

# An Analysis of the Academic Human Resources of the University of Malaya

By

Associate Professor Tey Nai Peng

and

Associate Professor Dr. Halimah Awang

Faculty of Economics and Administration  
University of Malaya

# Introduction (1)

- Academic human resource management represents a most challenging task as it involves a great diversity of high level expertise and field of specialization
- Academic human resource planning involves recruiting people with the right expertise in each field/discipline and developing them

# Introduction (2)

The University of Malaya has 26 faculties/academies and institutes, comprising 120 departments and 108 programs

- Each faculty and department requires staff with different expertise and specialization to achieve its own mission and objectives
- New programs are being launched in keeping with technological change, globalization and changing needs

# Purpose of analysis

To take stock of the academic human resources to be used as basis for HR planning in:

- the recruitment and development of staff as well as extension of services
- ensuring that the various teaching and research programs are not disrupted as a result of retirement, resignation, sabbatical and study leave, and secondment of staff
- formulating a succession plan

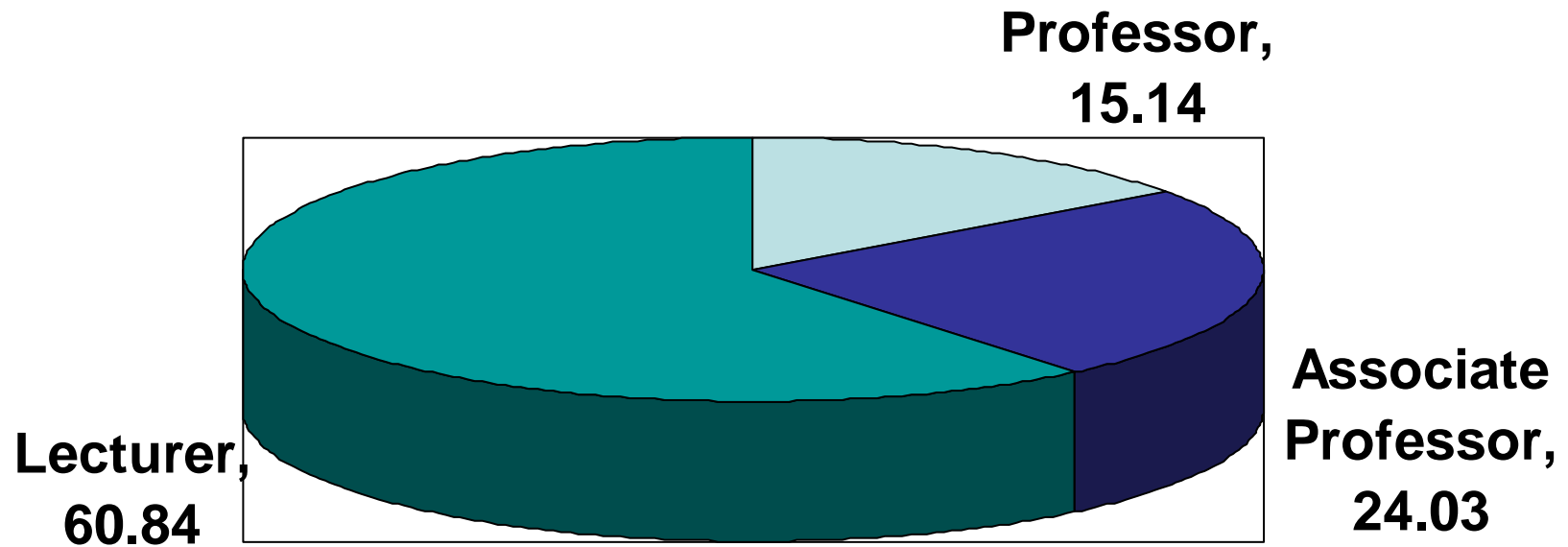
# Data sources and scope of the paper

- Records from the Human Resource Division
- Examine the current state of academic human resource in the University by age structure, length of service and qualification according to faculty (and department)
- Discuss the implications of the findings and issues pertaining to human resource management
- Recommendations.

