

職業生涯規劃有利僱主與僱員

Career planning good for employers and employees

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人要生存並不斷成長，就要懂得規劃和管理人生。同樣道理，僱員也要懂得規劃和管理職業生涯，才能達到工作和事業的目標。職業生涯規劃，對僱員和對公司都至關重要。從公司的角度來說，鼓勵和協助僱員規劃職業生涯，有利增強僱員對公司的忠誠度，並能有效運用公司的培訓資源。從僱員的角度來說，職業生涯規劃可以使僱員認識自己的興趣、優勢和不足之處，從而確定事業上的發展目標，並制定行動計劃，以實現目標。

規劃職業生涯猶如規劃人生，過程重於一切，無論最終結果如何，僱員都會從過程中得益。公司在協助僱員規劃職業生涯時，關鍵在於啟發他們的工作潛能，使他們重視工作的內在價值和義務。假如只強調成效，甚至為了達致某些目標而迫使僱員做一些他們不感興趣的事，那便會扭曲了培訓僱員，以幫助他們規劃和發展職業的原意。

多變的職業生涯

旅遊從業員的工作屬於多變的職業生涯。多變的職業生涯是一個新概念，指由於個人的興趣、能力、價值觀、工作環境的變化而經常發生轉變的職業生涯。傳統的職業生涯由僱主安排員工的職業發展，但多變的職業生涯則要由僱員自己負上規劃職業生涯的主要責任。以旅遊業來說，要入行就得先接受一些基本的專業訓練，掌握相關的知識和技能，例如考取議會的領隊證、導遊證之類，這就等於僱員自己對職業生涯管理負起基本的責任。

另一方面，旅行社在聘請持有領隊證、導遊證的領隊、導遊後，可以為他們提供在職培訓，鼓勵他們不斷提高自己的專業水平，並且給予出色的員工晉升的機會，甚至最終把他們晉升為管理階層，以期協助僱員規劃和發展自己

To survive and grow, people need to plan and manage their lives. Similarly, employees need to plan and manage their careers in order to achieve their career goals. Career planning is thus most important to employees and their companies alike. For a company, to encourage and help its employees to plan their careers can enhance their loyalties to the company and make better use of its resources for training. And for employees, career planning can help them to understand their own interests, strengths and shortcomings, and to identify their goals and formulate action plans so that such goals can be attained.

Career planning and life planning bear much similarity: the process itself is above everything else. Employees will benefit from the process of planning their careers irrespective of its results. When a company tries to assist its employees in career planning, it should focus on tapping their potential so that they treasure the internal value and duties of their work. If undue emphasis is placed on the results, or attempts are made to force them to achieve some goals which fail to engage them, the very purpose of helping them to plan and develop their careers through training will be distorted.

Protean careers

The career of employees of our industry may be called a protean one. The protean career is a new concept, which refers to a constantly changing career as a result of changes in personal interests, capabilities, values and working environments. Traditional careers require employers to determine the career development of their staff, whereas protean careers mean the employees themselves are mainly responsible for their own careers. As far as our industry is concerned, people who want to join it have to first receive some basic training and master relevant knowledge and skills such as obtaining the Tour Escort Pass or the Tourist Guide Pass issued by the TIC, which means they have to take in their hands some basic responsibilities of career management.

On the other hand, travel agents, after employing qualified tour escorts and tourist guides, may try to assist them in

的職業生涯。如此一來，他們便樂意參加各種技能培訓和專業訓練，他們也因此能順利發展旅遊事業。否則，僱員倘若感到所從事的職業沒有前途，恐怕會離職而另謀其他發展。

瞭解僱員

公司要幫助僱員管理好職業生涯，必須瞭解他們的職業應變力、職業洞察力和職業認同感。職業應變力指僱員處理問題的能力；職業應變力強的僱員，能夠對工作中的阻礙迅速反應，並能夠應付意外事件。職業洞察力指僱員對自己的興趣、優勢和不足之處的認識程度，以及把這種認識與職業目標聯繫起來的能力。至於職業認同感，則指僱員對工作的認同程度，例如旅遊從業員對旅遊業的投入感等。總而言之，公司瞭解僱員上述三方面的情況，就能憑藉培訓，使僱員不斷學習，更新技能，認真的管理職業生涯，增強對公司的責任心，從而為公司作出貢獻。

僱員在不同年齡和職業生涯的不同階段，對職業的需求都會不同。因此，管理層必須瞭解僱員職業生涯的發展進程，以及僱員在每個發展階段的需求和興趣，才能有效幫助僱員展開對事業的管理。由此可見，公司和行業所提供的持續培訓、在職體驗、人際互動，對幫助員工的事業管理和個人發展起着十分重要的作用。如果這個過程能給僱員帶來職業上的成功感，箇中意義遠比只為晉升而給予培訓來得重要和深遠。TC

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planning and developing their careers by providing on-the-job training, encouraging them to consistently upgrade their professional skills and rewarding outstanding employees with promotions to, ultimately, management positions. With these steps, the employees will be more than willing to join various programmes aimed at honing their skills and enhancing their professional knowledge, thus allowing them to advance steadily in the industry. Otherwise, they may lack confidence in their job prospects, and leave the company for other opportunities.

Understanding employees

To help its employees to better manage their careers, a company needs to clearly understand their career adaptability, career insight and career identification. Career adaptability means the ability of employees to handle problems; highly adaptable employees can respond quickly to hindrances to their work and deal with unexpected situations. Career insight means the extent to which employees understand their interests, strengths and shortcomings, and the ability to relate that understanding to their career goals. Career identification refers to the extent to which employees identify with their careers, which, for example, includes the dedication of traders to our industry. In short, if a company understands its employees in terms of the three aspects mentioned above, they can be motivated through proper training to learn constantly, upgrade their skills, seriously manage their careers, foster their sense of responsibility towards the company, thus making contributions to it.

At different ages and different stages of their careers, employees will have different career needs. As such, the management ought to fully understand the career progress of members of staff, and their needs and interests in different development stages in order to help them manage their careers. Ongoing training, work experience and personal interaction provided by the company and the industry are therefore vitally important to career management and personal development on the part of employees. If, in the process of career management and personal development, the employees can gain a sense of success in their careers, that will be much more meaningful and significant than offering training for the sheer sake of grooming them for higher positions. TC

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