

參考編號：CB2/PL/ED

2007 年 4 月 16 日

教育事務委員會

有關調配於香港城市大學專上學院的
教職員薪酬政策

目的

1. 本文概述以大學公積金條款聘用，而被調配至香港城市大學專上學院（簡稱「專上學院」）的教職員薪酬政策發展概況。

專上學院的教職員薪酬條款

2. 政府由 2004 年至 2008 年逐步削減對香港城市大學（簡稱「城大」）副學士課程的資助，城大遂於 2004 年 7 月成立專上學院，取代以前的高級專業學院，以自負盈虧方式繼續提供副學士課程，配合政府把專上教育學額提昇至 60% 的政策。專上學院須於 2008 年 7 月開始全面以自負盈虧模式運作。
3. 以薪酬條款而言，專上學院的全職員工自 2004 年 7 月開始分為兩類：
 - (i) 以大學條款（公積金或合約形式）受聘於高級專業學院，並於 2004 年 7 月調配至專上學院工作的教職員；
 - (ii) 於 2004 年 7 月開始以專上學院合約條款聘用的新任教職員。

原任高級專業學院和新聘用的教職員，兩者的整體薪酬福利（包括薪金、公積金供款和其他福利等）存在相當大的差異，總體分別可高達 200%。這兩類教職員人數的比例如下：

	大學條款		專上學院 合約條款	總數
	公積金形式	合約形式		
人數	112 ^(註)	24	94	230
百分比	49%	10%	41%	100%

(註：以大學公積金形式受聘的學院的員工，其中 73 位於 1990 年 11 月高級專業學院成立後受聘，他們專責教授副學位課程；另外 39 位則由城大其他學院和部門轉職至高級專業學院。)

歷史背景

4. 由於政府決定自 2004 年至 2008 年開始，逐步終止撥款資助城大的大部份副學士課程，大學校董會在 2003 年 6 月的會議上，通過成立一個副學士課程工作小組（成員包括高級專業學院教職員代表），研究有關開辦非政府資助副學士課程的可行性和相關運作。校董會在 2004 年 1 月的會議上通過了工作小組所建議，由大學繼續

開辦副學士課程的營運模式。

5. 工作小組的建議內容，主要為專上學院的財務安排，及在職和新聘員工在 2004 至 2008 年的過渡期，和 2008 年後學院以自負盈虧營運的員工薪酬政策。工作小組建議在四年過渡期期間，在職員工的薪酬及其他福利，包括房屋和子女教育津貼，將會保持不變，但薪金則會削減（教學及相等職級行政人員減 20%，一般職級人員則減 18%）。建議亦包括於 2008 年 6 月 30 日終止大學公積金聘用條款，有關教職員如獲專上學院聘用，聘用條件將根據專上學院的條款及當時的市場情況訂定，並以合約形式僱用。大學於同年推出了自願離職計劃，讓希望離職的員工可自願申請於 2004 年 6 月離任，並可獲取一筆特惠金。當時的明確共識是：除非得到政府的補償撥款，否則在 2008 年 6 月終止以公積金形式受聘時，員工將不會得到任何特惠補償。
6. 就上述建議，每位以大學公積金形式受聘的學院教職員都收到書面通知，邀請他們表示接受減薪及已閱讀和明白上述條款。大多數教職員在書面回覆時，均表示同意接受減薪，但不同意其他條款。他們都在覆函上註明，指他們是在被威逼的情況下簽署同意書，他們並不同意改變聘用條款，包括公積金條款。
7. 專上學院在過去的兩年半內，在收生和院務發展上都穩步向前，故可藉此機會，重新審視城大校董會當年對於學院教職員薪酬和聘用條件所作的決定。

成立特別小組商議 2008 年學院的過渡安排

8. 為了重新審視有關學院教職員薪酬和聘用條件的事宜，校董會主席在 2006 年 11 月委任了一個 3 人特別小組，成員包括校董會、城大和專上學院的代表。
9. 特別小組集中研究自負盈虧模式下的人事安排，和前述兩類聘用條件之下教職員的薪酬差距。特別小組工作是以保留優秀員工，和繼續提供具質素保證的教育為考慮原則。
10. 特別小組堅信，在審視有關學院教職員薪酬和聘用條件的過程中，他們應廣泛聽取學院員工的意見。

