

KEEP it touch

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News from GGO

Interview with Mr Hermes Chan, BBS, JP Director of General Grades

Many of us may have chatted with our Director of General Grades (DGG), Mr Hermes Chan, about the work and development of the Executive Officer (EO) grade in some official functions. But, do you know his EO career and his mission behind his work? Approaching his retirement, **Keep in Touch** has a frank exchange with him. Strolling through the Tamar Park, Hermes took us back to his good old days, indulging in fond memories of his EO journey in the past decades.



The most intrinsic feature of the EO grade is undoubtedly “posting”. Hermes was invited to list all the positions he has held during his 38 years of remarkable service in the EO grade.

With a cherished smile, Hermes shared with us fascinating stories throughout his career. He joined the grade right upon leaving the university in 1987. What motivated a young man to dedicate his career to the EO grade? “I can switch jobs without the hassle of job hunting on my own,” he remarked candidly, emphasising one of the most appealing aspects of the EO grade that regular postings are arranged across diverse nature of work.



This young man embarked on his EO journey in the Eastern District Office of the former City and New Territories Administration. Serving as the secretary of a sub-committee of the then Eastern District Board, Hermes was responsible for initiating and coordinating minor works programmes as well as clearance projects in the community. One of his most challenging yet unforgettable tasks involved collaboration with the Squatter Control Team of the Housing Department (房屋署寮屋管制組· known as 「寮仔部」) and the Lands Department to remove the squatter areas along the hillside of Shau Kei Wan as well as some private rear lanes. His direct participation in these large-scale operations in handling the thorny social issue had truly opened the eyes of a greenhorn, which laid a solid foundation for his future development.

Being the first!

Hermes has held a total of ten posts throughout his 38-year journey in the Civil Service. As he guided us through his posts one by one, we found that Hermes was always a “Pioneer” EO in taking on unprecedented tasks throughout his career at different ranks.

After a year of overseas training in the early 90s, Hermes assumed the first EO I post in the Administration Wing of the Chief Secretary for Administration’s Office. He was tasked with providing support for the establishment of the statutory Legislative Council (LegCo) Secretariat in 1994 and preparations for the related handover matters, including formulation of the work mechanism for handling LegCo business between the Administration and LegCo, which we continue to follow today.

He then assumed the first SEO post in the Financial Services Branch (FSB) to oversee the branch administration with an extensive portfolio covering both management and resource matters. Although this post was very demanding, he cherished it highly as it had guidepost significance for his career. “Albeit relatively junior, I had the chance to attend weekly branch meetings with senior officers who were well-learned, smart and quick-witted. I observed how they handled various complex issues and derived insightful solutions to tackle problems and resolve crises,” Hermes honestly shared.

The tough learning in this post had equipped him with the mindset and skillsets necessary for taking up higher responsibilities.

At the CEO rank, Hermes again took on another pioneering role in the Student Finance Office, serving as the first dedicated change champion during its re-organisation from a scheme-based to a functional-based structure. He also played a pivotal role in integrating multiple information technology systems into a single platform. Upon stepping into the PEO rank, Hermes took up another new PEO post in the Judiciary and met the new challenge of leading the team in overseeing the critical West Kowloon Law Courts Building project, and proactively initiated a project for converting the library in the High Court Building into several courtrooms to meet increasing service need and to initiate the development of a new District Court Building. All these tasks were ground-breaking, calling for his creativity and innovation in planning and co-ordination.

Be brave to say “Yes”

Hermes always stands ready to embrace challenges and seize opportunities. He recalled that in the early days, EOs were invited to indicate their preference before being assigned to take up training-related posts at the former Civil Service Training and Development Institute, which were then considered unconventional. In response to the invitation by the Career Development Manager (CDM) to undertake a training position after decline by two fellow EOs, Hermes boldly accepted it. This “yes” unexpectedly enriched his experience as a trainer, which was very useful for his future positions. He felt grateful for his open-mindedness and courage to accept new challenges by then.

His desire to venture out of his comfort zone was also evident in his overseas study. He intentionally chose the more challenging path of pursuing a Master of Business Administration at the University of Warwick, rather than taking a course in public administration or human resource management like many of his peers. Hermes shared the valuable insights he gained during that year, which greatly inspired his management style as well as shaped his approach in identifying problems and formulating solutions. This exposure contributed significantly to his personal growth and continued to be beneficial in his current day.

I love them all

In response to the question of which post he liked the most, Hermes found it hard to choose. “I liked each of them. Looking back, every post, including the tough CEO post in the Registration and Electoral Office (REO) that I had worked for five years, gave me memorable and satisfying experience. It’s really difficult to weigh!”



▲ Informal Meeting with EOsII

Review on His Blueprints

Turning to his current position as DGG, he remarked in a joking manner, “You might not know, this post turns out to be my longest posting with a total of seven years! Indeed, all my previous posts largely followed GGO’s posting guidelines. I owe special thanks to the then CDMs, and my proactive attitude towards meeting challenges has also played a crucial role.”

During *Keep in Touch's* last interview with Hermes six years ago, he shared his passion for driving, enabling him to enjoy the scenery along the way and the sense of achievement in moving forward with his passengers towards the same destination. In fact, all EOs are now on his ride as passengers. His vital role as DGG makes him our driver, steering and leading the grade towards a brighter future. Hermes was then invited to recount his footprints with us and the milestones he drove us to. He first highlighted humbly that his role was to “serve”, instead of “leading”, the grade.

