

香港浸會大學教職員工會
Hong Kong Baptist University Faculty and Staff Union

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NEWSLETTER (179)

Results for Pay Adjustment and Implementation of the New Pay Structure

July 13, 2007

Dear Colleagues,

We are writing to inform you that we have just completed analyzing the responses to our survey from June 6 to 22. We must have to express our sincere gratitude to your enthusiastic support as we have received 388 replies.

The response to the survey indicates that the overwhelming majority of the responding colleagues prefer an equal percentage salary increase in order to align with the market trend and there is a need for re-evaluating the salaries of those who join the university after 2000. The majority of them also opine that salary adjustment under the new pay system is not sufficiently transparent, the university should consult with the staff associations and unions in formulating staff remuneration policies, and should review the proportion between tenured and contract staff.

In addition, most of the responding colleagues take the view that the pay rise should not be determined exclusively by the performance assessment. If there is only one choice, colleagues prefer pay rise to special bonus. Colleagues also support the ideas that the University should disclose information on its financial and staff departure situations. In regard to workload, approximately 57% of the respondents believe that their workloads have been increased after the implementation of the NPRS and 36% said that their workload has been increased by 10-20%. In addition to these opinions, the respondents have also submitted a large number of their comments on the pay-rise and NPRS, which warrant the attention of the entire university community.

To conclude, it is clear that colleagues have high hopes for a reasonable pay-rise and that the NPRS should be adequately improved. We sincerely wish that the University would respond to their demands as soon as practical and expedite a review of the implementation of the NPRS.

Thank you for your attention,

Your faithfully,

Executive Committee
Hong Kong Baptist University Faculty And Staff Union

香港浸會大學教職員工會
Hong Kong Baptist University Faculty & Staff Union

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Survey on Pay Adjustment and Implementation of the New Pay Structure

Part 1: Questions applicable to the eight local universities subsidized by the Government

1. The report of the Civil Service Pay Trend Survey suggested an upward pay adjustment of 4-5%. The pay point scale of the University used to link with that of the civil service. The University also followed the pay cut of the civil service. Do you agree that the University should follow the pay rise of the civil servants too?

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> No comment
319 (82.22%)	62 (15.98%)	3 (0.77%)	0 (0%)	4 (1.03%)

Reasons: **Please refer to Attachment 1**

2. Do you agree that the University should increase the pay according to the trend of price rises in order to alleviate the impact of inflation on staff's living?

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> No comment
313 (80.87%)	73 (18.81%)	0 (0%)	0 (0%)	2 (0.52%)

3. When compared to the inflation rate, do you think the above-mentioned increment of 4-5% is reasonable?

<input type="checkbox"/> Reasonable	<input type="checkbox"/> Too high	<input type="checkbox"/> Too low	<input type="checkbox"/> Not reasonable	<input type="checkbox"/> No comment
259 (66.75%)	2 (0.52%)	90 (23.20%)	17 (4.38%)	20 (5.15%)

4. Do you agree that the adjustment rate should be the same across staff of different levels in order to curb further increase in disparity?

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> No comment
200 (51.55%)	136 (35.01%)	25 (6.44%)	6 (1.55%)	21 (5.41%)

5. In formulating its policy on pay rise, the maintenance of civil service morale becomes an important consideration for the Government. Do you agree that the University should follow the example?

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> No comment
320 (82.47%)	65 (16.75%)	1 (0.26%)	0 (0%)	2 (0.52%)

6. After the delinking of pay scales from the civil service, do you think that the University's pay adjustment system is sufficiently transparent?

<input type="checkbox"/> Very sufficiently	<input type="checkbox"/> Sufficiently	<input type="checkbox"/> Insufficiently	<input type="checkbox"/> Very insufficiently	<input type="checkbox"/> No comment
3 (0.77%)	22 (5.67%)	147 (37.89%)	175 (45.10%)	41 (10.57%)

7. Do you agree that the University should follow the Government's practice of increasing the entry points, reevaluating whether the entry points of different levels match with market standards, and adjusting the pay points of those who joined the University or renewed their contracts after 2000 accordingly?

