

Greetings from

SPEO(G)



I am most delighted to take up my appointment as SPEO(G) and look forward to overcoming the challenges it brings. After five years as District Officer (DO) (Sai Kung) I am perhaps a bit out-of-touch with mainstream EO jobs, particularly human resource and grade management tasks. Nevertheless, I believe my extensive district experience will be valuable in discharging my new duties in managing the Executive Grade.

Therefore, let me share with you relevant aspects of my DO job that shed light on a wide spectrum of tasks and responsibilities, and which I trust will inspire EO colleagues in performing their duties under different portfolios.

When I assumed my DO post in November 2004, I felt this was really a big challenge since I did not consider my personality would fit in well with such a high profile job. But, being a General Grade officer subject to posting and deployment, I of course took a positive attitude and accepted my 'fate'. I did not have a gentle learning curve and it took some time for me to understand the intricacies of my job, get to know how to establish effective communication with local community leaders and cultivate good working relationships with my Government counterparts in the district.

With hindsight, I think it was good for me to be aware of my own strengths and weaknesses at the outset so I could leverage on my strong points and stay alert to areas where I do not deliver so well. I believe many EO colleagues may face the same situation when taking up new jobs during their careers. Early on I decided to strengthen district-based governance to meet the rising expectations of the district community. This involved putting in place a stronger and more effective network with departments providing local frontline services. It also entailed advocating vigorously the "joined-up government" concept at the district level.

With the DO taking ownership of key district co-ordination tasks and proactively changing the mindset of departmental colleagues, I believe we successfully engendered a better district governance culture.

An unforgettable experience was crisis management during the swine flu pandemic in May last year when the Lady MacLehose Holiday Village became an emergency quarantine station. I became 'Station Commander' to ensure the best possible assistance was rendered to hundreds of involuntary guests under quarantine. Our EO colleagues in HAD displayed professionalism, perseverance and versatility in manning the Government help desk, and their assistance to the many compulsory and therefore annoyed guests made a considerable contribution to the success of the overall operation.

For colleagues involved in similar emergencies in future, my experience may provide some useful reference pointers, particularly the need to:

- respond to the community's ever-changing aspirations and review operations from time to time to re-position ourselves to better meet these changing needs;



- have a firmer grasp of the community pulse and sentiments of key stakeholders to enhance our capacity for more effective governance; and
- secure wider and stronger community support for Government policies and initiatives.

Since recruitment resumed in 2007 we have recruited some 600 EO sII, and this year's intake will be around 150. Apart from natural wastage and replacement of NCSC staff, quite a number of long-term and time-limited EO posts are created each year. We take pride in this since there is still great demand for new EO posts to support various new policy initiatives, project and scheme administration, plus organising special events.

Over the years we have seen many changes in duties and responsibilities plus necessary growth into new fields, many of them requiring still further EO staffing. Officers sent to these posts have always displayed versatility and resilience in capably fulfilling such new duties as event management, project administration, crisis management and tobacco control work.

At times of crisis such as SARS in 2003 and last year's swine flu pandemic our EO colleagues did a marvellous job in supporting operations at quarantine centres. They worked prolonged hours day and night, patiently doing their best to help those people forced into quarantine, hence facilitating the Administration in safeguarding public health. We all took great pride of their exemplary performance and I am sure their efforts reinforced the Executive Grade's role as the backbone of the Civil Service besides fully reinforcing our treasured "can-do" core value.

We should never fear that such emergencies would unreasonably overload our colleagues. To the contrary, the positive response of our EO colleagues to crisis situations and new areas of work is greatly appreciated by the Administration. The collaborative endeavours of our colleagues have together engendered a highly esteemed and trusted service culture that makes us the cornerstone of the Civil Service. The future development and progression of the Executive Grade will certainly hinge upon the continued support of our Grade members.

The CDM Scheme for the Executive Grade is operating well. As human resources are any organisation's most valuable asset, it is necessary to enhance the development of individual Grade members to better equip them for future job challenges while affording them reasonable career progression opportunities. We are also mindful of the need for well-conceived staff succession planning to ensure that we can maintain the necessary staff complement at various levels to cater for the needs of bureaux and departments.

In gist, we shall focus on a total staff development approach for individual Grade members throughout their careers. Besides carefully nurturing the integration of new EO sII, we shall maintain a vigorous posting policy to widen job exposure and test an officer's versatility and competence in different job settings, provide on-the-job and refresher training, and offer Mainland and overseas training for potential officers at senior ranks.

We hope this total staff development approach will afford a holistic way of equipping our colleagues to meet their work challenges at various stages of their career as well as to facilitate a sustained development of the Executive Grade. Let's make our best joint endeavours to further enhance our contribution to the Civil Service and the community at large.

Peter Chan

Editor's Note

Features

Greetings from
SPEO(G)

p.2



Secretary for the Civil Service
on constitutional development

p.5

東亞運的傳奇

p.7



Customer service skill
No.1 - Keep your cool

p.12

Regulars

IT Column -
Paperless Meeting

p.14

行家小檔案 -
a cappella

p.16



EO Blog -
Enter the anti-heroes
of gritty French
New Wave movies

p.18

EO Blog -
我在南非的日子

p.20



News from GGO

p.22

The Hong Kong 2009 East Asian Games closed its curtains last December. Cheers to the sports legends still echo in our ears...Behind the scenes of the Hong Kong's biggest ever sporting event, EOs had been working hard alongside others in the Government, making no small contributions to its success. In the feature column, a number of our colleagues recounted their experience while participating in this memorable event.

Mr Peter Chan assumed office as the new SPEO(G) on 8 February 2010. In his greetings to colleagues, he talked about his career in the EO Grade and shared with us some insights to facing the challenges ahead.

Other articles include: Secretary for the Civil Service on constitutional development, report on a new workshop on customer service, paperless meeting in the pipeline, interview with two a cappella singers Phoenix and Keith in our Grade, French New Wave in a nutshell and the life of Ivy Chow, a fellow EO, back in South Africa.

Our heartiest congratulations go to the 169 promotees this year! Please watch out for the latest update from grade management in News from GGO.

Remember, Keep In Touch belongs to **YOU**. We welcome your comments and suggestions, and we look forward to your contributions!

Enjoy reading!

Secretary for the Civil Service on constitutional development

On April 14, 2010, the Hong Kong Special Administrative Region (HKSAR) Government announced a package of proposals on the methods for selecting the Chief Executive (CE) and for forming the Legislative Council (LegCo) in 2012. Hong Kong's constitutional development has reached a crucial stage.