Promotion prospects

Hermes remarked that our EO grade had grown by over 90% in the past nineteen years from 2 000 to 3 900, which would further rise to above 4 000 soon. “This notwithstanding, for the long-term development of the EO grade, we are not seeking merely numerical growth in the size, but rather opportunities for advancement,” he stated. He stressed the importance of enhancing the promotion prospects, ensuring that all fellows had reasonable prospect for career advancement, which was a direct and cardinal reward for their good conduct, excellent performance and contributions. With this in mind, Hermes has been working with various bureaux/departments (B/Ds) to strive for creating additional posts at SEO and CEO ranks, resulting in an increase of about 150 and 70 permanent SEO and CEO posts respectively during his seven-year tenure.

Regarding the clerical and secretarial grades, which are also under DGG’s auspices, Hermes adopted a similar approach. With the upcoming reduction of some posts at recruitment ranks under the “across-the-board cut” exercise, the grades would gradually move towards a hierarchy with a smaller base. He remarked that the retention of promotion rank posts for maintaining the promotion prospects of the grades would undoubtedly pose a significant challenge to his successor.



▲ Experience Sharing Seminar on Strategic Perspective at Tai Kwun



Expanding exposure

Enriching the versatility of the EO grade is another key focus. Hermes has been working hard to expand the breadth and depth of the duties of EO fellows. In addition to the EO posts in the Mainland Offices, he had strived for more posts across different EO ranks in the overseas Economic and Trade Offices (ETO) such as the Brussels ETO and the London ETO. “These are invaluable opportunities for EOs to learn how to work and interact with people from diverse cultures and backgrounds. Living and working in cities outside Hong Kong should offer life experience for our fellows,” said Hermes.

Building the EO grade’s image

Hermes shared his vision for extending the edge of EO job into new areas of work to demonstrate our value. One notable example was our significant role in coordinating the COVID-19 Vaccination Programme. Hermes acknowledged that this was a challenging task given the complexity of the tasks, tight timeframe and public sentiment amid the acute epidemic situation. While knowing that some grade members had questioned why EOs were involved in such an “unconventional” task beyond the scope of EO job, he shared his strong commitment to helping society to resume normalcy as quickly as possible, contributing EOs’ concerted efforts to support such a territory-wide programme, and demonstrating our strong multi-tasking functionality in meeting new challenges, thereby proving once again the value of the EO grade.



With the proven track record made by our devoted grade members in accomplishing a wide spectrum of tasks, heads of B/Ds highly appreciated and recognised the capabilities of EOs. It is natural that if demand for new services popped up, they would consider creating EO posts to meet operational needs. As the proverb said, “Those before us cultivate the land, and those after reap the harvest.” Hermes commented that the efforts individual EOs made today would benefit the grade as a whole in the long run. For instance, we succeeded in securing places for our grade members to participate in the Master Programme in Public Policy in Peking University since its launch in 2022, as well as in the Civil Service Staff Exchange and Collaboration Programme in the Mainland municipalities in the Guangdong-Hong Kong-Macao Greater Bay Area. This can foster exchange between participating EOs and the Mainland officials, enhance the overall image of the EO grade, and attract high-calibre and promising talents to join the grade.

Embracing the use of technology

In the face of rapid developments in information technology and artificial intelligence (AI), Hermes recognised the need to leverage advanced technologies at work to enhance operational efficiency. During his tenure, GGO has developed and launched three major information technology systems, viz. the Clerical and Secretarial Grades Recruitment Information System (CSRIS) for recruitment of clerical and secretarial staff, the Online Appraisal System for the



▲ Opening ceremony in the Mainland Study Tour for EOslI in Guangzhou

Executive Officer Grade for compiling performance appraisals, and the Executive Officer Grade Promotion Exercises Management System for conducting promotion exercises. He quoted that CSRIS could save approximately 10% of manpower. Given its proven effectiveness, GGO is developing the second phase to incorporate AI for achieving further manpower savings. He shared his vision to extend the application of these systems to other B/Ds or grades.

In response to the question of whether AI would replace humans or displace EO grade posts, Hermes emphasised, "AI won't replace humans, but humans with the knowledge of AI will definitely replace those do not know AI. That's why EOs must take a step further now." He foreshadowed that the grade should equip a large pool of SEOs with the knowledge and skills necessary to use AI in work, enabling them to support B/Ds as well as the Civil Service in conducting reforms.

Looking Forward of EO Grade - Tips for Us

Walking through his success in climbing the career ladder from EO II to DGG, Hermes shared some secret tips for career advancement.

Do your best and opportunities will come!

"Simply do your best, and opportunities will come. There's no shortcut!" Hermes modestly pointed out. Recalling his conversation with a chemistry student at Oxford University who mentioned that the number of experiments he had conducted doubled that of students at other universities, Hermes said "Practice makes perfect is the golden rule. Your efforts will definitely yield rewards."

As shared with new recruits at the induction course, Hermes said "When you perform your work with fiery passion and vigorous efforts, the work itself will bring you job satisfaction and reward you with advancement opportunities." He added, "As long as you can demonstrate your capabilities and potential, you will surely be headhunted. Opportunity comes at the right time to those who are well prepared, and thus there's no need to worry!"