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> No comment
209 (53.87%)	135 (34.79%)	7 (1.80%)	3 (0.77%)	34 (8.76%)

8. Do you agree that the University should consult and discuss with the Staff Union regularly about the rate and procedures of pay adjustment?

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> No comment
220 (56.70%)	150 (38.66%)	2 (0.52%)	0 (0%)	16 (4.12%)

9. Do you agree that the University should review the proportion between the tenured and contract staff?

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> No comment
182 (46.91%)	140 (36.01%)	4 (1.03%)	0 (0%)	62 (15.98%)

10. Do you have any other opinions and suggestions about University staff pay adjustment?

Please refer to Attachment 2

Part II: Questions applicable to HKBU Staff

11. Do you agree that individual rate of pay adjustment should solely be determined by results of performance-evaluation?

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> No comment
23 (5.93%)	145 (37.37%)	147 (37.89%)	45 (11.60%)	28 (7.22%)

12. If the University gives you an option of either having pay rise or special allowance, what would you prefer?

<input type="checkbox"/> Pay rise	<input type="checkbox"/> Special allowance	<input type="checkbox"/> Both should co-exist	<input type="checkbox"/> No comment
226 (58.25%)	3 (0.77%)	155 (39.95%)	4 (1.03%)

13. In the new structure, pay adjustment depends on the University's financial condition. Do you agree that the University should explain to the staff about its current financial condition?

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> No comment
248 (63.92%)	126 (32.47%)	4 (1.03%)	1 (0.26%)	9 (2.32%)

14. In introducing the new structure, the University mentioned that the aim of the new policy is to retain quality staff. However, many staff observes that the turnover of staff has been rapid in the past year. Do you agree that the University should disclose the turnover condition and announce the related numbers?

<input type="checkbox"/> Strongly agree	<input type="checkbox"/> Agree	<input type="checkbox"/> Disagree	<input type="checkbox"/> Strongly disagree	<input type="checkbox"/> No comment
204 (52.58%)	147 (36.89%)	8 (2.06%)	3 (0.77%)	26 (6.70%)

15. Since the implementation of the new structure, has there been any change in your workload? Please specify with appropriate percentage. (The staff who joined the University after the implementation of the new structure need not answer this question.)

<input type="checkbox"/> Increased by no more than 10%	<input type="checkbox"/> Increased by 10-20%	<input type="checkbox"/> No change	<input type="checkbox"/> Decreased by no more than 10%	<input type="checkbox"/> Decreased by 10-20%
82 (21.13%)	140 (36.08%)	59 (15.21%)	1 (0.26%)	106 (27.32%)

