

# KEEP *in touch*

Interview with Mr Hermes Chan  
Director of General Grades

Family-Friendly Employers  
Award Scheme

兼收並蓄 動靜兼備



# Interview with Mr Hermes

## CONTENT

2

Interview with Mr Hermes Chan  
Director of General Grades

8

Family-Friendly Employers  
Award Scheme —  
Private Blog of  
Miss Katherine BUT

10

行家小檔案 —  
EO界的綠茵判官

12

兼收並蓄 動靜兼備  
新紮EO上學去

16

日本電影巨匠 黑澤明

18

傷健共融 發揮所長

Informal Meeting with  
HKSAR Government  
Executive Grade Association  
(GEGA)



Throughout this decade, *Keep in Touch* has featured interviews with several Directors of General Grades (DGG). With their concerted efforts, the Executive Officer (EO) Grade has grown to incorporate an even stronger and more diverse team of professionals.

In this issue, *Keep in Touch* talks to the General Grades' new leader, Mr Hermes Chan, who assumed the post of DGG in October 2018. Hermes shares his initial insights and blueprint for the future development of the EO Grade.

The General Grades' new leader sat in his office overlooking Tamar Park. As he handed us chocolate candies, Hermes said, "These are not in exchange for easier questions, but a token of my appreciation for taking the time to interview me. As an editorial board member of *Keep in Touch* myself — a position I held for many years — I interviewed two DGGs when they took up their posts. So I have mixed feelings that the tables have turned and now it's me being interviewed as DGG."

# Chan, Director of General Grades

## The drive

Hermes explained, “One must have a fiery passion to apply for the post of DGG. It really is a great challenge to lead a 30 000-strong team of executive, clerical and secretarial grade members.” Hermes continued, “I had been at EO Grade for more than 30 years, so when I saw an opening for the DGG post, I decided to do something more for the Grade. Representing more than 15% of the Civil Service workforce, members of the General Grades serve in a broad range of positions throughout the various Bureaux and Departments (B/Ds), providing indispensable support to all government offices. Implementing human resource policies and practices which are conducive to improving the performance of grade members, no matter how small the improvements may be, will enhance significantly the overall delivery of service to the public.”

Hermes was initially a little hesitant about applying for the DGG position. As a Christian, he goes to church regularly, and a sermon during a service helped convince him to make up his mind. Hermes said, “It seemed to be a clear message that I should try out for the post. It was an enlightening feeling!” While making the decision to apply for the position can be spontaneous, getting through the application process, including the interview, would require careful thought and planning. Hermes shared, “Whatever the outcome, I was happy to have the interview because it would provide me with a platform to convey my opinions on the management of the Grades and other human resources issues to the Civil Service policymakers. I was glad that I did and appreciated very much the frank exchange that took place. Following the interview, the rest, as they say, is history.”

Since its establishment, Hermes is the fifth EO taking up the DGG post. On whether he views himself as a pioneer in making the leap from Principal Executive Officer to DGG, Hermes modestly pointed out that he was not the first one to do so.





## Cultivating a vibrant grade

Hermes picked up on the issue of the growing number of young EOs in the Civil Service — sharing a multitude of headcount demographics from late 2006 to October 2018. He noted, “We have added over 1 300 posts in the past 12 years. EOs under the age of 40 account for nearly 60% of the Grade and with the establishment of EOsl and II, these now occupy 65% of the Grade.”

***“The EO grade is young!  
We need to do something  
to keep it vibrant.”***

On meeting the latest cohort of new recruits for the first time as DGG, Hermes was impressed by their talent and enthusiasm. He pointed out, “They are very energetic, trendy and good at using modern technology.” He added, “These new recruits fought hard to be appointed among tens of thousands of competitors. We have to ensure they settle within the Grade and make long-term contributions. Meanwhile, we have to better engage with

them to explore new dimensions based on their perspectives and make use of their talent and knowledge, particularly in innovative ways of thinking and information technology applications.”



*Hermes sharing with newly joined EOs*

Hermes explained, “Therefore, I plan on further enhancing the mentor scheme, which is an effective and useful way for these young EOs to seek advice at almost any time on matters related to personal development in the Grade.” He added, “I also plan to increase the training exposure of our young EOs. The current EO Grade already has a well-structured training programme with specific courses for each rank. In the private sector, the concept of Continuous Professional Development (CPD) is widely adopted across professions —



*Gathering for Mentors and Mentees*





*Hermes joining the members and friends of GEGA at a leisure walk in the Peak*

with organisations making significant investments to ensure participants receive sufficient updated training on a regular basis. In the spirit of CPD, offering learning opportunities — especially for colleagues at junior and mid-levels — would help them grow and excel. These learning opportunities are also an effective tool to help them move up the career ladder.”

Hermes noted, “In daily operations, I would encourage our EO colleagues to allow more opportunities, as far as

they can, for younger EOs to sit in on meetings or to have direct discussions with senior officers and to participate in major events as voluntary helpers. This kind of exposure, albeit infrequent, fosters a greater sense of involvement for the younger EOs that helps to stimulate their initiative and their sense of ownership.”