Tough but rewarding

Talking about REO, Hermes worked in various fields from voter registration to election for five years. It was a demanding posting known for its hectic schedule, sensitive and challenging nature, and physical exhaustion. "It was indeed a tough work, but it's extremely rewarding.", Hermes reflected with particular appreciation of the strong team work spirit in REO. He further recounted a notable incident of rejecting a face to face appeal from a candidate's legal representative, a renowned senior counsel, at which he took a firm stance to clearly explain the rationale behind his decision to dismiss the appeal. Hermes was also heavily involved in direct dealing with protestors who staged sit-ins, chanted slogans, held signs or did violent acts at the central counting station. He considered all these encounters valuable as they enriched his experience in handling high-conflict individuals and conducting large-scale operations.



Pressure fosters growth

Throughout his career, Hermes has worked with many demanding bosses. He remarked, "Though I had to work very hard under intense pressure to meet their requests, I learned a lot from these encounters, which accelerated my personal growth." For the key to overcome pressure, Hermes emphasised the importance of positive thinking: "Pressure does foster growth, and thus we should not solely seek an easy and comfortable life."

Embrace technological change

Hermes pointed out that the technological development in his first 30 years of career was gradual and it was not difficult to manage the change. The pace of advancement in recent years had however been accelerating, requiring us to pay more efforts to adapt to the change and stay motivated to learn new things. Witnessing the technological evolution, Hermes said, "To move forward, we must make good use of technology to enhance our work."

Turning A New Page

When we asked Hermes to name the first thing he would do on his retirement day, he paused for a few seconds, seemingly unable to give us an answer! Hermes finally said "I don't have a detailed plan yet. Frankly, as I started working right after graduation, I can't imagine the day when I wake up, I no longer need to go to work." After offering him some hints to refresh his memory like driving, photography and hiking which he mentioned in his last interview, Hermes said "Oh yes! Driving has long been my personal interest. I dream of travelling around the Mainland with my own car."

Message to Keep In Touch ...

Having served in the Editorial Board of Keep in Touch for over ten years, Hermes encouraged us to seek continuous improvement. He suggested us to explore introducing some interactive means like presenting the content in the form of Vlogs or using video clips to share EO stories, making it more interesting and engaging in a bid to better fulfill our mission to "keep in touch" with every grade member, particularly our young digital fellows.



A Fond Farewell

How would be his anticipated feelings on the day of retirement? Hermes replied, "Surely, I will miss the grade as this is my life-long career filled with abundance and happiness. Thanks to all of you for walking with me in the past decades and leaving me with good memories."

We then invited him to share his work and life motto for all fellows. He said with a gentle smile, "To meet future challenges, don't be afraid of hard work. We also need to embrace technological change." On behalf of our grade, we wish Hermes a fulfilling, happy and healthy retirement.



小編後記

超強記憶力

在這次與 DGG 的專訪中，小編對 DGG 的超強記憶力實在甘拜下風！開始訪問時，小編開玩笑說要考 DGG，請他一一列出過去 38 年曾擔任的工作崗位。怎料他能立刻一一細說過去十個崗位經歷過的人與事，包括工作片段、趣事、當時的上司、曾共事的同事、甚至是「下手」和「下下手」，他都記得清清楚楚，如數家珍，盡顯他驚人的記憶力。

然而，每一個人總會有弱項，小編在這次訪問中便發現了兩個：

選擇困難症

小編多次邀請 DGG 說出他「最喜歡」的崗位，但每次他都表示難以取捨，思前想後，似乎每個崗位都有其獨特之處，多次回應都是同一句話：「這個位確實很辛苦，但也很『過癮』。」顯然，他以積極和樂觀的態度面對每個挑戰，把每個難關轉化為成長和學習的動力。即使過程中需要付出多幾倍的「腦力」和「勞力」，他仍然覺得一切都非常值得，樂此不疲。我們從中不難感受到他在工作中得到的滿足感，也正是這份強大的內心承载力，讓他多年來保持正向思維，處變不驚。即使小編再盡最後努力，降低難度請他選擇一個「最難忘」的崗位，他也只能靦腆一笑，彷彿很難割愛，最終小編只能投降！



啞口無言

平日與 DGG 面談，他總是滔滔不絕，但你能想像小編有能力讓他默默無語嗎？當我們問及他退休當天會做的第一件事時，DGG 頓時沉默良久，無法回答。他解釋因為自己當年在五月大學畢業後，隨即於六月投身政府工作，他一生從未經歷過有一天是以後不用上學或上班的生活，因此很難想像那天會是怎樣。

小編笑言，許多未退休的同事（包括兩位小編）常常憧憬退休後的生活，滿腹大計，難道 DGG 從未發過「退休夢」？DGG 則笑說，其實是還沒有時間坐下來認真思考這個問題。原來對於平日處理大小事務都游刃有餘的 DGG，如何過退休的第一天竟然是他此刻遇到最棘手的問題！

Anna Au
Fanice Ying

培育未來領袖，實習之旅啟航！ 首辦 EO 職前實習計劃

The inaugural Executive Officer Special Internship Programme was launched in October 2024, marking a significant milestone in nurturing the next generation of public service leaders. This groundbreaking initiative offered interns a unique and hands-on experience, featuring over 30 diverse tasks and assignments across more than ten bureaux and departments.

Running from November 2024 to May 2025, the internship immersed participants in various job settings, providing a highly condensed yet enriching preview of what a career as an EO entails. Much like the thrill of opening a blind box, each assignment brought its own surprises — some interns embraced the excitement and unpredictability, while others found themselves stepping outside their comfort zones. Regardless of their individual experiences, the programme provided them with invaluable on-the-job exposure, a deeper understanding of government operations and roles of EO, as well as unparalleled networking opportunities within the civil service.

