

**HONG KONG BAPTIST UNIVERSITY**

**HUMAN RESOURCES POLICIES & PROCEDURES/GENERAL**

**Procedures for Handling Staff Grievances**

**Preamble**

The University endeavours to maintain a harmonious working environment for staff, which promotes understanding, support and mutual respect. To this end, the University encourages frank and constructive dialogue between parties of different views, and prompt resolution of conflicts and disputes before they escalate into serious grievances.

**Definition and scope**

2. In these procedures, “grievance” means the same as “complaint”. For the purpose of these procedures, grievance is defined as any unresolved complaint relating to work, made by a staff member, or group of staff members, against any staff member or group of staff members. If the subject of the grievance is covered by a set of specifically laid down policy and procedures [e.g. those referred to in (a) below], or by an appeal mechanism under its respective policy and procedures [e.g. those referred to in (b) and (c) below], the grievance should be handled in accordance with the respective policy and procedures:

- (a) Grievances relating to discrimination or harassment within the context of the Equal Opportunities Ordinances;
- (b) Appeal against the outcome of review conducted by the University Review Panel in respect of contract renewal/substantiation/contract completion/promotion; and
- (c) Appeal against the decision of the Committee on Termination of Appointment.

3. A complaint lodged by a group of staff members should be specific and common to all members of the group. The group shall appoint a representative from among its members as a spokesman to act on its behalf for the purpose of these procedures. These procedures must under no circumstances be used as a means of negotiating changes in the terms and conditions of employment.

4. On receipt of a complaint, be that from an identifiable party or anonymous, the supervisor concerned should assess in the first place the gravity of the complaint and whether there is *prima facie* evidence to suggest that the information provided or the allegation(s) made warrant further investigation and handling. An anonymous allegation will be acted on if it is specific, presents clear indication of what is being alleged, and provides adequate information relating to the alleged wrongdoing. The advice of the next higher level of authority should be sought as necessary to determine if further investigation is needed or if the

complaint can be dismissed. In the course of the investigation, any staff member who is the subject of a complaint should be allowed to respond to the complaint and to present a defence as appropriate.

## **Mediation**

5. At different stages of handling of the grievance/complaint, “mediation” can be initiated either by the complainant, or the relevant authority dealing with the complaint at that stage, and subject to the consent of both parties concerned, an independent third party (appointed either from within or outside the University) could be invited to assist in facilitating “mediation” as a means to resolving the grievance/complaint.

## **Stage 1 procedures**

6. In order to foster a trusting culture and reduce misunderstanding, the University encourages frequent and regular communication between supervisors and staff members. If indeed a staff member has a work-related concern, he/she is encouraged to raise it with his/her immediate supervisor in the first instance, and the supervisor should try to resolve it promptly.

7. Unless the staff member considers it necessary to lodge his/her problem or complaint in writing, he/she is encouraged to raise and discuss it verbally with his/her supervisors in the first instance. Supervisors should respond promptly and without prejudice to complaints or grievances made by their staff, and make every attempt to meet with parties concerned to understand the reasons behind such complaints/grievances and to settle them. In most cases, grievances are due to misunderstanding, miscommunication and/or an oversight on the part of a certain party. Apologies and possible redress could help settle the grievances. The sooner a grievance is attended to and dealt with, the better the chance of its being resolved at an early stage. The assistance of the Human Resources Office may be sought if deemed necessary.

8. In case the staff member chooses to raise his/her complaint in writing, the steps and time frame to be followed for resolving a grievance are set out below:

- (a) The staff member should file the grievance in writing normally within 30 working days of the incident to the alleged wrongdoer’s immediate supervisor or Head of Department/Office. The staff member filing the grievance in writing should present clear indication of what is being alleged, and provide adequate information relating to the alleged wrongdoing.
- (b) After receipt of the grievance, the immediate supervisor/Head of Department/Office shall acknowledge and address the grievance within seven working days. The staff member against whom the grievance lies should be provided a copy of the written grievance, where available, and he/she should be allowed the opportunity to make his/her response in writing.
- (c) The immediate supervisor/Head of Department/Office shall attempt to resolve the grievance at the departmental/office level, normally within 30 working days.

Both the staff member filing the grievance and the staff member against whom the grievance lies shall be informed of the resolution.