Hermes continued, “I am also expecting more posts outside Hong Kong for our grade members. These posts — if permanent, plentiful and offered at different levels — provide stable posting and training opportunities for EOs. Such postings enrich their work exposure, life experience and more importantly national and international perspectives — adding a new dimension to the development of our Grade.”

## Speeding up postings

At this juncture, Hermes suggested we continue the discussion while strolling in Tamar Park. Bathed in the refreshing breeze, we talked about postings and promotions — at the core of grade matters.

We put the question to Hermes, “Why the relatively slow postings?” He replied, “There are many contributing factors, with one being the time gap in the arrival of new recruits at the basic rank and the filling of posts at the promotion ranks. The other factor is the increase in workload and its complexity. Many departments tend to lean on experienced EOs to tackle the increasing workload. While two-thirds of new EOII recruits have already reported for duty since May 2018, consequential career postings at EOII and acting appointments in promotion ranks did not proceed as smoothly and efficiently as expected. Some vacancies remain, particularly in promotion ranks, that are yet to be filled through postings and acting appointments.”







Hermes emphasised, “Career postings are very important for the healthy development of the Grade. These postings mean exposure to new knowledge, processes, environment and relationships — I cannot adequately stress just how important each of these elements is. An EO with limited postings tends to be exposed to fewer new subjects and less encounters with different types of work contexts. When a relatively younger EO is rotated around more diversified postings, they tend to be more prepared for new challenges. Versatility and adaptability have to be built up by wider exposure and experience.”

Hermes opined, “To speed up posting arrangements, we have just appealed to all departmental secretaries to impress upon supervisors, for the benefit of better career development for our colleagues, that the General Grades Office (GGO) will not place any preferences on qualifications and experience in the posting arrangements particularly for the EOsl. Further, they will not allow an unreasonable delay for the transfer out of officers concerned and would not take into account any specific requirements for replacements, save in very exceptional circumstances.”

He added, “Grade management has the prerogative to effect a posting for an EO colleague as deemed appropriate and, at the same time, the line management has the responsibility to see that the colleague can develop and contribute in a meaningful way in the B/D by facilitating a posting. To facilitate the timely release of EOs, we plan to, in early 2019, provide departmental secretaries with a list of non-directorate EOs who are due for posting. This information would enable B/Ds and respective supervisors to have a comprehensive picture of EO postings in the pipeline and prepare for movements of staff under their purview.”



---

***“I would endeavor to see to it that each EO will have at least one change in posting in the coming three to five years.”***

---

Hermes commented, “I understand that the insufficient workforce numbers and creation of many time-limited posts in recent years are also factors for the relatively slow posting. To address these issues, GGO will adopt a more aggressive approach in recruiting new talent. The GGO has recruited a record number of EOsl in the past few years. We shall continue to intake a sizeable number of EOsl in the 2019 exercise. From the last quarter of 2019, B/Ds should be able to feel much better supported.”



## Enhanced grade participation in promotion boards

Hermes shared, “At present, promotions to SEO and EOI are dealt with by one board. With the sheer number of candidates to be assessed in the two ranks, it would be helpful to relieve the burden of board members by splitting the board into two — with one for each respective rank. With two separate boards, one for SEO and one for EOI, more grade members can be involved in promotion board matters. The number of promotion board members would also be enhanced as appropriate. I believe these arrangements will significantly enhance grade members’ participation and facilitate effective deliberation in promotion boards.”

## Do what needs to be done first

At the time of the interview, Hermes had been in his post for only a short period. He said more time would be needed to listen to and communicate with members before concluding on the future development of the General Grades. So far, he has focused on issues requiring immediate attention and action. He said, “Instead of waiting for a package of actions after long planning, I will first do what needs to be done. All these actions, no matter big or small, would have a combined effect of helping the Grade move forward.”

## The driver

We moved on to ask the new DGG about his personal interests. Hermes noted, “I like driving. I drove a lot in the past — I drove wherever I could for my travels. It is a very relaxing way of sightseeing and travelling. Driving allows me to enjoy not only the beautiful scenery along the way but also the sense of achievement in moving forward together with my passengers towards the same destination. Joy can be found not just in finishing an activity but also along the journey of doing it. Work is likewise.”

He further shared, “I used to enjoy photography and hiking a lot, but recently I haven’t had much time for such activities. I sometimes, however, cook to amuse my family.”

Hermes concluded with a soundbite of advice for Grade members, “**Believe in the rewards of your job!**”

And with Hermes at the wheel, we are in no doubt as to the positive destination of where the Grade will end up, and we look forward to the journey getting there.

*Josephine Cheung  
Lam Fai*

*KIT Editorial Board members*





# Family-Friendly Employers Award Scheme – Private Blog of



## Miss Katherine BUT



**21 Apr 2017** Today, my CEO asked me to pass her the files on the organisation of the Family-Friendly Employers Award Scheme. The Council Chairman has requested increasing the number of applications for the next exercise! Last exercise, we had a one-week marathon of adjudication interviews for around 2 700 applications. How can we ever hit 3 000 or more?

