# 居家辦公成習慣上班掀勞資角力

New normal of work from home turns working into employee-employer wrestling



## 下文摘錄自香港《文匯報》10

在新冠疫情下,居家工作 (work from home) 成為常態

,現時隨着部分地區的疫情趨緩, 應否返回工作場所上班,還是維持在家工作 模式,引發不少爭議 (controversy)。許多 僱主認為員工需面對面溝通,才有助交流及 發揮創意,不過對許多僱員而言,這段期間 已適應在家工作的彈性(flexibility),甚至 有員工接受僱主減薪要求,也要維持現有工 作模式。

科技企業是最先推行在家工作的行業之 一,不過至今遲遲未能恢復員工重返辦公室 工作,以美國大型科企微軟(Microsoft)為 例,便要將員工重回辦公室的日子推遲至10 月,蘋果公司(Apple)、Google、facebook 等公司更推遲至明年,企業軟件服務商 Salesforce 人力資源主管海德(Brent Hyder) 便慨嘆,原以為遙距工作 (remote working) 會是他職業生涯中最艱難的1年 半,但事實證明要重回原本工作模式更困

不過對不少科企而言,管理層一直相信員 工應在實體空間聚頭,互相交換意見,才能 激發創新思維(innovative thinking),在家 獨自工作便無法做到這點,甚至不少科企巨 擘不惜斥資數億美元,打造更舒適、更大公 共空間的新辦公室,希望吸引員工返回辦公 地點。其中亞馬遜(Amazon)、蘋果等公司 便已表明,期望員工每周有最少數日回到辦

Adobe 人力資源主任格洛里亞·陳 (譯 音) (Gloria Chen) 亦解釋,僱主期望提升 員工士氣 (morale) ,並將工作與家居環境 分開,是企業希望回復辦公室工作的最大因 素,她形容員工在家工作不會完全取消,不 過仍然堅持員工聚首工作、彼此交流互動的

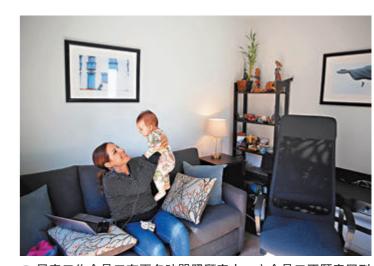
有專家則不認同這些僱主的説法,如科企 公關公司 EZPR 自 2012 年成立以來,一直以 遙距工作模式運作,創辦人西特龍(Ed Zitron) 直指重回辦公室的唯一原因,是滿 足高層可以見到員工聚集,「從而享受權力 的感覺」;商用軟件公司Twilio的人力資源 主任萊克 (Christy Lake) 同樣認為,透過聚 集帶來創新的概念已經過時(outdated), 甚至沒有數據支持此説法。

不少僱員在過往一年多的疫情期間,已適 應在家工作模式,他們普遍認為在工作日可 有較大彈性,毋須花費大量時間在上下班交 通上,也有較多時間在家中照顧子女。美國

市場研究公司GoodHire在8月份公布的研究 便顯示,61%受訪者願意接受減薪 (pay cut) ,以維持在家工作,70%受訪者願意為 此放棄醫療保障、有薪假期 (paid leave) 等 福利,甚至有45%受訪者指如果被迫重回辦 公室,便會馬上辭職或尋找下一份工作。

部分企業堅持員工需重返辦公室,例如 Google便向僱員提出,如果選擇長期在家工 作,將被減薪25%。雲端通訊企業Twilio等 公司則採用混合模式 (hybrid model) ,容 許僱員自己選擇回到辦公室工作的頻率,三 藩市「灣區委員會」(San Francisco Bay Area Committee)表示,在新冠疫情爆發前 訪問逾200間公司,當中70%要求員工須在 辦公室工作,到了今年7月中的同類調查, 近2/3企業預期員工每周返回辦公室工作兩

哥倫比亞大學(Columbia University)經 濟學助理教授布德羅(Laura Boudreau)解 釋稱,疫情持續愈久,僱主便愈難要求僱員 重回辦公室,原因是僱員大多已習慣居家工 作模式,尤其科企不少工作其實都可遙距進 行,在社會不再將遙距工作視為暫時性的情 況下,僱主和僱員有需要在工作條 件方面尋求平衡,避免引發不必要 的爭拗(dispute)。



居家工作令員工有更多時間照顧家人,亦令員工不願意回到 傳統在辦公室上班的工作模式 資料圖片

### Q&A

- 1. 研究還顯示有多少美國僱員會為遙距辦公選擇而留任目前工作?
- 2. 研究還顯示有多少美國僱員願意為遙距辦公選擇而移居新城市?
- 3. Google 曾有調查顯示只有多少員工希望每天到回到辦公室?
- 4. 現時美國有超過多少名僱員已實行Home Office?
- 5. 有哪些科企已計劃在日後提供遙距辦公選擇?

