

# Surviving in a competitive world

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# Schwartzman:

Academic professionals as either:

- liberal professionals
- unionized skilled workers
- civil servants

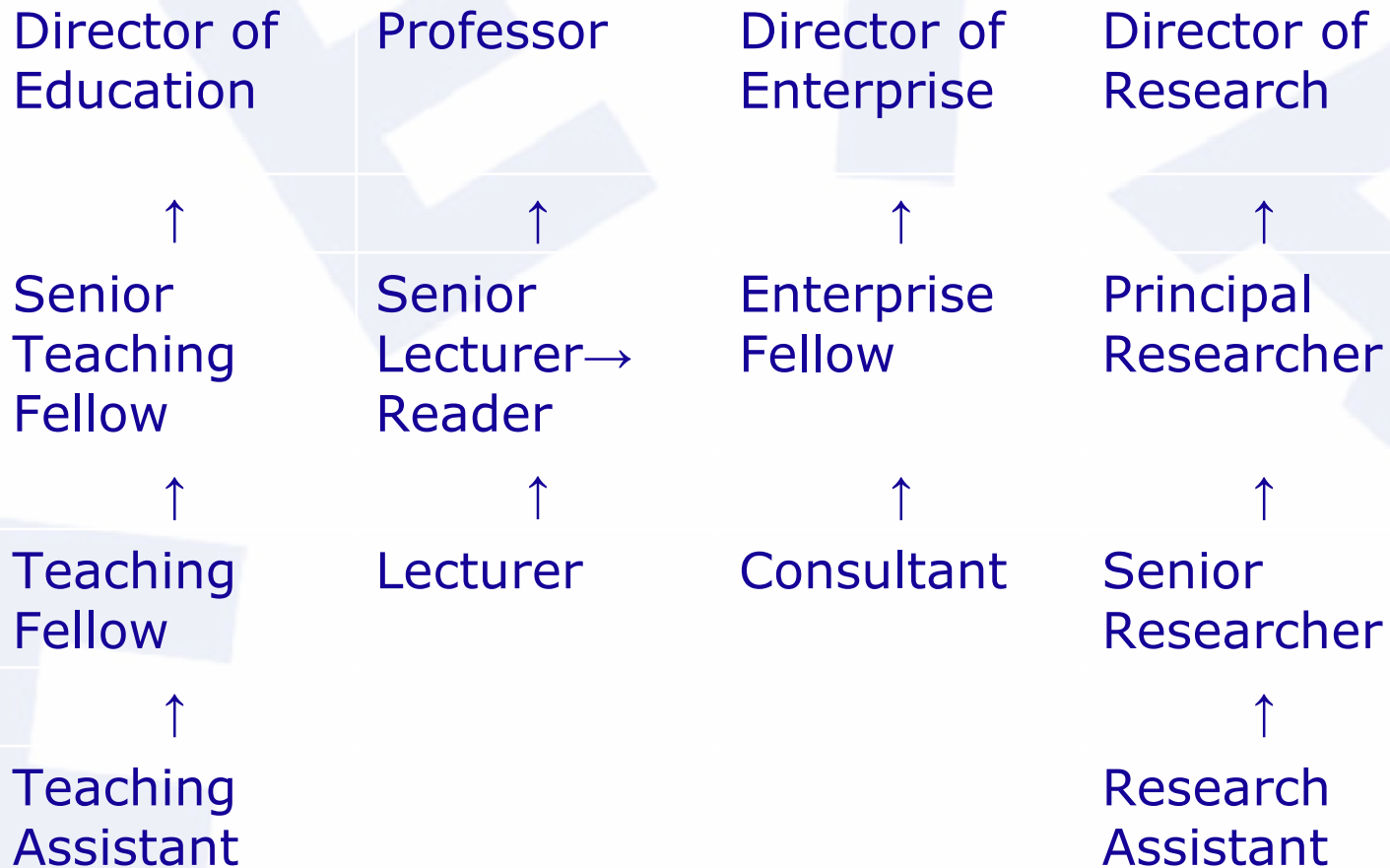
Source: Schwartzman, Simon, "Academics as a profession: what does it mean? Does it matter?", Paper prepared for the International Conference on Higher Education, Stockholm, Sweden/ Turku, Finland, 13th to 15th August 1993

# Academic grades/titles

<b>AU/NZ/ZA/ MY</b>	<b>Canada</b>	<b>Singapore</b>	<b>UK</b>
<b>Assistant Lecturer</b>			
<b>Lecturer</b>	Lecturer		Lecturer
<b>Senior Lecturer</b>	Assistant Professor	Assistant Professor	Senior Lecturer
<b>Associate Professor</b>	Associate Professor	Associate Professor	Pr. Lect/ Reader
<b>Professor</b>	Professor	Professor	Professor

Source: *Academic Staff Salaries and Benefits in Seven Commonwealth Countries 2001-2002* by Jennifer Maxwell & Derek Murphy, ACU

# A more flexible structure?



Source: Strike, Tony, "Evolution in academic career structures in English Universities", Paper from OECD/IMHE Conference on Trends in the management of human resources in higher education".