**28 Apr 2017** The CEO gathered us for a brainstorming session today. Honestly, I don't like brainstorming sessions. It is merely an occasion to make us forget about rules and regulations!

**8 May 2017** Seniors endorsed the recommendation to introduce a Grand Award, and a new award for Outstanding Practices. Both of the awards would have quotas in order to keep the number of finalists for interviews manageable.



**18 May 2017** The Council endorsed the framework today! Thank God! The discussion was smooth and the meeting ended on schedule without affecting my cooking class after work. Some home-made cookies are timely for CEO and me to cheer us up before the start of the challenging tasks: to draw up an agreement for inviting government B/Ds to join the new "Outstanding Practices" award, and arrange quotation exercises for appointing the organising and marketing agents.

**25 Jun 2017** The magical power of the fresh cookies clearly faded, as CEO started chasing me for the Award Scheme publicity plan today. During a discussion with colleagues on the choices of celebrities for our new API this afternoon, I found myself knowing none of the pop singers they suggested.

**14 Aug 2017** The CEO came to my workstation today with an "exciting" idea: A chartered event in a local theme park and distribute tickets to the winners! Ummmm...

**18 Aug 2017** As instructed by the CEO, I have conducted a pre-tender market research by calling the local theme parks. The idea is not impossible, but the estimated cost exceeds HK\$1.4 million. A departmental tender exercise is required.



**25 Aug 2017** Before I realised, CEO has obtained the support from seniors, who further suggested that we hold the entire award presentation ceremony in the theme park! So... are the cartoon characters presenting the awards to the winning companies?

**3 Oct 2017** CEO asked me to prepare a PowerPoint deck on the Award Scheme for her. She is going to pitch the new "Outstanding Practices" Award to Departmental Secretaries at the upcoming DS Seminar.

**7 Nov 2017** The CEO briefed the Council on the theme park idea today and received unanimous support. She instructed me to start preparing the tender document and draft submission to seek funding approval from the Controlling Officer. And this would be the very first time for the Government to hold a chartered event in a local theme park!

**31 Jan 2018** The CEO was finally satisfied with my drafts. An invitation for tender was issued today and a tender briefing would be conducted next week.

**23 Feb 2018** Surprise! Only one offer conformed with the tender specifications and essential requirements but it exceeded our funding limit. I immediately reported the case to the CEO this afternoon and she pulled a long face.





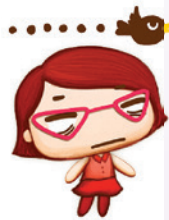


**26 Feb 2018** The CEO asked me to get the relevant SPRs to her and to work out an event timeframe to identify the day of the final call for venue confirmation.

**5 Mar 2018** The CEO sought the Controlling Officer's approval to appoint a negotiation team for tender negotiation under relevant regulation. She needs to be familiar with the procedures for conducting negotiation.

**15 May 2018** After almost two months of painful negotiations and meetings, we have successfully reached a good deal and received the approval of the Departmental Tender Committee today. The venue for the Award Presentation Ceremony is now fixed. More importantly, we received over 3 500 applications, including a few from government B/Ds, by the closing date.

**2 Aug 2018** I have almost gone mad over the past two months. I have been fully occupied with meetings with the Organising Committee, conducting adjudicating interviews, preparing for the event management quotation exercise, inviting the officiating guests, sourcing souvenirs for distribution to event participants...to name a few. Another difficult task is to work out a 'seen to be fair' plan for distribution of theme park tickets. How does ten options sound to you?



**4 Oct 2018** After an exceedingly picky technical assessment, the event organiser was finally appointed. The CEO asked me to arrange a tripartite site visit as soon as possible. I hope my days ahead would become happier after the appointment of event organiser.

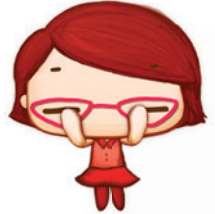
**26 Oct 2018** I was being naïve. The appointment of the event organiser means I became a mediator between the theme park management and the event organiser in sorting out many operational details. Back-and-forth discussion on displaying banners in the park, early opening of the theatre for rehearsal, and distributing souvenirs, etc. are conducted before reaching an agreement.



Though busy, I am beginning to enjoy being a part of this big project!

**15 Nov 2018** The CEO has chased me for the webpage design. To achieve a paperless ceremony, we will put the rundown online for participants to read by simply scanning a QR code.

**30 Nov 2018** The ceremony is only a week away. The event folder was passed to the officiating guest today and it seems everything is on track. Now I have to prepare a briefing for 20 volunteers (as ushers for VIP guests) next week.



**9 Dec 2018** The event was so successful! Thanks to our Facebook post to remind participants to be aware of the cold weather and bring umbrella with them, participants were fully prepared for the weather. The participants were very excited to see the cartoon characters during the ceremony. Our paperless rundown as well as the lucky draw prizes (which were fast passes for selected rides) were highly praised by participants for being environmentally friendly and thoughtful. Even though I was exhausted when I left the park at 11 pm, I treasured the opportunity to be a part of this event. I believe it will be the highlight of my EO career.



