

# 外語導覽員培訓計畫與 「讓歷史復活」老臺北散步導覽

International Docent Training Program and “Blast to the Past” Walking Tour of Old Taipei

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如果您最近周末來參觀國立臺灣博物館（以下稱臺博館），可能會看到一些年輕人帶著一群國際旅客逛博物館周邊（圖1）。這些年輕人不是私人旅行社的導遊，而是臺博館的外語導覽員（圖2）！他們各來自不同學校與國籍，透過臺博館今年發起的「學生外語導覽員」培訓計畫招募成為導覽志工，除了提供每周日下午定時英語導覽、不定時多語導覽，也共同籌辦每月一次的英語散步導覽。

這個新計畫與本館自2014年即啟動的「新住民大使計畫」均能窺見博物館嘗試提供多語言真人服務的野心。事實上國內許多博物館早已開始提供多語言的印刷品與導覽機，然而真人多語言服務並不普遍，因為招募及培訓一位專業導覽員需要花費的時間、精力與館內資源甚鉅，更不消說要培養外語的導覽員。

有趣的是，一開始臺博館新住民大使計畫是為了實踐文化平權而廣招東南亞籍移民加入博物館導覽志工行列，意外招募到來自歐洲的居臺人士；同時，本館與學校間交流頻繁，原已有許多年輕學子參與博物館活動，這幾年臺博館更與國立臺灣大學共同教育中心的蔡君彝助理教授合作國際通識課程「從博物館展示臺灣」，意外發現許多學生對於臺博館與導覽



圖1 參與本館英語導覽的國際旅客。  
International tourists in the English tour of the Museum.

工作具有濃厚興趣。在臺博館既有的導覽資源、志工管理制度以及這幾年英語文本持續累積等基礎上，終於在今年初向臺北市各大專院校與高級中學招募學生加入外語導覽行列。

我們先以小規模嘗試計畫可行性，招收15名學生，其中7位來自臺灣，另外8位來自世界各地，包含韓國、日本、馬來西亞、印尼、美國、澳洲與西班牙。申請本計畫僅需提供英語能力證明、個人基本資料及參與動機。學員們的參與動機不外乎是希望能了解臺灣歷史與文化，並於未來向親友與旅客分享所學；本館的古典建築也是一大賣點，其中來自澳洲的王菲(Phoebe le Brocque)說：「博物館壯觀且優雅的建築著實令人震撼，深深吸引我加入它並認識它。」

我們首先以館內最基本的常設導覽「本館建築歷史」為主題設計札實的培訓課程，學員不僅要熟知臺博館的背景、觀摩資深說明員示範導覽、背誦口稿，還需要掌握導覽與博物館服務的軟技巧，即使通過基本的導覽驗收（圖3），學期中仍要持續參加增能課程。為了讓學員不斷反思，我們邀請來自學界博物館領域（圖4）、外語導覽觀光業，以及研究LGBT口述歷史的NGO專家擔任講師（圖5），並且鼓勵學員持續討論文資保存與臺灣當代議題。

If you come to National Taiwan Museum on the weekends recently, you may find some young people taking a group of international tourists around (Fig.1). These



圖2 本館的學生外語導覽員。  
The international docent of the Museum.

youngsters are not tour guides from private travelling agencies but the international docents of the Museum (Fig.2)! Coming from different schools and nationality, they were recruited into the Museum's International Docent Training Program as volunteers early this year. They not only offer Sunday regular English tours and weekend multilingual tours, but also English walking tours once a month.

The new program, as well as the New Immigrant Ambassador Plan initiated in 2014, shows the Museum's ambition to provide face-to-face multilingual services. While printings or audio tour machines in multiple languages have already prevailed in many museums of Taiwan, real person multilingual docents are not so common because it takes considerable time, efforts and resources to recruit and train a professional guide, let alone one speaking foreign languages.

Nonetheless, what's interesting is that the New Immigrant Ambassador Plan as the purpose of cultural equity aimed at recruiting Southeast Asian docents but surprisingly attracted one European volunteer to join. At the same time, the Museum has already built close relationships with the schools in Taipei, connecting young students with various programs. In recent years,

we have been in collaboration with Dr. Joyce Tsai from National Taiwan University for the international course “Taiwan through the Lens of Its Museums”. Much to our sur-

prise, many students are interested in the Museum and the docent program. Based on the existing resources of guided tours, the management system for volunteers and the accumulated English text on Museum's information, we were finally able to initiate the International Docent Training Program for the university and high schools students in Taipei.

We started the program from a small scale of 15 people, with 7 from Taiwan and 8 from other parts of the world, including Korea, Japan, Malaysia, Indonesia, USA, Australia and Spain. The application entailed the certification of English proficiency, basic personal information and questions concerning the motivation. Most participants share the same motivation- to learn more about Taiwan's history and culture, and to be able to share this knowledge with their acquaintances and tourists in the future. The classical building of the Museum also served as an attraction as one of the members, Phoebe from Australia, said that the grandeur and elegance of the Museum building were very inviting to young people and provoking her eagerness to learn.