- (d) If a grievance cannot be resolved at the departmental/office level, either the complainant or the immediate supervisor or the Head of Department/Office shall refer the complaint to the next higher level of authority for resolution.
- (e) The higher-level authority shall enquire as to what steps have been taken to resolve the complaint and shall try to resolve it as far as possible, normally within 30 working days. A record of the complaint and the resolution shall be kept by the parties involved.
- (f) The following table shows the filing and the handling of a grievance through resolution:

<b>Grievance against</b>	<b>Filing and handling of grievance</b>	<b>Referral to next higher level of authority</b>
Staff below Head level	Immediate Supervisor	Head of Department/Office
Head of Academic Department	Dean	Provost
Head of Office *	Respective VP	P/VC
Dean	Provost	P/VC
Provost or Vice-President (VP)	P/VC	Chairman of Personnel Committee (PC) of Council
President and Vice-Chancellor (P/VC)	Council Chairman	-

\* A grievance against any Head of Office reporting to the Associate Vice-President (Engagement) (AVP(E)) should be filed with the AVP(E), and the next higher level of authority should be the P/VC. A grievance against the AVP(E) or any Head of Office reporting to the P/VC should be filed with the Vice-President (Administration) and Secretary, and the next higher level of authority should be the P/VC. Notwithstanding the above, the staff member concerned may file his/her grievance with a higher-level authority. The higher-level authority may handle the grievance himself/herself or, if he/she considers it appropriate, refer the grievance to the immediate supervisor of the staff member against whom the grievance lies for initial investigation.

- (g) If the complainant remains dissatisfied with the resolution at this stage, he/she has the right to seek resolution through the Stage 2 procedures, normally within 60 working days after lodging the complaint in writing.

## **Stage 2 procedures**

### **Grievance against staff below the Provost/VP level**

#### ***Written complaint to the P/VC***

9. In cases where the grievance cannot be resolved after following the Stage 1 procedures, or if the staff member filing the grievance considers it more appropriate, he/she may, at his/her discretion, pursue the case by writing to the P/VC, setting out the nature of the grievance and the allegations made. The P/VC, after considering the grievance and steps that have been taken to resolve the matter, shall decide on the appropriate further action to be taken and his/her decision should be conveyed in writing to the complainant within two weeks of the receipt of the letter. These further actions shall include, *inter alia*, the following:

- (a) the P/VC will meet with the parties concerned and resolve the grievance;
- (b) the P/VC will refer the grievance to the appropriate Dean of Faculty/School/Head of Office or Provost/VP for consideration if he considers that appropriate steps have not yet been taken to resolve the grievance at that level;
- (c) the P/VC will refer the grievance to the proper committee/panel for review if it does not fall within the scope of these procedures; or
- (d) the P/VC will refer the grievance to a Committee on Staff Grievances (CSG) to undertake a review of the grievance.

#### ***Inquiry by the Committee on Staff Grievances***

##### **Membership**

10. If the P/VC considers it appropriate, he/she shall appoint a CSG to undertake a review of the grievance. The CSG appointed by the P/VC shall be constituted as follows:

- (a) A VP, the Provost or a senior staff member as chairman;
- (b) A lay member of the PC/Council or, as and when necessary, an external member; and
- (c) Three staff members appointed from a pool of potential members (the pool is made up of a minimum of one and a maximum of three staff members elected from each Faculty/School/Office).

A staff member from the Human Resources Office will be the secretary.

11. Anyone who has a conflict of interest in the complaint, or has taken part in handling the complaint at the previous stages shall not be appointed to be a member of the CSG.

12. Every two years, each Faculty/School/Office will be invited to elect from among its staff a minimum of one and a maximum of three staff members to serve on the pool of potential members from which members may be appointed to serve on the CSG. Each Faculty/School/Office will arrange for the election of staff members to serve on the pool. A staff member who is nominated or wishes to stand for election should have two seconders. If the number of candidate(s) coming forward or being nominated is equal to the required number to be elected, i.e. up to three, the candidate(s) will be elected unopposed, *ipso facto*. If the number of candidates(s) coming forward or being nominated is larger than the required number to be elected, i.e. more than three, the Faculty/School/Office concerned should arrange for the election, normally by secret ballot, of the required number, i.e. three.

13. The parties involved in the grievance shall be notified in writing of the membership of the CSG within seven working days of the written decision of the P/VC to refer it to the CSG for review. Any objection to the membership, together with the grounds for objection, shall be made in writing to the P/VC within seven working days of the date of notification. The P/VC shall decide on the acceptance or otherwise of the objection, and his decision shall be final. In any event, the membership of the CSG shall be confirmed within 21 working days of the written decision of the P/VC to refer the case to the CSG.

### **Procedures**

14. The person against whom the grievance lies shall be provided with a copy of the written submission from the staff member having the grievance. He/she shall be invited to make a written statement in response to the allegations made against him/her within two weeks of the date of notification. This written statement shall be made available to the staff member having the grievance at the time when he/she is notified of the date, time and venue of the meeting before the CSG.

15. Both the staff member having the grievance and the person against whom the grievance lies shall have the following rights:

- (a) to appear before the CSG;
- (b) to present evidence to the CSG;
- (c) to call his/her own witness(es); and
- (d) to be accompanied by a friend who is a staff member of the University and may provide personal support for the staff member concerned when he/she appears before the CSG, as an observer but not an advocate. (As the grievance procedures are not legal proceedings, legal representation on behalf of either party shall not be allowed.)