**Miss Katherine BUT** is a virtual Executive Officer. Her blog resembles the experiences and feelings of Executive Officers and Executive Assistants responsible for organising the Family-Friendly Employers Award Scheme in the Family Council Secretariat under the Home Affairs Bureau. It was a journey from an unprecedented starting point taking her eventually to a destination of fulfillment.

*Iris Ma*





## EO界的

# 綠茵判官

足球是世界上最受歡迎的運動之一，本職系有兩位行政主任同事——Calvin和Johnny，加入了足球裁判員的行列。今期我們請來這兩位「球證先生」，分享他們擔任綠茵判官的點滴。



Johnny(左)和Calvin(右)

(兩屆香港足球先生兼前香港足球代表隊隊長)親授球技。其後的十多年裏，他維持每周數節操練和比賽，風雨不改。然而，他完成學業後，毅然選擇穩定的仕途，止住了追夢的步伐。本以為從此遠離賽場，但在Calvin的鼓勵和好奇心的驅使下，他在2015年報讀了足總的裁判班。自此，足球運動便以另一種形式再次走進他的生命。

### 入行之匙



現職荃灣區環境衛生辦事處秘書1的Calvin(陳毅成)和司法機構司法行政主任(工程)1的Johnny(鄭梓灃)都是足球愛好者。他們與足球裁判結緣，原來與任職行政主任有關。

Calvin於2013年被調派到警務處工作，其後一直有閱覽該處內部刊物《警聲》的答問欄目「球例知多少」。2015年年初，他對某期的答案存疑，於是大膽致電熱線求教，豈料不久便收到前國際裁判方有發先生的回電！方先生曾於2003年為香港對皇家馬德里的賽事執法。兩人的通話激發了Calvin報讀警察裁判會的課程。修畢課程後，他在同年夏天順理成章報考香港足球總會(足總)的考試，其後註冊成為足球裁判。

至於Johnny，他從小學階段開始接觸足球，首年接受正規訓練時，便有幸得到名宿梁帥榮先生

足總註冊裁判員須具備的速度和體力水平，跟足球員可謂不遑多讓。「我們首先要通過簡單的體能測驗，然後在兩個月內上大約十節講授課和場地實習課，最後筆試及格才會列入足總網站的註冊裁判員名單。申請首次註冊不難，真正困難在於維持註冊身分。我們平均每月要上一節講授課和一節實習課，出席率達七成方有機會晉級。我們公務繁忙，這項規定實屬挑戰。此外，我們要每半年參加體能測驗，須連續6次在6.2秒內跑完40米，並隨即連續40次在15秒內跑完75米，每跑完一次只有20秒時間休息。40次其實只是維持原有資格的標準；48次才是參加足總晉升考核的門檻。我和Calvin下月又要跑了……」Johnny邊說邊與Calvin相望苦笑！





## 執法藝術



Calvin在入行後首季便通過考核，合資格為18歲以下組別賽事擔任旁證和主裁判。可是，他在「晉升過三關」的最後一場賽事中執法表現欠佳，結果，全程90分鐘都在球員和教練的喧鬧和責難聲中度過，其間曾出現不愉快場面，更亮過兩張紅牌。考核不及格後，他非常失意，幸而得到不少前輩鼓勵，例如有旁證師兄事後通過WhatsApp給他「千字文」建議，為他分析每個判決的可行替代方案，Calvin至今仍心存感激。通過不斷累積經驗，他體會到規則是死，而人是活的。每場球賽的過程其實好比辦公室內種種工作情況，是無法預料的，但只要我們熱誠投入，靈活多變，運用配合個人風格的溝通技巧，要確立威信和取得球員信任其實不難。

Johnny亦有同感。他認為要為球賽妥善執法，除了有足夠體力外，熟讀球例也是基本條件；更重要的，是能有效和合理地應用相關規則，營造安全公平的比賽環境，從而提高球賽的觀賞價值。因此，優秀的裁判不單是一本「奔跑的例書」，還需要費力勞心跟球員溝通，務求令他們在球賽初段明白並接受裁判的尺度。事實上，行政主任的工作也是一樣，要同時做好領導和執行的工作，除要熟悉一系列政府規例外，與持份者溝通、協助團隊成員建立默契、向下屬傳達績效期望等軟技巧亦非常重要。

## 馳騁動力



每年的足總球季歷時近九個月，其間Calvin和Johnny幾乎每個周末都要擔任裁判，犧牲不少休息和共敘天倫的時間。然而，每當能準確判罰讓雙方公平競賽，或適時讓進攻一方得益以至造就漂亮攻勢或入球，促使雙方踢出更高水準的球賽，他們就會喜上眉梢。