員工諮詢和草擬方案

11. 特別小組在 2006 年 11 月進行了 3 次非正式的員工諮詢，接着於 2006 年 12 月初展開了超過 10 輪的正式諮詢程序。在諮詢過程中，特別小組以個別和小組形式會見了教職員，也會見了香港城市大學教職員協會聯絡小組和香港城市大學教師工會的代表。通過這些會面，特別小組能深入了解員工的要求和期望。
12. 特別小組會見了據稱代表了超過 90% 受影響員工的大學教職員協會，協會亦在大學發表了它們對事件的觀點（見附錄 1）。大學教師工會對事件亦表示關注（見附錄 2），小組亦同時會見了該工會。
13. 通過這些會面，特別小組理解到這兩個組織均希望滿足到各類員工的期望。綜合

而言，他們主要提出了三種期望：(i)盡量安排教職員轉職到城大的其他學院；(ii)為教職員提供自願離職計劃；(iii)繼續以大學公積金條款聘用在專上學院工作的同事。

14. 特別小組希望提出一個可以符合以下三項原則的建議方案：(i)讓優秀的教職員繼續留任；(ii)以繼續提供優質教育為務；(iii)盡量滿足教職員上述期望。基於這三項原則，特別小組在 2007 年 2 月 23 日頒佈了一個有關以大學公積金形式受聘的學院職員的將來聘用建議方案。特別小組並準備在適合情況下，盡早把有關建議方案提交校董會審批。
15. 在建議方案宣佈後，特別小組舉行了一系列的諮詢會議，包括與香港城市大學教職員協會、香港城市大學教師工會、專上學院行政委員會、學院教職員諮詢委員會、個別職員和職員小組會面。

建議方案的修訂和發展

16. 經過多次諮詢和詳細討論後，特別小組修訂了建議方案，並在 2007 年 3 月 19 日邀請職員閱覽（有關詳情亦於 2007 年 3 月 28 日公佈，見附錄 3）。修訂建議方案仍秉持以下三項原則：(i)讓優秀的教職員留任；(ii)以繼續提供優質教育為務；(iii)盡量滿足職員上述期望。
 - **方案一** 回應教職員轉職到大學其他學院的期望。特別小組建議大學提供方法，協助符合聘用條件的員工轉職回大學本部。
 - **方案二** 回應教職員要求大學推出自願離職計劃的期望。特別小組建議大學再次推行 2003 年的自願離職計劃。
 - **方案三** 回應教職員希望留任學院的員工，可繼續以大學公積金形式受聘的期望。特別小組建議員工現時的福利（包括房屋、子女教育津貼、年假等）和薪金保持不變。雖然這些員工將跟循專上學院的薪酬架構，但是他們現時的聘用條件和薪金將不會改變。至於他們將來的薪酬調整，則由專上學院全權決定。
17. 在諮詢過程中，香港城市大學教職員協會表示支持修訂後的建議方案（見附錄 4：教職員協會於 2007 年 3 月 19 日發給學院員工的電郵）。與此同時，特別小組在把方案提交校董會審批前，亦擬爭取員工的廣泛支持。專上學院行政委員會和專上學院教職員諮詢委員會（學院之主要諮詢渠道）均一致通過同意支持建議方案，而大多數受影響的員工亦在回條上簽署，表示會接受三個方案其中之一。

總結

18. 在整個過程中，大學已盡心竭力嘗試解決以公積金形式受聘的學院員工的聘用問題，員工亦不曾因為學院的過渡問題而被校方終止僱用。由於專上學院財政穩健，在收生和整體發展上亦穩步向前，加上校董會在 2004 年作出決定時的考慮因素如

今亦已有重大改變，因此，特別小組已為員工提出較佳薪酬方案。大多數員工無論以個人名義或經大學教職員協會，均對方案表示支持。2008 年政府撥款將會終止，修訂建議中的方案三，提出繼續以大學公積金形式聘用全體學院員工，並維持其福利不變，在財政上對專上學院實在是重大的挑戰，特別是他們的薪金和福利，較以專上學院合約條款聘用的員工，有明顯的差距。無論如何，大學承諾留任資歷優秀和有豐富經驗的教師和職員，以繼續負起提供高質素副學士課程的教育使命。

City University of Hong Kong Staff Association

Demands on the College Transition to 2008:

1. Continuation of superannuation status and the Home Finance Scheme post-2008 for staff on University terms.
2. Introduction of a Departure Scheme/Early Retirement Scheme.
3. Priority to be given to College staff (both teaching and administrative) by the Faculties when hiring new staff.
4. Negotiation of proper and acceptable conditions of service including salary terms, medical benefits, housing, teaching load and administrative duties, etc for staff post-2008.