# Number of academic staff by position and status

	Professor	AP	Lecturer	Total
Permanent	156	321	574	1051
Probation	0	5	239	244
Contract	16	21	96	133
Post retirement contract	60	21	3	84
Temporary	0	0	20	20
Total	232	368	932	1532

# Percentage distribution of staff by position



# Percentage distribution of academic staff by status and position

	Professor	Associate Professor	Lecturer	Total
Permanent	67.2	87.2	61.6	68.6
Probation	0.0	1.4	25.6	15.9
Contract	6.9	5.7	10.3	8.7
Post retirement contract	25.9	5.7	0.3	5.5
Temporary	0.0	0.0	2.1	1.3
Total	100.0	100.0	100.0	100.0

# Number of staff by position and selected faculties

	Professor	Associate Professor	Lecturer	Total
Arts and Social Science	23	24	75	122
Science	62	84	63	209
Economics & Administration	7	15	43	65
Business & Accountancy	3	11	45	59
Education	11	16	51	78
Dentistry	16	17	34	67
Engineering	15	17	80	112
Medicine	69	82	232	383
Computer Science & IT	3	11	55	69
Built Environment	2	7	44	53
UM	232	368	932	1532

# Number of staff by position and length of service

	Professor	AP	Lecturer	Total
<3	10	17	245	272
3-4.99	2	3	111	116
5-9.99	15	53	291	359
10-14.99	20	79	173	272
15-19.99	35	112	71	218
20+	150	104	41	295
Total	232	368	932	1532

# Percentage distribution of staff by position and length of service

Length of service (years)	Professor	Associate Professor	Lecturer
<3	3.7	6.3	90.1
3-4.99	1.7	2.6	95.7
5-9.99	4.2	14.8	81.1
10-14.99	7.4	29.0	63.6
15-19.99	16.1	51.4	32.6
20+	50.8	35.3	13.9
Total	15.1	24.0	60.8

# Identifying lecturers who have not been promoted after at least 15 years of service (selected faculties)

	Without PhD	With PhD	Total
Arts	3	2	5
Business	6	2	8
Economics	8	7	15
Education	3	2	5
Engineering	3	0	3
Languages	22	5	27
Law	5	1	6
Medicine	1	4	5
Science	5	10	15
UM	69	43	112

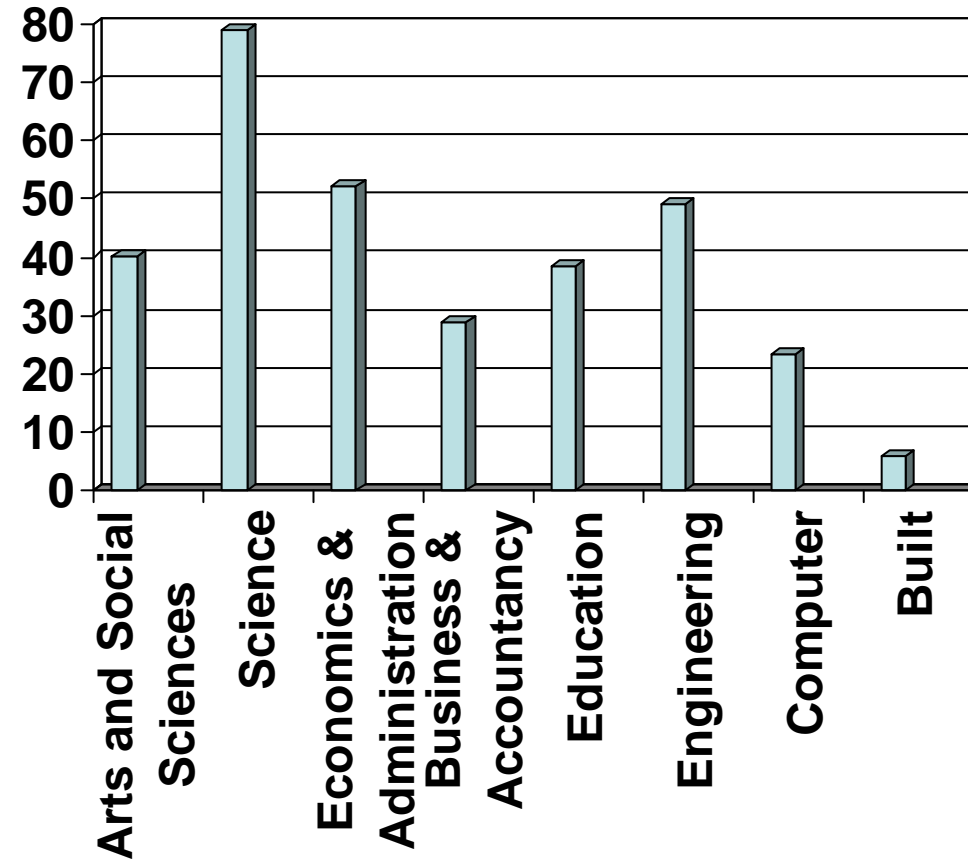
# Number of staff by status and selected faculties