Johnny說：「2018年3月，我獲足總委派在國際女子青年賽中執法。由賽前準備、進場儀式，以至國家級選手的對壘，每個環節都有新鮮的體驗。我在球場上不停來回奔跑，全神貫注地作出每一個隨時影響勝負的判決，不論是精神上還是體能上，皆承受巨大壓力。不過，身心俱疲所換來的滿足感，卻是無可比擬的！」Johnny在分享時仍陶醉其中。相信支持Calvin和Johnny在綠茵場上馳騁下去的，就是這股對足球的熱誠。體能測驗在即，兩人表示當球證的另一好處，就是推動自己持續鍛鍊身體和注意健康。他們都希望能保持良好體能，繼續在裁判路上互相扶持，並肩前進！

## 後記

足球場上的黑衣判官雖然不是鎂光燈下的焦點，卻在球賽中不可或缺。他們熟悉球例、秉公執法、坦誠溝通，成就了許多公平精彩的賽事。在他們身上，你又看到行政主任的影子嗎？

陸玉珊





# 兼收並蓄 動靜兼備

## 新紮EO上學去

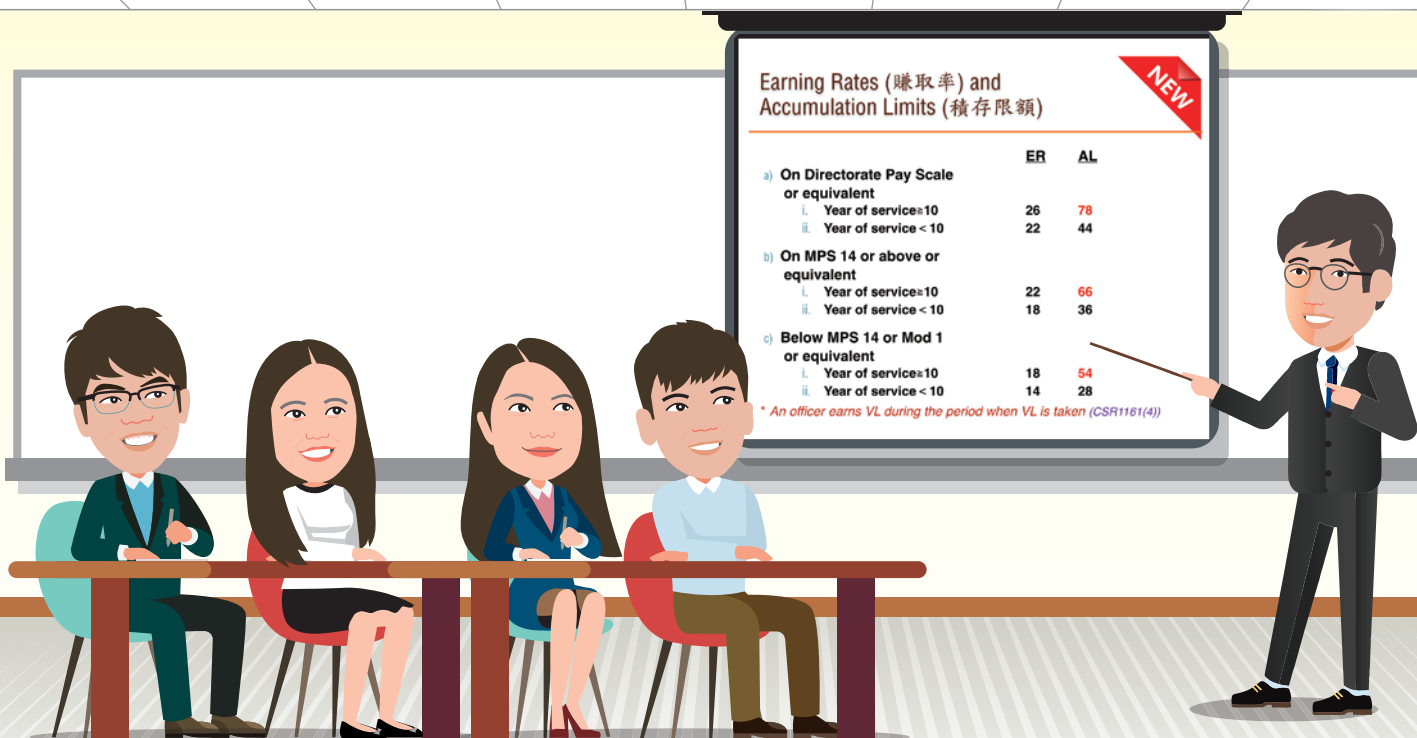


「經過課堂上寶貴的經驗交流，大家更認同行政主任這份工作既富挑戰性，又能帶來滿足感。」

一般職系處會因應各職級的行政主任在不同事業發展階段的需要，提供適切培訓，以協助他們提升專業技能，應付各類工作。當中為新入職人員開辦的「二級行政主任基礎培訓課程」，涉及11個不同培訓項目，合共為期26天半，讓新同事在入職後的30個月內，透過各個基礎培訓項目學習多方面的工作知識，了解不同崗位的情況。