☐ Others: _____

Please refer to Attachment 3

16. Do you have any other opinions and suggestions regarding the implementation and improvement of the new structure?

Please refer to Attachment 4

Attachment 1

- We had the cut three times in the past, just like the civil servants.
- 因為減薪已跟隨，那加薪也當跟隨。
- At least we need to get back the salary being deducted.
- our salary has been on the decrease for several years.
- 共渡時艱，共享繁榮。
- why aren't we treated like the civil servants who also experienced the pay cut a few years ago??
- to reflect the market trend in salary adjustment.
- we helped the U to go through the hardtimes, now that the UGC is giving us more money, they should consider a pay raise.
- 因為減薪已跟隨，故加薪也應跟隨。
- 吳清輝答應的。
- 因為經濟已有好轉，共享成果。
- 為要挽留人才及提升員工士氣。
- 曾跟隨公務員減薪，所以亦要跟隨加薪才算公平，而且同事在經濟不好時願意"共貧窮"，不能在經濟好時"享富貴"嗎？
- 校方從不主動公開薪酬調結果，透明度極低，根本不知何時加薪。對校方於減薪的時候就立即去減，加薪從來不聞不問感到極度失望。反而跟隨政府可知時間表。
- we are the same nature and background.
- 政府或大學應補回我們跟隨公務員減薪的幅度。
- 既然大學員工之前已經減薪至市場水平；而今市場有加薪趨勢，大學性質亦與政府類近，理應加薪以保持員工之穩定和士氣。
- 不應減薪，凍薪就有份，如今也應分享成果，這就是一起的日子呀。
- 可提升員工的士氣。
- 脫鉤前，曾經承諾會跟隨公務員的薪酬調整。及提升教員職工士氣及保留人才。
- it's illogical to following government's salary reduction but not pay rise - either follow both reduction and rise or none.
- 教師一向視為公職，因為教育事業涉及國家人材培養，肩負的責任跟一般職業不一樣，所以跟公務員加薪，沒什麼不對。不知道什麼時候，教育變成生意！
- 政府給予浸大的撥款百分比跟其他大學一樣，而大學應用此撥款全數給予員工。
- 大學乃屬公型機構之公司，亦是一所由政府應可之大學學府，即是半個政府機構之一。本身大學員工已不能以公務員之身份享有半成或三成之特別津貼及福利，所以大學的薪級與公務員薪酬不應差距愈來愈遠，過去公務員減薪大學之員工亦強迫跟隨，如今加薪，亦應按合理之薪級及市場水平調整過往減薪之員工及新入職之員工，以免大學員工現時之薪酬與外間之私型公司亦有距離。
- 如果減就跟隨，加就不跟隨，高層決策們，你們認為合理嗎？在艱難時期要員工們上下一心面對，而現在整體經濟轉好，收成期到來，高層決策們，你們是否要d ㄟ工作。
- (new) university staff have been remunerated on delinked scale for years, the increment should be

more than 4-5%.

- 減薪時就與公務員看齊，為何加薪時就要脫鉤？
- adjustment should only focus on salary deduction but addition as well. It should be two-ways.
- 因早兩三年跟政府一起減薪 6%，現在政府已決定加薪，故應一起加薪。
- fair.
- 既然減薪的時候跟著減，加薪的時候不是應該也跟著加？假如說，大學不再跟隨公務員體制而是跟隨香港整體經濟環境而決定薪酬的加減幅度，那麼現在香港整體經濟環境轉好，大學是否應重新檢討各級員工的入職薪酬是否符合市場水平？
- 既然大學一直口口聲聲說倚賴該顧問公司之調查數據來減員工薪酬；現在亦理應倚賴該顧問公司之調查數據來調高員工薪酬；請大學謹記，我們與公務員同樣沒有雙糧，花紅，大家薪酬不應偏差太遠。
- 雖然大學已脫鉤，但政府也應會給大學員工生活指數上有加幅。
- 工作性質同樣與商界有別。
- 加強士氣。
- 既然過去跟隨公務員減薪，現在亦應跟隨公務員加薪。
- We have paid for the economy slowdown and budget deficits for years, and cut salary 9-10 percent. Now the inflation goes higher and higher, and government has earned much more incomes. Moreover, private firms have already increased their employee's salary. Therefore, it has no reason to let us become the social class towards poorer and poorer.
- 減薪就跟，無理由加薪就不看齊，應隨市場走勢。
- 員工薪酬應與政府同步。
- 為什麼減薪就跟隨，加薪就不跟？
- 大家一同減薪，現在公務員加薪，理應看齊。
- that is just inflation adjustment to ensure a certain level of living standard.
- 公務員市場薪酬調查結果基於公平公正的方式得來，過去因曾跟隨公務員減薪，若是次結果有其理據提出公務員加薪，其理據亦應亦能套用於大學薪級之上。
- 本人認為當年大學員工跟公務員一同減薪，如今加薪應該跟隨。
- 既然減薪時，跟隨政府公務員；加薪時，也應該跟隨政府公務員；否則就會出現雙重標準，對大學員工來說，不太公平。
- 大學的薪酬與政治已經脫勾了。我們不用給政府牽著走。
- 工作大幅增加，薪金應稍微按比例增加。
- Adjustment of Cost of Living only. Not the increment.
- 現時的加薪率太低，非常打擊較低薪同事的士氣。好似做好耐還是很低人工。一來追不上通脹，二來跟其他機構相比差太遠。
- 同時減薪，加薪也應該同時看齊。
- 過去亦曾跟隨公務員減薪，現在加薪也應與公務員看齊。
- inflation + eliminate effects due to previous salary deduction.
- 物價上升，調整薪金亦理所當然。
- 大家原本的薪酬制度是相同的。
- 因為共渡時艱的情況已過去，大學理應與同事分享成果；兼之現時大學在轉制後雖表示按各院 / 部門首長自由決定加薪，但各部門主管思維仍以舊有模式行事，故倒不如由大學當局決定加薪，部門主管只需跟從。
- 因之前跟隨公務員減薪，現在理應跟隨公務員加薪。

