

第四章

我發的電郵與我的管理風格



根據《解委會報告》第 8 頁第 II/19/B/a 項，「解委會」有以下的調查結果：

(a) She tended to adopt a confrontational and even hostile attitude as reflected in numerous submitted correspondences and emails between her and her supervisor/ subordinates / co-worker,

在「**新**第二紀調會」的報告中，唯一呈交指我有不善地方的佐証，就是我在 2004 年 12 月 1 日向 N 導師發出一頁電郵，但「解委會」竟從這封電郵延伸到我的管理風格上。

究竟這是一封關於什麼的電郵？這封電郵與我的管理風格有什麼關係？假如這封電郵有這麼大的問題，為什麼我的上司黃院長不立即警告我，或甚至即時解僱我？除了這封電郵外，「解委會」還有收到其他電郵及文件，可以證明我違規嗎？

這一章會探討這封電郵及校方對我的管理風格的指控。

1. 守法文件竟被指違規？

2004年11月24日我向N導師發出電郵，邀請她會面（圖4.1）。當時她沒有向我回應，反而向黃院長發電郵，請院長安排我們會面（圖4.2）。

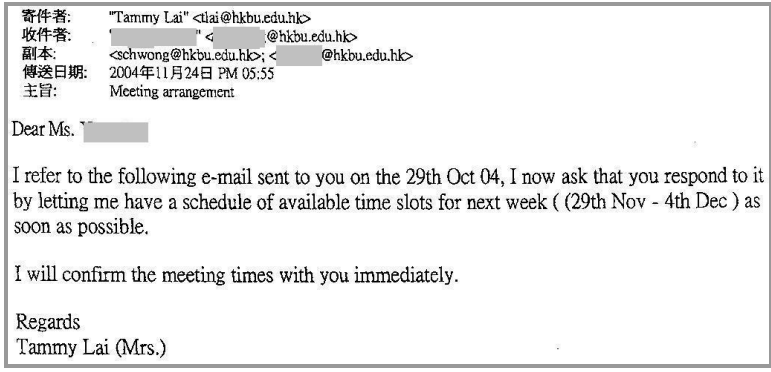


圖 4.1：我向 N 導師發電郵，請她會面，她一直沒有回應。

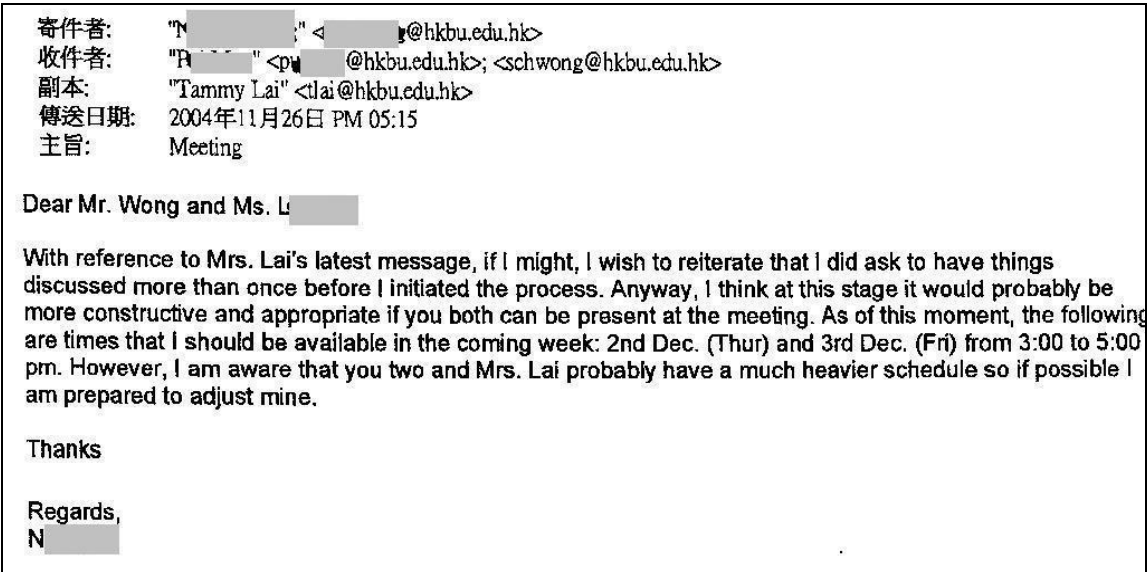


圖 4.2：N 導師向黃院長發電郵，請黃院長安排我們三人會面。而黃院長沒有跟進。

N 導師在電郵中提到：

I wish to reiterate that I did ask to have things discussed more than once before I initiated the process.