四位2016年入職的同事，包括教育局的吳恩茵(Agatha)、政務司司長辦公室的張嘉歡(Joanne)、民政事務總署的陳忠偉(Chris)及陳樂瑤(Morris)，已完成「二級行政主任基礎培訓課程」大部分培訓項目。他們都同意，參加課程可以學習到多方面的工作知識，例如為期三天的「管理知識及技能工作坊」，讓同事了解到更多關於《公務員事務規例》的應用，以及各政策局／部門的日常運作。究竟公務員所賺取或應扣減的假期是怎樣計算的？部門資源常常要「bid」，到底怎樣「bid」？過程又是否如傳聞所說要披荊斬棘？此外，上課時，各人又可與其他同年入職的同事交流工作上遇到的趣事或難題，建立更深厚的友誼。以下是四位同事參加課程的體會和收穫。





### 吳恩茵 (Agatha)

教育局行政主任 (幼稚園及幼兒中心聯合辦事處)

### 張嘉韻 (Joanne)

政務司司長辦公室禮賓處行政主任 / 授勳(2)

## 全面打好基礎 理論實踐並重

Agatha人生的第一份工作就是投身政府成為行政主任。對新手公務員來說，要一下子掌握政府內部的運作和各部門的職能，未免有一定難度，而專為新入職行政主任而設的基礎培訓課程正好切合她的需要。完成一系列課程後，Agatha對公務員體制、資源分配機制、表現管理、招聘、員工關係、檔案管理等範疇的行政工作，有更深入的認識，而不同主題的工作坊亦有助她處理投訴和加強語文、溝通等能力。Agatha指出，上課時，導師既會分享寶貴的實戰經驗，也會鼓勵同事互相交流切磋，讓大家嘗試將知識與實踐經驗融合，以便日後工作時更得心應手。

同樣於畢業後投身行政主任職系的Joanne，則從個人經驗及同儕交流中，體會到二級行政主任基本培訓課程組織嚴謹，內容全面。她指出，外間不少招聘了新畢業生的機構，往往礙於不同原因，未有提供專門培訓課程，或只安排新入職人員按個人意願自行報名參加培訓；反觀行政主任職系的基本培訓課程很有系統，內容廣泛而全面，除了教授人力及財政資源管理、行政支援等與職系主要職能息息相關的基礎知識之外，亦涉

獵較專門的課題，包括員工輔導、項目管理、活動籌辦、禮賓規則等；再者，課程安排靈活，上述不同範疇的單元會於新同事入職後30個月內陸續開辦，他們可一邊累積工作經驗，一邊持續進修並在課堂上互相切磋交流，集思廣益。

另一方面，儘管目前各院校和外間培訓機構都舉辦了形形色色的入職培訓課程，協助新畢業生在投身社會後及早適應心理上的轉變和達到工作要求，但這些課程的內容往往偏重理論，主要是提綱挈領；反觀行政主任職系的基本培訓課程能因應職系所需加以剪裁，理論與實踐並重，例如在活動籌辦及禮賓規則部分，導師會分享籌辦各類活動的經驗及要訣，薪火相傳。此外，部分課程還邀請相關範疇的專業人士或機構人員任教，讓學員掌握不同領域的最新資訊，增廣見聞。

Joanne認為最大的得益，是能把課堂上學得的知識運用到日常工作中：她上完活動籌辦及禮賓規則課堂後，不久便被派到禮賓處工作，故能學以致用，培訓簡報和導師心得均可派上用場。



## 陳忠偉 (Chris)

沙田民政事務處行政主任 (總務)

## 陳樂瑤 (Morris)

南區民政事務處行政主任 (區議會) 1

### 推動團隊合作 展現領導才能

Chris在第一個崗位便要管理逾80人的團隊。身為中層管理人員，既要帶領自己的分隊，給予下屬適當指示和監察他們的工作表現，也要為高層管理人員，甚至部門首長提供決策上的支援。這對於新入職的Chris來說絕非易事。去年年初，Chris參加了基礎培訓課程中為期三日兩夜的戶外訓練，當中的登山任務不單為長時間在辦公室拼搏的行政主任提供到郊外舒展筋骨的好機會，更讓Chris深深領會到團隊合作的重要性。各分隊須在自行設定的目標時限內完成所

有任務，才能獲得相應分數，過程中不能使用電子器材或尋求外援協助，只能靠獲分派的地圖及指南針進行。此考驗旨在訓練參加者按各隊友的強項和弱點作出調配及協作，以發揮團隊的最高效能。這正是每位行政主任在日常工作中需要具備的領導才能和團隊合作精神。

Morris也在這次戶外訓練中參透出一些職場「求生技能」——遇到問題時要懂得求助。在登山任務中，Morris察覺到部分隊員雖力氣不繼，但卻因







擔心影響整支隊伍的進度而難於啓齒。同樣地，行政主任在工作上不免會遇到各種難題，有些比較簡單，有些相對棘手，但大家一般都只會默默承擔，硬着頭皮迎難而上，甚少開口求助。事實上，上司、同儕和下屬隸屬同一團隊，應互相扶持，彼此諒解。大家如遇到困難，可尋求同事及上司協助，一起討論對策和解決方法，以妥善完成任務。