The very solid program was designed with the most basic themed tour “NTM Architecture and History”

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圖3 來自日本的大谷涉通過導覽驗收。  
Ohtani Wataru passed the evaluation of the trial tour.



圖4 文化資產專家凌宗魁示範古蹟散步導覽。  
Cultural heritage expert, Mr. Ling Tzung-kuei, demonstrated historic walking tour.



圖5 LGBT口述歷史的專家分享二二八公園的故事。  
Expert in LGBT spoken history shared with us the stories of the 228 Peace Memorial Park.

待大部分學員成為「本館建築歷史」主題的外語導覽員並已開始熟悉實務後，我們進而邀請部份對於博物館志工服務有熱忱，且期望在歷史文化領域上自我精進的成員，加入英語散步導覽的籌備團隊。歷經三個月的籌備後，於今年6月推出「讓歷史復活」老臺北散步導覽(圖6)，開放大眾報名。

目前我們獲得許多正面迴響，週末定時導覽滿意度達92.7%(61份問卷)，散步導覽滿意度達93.7%(26份問卷)。我們的觀眾大多來自亞洲與北美的地區，有趣的是，參加兩種類型導覽的觀眾群性質相當不同。根據我們的調查，定時導覽的觀眾有九成第一次參觀臺博館、三分之二是首次來到臺灣的外

籍人士；相反的，九成以上的散步導覽觀眾是臺灣人或長期居臺的外籍人士(圖7)。進一步比較兩種觀眾的基本資料，則可見定時導覽觀眾的平均年齡年輕許多，且超過四成落在19到25歲的年齡群，大多是學生(圖8)。另一方面，散步導覽觀眾的不同年齡層分布較為均勻。

每週的定時導覽可以接觸在臺北車站地區的外國散客，提供本館基本介紹的同時，也達到宣傳博物館的效果；而每月一次的散步導覽則是可以讓博物館接觸在地文史喜好的族群、已對臺灣有基本認識的外籍人士以及尋求深度旅遊的遊客(圖9)。事實上，超過三分之一的散步導覽觀眾是臺灣人，但在導覽後，觀眾都相當驚訝二二八公園蘊藏著這麼多從沒聽過的精采歷史。不論其國籍或年齡，觀眾給予的評論相當類似而真切，不外乎是在認識這些文化故事後，他們感到自己與這塊土地更親近了。

我們的外語導覽員也感同身受。這些學生在參加博物館的導覽培訓計畫前，早已具備相當優秀的語言能力以及演講經驗，參訓後也逐漸掌握旅客服務技巧。但最大的挑戰在於他們要重新學習臺灣歷史(即便是臺灣籍學生都有許多新知識需要學習)，並且消化整理成一個適合外國旅客的導覽口稿。這樣的

努力是有回報的，不僅是獲得完成導覽的成就感，最有意義的是，國際生可以幫助自己國家的旅客認識臺灣(圖10)，臺灣學生則可以向外人介紹自己國家的歷史文化，這都是相當令



圖6 散步導覽宣傳海報。  
Walking Tour Poster.



圖7 定時導覽(左)與散步導覽(右)的旅客來臺旅遊情形。  
The travelling background of regular tour participants (left) and walking tour participants (right).

all participants had to learn the history of the Museum, listen to the senior docent's demonstration, memorize the script and grasp the soft skills in reception and services. Even after they performed well in the trial tours and got qualified as a docent (Fig.3), they would still have to attend the implementation courses. In order to stimulate their critical thinking, we have invited experts from the museum academia (Fig.4), the private sector of walking tour events and NGO working on LGBT oral histories to be our lecturers (Fig.5). And we never stop encouraging them to discuss the current issues concerning heritage preservation and Taiwanese society.

When most members were qualified as the themed docents and started to pick up the task, we further invited those who were particularly enthusiastic in the work and desired to excel in historic cultural realm to the walking tour working group. After three months of preparation, we finally came up with the English walking tour "Blast to the Past" (Fig.6) for the public in late June this year.

So far, we have received pretty positive feedback with an average satisfactory score of 92.7% on regular tours and 93.7% on the walking tours. Most of our participants come from Asia and North America. It is inter-

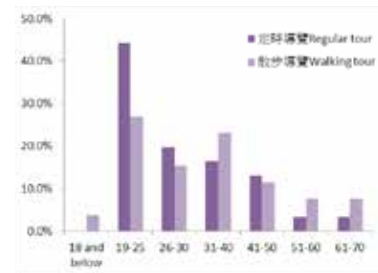


圖8 參加導覽觀眾的年齡分布。  
Age distribution of the participants.

esting that visitors from the two types of tours exhibit strikingly different features. According to our questionnaire survey on the participants of both regular tour (n=61) and walking tour (n=26), most regular tour participants were first time in Taiwan (67.2%) and the Museum (90.2%) while about 92.3% of the walking tour participants have been in Taiwan before or are expats or Taiwanese citizens (Fig.7). When comparing the demographic background of the two populations, regular tour participants are averagely younger and with over 40% of them aging between 19 to 25 years old (Fig.8), mostly students. On the other hand, the walking tour visitors are more equally distributed among all age groups.