- 公平。
- 公務員是為市民服務，大學教職員為培育社會人才而服務，政府減人工，我們減得更厲害，政府加人工，我們更應該加。
- 已脫鉤，不用與公務員看齊。
- 大學的薪級本來與公務員掛鉤，過去亦曾跟隨公務員減薪，現在也應與公務員看齊加薪。
- Different job different pay.
- 過去有例子一齊調整薪酬，現在也應一同調整。如果只在減薪時跟隨，會大大影響員工士氣，及此也是不公平之舉。
- 因不能與私人公司比較。
- 大家曾一起共渡時艱，所以現在公務員加薪亦應看齊。
- 一齊減薪緊係要一齊加薪，咁先公平。
- 跟進市場、保留人材、維持士氣。
- cost of living has risen and we had 6% salary cut 3-5 years ago, HKBU and the government have surplus, why can't our salary be adjusted?
- It is obvious, isn't it? It is hardly fair for the university to follow the civil service down, but not follow it up. It would bring into question the decency and honor of our education system since, if staff are short-changed, does that mean students are to be short-changed too?
- I think that, to be consistent, the administration should send out "consent" forms to all staff members, asking them first to agree to this change in the terms of their contracts. However, if any staff members refuse to give such consent, those staff members should be forced to take the extra money, even if they would rather let the University keep it.

Attachment 2

- 由於部分同事聘任來自 Non-GUC Funds，加薪除由政府撥款外，也應由大學支付。
- 無。
- terms and conditions are too harsh on contract staff.
- 1) raising our pay by 4-5% doesn't really reflect the inflation rate. 2) our salary was frozen for a year (or more, can't remember) after a series of wage cut (altogether 6%) the proposed 4-5% raise doesn't seem to take the above factors into consideration. 3) those who earn more should NOT get the same % of wage increase. the more they earn, the *lower* their raise should be; otherwise, the income gap is gonna be bigger and bigger.
- the salary range in the current banding shall have an annual adjustment to reflect the market trend.
- 本人對上一次薪酬的調整實在感到很失望。欠缺公平、最終只能見到"肥上瘦下"的結果。高層的言論亦表現得強詞奪理。希望將來能增加透明度、不希望只由小圈子決策。
- 應增加透明度，資訊發放應統一由大學負責，而應只由工會發現有問題才替我們爭取，且有任何變動也好，都應即時向員工發放正確的資料，以免員工產生誤會。
- 要清楚說明工作表現與加薪幅度的關係
- 沒有
- why the university actions fast in cutting salary but reacts slow or no action plan on salary review or increase?
- 盼望盡快落實。
- 基層員工的工資較低，與中高層差距愈來愈遠，只會令新入職員工流失率高，對大學的運作有

