HONG KONG BAPTIST UNIVERSITY

HUMAN RESOURCES POLICIES & PROCEDURES / PROMOTION

Promotion for Non-teaching Staff

Preamble

The University is committed to providing career advancement opportunities for staff retention and continuity of institutional experience. As different non-teaching jobs are created to meet the service needs of various units and support the teaching and research activities in an efficient and effective manner, all promotion considerations must be made on the basis of the service needs of the unit concerned and the availability of funding to support such needs.

General Principles

2. Under the New Pay and Reward Structure (NPRS), all non-teaching staff positions are aligned to 11 salary bands (A to I) according to job evaluation, and salary bands are then grouped into three position categories:

(a) General Staff (Bands A, B and C),

(b) Executive/Professional Staff (Bands D and E), and

(c) Managerial/Senior Professional staff (Bands F, G, H, I).

3. Before making promotion recommendations, the Band Descriptions, which describe in general the level of training/knowledge and experience required, the nature of position functions, and the required core competencies within each position category, should be referred to. (Please refer to the Annex for details)

4. Serving non-teaching staff who have the dedication and commitment to serve the University as well as the qualities and abilities to accept greater challenges and take on a wider scope/higher level of responsibilities can be considered for promotion to a higher salary band position if the functional needs for establishing new jobs for fulfilling the service requirements of the unit can also be ascertained. Promotion for non-teaching staff is subject to the following considerations:

(a) service needs and staffing requirements of the unit;

(b) funding availability of the unit;

(c) the level and scope of responsibilities of the relevant post confirmed through job evaluation process to be of a higher salary band; and

(d) the performance and competence of the staff concerned in meeting the expectations of the higher salary band.

Service Needs and Staffing Requirements

5.   Arising from the service needs of the unit, two kinds of promotion opportunities may occur:

   (a)   the need to fill *a new/vacant position*; and
   (b)   the need to *upgrade a position*.

In the former case, the position can be made open for competition from both internal and external candidates or filled through internal promotion, while in the latter case through internal promotion. Clearance of budget should be done before any promotion considerations.

6.   For either (a) or (b) in para. 5 above, the job duties of a new/vacant position or an upgraded position would need to go through the job evaluation process to ascertain the appropriate ranking of the position. In this regard, units are strongly encouraged to develop, review and revise their staffing plans on a regular basis to indicate:

   (a)   the establishment of jobs needed to fulfill the service functions of the unit;
   (b)   the appropriate alignment of these jobs to the salary bands under NPRS; and
   (c)   the staff grading structure as a result of the establishment of jobs at different levels and their reporting relationships (i.e. as displayed in an organisation chart).

Career Structure

7.   In order to assist units to manage the retention of their good performing staff in a timely manner, linked positions within a unit can be created before suitable staff is identified for promotion. The setting up of these linked positions, which is in the form of career advancement prospect, is a good motivator for staff development planning and making staff performance improvement. Within the General/Executive/Professional Staff Categories, units can request the creation of linked positions as career structure(s) in the annual promotion exercise by submitting to the University Review/Regrading/Promotion Panel for Non-teaching Staff (UP) the following:

   (a)   functional needs and service requirements for establishing the structure(s),
   (b)   job specifications of the linked positions,
   (c)   organisation charts showing the change(s) with the establishment of the career structure, and
   (d)   the number of positions to be created/involved in the career structures.

Promotion recommendation of staff within the approved career structure(s) can be handled flexibly and executively during the year. Career structures approved by the UP will have an initial valid period. Subject to review by the UP, the valid period can be renewed for another term. Those units with established career structures will report at the time of the annual exercise to the UP the number of staff promoted during the past year through the established career structure(s).

Promotion Criteria

8.   In general terms, staff recommended for promotion are expected to be able to meet the stated requirements of the higher rank/salary band in terms of job functions, required core competencies, and the level of training/knowledge. Exceptions can be made for those long-serving staff members who have not attained the required level of training/knowledge but have proved themselves capable of performing the job functions of the higher salary band.

9.   It is also expected that the recommended candidates would normally have served for at least three years at the current rank and have demonstrated the following:

  (a)   a track record of solid and substantial service at the current rank;
  (b)   a record of consistently high performance ratings at the current rank;
  (c)   ability to perform the job functions, wider scope, more complex and higher level of responsibilities of the higher band;
  (d)   core competencies for performing job responsibilities and performance expectations of the higher band;
  (e)   very good personal qualities/attributes/behaviour; and
  (f)   capability of self-reflection, commitment to life-long learning to sustain continuous improvement and development.