The Central Authorities and the HKSAR Government are fully committed to promoting Hong Kong's democratic development. The proposed package is based firmly on the Basic Law and the 2007 decision of the Standing Committee of the National People's Congress (NPCSC), and the Government has taken full account of the views and suggestions expressed during the consultation period.

The proposed package will enhance the democratic elements of the electoral methods for the CE and the LegCo through the participation of elected District Council members who have a broad electorate base. For the LegCo election, in particular, no more "traditional" functional constituency seat will be created; and 41 seats (close to 60% of all seats) will be returned through direct or indirect geographical elections.

The proposed package has responded positively to the aspirations of some LegCo members who vetoed the 2005 proposal by attaining a clear universal suffrage timetable and proposing that only elected District Council members will participate in the election of District Council seats in the Election Committee and LegCo. Under the framework of the NPCSC decision, we have already maximised the latitude for enhancing the democratic elements of the two elections in 2012 and paved the way towards universal suffrage.

Passage of the proposed package will bring about a major step forward towards universal suffrage in Hong Kong's constitutional development:

- A clear timetable for universal suffrage: Hong Kong may implement universal suffrage for the election of the CE in 2017 and the LegCo in 2020. This is an important milestone for Hong Kong's constitutional development.

- Mr Qiao Xiaoyang, Deputy Secretary-General of the NPCSC, made clear on the day we released the proposed package that the authority and legal effect of the universal suffrage timetable is beyond any doubt. The green light for universal suffrage has been switched on; and universal suffrage will be achieved after going through the “five steps”.
- The HKSAR Government has made clear that the universal suffrage models to be implemented in future must comply with the Basic Law and the principles of universality and equality.
- On the issue of how the functional constituencies should be dealt with when universal suffrage for the election of the LegCo is implemented, although the current-term HKSAR Government has only been authorised by the NPCSC to deal with the two electoral methods in 2012, we have already put on record the different proposals put forth recently within the community, and recommend that the next-term HKSAR Government follow up actively and consider the relevant proposals seriously.

Constitutional development is a complicated issue. In a pluralistic society like Hong Kong, it is only natural for different sectors in the community to have different aspirations and to have different views on how to further democratise the electoral system. What is important is to forge a consensus acceptable to most people in a spirit of pragmatism and consensus-building.

Results of surveys conducted by different academic and community organisations show that about 50-60% respondents support passage of the proposed package. The Government will continue to strive to gain the support of the community and the LegCo for this proposed package.

In the face of challenges from all fronts, the Administration is committed to maintaining an apolitical, professional and career civil service. Civil servants are the backbone of the HKSAR Government. All civil servant colleagues must give their best to serve the CE and the Government of the day in formulating, explaining and implementing policies, as well as conducting administrative affairs.

We must demonstrate through our words and deeds that we are a quality civil service with vision and dedicated to serving the people of Hong Kong.

東亞運 的傳奇

二零零九年十二月五日至十三日，東道主中國香港在第五屆東亞運動會屢創佳績，令人鼓舞。這項香港有史以來最大型的國際綜合運動會，共匯聚九個國家及地區約2300名體壇精英參與，競逐22項運動項目、226面金牌。無論在運動項目和參賽人數方面，都是歷屆東亞運動會之冠，更吸引了數以萬計的貴賓、各地區代表團、傳媒、旅客及觀眾訪港。這項亞洲體壇盛事得以圓滿結束，公務員團隊的龐大支援實在功不可沒。其中，行政主任亦在不同的工作崗位扮演不同的角色。我們訪問了當中四位行政主任，請他們分享在籌備、後勤支援、接送賓客及醫療藥檢等不同工作範疇的經歷和體會。



臨危不亂 八方支援

負責統籌賓客抵港、離港資料的一級行政主任傅磊 (William) 表示，東亞運期間共有3 000賓客經海陸空三路進出香港，盛況空前。為使各有關單位能為賓客的來臨作好準備，William早在東亞運開幕前一個月，就設計好一個訪客資料庫的電腦程式，每天更新資料庫中各訪客的資料，包括他們的身分、抵港時間、航班編號、入住的酒店等。

準確無誤的訪客資料庫對接送訪客的安排，可說非常重要，然而，要成功收集多國賓客的資料實非容易。「許多時候，資料還沒有收到，賓客就已抵達。時間緊迫，唯有透過其他工作單位的行政主任同事，想辦法盡量收集抵港訪客的資料。」William回想道：「訪客的基本資料得以順利備妥，實在是各行政主任同事通力合作的成果。」



Kendrew (穿黑衣者) 與一眾義工在機場的東亞運服務櫃檯的工作情況



由於訪客的抵港時間、航機班次、離港日子等重要資料常有更改，變化莫測，即使有關基本資料已經備妥，William還須與各單位保持緊密聯繫，互相交換訪客的最新消息，好為他們作出最妥善的安排。「某次正當我們的工作進行得如火如荼之際，資料庫的電腦程式忽然故障，令我們大失預算。」William憶述：「那時東亞運剛剛開幕，為免接送賓客的安排受到影響，我唯有即時應變，一面嘗試緊急修復電腦程式，一面用人手繼續處理訪客的資料。幸好經過兩晚不眠不休的工作，終能圓滿解決問題。」William表示，由設計資料庫、收集資料以至修復資料庫的電腦程式，都由他和另一位同事包辦。這難得的工作經驗，令他深刻地體會到臨危不亂、溝通合作的重要性，獲益良多。

全民參與 飲譽國際

談到資料庫的問題，一級行政主任陳德銓(Kendrew)亦深有同感：「William主理的資料庫對我的工作實在非常重要。」Kendrew是前線工作人員，負責在機場接送來自各國的運動員及技術人員。「全靠這個資料庫，我們才可及時為各國訪客作好妥善的接送安排。」東亞運期間訪港、離港的賓客甚多，突發事情不時發生，每每需要大量人手應付。是次東亞運的接送工作得以順利進行，Kendrew認為除了有賴William的後勤支援及其他部門的同事溝通合作，一羣積極投入的義工其實功不可沒。

「東亞運前後的一段日子剛好是大學考試季節。眾義工知道開幕禮前幾天是賓客來港的高峯期，都主動要求延長或增加當值時間，分擔工作。看着他們在休息時間還躲在角落捧着課本『猛啃』，我內心實在非常感動。」透過羣策羣力，Kendrew的團隊在短短三天內，成功接待了近150團訪客。由培訓以至工作安排都有參予的Kendrew，對義工在東亞運的貢獻有這樣的體會：「工作能夠順利完成固然可喜，眾義工朋友的熱誠，更教人欣慰。畢竟義工的積極參與，多少反映了社會大眾對香港主辦東亞運的認同與支持。是次運動會能夠圓滿舉行，數百義工的無私付出，實在應記一功。」