In sum, with the weekend regular multilingual tours we are able to get in touch with foreign independent



圖9 澳洲導覽員王菲介紹黃虎旗歷史。  
Australian docent Phoebe introduced the history of the Yellow Tiger Flag.





圖10 韓國導覽員林智仁介紹騰雲號火車頭。  
Korean docent Janet introduced the train engine of Teng-yun Express.



圖11 西班牙導覽員梵雅戈介紹本館建築。  
Spanish docent Iago introduced the facade of the Museum building.

人自豪的。對這些學員而言，博物館成了生活中很重要的一部份，改變了他們的臺灣經驗。來自西班牙的梵雅戈（圖11）說：「雖然以前常經過館前路，但都不覺

他有什麼特別，現在走在館前路上我感覺我比別人多知道了一些秘密。」

事實上，本計畫真正的主角是這些外語導覽員。身為計畫發起與承辦人，最大收穫是看著這些學生成長。一開始他們相當不適應導覽過程中各種突發狀況，因為導覽與演說之間的差異，在於前者偏重服務；後者偏重表演，導覽過程中需要不斷觀察觀眾的狀態，相當需要經驗；後來他們都能流暢的完成導覽，包含熱情的招攬觀眾以及根據觀眾程度調整解說內容（圖12）。更令人激賞的是，這些學生為了籌備「讓歷史復活」散步導覽，非常努力精進自己對臺灣歷

tourists around the Main Station area, helping them learn about the Museum as well as spreading our name; with the monthly walking tour events we are able to befriend local enthusiasts, expats and tourists in search of in depth tourism (Fig.9). In fact, over one-third of the walking tour visitors are Taiwanese, but from their

史文化的認識，除了積極參與期中回訓課程，還自發參加許多散步導覽活動，也志願參與今年全國文化會議的新住民文化論壇與其他文化活動，並主動檢討活動設計、宣傳與歷史內容的規劃。

學員們從一開始單純受美麗建築吸引的導覽員，進而成為真心愛著這座島嶼的文化資產推廣份子，在任何不起眼的角落都能以嶄新的眼光挖掘城市的價值，將自己與土地連結。在幫助國際與在地旅客認識臺灣的同時，他們其實也是在認識自己（圖13）。

歡迎上「臺博多語言導覽臉書粉絲團」了解更多服務資訊：  
<http://www.facebook.com/NTMtour>

comments they were surprised by the amount of history (which they barely heard of) hidden in the 228 Peace Park. The participants, despite their nationality or age, left very common yet heartwarming messages saying that they felt more close to Taiwan after learning the cultural historical details.



圖12 馬來西亞導覽員詹憶琳介紹日治時期的城市規劃。  
Malaysian docent Eileen introduced the urban planning during the Japanese Colonial Period.



The feeling is mutual for our international docents. Before entering the training program, these talented students have already excelled at several languages, and were equipped with public speaking experiences. They have also managed to overcome the challenges in customer services in the process. But the most difficult part for them is to learn Taiwan history from scratch (even for Taiwanese students there were a lot of new things to catch out with) and to prepare a script friendly enough for foreign visitors. The efforts are rewarding in terms of not only the sense of achievement when completing a guided tour but also the meaningfulness when the international students can help compatriots understand Taiwan (Fig.10) and when the Taiwanese students can introduce their history to foreigners. For these students, the Museum has become a very important part of their lives and changed their Taiwan experience. Iago from Spain (Fig.11) said, "... Something I think of now is the many times that I walked on Guanqian Road but didn't think it was anything special and now when I walk on it I feel like I know secret."

In fact, the major target of this program is the student docents themselves. As the project manager, my biggest reward is to watch them grow. At first, they were not acquainted with all kinds of situations happening during the tour. After all, a guided tour is very different from a prepared speech, for the for-

mer emphasizes on the service and the latter on performance. A docent always has to observe the audience and adjust accordingly which requires much experience. But after a period of time, they could complete the tour with excellent coherence and fluency, including soliciting the customers and adjust the tour content according to the audience's background (Fig.12). Much to our amazement, these students worked really hard on enhancing their cultural historical knowledge about Taiwan in order to prepare for the "Blast to the Past" walking tour. In addition to the mid-term implementation lectures held by the Museum, they also registered in other walking tour groups spontaneously, and volunteered in the New Immigrant Cultural Forum of the 2017 National Cultural Congress and other cultural events, and opened up numerous discussions to improve the quality of the tour and the propaganda.

These students in the beginning were simply docents fascinated by the beautiful museum architectures; now they are cultural heritage promoters who truly love this island. They are now able to discover the value of the city in any seemingly insignificant corners with their

advanced point-of-view, finding the connection with the land. When they are helping the international visitors learn about Taiwan, they are actually learning about themselves as well (Fig.13).



圖13 臺灣導覽員帶領散步導覽的情形。  
Taiwanese docents leading the walking tour event.