

公職生涯歷程的 變與應變：

內在生涯敘說 及 生涯轉換能力之開展

The Change and Contingency Within the
Career Experiences of Public Officials:
the Cultivation of their Interior Narrative
and their Caliber to Adapt
into Career-transitions

文 | 楊育儀
Article | Yang Yu-yi

組織變革脈絡下的個人生涯轉換與適應

由於現代職場的多變特性以及就業管道的彈性與多元化，導致公務員在公職生涯發展歷程中必須面對的生涯轉換議題顯得相對複雜。根據最近的研究指出（例如：劉馨嬪，2008），即使在相對穩定、缺少流動的教育界，兩次至三次的職業轉換經驗愈來愈是經常發生的現象；其實，類似狀況也出現在近年專業運動員的生涯發展歷程（例如：黎天生、李光武、黃崇儒、陳建利、陳堅錐，2007）。

The transition of personal career and its habitation under the sequence of organizational transformations

Due to the variety of working grounds and the diversity and flexibility of jobs, the issues a public official has to face during his career as a public official has been even more complicated. According to the research done recently (for example, Liu Sin-bin, 2008), it happens more frequently that one has to change the path of his occupation two or three times even in a more stable and less mobile field like Education. As a matter of fact, the similar condition also occurs in the career development of professional athletes, for instance, Li Ting-sheng, Lee Guang-wu, Huang Chong-nu, Chen Chiang-li and Chen Chiang-zhui in recent years (2007).

這些現象反映出，在邁入新世紀的當代職場環境中發展生涯、追求職業成功，應有著與過去截然不同的態度與思維，因此，不同於過往公職生涯強調的「安定」本質，或者在「直線式的生涯發展型態」及「單一的發展路徑」（楊育儀，2010）思考進可攻或退可守的生涯議題時，今日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，在應對每日工作以及從事長遠的生涯規劃議題方面必須有著更為積極創造的態度與主動應變之思維。

「精簡」已經成為近年以來政府組織應變的必然方法，「組織變革」(organizational change)儼然成為檢討行政效率之重要議題；這樣的趨勢不僅不會趨緩，而且可能會逐年加速。不同於其他公務員，多數的志願役軍職人員自青少年期即進入軍隊體系組織，在「生涯探索期」(Super, 1980)並未有足夠試驗機會發展多元的「職業自我概念」(occupational self-concept)，過早定位生涯、進入生涯發展的適應期，是故，對於軍隊組織以外的職場運作模式與文化相對較為陌生。這樣的特性，導致為數不少即將退役的軍官或士官在思考生涯轉換議題時，經常摻和著逐漸浮現的「中年危機」(midlife crisis)以及早年生涯發展初期本應面對的「自我認同」(ego identity)議題，深陷其中難以釐清，在轉換歷程的適應上因而面對較多困境。認同延緩(identity moratorium)、閉鎖認同(identity foreclosure)、認同混淆(identity confusion)(Marcia, 1991)，這些議題成為在海巡機關從事教育訓練實務或推動員工協助方案時常見的現象。

These phenomena reflect that we should have a different attitude and apply a new kind of thinking for career developments in contemporary working field at this brand-new century, as well as the pursuit of a successful career of life. Therefore, the perspective we choose to take, when it comes to the examinations on the career of a public official, should differentiate from the past when the essence of "stability" or the ideas of "one single path of development" and "linear mode of career development" were highly emphasized to facilitate one's career extension and its maintenance (Yang Yu-yi, 2010), so now the workers including coast-guard policeman, civil servants, customhouse officials and professional soldiers of CGA in the system of public affairs, are required to have the attitudes of positive creativities and the active habituations upon the issues of daily routine and long-term career plans.

In these years, "succinctness" is the necessary methodology for governmental organization to apply when it comes to coping with changes, "organizational change" has become the important issue for the administrations to reflect and review their efficiencies. And the pace of such trend won't even decelerate but accelerate year by year. Unlike other public officials, most voluntary professional soldiers have participated in the organization of military system since adolescence, but those soldiers wouldn't have enough chances of experiments for "occupational self-concept" during the "exploring period of one's career," (Super, 1980) and prematurely they have to modify themselves into the path of their chosen career and step into the habituated period of career developments. Thus, they're unfamiliar with those modes and cultures of the occupational movements outside the military organization. These characteristics have driven most retired commissioned officers and officers into the mixed issues of "midlife crisis" and "ego-identity" gradually which should be contemplated in their early career-developments but now those issues gradually submerge on the surface to apprehend them severely, and they're so sunken into those problems that they cannot obtain a clear way out and sort things out altogether. Therefore they're pushed into more plights in the adjustments of career-transitions. The issues like "identity moratorium," "identity foreclosure" and "identity confusion" have become the common phenomena when customhouse organization tries to educate and train their employees and promote the Employee Assistance Programs(EAPs).