雖然連日來披星戴月的工作很吃力，但Kendrew仍然很享受這段東亞運的日子。他認為分秒必爭的接送工作不但是充滿挑戰性，還為他帶來莫大的滿足感。他回想有位技術人員離港時曾特意走到服務櫃檯對他說：「Your service is amazing！」原來那位技術人員雖然曾參與過多次類似的大型運動會，卻從未遇過有主辦單位為他們作出如此周到的接送安排。Kendrew笑道：「我很慶幸有機會參與東亞運的工作。付出過後得到別人的認同和讚賞，感到異常滿足，再辛苦也是值得的！」

醫療藥檢 認真嚴謹

有別於William與Kendrew，二級行政主任黃皓賢 (Michelle) 負責的是較為敏感的醫療及藥檢工作。「由於選手受傷和藥檢的結果，可能會引起傳媒的跟進訪問，所以我們不單平日要確保一切運作暢順，一旦遇有突發事件，還要即時依循一套嚴謹的程序向各級通報，跟進處理。」雖然大會請來北京藥檢局負責主要的藥檢程序，但Michelle與六位行政主任同事，加上其他部門的同事及大約200至300名義工，還是需要長駐運動場館和運動員下榻的酒店，提供即場的醫療及急救服務。這次東亞運的動員人數龐大，作為各個工作單位的溝通橋樑，行政主任的角色尤為重要。為確保每場比賽的場地都有足夠的駐場人員，提供即時的醫療服務，並在比賽後進行藥檢，Michelle和其他行政主任同事都不敢怠慢，由上任起，即長駐場館工作，直至東亞運的最後一日。Michelle笑說：「為確保一切順利進行，我們親自訓練各義工，絲毫不敢怠慢！」

Michelle駐守的伊利沙伯體育館主要舉行兩個比賽項目：乒乓球及羽毛球。雖然即場的醫療及急救服務有衛生署和聖約翰救傷隊派員負責，但許多跟進工作，例如陪同受傷運動員到醫院求診、確定有關運動員的身體狀況、向其所屬的國家隊匯報等，還是需要大量人手應付。「全賴義工的支援，我們才有足夠的人手處理東亞運的後勤工作。」談到工作期間的難忘事，Michelle回想起曾有運動員在場館扭傷足踝，負責診治的骨科醫生建議他入院治療，可是受傷的運動員因為隔天就要打決賽，堅決不肯入院，雙方僵持不下。最終運動員要求返回下榻的酒店，由自己的隊醫跟進傷勢。由於大會並不負責運動員往返酒店及比賽場地的交通安排，眾同事即時四處張羅，扭盡六壬才能把他安全送返酒店。「每天都有突發事件，每次都是『腦筋急轉彎』的大考驗。」Michelle笑道：「可是我想，這也是行政主任的價值所在吧！」



開幕典禮的盛況



Michelle (右一) 與醫院管理局主席胡定旭先生 (左二)、一眾醫護人員及義工合影

籌備盛事 經驗難忘

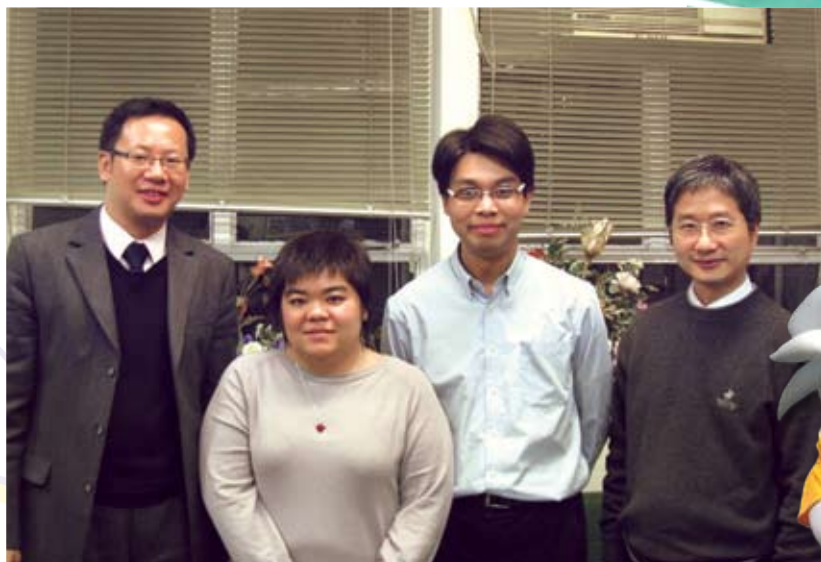
負責籌備東亞運開幕及閉幕儀式的高級行政主任古初成 (CS)，在三月已開始有關工作。由於要到七月才有另一位行政主任同事上任幫忙，數月來CS獨自奮戰，從策劃到執行，參與了各方面的工作。

CS憶述，剛上任時主要負責合約管理工作，與承辦開幕及閉幕禮的服務承辦商聯絡。該承辦商曾參與籌辦北京奧運的開幕及閉幕式，經驗豐富。東亞運開幕禮在香港文化中心露天廣場舉行，由於在戶外舉行大型活動會牽涉不同環節，有許多變數，所以儘管已外判有關籌辦工作，CS依然親力親為，跟進觀眾席高度、保安安排、接待處及救護車位置等細節，確保一切有條不紊。是次開幕禮由於場地的限制，並沒有運動員進場的儀式，改為租用四艘渡海小輪接載運動員，讓他們在海上的最佳位置觀賞煙花。箇中的細節安排，又花了CS一番功夫。

除了合約管理，跟各個政府部門保持緊密聯繫也是CS的主要工作。CS回想，是次煙花匯演及海上綵船巡遊，由於涉及臨時封路、封閉海港的安排，時間也較平常的煙花匯演更長，約四至五小時，所以既要與運輸署商討細節，又要諮詢海事處、業界及各區區議會，最後要提交行政會議討論，牽涉的工作相當廣泛。承辦商正式簽約的時間大約在四、五月。半年內要安排好這大大小小的許多細節，時間可說非常緊迫。CS笑說：「幸好還有身處不同政策局、部門的行政主任同事鼎力相助，璀璨煙花才能順利綻放。」