City University of Hong Kong Teachers' Union

Demands of the University teaching staff seconded to the Community College of City University:

1. University teaching staff seconded to CCCU have always been and should continue to be employees of the City University of Hong Kong.
2. Seconded university teaching staff who are superannuated should continue their superannuable terms of employment with the City University of Hong Kong until their retirement age of 65.
3. The CCCU which is a private company should have no authority over the terms of employment of seconded university teaching staff.
4. The strategic plan relating to the CCCU, for example, changes to be taken place in 2008 and expenses relating to the new Community College building, should not be linked in any way with the terms of employment of seconded university teaching staff.
5. In 2004, these seconded university teaching staff signed the agreement for salary reduction of 20% under highly disturbing atmosphere. As the University has proven to have sufficient capacity to pay for the unreduced salary commitments of these seconded university teaching staff, the reduction of 20% salary is unfair and unjustified. Immediate action should be taken by the University to pay back the reduced portion of the salary to the affected university teaching staff, with interest and should stop the salary reduction with immediate effect.
6. Besides signing the agreement for salary reduction, seconded university teaching staff have never agreed to any other changes in their terms of employment or the change of employer. The University, CCCU and any other parties involved should immediately stop to claim that all seconded university teaching staff will be converted to contract terms of employment offered by the CCCU or ceased to be employed by the City University of Hong Kong in 2008.
7. Except for those seconded university teaching staff who choose to remain, all seconded university teaching staff should be transferred back to serve the City University of Hong Kong, instead of serving the private company of CCCU.
8. If the secondment has to be continued for administrative convenience, the university terms of employment of these seconded teaching staff should be retained and guaranteed by the City University of Hong Kong. In any case, these seconded teaching staff should be transferred back to the University as soon as possible.

Email Broadcast dated 28 March 2007 by the Special Group on Refined Proposed Options

Dear Colleagues,

College Transition

The Special Group has made refinement to the options proposed on February 23, 2007. The refined proposed options are as follows:

A. Option 1

Continued employment on University superannuable terms for one year

Continued employment on University superannuable terms for a period of one year (from July 2008 to June 2009). During this period, the staff will serve in the Community College of City University (CCCU) and be subject to CCCU's personnel and other management policies and regulations. The staff may apply for relevant positions available in the Departments or elsewhere in the University. The Special Group undertakes to recommend to the Council that the University considers ways in which the selection of such staff by the University may be facilitated, subject to their being able to meet the selection criteria of the relevant faculties or departments for the available positions. Redundancy procedures in accordance with the prevailing Redundancy Policy of the University, including an ex-gratia payment, will apply for those who do not get a position by 1 July 2009.

The current formula for payment: $E = Y/2$ times of last basic monthly salary

where E = ex-gratia payment

Y = number of years of prior continuous service with the University

B. Option 2

Early retirement from University and re-employment on CCCU contract terms

Early retirement from the University with an ex-gratia payment, calculated up to June 2008, following the formula of the Departure Scheme offered to staff in 2003 where $E = (V + Y/2)$ times of last basic monthly salary and where V is a variable factor (V = 2 to 6) linked to the number of years of continuous prior service.^{Note} The ex-gratia payment will be subject to a maximum of 15 months salary.

At the discretion of the CCCU, staff choosing this option may be offered further employment with the College on CCCU contract terms which staff may accept or decline. Salary under the new contract will be maintained at the June 2008 level but there will be no provisions for housing benefits, educational allowances, passage or other benefits commonly associated with superannuable terms of appointment at the University. There will be no contract gratuity but there will be provision for annual year-end performance bonus. Entitlement to annual leave will be in accordance with prevailing CCCU policy. Under the new contract, staff will retain the same rank and job title but will be subject to the CCCU salary structure and the maximum within the range for each staff grade. Those staff members who are due to retire from the University by 30 June 2008, and those with not more than 12 months of service remaining with the University after June 2008 before retirement will not be eligible for this option.

Note:

where E = ex-gratia payment
V = variable to be determined by Y

Y	V
2 or less	2
Over 2 – 6	3
Over 6 – 10	4
Over 10 – 14	5
Over 14	6

Y = Number of years of continuous prior service with the University, from the first day of employment at the University on regular terms of appointment (whether on fixed-term contract or on superannuable terms) to 30 June 2008

M = Basic monthly salary at 30 June 2008

C. Option 3

Continued employment on CityU superannuable terms

College staff choosing this option will be offered continued employment on CityU superannuable terms, subject to the changes as set out in this announcement. Staff choosing this option will in future be subject to CCCU's personnel and other management policies and regulations. Existing fringe benefits (housing, educational allowances, leave, etc) will be maintained. Salary will be maintained at June 2008 level. Staff choosing this option will retain the same rank and job title but will be subject to the CCCU salary structure and the maximum within the range for each staff grade. For those whose salary in June 2008 already exceeds the maximum for the corresponding one under CCCU's salary structure, they will retain their existing salary on a personal basis. Any future reviews of salaries will be at the discretion of the CCCU.