生涯轉換歷程中的「變」與敘說

在從事教育訓練與心理諮詢實務工作時經常可以看到，影響生涯轉換現象發生的因素很複雜，大體上，可以區分為個人因素、家庭因素與社會環境因素等三大向度（王碧瑤，2004）；其中，「年齡」、「機會」及「個人興趣與個性」是常被提及影響個人生涯轉換的主要因素，此外，社會潮流的改變、職務升遷的可能、職務內容與工作壓力、與長官或同事間的人際關係，以及家庭成員需求與家庭經濟結構的改變亦可能是促使個人做出生涯轉換的決定（王碧瑤，2004；劉馨嬪，2008）。



在心理支持服務的提供方面，藉由外在支持的協助有助於轉換中的個體逐漸克服不確定與恐懼感，進而適應轉任後的工作環境與滿足個人需要，因此，「親友家人」或者「同儕」之支持便是影響抉擇時決定與否以及抉擇後的心理適應歷程相當關鍵的重要因素（劉佳怡，2005；劉馨嬪，2008）。再者，多嘗試各種與當前職務有關或者無關的活動，在多樣活動機會中探索自身的能力、性向、興趣、價值觀（劉馨嬪，2008），以及多了解未來職場的潛在機會以及發展趨勢，這些有助於延展生涯觸角的方法對於「成功」轉換生涯有其必要性，尤其是面臨現今多變的職場環境。

The "change" and the narrations on the experience of career-transitions

When people engage in the pragmatic works of educational trainings and psychological consults, they could observe the complexity of the causes and influences on the phenomena of career-transitions. Generally speaking, you could divide those problems into three magnitudes as individual causes, family causes and causes of social environments (Wang Bi-yao, 2004). Among these factors, "age", "chances" and "personality and interests" are frequently mentioned as the main factors to affect personal career-transitions. Besides, the changes of social trend, the possibility of job-promotions, the content of the job, the pressure from work, the relationships between colleagues and superior boss, the needs of family members and the change of economic structure within the family might be what really prompt an individual into making a determined decision on their career-transitions. (Wang Bi-yao, 2004 ; Liu Sin-bin, 2008) .

In the aspect of the services provided for psychological supports, they could rely upon the exterior supports and assistances which are really helpful on the overcoming of the senses of uncertainty and fear. Furthermore, their individual needs would be gratified when they finally adapt into the shift of working environments since the supports from "family members and friends" or "colleagues" are the major factors which truly affect their decision before they make the decision and also play a crucial part of mental adjustments after they make the decision (Liu Chia-yi, 2005 ; Liu Sin-bin, 2008) . Moreover, multiple trials of various activities which may not have anything to do with their jobs are helpful for them to understand the potential opportunities of their future working fields and the tendencies of their developments and also to explore their own abilities, orientations, interests and views of values (Liu Sin-bin, 2008) , these activities would really give them some guidance to extend the antennae of their career-methodology and they're also necessities for the "success" of career-transitions, especially when it comes to the diversities of occupational environments.

相當值得注意的是，在探討生涯轉換議題時，我們似乎可以從更為積極層面瞭解生涯轉換現象，除了與從事工作的適配度降低、厭倦既定工作程序與生活模式之外，追求專業發展、積極奮發向上，藉由新嘗試與新學習經驗實現自我認同，似乎是逐漸被提及的重要因素（例如：劉佳怡，2005），這些也反映了主觀「內在生涯」對於現代職業發展之重要性逐漸增加。或許是受到同儕楷模示範的影響，或許衍生自正向的內在對話，重新敘說「我」與「生涯」的關係（劉慧屏，2007）讓自己得以在不同的生命位置上看到自己的多面性，擴展了對自我的認識以及看到了更多的可能性，從曾經經驗的過去經驗中賦予更為豐富的生涯意義，因此，促成了生涯轉換和改變行動力之出現。

內在生涯之探究：在意義敘說中發展生涯轉換能力

根據研究指出（例如：黃中書，2007），相當大比例的軍職人員其退役後的生涯轉換機會取決於個人自行摸索，雖然政府致力於推動就業輔導工作，然而，由退輔會成功輔導就業人數僅佔五十歲以下退役軍人的百分之二十左右。或許，更為重要的是，我們必須意識到生涯轉換的發生並非在一時或是被迫做決定的單一時間點上，「生涯轉換能力」應該是被發展的；而培育與發展生涯轉換能力如同上述，關鍵在於：探索生涯意義的可能。

