

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（四十九）

浸大「職位評估及市場競爭力分析」的專家評核報告

各位同事：

鑑於浸大在本港各大學中薪酬改制推行得最快最徹底，早前校方更率先嘗試以「職位評估及市場競爭力分析」的調查結果作為理據，要求更改與現職員工合約。由於影響深遠，本會不得不把本校去年完成的「職位評估及市場競爭力分析」，交與人事管理專家，徵詢他們的意見，以審定該評估是否符合一般職位評估的專業標準。

據專家評核後的意見是，浸大的「職位評估」無論在目標的釐定與方法的選取均不恰當，而「市場競爭力分析」的數據基礎和進行過程也存在嚴重的偏差。故現特隨函附上專家報告，供浸大同仁參考。藉此機會，本會也再次呼籲浸大校方盡速公布年前進行的「職位評估及市場競爭力分析」的詳細資料，並且放棄過去一年來迴避問題的積習，盡快就專家報告指出的各項問題正式作出回應。眾人皆知，真理愈辯愈明，大學更應該是崇尚理性討論的地方，我們衷心希望校方可以拿出擺事實、講道理的勇氣，以開誠布公的態度，面對有關薪酬改制的理據、準則、過程和後果的種種質疑。

對此如有任何意見，請賜電本會主席杜耀明（內線 7484）或秘書鄒靜儀女士（內線 7224）。

順祝
工作順利！

香港浸會大學教職員工會理事會
二零零五年四月二十九日

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Consultant's Report on Job Evaluation and Market Competitiveness Analysis conducted for the Hong Kong Baptist University

Areas of Concern

1. Objective of Job Evaluation

- (a) should aim at working out the *relative worth* amongst existing jobs rather than *absolute worth* of individual job

2. Method adopted in Job Evaluation

- (a) Data gathering relating to Job Content and Context not validated against organizational requirements and characteristics of Higher Education environment.
- (b) Absence of Key Jobs for in-depth study and calibration and as such, validity of evaluation is adversely affected.
- (c) Job evaluation factors are not appropriate for the level of responsibilities and duties of the non-academic staff grades under review
- (d) Self-completed job description and the job evaluation factor assessment allow a wide scope of discretion due to the vagueness of the blank instructions and the vagueness in the meaning and cope of the information sought for.
- (e) Job Worth should be a range of salary scale and not a single salary point, taking experience and the range of job demand for a job.

3. Objective of Market Competitiveness Analysis

- (a) Validity of findings depends on whether the analyst is comparing like with like.

4. Method of Market Competitiveness Analysis

- (a) Doubtful whether Watson Wyatt's data bank contains pay data in Tertiary Institutions, not to say in Hong Kong (The consultant has been using Watson Wyatt's data bank for comparison with Baptist University's jobs).
- (b) Findings based on comparison with jobs of similar content but different context (i.e. in a different industry) are considered invalid.

5. Transparency, participation, knowledge and trust-building

- (a) Transparency of the whole process, not only the input and output of the exercise is required and details of the whole process should be made available to all employees. No part in the process should be operated in a black box.
- (b) Review Committee should be set up with 50% employee membership in order to allow participation, thereby facilitating subsequent agreement and commitment of employees.
- (c) There is a big knowledge gap between the consultant and the employees and training of employee representatives in process knowledge and skill should be conducted. Meaningful and fair exchange of ideas can only be made when the two parties are equipped with the basic working knowledge of the process.
- (d) The process should not be completed at the expense of the trust that has built up between employer and employees over the years. As such, management should step up their responsiveness in clarifying doubts, concerns, queries arising from the exercise.