

**主旨:** The HKUST Staff Association Survey Report on "Non-Academic Staff Compensation Review" (Part 1) 香港科技大學教職員協會<非教學人員獎酬機制檢討>問卷調查報告 (第一部分)

**從:** HKUST Staff Association <staff@ust.hk>

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**到:** <staff-association-news-list@ust.hk>

**副本 (CC):** <tonyfchan@ust.hk>, <weishyy@ust.hk>, <mark.hodgson@ust.hk>, <hryvonne@ust.hk>, <staff@ust.hk>

Chinese version follows English one (中文版在英文版本之後)

The HKUST Staff Association Survey Report on "Non-Academic Staff Compensation Review" (Part 1)

Dear Colleagues,

Upon the proposed introduction of the "on-academic Staff Compensation Review" by the University Senior Management in August, we understand that a vast number of non-academic staff members are very concerned about it. In view of the importance of this staff-related issue, the HKUST Staff Association (SA) has launched an online survey (supplemented by making hard copies available for those who find it more easily accessible) to provide a common platform for colleagues in voicing out their concerns and expressing their views on this important issue.

This SA Survey was opened for submission for 10 days (started on 24 August 2015 and closed on 2 September 2015). All staff, disregard of their membership with the HKUST Staff Association, were invited to respond. By the closing time of the Survey, 923 responses have been received. Upon double-checking, 23 responses were found duplicated or invalid. Hence, the total number of valid response is 900. We would like to thank those of you who have taken part in this Survey.

While it will take a bit more time to compile and organize the qualitative responses of the open-ended questions in the Survey, we think this might be a timely opportunity to report to you about the 1st part of the survey result on the quantitative section (survey items Q1 to Q5) as

follows:

Total Number of Valid Responses: 900

Q1: Respondents' Non-academic Position Grading

34% -- Clerical/Project Assistant Grade

27% -- Technical/Professional Grade

21% -- Executive/Administrative Grade

13% -- Front Line/Operational Grade

5% -- Others

Q2: Respondents' Employment Terms

60.56% -- Substantiation Terms

38.78% -- Full Time Contract Terms

0.33% -- Part Time Contract Terms

0.33% -- Others

Q3: Respondents' Year of Service

53% -- More than 20 years

22% -- 1 to 5 years

12% -- 10 to 20 years

10% -- 5 to 10 years

3% -- Less than 1 year

Q4: Respondents' Understanding of the Proposed Review

44% -- Understand comprehensively

32% -- Know very little

17% -- Fully understand

7% -- Know almost nothing

## Q5: Support of the Proposed Review

97% -- Not Support

3% -- Support

### Q5a: Reasons for Not Supporting

767 counts -- Will have negative impact on team spirit and morale

685 counts -- Will be reducing my current staff benefits

614 counts -- Not addressing the issue in a right direction

446 counts -- A waste of time and resources

171 counts -- Others

### Q5b: Reasons for Supporting

25 counts -- Will bring positive impact in increasing productivity

17 counts -- Will solve the current problems that the University is facing

8 counts -- I trust the university management

2 counts -- the proposed Scheme is well prepared

5 counts -- Others

More details about each of the above items with illustrative diagram and tables are available at: [http://staff.ust.hk/password/SA\\_Survey\\_report.pdf](http://staff.ust.hk/password/SA_Survey_report.pdf)

We will let you know the 2nd part of the survey result once it is available.

Since the launch of the Survey, the Task Force members of the SA Executive Committee have been interacting with the University Senior Management for several rounds with an aim at making sure that:

1. the University Senior Management will carefully consider

opinions

collected through the Survey before considering the next moves of the review;

2. the current review proposal document will be removed from the September 2015 Council meeting in order to allow necessary time for an open, transparent, and continuous university-wide consultation process among different levels and groupings of non-academic staff; and

3. the Staff Association will have a formal and significant role to play throughout the consultation process in order to represent our Members' collective views and common concerns.

Looking ahead, all our SA Executive Committee Members will endeavour:

1. to secure the assurance from the University Senior Management regarding our aim outlined above:

2. to schedule meetings with the University Senior Management in the soonest possible time to go through Part-1 of the Survey result in a judicious manner so as to ascertain that the candid views, worries, doubts, and concerns of our staff are being carefully assessed and taken into consideration in the policy formulation process;

3. once Part-2 of the Survey result is ready, we will further communicate with the University Senior Management to identify those problematic areas that staff members have expressed serious concerns, and also to look into the areas that improvement suggestions have been made; and

4. to work both collaboratively and constructively with the University Senior Management and various staff groups in developing a trustworthy and effective staff performance appraisal system, along with an agreeable merit pay incentive scheme, which on one hand will yield more justice and fairness to all our staff, and on the other hand, will enhance the productivity and output quality of our work effort.