We are privileged to feature five interns — James Chan, Michelle Hui, Hugo Li, Serene Loo and Jack Ma — who shared their journeys, key takeaways, and memorable moments from the programme. Stay tuned for their inspiring stories!

醫療化驗科學學生轉戰 EO 職系？

陳進軒 (James)

一名醫療化驗科學專業的學生，為何會選擇投身與其學術背景截然不同的行政主任職系？原來 James 與公務員團隊早有淵源。在投考 EO 前，他已先後在三個政府部門實習，接觸過不同職系的工作，由此建立他對公共服務的認識和公務員團隊的認同。參與 EO 職前實習後，James 更明確表示：「相比從事化驗工作，EO 能接觸更廣泛的人事領域，更符合我的志向。」職前實習加強了 James 對公務員團隊的歸屬感，令他更有決心加入政府服務市民。

此次實習讓 James 在開拓眼界的同時，更了解 EO 職系工作的廣度、深度及其在公務員團隊中的重要性。例如，他在食環署策劃及拓展組親歷 EO 同事如何參與垃圾收集站、靈灰安置所等項目的策劃、設計和工程驗收，並協調不同部門、職系同事及持份者以達成共識，推進項目。

James 深刻體會到當不同職系同事提出專業意見時，EO 須擔當協調角色 —— 既要聆聽並整合多元觀點，同時協助各方化繁為簡，跨越專業壁壘達成共識。他意識到溝通協調與協商能力是 EO 的核心素養。至於在公務員事務局參與「基本法及香港國安法測試」的數碼化項目，以及在律政司的樓宇管理工作，則讓他親身感受到 EO 職系嚴謹系統化的行事風格。

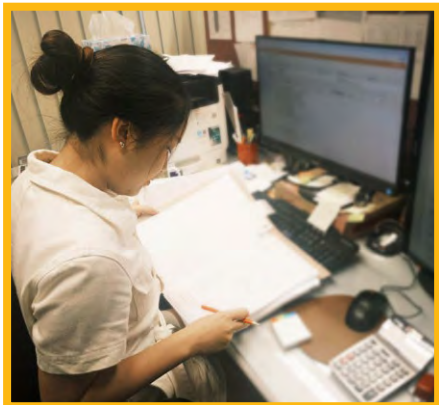
回顧實習過程，James 尤其感謝一般職系處的悉心安排，並對導師及項目主管的無私指導表達感激：「他們傾囊相授，不僅讓我獲得寶貴經驗，更為我對未來加入 EO 團隊注入強大信心。」



▲ James 參與實習計劃後對加入 EO 團隊更有信心

機緣巧合 探索之旅

盧智妍 (Serene)



▲ Serene 在實習計劃中領略不同 EO 崗位的精髓

對 Serene 而言，加入 EO 職系實屬機緣巧合。從未考慮投身政府工作的她，適逢 EO 職系放寬投考資格，讓大學三年級生投考，於是遞交申請。職前實習計劃的旅程，不僅為她帶來趣味盎然的體驗，更讓她深度認識到公務員工作的實質內涵。

Serene 總結實習體驗為：Impactful（富衝擊力）、Insightful（發人深省的）、Rewarding（滿載收穫）。她在三個部門的 EO 崗位實習，既驚訝於職系工作的多樣性，也徹底改變了對公務員的嚴肅刻板印象。她原以為 EO 僅處理行政人事職務，終日埋首重複性文書工作，實際卻發現 EO 工作既多采又充滿活力。例如，在律政司接待荷蘭法官並陪同出席交流活動，在社會福利署參與公開籌款「地區分配」的籌備工作。這些突破想像的經歷，讓她看見職系的無限可能。

Serene 透過與多位資深 EO 交流，從多維角度認識職系價值，聽他們講述不同性格的 EO 如何在團隊中各展所長，當中的動態協作模式刷新了她對職系的認知。

談及跨部門短期實習安排，Serene 深表讚賞：「這種『精華版』崗位體驗讓實習生在無壓力環境下，短時間內領略不同崗位的精髓，恰恰印證了 EO 職系講求應變力與多元適應力的特質。」

打破刻板印象 奠定職涯新視角

馬嘉謙 (Jack)

EO 工作刻板單調嗎？實習經歷徹底扭轉 Jack 的認知。原來 EO 工作不僅多元化，亦充滿挑戰和趣味！在不同部門的實戰中，他親身體驗 EO 職系的專業技能。在律政司，他有機會了解政府採購規範、參與承辦商會議及撰寫紀要；在食環署，他分析承建商提案及編撰報告，並在會議中進行簡報；在規劃署，他整合預算報表、掌握財政管理基礎知識。

Jack 體會到 EO 工作的靈活性。在食環署實習期間，他曾實地視察招聘考場，協助準備文件、現場清點物資、檢視流程、確保桌椅有足夠間距以防作弊。每項看似簡單的任務，都反映同事對細節的周全考量，也令 Jack 更深入了解公務員肩負的責任。

Jack 指計劃讓他「透徹了解 EO 角色與職責」，不同崗位體驗為他正式履職奠定堅實基礎。對於即將成為 EO 一員，他充滿期待：「盼能快速適應崗位並作出貢獻，更渴望透過各類 EO 工作開拓視野！」Jack 最意外的收穫是「原來 EO 工作可以如此精彩！」



▲ Jack 在實習期間參與承辦商會議



突破自我 迎向公僕新里程

李逸朗 (Hugo)