Michelle (中) 與其他工作人員在比賽場館內合影



William、Michelle、Kendrew及CS (由左至右) 在接受Keep In Touch記者訪問時合影



Michelle與東亞運吉祥物「阿妹」合影



CS表示，籌辦這種大型運動會，現場情況往往千變萬化，難以逆料，所以一定要做好應變計劃，以防萬一。以是次開幕及閉幕禮為例，CS及眾行政主任同事就惡劣天氣擬定了周詳的應變計劃。CS笑說：「雖然我們已從天文台得知，香港開埠以來從未於十二月懸掛八號風球，但我們還是訂立了遇上八號風球的應變計劃，以防萬一。」

親身見證 傳奇一刻

談到香港足球隊在本屆東亞運動會奪金的一刻，各人都有不同的感受。

Michelle表示，決賽時，她和同事須當值，未能觀看比賽。一些因場館內正進行羽毛球比賽而暫不用當值的工作人員及義工，則聚集在醫療室小小的屏幕前觀看直播。Michelle笑說：「當場館內靜靜地進行着羽毛球比賽時，醫療室突然傳出一陣歡呼聲，我當時還害怕大家會受責罵呢。」

William和Kendrew則表示，決賽時正忙得昏天暗地，甚麼也顧不了。CS笑說：「我比較幸運，辦公室正正在香港大球場內。」CS回想決賽時，整個球場的氣氛非常澎湃，港隊每次控球都全場哄動。當港隊在互射十二碼決勝階段勝出時，全場觀眾更歡呼雷動。「那歷史性的一刻，實在令人難忘。」

「創造傳奇一刻」的背後

行政主任是默默耕耘的一羣。每個小小的環節、每盞璀璨的鎂光燈、每個傳奇一刻的背後，總有行政主任默默工作的身影。隨着香港運動員在這次運動會中屢創佳績，歷時九日的東亞運動會，亦圓滿結束。讓我們繼續貫徹行政主任的拼搏精神，為香港未來締造更多「傳奇」。

張文雯
曾子傑

Customer service skill

No.1 – keep your cool!

“But why can't I...”

“Where's your supervisor ... I need to talk to him right now!”

“I'm here to complain about...”

“Why can't you agree to my request?”

“If you can't give me an answer today, I'm going to the District Councillor or the Ombudsman!”

If you are in a post where you have to deal with the public, the above complaints will be all too familiar. So what are the most tactful and effective ways of telling customers that their requests cannot be entertained? And how do you keep your cool? We are sure you will be interested in the useful advice offered at the one-day Workshop on Customer Service Skills held in March and organised by the General Grades Office for Executive Officers.

The workshop highlighted –

- a) new concepts and principles of the quality customer service;
- b) good complaint handling mechanism;
- c) techniques in handling difficult customers;
- d) effective communication skills for building rapport with customers; and
- e) ways to lead our staff for delivering quality service.

SERVICE model

The workshop provided many opportunities to discuss different issues on customer service. We shared with one another our views on the new concepts of customer service and the effective complaint handling mechanism, specially in view of increasing public interest about Government policies in recent years. We agreed that the public today don't just want a reply, but that they have high expectations for the service quality delivered by the Government.

The key elements to providing quality customer service were aptly summarised by this “**Service Model**” –

Emotional needs

To have a greater appreciation of quality customer service, we took part in interactive role-play activities, with

SINCERITY
EFFICIENCY
READINESS
VALUE
INIITIATIVE
COURTESY
ENTHUSIASM

some of us acting as customers and others as the officials fielding their questions. We put ourselves in the customers' shoes to experience how they would feel if their requests could not be satisfied, illustrating how confrontations could develop and feelings become heated.

The key point we learned was that while politely pointing out it was impossible to accede to customers' requests we should try to satisfy their emotional needs and make them feel good by showing a serious and caring attitude. This confirmed the finding of a research expert that customers would still be satisfied if their emotional needs were fulfilled even though their request was not.

Going the extra mile

The trainer emphasised that to achieve service excellence it was vital to *exceed* customer expectations besides satisfying their actual and emotional needs.

For example, last year he mistakenly drove into the restricted area of the border and a policeman gave him a fixed penalty ticket. When he explained that he still did not know how to get to his destination, the policeman “went the extra mile” by actually taking him there. The trainer was pleasantly surprised and he did not mind paying the penalty!

“Difficult” customers?

What’s the best way to handle the most difficult or demanding customers? Answer: By adopting the **LISTEN** model with appropriate pleasing words and body language:

- 1) **L**isten patiently, and put ourselves in the customer’s shoes;
- 2) **S**hare our feelings with the customers and show empathy;
- 3) **T**alk about facts;
- 4) **E**xplore new solutions; and
- 5) **N**egotiate with the customers for an agreement.

We can also use the following skills to handle customers’ emotions:

Sandwich skills:

Start on a positive note. Bring the bad news but provide a positive solution.

Example: I can confirm that you’re eligible for this application, but I’m afraid you’ve missed the deadline. But don’t worry. The next application period will start in July. You could browse our website at that time and submit your application by the deadline given.

Benefits: This is a positive way of passing on negative news.

‘Dentist’ skills:

Explain step by step the procedure that a customer should follow.

Example: To facilitate speedy processing of your application, I will explain the procedure and tell you what documents you should submit...

Benefits: This ensures that the customers don’t miss any necessary step, and reassures panicky customers on what to do next.

ABC skills:

Advantage for all parties. **B**enefits specifically for the customers. **C**atching figures/facts.

Example: The introduction of e-leave system benefits all staff since records are automatically and accurately stored. You needn’t remind your supervisor of the approval as the system will do it. This system has been in use in other departments and most staff are happy with the change.

Benefits: It helps convince sceptical customers.

Diversion skills:

Draw on the customer’s remarks to develop a new topic to divert attention from a negative one.

Example:

Customer: Why the delay? I must pick up my kids and then rush to work ...

Staff: How many kids do you have?

Customer: Three. What’s that got to do with my application?

Staff: Yes, it’s not easy to go to work and take care of children at the same time.

Customer: Certainly not.

Staff: You’re right. Let’s see how we can process your application quickly so that you can pick up your children sooner.

Benefits: This can help diffuse the anxiety of the more emotional customers.

In short, handle difficult and demanding customers by adopting the 3F approach – **Stay FIRM, FRIENDLY and FAIR.**

When customers’ responses are quite provocative, we may be tempted to snap back. **DON’T** fall into this emotional trap! Stay calm and empathetic. Try to see things from the customer’s perspective. As the trainer explained, this is the essence of customer service.