10.   Moreover, it would normally be expected that staff recommended for promotion to the next higher rank/salary band should have already passed the mid-point of the current salary band and remunerated at or above the minimum point of the target higher salary band for promotion.

Promotion Procedures

11.   All promotion considerations will be subject to a set of consistent procedures:

  (a)   The unit making a recommendation for promotion should first ascertain the relevant staffing need in the context of their organisational chart and staffing requirements, the implications of the recommended promotion for other similar staff grades within the unit and the funding availability to support the recommended promotion to a higher salary band.
  (b)   Recommendations for the creation of new position(s), career structure(s) or upgrading of existing position(s) shall be raised by the Head of Office or the Dean of Faculty/School to the UP with the support of the respective Vice-President/Provost according to the reporting relationship.
  (c)   The UP will conduct a job evaluation based on the job scope and responsibilities provided by the unit to ascertain the appropriate salary band of the position.
  (d)   New positions(s) created or upgraded existing position(s) can be filled by staff promotion within the ensuing 12 months after the positions are confirmed. If unfilled after the 12 month valid period, the process has to be gone through again.
  (e)   In the selection of a suitable staff for promotion to a new/vacant position, it is advisable for the Head of Office/Dean of Faculty/School to solicit input through a panel set up within the unit; or for smaller offices, through a panel set up from amongst groups of offices.

(f) The unit shall forward the information of the selected staff for promotion together with evidences of past performance records showing a consistent trend of high performance ratings, and remarks of the unit's internal panel (if any), to the approving authority (as described in the following paragraphs) via the Human Resources Office.

(g) Information on the confirmed salary band of the position(s) together with staff recommendation documents will be presented together to the respective approving authority for consideration and approval.

12.   For an internal panel set up within a Faculty/School/an Academy/Office, it should normally be chaired by the Dean/Head (or their delegates) and two other members from within the same Faculty/School/Office. The Dean/Director/Head would have the discretion to co-opt additional members from within or outside the Faculty/School/Office to assist in the promotion considerations of the staff concerned.

13.   Subject to the specific requirements of different posts and/or the unit concerned, recommended staff may be invited to go through standardized test(s) and/or attend an interview to ascertain that certain attributes/behaviour/core competencies as required of a higher rank are present.

Approving Authority

For Promotion within General Staff and Executive/Professional Staff Categories

14. For consideration of promotion to a higher salary band within General Staff and Executive/Professional Staff Categories (i.e. Band A to E), recommendations from units shall be forwarded to respective Associate Vice-President/Vice-President/Provost (according to the reporting relationship) for approval via the Human Resources Office.

For Promotion to or within Managerial/Senior Professional Staff Category

15. For promotion consideration to or within Managerial/Senior Professional Staff Category (i.e. Band F and above), recommendations from units shall be forwarded to the UP for consideration and making recommendations for approval. The Panel shall comprise the following members:

Chairman:	Vice-President (Administration) and Secretary
Members:	two academic staff members (one Dean/Head and another who is not a Dean/Head at or above the Associate Professor rank) two senior non-teaching staff members (at or above Salary Band F Managerial/Senior Professional Staff)
Secretary:	A staff representing the Human Resources Office
Resource Person(s):	relevant Dean of Faculty/School, or Head of Office or their delegates

16. The UP will undertake the following tasks:

(a) To conduct job evaluation on new/vacant/upgraded positions or linked positions in career structure(s);

(b) To review non-teaching staff within the Managerial/Senior Professional staff grades for the purpose of contract completion/renewal/continuous contract appointment; and

(c) To consider recommendations from units on re-grading/promotion of non-teaching staff to a salary band <u>within</u> the Managerial/Senior Professional Staff Category.

Appointment Terms on Promotion

17. The terms of appointment, including but not limited to fringe benefits, of non-teaching staff will normally remain unchanged after promotion except under the following situations:

(a) When promotion to the higher salary band will entail a better fringe benefit package for the staff concerned, e.g. more annual leave days, a higher leave-earning rate, a higher percentage of contract-end gratuity, enhanced medical benefits, etc., the staff concerned will be provided with a better package of the higher position.