為能盡快適應 EO 工作環境，Hugo 毅然決定參加職前實習計劃。他於在職家庭及學生資助事務處（職學處）展開實習，主力統籌尤德爵士紀念基金頒獎禮後勤事務。他曾擔心自己性格內向難勝重任，實際投入後卻成功突破自我。他參與跨團隊協作，與同事合作擬備司儀講稿、接待嘉賓，又學習多媒體作業，為典禮影片增製字幕，並參與採購過程，搜尋頒獎禮用品供應商。他在執行採購任務時更獲主管讚賞，對此感到十分興奮：「首次從工作中獲得滿足感！我由衷感謝主管的正面回饋。」

Hugo 先後在職學處、律政司及建築署實習。他特別感謝資深同事的指導。他分享關鍵成長時刻：「完成獲委派工作後，主管耐心指導改進之處。過程中我不僅提升了文書表達技巧，更深刻體會到 EO 必備嚴密組織力與一絲不苟的態度，以及良好的組織能力。」

即將正式踏上 EO 職涯，Hugo 滿懷期待地表示：「我將主動向同事及主管請教，以積極樂觀心態迎接挑戰與機遇！」



▲ Hugo 在實習期間與同事合照

團隊共行實錄 擴闊職涯視野



▲ Michelle 在實習期間與同事合照

許文樺 (Michelle)

在 EO 職前實習期間，Michelle 深刻體會職系的多元化面貌，更為未來職涯奠定重要基礎。這段經歷不僅讓她透視公務體系運作實態，更重新定義對行政工作的認知。

Michelle 參與了一項地區活動的籌辦與執行工作。從場地規劃、物資調配到應對突發情況，她親證 EO 所需的全方位策動能力，跨單位協調的組織能力、資源整合的系統思維能力、處理突發事故的即時判斷能力，以及在壓力中保持冷靜的決策能力。這次實戰經驗讓她具體掌握公務現場的運作精髓。

政府內部的協作文化令 Michelle 印象深刻，EO 同事常常主動向她提供支援，建立無縫合作氛圍。資深 EO 亦鼓勵她多向前任請教，這種經驗傳承的優良機制，即使實習生也能迅速融入團隊運作。這種「知識共享、互助共進」的文化，讓她領悟到良好職場關係對提升效能的關鍵。

Michelle 特別感謝 GGO 提供此平台，令她認識跨部門網絡連結及 EO 多樣職務專業，驗證 EO「策劃 - 執行 - 創新」的特質。這段經歷不僅讓她清晰職涯座標，更點燃「以專業服務社會」的使命火種。



Closing Ceremony for the Inaugural Executive Officer Special Internship Programme hosted by the Civil Service Bureau

The culmination of the transformative experience was marked at the Closing Ceremony of the Executive Officer Special Internship Programme on 3 June 2025. The event was graced by Mrs Ingrid Yeung Ho Poi-yan, Secretary for the Civil Service, and Mr Hermes Chan Shun-hee, Director of General Grades, as the officiating guests. They were joined by interns, who shared their growth, experiences, and the skills they had honed throughout the remarkable journey, alongside their mentors, supervisors, and representatives from participating bureaux and departments.



▲ Secretary for the Civil Service and Director of General Grades with EO interns at the closing ceremony



▲ An exciting moment for the interns

Two intern representatives, Twinkle Chan and Jack Ma, shared their cherished experiences gained through the programme. They expressed sincere gratitude for the generous guidance and knowledge imparted by their mentors and supervisors. Through hands-on learning at different assignments, they gained valuable insights into government operations, workplace culture, and the unwavering sense of duty required to serve the public. This unique internship opportunity also exposed them to sophisticated policy implementation, as well as the importance of public service ethos and collaboration among stakeholders.

"These experiences have solidified our commitment to serving Hong Kong," they affirmed, expressing enthusiasm for applying the experiences and skills gained towards future contributions to our society.

In her congratulatory address, Mrs Ingrid Yeung highlighted that the ceremony was "not an endpoint, but the commencement of your public service journey". She encouraged the interns to "Innovate" by introducing fresh perspectives, to "Catalyse Change" through proactive solutions, and to "Strengthen Foundations" to build a prosperous Hong Kong. "The dedication you've demonstrated gives me full confidence in your capacity to shape our city's future," she concluded.

結語

楊何蓓茵局長在出席 EO 職前實習計劃結業禮時指出，現時公務員中約有 3800 位行政主任，支援各決策局和部門的核心行政工作，是政府重要團隊之一。一般職系處不斷追求改革創新，更擔當帶領者角色，將創新項目推廣至整個政府。EO 職前實習計劃正是打破傳統的成功例子。參與的實習生及政府決策局 / 部門都給予高度評價，成績令人欣喜。

各位 EO 同仁，希望你們也在日常工作上發揮創意，推動智慧改革，提升服務效率！

葉潔榆 布少芬 李文輝 陳燕菁 黃詩穎

Embracing the World: Insights from EOs on Overseas Postings

The Most Exciting Part of the Job

Eva@ Brussels HKETO: For Eva, the excitement lies in the dynamic nature of her role. One standout memory was organising a Chinese New Year celebration in The Hague, where Hong Kong musicians captivated European officials and business leaders with performances of Cantopop and opera. “It made me proud to see our culture resonate so deeply abroad,” Eva recalled. “Every day is inspiring. Whether it’s coordinating a dragon boat festival in Antwerp in May or a fashion pop-up in Milan in March, I love seeing how our work bridges between Hong Kong and Europe,” she added.