What is worthy of our attention is that we seem to be able to understand the phenomena for the various layers of career-transitions in a more positive manner when we discuss the issue of career-transitions, except the sense of adaptiveness one has with one's job seems to deteriorate, the boredom over the fixed routine and living mode, the positive profession attitude for career improvements and extensions through new trials, learning experiences and self-recognitions seems to be the factor which gets brought out more and more (for instance, Liu Chia-yin, 2005), and these factors also reflect that the subjective "interior career" seems to be more and more important in modern career-developments. Perhaps, under the influence of colleague role-model, one could produce the positive kind of interior dialogues to retell the relationship between "me" and "my career" (Liu Hui-ping, 2007) so one could see the multiple facets of oneself in different positions of life. That extends one's acknowledgements over oneself and one's discoveries of more possibilities within oneself, and one could also learn from past experiences and bestow more plentiful meanings over one's career, therefore, that will induce the happenings of one's career-transitions and the motion strength for changes.

The exploration on the interior career: to develop the capability on career-transitions through meaningful narrative

As the research indicates (for instance, Huang Chung-shu, 2007) that the opportunities of career-transitions among the retired military officials rely majorly upon voluntary explorations within the individuals, even though the government has made great effects to promote Vocational guidance work, the percentage on the successful career-transitions for retired soldiers under middle age is merely 25% within Veteran Affairs Commission. What counts more is that we have to be conscious of the fact that the happenings of career-transitions won't happen immediately at a time when decision is forced to be made, "the capability for career-transitions" should be developed, and to nurture and to develop the capability of career-transition, as we've discussed above, crucially depends on the possibility of exploring the meaning of career-transitions.

公職生涯發展的過早定型及相對封閉性，在專業運動選手的生涯發展歷程亦經常看見。以黎天生、李光武、黃崇儒、陳建利、陳堅錐（2007）近年所做的研究為例，他們發現幫助學生運動選手發展能力，具備足夠能力能夠成功地從運動場上轉換到工作職場是一個重要議題，因為專業運動選手在早期生涯花費大部分時間在訓練上，發展運動專業技術，由於其他技能的缺乏，因此導致其職業選擇受到很大的限制。與此種現象相當類似，軍警或者公務生涯發展歷程過於缺少相對位置以看待生涯多面性的特性，是否也在無形中讓自己與生涯之間的關係斷裂，讓生涯意義之敘說變得過於確定而單薄，以致於忽視了更多可能性的開展，個人意義的賦予因此而缺少了紮根的實在？

相對於過去在教育訓練上著重於從客觀條件的分析，「理性地」探討促成生涯轉換能力發展之途徑，此種以強調內在生涯敘說為主體的能力發展模式或許更適用於相對穩定而單一的海巡公務生涯發展形態。



在價值反省的內在對話中釐清生涯轉換方向

相對於穩定，轉換似乎帶給人某種程度的「不安全感」。在生涯轉換歷程中經驗到的經常是混沌、不確定的感受，尤其，在生涯轉換之前與轉換後初期，轉換者大多會經驗到負面的感受與情緒反應，這些情緒可能來自於脫離慣性生活的猶豫、對新工作與新生活型態的陌生，甚至對未來以及因年齡帶來的有限感所產生的深層恐懼（劉佳怡，2005；蔡依婷，2009）。

The cases of premature career-habituations and its relative closeness among public officials have also usually been seen within the journey of career-developments among the contestants of professional athletes. Taking the researches done in recent years by Li Ting-sheng, Lee Guang-wu, Huang Chong-nu, Chen Chiang-li and Chen Chiang-zhui (2007) for examples, they discover that it is an important issue to help the student athlete cultivate their own ability which will lead to the success of transiting their careers from playground to common working fields. Because most contestants of professional athletes spend their early years in trainings and the cultivation of professional skill and that tends to induce the lack of other skills, that would seriously limits the options of other occupations. This kind of phenomenon is very similar with military policemen as well as public officials, they tend to have the characteristic not to view diversities of other career in the opposite position. Maybe they would also disintegrate themselves from other careers because they are overtly assured about the narrative of the meaning of their careers without deeper contemplations, and they neglect the potentialities of other possibilities. Thus the meanings supposedly bestowed upon individuals have been absent and rootless.

Contrary to the analysis of objective conditions done in the past about the emphasis upon educational trainings, it has "rationally" explores and promotes the ways toward the ability-developments on career-transitions, and this mode of ability-developments, that enhances the narrative of interior career as the subject, may be more suitable for the stable and unitary patterns of career-development within the affairs of Coast Guard Administration.