	Permanent	Probation	Contract	Post retirement contract	Temporary	Total
Arts and Social Sciences	79	19	12	11	1	122
Science	151	14	21	18	5	209
Economics & Administration	51	5	6	3	0	65
Business & Accountancy	50	4	4	1	0	59
Education	58	9	3	6	2	78
Dentistry	52	5	4	2	4	67
Engineering	68	21	20	1	2	112
Medicine	223	119	21	20	0	383
Computer Science and IT	58	7	2	1	1	69
Built Environment	34	12	4	1	2	53
UM	1051	244	133	84	20	1532

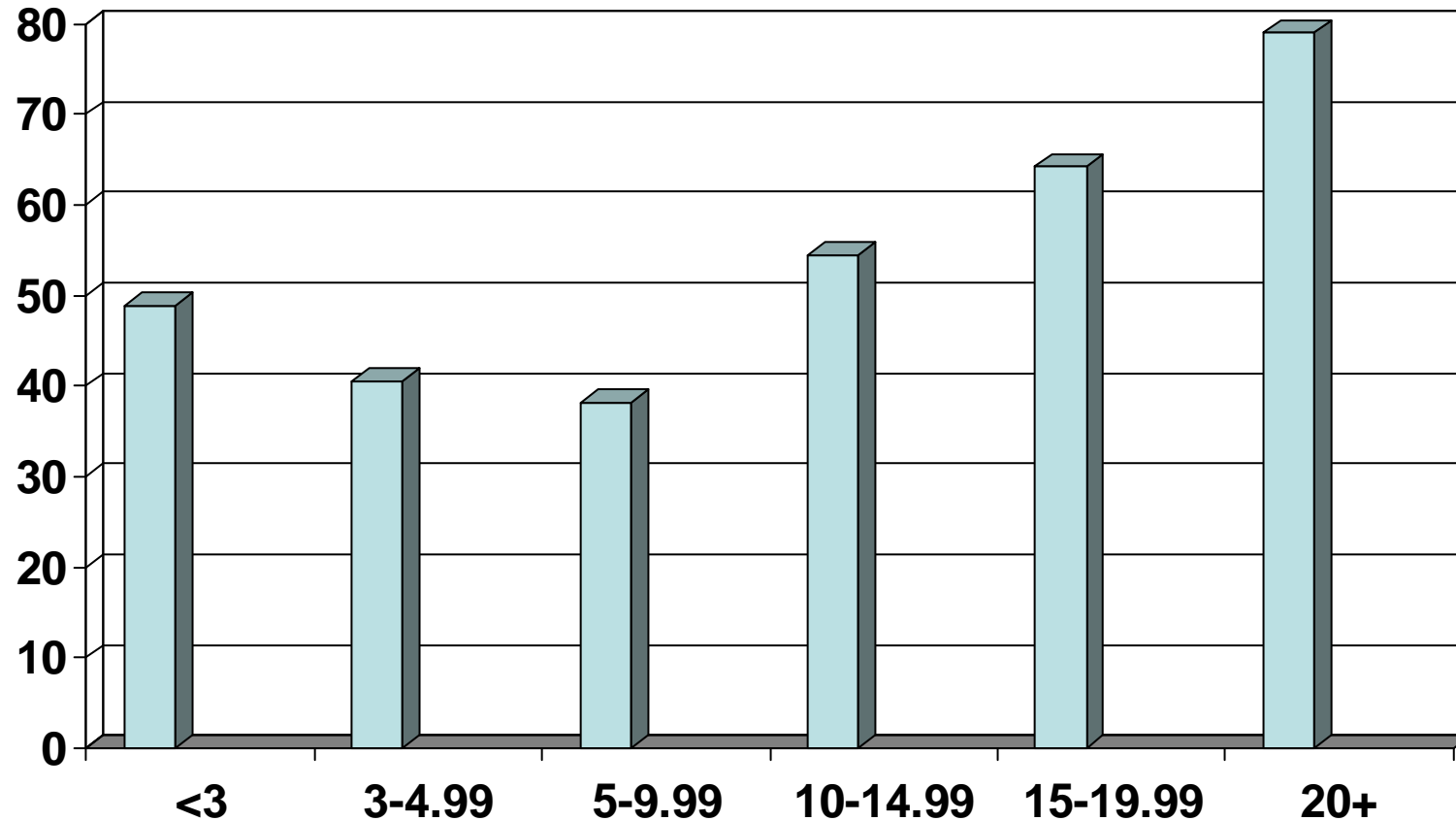
# There has been a sharp decline in the number of APs in some faculties

