



許湯娛英女士

Ms. Shirley Hoy

作者：吳翠儀

Author: Clorie Ng

公務精英 發揚服務精神

許湯娛英曾在多倫多市府和安省政府不同範疇任職30多年，從基層到最高管理職位，包括於2001年獲任命為多倫多市府經理，為市務發展和政府運作付出極大心血。2004年，她當選「加國100名出色女強人」，亦把服務社會的精神延伸至教育和公益層面，於2016年至17年出任多倫多大學管理委員會主席，今年又成為大多市公益金董事局主席，是加國華人投身公職的典範。

在加國華裔社區，許湯娛英可說是少數中之少數；她是少數在公共行政界儕身頂級行列的華裔女性；對於任職公務員30多年，她也是少數以此為榮並且全心全力投入工作的「模範員工」。一直以來，她參與的工作範疇，如房屋、社會服務、市政都與民生息息相關，這也是她選擇的路，並表示她曾想過當社會工作者，最終卻成了「社會行政工作者」，在政府行政架構中擔當獨特的角色。從她分享的人生體驗和管理經驗，你會領會到無論你選的是哪一條路，也可以憑一己的努力使家與國變得更加理想。

移民路 選對了路

許湯娛英8歲隨父母從香港移民到加拿大。對於在1950年代移居加國的華人而言，她的經歷肯定不會陌生。一家人最初到埗的落腳點是人煙稀少的安省北灣，當時叔叔在當地經營一

家餐館，她的爸爸隨之加入。幾年後，舉家搬到多倫多，亦開了另一間餐館。作為家中長女，許湯娛英除了在餐館幫忙廚務、洗碗、充當侍應，還要做弟妹的褓姆。在她眼中，這段童年日子是一段美好回憶，因為一家人不論工作多辛勞總是在一起，為生計、為將來，同甘共苦。

在安居樂業的路上，許湯娛英也開始追尋人生的路向。在多倫多大學讀第一年課程時，雖然下課後要在餐館幫忙，她也抽出時間到市中心的社區中心（University Settlement House）當義工，從此愛上了服務社區。她說小時候母親希望她將來成為教師或護士，她卻選上了社會工作這一科；先後在多倫多大學取得社工本科和碩士學位，還在皇后大學獲得公共行政管理碩士學位。

她坦言在修讀社工課程及實習體驗時，才發覺自己並不適合從事直接接觸服務對象的社會工作者，因為她是一個事事上心的人，往往受工作中遇上的人和事影響，感情用事；與此同時，她對政策和社區發展、政治和公共服務之間的關係與互動產生很大興趣，於是認定了事業發展的取向；找到的第一份工作，是在前大多市社會服務部擔任政策發展官員，從此在公職路上從未回過頭，在每一個擔當的職位發揮服務社會的精神。

管理智慧 成功之道

自1980年加入市府以後，許湯娛英擔當過多個不同範疇的

CANADA 150

84

職位，而且職級持續晉升；包括曾任加拿大國家展覽館的行政及企業秘書總經理、大多市主席辦公室的行政總監。她說自己沒有一味想著向上爬，爭取出位晉升的機會，反而想作多方面嘗試、汲取經驗，「不單向上看，也要向四周看」：這也是她送給下一代的成功法則。

1991至1995年，她轉往省府任職三個部門的助理副廳長，包括社區和社會服務廳、婦女事務廳、及房屋廳，又兼任安省房屋公司的行政總裁。她回想這5年在省府工作的日子，可說是一生中最難忘，也是最具挑戰，因為當年新民主黨入主省府後要解決應接不暇的問題，在她的崗位和能力範圍內要達成的，亦相應面對重重難阻與壓力。她引用了另一個克服困難的秘訣，就是忍耐、從中學習、汲取教訓和經驗。

1996年，她重回多倫多市政府工作，於大多市合併成多倫多市後，出任社區及鄰舍服務部專員，監管的服務包括社會福利、安老院、庇護所、房屋、公園、康樂設施、公共衛生、以及圖書館。經過多年經驗的累積，她對市政和社會服務瞭如指掌，這也為她作好裝備，迎接另一更具挑戰性的重要職銜。

2001年，許湯娛英獲多倫多市府委任為市政經理，主要職責是協助市長和市議會制定市府的服務和方案、管理市府的財政預算、開支、涉及數萬名員工的架構、以至市政服務的日常運作。

在這個崗位任職了7年，可說是身經百戰，包括2003年多

CANADA 150

85

市大停電、SARS傳染病的緊急應變，還需要絞盡腦汁處理市府嚴重的財政赤字，緊縮開支，利用有限的資源確保服務質量，並且落實推行既定的政策。難怪她在2008年離職時，多倫多市長苗大偉對她的工作予以高度讚揚，感謝她這麼多年來為多市發展所付出極大心血和辛勞。

2004年，加拿大女性行政管理人員網絡按行政管理人員、企業家、公共部門主管、先驅創始人、專業人員等範疇，評選出「加國100名出色女強人」，只有4名華裔女性當選，而許湯娛英是其中之一。