Customer service – teamwork

Apart from providing direct services to the public, we may also have to offer regular advice / guidance to our colleagues on delivering quality service. We were advised to –

- 1) provide explicit guidelines and standards to our colleagues;
- 2) delegate appropriate authority to them;
- 3) understand their needs and difficulties;
- 4) inspire and praise them;
- 5) be a role model;
- 6) build up team spirit; and
- 7) cultivate a good service culture.

The workshop was most effective in highlighting the significance of providing quality customer service and reinforcing the core issues of service excellence through different interactive activities and valuable experience sharing.

Katy Ip

PAPERLESS Meetings – a dream come true?



Meetings are organised and conducted in every office for colleagues and concerned parties to present or exchange information, plan activities, track progress, discuss/solve problems and make decisions. As Executive Officers, we regularly take part in meetings, as Chairperson, Member and / or Secretary.

However, almost without exception there is a distinct incongruity about these meetings in this day and age. Although email and computer software are commonly used in the workplaces of attendees, meetings invariably see “the clock turned back” and are conducted with constant reference to paperwork.

In fact, every item on the Agenda is usually associated with a “paper”. The Agenda itself is a printout on paper. The Secretary will have his notebook beside him to take down the important points and the decisions made (and, if he’s smart, a tape-recorder, too).

All this is despite the fact that most if not all of the information, including background research, points for discussion, recommendations for and against in each paper was electronically created,

transmitted and stored. What happens is that all the digital bits and bytes will be converted back to paper format, just like the old days when pens and paper, typewriters and stencils were the primary tools for preparing the meeting documents.

But we are now in the information era. “The Empire is poised to strike back”, so to speak! With paper-based meetings turning paperless, we are putting traditions behind us and moving on.

Going Paperless

Some colleagues may already have heard of the Government’s paperless meeting initiative to introduce a new way of convening Government meetings in the electronic mode. This is not “pie in the sky” but a practical solution using server-based collaboration software. This facilitates attendees at meetings to view and comment on papers in advance, refer to documents during the meeting as well as comment on the minutes afterwards, all via a computer terminal.

New equipment and other changes would of course be necessary, e.g. a server with paperless meeting software, conference rooms with the necessary network connection and notebook computers for attendees. The solution is now under trial on a small scale in the Government Secretariat. Although the core system will no doubt require some fine-tuning, let’s take a quick look at the prototype interface and get a feel on how it will work.

User’s Interface

The system can be accessed within the intranet via the office PCs, or from outside the office through the internet using notebook computers.

Once logged on, the following interface with five major folders will appear –

- (1) **Attendees Folder** lists the attendees of the meeting.
- (2) **Agenda Folder** displays the meeting Agenda. (papers are stored separately in the **Meeting Folder**)
- (3) **Meeting Folder** contains the papers which can only be viewed but not edited by those taking part (See Step 4 below regarding editing).
- (4) **Private Folder** can only be accessed by an individual attendee for storage of their personal notes, comments and other information. Papers in **Meeting Folder** can also be copied to this folder for editing purposes such as recording remarks and highlights.
- (5) **Post Meeting Folder** is for storage of Minutes of the meeting. Members can mark up their comments when the Minutes are still in draft form.

Workflow Procedure

The normal workflow procedure for a paperless meeting starts with the Secretary who updates the list of the attendees in the Attendees Folder, and uploads the Agenda and papers to the Agenda Folder and Meeting Folder respectively before the meeting. The attendees can view and, if necessary, copy the papers to their Private Folder and make comments / remarks on them by using the functions in MS Word or Adobe Writer, all without any pencil or paper. Attendees can also upload other information to their own Private Folder for reference during the meeting.

Since all the information is stored online, it is not necessary to print the documents and bring them to the meeting. There the attendees will be provided with notebook computers to access the folders in their own accounts. Note-taking can also be done, say, using MS Word, with the files saved to the Private Folder.

After the meeting, the Secretary will upload the draft Minutes to the Post Meeting Folder so that attendees can add any comments they wish to make.

Impressive, right? Considering we have been living in the Electronic Age for so long, surely this is what we all have been waiting for.

Paperless or Less Paper

The paperless meeting initiative is a good start to bringing us one step closer to the ultimate goal of a paperless office. The self-documenting feature of the system also serves as a good repository for retrieving information from previous meetings and providing faster access to all stakeholders.

That said, the paperless meeting solution is not without its limitations and there will be times when paper may still be required. For example, while it is fine to browse through a Word document on screen, I guess not many of us would look forward to viewing a large site map or multi-column spreadsheet in the same way. Besides, there may be security concerns over allowing non-Government attendees to access the system and information over the internet.

Paper has been in use for many centuries and is a flexible medium we can easily hold, carry and write on. Many of us are used to flipping, scribbling and shuffling through printed documents at meetings.

But we are now in the 21st century when 'change' is the key to survival and ultimate success. Also, the paperless meeting initiative will help preserve one of our precious natural resources – the rain forest. Surely this is something meaningful and worthy of our support!

Chris Li

愛上無樂器的 音樂世界



姓名：潘善柔 (Phoenix)
現職：社會福利署二級行政主任
(獎券基金) 3

姓名：黃峻傑 (Keith)
現職：社會福利署行政主任
(津貼)

興趣：無伴奏合唱
(a cappella)

Phoenix和Keith在大學分別修讀理科和商科，所學的與音樂完全無關，卻先後因興趣與「無伴奏合唱」(a cappella) 結緣。

不使用樂器伴奏而僅以和諧的人聲所演繹的音樂，就是「無伴奏合唱」。當代無伴奏合唱 (Contemporary a cappella) 音樂獨特之處，是合唱隊利用人聲和口技模仿各種樂器的聲響，來演繹不同類型的樂曲。從整理樂曲 (包括流行樂及爵士樂等)、編曲以至編舞，都由合唱隊成員包辦，充分展現了活力、創意和熱情。Keith指出，這種歌詠方式有悠久的歷史，可上溯至



Phoenix 與組員參加由日本著名無伴奏合唱組合「寶船」指導的大師班

意大利語 *a cappella* 的意思是「如教堂風格」，即以中世紀教堂的方式歌唱，所有音樂都是用人聲清唱。兩位鍾情 *a cappella* 的EO同事 Phoenix 和 Keith 除了在訪問中與我們分享心得外，還提供短片，供大家觀賞他們的表演。請大家記得瀏覽刊於本文末端的網址呀！



