



直資在人事管理上的特點

第二屆香港校長研討會2006

丘頌云校長
基督教崇真中學

31-3-2006



引言

- ◆ 直資學校一直被視為以低於官津學校的薪酬去聘請教師及職員，以達致低成本、高效益之教育服務
- ◆ 直資學校以合約制去聘請教師會帶來質素保持，革除鐵飯碗之概念，亦很容易將瘀血或枯枝除去



直資學校人事管理的目的

- ◆ 高生產力 high productivity
- ◆ 高效率 high efficiency
- ◆ 高效用 high effectiveness
- ◆ 具成本效益 cost-effectiveness



人事管理的理念取向

- ◆ 不惜付出任何代價，成績最重要，成本要最低 task oriented, goal oriented, result oriented, high initiative structure
- ◆ 發展教師專業潛能，培養歸屬感 human oriented, teacher centered, development oriented, high consideration



人事管理深層概念

- ◆ 領導如何看學生 --- 顧客 customer 或受教者 to be educated
- ◆ 領導如何看老師 --- 服務員 service provider 或教導者 educator
- ◆ 領導如何看人 --- 人充滿惰性 不鞭策不工作
人充滿潛能 不發展不成才

看教師的昨天與今天 或
看教師的今天與明天



人事管理的基本概念(concept)與 價值觀(Value)* Michael Armstrong, 2001

- ◆ 公正 Equity (treating employee family and justly by adopting 'even-handed' approach)
- ◆ 體諒 Consideration (when making decisions which affect the prospects, security or self-respect of employee)
- ◆ 工作生命質素 Quality of work life (e.g. reduce monotony, empowerment, avoid placing employee under too much stress)
- ◆ 工作環境 Working conditions (health, safe, pleasant working condition)

學校可考慮設立聘用政策

Michael Armstrong, 2001

- ◆ Reward Policy (Salary & Promotion)
 - paying market rates
 - paying for performance
 - gain sharing
 - providing an equitable pay system
 - equal pay for work of equal value
 - provision of fringe benefit





學校可考慮設立聘用政策

Michael Armstrong, 2001

- ◆ Staff Development Policy
- ◆ Staff Relations Policy
- ◆ Healthy and Safety Policy
- ◆ Involvement and Participation Policy
- ◆ Harassment Policy
- ◆ Equal Opportunity Policy

教師發展策略取向

Staff Development Consideration

(T.L. Drake & W.H. Roe, 2003)

- ◆ selecting professional & talent people
- ◆ maintaining a learning community
- ◆ promoting staff development experience & projects
- ◆ encourage teacher to be reflective
- ◆ creating relevant opportunities for the staff to work together
- ◆ supporting with enthusiasm, personal attention and additional resources.





Underlying Philosophies of Human Resources Policies (D T Gamage, N S Pang, 2003)

- ◆ The recognition of peoples' needs and expectations at works;
- ◆ Respect for the individual;
- ◆ Justice and fair-play in treatment and equitable reward systems;
- ◆ Job security



Underlying Philosophies of Human Resources Policies (D T Gamage, N S Pang, 2003)

- ◆ Good working environments and conditions of service;
- ◆ Opportunities for personal development and career progression;
- ◆ Democratic functioning of the organization; and
- ◆ Full observance of state/provincial and federal statutes, relating to employment.

Human Resources Activities

D T Gamage, N S Pang, 2003

- ◆ Manpower planning and employment
- ◆ Salary and wage administration
- ◆ Organizational design
- ◆ Education, training and development
- ◆ Employee relations
- ◆ Staff services, welfare, health and safety



直資領導如何面對改革挑戰(1)

Michael Fullan 2003

- ◆ Leading schools require principals with the courage and capacity to build new cultures based on trusting relationship and a culture of disciplined inquiry and action.
- ◆ Leaders need to take action to counsel out or otherwise rid the school of teachers who persistently neglect their own learning.



直資領導如何面對改革挑戰(2)

Michael Fullan 2003

- ◆ Leaders have a responsibility to invest in the development of organizational members, to take the chance that they will learn, to create environments where people will take risk and tackle difficult problems, and be supported in this endeavor.





香港資助學校人事管理的難解結

- ◆ 教師近似終身聘任制
- ◆ 教師薪酬僵化
- ◆ 升遷制度欠彈性
- ◆ 教師發展成壓力
- ◆ 事務安排欠靈活



香港資助學校人事管理方向

- ◆ 合約制聘教師
- ◆ 薪酬安排具彈性
- ◆ 編制升遷彈性
- ◆ 教師發展靈活
- ◆ 非教學安排靈活



基督教崇真中學人事管理策略

- ◆ 聘用有相近理想、具潛質同工 select people with similar thinking
- ◆ 提供合理、具競爭力薪酬 pay at a competitive rate
- ◆ 提供健康工作環境 provide good working environment
- ◆ 提昇團隊學習 promote group learning
- ◆ 鼓勵反思自評文化 encourage reflection and self-evaluation
- ◆ 鼓勵關顧文化 encourage supportive fellowship



Reference

1. M. Armstrong, 2001, A Handbook of Human Resource Management Practice (8th Ed.) Kogan Page
2. J. Collins, 2001, Good to Great, Harper Business
3. T.L. Drake & W.H. Roe, 2003, The Principalsip, Merrill Prentice Hall
4. M. Fullan, 2003, The Moral Imperative of School Leadership, OPC & Corwin Press
5. D.T. Gamage & N.S. Pang, 2003, Leadership & Management in Education, CU Press



多謝

A culture discipline

J. Collins, 2001, p.13

- ◆ disciplined people --- no hierarchy
- ◆ disciplined thought --- no bureaucracy
- ◆ disciplined action --- no excessive controls