於是我再向 N 導師發出電郵，希望她就她電郵中的數個問題作出澄清（圖4.3）。

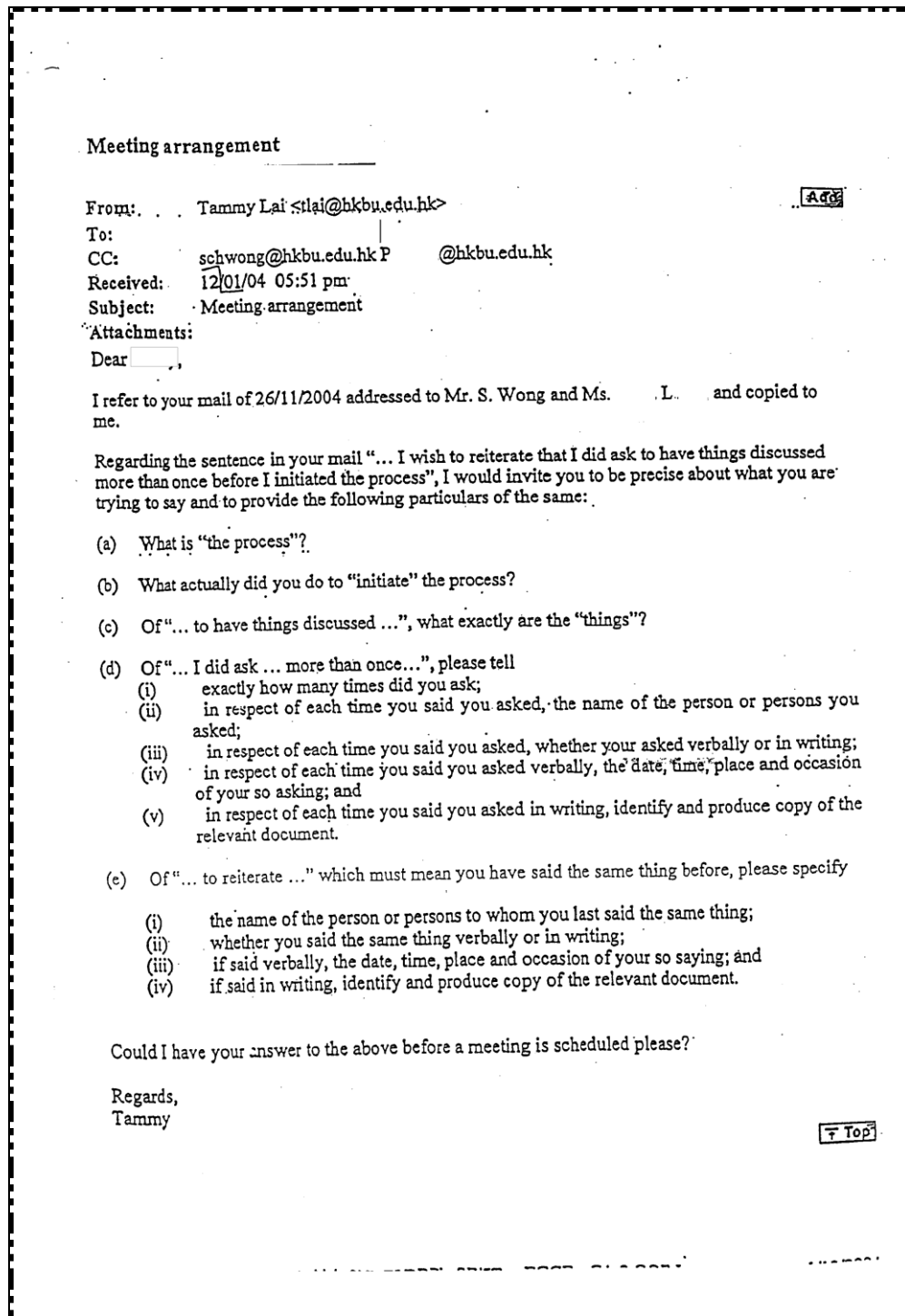


圖 4.3：我要求 N 導師作出澄清的一封電郵（後來在「新第二紀委會」的報告中被指 legalistic 及在《解委會報告》被指 defensive 及 confrontational）