(b) In cases where the promoted rank does not have a similar appointment status as in the current rank, e.g. Open-ended Continuous Appointment (OCA) [or confirmed appointment/continuous appointment] only applies to Band A to E2 positions while Continuous Contract Appointment (CCA) only to Band F and above positions, the arrangement of the appointment status on promotion will be as follows:

Current salary band	Current appointment status	Salary band and on promotion	Appointment status on promotion
E2 or below	OCA or confirmed appointment	F or above	Contract (CCA can be offered after formal contract-end appointment review)

Communication of Results

18. Upon the receipt of confirmation from the relevant approving authority, the Human Resources Office will arrange for the communication of results to the Dean of Faculty/School/Head of Office and the staff concerned. In addition to the written communication, it would be desirable if unit heads can also meet with the staff concerned, giving him/her appropriate appreciation/encouragement/advice.

Human Resources Office
(01/06, 07/16)

香港浸會大學

人力資源政策及程序 – 晉升

非教學人員晉升政策與程序

引言

大學一直致力提供適當的晉升機會，以挽留人材及延續同事在大學所累積的經驗。由於非教學人員的職位是因應各部門的服務需要而設立的，以便有效地支援教學與研究活動，因此，晉升應按部門的服務需要而定，亦應先預算所需經費。

一般原則

2.　在新薪酬及福利架構(新架構)下, 所有非教學人員職位共劃分為11個由A至I的廣分職級。這些廣分職級又按職位評估的方法，組合成三個職位類別:
(a) 一般員工 (廣分職級A, B,及C)，
(b) 執行/專業人員 (廣分職級D及E)，以及
(c) 管理/高級專業人員 (廣分職級F, G, H, I)

3.　在提交晉升建議之前，部門應先參考職級描述中有關各職級所需的訓練/知識與經驗、職能、並所需具備的主要才能等資料。(詳情請參閱附件)。

4.　如部門能確定新職位的設立可以滿足服務/運作需要，便可考慮推薦忠心又投入工作、並具良好素質與才幹、能肩負更高職責及更大工作範圍的非教學人員晉升。提升非教學人員前，須考慮以下情況:
 (a) 部門的服務需要與人手需求；
 (b) 部門的財政狀況；
 (c) 有關職位經評估後是否應提升至更高的廣分職級；及
 (d) 同事的表現與才能是否符合更高職級的工作期望。

服務需要及人手需求

5.　因應部門的服務需要，有下列兩種晉升機會:
(a) 填補*新設職位/空缺*；及
(b) 提升*原有職位職級*
前者職位可經對外公開招聘或內部員工晉升填補，而後者則須經內部晉升程序。考

慮提升職位前，必須先確定部門的額外財務承擔。

6. 　不論是第5段(a)或(b)的情況下，新設的職位/空缺及準備提升職級的職位必須經職位評估，以確定其職責範圍所達到的廣分職級。故此，部門應策劃並按時檢討及修訂人手需求，包括：
(a) 應設立的職位以應付部門的服務需求；
(b) 這些職位在新架構下應有的廣分職級；及
(c) 就增設的不同等級的職位及其從屬關係，編訂職位級別架構 (並以組織架構圖顯示)。

職位晉升楷梯

7. 為協助部門在適切的時候挽留工作表現優秀的人材，部門在未確定晉升的人選前，可設立相連職位。這些相連職位會成為職位晉升楷梯，積極推動員工制定工作發展目標和提升工作表現。於一般員工及執行/專業人員的廣分職級內，部門可向大學非教學人員審評/調整職位等級/晉升委員會 (非教學人員委員會) 提出建立相連職位作為職位晉升楷梯，於每年處理晉升事宜時，遞交以下文件:
(a) 學院/部門的服務需要與人手需求；
(b) 有關職位的職責範圍；
(c) 顯示設立了職位晉升楷梯前後改變的部門架構圖；及
(d) 設立職位晉升楷梯後，新設職位/有關職位的數目。

經核准後，部門可於年內更具彈性地、透過行政程序作出職位晉升楷梯內的晉升建議。經核准的職位晉升楷梯最初具有效期。有效期過後，經非教學人員委員會覆核可續期。已建立職位晉升楷梯的部門，須每年向非教學人員委員會呈報過去一年經由職位晉升楷梯晉升的員工人數。

晉升條件

8. 一般而言，被推薦晉升的員工應達到將晉升職級的職能、具備該職位的主要才能、並所需的訓練/知識與經驗。如被推薦晉升者為資深員工，學歷未能符合要求，但部門能從其他方面證明該員工有能力肩負將晉升職級的職能要求，亦可酌情考慮。

9. 被推薦晉升的員工一般需於其原有職位服務滿三年並具備以下條件：
(a) 在現時職位有實在的工作表現和豐富的經驗；
(b) 在現時職位有持續優良表現；
(c) 有能力肩負將要晉升職級的職能、工作範圍、比較複雜和更高層次的工作責任；
(d) 達到將要晉升職級的才能要求；
(e) 具備優良的個人素質/品格/行為；
(f) 有自省能力、持續進修、不斷改進發展潛能。

