

**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（一八八）**

**生活開支與薪酬調整調查結果（三）**

各位同工：

上一封工會通訊（一八七），本會已把在「生活開支與薪酬調整意見調查」中，同事發表對「加薪」的意見刊出，現續把「其他問題」、「實施新薪酬及福利制度」、「教學同工」及「新入職員工」的書寫羅列，讓大家細讀；更值得本校的管理層聆聽同事的心聲。但由於極小部份同事傳來的資料出現亂碼，所以不能全部刊出，請見諒。

祝工作愉快！

香港浸會大學教職員工會理事會  
二零零八年五月二十二日

**其他問題的回應：**

- 我覺得大學人事部從來無主動為員工著想，例如近月物價上升已令同事生活開支有明顯影響，但大學從來無主動跟同事討論來年事宜，只在等待政府的公布，這樣為什麼要脫鉤呢？
- 不知是否人事部覺得這個制度太完美，好像沒有見到有檢討的工作做過。新制後有些同事加了薪金，但大部份的同事是從來也沒有，只是去年的一次調整，這樣對他們來說，加入新制有除了可能會被扣減公積金外，還有什麼好處？
- 我建議大學管方應與員工代表及工會一起參與檢討的工作，否則這所大學所推廣的全人教育只是空講。.
- Improve transparency, let colleagues participate, those so-called managers should show respect to those who work harder, publish more and better, but paid less!
- 增加透明度，顯示準則。客觀的準則，能有工會的參與。
- 顯示校方每年的財政(收入與支出)。
- Staff of same level should be entitled to same salary range and same benefits is not well-worded
- It was so strange that why the University held up the few months (i.e. Apr - Jun) salary raise last year. Yet the University claimed that the % of raise was higher than the government announced, but there's no such a need for the University to 'adjust' it for their staff! Staff who serve the University for nearly 10 years are still on contract terms!

- I am always hearing from colleagues of my and other departments discussing openly on the pay rise occurred in other local institutions. I can feel that they are unhappy and they conclude that the salary of HKBU is not competitive enough in the market. However, they show their general loyalty towards the University that they want have some adjustment from time to time, instead of changing their job with new and uncertain environment.
- Why are staff members placed on contract terms for positions belonging to the permanent establishment? This will surely affect their pay package.
- Our PVC and VPs should make public how much they receive. And they should be assessed by the staff regularly for pay rise.
- The university must accept Union representation in the decision process of salary adjustment.
- Staff on lower salaries should receive a larger increase.
- We don't know who have received special allowance in our office/department in these 2 years, we should have the right to know what the department head has done with those special allowance.
- 同職位的員工薪酬不應有太大距離每年應設有雙糧
- Please don't forget part-time staff in your negotiation about salary adjustment. Please consider a similar structure for part-time staff.
- 如何加薪應有一定的標準，希望人事部會給予明確的指引讓員工及部門決定者認知及跟隨。
- 應該增設雙糧。
- 近幾年入職的同事薪酬偏低，流失率高。應參考政府的做法作出調整。

#### 教學同工的回應：

- We should certainly follow the government's cost of living changes. Also the process of deciding who gets special allowances should be transparent. The emphasis for promotion and reward for academic staff is far too strongly biased towards "peer reviewed" research in American journals and doesn't take into account the general quality of work.
- 我其實不太同意大學根據物價上升的趨勢，加薪來減輕通貨膨脹對員工生活的影響，因為學術研究與教學不同於工商界，不宜起伏太大。但是過去，我們的薪水的確因通縮而減了，現在用同一個理由加薪，也是合理。現時以工作表現來決定加薪的幅度，是有問題的。因為工作表現的定義難下，教學評估太依賴學生的喜惡，認真教學而得罪學生的，不獲加薪，以及討好學生而非認真教書的，獲得加薪，這完全是有可能發生的事。這個機制只會讓大學教育的水平日漸下降。弊多於利。
- Originally, I would agree but I am not sure how "who have performed well" is decided. I am doing the same job as colleagues who have more annual leave than me (45 days compared to 22 days) and I have no casual leave. These colleagues have casual leave, substantial housing benefit and education allowance for their children whereas I don't.
- 新薪酬機制的實施勁差，單按上司的評估。因該加入下屬對上司評估。仲有經常以很忙理由，到約滿前一周先跟你談續約，又唔話你知新的人工多少，很不公平，太過份，根本是讓你無得爭取及選擇。沒有上訴或投訴機制。所以部門內有人不用上堂，整天都不在office，只要投其上司所好，假裝下可憐，咪一樣照續約，取部門津貼。
- Teaching staff in university are required higher education and standard of teaching.
- I am dismayed by the lack of cost-of-living adjustments to faculty salaries.

