

**HONG KONG BAPTIST UNIVERSITY**

**Legco Panel of Education –  
Remuneration Systems after Deregulation**

The University would like to provide an update on the latest progress of its review work on the pay and reward structure for staff, as follows:

1. The University Council has already approved, at its meeting held on 23 June 2004, a new pay and reward structure for both academic and non-teaching staff, which will be implemented in stages, with effect from 1 July 2004. The University will first of all apply the new structure to new staff, and will further consult serving staff on the details of conversion arrangements to the new structure.
2. The new pay and reward structure, which is built on the concepts of rationalized pay scales, alignment with the market and a stronger link between performance and reward, is designed with a view to ensuring more flexible and cost-effective use of resources and enhancing the University's competitiveness in the recruitment and retention of quality staff.
3. The new structure is the result of an elaborate review process initiated by the University Council in June last year, with the formation of a Steering Committee comprising both external Council members and internal staff colleagues. The Steering Committee was assisted by two Working Groups which were mainly made up of academic and non-teaching staff members. The Chairman of the Staff Association was a member of both Working Groups.
4. Extensive staff consultation had been held throughout the review process through various channels: open staff forum, focus groups, staff group consultation sessions, Faculty/School visits, hotlines and emails. In addition, Newsletters were issued on a regular basis and placed on the website to update staff on the progress of the review and answer staff enquiries. It was recorded that a total of 72 group and individual staff consultation sessions had been held during the period, while 180 staff enquiries had been received through the hotlines and email accounts. All staff views and comments were presented to the Working Groups and the Steering Committee for careful consideration.
5. In formulating the final proposal to the Council, the Steering Committee has tried its best to strike a balance between the need to achieve the overall objectives of the review and the need to address staff concerns and sentiments. It is in response to staff concerns that the final proposal embodies the following features:

- (a) that the new structure will be implemented in stages;
- (b) that the University will further consult serving staff on the detailed conversion arrangements;
- (c) that the University will provide a chance of individual review for serving staff whose salary has been found to be above both the market pay levels and the proposed salary ranges of the new structure;
- (d) that the University will allow a buffer of 25% above market pay levels in recognition of staff experience on the job;
- (e) that the University will introduce two relief measures to alleviate the hardship on serving staff who, pursuant to further review and assessment, would still need to face downward salary adjustment:
  - downward salary adjustment, if any, will be capped at 10% of staff's basic salary at the time of conversion on 1 January 2006; and
  - a "voluntary departure scheme" will be offered as an alternative to all the serving staff members who would likely face downward salary adjustment.

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