很大影響。

- 跟隨市場調整。
- 有些年輕的學者，覺得大學 Lecturer 或 Assistant Professor 的工資連一個官立或津則中學的教師也比不上，為什麼還要唸博士？
- 大學應給予以前大幅減薪之員工更高的薪酬調整的幅度。
- 薪酬的調整亦應考慮該員工的年資與經驗。
- 薪酬的調整也應參考員工表現。
- The salary difference between Contract and Perm staff is huge. Salary level of contract staff seems according to the expected salary marking on the job application form, the lower the better (the salary rank is too wide, so as guideline not clear);
- 現在合約制的員工薪酬和責任制的員工相差太遠，大家所做的工作一模一樣，但卻有著不公平的薪酬及福利，此舉實對合約制員工極不公平。
- The work load is very hard. Please increase the salary to raise the morale of the staff.
- 個別職位薪酬與市場差距甚遠，不能以 4-5% 的薪酬增幅反映。理應多作個別職位市場薪酬調查。
- 為何校長及一些員工可大幅加薪？為何部份員工同工同種卻被大幅減薪？大學從沒有合理交代。為免黑箱作業，希望大學薪酬與公務員再道掛鉤；
- 大學切勿只顧肥上瘦下，在過往多年的減薪年月中，在階梯下層的員工受的影響最大，現在應多加中下層員工的薪金。
- all dimensions evaluation on the NPRS.
- 本身合約員工的薪酬已比起其他大學為低，所以應該要加薪以合付普通水平。
- 低層員工加幅應高過高層員工。
- Be quick and transparent for all.
- 調整意思應可加可減，而且要公平，何解幅度不一？
- 同工應該同酬。
- to lessen the pay difference between those who joined the university prior to 1997 and after.
- 大學運作形同政府機構，晉升機會，發展空間，及福利彈性不及私人機構靈活，如果薪酬方面亦不吸引，實難挽留人才及吸引有實力的人加入大學工作，人才流失率過高亦會影響大學運作，如有數據支持大學應加薪，為大學整體質素和競爭力著想，應好好考慮。
- 希望儘量可以降低同工不同薪的差距，即：同樣的職位，卻不同的薪金。（排除工作經驗及工作表現造成的差異。）
- 對合約員工而言，入職薪酬已經比舊人低，做表現評估及續約時，一點反駁及議價能力都沒有，因為老闆可以不跟你續約，完全欠缺透明度．．．．．
- 現在物價上漲幅度起碼有 7 至十多個百分點，如一斤白米去年 7 元，現在要 8 元，增幅是 14%，薪酬 4-5% 的增幅實在是太低！理應增薪 8-10%。
- 部門的上司只跟據個人喜惡去為下屬作 appraisal，只要他喜歡，無論下屬的工作能力有多低，都會獲最高的評級，而這個評級跟據所謂的 performance management，就會獲得加薪，黑箱作業。
- 高層員工與基層員工的工資調整幅度不一致，薪金差距愈來愈嚴重，導致富者越富，貧者越貧。
- 個人認為大學高層加薪幅應比中低層同事低，應該說，越高級的應加幅比例較少，因為他們本身的其他福利及各項資助已為他們帶來等同薪金的收入，低薪又高；但中低層同事只靠一份單純的低層維持生計，相比之下，如再劃一加薪甚至更高，那麼他們的加薪幅度過