16. Both the staff member having the grievance and the person against whom the grievance lies shall be given at least 10 working days' notice of the date, time and venue of the meeting of the CSG. Each party shall inform the secretary to the CSG in writing, at least five working days before the hearing, of the following:

- (a) whether he/she will appear in person before the CSG;
- (b) whether he/she will be accompanied by a friend who is a staff member of the University, and, if so, the name of the staff member;
- (c) whether he/she wishes to call any witness(es) to appear before the CSG, and, if so, the name(s) of his/her witness(es); and
- (d) any other evidence that he/she wishes to present in respect of the case.

17. During the course of enquiry, the CSG shall consider evidence presented by both parties, and by any witness(es) called upon by them. The CSG may call additional witnesses and examine additional evidence as it deems appropriate to gather more information about the grievance. Legal advice may be sought by the CSG during the entire process of the enquiry to ensure that proper procedures have been followed in handling the complaint.

18. The CSG shall complete its enquiry as soon as possible and no later than two months since its confirmed membership, and shall submit to the P/VC a report on its findings and recommendations no later than 10 working days after the date of its last meeting. The P/VC shall within seven working days of the receipt of the report notify the CSG of his approval or otherwise of its recommendations. If the P/VC disagrees with the recommendations, he may follow the procedures set out in paragraph 9 above to consider further actions to be taken.

#### **Notification of the decision**

19. Both parties of the grievance or complaint shall be notified of the outcome of the enquiry in writing no later than seven working days after a decision has been made by the P/VC.

#### **Timeline**

20. The staff involved in handling the grievance or complaint should ensure that each step is dealt with expeditiously and within the time frame allowed. For a case involving a review by the CSG, the staff member making the complaint could expect to be notified of the outcome of the enquiry within four months of the date of his/her written complaint to the P/VC.

## **Grievance against the P/VC or the Provost or a VP**

21. In cases where the grievance is directed against the Provost or a VP, the grievance shall be referred to the P/VC in the first instance. If the grievance cannot be resolved satisfactorily at that level, the staff member concerned may, at his/her discretion, pursue the case by writing to the Chairman of the PC. In cases where the grievance is directed against the P/VC, the staff member concerned may, at his/her discretion, pursue the case by writing to the Council Chairman. This arrangement is based on the rationale that these senior staff members are appointed by the Council.

22. For handling a grievance against the Provost or a VP, the Chairman of the PC may meet with the parties concerned and resolve the conflict, or he/she may appoint a CSG to review the grievance. Likewise, for handling a grievance against the P/VC, the Council Chairman may meet with the parties concerned and resolve the conflict, or he/she may ask the Chairman of PC to set up a CSG to review the grievance. The CSG will be constituted as follows:

- (a) Chairman of the PC as chairman;
- (b) Two lay members of the PC/Council (or, as and when necessary, one lay member of PC/Council and one external member; or two external members); and
- (c) A staff member appointed from a pool of potential members (the pool is made up of a minimum of one and a maximum of three staff members elected from each Faculty/School/Office).

The Secretary of the PC will be the secretary.

23. The CSG will investigate the grievance in accordance with the procedures described in paragraphs 14 to 17 above. The CSG shall complete its inquiry as soon as possible and no later than two months after it is constituted. The CSG shall decide upon the appropriate course of action to be taken to settle the conflict or redress the grievance and report its decision to the Council Chairman.

### **Notification of the decision**

24. Both parties to the grievance or complaint shall be notified of the outcome of the inquiry in writing no later than seven working days after a decision has been made by the CSG.

### **Timeline**

25. For a case handled directly by the CSG, the staff member making the complaint may expect to be notified of the outcome of the inquiry within four months of the date of his/her written complaint to the Council Chairman or the PC Chairman.

## **Appeal**

26. If either party is not satisfied with the outcome of the enquiry, an appeal may be lodged with the appropriate higher authority no later than one month after being notified of the outcome of the inquiry. The party lodging the appeal should give justification for his/her appeal. The appropriate authority may then consider inviting the CSG to review its decision, or to refer the matter to an Appeal Committee. The appeal will be considered on procedural grounds and not for the review of the judgement resulted from the above procedures.

27. In cases where the person against whom the grievance lies is below the rank of Provost/VP, an appeal may be made in writing to the Chairman of the PC, who may appoint an Appeal Committee to look into the matter within two weeks of the receipt of letter. The Appeal Committee shall comprise: (a) a lay member of the PC as Chairman; (b) one lay member of the PC; and (c) one member of the PC or, as and when necessary, one external member. The PC Secretary shall be the secretary to the Appeal Committee in these cases.