Thank you once again for your strong support. Let's move forward together  
with good faith and mutual trust for a better HKUST!

Sincerely yours,

The SA Executive Committee (2014-2016 Session)  
10 Sept 2015

香港科技大學教職員協會<非教學人員獎酬機制檢討>問卷調查報告 (第一部分)

親愛的同事們：

我們知道有很多同事十分關注校方新建議的<非教學人員獎酬機制檢討>。有見及此，教職員協會特地做了一個網上調查(也提供了打印版本以方便同事)，讓同事有一個共同的平台就此重要擬案發表意見。

是次調查由2015年8月24日起至9月2日止，歷時十天，邀請所有同事（不論是否教職員協會會員）回應。至截止日共收回923份問卷，剔除重複或作廢的23份，共餘900份有效問卷。我們謹在此感謝參予此次調查的同事。

由於我們需要多一點時間整理問卷第六至八題的意見，在這裡我們先向大家匯報第一至第五題的調查結果如下：

Q1: 你的職級別

34%	文員/項目助理
27%	技術/專業
21%	行政/管理
13%	前線/運營
5%	其他

Q2: 你的僱用條款

60.56%	常規職位
38.78%	全職合約制
0.33%	兼職合約制
0.33%	其他

Q3: 於科大服務的年數

- 53% 20年以上
- 22% 1年至5年
- 12% 超過10年至20年
- 10% 超過5年至10年
- 3% 少於1年

Q4: 你認為你對擬議方案有多瞭解?

- 44% 一般明瞭
- 32% 所知甚少
- 17% 充分理解
- 7% 幾乎一無所知

Q5: 你支持實行有關方案嗎?

- 97% 不支持
- 3% 支持

Q5a: 你不支持擬議方案的原因 (可以選擇多個答案)

- 767人次 我認為實施擬議方案有損大家的團隊和士氣
- 685人次 擬議方案最終將有損我現有的福利
- 614人次 大學管理層並未從正確的方向處理所發現的問題
- 464人次 浪費我的時間和大學資源
- 171人次 其他

Q5b: 你支持擬議方案的原因 (可以選擇多個答案)

- 25人次 我相信擬案將為大學提高生產力帶來正面的影響
- 17人次 我相信擬案可以解決大學目前面對的問題

- 8人次                      我相信大學管理層
- 2人次                      我認為擬議方案是準備充足
- 5人次                      其他

上述項目的統計圖表和更多細節，請見：[http://staff.ust.hk/password/SA\\_Survey\\_report.pdf](http://staff.ust.hk/password/SA_Survey_report.pdf)

待調查問卷第六至八題的意見整理完成後，我們自當再向大家作第二部份公佈。

此外，自進行調查至今，我們與大學管理高層溝通了幾個回合，目的為確保：

1.            大學管理高層（下稱大學高層）會認真考慮是次調查收集到的意見，才再考慮推動擬案的下一步；
2.            此擬議機制不會在今年九月遞交大學校董會，以便有足夠時間，向不同階層及工種的非教學人員，作公開、透明及持續的廣泛諮詢；
3.            教職員協會在整個諮詢過程中，有一個正式及重要的角色，以代表我們會員的集體意見及共同關注的事項。

展望未來，我們教職員協會所有執行委員會的成員會竭力：

1.            爭取大學高層保證上述三點；
2.            與大學高層盡快會面，以明智的方式商討調查第一部份的結果，從而確保同事們坦誠的意見、憂慮、懷疑和關注的事項獲仔細評估和在政策制定過程中得到考慮；
3.            待調查第二部份的結果整理完成後，我們會再進一步與大學高層溝通，找出如何解決同事們表示嚴重關切問題的地方，和研究同事們建議改善的地方；
4.            與大學高層及各級員工協作，有建設性地制定一套可信、有效的員工績效考核機制，與及一個合適的績優獎勵計劃，一方面會更正義和公平對待所有員工，另一方面，將增強我們的工作效率和質量。

再次感謝您的大力支持，讓我們以真誠互信一起前進，共創美好的科大！

香港科技大學教職員協會（2014-16年執行委員會）  
2015年9月10日  
謹上

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