高了。

- 政府剛公佈會向八大撥出 4.3 億元的薪酬補償，主要用以調節員工的生活指數。撥款還未到手，已有大學高層急不及待表明不會劃一加薪，而只會按員工表現作調整。難道所謂表現不佳的員工便不需要面對通脹的問題，因而可以不獲加薪？對於各大學高層這類自把自為的行為，政府應該作出干預，以免錢財花掉卻令大部份員工未能獲益，而只能惠及一班自以為表現甚佳的大學高層。
- 中、低層員工應有較大加幅，高層員工可較少，因兩者本身已有差距，若高層員工增薪幅度大，會加劇貧富懸殊情況。
- 希望大學教學人員薪酬能跟中小學教師看齊。
- 當公務員減薪酬的時候，我們便要誓死跟隨；相反，現在公務員加薪，便隻字不提。唉！浸大真是一個極之「無良的僱主」。
- 一視同仁。
- Open and fair, same post same remuneration.
- 對之前已減薪的同事，應先加回之前已減的薪金，再和全部同事一起調整。
- 薪酬調整不應與所謂"表現"掛鉤。
- 盼能追加前兩次減薪。
- 絕不能肥上瘦下！
- 校方應盡快調整員工薪酬到合理水平。
- Job security is the core element in maintaining good staff quality in non-profit making organisation like university. It is time to reconsider giving permanent job offer to contract staff for cultivating the sense of belonging and commitment.
- 合約員工的年終酬金亦應作出相應加幅。
- 合約員工的薪酬跟責任制的薪酬十分不成比例！
- 按政府的計法，2000 年後入職員工即使加薪後與新入職者的薪金相距不遠，這對 2000 年後入職員工太不公平，嚴重影響士氣。
- 期望與公務員的薪酬制度體齊。
- staff moral is very low, salary adjustment is one of the many incentives to raise moral and help staff to combat inflation.
- I think the university should use this opportunity (assuming they are already sending out consent forms) to make a new adjustment to all superannuated contracts: instead of being 10-15\$, the university's contribution to staff retirement funds should be 10-20%. Only in this way can we believe the administration's claim that the purpose of the NPRS is to be more flexible in times of want AND in times of plenty.

Attachment 3

- increment is linked to service - which is not defined consistently and clearly. Instead of focusing on teaching, teachers have to 'take orders' from a variety of sources.
- 增加 40 %。
- 管理層惡意制造壓力。
- 有所增加但原因不只是因引入新制。
- 工作量增減與新制實施無關。

- 有增加但與新制實施以後並無絕對關係。
- 因有同事流失及沒有繼續聘請原有職位。
- 沒有改變。
- 工作量增加, 收入卻減少!
- increase 3 times.
- Department has offered new course and new activities, workshops.. and etc.
- difficult to quantify as the increase or decrease of workload may not be directly related to the new pay scale system.
- increased a lot workload to work on Personnel matters, e.g. salary analysis, internal guidelines, etc.
- More than 50%.
- 因為本身工作量本來已沉重, 同事的離去必然做成部門工作的混亂, 以及協助新同事適應新的環境, 必定令相關同事工作上增添無形壓力及負荷。
- 無變。
- 約增加 30%-50%。
- 無法估計增加程度(> 20 %)。
- 最少增加了 25%或以上。
- one of the reasons for staff resignation is low salary, more than 10% of the staff in my office resigned in the past 12 months.

Attachment 4

- Earlier the University said the only changes are 1) performance-based salary adjustment and 2) a floating 10-15% of superannuation benefit. This is kind of "cheating" considering the fact that the salary adjustment is only 1-2% for the last year. That is, the salary adjustment is only 2% (cf. 5% under the old structure) even if the performance review result is excellent. This is also not comparable to other local institutions.
- salary deduction follows government but no increments when government increases salary. Salary only increase when contract renewed.
- more transparent and fairer.
- 加薪時應只考慮表現, 是否須考慮物價指數的增幅, 人事部對各部門應有清楚指示, 各部門各師各法, 則會造成不公平現象。人事顧問公司應要有問責機制。若不明為何同一家公司, 可給予浸大及政府兩套不同的加幅報告。
- 新制完全沒有透明度, 令人非常失望。
- Since the university is moving towards to market-based salary system, the union may play a major role in monitoring the development and upholding the fairness, justice, and openness of the system.
- 1) i believe a one-off bonus be given to back-pay us the inflation cost, while the proposed 4-5% raise be added to our monthly salary.
- there should be an overall annual salary adjustment to all staff according to the market trend. The annual salary increase according to performance shall have a broader range e.g. from 2% to 10%.
- 本人不是反對增薪幅度應該完全由個人工作表現評估的結果來決定, 而是對進行評估的機