Phoenix (右三) 在第三屆香港當代無伴奏合唱協會音樂會 (赤柱) 之演出

中世紀時代的教會音樂「額我略聖歌」(Gregorian Chant)，經歷數百年後，演變成今天的模式。Keith 中學時代曾在校際音樂節中唱詠牧歌 (Madrigal)，其後老師發現他有音樂天份，鼓勵他鑽研歌唱。他現時在無伴奏清唱小組「Potenza」主要負責男中音和假聲部分。Phoenix 則是兩年前在香港演藝學院修習相關課程後，與一伙志同道合的朋友組成「KKOK」小組，司職女低音。

「無伴奏合唱」在外國已風行多年，在香港卻是近年才漸為人知，而且僅有的數個無伴奏合唱小組，都屬業餘性質。Phoenix 談到箇中困難時說：「因為是業餘性質，組員都各有工作，要聚集各人一起練習，便得花點功夫配合時間。」談到發展和推廣，她和 Keith 都認為，



Keith (中) 在日本札幌的雪祭和無伴奏合唱節中表演

最大問題是本地缺乏編寫無伴奏合唱曲譜的人才。Keith說：「香港甚少本地創作。在網上找到的外國曲譜，大多是外國合唱組為自己度身設計的，我們拿來使用，演唱人數未必足夠，而且歌曲風格亦未必適合。」

Phoenix和Keith累積了經驗後，不時參與各類演出。舉例說，Keith去年曾有機會出席台灣國際重唱大賽，可惜因為須參加行政主任入職培訓課程，未能赴會。幸而機會很快再臨，今年二月，他就到了日本札幌，在當地的雪祭和無伴奏合唱節中表演。Phoenix笑道：「到國外登台表演和結識海外志同道合的朋友，是十分難得的機會，能夠遇上固然要珍惜，但也得付出代價。你可知道我為了保護聲線，必須盡量不喝冷飲，連美味的煎炸食物都不能品嚐呢？」

很多人認為，要成為樂隊的一分子，登上舞台演唱，並非易事。Phoenix和Keith不同意這個看法，還齊聲鼓勵大家說：「要加入無伴奏合唱行列，無須擁有過人的音樂天分。其實這個門檻並不高，人人都可以進入，最重要是有勇氣嘗試，而且有耐力、有恆心。」Phoenix又表示：「在無伴奏合唱小組裏，各組員可因應自己的才能擔當不同的崗位，例如負責不同聲部、



Keith (左二) 在「香港2010國際無伴奏音樂盛典」中與本地歌手王苑之和方大同同台演出

編輯樂曲、選擇表演曲目、編排舞蹈等等。因此，每名組員都有參與和發揮的機會，能夠把整個表演過程視作一種享受。」

Phoenix說：「由於各人的音域、歌唱技巧和才藝都不同，在合唱小組裏，要整體配合得好，組員之間必須有默契，在發揮個人所長的同時亦要互補不足。只有透過無間的合作，才能達到既整體協調又突出個人特色的效果。充分了解合作之道，對我做好EO的人事管理工作，有莫大幫助。」Keith也指出：「我的歌唱小組裏有九名成員。每次練習時，既要鑽研曲譜的編輯，又要分配崗位，邊練習邊揣摩歌唱技巧和感情的運用，讓歌聲漸趨和諧合拍。整個過程需要無比的耐性。在日常工作上，要解決棘手的問題，亦不能缺少一份耐性呢！」

朱周嘉儀
黃令時

如欲欣賞Phoenix和Keith的精彩演出，可瀏覽以下網址：
<http://www.youtube.com/user/hongkongmelodymakers>
<http://www.youtube.com/user/hkmmblog>

Enter the anti-heroes of gritty French New Wave movies

Eric Rohmer, 89, one of the founders of the French New Wave in film production, died last January. It is interesting to look back on how and why this New Wave emerged, helping to revitalise postwar cinema and bring a new form of realism to the screen.

The term “New Wave” originated in a 1957 article in *L’Express* in which the journalist Françoise Giroud pointed out the need for change in society. The term resurfaced at the 1959 Cannes Film Festival, when applied to a group of young French film directors attracting world attention for their work. Amongst them, François Truffaut caught the most attention by winning the best director award for “The 400 Blows”.

Truffaut took films very seriously. He once asked rhetorically, “Is the cinema more important than life?” He also believed that “there are no good and bad movies, only good and bad directors.”

Other prominent New Wave directors included Jean-Luc Godard, Eric Rohmer and Claude Chabrol. All were film critics for the *Cahiers du Cinéma* magazine and cinephiles spending long hours in film clubs before going into filmmaking. The *Cahiers du Cinéma* directors disdained the dominant mainstream “Tradition of Quality” films of the 1950s that were large-budget movies filmed in the studio in an unimaginative way with actors from the 1940s. *Cahiers du Cinéma* was an incubator for many New Wave directors, who nurtured their cinematic sensibilities by writing for its pages.

Admirers of top Hollywood directors like Alfred Hitchcock and Orson Welles, these film critics and cinephiles later broke into the film industry and even broke the Hollywood conventions by making short films, raising funds any way they could without undergoing a long apprenticeship, and using a similar cast and crew.

In France of the 1950s the conventional divisions between the high and low culture had broken down. A young culture emerged featuring a

new generation with a new language and lifestyle who welcomed novelty in fashion, literature and films.

Furthermore, with the advent of television, private investors became more willing to ‘bet’ on the new film directors so as to lure paying customers back to cinemas. Technological advances helped, too, by bringing lighter and cheaper hand-held cameras to the production scene, thereby reducing film-making budgets.

The rebellious New Wave directors introduced location shooting (using natural lighting, direct sound and hand-held cameras), improvised dialogue and plotting, unexpected jump cuts and sudden shifts in shot distance. Godard explained: “A story should have a beginning, a middle, and an end ... but not necessarily in that order.”

The technical innovation was complemented by direct address to the viewers, loose causal connections, ill-defined character motivation, ambiguous conclusions and characterisation emphasising marginalised, young anti-heroes who behaved spontaneously and often immorally.

Suddenly, with social, cultural and technological changes, the New Wave directors no longer needed a studio to make small-budget films for the younger generation. As the “auteurs” of their films, they could have more choice over the type of film, the subject matter and the casting in making their films. Just as they had rejected the “Tradition of Quality”, they spurned established stars and replaced them with their girlfriends / wives (like Chabrol’s ex-wife Stéphane Audran; Godard’s ex-wife Anna Karina), friends and ordinary people



without stage training, bringing many new faces to the cinema. These actresses were young, not too glamorous, and showed the common touch by wearing casual outfits. Also, both actors and actresses tended to portray the vulnerable side of their characters rather than being too smart.