Chris和Morris在戶外訓練中亦領會到，行政主任要靈活因應工作需要為自己定位，與前線員工和中高層管理人員攜手合作，把工作做好。由於行政主任會調派到不同政策局或部門工作，因此如何揣摩和演繹自己在團隊中的角色、發揮所長、提升團隊的工作效率，以及推動其他隊員達到共同目標，都是同事經常探討的課題。在這次戶外訓練中，參加者一方面透過各類小組活動及任務學習擔任領袖，另一方面在討論過程中學習當聆聽者，從而提升合作精神。



## 後語

除了個人的深刻體會外，四位同事都不約而同表示，眾多培訓環節當中，導師的經驗之談尤其實用。各位資深行政主任在人事管理及其他範疇的無私分享，均有助新入職同事思考如何裝備自己成為稱職的行政主任，應付工作上的種種挑戰。這些分享不論對職場新鮮人還是有一定工作經驗的同事來說都是金石良言。四位同事正熱切期待在餘下的基礎培訓課程得到其他體驗和收穫！



# 黑澤明

**日本電影** 製作人黑澤明(Akira Kurosawa)的古裝電影舉世聞名。他的時裝電影，票房和得獎記錄或許不甚突出，卻創造了另一個寶庫。這些影片的拍攝手法和風格別樹一幟，題材多樣化，藝術價值媲美古裝系列。這篇文章的目的是介紹和分享1952年在日本公映的冷門電影《流芳頌》。

## 《流芳頌》

《流芳頌》的主角渡邊勘治，是一名在地區民政辦公廳工作了三十年的行政組長。他的工作三十年如一日，作息定時，上班等放飯，飯後等下班。與其他單位一樣，民政辦公廳的處事方針，是盡量把工作轉介，務求推脫，少做少錯，保障自己。一天，區內一羣婦女登門，要求把曾經敷設明渠的一小塊棄置用地改建成公園，以便為小孩提供更多遊樂設施，並促請政府處理該處污水積聚所造成的惡臭和蚊患問題。她們由渡邊的民政辦公廳開始，不斷被各單位轉介到別處查詢，走訪了十多個單位後，還是回到渡邊的辦公廳。儘管最後勉強獲立案處理，但個案還有待書面轉介，意味着須再上呈各單位。

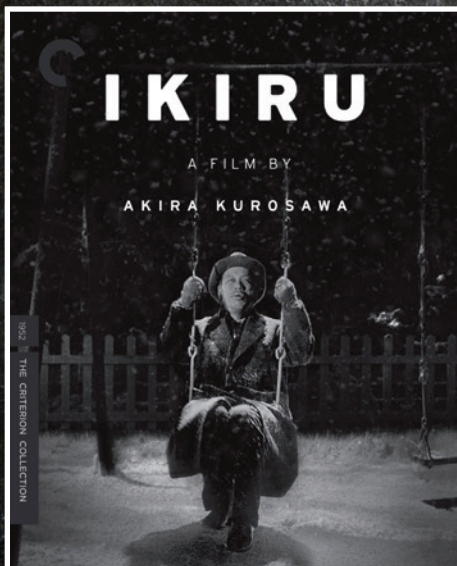
故事主要講述渡邊有一天發現自己患上末期胃癌，壽命只剩下75天。這噩耗令他醒覺，自己其實一輩子從沒真正活過，也不知怎樣生活。於是他申請放取長病假，提取一大筆現金，以好好過活。在友人提點下，他展開一般人所嚮往的假期生活：吃喝玩樂，無憂無慮。可是那所謂的生活享受，並沒有給他活着的感覺。重複的吃喝玩樂，只令他更空虛、更迷惘。一天，他終於醒悟，明白到好好生活其實並不代表要放棄工作或盡情消費享樂。生活和生命的價值，在於為自己、為別人成就一些好事。於是他馬上回到辦公廳，重新審理建設公園的個案，並着手統籌推展，希望有生之年，能為市民把公園建成。

最後，公園建成了。即使副市長在開幕禮上致辭時，完全沒有提及渡邊，市民也認為興建公園是他促成的，因此心存感激。渡邊終於真正感受到生活和存在的意義。就在當晚，天下着雪，他獨個兒在那公園裏，一邊哼着歌，一邊輕輕盪着鞦韆，悠然自得，含笑離世。

故事發展到這一幕，只是電影的一半，餘下的用於描述渡邊的同僚在喪禮上，邊喝酒邊議論着，渡邊既不懂工務工程建設，也不懂渠務、水務、市區衛生和康樂設施，他究竟為推展公園建設做了些什麼？接着，同僚以倒敘方式憶述渡邊多個工作片段，發現原來渡邊逐一拜訪了各單位尋求支持。經過不斷嘗試、挫敗和再嘗試，最後贏得跨部門合作，公園項目才能上馬。工程展開後，他還不時冒着風雨，到地盤視察，直至工程完成。