28. The Appeal Committee shall re-examine the procedures followed by the CSG, so as to ascertain if there might have been any mishandling of the case on procedural grounds. The Appeal Committee may or may not ask for further evidence and it may or may not conduct a hearing of the case. If a hearing is to be convened, the procedures set out in paragraphs 14 to 17 shall apply, except that the decision of the Appeal Committee shall be final. In any case, the Appeal Committee shall make a decision within two months of the date of its establishment. The party lodging the appeal shall be notified of the decision of the Appeal Committee in writing no later than seven working days after the decision has been made.

29. In cases where the person against whom the grievance lies is the Provost/ a VP or the P/VC, an appeal may be made in writing to the Chairman of Council who may appoint an Appeal Committee to look into the matter within two weeks of the receipt of letter. The Appeal Committee shall comprise: (a) a lay member of Council as Chairman; and (b) two lay Council members (or as and when necessary, one lay Council member and one external member). The secretary to the Appeal Committee in these cases shall be appointed by the Chairman of Council. The Appeal Committee shall conduct its investigations as set out in paragraph 28 above. The decision of the Appeal Committee of Council shall be final. The party lodging the complaint shall be notified of the decision in writing no later than seven working days after the decision has been made.

## **Confidentiality**

30. All parties involved in handling staff grievances (including any person who may have direct or indirect knowledge of the matters) shall keep them in the strictest confidence. All records of meetings and, where appropriate, all evidence presented will be kept in the Human Resources Office.

## **Non-reprisal for raising grievances**

31. No staff member shall be subject to victimisation or reprisal for raising a grievance or appearing as a witness in good faith under these procedures.



**Further amendments**

32. The University shall keep these procedures under review and, in the light of experience, refine and amend these procedures as and when necessary.

Human Resources Office

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人力資源政策及程序(一般指引)

「教職員申訴處理程序」

**前言**

大學鼓勵同事間互相體諒，互相扶持及尊重，以建立一個融洽的工作環境。在出現意見分歧時，應作坦誠及正面的溝通，盡速處理及解決問題，以避免分歧惡化為衝突或紛爭，或引致嚴重的申訴。

**定義與範疇**

2. 本政策中，「申訴」的意思與「投訴」相同，是指任何由一位或一組教職員提出與工作有關而又未獲解決的投訴，對象可以是個別同事或一組同事。如申訴個案屬其他政策及程序涵蓋的範疇(如以下 a 段所述)，或由其他政策及程序中所訂明的上訴機制來處理的投訴/申訴(如以下 b 及 c 段所述)，則此等個案應根據有關的政策及程序來處理：

- (a) 性騷擾的投訴、與「平等機會條例」相關的歧視/騷擾的投訴；
- (b) 對「大學評審委員會」作出有關續約/實任/完約/晉升等評估結果而提出的上訴；
- (c) 對「終止聘任調查委員會」所作出的決定提出的上訴。

3. 由一組教職員提出的申訴，必須具體以及為該組同事的共同申訴。該組同事應委派一名代表，於申訴程序進行期間，作為該組同事的發言人。在任何情況下，本申訴程序並不能用作要求大學修改「服務條件及條款」的談判平台。

4. 在接到投訴後，無論是具名或匿名的，有關主管應先評估該投訴的嚴重性，以及根據初步的證據來決定該指控是否值得作進一步的調查及跟進。匿名的指控如具體及清晰，並有足夠的資料，亦會作出跟進。如有需要，有關主管可諮詢上級是否需要進一步調查。在調查過程中，與投訴有關的同事應有機會作出回應及辯護。

**調解**

5. 在處理投訴的過程中，作出投訴的同事，或是在不同階段處理投訴的有關人士，都可以隨時提出以「調解」方法處理該宗投訴。在得到投訴及被投訴雙方的

同意下，邀請獨立的第三方(可以是校內或校外人士)協助為該宗投訴作出「調解」。

## 第一階段的程序

6. 上司與下屬如能定期互相溝通，可減少彼此間的誤會，有助建立一個互信的文化。倘若同事關注到任何與工作有關的問題，應首先向其直屬上司提出，而上司應嘗試盡快解決。

7. 同事如有申訴，除非他們認為必須以書面方式提交，否則應首先向上司提出及商討。上司在接獲同事的申訴時，應以不偏不倚的態度盡快回應，會見有關的同事，了解發生該申訴的原因，務求盡快解決。在大部分情況下，申訴的事件往往是因誤會、或雙方溝通出現問題、又或因某方面的疏忽所引致。故此，任何一方能迅速作出道歉或適當的處理，通常有助解決問題。同事提出的申訴越早獲得處理，能夠成功解決的機會便越大。如有需要，可尋求人力資源處的協助。