Rohmer was perhaps the most conservative of the New Wave directors. He was a teacher of literature and novelist before becoming a director. His films are considered “a cinema of thoughts rather than actions” and epitomise the talky French art-house fare. Economical in the aesthetic sense, they are infused with romantic tangles and intellectual discourse. Rohmer’s characters are not only talky but also constantly managing their own desires by the philosophical and moral concepts by which they try to live. In “A Summer’s Tale” (1996), the hero, Gaspard, has the choice of three girls to accompany him on a short trip to La Rochelle. He tells each she is the chosen one – then goes alone. The meaning is generated by the contradiction between what was said and done.

Rohmer’s films are most notable for their characters’ spoken roles, though sometimes his diction is not to all tastes. Gene Hackman ridicules Rohmer in “Night Moves” (1975) with these words: “I saw one of his films once; it was like watching paint dry.”

Rohmer’s films are not tales with a moral although he named his series “Six Moral Tales”. Instead he reveals what the characters think about love and desire, and ultimately lets the audience find their answers to the moral issues and dilemmas in his films. While Rohmer sometimes reveals the folly of his characters, he never makes fun of them.

The older Rohmer got, the younger his outlook on life became, and his characters are often in their 20s. They are not too smart as in Hollywood films but ordinary subjects in everyday life - vulnerable, uncertain and constantly moving around in search of love. Rohmer is therefore a humble moralist cherishing the beauty of banality and an ally of the young.

In enlightening the world about the invaluable contribution of young directors to cinematic creation and revival of films, the French New Wave has not only motivated the New Wave movement in the 1960s - in Czechoslovakia, Japan, Poland and so forth – but also the contemporary independent film makers across the globe. Nowadays, many major film companies have already started an “independent” wing to fund and acquire independent films, thus blurring the line between commercial and independent productions.

On the other hand, elements of the French New Wave (stylish gangsters, improvised acting and endless voiceovers), originally introduced 50 years ago to make cheap movies, have now become a cheap way to make bad movies. The bad directors just follow Godard’s formula – “all you need to make a movie is a girl and a gun”.

For a taste of the French New Wave cinema, you may check out the following websites -

The 400 Blows (1959) by François Truffaut

<http://www.youtube.com/watch?v=i89oN8v7RdY>

A Summer’s Tale (1996) by Eric Rohmer

<http://www.youtube.com/watch?v=B9F18SjBCQg>

Le French May Arts Festival organised by the General Consulate of France with the support of LCSD in May-June 2010

<http://www.frenchmay.com/posts/program-detail/38>

David So



我在南非的日子

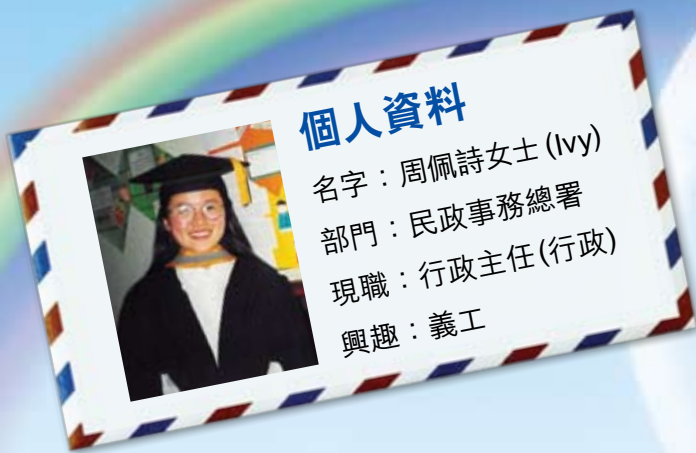
網站連結

相簿

網誌統計

最新留言

站內搜尋



以上可不是子虛烏有的香港樓盤廣告，而是二零零八年加入行政主任行列的周佩詩女士 (Ivy) 在南非Pretoria「五星級」的家的真實生活體驗。

Ivy和弟弟在初中時跟隨父母移居南非，展開新生活。為何移居南非？Ivy娓娓道來：「當時香港正值移民潮，父親原本與大多數香港人一樣，打算移居加拿大。但當他在加拿大小住以了解當地民情時，卻碰上十年一遇的大風雪，怕冷的他不幸凍傷了，只好匆匆回港。後來，父親從朋友口中得知南非風光明媚，氣候宜人，是移民的好去處。他於是親自前去考察，發覺當地天氣清爽舒適，居民熱情友善，生活指數又比香港低，當下便決定移居該國。可是，我們一家在南非居住一段時間後，察覺當地貧富懸殊問題越趨嚴重，治安日見惡化，在我大學畢業後便決定舉家回流香港。」

你的夢想家園 ...

面積逾一萬平方呎的洋房，附設私人泳池及小型圖書館，最高心的設計是把景觀一覽無際的閣樓佈置成溫馨的休息室。廣闊的平原上，蔚藍的天空襯托着豔麗的夕陽，想象你和家人呼吸着田園的氣息，悠閒地品嚐一道清茶，笑談生活的點滴，那是多麼寫意啊！

南非晴朗的天氣，與自然共融的生活環境，多元種族並存的社會文化，塑造了Ivy活潑開朗、樂觀積極的性格。「南非有『彩虹之國』的美譽，全國共有十一種官方語言，大家都習慣了與不同種族的人相處，能包容多元的生活習俗。此外，當地沒有環境污染的問題，差不多每天都是藍天白雲，自然風光旖旎秀麗，美不勝收，好望角 (Cape of Good Hope) 更是我最喜愛的地方之一。至於食物，由於南非土地肥沃，物產豐富，我們經常吃到既便宜又新鮮的蔬果，真令人懷念。」談起南非的種種，Ivy如數家珍，臉上還流露絲絲笑意。



南非人多早婚，Ivy有不少大學同學都已婚或育有子女



Ivy與好友



Ivy在外展實習中與一群中學生留影



Ivy在南非的家



花園旁的私人圖書館



在南非接受中學和大學教育的Ivy有這樣的體會：「南非的學習壓力比香港小得多。中學時，學校不會按成績排名次。老師的教學方針是以人為本，致力發掘學生的長處；上課時間由早上七時半至下午一時半，下課後有各式各樣的課外活動讓學生參與，盡展所長。到大學時期，教授與學生的互動更多，學生既主動提問和發表意見，也熱衷於與教授討論，學習氣氛濃厚。香港學生相比之下較為含蓄內斂，着重成績名次，往往吝於發表意見。」Ivy憶起在南非學習時的點滴，開心的往事頓時在腦海中湧現。雖然回流香港已五年多，Ivy仍與在南非認識的不同國籍同學保持聯絡。