回歸社區 服務社群

告別市府的職務後，許湯娛英繼而以豐富的管治經驗協助多間機構及團體提升效益與服務水平。2009年至2014年初，她在附屬多倫多教育局的多倫多土地公司擔任首席執行官，負責把多餘的學校物業出售，為教育局賺取了350萬元的收入。

2014年，她加入公共政策及管理顧問公司StrategyCorp擔任高級顧問，從另一層面去協助改善公共行政及社會服務。

2016年，她獲多倫多大學任命為管理委員會主席，成為首位獲此重任的華人。多倫多大學經常在加拿大所有大學中排名第一。管理委員會是多大的最高管理層，一共有50位成員，包括教職員、政府代表、校友和在校生等等。管理委員會的目標

是吸引最優秀的學生到多倫多大學讀書，並吸引最優秀的教授到多大工作和進行研究。

今年7月，她又獲任大多市公益金董事局主席，其實她多年來一直是公益金的義工，這個新角色也為她參與的社會服務賦予另一種新意義。她說這段日子其實進入半退休狀態，一方面希望多一點時間陪伴年長的雙親，以及丈夫，同時也希望給新一輩發揮的機會，讓他們刷新領導思路。她又笑說過去幾年的最得意傑作就是培育和準備好接班人。

談到加拿大慶祝150週年之際有甚麼心願，她表示希望有更多加國華人投入公共行政。眾所周知，加國華人投入私營企業的比例向來遠超於公共事業。她認為加拿大的公共部門比許多已發展國家都優勝，甚至比美國更少政治化，也更公平和專業。她也鼓勵新移民要認識自己生活的社區每天所發生的事情，同時積極參與各項社區活動。

她的說話和榜樣都足証，生活在多元文化的國家和社群，要投入社會作出貢獻，是絕無分界限，也無分界別。



與弟弟初到加國頭兩年；
當時住在安省北灣
With brother David, about 2 years after
coming to Canada, living in North Bay



與丈夫張金儀於安省省督傑出公共行政獎章
頒發典禮
With husband Gordon Chong at a ceremony to receive
the Lieutenant-Governor's Medal of Distinction in
Public Administration (2009)



於多倫多大學
Law Building
開幕典禮
At opening of the new
Law Building at
University of Toronto



與前市長苗大偉於安省省督
傑出公共行政獎章頒發典禮
With former Mayor David Miller at a ceremony
to receive the Lieutenant-Governor's Medal of
Distinction in Public Administration (2009)



於多倫多大學2017年畢業典禮，與環球郵報
作家Andre Picard合照
At 2017 convocation ceremony, University of
Toronto, with Andre Picard of the Globe and Mail
(photo by Lisa Sakulensky)



出席於多倫多大學舉行的
入籍儀式
At a Citizenship ceremony in Convocation
Hall at University of Toronto



於多倫多大學2017年畢業
典禮；環球郵報作家Andre
Picard獲頒授榮譽博士學位
At 2017 convocation
ceremony, University of
Toronto, in which Andre
Picard of the Globe and Mail
received an Honorary Degree
(photo by Lisa Sakulensky)



Ms. Shirley Hoy

Shirley Hoy served in the City of Toronto and the Ontario provincial government in different capacities for over 30 years, starting from the grassroots level up to the top bureaucrat position of the city. She has sweat blood and tears in public administration and public service development. Shirley was appointed City Manager of Toronto in 2001, and in 2004 selected one of "Canada's top 100 most powerful women". Since she stepped down from the City Manager position, Shirley has extended her public service to volunteer activities. In 2016-17, she served as Chair of the Governance Council at the University of Toronto. This year she is the Chair of the Board of Trustees at the United Way of Greater Toronto and York Region. Shirley is truly a role model for all Chinese Canadians contemplating a public service career.

There are very few women, and even fewer Chinese Canadian women among top executives in public administration. Proud of working as a 'model' civil servant for more than 30 years, she is a minority among the minority within the Chinese Canadian community. In those 30 years, Shirley has been involved in many different areas, such as housing, social services, and municipal administration. It was her decision to choose areas closely related to people's lives. Shirley had wanted to be a social worker, but in the end she became a "social administrative worker", and played a unique role within the administrative structure. If Shirley's life and experiences are any indication, it does not matter which route one chooses, one can always make their home and country a better place if one tries hard enough.

Shirley was eight years old when she immigrated with her parents from Hong Kong. Their experience was certainly not unfamiliar to those who moved to Canada in the 1950s. The family's first foothold was sparsely populated North Bay of Ontario, where her uncle was running a restaurant and where her father worked. A few years later, her family moved to Toronto, and opened a restaurant. As the eldest daughter, she helped in the kitchen and washed dishes, as well as waited on tables. She also took care of her younger siblings. She had fond memories of her childhood, because she felt that no matter how hard the work was, the family was always together, making a living, working for the future.