8. 若同事選擇以書面形式向其上司提出投訴，應依照以下的步驟及時限：

- (a) 同事如要以書面形式提出投訴，一般應於該事件發生的 30 個工作天內向被投訴方的直屬上司或學系主任/部門主管提出。提出投訴的同事需要清楚說明指控的內容，並提出足夠的理據。
- (b) 接到投訴後，直屬上司/學系主任/部門主管需於 7 個工作天內確認收到投訴。被投訴方應該獲發書面投訴的副本，並有機會就投訴作出書面回應。
- (c) 直屬上司/學系主任/部門主管應嘗試在學系/部門層面解決投訴，一般期限為 30 個工作天，並將解決方案通知投訴及被投訴方。
- (d) 如投訴未能在學系/部門層面解決，投訴人或直屬上司/學系主任/部門主管應該將投訴轉介上級處理。
- (e) 上級應調查就該投訴曾採取的行動，並盡快(一般在 30 個工作天內)解決。完成後將有關投訴及解決方法記錄及給予雙方。
- (f) 投訴提交及處理的途徑如下：

被投訴對象	交由以下人士處理	轉介至上級
學系主任/部門主管以下的同事	直屬上司	學系主任/部門主管
學系主任	院長	常務副校長
部門主管*	直屬副校長	校長
院長	常務副校長	校長
常務副校長或副校長	校長	校董會轄下的人事管理委員會主席
校長	校董會主席	-

- \* 如投訴對象為部門主管，而該部門為協理副校長(外務)管轄，該投訴應交予協理副校長(外務)處理，而上級為校長。如投訴對象為協理副校長(外務)，或由校長管轄的部門主管，則該投訴應交予行政副校長暨秘書長處理，上級為校長。雖然如此，同事亦可以將投訴直接向上級提出。上級可以自行處理該投訴，或按需要將投訴轉交被投訴者的直屬上司作初步調查。

- (g) 如投訴者不滿意此階段的解決方法，一般需於提出書面投訴後 60 個工作天內，提出展開第二階段的程序。

## 第二階段的程序

### 投訴對象為常務副校長或副校長以下的同事

#### 向校長提交書面投訴

9. 倘若投訴未能於第一階段解決，又或同事認為該投訴有需要以書面方式呈交校長，他/她可以以書面方式提交該申訴及有關的指控予校長。校長在詳細考慮同事的申訴以及曾經採取的行動後，將會在收到書面投訴的兩個星期內，以書面形式告知投訴者他會採取的行動，可包括：

- (a) 校長親自接見申訴雙方，並試圖解決同事的申訴；
- (b) 倘若校長認為在初步階段未有適當處理該申訴，可將個案轉介予常務副校長/副校長/學院院長/部門主管先行處理；
- (c) 倘若投訴事件並不屬於本程序範圍內處理的個案，校長可將個案轉介到合適的委員會處理；或
- (d) 校長可將申訴交予「教職員申訴處理委員會」審理。

#### 由「教職員申訴處理委員會」進行調查

##### 「教職員申訴處理委員會」的組成

10. 倘若校長認為合適的話，他/她可以成立「教職員申訴處理委員會」就投訴進行調查。「教職員申訴處理委員會」的組成如下：

- (a) 由一名副校長、常務副校長或一名高級教／職員作主席；
- (b) 一名屬「人事管理委員會」/「校董會」的校外委員，或按需要委任一位校外人士作成員；
- (c) 從「教職員申訴處理委員會成員名單」當中，委派三名作為成員(「教職員申訴處理委員會成員名單」，是從每個學院及行政部門，由同事選出最少一位及不多於三位的教職員而組成)。

一名人力資源處的職員出任「教職員申訴處理委員會」的秘書。

11. 任何與該投訴有利益衝突，或曾經在較早前的階段參與過處理該宗投訴的人士，將不會獲委任為「教職員申訴處理委員會」的成員。

12. 各個學院/部門需每兩年從學院/部門中，安排選舉，選出最少一名及不多於三名教職員，組成「教職員申訴處理委員會成員名單」。有關同事如欲成為候選人必須有兩位附議者。如被提名或自薦的教職員數目與所需選出的教職員數目相同(即最多為三位)，該同事將會自動當選。如被提名或自薦的教職員數目多於所需選出的數目(即多過三位)，學院/部門必須進行選舉，一般以不記名方式投票，以選出所需的數目(即三位)。

13. 與投訴有關的各方，在校長以書面決定將投訴交由「教職員申訴處理委員會」處理後的七個工作天之內，將會收到書面通知，並獲知會該「教職員申訴處理委員會」委員名單。任何一方如對委員會名單提出反對，必須在收到委員會名單通知的七個工作天之內，以書面形式向校長提出，並需列明反對的理據。校長會就是否接納提出的反對作出最終的決定。無論如何，委員會名單必須於校長以書面決定將投訴交由「教職員申訴處理委員會」處理的二十一個工作天之內確定。