制失去信心,特別是那些所謂的"小組成員"。

- The performance review system has to be changed. Subordinates should be able to express their views regarding the management people.
- The standards and criteria used in the Performance review varies among different faculties. The Arts Faculty is particularly HARSH. Many colleagues are discouraged and the morale is extremely low.
- 其實真的不清楚新制度對我們的影響有多大，因我們是兩年合約制，每兩年便會續約，但加薪則是按工作表現。有部份同事會不獲加薪。
- 與公務員掛鉤。
- find it hard to recruit quality staff. Existing good and smart staff at various levels tend to look for another job in market for a better salary and advancement. The ceiling of the salary scale was cut and not attractive
- 倘若一學院的眾上司都把下屬的表現都評為優秀，那麼員工都應該按此評核如實得到加薪/獎賞，決策者不應該因為都是優秀而看作沒有參考價值。
- I think that the maximum point of each range is too low.
- 加薪應與公務員看齊，但是亦可因應個人工作表現來決定再有少量加薪，目的挽留人才以提升大學服務質素。
- 增加透明度及希望能跟隨政府所公布的公務員薪酬趨勢調查結果。
- 在續約時，校方怎樣決定增薪點？有沒有一個公式來計算。要不然，增薪與否，變成系主任的決定。
- O.T.沒有補助費亦沒有補時放假，員工士氣低落，有一天做一天的心態！
- 應調整 2000 年後入職或續約員工的薪酬。
- If want to save money, better start from the special allowance in office daily running cost (electricity, or from those non-necessary subsidy for those senior levels) 避免肥上瘦下。
- 說了也沒有用.....失望。
- 根本新制度沒機制可言，就最近一次"額外獎金"而言，以五粒星為最高，一粒星最低；同職級的同事，有人得到五粒星(近萬元獎金)，有人只得到一粒星(若干多元)；老闆解釋因沒有給額外工作予得到一粒星之同事做。新制度給我的感覺是，老闆睇邊個順眼就加邊個！老闆根本唔會知道你對工作出過多少力，佢亦唔清楚各人工作範圍！
- The HKBU NPRS is a 擦鞋-linked awarded system. Work performance is not a factor in the system. If the HoD is happy, you will have pay rise, upgrading and even promotion without any work performance. It is because the HoD can make you a good performer ON PAPER.
- 自「新制」實施後，校方有關單位從未有查詢或關心在新制下所出現的問題，也像是不需要作任何檢討，令人失望！此「新制」也欠缺透明度，甚至部門管理層不太理解，造成執行時出現不公平現象...
- 對新薪酬機制感非常失望。"增薪幅度與個人工作表現評估掛鉤"，本是好事。但新制實行後，校方似乎並不能做到這點，特別津貼在同一部門可人人有份，升職並不帶來加薪，評核表現好並不等如有特別津貼或晉升機會，甚至評核準則盡受主管主觀因素影響...等。
- 實任制和合約制員工的福利相差甚遠，而合約制員工無論表現多好也無機制轉為實任制，同工不同福利(不同薪酬更自不待言)，嚴重影響士氣、歸屬感。
- 浸大的加薪機制對下層員工欠公允。
- Basically, performance-based performance is a valid way to assess staff and reward them accordingly. However, this whole system has to be operated under some important underlying principles such as open, transparent, reciprocal communication, same yardstick across board as well as fair and open

appeal procedures. Otherwise, a system that does not build in with these criteria, can be and will be very likely being abused by people owning the power such as the case of NPRS in BU. The fact that more people choose to leave BU may not be related directly to the NPRS (though is indirectly), yet related to the trust and attitude toward the senior management. They are not willing to be evaluated within an unfair and non-transparent 'new' system which is in control to a large extent by certain individuals occupying the senior positions. In addition, they does not feel the University as a whole will have a good prospect if the management personnel maintains the same leadership mentality. In fact, we have already