「新第二紀調會」在其報告中，就這電郵對我有下列的指控：

As seen from the correspondence exchanged, TL wrote to her staff in a legalistic manner. (Copy of the e-mail is attached at Annex 2

New 2nd CoE (31/01/07) p6 Paragraph 13



校方花了龐大的資源，調查的結果竟確定這 **legalistic** 的電郵是「行為不檢」。假如這封副本已呈交黃院長的電郵真的違反了校規，為什麼黃院長不在當時就指摘我，並給我即時的回應？

在「解委會」的聆訊中，我曾就「**legalistic**」這形容詞向主席黃英豪律師查詢。我亦嘗試翻查字典，了解「**legalistic**」的真正意思，結果查明，原來 **legalistic** 的意思是「尊重法律的」、「守法主義」，是 **legalism**（遵守法律）的形容詞。原來浸會大學把發放「遵守法律的文件」視為違反校規的不當行為，更足以成為被解僱的理由。

後來校方再以這封我向同事發出的電郵作為指控我的佐證。在《解委會報告》第 6 頁第 19/A/b 項，對我發放該電郵有以下的主觀批評：

.....including the e-mail from Mrs. Lai to N 導師 attached to the CoE Report, reflected that Mrs. Lai had adopted a defensive and confrontational attitude towards Dean Wong, her supervisor, and her subordinate. Members opined that such contentious and uncooperative attitude exhibited by Mrs. Lai was not conducive to resolving complaints / grievances, and highly improper for a senior administrator.

我以為是簡潔、清晰、扼要的文件，被浸會大學視為 **legalistic**（遵守法律）的文件，竟然被「解委會」指為 **confrontational** 及 **defensive**，是違反校規、「行為不檢」，並成為指控我的佐證，更進而擴展到態度及管理層面，全盤否定僱員的服務表現！

2. 文革式的狠批

黃院長為了指控我，不惜翻箱倒櫃，把我在過去十年在浸大工作期間發放過的電郵及處理過的文件找出來，更在沒有指出我怎樣犯錯及給我回應的情況下，把這些電郵和文件作為我的罪證。《解委會報告》第 8 頁第 19/B/a 項便繼續有這樣的指控：

(a) She tended to adopt a confrontational and even hostile attitude as reflected in numerous submitted correspondences and emails between her and her supervisor/ subordinates / co-worker, her handling of incidents relating to NY, and her impulsive reaction to two mild comments in an otherwise very positive appraisal report by her supervisor.

上文中提到「her impulsive reaction to two mild comments in an otherwise very positive appraisal report by her supervisor.」，是指我在 2000 年就上司黃院長給我的工作表現評估作出的一些回應。當時黃院長並沒有對我的回應作出任何指摘。現在，事隔八年，委員會竟就我對該工作表現評估的一頁回應，有這樣的強烈控訴，委員們對這八年前的一點回應，又是否同樣反應過激（reacted strongly）呢？

3. 提升到管理風格的指控

在《解委會報告》第 8 頁第 II /19/ B/(b)項，「解委會」繼續把對我的指控延伸到我的管理風格之上：

(b) Mrs. Lai's problematic management style hindered open communication and development if a cohesive and collegial relationship with her and others in the workplace.