- 上年九月入職，錯過了上一次統一性加薪。且其後我的職位(講師)的入職起薪點提高了。結果，與我同一職級現時入職薪俸與我變相差距超過10%。

### 有關新薪酬及福利的回應：

- 新薪酬機制混亂，多製造人事鬥爭，加薪與特別津貼無客觀發放準則(人事部常將責任推瀉到部門主管，很多事情都說部門主管自己決定及酌情)，部門自決難對整體員工公平。
- 新薪酬機制令人氣餒！
- 個人認為，薪酬機制的非教學人員晉升門檻太高和僵化。
- Staff's job performance should not be judged by the head only. One or two staff-elected representatives should have a speaking floor and his/their views should be a decisive factor.
- 表現好壞，可能會很主觀，例如經常做對上級個人有利或喜愛的事或懂得表現，但實際很少工作的人，亦會被評表現良好的。
- 新薪酬機制沒有透明度，校方說有獎金，但不知用什麼標準，誰人拿得到，完全沒有資料。
- 校方應盡快向各員工及工會進行諮商- NPRS 欠缺透明度，公正尺度成疑。
- 建議浸大可盡力參考各大院校的薪酬調整態度。但看來浸大似乎對薪酬調整方面的學習能力和效率都較弱，無奈。我對新薪酬機制仍然感到無奈。
- The scars of the botched development and implementation of the NPRS will haunt HKBU forever.
- 應提高透明度。
- Special allowance should be given according to colleagues' performance. Hence, if a colleague's performance during that year is good and there exists inflation, then there should be a pay rise plus a special allowance. And to the best of my knowledge, the special allowance was given once only in year 2005/2006 - I'd really like to know what's the purpose of the allowance if it's meant to be exist for just one year. I'd like the University to explain the conditions under which a special allowance will be given. More transparency please.
- 補充第六點：同意工作表現良好的同事除生活開支調整之外，應該有額外增薪，但在新薪酬機制下，實難獲得工作表現優良的認可！機制與事實不符，部門主管各有自己的指標，如何分配津貼各部同各施各法。總括而言：有人歡喜有人愁！
- The problem with existing NPRS is that the head has full discretion without limit on grading staff performance and the allowance given to the staff. There is no system to ensure a fair and open discussion. The current system encourage shoe-shining culture.

### 來自新入職員工的回應：

Comments from Newly Staff members:

- 新舊制員工薪酬及福利相差太大(如沒有住屋津貼)，令人感到同工不同酬及沒有歸屬感。
- 新舊員工的薪金應拉近，福利也應拉近。
- 二千年後入職的員工的薪酬應有較大的調整可參考港大於財政穩健發放bonus，提升員工士氣。
- increase transparency, react fast to employment market changes and increase of living standard, react fast to regulate our salary and structure observed salary increase links to performance brought negative effects among the staff themselves
- 新入職員工薪酬及福利仍與舊制員工看齊，或至少減少差距。Some contract EA could have much higher salary (a few thousand more) than a contract EO although the EO entered the

University one year later than the EA. 盡快實行長工制，以挽留人才。

- When I joined HKBU at the first days, I was asked why I changed job from the previous university to HKBU as they think my pay here should be lower when compared to my previous ones. Of course, I tell them many contract colleagues are being paid lower.
- I think it is really a morale problem among staff of HKBU and a negative impression was created deeply in their minds. Salary increase is the most direct and effective remedy to cure their negative thinking. Result could be seen so obviously.
- For myself, I really like the working culture and atmosphere here among my Kindly please implement as soon as possible for better impact.
- I believe that the most significant increase on the living cost is on housing, so it will be fair to think and take care of that the ones who have to rent a flat on the private market. From 2006 to 2008 rents in the village where I live had a rise of nearly 40%. I am thinking of leaving Hong Kong because of that, it is becoming more and more difficult, not to say impossible to find decent housing with a salary of HKD 20000.
- 新入職同事的工作量與薪酬不成正比，人工較低。況且新制員工的工作量不比舊制同事少，但薪酬差太遠，影響員工士氣。學校有"Performance Pay"機制，員工都會根據所獲薪酬，去"付出"幾多。新舊員工假期相同，以年資計算。一般舊制文職人員都可以獲得每年30天假期，為何新制員工不能享有同樣的福利？
- The percentage of the salary increment of the senior staff should be less than the junior staff (Assistant Lecturer to Lecturer, Instructor II, research assistant, workers to Executive Officer etc) in the future for many junior staff had suffer salary deduction in the last 2 yrs (in the new system scale). At the same time, the new junior staff, the bases of their salary scales are much lower than the market. We should raise the basic salary scale in order to strong the competition of HKBU.
- Staffing with contract renewal every couple of years without policy of making it substantiated will definitely have negative effects on staff development. The financial statement of HKBU may look good but not the strength.
- Decision makers in the university, who are usually people with fat salary, seldom make decision to the benefit of people with lower income. Higher percentage of increase to higher ranks and lower percentage to lower ranks is a good example. This spoils the image of the university. The fact that many people are having as much workload (if not more) but receiving much less benefits (including a lower salary) is demoralizing and de-motivating. We need a fairer structure!
- 新入職的同事，應同以舊制同事的薪酬機制為標準以作薪酬調整，否則只會出現同工不同酬，又或工作比舊有同事更繁忙，但工資卻比舊有同事少的情況，並不公道。