomy," "organized creation and challenge," "service and devotion", "life style" and "seeking of meaning".

In theory, it takes time to develop career anchors and requires a person to accumulate enormous experience of work or life before he/she can clearly identify his/her "position". Therefore, the study of the career anchors for people working for the police force, military service or government agencies is quite helpful to the understanding of their career transition, and helps them control their own future. For most people, it is necessary to accumulate certain amount of life exploring experience before making sure what one's position in his/her career. It could be the change of personal career or adjustment of personal career ideas. As a result, this idea is perfect for explaining the career transition phenomenon. It is valuable for the Coast Guard to put it in the promotion or education package.

或許，多數人有一個以上的生涯之錨，然而，在一連串的生涯選擇與不斷累積生涯經驗的歷程中，「最為重要」的內在生涯將會逐漸浮現出來。藉由「員工協助方案」（Employee Assistance Program, 簡稱EAP）或者「員工增能方案」（Employee Enhancement Program, 簡稱EEP）的導入（楊育儀，2010）檢視個人內在生涯，將有助於發展海巡軍警或者公職人員的生涯管理能力，提升個人因應生涯轉換之自我效能。

結語

邁入新的世紀，生涯規劃應有著新的定義，不再侷限於過去因應單一、可預期生涯轉換所做的「靜態式」生涯規劃。雖然，相對於現代商業職場的競爭、多變與不確定特性，海巡署的「公務生涯」顯得較為遵循傳統直線式的生涯發展型態，缺少多樣的生涯探索與試驗機會，然而，「生涯轉換」一直是生涯選擇與發展之主軸，如同本文所述，就廣義上，一連串的轉換是會不斷出現在生涯發展歷程中的每個階段，而非僅呈現在中年或進入生涯停滯的階段。

本文的目的在於強調，對應於日漸重要的生涯轉換現象，公職人員「生涯管理能力」的發展有其必要，而促進這樣的能力發展必須以「內在生涯」作為設計員工協助方案之基礎。有效能的生涯介入方案除了有助於公務員績效能力的展現之外，更對於組織長期的人力資源規劃與發展有著不可忽視的重要性。

（本文作者現職為國立嘉義大學輔導與諮商學系所測驗評量與調查中心主任）

Perhaps, many people have more than one career anchor. However, the "most important" internal career will eventually emerge in a series of career choices and the process of constant accumulation of career experience. With the review of personal internal career by introducing the "Employee Assistance Program (EAP)" or "Employee Enhancement Program (EEP)" (Yang Yu-yi, 2010), it helps the development of career management capability of the people working for the Coast Guard, military service, police force or government agencies, and improve one's self-performance in response to career transition.

Conclusion

As we step into the new century, the career planning has a new definition. It is no longer limited to the "static" career planning which is created for single, predictable career transition. As opposed to the competition, rapid changes and uncertainty in modern job market, however, the "government employee career" in the Coast Guard Administration seems to be the linear career development pattern that following the old-school path, where there is lack of diverse career exploration and chance of experiment. Yet, the "career transition" is always the center of the career choice and development, as indicated previously in this article. In a broader sense, a series of transitions will constantly appear in every stage of the career development, and not just the stages that come up at middle age or enter the career stagnation.

What this article is trying to say is that the "career management capability" of government employees becomes a must in light of the increasingly important career transition phenomenon, and to facilitate such a capability requires the "internal career" as the foundation for the design of EAP. An effective career intervention program not only helps the display of the government employees' performance capability, but also is profoundly important to the human resource planning and development of the organization in the long run.

(The author is the director of Test Evaluation and Survey Center, Department of Counseling, National Chiayi University)