## 程序

14. 由「教職員申訴處理委員會」處理的個案，投訴方提交的書面申訴會交予被投訴方，被投訴方亦需在收到申訴內容的兩個星期內，以書面回應投訴方所作的指控。此份書面回應，將會隨同有關「教職員申訴處理委員會」聆訊的時間、日期、地點的通知交予投訴方。

15. 申訴雙方均享有以下的權利：

- (a) 出席「教職員申訴處理委員會」的聆訊；
- (b) 提交證據予「教職員申訴處理委員會」；
- (c) 個別傳召證人；及
- (d) 由一位校內同事陪同出席「教職員申訴處理委員會」的聆訊。陪同申訴任何一方的校內同事可為其提供精神上的支持，惟在「教職員申訴處理委員會」的會議上，只可在旁觀察，不可參與討論。(由於本申訴程序並非法律訴訟，故此雙方不得邀請法律代表出席)。

16. 「教職員申訴處理委員會」須於聆訊日期至少十個工作天前知會申訴雙方聆訊的日期、時間及地點。申訴雙方亦應於聆訊日期至少五個工作天前以書面通知委員會秘書下列的事項：

- (a) 他／她會否出席「教職員申訴處理委員會」的聆訊；

- (b) 他／她會否邀請一位校內的同事陪同出席委員會的聆訊。倘若他／她會邀請一位同事出席，應提交該名同事的姓名；
- (c) 他／她會否傳召證人出席委員會聆訊。倘若他／她會傳召證人，應提交證人的姓名；
- (d) 任何與申訴個案有關的證據。

17. 「教職員申訴處理委員會」將會仔細調查個案，考慮申訴雙方、以及其傳召的證人所提交的證據，「教職員申訴處理委員會」亦可以傳召其他證人，及審查其他相關的證據，以收集更多有關的資料。「教職員申訴處理委員會」可於調查期間尋求法律意見，以確保調查的程序正確。

18. 「教職員申訴處理委員會」須於委員名單確定後兩個月內盡快完成調查工作，並把調查結果及建議的報告於委員會最後會議日期後十個工作天內提交予校長。校長將會於七個工作天內回覆是否採納委員會的建議。倘若建議不獲接納，校長可根據以上第九段所述，考慮其他跟進的方法。

### **將裁決結果知會雙方**

19. 申訴雙方於校長作出裁決後的七個工作天內，可獲書面通知有關的結果。

### **時限**

20. 所有負責處理有關申訴個案的同事，必須盡快於每個程序訂立的時限內完成有關的工作。如申訴個案由「教職員申訴處理委員會」處理，申訴一方大約可於向校長作出書面投訴後的四個月內，獲知調查的結果。

### **投訴校長/常務副校長或副校長的個案**

21. 倘若申訴的對象為常務副校長或副校長，個案應首先向校長提交。倘申訴未能在這層面獲得解決，投訴的同事可決定是否以書面方式向「人事管理委員會」主席提出申訴。如申訴對象為校長，投訴的同事亦可決定是否以書面方式向校董會主席提出申訴。這個安排是基於大學高層人員是由校董會所聘任。

22. 處理有關投訴常務副校長或副校長的個案，「人事管理委員會」主席可以會見投訴雙方以解決該項申訴，或將個案交由「教職員申訴處理委員會」處理。同樣地，處理有關投訴校長的個案，校董會主席可以會見投訴雙方以解決該項申訴，或請「人事管理委員會」主席成立「教職員申訴處理委員會」來審理該宗申訴。其組成如下：

- (a) 由「人事管理委員會」主席擔任主席；
- (b) 兩名「人事管理委員會」/「校董會」的校外委員作為成員(或按需要由一名「人事管理委員會」/「校董會」的校外委員及一名校外人士作為成員；或兩名校外人士作為成員)，以及

- (c) 從「教職員申訴處理委員會成員名單」當中，委派一名成員加入(「教職員申訴處理委員會成員名單」，是從每個學院及行政部門，由同事選出最少一位及不多於三位的教職員而組成)。

「人事管理委員會」秘書將擔任秘書。

23. 「教職員申訴處理委員會」將按照 14 至 17 段所述的程序調查申訴個案，並盡快於委員會成立後 2 個月內完成調查。委員會將會決定最合適處理該宗投訴個案的方法，並將結果向校董會主席匯報。