## 平衡工作與生活

現今社會重視工作與生活平衡。這可不是像工廠工人那樣準時打鐘下班或把時間平均分配就行，當中牽涉時間管理，而時間管理的重點，並不是如何發掘更多時間。Steven Covey在24年前出版的*First Things First*大概說過，時間管理是指編好處理事情的優先次序(priority setting)，而優先次序須在釐清事情價值(values clarification)後才能確定。因此，能否平衡工作與生活，關鍵在於是否懂得在工作和生活中創造價值(value creation)，平衡有價值的生活和工作才具意義。渡邊的問題正是，無論在工作還是生活中，都喪失了創造價值的能力。雖然他不用工作，全日24小時「享受生活」，但並沒有找到價值。





法國導演Louis Malle的作品*My Dinner with Andre*(1981)提到，大部分身處現代自由經濟社會的人其實都不自由，只像機械人般，按一些既定社會價值、程序和方式，一起過着相同的刻板生活。舉例而言，我們都在公餘花不少時間瀏覽臉書、欣賞中港台日韓的娛樂節目、看看名人或親友到過哪裏、吃過什麼、買了什麼東西。互聯網把世界各地連繫起來。今天人人都在手機上過日子，這樣的世界到底是比從前大了還是更小？通過臉書生活所創造的，又是怎麼樣的生活價值？大家有沒有想過怎樣行使生活的自由？怎樣在生活和工作中，為自己或別人成就一些好事？

我們在討論怎樣平衡工作與生活時，往往會產生謬誤，把生活和工作視為對立甚至互相矛盾的兩回事。如果我們把工作視為勞動人口在工業生產中，以時間和勞力來換取金錢以糊口的一份工(a paid job)，我們說生活和工作是對立甚至互相矛盾的，或許可以成立。這也是渡邊在《流芳頌》一片中，得知患上絕症前所因循的三十年如一日的工作方式。然而，如果我們所創造的，是Peter Drucker所說的知識型工作者(knowledge worker)的事業，那麼，工作可被視為生活的一部分，而且極有可能讓我們為自己 and 別人成就一些好事，是創造生命價值和體現存在意義的工具。這也是渡邊在生命倒數的數十天內最重大的覺悟。

## 成功不必在我

渡邊負責統籌建設公園，令人聯想到行政工作的一般特點：雖然不用提供專門意見或支援，但卻是每項工作由構思、推展、執行至完成的過程中，不可或缺的一環。行政人員就像人體的結締組織，雖不是器官，但絕不能缺少。這種統籌和執行能力其實也反映行政工作的專業特性。

渡邊的同僚在靈堂內議論他的功勞，渡邊會在乎嗎？成功不必在我。關於是非曲直的爭論沒完沒了，但成就美事的懿行絕不能停止。以上是渡邊決心把事情做好的高尚情操，也是行政人員可學習的專業態度。

## 珍惜少年時

渡邊在《流芳頌》一片中，多次哼唱小曲Gondola no Uta(The Gondola Song)。那是1915年的日語作品，歌詞喻意年輕人要珍惜時光，擁抱生命，創造生活的價值。現轉載歌詞的英譯本，共勉之：

life is brief  
fall in love, maidens  
before the crimson bloom  
fades from your lips  
before the tides of passion  
cool within you  
for those of you  
who know no tomorrow

life is brief  
fall in love, maidens  
before his hands  
take up his boat  
before the flush of his cheeks fades  
for those of you  
who will never return here

life is brief  
fall in love, maidens  
before the boat drifts away  
on the waves  
before the hand resting on your shoulder  
becomes frail  
for those who will never  
be seen here again

life is brief  
fall in love, maidens  
before the raven tresses  
begin to fade  
before the flame in your hearts  
flicker and die  
for those to whom today will never return



# 傷健共融 發揮所長

在教育局工作的二級行政主任吳恩茵，於2018年11月24日出席由行政長官林鄭月娥女士主持的傷健共融高峰會，在專題討論環節，分享她投考政府職位和入職前後的經驗。

恩茵是一名聽障人士，三年前投考二級行政主任，過程中她體會到政府為聽障人士提供的

多方面協助周全穩妥，例如在筆試時給她安排較前的座位，讓她容易明白指示和尋求協助；考官在面試提問時提高聲量，確保她明白問題。在入職後，職系管理組安排她擔任合適的崗位，因此她很快便能融入工作環境。恩茵認為，政府不單鼓勵殘疾人士就業，更身體力行聘用殘疾人士，讓他們發揮所長，服務市民。



恩茵及高峰會的其他出席者與行政長官合照



恩茵與一般職系處長陳信禧合照

## Informal Meeting with HKSAR Government Executive Grade Association (GEGA)

GGO held an informal meeting with members of the Executive Committee of GEGA on 28 November 2018 to exchange views on issues concerning the Grade.



Mrs Frances Yim, Chairperson of GEGA; Mr Hermes Chan, DGG (7<sup>th</sup> & 6<sup>th</sup> from right); members of the GEGA ExCom; and representatives of GGO are pictured at the informal meeting.