▲ Eva at the Hong Kong Economic and Trade Office in Brussels



▲ Simon participated in "The Berlin City Cup 2025" held on 5 July 2025

Simon@ Berlin HKETO: Simon finds fulfilment in overseeing the office’s daily operations and navigating the complexities of local regulations. While his role is largely internal, he embraces the challenge of adapting familiar tasks to an unfamiliar environment. “Learning how to manage administrative matters under German law has been eye-opening,” he shared. “For example, under German employment law, employees who have worked full-time for six months are entitled to request a part-time contract. Unpaid leave is uncommon here, so we must find ways to reconcile the requirements of both Hong Kong and Germany. It’s rewarding to see our office running smoothly despite these differences,” he said.

Cherry@ Bangkok HKETO: As she approached the end of her three-year posting in Bangkok, Cherry reflected on the highlight of her time abroad: supporting high-level missions across Southeast Asia. From coordinating the Chief Executive’s mission to Cambodia to assisting other HKETOs in Indonesia, Malaysia and Vietnam, she deeply valued the cross-cultural experiences. She said, “These missions taught me the importance of adaptability and quick thinking.” She added, “And exploring Thailand’s rich culture in my free time has been an added bonus!”



▲ Cherry (second from left) attended a meeting with the Minister of Commerce of Cambodia in April 2024

Challenges Along the Way

Eva@ Brussels HKETO: The public-facing nature of Eva's work marked a significant shift from the back-end support typically associated with EO duties. She explained, "Everything you've built up in Hong Kong over the years doesn't carry over here. You have to start from scratch — building a new network, understanding your local staff, and getting familiar with overseas government offices and organisations." Making cold calls and establishing new professional relationships were initially daunting but ultimately rewarding. She added, "Flying across countries, managing time zones and tackling language barriers can also be challenging. But with advanced technology, I was able to juggle tasks across locations efficiently. The support of local staff has also been invaluable in making the transition smoother."

Simon@ Berlin HKETO: Simon highlighted the learning curve of working in a multicultural environment. He elaborated, "Collaborating with colleagues from Germany, across Europe and beyond requires patience and openness. It takes time to understand different work styles and build the trust with stakeholders."

Cherry@ Bangkok HKETO: Cherry echoed, "In Southeast Asian countries, workplace protocols and culture differ significantly. Clear communication and flexibility are essential in overcoming all challenges. We need to strike a balance between adhering to Hong Kong regulations and respecting local customs."

The Rewards of an Overseas Posting

Eva@ Brussels HKETO: Although Eva has only been in the role for a few months, she already appreciates how the experience has sharpened her skills and expanded her potential. Beyond professional development, she is eager to explore more of her host country. "The stunning architecture around every corner and the rich cultural scene of museums make every day special," she shared.

Simon@ Berlin HKETO: For Simon, the personal growth that comes with living abroad has been invaluable. He said, "It's a once-in-a-lifetime opportunity to become more independent and gain a broader perspective. The friendships I've built here are truly priceless."

Cherry@ Bangkok HKETO: As Cherry counted down her final weeks in Bangkok, the experience held even deeper meaning. "The memories I've made — from supporting high-level missions to discovering Thailand's hidden gems — will stay with me forever. I'll miss the warmth of the people and the vibrancy of life here," she reflected.

Advice on Overseas Posting

Eva@ Brussels HKETO:
"We EOs are capable of embracing challenges, big or small. Believe in yourself, and don't hesitate to go the extra mile!"

Simon@ Berlin HKETO:
"Adapting to cultural differences takes time, but it's incredibly rewarding. Working alongside people from diverse backgrounds gave me valuable insights into different work styles and perspectives — an experience I wouldn't trade for anything."

Cherry@ Bangkok HKETO:
"Stay open-minded and embrace every opportunity! An overseas posting is an eye-opening journey that broadens your horizons in ways you never imagined."

Joyce Fan
Nicole Lam

公務員交流協作項目

發展迅速的基建設施和便捷的交通，大大推動粵港兩地各領域的交流，當中包括了香港公務員與大灣區內地城市的交流協作項目。

在 2023 年 9 月，香港特別行政區政府與粵港澳大灣區內地城市合辦的公務員交流協作項目讓香港公務員有機會深度體驗大灣區城市的發展和參與駐地政府的工作。多名來自不同部門和職系的中高級公務員參與是次為期三個月的計劃，行政主任職系人員陳菲菲便是其中一位。

「菲」常體驗—— 出任前海管理局副局長特別助理

公務員事務局 陳菲菲

在 2023 年 12 月 18 日至 2024 年 3 月 8 日期間，我有機會參加大灣區公務員交流協作項目，在深圳工作三個月，擔任深圳市前海管理局副局長特別助理一職。當時，我主要參與前海管理局港澳服務處的日常工作，包括籌備前海深港現代服務業合作區建設專班第一次會議、走訪區內港資企業了解其營運遇到的困難、接待往前海參訪的不同政府部門及機構，以及探討研究港人港企所需的便利措施等。

我其中一項任務是為前海的港人港企提供服務，了解他們的需求，讓他們無差別感地在深圳生活。那時，前海不同的同事詢問我，在前海管理局與香港特區政府工作有沒有差別呢？我原以為，大家腳踏同一個國度，孕育於同一個文化，即使處事方式會有不同，差異感應該不會很大。然而，透過工作實踐與當地生活，仍會察覺到一些微妙的差異。我深深感受到當地同事對履行工作的使命感和推動香港與深圳融合的初心，同時體會到他們對領導的高度服從性。在前海，當領導重視與關注一項工作時，大家會以目標為本的方針，在極高的效率及靈活的制度下迅速完成相關工作；而在香港特區政府，我們會更重視工作程序，工作的推進亦會較為透明，並在全面考慮不同因素後，有計劃性地推進。