	2005			2006		
	Professor	AP	Lecturer	Professor	AP	Lecturer
Arts	22	30	70	23	24	75
Science	47	97	59	62	84	63
Economics	6	17	41	7	15	43
Business	3	11	45	3	11	45
Education	7	19	51	11	16	51
Dentistry	15	20	29	16	17	34
Engineering	16	23	78	15	17	80
Medicine	64	97	226	69	82	232
Computer	3	11	55	3	11	55
Built	2	8	42	2	7	44
UM	210	421	906	232	368	932

# Percent of staff with PhD by selected faculties



# Percent with PhD by length of service (in years)



# Number of staff by length of service (in years, selected faculties)

	<3	3-4.99	5-9.99	10- 14.99	15- 19.99	20+	Total
Arts	<b>20</b>	8	24	27	18	25	122
Science	<b>19</b>	10	32	36	25	87	209
Economics	<b>12</b>	<b>2</b>	<b>3</b>	16	11	21	65
Business	<b>5</b>	<b>2</b>	24	11	8	9	59
Education	<b>16</b>	7	8	22	12	13	78
Dentistry	<b>4</b>	4	23	8	13	15	67
Engineering	<b>18</b>	13	35	19	10	17	112
Medicine	<b>118</b>	41	90	45	34	55	383
Computer	<b>7</b>	5	36	14	6	1	69
Built	<b>12</b>	7	26	7	1	0	53
UM	<b>272</b>	116	359	272	218	295	1532

# Number of staff by status and length of service (in years)

	<3	3-4.99	5-9.99	10-14.99	15-19.99	20+	Total
Permanent	30	57	270	254	202	238	1051
Probation	162	37	37	7	0	1	244
Contract	73	17	35	6	2	0	133
Post retirement contract	4	0	6	4	14	56	84
Temporary	3	5	11	1	0	0	20
Total	272	116	359	272	218	295	1532