To enable those colleagues who have not had the opportunity to discuss the options with the Special Group, Dr Ellen Ko, Vice-President for Administration, and Ms Jennifer Ng, Principal, CCCU, will be available for meetings with colleagues concerned on Friday, March 30, 2007, from 2:30 p.m. to 5:30 p.m. In order to accommodate as many colleagues as possible, Dr. Ko and Ms Ng will meet concerned colleagues in small groups. Please call 3442-6062 or email oyan.wong@cityu.edu.hk to reserve preferred timeslots. A copy of the Proforma is attached for colleagues to complete and return to the College Office the latest **by 5:30 p.m. on April 2, 2007.**

Colleagues will appreciate that the Special Group would wish to see wide support for the proposal from staff before it decides to put it forward to the Council for its consideration.

Sincerely,

Mr Vincent Chow, Chairman, Special Group on College Transition
Dr Ellen Ko, Vice-President for Administration
Ms Jennifer Ng, Principal, CCCU

Issued by the Communications Office on behalf of the Special Group
March 28, 2007

Proforma

I have read the Proposed Options for College Staff on University Superannuable Terms of Service being considered by the Special Group on College Transition, and shall be able to choose one from among the options.

Name : _____ Post/Division : _____

Signature : _____ Date : _____

Email Broadcast dated 19 March 2007 issued by Liaison Group of CityU Staff Association

College Transition - revised options

Dear colleagues,

We are glad to be the bearers of good news and to let you know that, after 18 months of talks and negotiations, we have secured a favourable outcome from the Special Group in response to our demands on the College Transition to 2008.

We represent more than 90% of the 112 University staff seconded to the College and believe that the arrangement reached is beneficial to the staff concerned and has fulfilled the key demands we have requested from the outset. We appreciate your support for the efforts of the Liaison Group and particularly your participation during the past three weeks.

You will have already received notification that the Special Group will hold small group meetings with staff concerned to find out your views on the revised options before putting them forward to Council. We support this dialogue fully and encourage you to make an appointment to meet the two members of the Special Group on the designated days this week. For your information we have attached an unofficial document based on our understanding of the revised options.

John Tse & W W Fung

On behalf of
Liaison Group
CityU Staff Association

19th March 2007

Unofficial: For information only

College Transition to 2008: Revised options

At a meeting last Friday, 16 March 2007, College Executive Committee members and elected representatives of the College Staff Consultative Committee met with the College Principal and VP, Administration who proposed the following revised options that had already been discussed with CityU Staff Association's Liaison Group one week before.

University seconded staff to the College will be asked to indicate if the options are acceptable to them and whether they would be prepared to select one.

Please note the following section outlining the options is based on our personal understanding only after perusing the draft document which was not allowed to be taken away.

Option 1:

- Continued employment on University superannuable terms for one year (July 2008 – June 2009)
- Working in CCCU and subject to personnel and management policies of the CCCU
- During this period can apply for relevant positions in the University
- the University agrees to facilitate staff who wish to take up suitable positions back in the Faculties
- In the event that the staff member cannot find a suitable position within the University then the prevailing redundancy package would be offered in June 2009 (at present it is $E=Y/2$)
- Staff members due to retire from the University by 30 June 2008 and those with not more than 12 months of service remaining with the University after June 2008 before retirement will not be eligible for this option.

Option 2:

- Early retirement and potential re-employment in CCCU
- Same early retirement package offered in 2003 would apply ($E=5/6$ months* + $Y/2$ based on last monthly salary and to a maximum of 15 months).
- Re-employment on salary at the 2008 level would be offered at the discretion of the CCCU but most likely a high percentage would receive offers. Same rank and title to apply.
- Annual leave and other benefits would be based on CCCU contract terms and subject to CCCU salary structure; including provision for annual year-end performance bonus

*Ex-gratia payment is based on years of service with 5 months for service of 10-14 years and 6 months for service of more than 14 years.

Option 3:

- Continued employment on City University superannuation terms in CCCU, including existing fringe benefits (housing, education allowance, leave entitlement, etc) and salary maintained at June 2008 level (i.e. on current salary with no cuts). All these would be maintained throughout employment period with CCCU.
- Staff selecting this option will retain the same rank and job title but be subject to CCCU personnel and management policies and regulations.
- Any future reviews of salary would be at the discretion of CCCU management but the salary would not decrease.