等fibbeA r Yeddit等

1. 74% 2. 60% 3. 8% 4. 400 萬 5. Google、facebook、 Answer



Working home has become the new norm under the pandemic. Since the situation is subsid-

ing, there is controversy on whether employees should return to work as maintain work-from-home mode. Many employers believed that employees do need to interact face-to-face to facilitate exchange of ideas and boost creativity, where as most employees have already adapted to the flexibility of working from home, and some even took a pay cut as requested by their employers in order to maintain the current working

Information technology enterprises are one of the first industries to implement work-from-home policy, but their employees have still not yet been able to return to their workplace. For example, the large U.S. technical company Microsoft would need to postpone the date for its employees to return to work to October, while others such Apple, Google, facebook etc. even deferred it to next year. Brent Hyder, Chief People Office of the enterprise software company Salesforce, originally thought that remote working was the most difficult year and a half in his career, but it turned out that it was even more challenging to go back to the original working mode.

Yet, for many companies, the top management has always believed that employees should mingle together in physical space to facilitate exchange of ideas and stimulate innovative thinking, which could not be achieved by working from home. Some technology giants even spent hundreds of millions of dollars to create new office space with more comfortable and larger common area, hoping to attract employees to return to work, and some such as Amazon and Apple have explicitly said that they would expect employees to return to office for a certain number of days per week.

Gloria Chen, Chief People Officer of Adobe, also explained that employers' desire to boost the morale of employees and separate working and home environment is the most important factor that enterprises want to resume normal working model. She added that work-from-home policy would not be completely cancelled, but insisted on the importance of working and interacting with each other.

However, some experts do not agree with these comments. For example, the public relations firm EZPR has been operating in a remote working mode since its establishment in 2012, and the founder Ed Zitron said that executives wanted to have people back in the office simply because they wanted to feel powerful seeing staff gathering together. Christy Lake, Chief People Officer of the commercial software firm Twilio, also believed that the concept of bringing innovation through gathering has been outdated without any data to support the claim.

Many people have adapted to working from home over the last year amidst the pandemic. They generally believe that they would enjoy greater flexibility, save the time traveling back and forth between workplace and their home, and can spend more time taking care of their children. According to the statistics published by the American market research company Good-Hire in August, 61% of respondents were willing to accept a pay cut to maintain the work-from-home mode, and 70% were willing to give up medical benefits and paid leaves etc., while 45% even said that they would immediately quit and look for another job if they were required to go back to office.

Some companies insist that employees do need to return to office. For instance, Google proposed a salary cut of 25% for staff who opted to work from home. Other companies such as the cloud communications firm Twilio adopted a hybrid model, allowing staff to decide on the frequency of returning to office. The San Francisco Bay Area Committee said that it had interviewed over 200 firms before the pandemic outbreak, among which 70% of them required employees to work on-site, while a similar survey conducted in mid-July this year indicated that almost two thirds of the enterprises would expect their employees to return to office for two to three days per week.

Columbia University assistant economics professor Laura Boudreau said that as the pandemic persists, it would be more difficult for employers to ask employees to return to an in-person office environment, as they have already adapted to remote working, particularly this has been widely practiced among IT enterprises. Against this backdrop, remote working is no longer considered as a temporary arrangement by society, and it would be important for employers and employees to strike a balance concerning working conditions to avoid unnecessary dis-

逢星期一見報

# 恒大英萃

龐嘉儀

## 隔星期一見報

科學與科技的進步在英語文學中的呈現,自十九世 紀以來往往與機械化、去人性化,以及人類野心膨脹 導致悲劇掛鈎。《科學怪人》 (Frankenstein; or, the Modern Prometheus, 1818) 與《變身怪醫》 (Dr Jekyll and Mr Hyde, 1886) 皆如是,故事中富科學知識 的人類主角,如上帝般創造出或化身成怪物,恍如照 妖鏡反映出人類的自我和虛偽。