It was in this stable and happy environment that Shirley began to pursue her own way. As she started her first year at the University of Toronto, she took the time to volunteer at University Settlement House, and found that she enjoyed working in the community. Her mother had wanted her to be a teacher or a nurse, but she chose social work. Shirley studied for a Bachelor's degree and then a Master's degree in Social Work at the University of Toronto. Subsequently she received a Master's degree in Public Administration from Queen's University.

During her undergraduate studies, Shirley discovered while interning as a social worker that her temperament was not suited to be someone who provides direct services to individuals and families. She was taking everything to heart, and was often impacted by the people that she came into contact with. At the same time, she was interested in the relationships between policy and community development, between politics and public service, and decided that was what she wanted for her career. Shirley's first job was being policy development officer in the Social Services Department of Metro Toronto. Since then she has

not looked back, and every position that she took involved serving the community in some capacity.

Since Shirley joined the municipal government of Metro Toronto in 1980, she had been promoted through different positions, including General Manager of Administration/Corporate Secretary at Exhibition Place, and Executive Director in the Metro Chairman's Office. She says she did not want to climb up the ladder blindly or fight for just any promotion opportunity. Instead, she wanted to learn new things and acquire different experiences as much as possible. One of her keys to success and a good direction for young people, she says, is not to just 'move up' but also look for opportunities to move laterally.

From 1991 to 1995, she worked in the Ontario government as Assistant Deputy Minister in three ministries - Community and Social Services, Ontario Women's Directorate, and the Ministry of Housing, and she was also Chief Executive Officer of the Ontario Housing Corporation within the Ministry of Housing. She recalled those five years in the provincial government as the most unforgettable and challenging years. At the time, the New Democratic Party just came to power and faced many overwhelming problems. She noted that achieving objectives were very difficult because of the many obstacles and resistance she encountered. She cites another secret for overcoming difficulties: have patience, and learn through experience.

In 1996, Shirley returned to Metro Toronto municipal government, and following amalgamation, worked as a Commissioner for Community and Neighborhood Services. She had oversight of major social services

such as social assistance, homes for the aged, emergency shelters, housing, parks and recreation, public health, and library services. After years of accumulated experience, she was very familiar with municipal affairs and social services, which equipped her to take on another challenging post.

In 2001, Shirley was appointed City Manager of Toronto, equivalent to the head of the public service of the City. Her role was to assist the mayor and city council in policy decisions on programs and services, and in managing the municipal government's budget and expenditures. In addition, she provided oversight to an administrative structure of tens of thousands of employees, as well as the daily operation of municipal services.

Shirley served in this position for seven years. During this time, notable events included the 2003 city blackout and 2003 SARS epidemic emergency response. She also needed to rack her brains to deal with the city's serious fiscal deficit, tighten spending while ensuring the quality of service with limited resources. No wonder when she retired in 2008, David Miller, the Mayor of Toronto at the time, praised her work highly, and thanked her for her many years of hard work and tremendous efforts in the development of the city.

In 2004, Women's Executive Network selected her as one of the "Top 100 Most Powerful Women in Canada" from among the categories of executive management, entrepreneurs, public sector executives, innovators and professionals. Shirley was one of only four Chinese Canadian women selected.

After Shirley bid farewell to the city of Toronto, she applied her management experience to help a number of institutions and groups to enhance their effectiveness and service levels. From 2009 to beginning of 2014, she was the chief executive officer of the Toronto Lands Corporation, a wholly owned subsidiary of the Toronto District School Board, where she was responsible for selling surplus school properties. During those five years, a total of \$ 350 million in income was realized for the school board's capital budget.

In 2014, she joined a public affairs and management consulting company, Strategy Corp, as Senior Advisor to help improve public administration and social services from another perspective.

In 2016, she was acclaimed as the Chair of the Governing Council at the University of Toronto, becoming the first Chinese Canadian to take on this responsibility. The University of Toronto is often ranked first among all Canadian universities. The Governing Council, the oversight level at the university, consists of 50 members, including faculty and staff, government representatives, alumni and students. Their goal is to attract the best students to study and the best professors to teach and do research at the University of Toronto.

In July this year, she was also appointed Chair of the Board of Trustees at United Way Toronto and York Region. In fact, she has been a volunteer with United Way for many years. This new role gives another meaning for her involvement with social services. She says that these days she is in fact into semi-retirement. She hopes to have more time to spend with her elderly parents and her husband, and at the same time gives opportunities to the next generation to take on

leadership roles and bring fresh ideas. She laughs and says her proudest accomplishment in the past few years is to cultivate and prepare for successors.

Talking about Canada's celebration of its 150th anniversary, Shirley expresses the hope that more Chinese Canadians will join public administration. It is common knowledge that the proportion of Chinese Canadians in private enterprises has always far exceeded that in public service. She also believes that the public sector in Canada is better than in many developed countries, less political and more impartial and professional. She encourages new immigrants to understand what's happening in their communities and to participate actively in community activities.

Shirley's words and her exemplary career are proof that we are living in a multicultural community, and there are no boundaries nor barriers to anyone who wants to contribute to society.