# Marginal academics

*"Today, 46 percent of all faculty are part-time, and non-tenure track positions of all types account for 65 percent of all faculty appointments in American education."*

Source: "Contingent Faculty Appointments" American Association of University Professors

# “Cottage industry”

*“the habit ... is for the same individual to do everything: develop the curriculum; organise the learning resources; teach the class; provide academic support; and assess student learning”*

Source: Daniel, J. (1999) “Distance learning in the era of networks. What are the key technologies?” Paper presented to Commonwealth Forum on Open Learning, Brunei, 1-5 March 1999

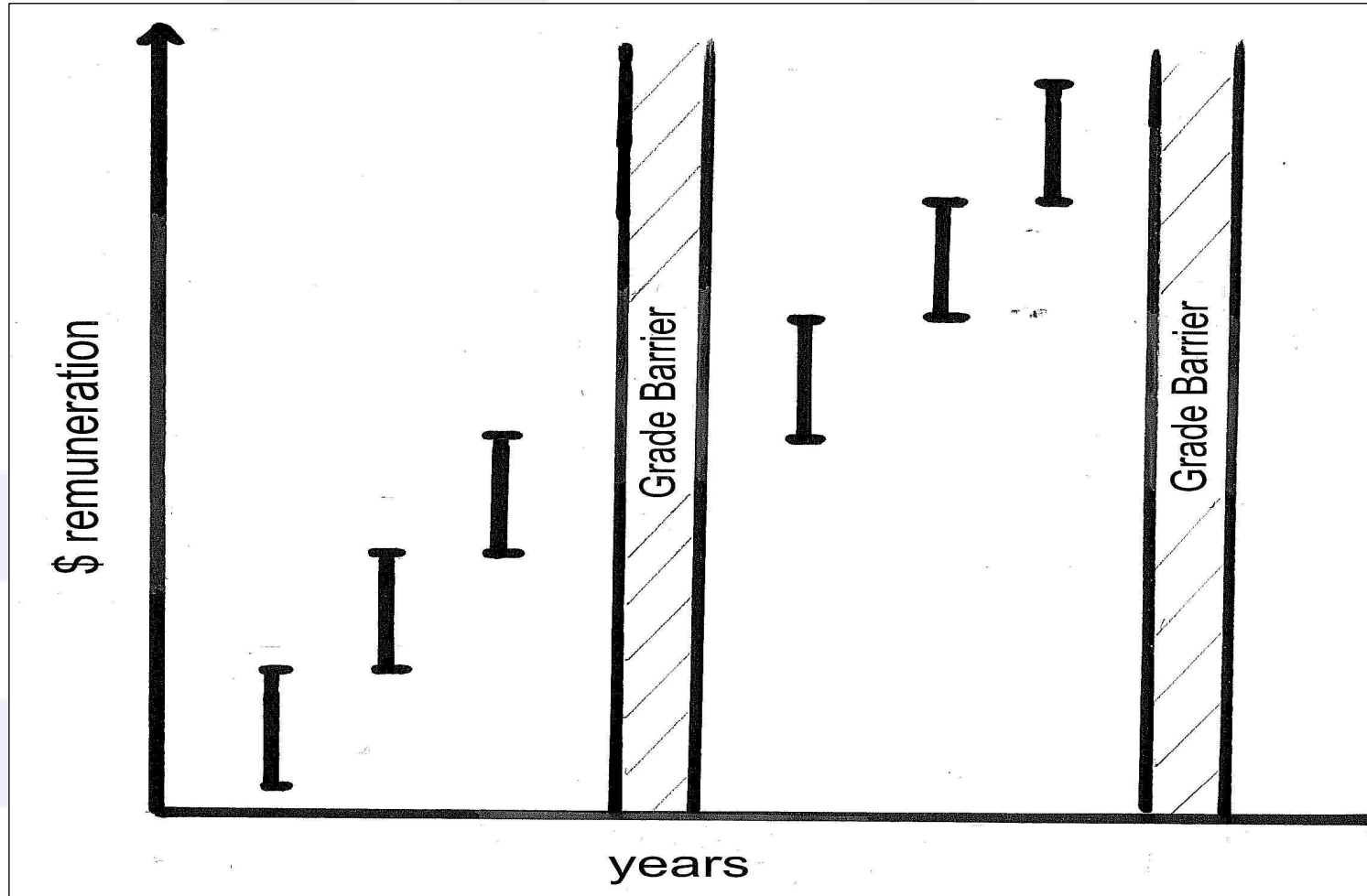
# Steven Schwartz

*"Commenting generally on academic salary structures in Australia, Schwartz is struck by the lack of flexibility here, noting that in most other parts of the economy, people are paid the salary they're worth.*

*'This idea there's a fixed salary and some kind of artificial loading is pretty old fashioned and it makes it harder to remunerate people,' he said ... He maintains that engagement with industry opens up opportunities to change salary structures, a move he believes would be supported by unions, because it would lead to greater financial rewards such as shares and license fees."*

Source: *Campus Review*, Vol 16, No 4, February 08, 2006

# A performance model



# Concluding points

Classification and reward structures should:

- be appropriate to ALL employees
- recognise and reward good performance
- identify and address performance problems
- be flexible enough to attract and retain good staff