### 將調查結果知會雙方

24. 申訴雙方於「教職員申訴處理委員會」就申訴個案作出決定後的七個工作天內，獲書面通知有關的結果。

### 時限

25. 由「教職員申訴處理委員會」處理的申訴個案，投訴方正式以書面方式將投訴遞交校董會主席或「人事管理委員會」主席的日期起四個月內，應可得知調查的結果。

### 上訴

26. 倘若任何一方不滿意調查結果，可以在接獲調查結果的通知後的一個月內提出上訴。上訴方需提出上訴的理據。負責處理上訴的單位可要求「教職員申訴處理委員會」再審核其決定，或將個案提交「上訴委員會」處理。有關上訴只會考慮處理該申訴的程序是否有問題，並不會重檢調查的結果。

27. 倘若申訴對象為常務副校長或副校長以下職級的同事，上訴一方可以去信校董會轄下的「人事管理委員會」主席提出上訴，主席在接獲上訴的兩個星期內，可考慮成立一個「上訴委員會」調查上訴個案。「上訴委員會」由 (a) 一名「人事管理委員會」的校外委員擔任主席，並包括(b)另外一名「人事管理委員會」的校外委員，以及(c)一名「人事管理委員會」委員(或按需要一位校外人士)出任成員，「人事管理委員會」的秘書會出任為「上訴委員會」的秘書。

28. 「上訴委員會」會審議「教職員申訴處理委員會」處理該申訴的程序，以決定程序上有否不當。「上訴委員會」未必需要尋求更多的証據，亦不一定會就上訴個案進行聆訊。如「上訴委員會」決定進行聆訊，會按照第 14 至 17 段所述的程序進行。惟「上訴委員會」的決定將為最終的裁決。無論如何，「上訴委員會」須於成立兩個月內就上訴個案作出裁決，並於裁決後的七個工作天內，將結果以書面形式知會提出上訴的一方。

29. 倘若申訴對象為常務副校長、副校長或校長，上訴一方可以去信校董會主席，校董會主席在接獲上訴要求的兩個星期內，可成立一個「上訴委員會」調查上訴個案。處理投訴校長／副校長個案的「上訴委員會」由(a)一名校董會的校外委員擔任主席，以及(b)兩名校董會校外委員(或按需要由校董會一名校外委員及一名校外人士)作為成員。「上訴委員會」的秘書會由校董會主席委任。「上訴委員會」將根據第 28 段所述程序進行調查。「上訴委員會」的決定將為最終的裁決。「上訴委員會」必須於裁決後的七個工作天內，將結果以書面形式知會上訴的一方。

## 保密

30. 所有曾參與處理教職員申訴個案的人士，包括所有直接或間接知道與申訴個案有關的資料的人士，都需要將事件高度保密。所有有關會議的記錄及在適當的情況下所有提交的証據，將會於人力資源處存案。