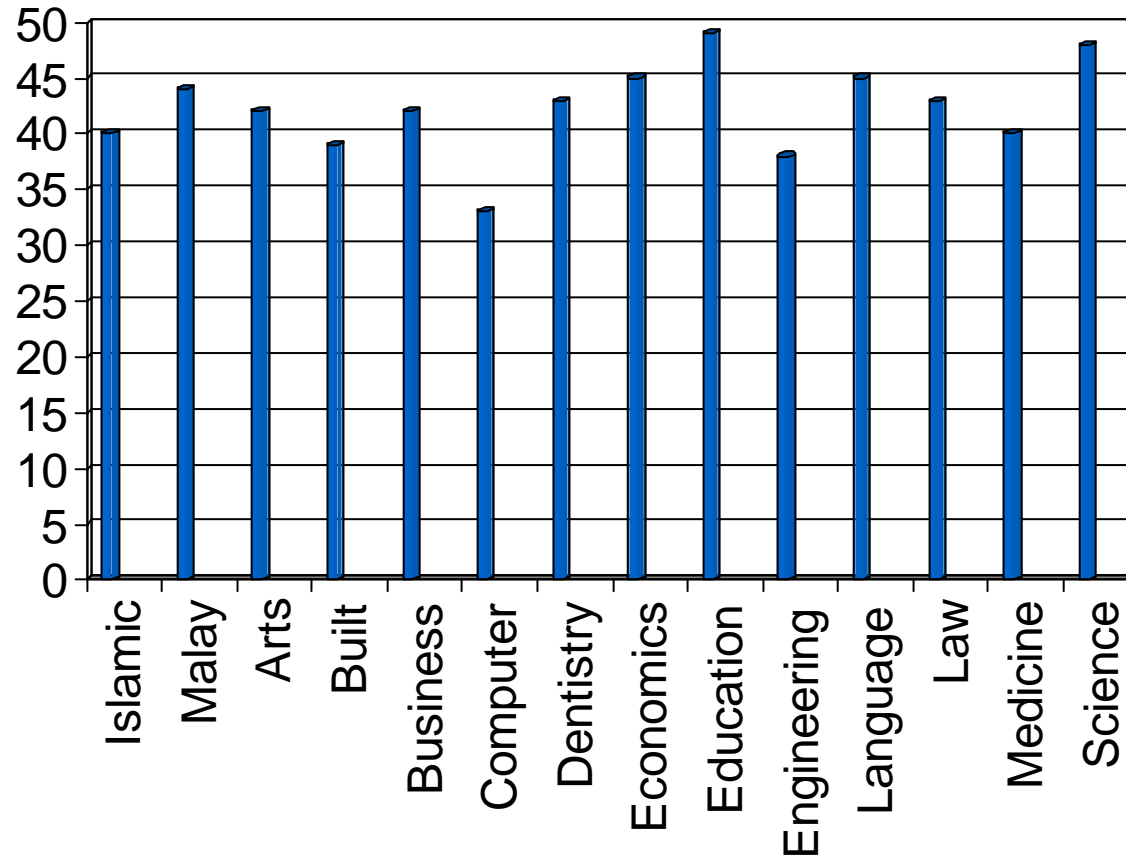
# Identifying staff who are still on probation after more than three years in service (selected faculties)

Arts and Social Sciences	10
Science	8
Business and Accountancy	4
Dentistry	4
Engineering	11
Medicine	24
Computer Science and IT	3
Built environment	4
UM	82