「解委會」先針對我在病假期間發出一封電郵，指摘我「Members noted that she had acted high-handedly in asserting her authority while on sick leave.」，繼而就我在 2004 年 12 月 1 日向 N 導師發的電郵，以及上述我在 2000 年對黃院長的一頁回應，在沒有找到有力佐證、理據薄弱及缺乏邏輯辯證的情況下，將事件無限上綱地提升到我的管理模式之上，且更用人身攻擊的批評與語句，撰寫到報告上，這又豈是堂堂高等學府應有的行為？

再者，「解委會」聆訊之前的十年，黃院長從沒有就我管理下屬的方法或表現表示不滿。校方片面地根據 N 導師的投訴和另一位 A 導師的個案，在不經邏輯驗證的情況下，主觀地批評我的管理風格惡劣，不能帶領團隊有效運作。

《解委會報告》第 5 頁第 II /18/(b)項還有以下的指控：

N's grievance case was not isolated incident of its kind. Mrs Lai was unable to perform effectively and professionally as a leader in the TED as her problematic staff management approach had worked against developing a cohesive and collegial team.

就以上的指控，校方一直沒有提出確實證據，只能作出空洞、沒有確實理據的主觀批評，還指我態度欠佳。作為高等教育機構，竟然連事實、意見、主觀批評都無法分辨，還用這等主觀的言詞對僱員作出人身攻擊，怎不令人慨嘆、教人唏噓？

4. 服務十載的工作表現評估報告

我在浸大服務十載，在以往的工作表現評估報告中，上司一向對我有高度評價。但在《解委會報告》中，校方卻忽然批評我管理下屬的風格，否定我過去多年的工作表現，並以此作解僱我的理由，真是欲加之罪，何患無詞？

以下是黃院長在 1999 年及 2000 年在我的工作表現評估報告中，對我的整體表現的評語：

- Tammy’s performance has been consistently outstanding in every aspect.
- Tammy definitely possesses lots of strengths and potential. She is no doubt an excellent staff which any organization would be pleased to have.
- The Panel noted that the Acting Dean of SCE had highly praised for Mrs. Lai’s work in leading the Teacher Education Division (TED). She was professionally competent in accreditation administration and academic quality assurance.... Because of her administration flair, she had consolidated the administrative framework for the operation of the BEd programmes and led her team well to meeting the increasing challenges of the work in her Division. Additionally, she had demonstrated her professionalism and made good contribution to the planning and management of the kindergarten affiliated with the University.

黃院長及前院長在 1999 年及 2000 年在我的工作表現評估報告中，就我的行政表現、個人質素、與同事關係及專業貢獻有以下的綜合評語（圖 4.4）：

<i>Administrative abilities</i>	<i>Personal attributes</i>
<ul style="list-style-type: none"> • Mrs. Lai came with ample administrative abilities and competence she has brought to the programme into the current shape with improved quality and integrity.⁽⁹⁶⁾ • Her strengths in instructional development brought successfully the completion of the first cycle of the Course.⁽⁹⁷⁾ • Tammy is successful in leading both the BEd (Hons) and BEd –ECE teams in achieving the goals and delivering quality products. Tammy has recently been entrusted the important task of supervising the planning and the management of Hong Kong’s first University affiliated kindergarten. <u>Tammy has proven herself competent and professional.</u>⁽¹⁰⁰⁾ 	<ul style="list-style-type: none"> • She should be given full credit for designing and installing the infrastructure for running the BE programme.... Her knowledge expertise, and skills brought the programme to the high academic level that we are proud to see.⁽⁹⁶⁾ • With the acute competition for students in this field, the good reputation of the Programme has put us in the leading position.⁽⁹⁷⁾ • A highly devoted and serious staff who insists on setting high standards for herself and her staff, Tammy shows strong dedication and commitment to her work.⁽⁹⁹⁾ <p>**No appraisal process was conducted since 2000</p>

