



香港科技大學教職員協會  
The Hong Kong University of Science and Technology Staff Association  
電話／傳真 Tel & Fax: (852) 2358 8389 電郵 E-mail: staff@ust.hk

The Hon Cyd Ho Sau Lan  
Chairperson  
Panel on Education  
Legislative Council  
Legislative Council Building  
8 Jackson Road  
Central, Hong Kong

HKUST Staff Association  
Clear Water Bay  
Kowloon

By Fax and Mail

5 May 2009

Dear Ms Ho,

### **Independent Inter-institutional Redress Mechanism**

Thank you very much for your letter dated 11 February 2009 inviting the HKUST Staff Association (HKUSTSA) to express our views on the establishment of an independent inter-institutional redress mechanism. Taking it rather seriously, a series of meetings were held among the Executive Committee members of the Association discussing the issue in depth, and time was also spent on consulting the faculty and staff members who do have their concerns over the issue. The HKUST Staff Association and I personally would like to apologize for our slow reply.

The economic success of Hong Kong has been attributed to, among many major factors, the continuous efforts exerted for nurturing local talents as well as attracting overseas professionals. To enhance the competitiveness for its further development, the Hong Kong community as a whole has embraced the initiative to make this international metropolitan city a regional higher education hub in Asia.

Supporting the initiative wholeheartedly, HKUSTSA strongly believes that the availability of talents is therefore particularly essential for Hong Kong's ambition. In turn, it is necessary for universities in Hong Kong to develop a set of systems which enables them to attract and to retain the best talents from other sectors in Hong Kong and from all over the world.

With the background mentioned above, HKUSTSA truly welcomes the idea of establishing a redress mechanism that is fair, open, and transparent. Universities in Hong Kong must have clearly-specified procedures for staff substantiation and contract renewal as well as for dismissal and grievance so as to compete for talents against major cities in Asia such as Beijing, Shanghai, Taipei, Tokyo, and Seoul.

In order to develop a set of such procedures, it is extremely important to pay special attention to the following two aspects: Conducting open consultation with wide participation of faculty and staff members in each university on the one hand, and on the other hand further deepening our understanding of the governance structures of top universities in the world. Only by balancing the two aspects, would we be able to make universities in Hong Kong more competitive in the world's higher education market that is becoming globalized rapidly and irreversibly.

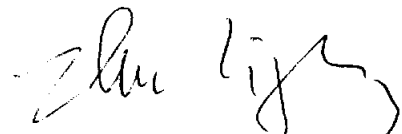
In the process of developing the procedures, it is equally important to recognize that university autonomy should be safeguarded without any compromise. Universities in Hong Kong were

established in the different stages of Hong Kong's social and economical development. As such, each and every one of them has its unique history, mission, tradition and characteristics. An inter-institutional redress mechanism would surely obscure the uniqueness of each university and therefore make it rather difficult to function properly, smoothly, and in a timely fashion.

HKUSTSA hereby suggests that each university develops its own redress mechanism that is tailored to its unique history, mission, tradition and characteristics. Meanwhile, we propose that such mechanism should be established as quickly as possible, hopefully, within two to three years.

HKUSTSA would like to take this opportunity to urge the Hong Kong University of Science and Technology management to work with staff representatives in developing a mutually-agreeable mechanism for staff substantiation, dismissal and contract renewal, which is conducive to providing relative job stability for faculty and staff members and to facilitating the academic development of the University.

Yours sincerely,



Lijing ZHU (PhD in Economics)  
Chairman  
HKUST Staff Association

Cc: Prof Paul Ching-Wu CHU, President of Hong Kong University of Science and Technology  
Prof K P SHUM, Chairman of Higher Education Federation