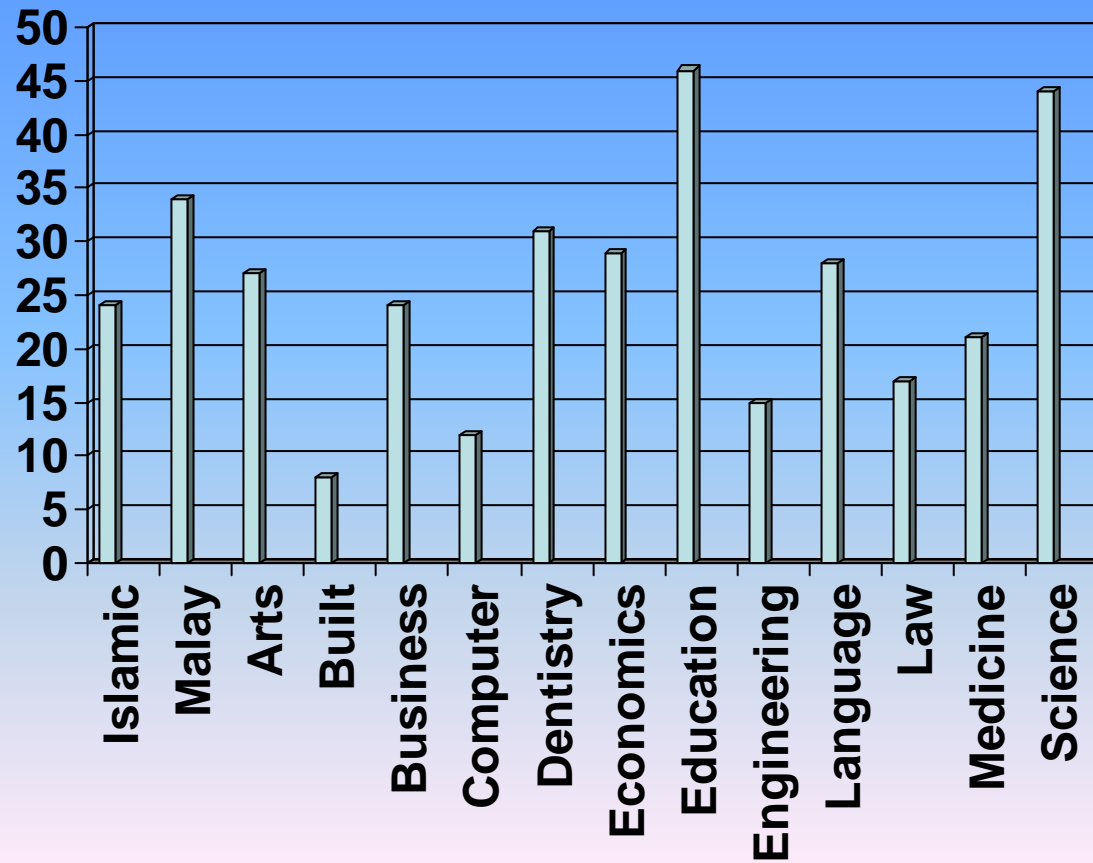
# Number of academic staff by position, length of service and gender

		Female	Male	Total
15-<20	Professor	16.1	16.0	16.1
	Associate Professor	51.7	51.0	51.4
	Lecturer	32.2	33.0	32.6
20+	Professor	43.0	56.9	50.8
	Associate Professor	40.6	31.1	35.3
	Lecturer	16.4	12.0	13.9

# Median age of academic staff (All=42)



# Percentage of staff aged 50 and over (UM=26%)



# Number of academic staff nearing retirement age

	Total	54	55	56	57	58	59	60+
Arts	122	3	5	2	4	4	1	4
Science	209	17	7	8	7	5	2	4
Economics	65	3	2	0	2	1	0	0
Business	59	2	3	0	1	0	0	1
Education	78	2	3	5	1	1	1	1
Dentistry	67	5	3	1	1	1	0	1
Engineering	112	0	1	1	0	0	0	0
Medicine	383	8	4	4	6	4	4	9
Computer	69	1	1	2	0	0	0	0
Built								
Environment	53	1	0	0	0	1	0	2
UM	1532	48	38	28	30	17	13	34

# Number of academic staff on post-retirement contract

	2005	2006
Professor	36	60
Associate Professor	19	21
Lecturer	5	3
Total	60	84

# Number of staff on post retirement contract (selected faculties)

	2005	2006
Islamic Studies	7	9
Malay Studies	4	6
Built Environment	1	1
Languages and Linguistics	3	2
Economics and Administration	1	3
Engineering	0	1
Education	4	6
Dentistry	1	2
Business and Accountancy	1	1
Medical	14	20
Science	10	18
Arts and Social Sciences	11	11

# Academic staff on post retirement contract by gender and position

	Professor	Associate Professor	Lecturer	Total
Female	19	7	1	27
Male	41	14	2	57
Total	60	21	3	84