Relationship with Colleagues and sub-ordinates	Career development / Professional contributions
<ul style="list-style-type: none"> • Mrs. Lai is a professional and perfectionist. She is hardest on herself and demanding of staff, but she manages with compassion.She is a natural leader not only leads but participates by example..... She made extra effort to build team spirit into her diverse 20-member team.⁽⁹⁶⁾ • She is not only consistently learning but also established her Programme as a 'learning organisation'. • She manages her team with collegiality and team spirit. It is not an easy tasks as the team is diverse, from clerk to lecturers.⁽⁹⁷⁾ • Tammy is well respected by her staff. She has succeeded in instilling a very positive spirit in her team. Under Tammy's leadership, the team works efficiently and effectively. She is also well received by her colleagues both within and outside the School.⁽⁹⁹⁾ • She <u>takes personal interest in the welfare of her staff and students</u> and is determine to make positive changes when necessary • Tammy frequently <u>expresses appreciation and gives proper recognition</u> to the good performers.⁽⁰⁰⁾ • Her <u>sincerity and devotion</u> to work were well respected by her subordinates.^{(00)*} 	<ul style="list-style-type: none"> • I have absolutely no doubt about Tammy's strong sense of responsibilities and her initiatives and dedication.⁽⁰⁰⁾ • The Panel considered Mrs.Lai highly competent in her professional capacity. implementing the BEd programmes Considering the complexity of the task of members agreed that much credit should be given to her for running the programme well and building their reputation.⁽⁰⁰⁾ • Tammy has been invited to take part in various professional activities in the community.⁽⁹⁹⁾ • Her Tammy continues to demonstrate strong leadership in the TED. She has successfully consolidated the administrative framework ensure that the quality assurance procedures are thoroughly followed in the BEd courses which engage a large number of instructors, tutors, and students. A very competent staff indeed.⁽⁹⁹⁾ • Tammy has also successfully led the teams in getting the BEd (Hons) course 're-validated' and the BEd-ECE course 'validated'. Most importantly, she as introduced quality assurance guidelines and procedures for all parties to follow.⁽⁰⁰⁾

⁽⁹⁶⁾Annual Performance Review for Administrative Staff: Mrs. Tammy Lai completed by Dr. Betty Chang 04/10/96

⁽⁹⁷⁾Annual Performance Review for Administrative Staff: Mrs. Tammy Lai completed by Dr. Betty Chang 26/05/97

Annual Performance Review for Administrative Staff: Mrs. Tammy Lai completed by Mr. Simon Wong 30/06/99

⁽⁰⁰⁾Appraisal report for Review of Appointment of Mrs. Tammy Lai by S Wong Dean of SCE 17/03/2000

^{(00)*}Report on the Review of Appointment of Administrative Staff 1999/2000 Candidate: Lai, Wong CF, Tammy 29/03/2000

*No appraisal process was conducted since 2000

圖 4.4 : 我的工作表現評估報告撮要



事實上，自 2000 年校方與黃院長替我作工作表現評估，到我被無理解僱期間，黃院長一直沒有再替我作過任何工作表現評估。究竟黃院長作為我的上司，沒有替我做工作表現評估，又是否失職？未知吳校長又有沒有替黃院長作工作表現評估？

5. 小結：沒有憑據的嚴厲指控

校方根據 N 導師的投訴，又研究我過去十多年向下屬及同僚發放的電郵及文件，但一直都無法確切指出我的管理風格有什麼不善之處，以及我做了什麼違反了校規，那又怎可以把這些作為解僱的證明及理由？

我為浸大服務十多年，期間向下屬、同僚發放過不少電郵，從未收過任何人，包括收件人及黃院長，對這些文件有以上的批評及指摘。

如果我管理下屬的風格，真如報告所指的那麼不濟，我又豈能在這十年間，領導為數百多人的專業團隊，為七千多名學生提供課程，並創辦業界及家長皆稱許的全港第一所為幼師而設的學士學位課程及全港第一所大學附屬幼稚園，為校方帶來可觀的收入？

我的專業職責是發展優質課程，對大學、對學員要負上品質保證的責任；對資源的運用，更要小心處理，才能向持份者有所交代。我對自己的工作一向有嚴格的要求；我對我的下屬，也是本著平和而公正的心態與她們相處。對於不恰當的事情，我會以嚴肅、認真、公平、公正的態度處理。別有用心或工作表現不合乎大學標準的下屬，對我有所不滿，這是可以理解或不難想像的。而我亦從不曾、亦不會公器私用，利用權力，違反校規，向個別同事作任何處分，更加沒有必要威嚇同事。「解委會」對我的管理風格作出嚴厲的指控，應該拿出真憑實據來。

我對浸大管理階層這樣的抹黑下屬，深表遺憾！