

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

團結 • Solidarity

自主 • Autonomy

公義 • Justice

工會通訊（一八二）

薪酬調整及新制實施狀況意見調查結果（四）

各位同工：

今天我們再把本會統辦的「薪酬調整及新制實施狀況意見調查」，當中第十五題：自新制實施以後，同工的工作量增加/減少了的說明（附件三）及第十六題：同工對新薪酬機制的實施和改善之其他意見和建議（附件四）給各位細讀。但由於部份同事所寫的出現亂碼，所以不能把全文刊出，請見諒。此外，我們已把整個「薪酬調整及新制實施狀況意見調查」的結果刊出，同工如對調查結果有遺漏，可到本會網頁流覽（<http://www.buunion.org.hk>）。

祝工作愉快！

香港浸會大學教職員工會理事會
二零零七年七月十三日

附件三

- 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.

附件四

- 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責任制，並享有現在責任制的同等福利。
- 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責任制員工。
- 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 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.