- 本人想知道按表現加薪是不是同一個 grade 加薪幅度一樣？
- 公開和公平
- 新薪酬機制欠缺透明度，員工無法知道得出來的薪金加幅是怎樣得出來。
- poor scheme.
- 本人對第 11.條問題有留意見。以工作表現評定加薪是非常好的注意。但是在實際操作上存在一些問題。例如：評定工作表現的人通常是員工的上司，如果這個上司在評定員工表現時比較主觀，帶有個人的偏見,是必會評出不太公平或者缺乏客觀依據的結果，這樣對員工就不太公平了。希望有多方位，多角度的評核機制，儘量使評核結果公平和客觀。
- scrap the NPRS. Given it is run by an unaccountable system, it is much worse than the old system.
- salary increase directly link with "appraisal result", some supervisors rank his staff "excellent" but actually his performance is not good at all. Many unfair cases happened.
- 新入職入職年期短之同事薪酬嚴重偏低。同工不同酬情況異常嚴重。
- 請改善合約制的問題，這問題大大影響員工的歸屬感。
- 十年合約制員工應自動轉為實任制，並享有現在實任制的同等福利。
- 直屬上司可影響新薪酬機制下的薪金調整幅度，如果員工工作表現平庸，但得到上司提攜，是否仍可獲得較高調整幅度？
- 實施了新制, 很多同事認為大學管理層 / 部門主管只採取對校方有利的政策/措施，但並沒有切實履行校方當日宣佈採用新制的精神，而且又不能化解原先認為可以解決舊同事和合約制同事之間的薪酬福利問題。不難令人更加質疑當初表示採取新制的原因是否只有誤導之嫌。
- 可以即時廢除，因為儘管大學設有新薪酬機制，但當續約時，社會科學院院長室便會以撥款不足為由，自行調低本人所屬職級應得的薪酬。曾有兩年時間本人薪金是低於本人職位所屬組別的下限。社科院有薪酬機制不依（需要減薪時除外），人事處亦對事件不聞不問。試問這樣的薪酬機制不予以即時廢除更待何時？！
- 要定期檢討機制。
- 有如醫管局一樣，肥上瘦下，不知所為！
- 為了保留人才及維持員工的士氣，大學應檢討合約制員工引入為實任制員工。
- 校方應盡快調整員工薪酬到合理水平。
- 非常不合理，名副其實的 "加辛"。
- (a) Staff's salary increment (in terms of bonuses or special allowances) and promotion have all been determined by the department head (and the faculty dean). This concentration of power, especially in the hand of the department head, is unfair and unjustified. Favorism becomes the general practice. The so-called reward-by-performance is just a way for the head to control the staff, and for those staff to pay favor to the head. In all, the power by the department head is too much. Inner groups around the head become all the more common and obvious. (b) The finance of the department is not transparent,

and is never made known to the staff. This is and will be a major issue / problem as there are more and more self-funded programs and courses. (c) Any renewed salary increment/adjustment and promotion practices should be applied to all HKBU staff, including those who had or have not joined the NPRS.

- bad, damaging to staff morale, staff are dissatisfied with the promotion list, even those who were promoted said the system was unfair. 4 staff in a section of 10 people got promoted, it didn't happen in any other sections. We only know the 'shoe polishing' culture is booming right here.
- The current pay and reward system encourages a shoe shine culture. It is unacceptable. I would expect this type of system in a small family business, not a publically funded institution. It demotivates performing staff and motivates non performing (shoe shining) staff to shine even more shoes. There is only a tenuous connection between performance and reward. Little wonder there is such a high turnover of high performing staff. They are disillusioned.
- Pay is one thing. But annual leave is important too. There is a difference in the number of days staff have for leave. Some employees under new contracts have fewer number of days of annual leave (e.g. 22 compared to 45 days) and no casual leave. Could this area be looked into?
- I am not kidding: I think all staff members who signed the consent form for the NPRS should sign a petition asking for a 20% contribution to their retirement funds, in view of the unexpectedly good financial situation we are now in.