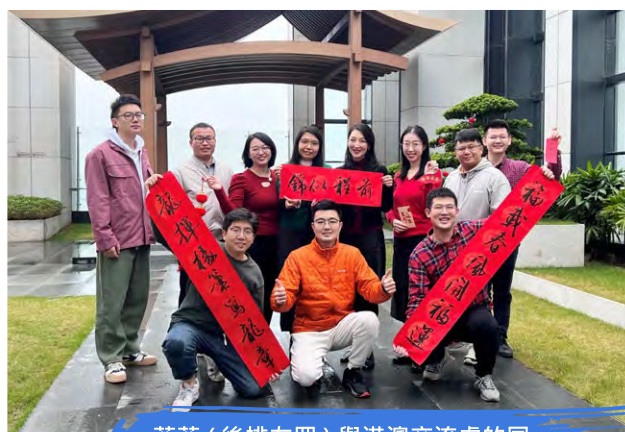
兩地公務員交流協作項目於 2023 年 12 月
在深圳舉行啟動儀式

深圳的同事對政府工的看法與我們非常不同。一般來說，我們覺得公務員是公僕，工作是服務市民，貢獻社會。然而，有一些當地的同事會認為公務員是一份「官職」，做公務員就是「當官了」，擁有權威。

有位同事的提問讓我印象深刻，他問：「在香港做公務員對婚嫁市場有沒有優勢？」這問題反映做公務員在內地非常受歡迎。

我的工作單位——前海深港現代服務業合作區管理局，於2010年成立，是一所實行企業化管理的法定機構，它不以營利為目的，並履行行政管理和公共服務職責。這單位注重員工的身心健康，會定期舉辦不同類型的興趣班，例如書法班、羽毛球班等，除了前海的同事外，其家屬也可參與。單位還備有員工餐廳、圖書館、健身室和中醫診所。當中的員工餐廳提供一日三餐，不僅價錢相宜，食物味道和餐廳環境也不錯呢！

隨著大灣區的發展，香港和深圳的聯繫越來越緊密，兩地交通發達。交流期間，我遇到不少在兩地通勤的朋友，有居住香港每天經深圳灣口岸前往前海返工的香港人，亦有居住深圳每天由前海乘坐客輪往香港工作的內地人。我也曾經試過在前海放工後，回港觀看舞蹈演出，並在演出結束後乘搭高鐵返回深圳。相信往後兩地會因各自特色，互相吸納人才及旅客。



菲菲（後排左四）與港澳交流處的同事一同慶祝農曆新年



菲菲（右一）和香港規劃署兩位同事在前海的分享講座

後記

「世界這麼大，我想去看看」——這是菲菲在一次分享交流成果的內心感受。她很慶幸有機會在內地城市工作，感受不同的地方文化，認識不同的人 and 事，希望未來再有機會去更遠的地方，體驗不一樣的生活。眼前的菲菲，清秀的臉龐掛著直長及肩的秀髮，一雙大眼睛透著按壓不住的好奇和躍躍欲試的眼神。「菲菲，期待你再次分享你的下一站！」

黃嘉盈

近年的龍舟比賽不乏英姿颯爽的女性參與，今期《行家小檔案》請來兩位現役香港龍舟代表隊成員蔡菲玉 (Violet) 和黃義汶 (Cristy)，分享參與龍舟運動的點滴。

龍舟初接觸

Violet 最初接觸龍舟運動是參與「警察慈善龍舟賽」；而 Cristy 則在消防處實習時開始接觸龍舟運動。二人隨後在民航處相識，並一同加入民航處龍舟隊「航龍十八」。

龍舟競渡着重的是團隊合作，長時間的訓練是不可或缺的。身為業餘運動員，二人要犧牲休息及與家人相聚的時間作恆常水上訓練，亦自發進行額外的負重訓練及帶氧運動。中國香港龍舟總會更為隊員安排集訓，為國際性賽事作準備。Cristy 指不論是炎夏或寒冬，她們都全年無休地投入訓練，並在休賽期進行技術調整。



▲ Violet (左) 和 Cristy (右) 攝於 2024 年亞洲龍舟錦標賽

踏上香港代表隊的舞台

Violet 和 Cristy 在 2023 年年底成功通過考核加入香港龍舟代表隊，並肩出戰多項全國及國際性賽事。Violet 更十分榮幸能代表香港赴廣東佛山出戰國家水平最高、規模最大的全運會女子組多項龍舟賽事，與來自各省市高水平的運動員同場競技，並取得不俗成績，深入地體驗廣東龍舟文化。

難忘的賽事

Violet 最難忘的是 2024 年首次以港隊代表身份參加在香港舉行的亞洲龍舟錦標賽，與亞洲各區的精英運動員角逐殊榮。隊員在繁重工作及訓練日程外，早上 5 時多開始進行特訓，以期在 100 米賽事摘取獎牌。雖然最終只得第 4 名，與獎牌擦身而過，但大家全情投入參與訓練和比賽，互相勉勵扶持，這種齊心協力、團結奮鬥的精神，正正是龍舟運動吸引之處。對 Cristy 來說，最難忘是參加第十二屆全國少數民族傳統體育運動會：「在開幕式中第一次行「方陣」，大會介紹香港代表隊入場後，我們走進三亞國際體育產業園體育場，被三萬人的歡呼聲圍繞，真的很震撼和難忘。這次比賽讓我有機會與內地運動員交流切磋，大大擴闊了視野，體會到國家龍舟運動發展更趨專業化和精英化。」