威爾斯 (H. G. Wells) 的《隱形人》 (The Invisible Man, 1897) 正正延續了人類對科學的野心操弄出 軌失控、終於自毀的書寫脈絡。其首部科幻經典《時 間機器》(The Time Machine, 1895)更令人深思所 謂進步進化所成就的未來烏托邦,是否亦是個反烏托 邦,表面上受惠的有閒階級身心弱如孩童,而這 (反) 烏托邦裏仍然有不得文明之利反受其害的一 群,活於底層下流,伺機反撲。

鞭撻科技文明造就的烏托邦即反烏托邦的主題,在二 十世紀得到不少作家如赫胥黎(Aldous Huxley)、奧 威爾(George Orwell)、愛特伍(Margaret Atwood) 等承繼,進一步將科技文明與扭曲人性、違反自然、剝 奪創意、抑壓自我畫上等號。這種對科學科技的負面想 像,可解讀為對現代性的反思,以及對於自啟蒙時期推 崇科學理性和人類中心主義的質疑。

正如學者阿當·羅伯茨(Adam Roberts)指出,十 九世紀下半葉英國推行初等教育法,提高新生代的識 字率,為通俗科幻小説於報章雜誌連載提供了讀者 群,威爾斯正正是在此背景下冒起。通俗的科幻故事

> ● 許旭筠 香港恒生大學英文系講師

# 創造科學怪人 反思現代科技

中不乏穿梭星際冒險、人類駕馭科學、解除外星侵 略、救贖人類文明等英雄主義題材。於上世紀六七十 年代興起的科幻小説新浪潮,則反思通俗公式的掣 肘,由摩考克 (Michael Moorcock) 等牽頭,凝聚和 影響了一班英美作家,進行百花齊放的書寫實驗。其 實早在上世紀五十年代,美國作家海因萊因(Robert Heinlein) 已提出有關推想小説(Speculative Fiction) 概念的討論,區別賣弄科技玩意的科幻小説與以人及 其內在變化而非科技為重心的創作,試圖提升科幻小 説的文學地位。

然而,不論科學科技在小説中之於人類是照亮黑暗或 是足以燎原的文明之火,人類的主體性和存在危機往往 是大部分作品探討的主要命題。箇中當然有例外者,如 承繼新浪潮脈絡的美國作家勒古恩 (Ursula K. Le Guin) 在《迷宮》("Mazes", 1975) 中以實驗室的老 鼠為敘事主角,被無意溝通、掌握神權般的「外星人」 囚禁擺弄至死,而那「外星人」就是主持實驗的人類。 像勒古恩書寫的這類推想小説,不但反思了科學與人 性,更進一步批判了人類對科學的支配對非人類的影 響,甚有將人類去中心化的後人類主義 (Posthumanism)意味。勒古恩的女性視角,以及對東方佛道思想的 涉獵(她曾英譯老子的《道德經》),也許多少解釋了 為何她的視點不只局限於英美文學主流關心的人類在科 技文明進化中的掙扎與存亡。

可是廿一世紀的讀者或許會覺得像《迷宮》這類小 説中,對科學和人類的負面呈現其實與反烏托邦小説 中的處理大同小異。在這個廣泛應用人工智能、物與 我——即科技與人類——相互依附的時代,當代英語作家 對科學與人類的關係,在傳統以外,又有何新的觀 點?下回再續。





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Reading skills practice: A restaurant menu



HE BOAT RESTAURANT SNACKS DESSERTS £5.95

£2.25 Lemon cake Checolate cake Cheese and hiscuits £2.25 £2.50 Lunch served 12:30-2:30 p.m. / Dinner served 6:00-9:00 p.m.

1. Check your understanding: true or false Circle True or False for these sentences.

1. Lunch is served for two hours only. True

2. Dinner starts at 2:30 p.m. True False 3. Bread and butter comes free with starters. False

4. The snacks are available for lunch and dinner. Ture False 5. If you order a snack, the salad and chips cost

True False 6. These are three flavours of ice cream.

2. Check your understanding: gap fill Complete the foods and drinks from the menu with the correct from the top

Italian Thai French English Irish German onion sour

\_cream coffee \_sausage \_\_\_chicken and rice

2. Check your understanding: gap fill 1. French 2. German 3. Thai 4. English 5. Irish 6. Italian Answers 1. Check your understanding: true or false 1. True 2. False 3. True 4. False 5. False 6. True

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