# Analysis at the faculty and departmental level

- Each faculty and department requires staff with different expertise and specialization (not transferable)
- Training needs differ
- Differences in age structure
- Staff availability varies across faculty and department
- Plan to launch new courses

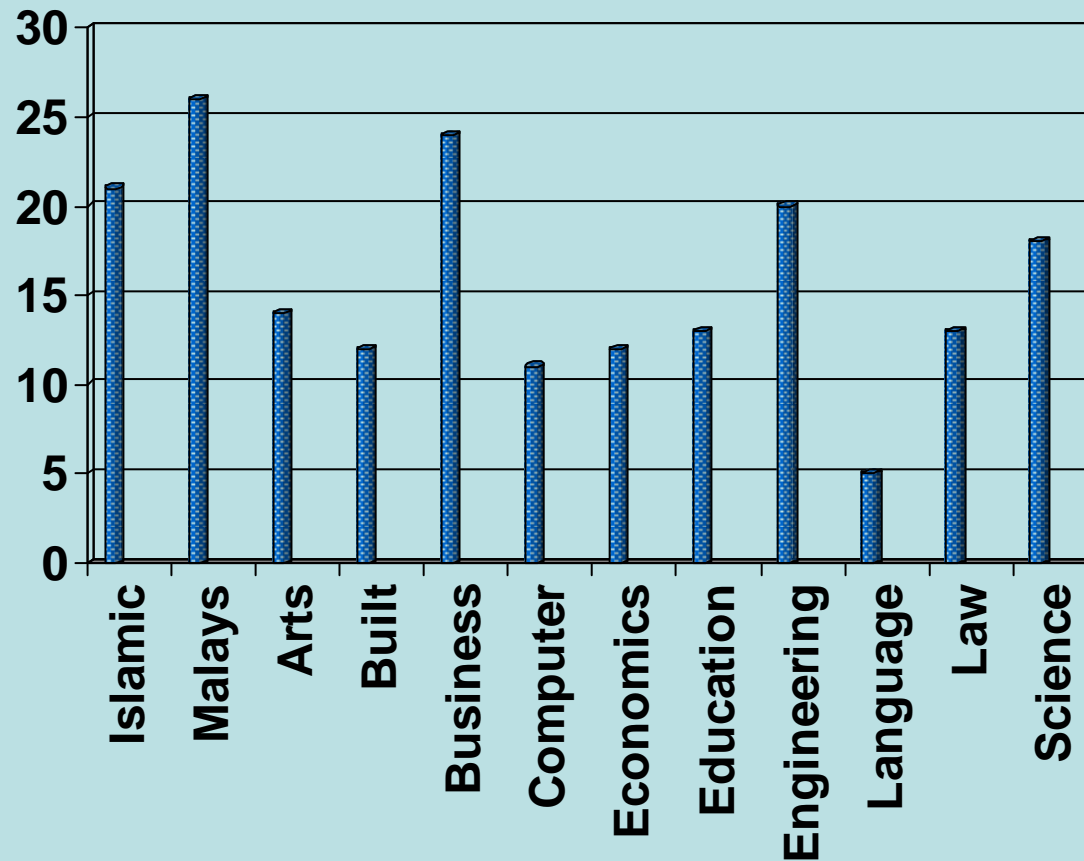
# Number of staff by department and age at FEA (figures in bracket refer to those with PhD)

	Economics	Development Studies	Administrative Studies & Politics	Applied Statistics	Total
Below 40	6 (0)	2(0)	3 (1)	4 (1)	15 (2)
40-44	8 (3)	0(0)	5 (3)	3 (3)	16 (9)
45-49	7(5)	3 (0)	2 (2)	2 (1)	15 (8)
50-54	5 (3)	1 (1)	6 (6)	2 (1)	14 (11)
55-56	1 (1)	1 (1)	0 (0)	0 (0)	2 (2)
57+	0 (0)	1(1)	0 (0)	2 (1)	3 (2)
Total	27 (12)	8 (3)	16 (12)	13 (7)	65 (34)