To define the direction of career-transition through the reflections of values within interior dialogues

Contrary to stability, changes seem to give people some sense of "insecurity." The feelings of chaos and uncertainty often occur during the journey of career-transition, especially in the early stage before career-transition and the period after career-transition, those people tend to experience lots of negative feelings and emotional responses, and those emotions might come from the hesitation of leaving the habituated life-style and the un-familiarity toward new life-style and new mode of living, and sometimes they might even have deep sense of fear for the future due to the limitations brought by the age (Liu Chia-yi, 2005; Cai Yi-ting, 2009).

然而，愈來愈多的研究指出（例如：汪光慧，2004），生涯轉換涉及的是一種心理歷程，經常是一個進一步探索自己的絕佳機會，在從事心理諮詢工作實務時，我們可以看到很多面臨生涯轉換的人因而獲得整合自我感的契機，在面對選擇機會與整理自己的過程中更加深刻地認識自己，了解外在現實與紮實內在條件，學習如何以更為平衡與成熟的態度面對未來生涯。這樣的生涯轉換經驗，其本質為內在生涯的探索，亦即價值反省的不斷對話；如此，有助於將轉換的過程視為是進一步「發展」的機會，將生涯動力延續到轉換之後，讓面臨轉換的人更為珍惜已有的資源與過去經驗，用更為積極的心態發展自己，而非從被動而負面的角度解釋與面對生涯轉換經驗。

如同鄭韻玫（2001）提及的觀點，生涯轉換並非都是計劃性的，無論是計劃和非計劃性，若能藉由外在情境刺激產生主動面對生涯轉換的正向動機，經由價值反省以確認生涯轉換方向、統整及更新個人生涯，此種著重於內在心理歷程之生涯轉換經驗將有助於個人面對轉換後的未來生涯。



Somehow more and more researches point out (for instance, Wang Guang-hui, 2004) that career-transition refers to a psychological journey, which is usually a good opportunity for self-exploration. In the works of psychological consults, we could see lots of people gain a complete sense of self and good opportunities in the fact of career-transition, and they could have better and deeper sense of self-knowledge within the process of selecting options and self-organizations and also fine understandings of exterior reality and interior conditions, at last they've learned how to balance themselves with a matured attitude toward their future career. This kind of experience of career-transition is gained through endless dialogues within oneself and the reflections of one's values, and its essence is interior exploration. Thus, this would help those people to view the process of career-transition as way to "explore" opportunities, and they would cherish the resources they've possessed and the experiences they've obtained in the past, then they would develop their careers in a positive attitude instead of explaining their career-transitions in a more passive and negative manner.

As the viewpoint brought by Zheng Yu-mei (2001) that career-transitions are not always planned beforehand, whether they're planned or not, if we could produce some positive motivations through the stimulus of exterior conditions, then we would reflect our own values and re-assure the path of career-transitions and re-organize and renew our individual careers, and this experience of career-transition, which concentrates upon the interior psychological journey, would be very helpful for individuals to face off their future careers after the transitions are made.



結語

生涯轉換是否「成功」，有時很難定義，有其相對主觀性。不過，從後現代的生涯觀點來看，若能在經歷生涯轉換之後，對於所做選擇造成的個人生活方式與對日後職業發展的影響有著相當清楚的理解，而這些新的可能性對於自己是有意義的、是自己看得到的，如此的生涯轉換經驗將有助於未來的生涯發展。

「應變」涉及的是在面對變化與不確定狀態時所開展的內在對話心理歷程。若能不斷在教育訓練與諮商輔導實務工作中鼓勵形成檢視生涯經驗的內在對話，將有助於海巡公務人員重新賦予工作新的意義，這樣的對話歷程將與生涯轉換能力之發展有著密切關係。

（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）

Conclusion

Sometimes it's hard to define whether the career-transition is a success or not, and quite often it becomes relatively subjective. But to view one's career in a postmodern perspective, if we could come to the realization of the sequences caused by one's choice on personal lifestyle and career-developments afterwards, those new possibilities might be meaningful and only to be perceived by oneself, this kind of experience for career-transition would be very beneficial for future career-developments.

"Changes" have involved the psychological journey of interior dialogues when it comes to facing changes and the conditions of un-certainty. If we could encouraged people to examine their career-experiences and their interior dialogues endlessly through educational trainings and the pragmatic works of consultations and counseling, that will help the public officials within Coast Guard Administration to bestow new meanings upon their works, and this kind of dialogues do have close relation to the ability-developments of career-transitions.

(The author is the director of Psychological Assessment & Survey Center, Department of Counseling, National Chiayi University)