10. 與此同時，被推薦晉升員工的現有薪金，應達現時職級的中點薪金及將晉升職級的最低薪點以上。

晉升程序

11. 所有晉升建議一致經由以下程序審批:

(a) 部門推薦員工晉升時，需考慮部門的架構及人手需求、晉升對於整個部門相似職位的影響和財政承擔能力。

(b) 所有新設職位、職位晉升楷梯及提升原有職位職級的建議，需由部門主管/學院院長提出，並得所屬之協理副校長/副校長/首席副校長同意後，方可呈交非教學人員委員會處理。

(c) 非教學人員委員會將按照部門提供的新職位的職責範圍進行職位評估，以確認該職位所屬的廣分職級。

(d) 新設職位或提升了職級的職位可於審批後12個月內推薦員工晉升。如職位於審批後12個內仍未填補，部門便需重新遞交文件予非教學人員委員會再次審批。

(e) 為有效地收集對被揀選適合晉升員工的意見，部門可考慮設立內部甄選委員會。而人數較少的部門，則可考慮聯同其他部門設立甄選委員會以作評選。

(f) 甄選後，部門需經人力資源處遞交被推薦晉升員工的個人資料、反映其持續表現良好的工作表現評估報告，及內部甄選委員會的評論(如有評論記錄在案)。

(g) 所有資料:包括經職位評估後確定的職級及部門所提供的推薦文件，將交由所屬上級考慮及審批(如14至15段陳述)。

12. 小組委員會應由學院院長/部門主管(或其委派之人士)擔任主席，並由兩位學院/部門內部成員擔任委員。學院院長/學系主任亦可額外邀請學院/部門內外人士為增選成員，協助評選。

13. 因應職位的個別要求或部門的需要，被推薦晉升的員工或需進行標準試及/或參與面試，以確定其素質/行為/才能是否達到將要晉升職級的要求。

審批

一般員工及執行/專業人員職級內的晉升

14. 一般員工及執行/專業人員廣分職級內的晉升(即廣分職級A至E)，應經由人力資源處呈交予所屬之協理副校長/副校長/首席副校長審批。

管理/高級專業人員職級內的晉升

15. 管理/高級專業人員廣分職級內或達至此職級的晉升(即廣分職級F或以上)，應由部門將晉升推薦文件提交由以下人士組成的非教學人員委員會審批:

主席:　　　　　　行政副校長暨秘書長
委員:　　　　　　兩位教學人員(一位為學院院長/學系主任，另一位為非學院院長/學系主任副教授職級或以上)
　　　　　　　　兩位資深非教學人員(於廣分職級F或以上管理/高級專業人員)
秘書:　　　　　　人力資源處代表
資料提供者(可　　有關學院院長/部門主管/學系主任/各研究中心/研究所主任(或其委派之人士)
多於一位):

16. 非教學人員委員會的職務範圍包括:
(a) 為新設職位、職位空缺、晉升楷梯內的相連職位、及需提升職級的職位進行職位評估；
(b) 評審管理/高級專業人員終止合約/續約/以連續性聘約形式聘用等事宜; 及
(c) 評審管理/高級專業人員職級內的調整職位等級/晉升建議。

晉升後的聘用條件

17. 一般而言，非教學人員晉升後，其聘用條件包括(但不單只限於)福利會維持不變。遇以下情況除外:
(a) 員工所晉升的職位包含更佳福利:如更多年假日數、獲取更高年假比率、更高約滿酬金百份點，更佳醫療福利等。員工獲晉升後將享有更佳福利。
(b) 員工晉升後職級的聘用條件沒有原本職位的一款聘用條件。例如長期聘約只適用於一般員工及執行/專業職級人員，而連續性合約只適用於管理/高級專業人員。遇此情況，聘用條件將會作以下安排:

原有廣分職級	現有聘用條件	晉升後廣分職級	晉升後聘用條件
E2或以下	長期聘約(沒有合約屆滿期的聘約)	F或以上	先以合約聘用 (約滿經評審後，可考慮以連續性聘約聘用)

通佈結果

18. 人力資源處收到審批結果後，會通知有關學院院長/部門主管,如被推薦晉升的員工獲晉升,亦會通知有關同事。除以書面通知外,大學亦鼓勵學院院長/部門主管約見同事,向他們作出適當的讚揚/鼓勵/建議。

人力資源處
(如中、英文版本有任何歧異，一概以英文版為準。)
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