在大學主修犯罪學和心理學的Ivy，很懷念當時的外展實習工作。她說：「唸大學時曾為罪犯家中的兒童、愛滋病患者等服務。記憶最深刻的一次，是培訓一羣來自基層的中學生領袖，透過訓練課程讓他們把正確的觀念帶回學校和社區。在過程中能夠深入了解他們的心路歷程，對我有莫大的啟發，教學的經歷亦十分愉快。」

Ivy在南非這個美麗而舒適的地方成長，十多年間拍下了不少珍貴照片，現在讓我們分享她的生活片段，共同欣賞這個令人嚮往的國度。

黃月雲
劉慧賢



好望角美景



News from the General Grades Office

Promotions

Promotion results of the ranks of SPEO and PEO, CEO, SEO and EOI were announced on 13, 26 and 27 April 2010 respectively. Congratulations to 169 EOs on the promotion list, including –

4 PEOs to SPEO 66 EOsl to SEO

8 CEOs to PEO 71 EOslI to EOI

20 SEOs to CEO

SPEO Promotees



Patrick Chan (DGG), Angela Lo, Viola Chan, Mr. Andrew Wong (PSCS), Wong Cheuk Wai Kuen & Peter Chan (SPEO(G)) (from left to right)



Stephen Sui (left) & DGG

PEO Promotees



Patrick Chan (DGG), Winnie Lau, Jennifer Lung, Janet Chu, Hillman Chow, Leung Yui Chung, Mr. Andrew Wong (PSCS), Clara Leung, Elsie Yuen, Agnes Wong & Peter Chan (SPEO(G)) (from left to right)

CEO Promotees



Back row, from left to right: Wong Kam Ming, Harry Tsang, Cheng Wai Man, John Chan, Thomas Leung, Roger Ng, Ng Cheuk Shun, Wang Man Chiu & Tony Wong
Front row, from left to right: Gladys Leung, Betty Chan, Michelle Ng, Connie Tsang, Peter Chan (SPEO(G)), Patrick Chan (DGG), Chum Kwai Fun, Bertille Li, Victor Fong & Tang Hee Wah



Leo An (left) & DGG



Fiona Yeung (left) & DGG

Staff Movements in GGO

Peter Chan (陳炳輝), Elsa Lau (劉朱少卿), Brendan Au (歐浩華), Raymond Tam (譚秉基), Elza Pak (白穗珊) and Raymond Kan (簡志陶) have recently joined the Office to take up the posts of SPEO(G), C(G)E1, C(G)TD, C(Ex), CDM22 and S(G)TD5 respectively.

We also bid farewell to Elaine Chan (陳黃紉蘭), Chow Chor-tim (周楚添), Celia Cheung (張惠梅), James Li (李漢光), Susanne Ip (葉郭小珊) and Amy Wong (黃雅君) who left the Office in the past few months.



Raymond Tam, Raymond Kan, Brendan Au, Elsa Lau & Elza Pak (from left to right)

Training

Congratulations to 27 colleagues who went through a 5-month HRM Programme for EOsl and II organised by the Management Executive Development Centre of the Hong Kong Polytechnic University and graduated on 23 February 2010.

This tailor-made programme aims to enhance the professionalism of EOsl and II in HRM, with particular emphasis on the application of HRM theories and the best practices in the public and private sectors.



Recruitment of Executive Officer II

Since the launch of the recruitment exercise last September, all selection interviews were concluded in April 2010 and we are happy to announce that the first batch of recruits reported for duty in May 2010.

GGO also participated in the career exhibitions in the University of Hong Kong and the Hong Kong Polytechnic University in March 2010. Both events were well-received with more than 600 visitors to our exhibition booths.

Retirements

We wish the following colleagues many years of healthy and happy retirement –

November 2009

Wong Po-lin, Pauline, JP	黃寶蓮	SPEO
Yeung Man-shu, Karen	楊文樞	SPEO
Kwong Hei-mei, Anna	鄺希美	SEO
Chung Chi-ming	鍾志明	EOI

December 2009

Chiu Wai-ying, Doris	趙惠英	SEO
Wu Tak-sing	胡德成	SEO

January 2010

Tang Cheuk-fun	鄧爵勳	CEO
Lo Wai-men, Karen	盧慧敏	CEO

February 2010

Pang King-leung, Stephen, JP	彭景良	SPEO
Fung Sing-wo	馮盛和	SEO
Wong Kwan-lok	黃群樂	SEO
Law Ming-tak	羅明德	SEO
Yu Ka-ling, Garlene	余嘉齡	SEO
Tsang Shek-ying	曾石英	SEO
Wong Tai-cheong	黃大昌	EOII

March 2010

Ip To-ying	葉道英	SEO
------------	-----	-----

April 2010

Kan Tat-sing	簡達成	CEO
Lai Wai-ying, Piera	黎慧嫻	SEO
Mao E-may, Victoria	茅以美	SEO

May 2010

Li Yun-choi, Victor	李潤材	CEO
Kwok Sau-ping, Heidi	郭秀萍	SEO

Retirement Reception

A retirement reception was held on 10 February 2010. About 70 colleagues attended the reception to bid farewell to Stephen Pang, SPEO, Annette Siu, CEO, Tang Cheuk-fun, CEO, Doris Chiu, SEO, and Kwok Sui-ting, SEO.

*Tang Cheuk-fun, Peter Chan (SPEO(G)),
Stephen Pang, Patrick Chan (DGG), Annette Siu,
Kwok Sui-ting & Doris Chiu (from left to right)*



Editorial Board

Edith Tong	Stephen Wu
Paul Fong	Adia Lam
Hermes Chan	Evelyn Leung
Alice Chu	Chris Li
David So	Lawrence Lau
Lam Fai	Raymond Kan
Eddy Cheung	Erich Tam
May Wong	Stella Lau
Li Chung-kan	Rocky Tsang
Lennon Wong	Gilda Cheung
Geoffrey Somers (Contract Editor)	

Your contributions are most welcome. Please send them to Raymond Kan, S(G)TD5, through

Telephone : 2231 3945

Mail : 4/F, North Point Government Offices,
333 Java Road, Hong Kong

Fax : 2850 4391

E-mail : csbggo@csb.gov.hk

This newsletter is also available at the following websites:

<http://www.egrin.gov.hk/>

<http://portal.ccgo.hksarg/>

<http://www.csb.gov.hk/>