## 保障申訴人

31. 大學不會容許在本程序下以誠實態度提出申訴或作證的同事遭受不公平或報復的對待。

## 修訂

32. 大學將會不時檢討上述程序，並在有需要時作出適當的修訂。

## 人力資源處

2017 年 6 月

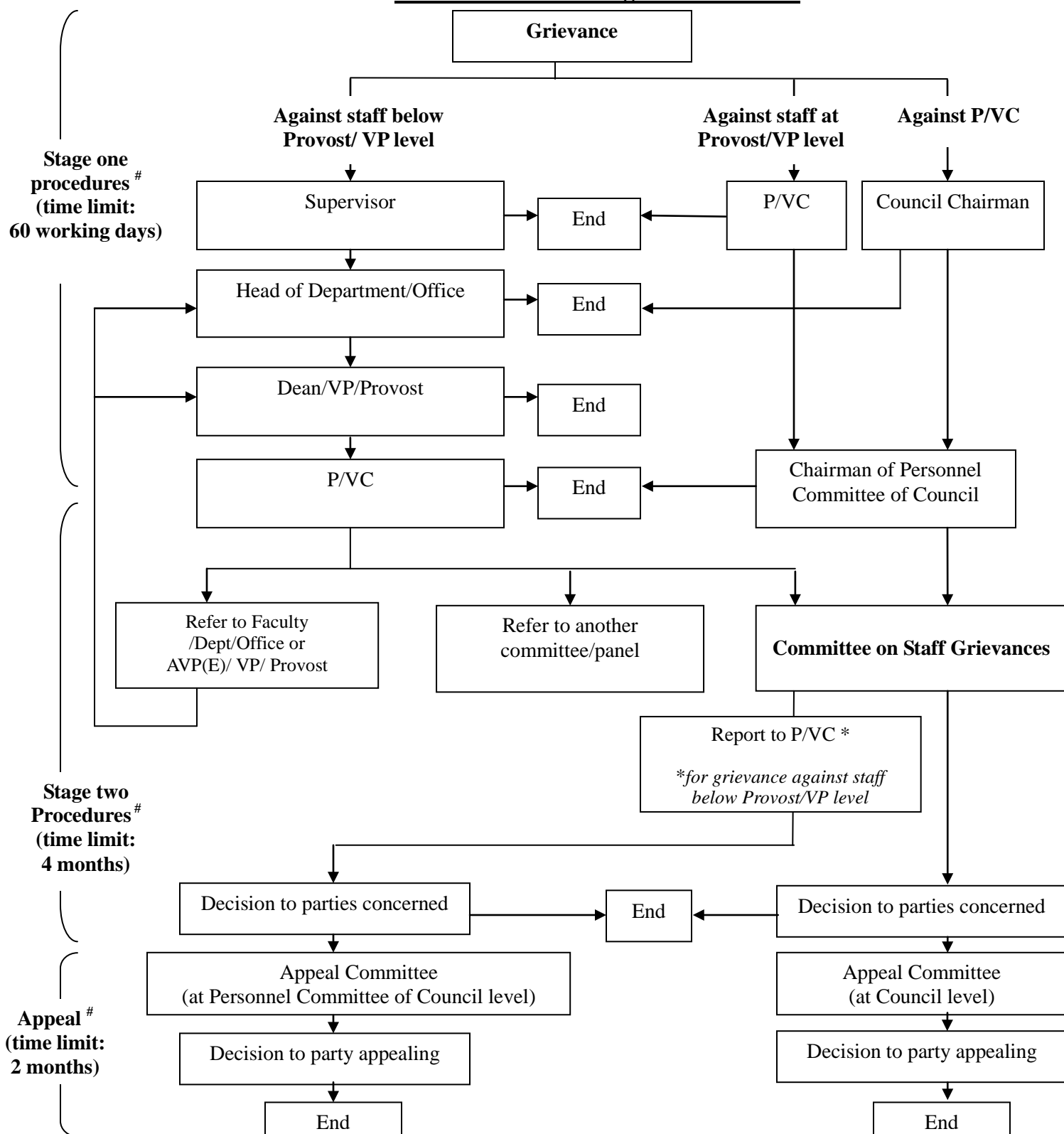
(12/01 由校董會通過，11/09, 12/10, 1/11, 06/13, 07/13, 06/17 修訂)

(此為英文版本的譯本，如中、英文兩個版本有任何不相符之處，應以英文版本為準。)



# HONG KONG BAPTIST UNIVERSITY

## Procedures for Handling Staff Grievances



# “**Mediation**” can be initiated at any time either by the complainant or the relevant authority dealing with the complaint at that time. Subject to consent of both parties concerned, an independent third party (appointed either from within or outside the University) could be invited to assist in facilitating “mediation” as a means to resolving the grievance/complaint.

**Potential Members for the Committee on Staff Grievances (CSG) 申訴調解委員會成員名單**

(1 September 2023 – 31 August 2025)

(2023 年 9 月 1 日 至 2025 年 8 月 31 日)

Faculties/Schools/Offices 學系/學院/部門	Elected Members 委員
Faculty of Arts and Social Sciences 文學及社會科學院	1. Prof CHOR Oi Wan 左靄雲
	2. Prof MOUILLOT Francois
	3. Prof TAM Ka Chai 譚家齊
	4. Prof ROBINSON Rebecca Anne 羅碧琳
School of Business 工商管理學院	1. Dr. CHEUNG Yu Ha 張雨夏
	2. Prof TSANG Sze Lung 曾仕龍
School of Creative Arts 創意藝術學院	1. Prof BANAI Noit
	2. Prof ZENG Hong 曾泓
School of Continuing Education 持續教育學院	1. Ms. TONG Ka Wai Karen 唐嘉慧
Faculty of Science 理學院	1. Prof. CHENG Ming-Yen 鄭明燕
School of Chinese Medicine 中醫藥學院	1. Prof CHAN Kam Wa 陳錦華
Academic Registry 教務處	1. Mr. LO Howard 羅灝榮
	2. Miss WONG Man 王敏
Alumni Affairs Office 校友事務處	1. Miss SIN Man Fong 冼敏芳
Centre for Holistic Teaching and Learning 全人教育教與學中心	1. Ms. YIP Sheung Ching 葉常青
Division of Transdisciplinary Undergraduate Programmes 跨學科本科課程部	1. Dr. HO Wing Yan 何詠茵
Estates Office 物業處	1. Mr. LAM Kam Fai 林錦輝
Finance Office 財務處	1. Mr. LO Man Hong 盧文康
General Education Office 通識教育處	1. Miss WONG Suk Fong Alice 黃淑芳
	2. Dr. TSE Chung Tak 謝頌得
Library 圖書館	1. Ms. CHAN Shan Miu Sammy 陳嫻妙
	2. Miss WOO Wing Yan 胡詠欣
Office of Student Affairs 學生事務處	1. Ms. LAU Nga Yi 劉雅怡
	2. Miss NG Tsz Ching 吳芷晴

(Updated on 2025/01/17)