



# 私立高中職招生行為「潛規則」之研究

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## 摘要

本研究以私立高中職為背景場域，由研究者以質性的焦點團體（focus group）與個案（case）訪談方法，訪談共11位來自不同私校的教職員，進而深入瞭解私立高中職招生行為潛規則的成因、型態和影響。根據訪談分析結果，私校招生潛規則的成因包括：「招生規定的缺乏彈性和不近人情」、「教職員間的理性共識與交換私利」及「領導階層的姑息縱容或暗中鼓勵」。私校招生潛規則的型態計有：「寅吃卯糧，預支應急」、「當面議價，銀貨兩訖」、「各擁地盤，互不相侵」及「重金禮聘，厚植班底」。私校招生潛規則的影響在於：「重整招生秩序，兼顧人情義理」、「私利凌駕整體，幫派主義盛行」及「行政退居二線，斷傷領導威信」。本研究提出若干建議供相關教育人員與未來研究作為參考。

**關鍵詞：**私立高中職、招生、潛規則

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## **A Study on “Hidden Rules” for Recruitment Behaviors of Private Senior High and Vocational Schools**

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### **Abstract**

This study aims to understand what the causes, patterns and influences of hidden rules were for the recruitment process of private senior high and vocational schools. This was performed with interviews of a focus group composed of eight faculty members and three teachers from different institutions. From the research, it was found that some main causes of hidden rules were “a lack of flexibility and humanity in recruitment regulation,” “reasonable consensus and interest exchange from faculty members,” and “passive tolerance and private encouragement from school authority.” In addition, patterns of hidden rules included, “asking for an advance,” “delivery versus payment,” “defending each own turf,” and “grouping each own team. The influences behind the hidden rules were, “restoring the recruitment order

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and caring for the human sympathy,” “compromising the organizational interest and forming a popularity of factions,” and “causing damage to administration and leadership.”

**Keywords:** private senior high and vocational schools, recruitment, hidden rules