# Staffing position by department, Faculty of Economics and Administration

Department	No. of staff	On study leave or secondment	Staff available for teaching
Economics	28	9	19
Development Studies	8	2	6
Administrative Studies and Politics	16	2	14
Applied Statistics	13	1	12
Total	65	14	51

# Number of students per lecturer by faculty (UM=16, excluding Faculty of Medicine and Dentistry)



# Implications of findings from the analysis

Based on the above analysis, we highlight some issues which warrant attention in academic human resource management, as follows:

# Staff attrition

- Each year about 50 academic staff will be retiring during the next 10 years. At the moment, only about half are retained on contract (mostly for a period of 1-3 years)
- Another 60-70 academic staff, mostly lecturers are resigning or opting for early retirement annually

# Study leave and sabbatical leave

- Staff shortage may disrupt plans for study leave and sabbatical leave; and this will perpetuate the shortage in PhD holders among academic staff
- Stop gap measures – engage temporary and contract staff while sending permanent staff to pursue their PhD

# Unequal distribution of academic human resources

- Unequal distribution of staff across faculty and department, especially senior staff and
- Unequal student-lecturer ratio
- Require a more systematic approach in the planning for recruitment, training and deployment of academic staff

# Training and staff development

- The proportion of academic staff with PhD is still much lower than the target of 70%
- Need to recruit staff with PhD
- Long term training programs needed

# Lack of career advancement for some lecturers

- A sizable number of lecturers have not been promoted after at least 15 years of service.
- The recent exercise to create a new post of senior lecturer is a step forward
- The government has recently recognized the need to improve the scheme of service for academics, including accelerated promotion

# Ageing of academic staff

- Increase in the cost in hiring retired academics as they are paid the salary and pension
- Need for a succession plan
- Competition from private colleges in engaging older workers
- Need to review policy regarding extension of services

# Recommendation (1)

- Deans, deputy deans and heads of department to work closely with HR department in human resource management
- Exchange ideas and share knowledge of good practice across faculty and department

## Recommendation (2)

- Improved communication – regular meetings
- Use of internet
- Special session to meet staff
- Obtain feedbacks and suggestions
- Give recognition and reward for constructive suggestions

## Recommendation (3)

- Assigning mentor – senior staff, especially those who are on post-retirement contract to act as mentor to guide the young lecturers in teaching, research and publications

## Recommendation (4)

- There is a need to review the promotion exercise to maintain staff morale
- Reasons for non-promotion should be investigated/made known
- Peer review
- Promotion exercise should be held more regularly

## Recommendation (5)

- Review retirement age of the academics
- Review the extension of post-retirement contract (terms and conditions)
- A longer period of extension of post-retirement contract
- Specify the roles of those on post-retirement contract – to act as mentor to the young lecturers

## Recommendation (6)

- Linkage with industry and alumni to obtain feedback
- Networking through industrial training and internship
- Review curriculum to keep up with the changing need of the industry

# Recommendation (7)

- Planning at the faculty and departmental level
- Adopt a systematic approach in HR planning and management to ensure a smooth succession and acquiring the right people at the right time
- A planned training program at all faculties and department
- Proper planning for study leave and sabbatical leave

# Recommendation (8)

- Create a culture for excellence
- Rewards are based on performance, using of key performance indicators

# Recommendation (9)

- Redeployment of staff
- Consolidation
- Refocusing
- Inter-faculty and inter-departmental programs

# Recommendation (10)

- Identify faculties or programs that have the capacity to increase the intake of students. *Many unsuccessful applicants could not afford the higher cost of private institutions or to go overseas*
- Examine the student staff ratio and the popularity of certain programs and courses

# Recommendation (11)

- Examine the capability and capacity of the existing staff to launch new programs and courses to meet the needs of the nation and industry
- To recruit and train new staff
- Identify high performance students and offer them scholarships to attract them

## Recommendation (12)

- Carry out regular analysis of human resources and the central, faculty and departmental levels
- Integrate HR planning with strategic plans of the University
- Consultative and participative approaches