堅守的信念



▲ Violet (前排右一) 前和 Cristy (前排右二) 於 2024 年亞洲龍舟錦標賽中全力划槳爭勝

「台上一分鐘，台下十年功」，一場龍舟比賽可能為時少於一分鐘，但各健兒在背後往往是不分寒暑、「日曬雨淋」地反覆練習數月甚至更長的時間。是什麼驅使二人堅持下去呢？Violet 認為龍舟運動令她明白為團隊無私付出的重要性，她說：「龍舟運動需要每個隊員在比賽和訓練過程中齊心合力地付出，我不希望因為缺席訓練，令自己在技術和體能上停滯不前，以致影響隊伍在比賽中的發揮。因此，即使犧牲和家人、朋友相聚的時間，甚至個人休息時間，我也會堅持出席練習。」Cristy 則表示很享受與隊友一起比賽爭勝的感覺，與 21 名隊友並肩作戰，訓練時齊心合力，比賽時奮勇向前，未衝綫絕不放棄，這種感覺令她有很大滿足感。

「划」出意義來

龍舟運動對 Violet 的日常工作也有很大啟發：「龍舟上不同崗位要互相配合，令我領會到團隊合作的重要性。行政主任的工作同樣講求團隊精神，透過溝通提升同事之間的默契。與龍舟運動一樣，團隊中每個成員的長短處各有不同，最重要是大家目標一致，清楚自己在團隊中的角色，並努力發揮所長。」Cristy 亦體會到：「無論一個人划得多快多用力，若不能與隊友配合也是徒勞無功，齊心合力才是致勝之道。行政主任在工作上有機會與來自不同職系或職級的團隊合作，即使遇到困難也不要氣餒，相信團隊每個人都同心同德，一定可以成功。」

最後，二人感謝上司和同事的支持和體諒，讓她們可在工作以外兼顧訓練和外出參加比賽，一步一步隨鼓聲的節奏划向自己的目標。

陳志輝



如何讓 AI 成為你的旅行顧問？

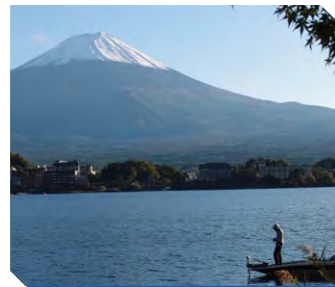
小編剛從埃及回來，又心思思想去旅行了！相信不少同事和我一樣，愛旅行卻怕排行程。別擔心，讓我跟大家分享如何讓 AI 當你的免費旅行顧問。

秘訣 1：若你茫無頭緒，可先讓 AI 給你靈感

最近我看完《Lion King》，突然想去東非看動物大遷徙，於是隨口問 AI：「從香港出發，8 天東非 safari 有什麼推介？」AI 迅速列出詳細行程，並重點推介到馬賽馬拉尋找非洲五霸 (Big Five)——獅子、大象、水牛、犀牛和豹。這讓我有初步概念，可進一步規劃行程。

秘訣 2：把 AI 當助手，給予具體指示，並留空間給它發揮

倘若你對目的地有基本認識，可更精準地委派任務：「我第 1 天 15:00 到達東京成田機場，第 5 天中午回港，請幫忙編排行程，必吃一頓 Omakase + 在河口湖住一晚、看富士山 + 逛 Outlet，其餘由你安排。」



秘訣 3：把 AI 當朋友，讓它深入認識你

即使對目的地不熟悉，只要說出你的喜好，AI 也能為你作出個人化安排。「我朋友愛喝咖啡 + 安靜 + 攝影，這天我們會先到朱拉隆功大學附近吃蟹肉炒蛋，請推薦步行可達 + 設有 USB 充電插座 + Google 評分 >4.5 的 café。」結果，我們找到一間放滿懷舊菲林相機的咖啡店，喝了一杯「人生咖啡」，離開時用 AI 推介的優惠碼叫車，更省下 20 泰銖，可以多買一枝鼻通當手信。

秘訣 4：把 AI 當積木，可作多次修改，直至滿意為止

「由 Barcelona 去 Marseille，坐火車要 5 小時，中間可否加插一個景點？」AI 建議我在 Tarragona 停留。我再問：「不想走回頭路，除西班牙外，有南法城市可選擇嗎？」AI 給我介紹了幾個南法城市。最後，我揀了 Montpellier，享受了一個悠閒的 second city trip。



秘訣 5：把 AI 當參考文件，最終確認靠自己

AI 曾向我推介「夜遊博物館」行程，但我最終發現博物館在下午四時半關閉。對於博物館及教堂的開放時間、火車班次等資訊，請務必查看官網資料。在歐洲，錯過一班火車可能連帶錯過一個城市的行程。

就在你放工乘車回家的路上試試以上推薦的小技巧吧！

林洛敏

Meeting with HKSAR Government Executive Grade Association (GEGA)

On 18 June 2025, the GGO held a meeting with the Executive Committee of GEGA to exchange views on issues concerning the EO Grade.



▲ Miss Ruby Luk, Chairperson of GEGA; Mr Hermes Chan, DGG; members of the GEGA ExCom; and representatives of the GGO at the meeting