

Faculty Manager Survey 2012

Presented by:

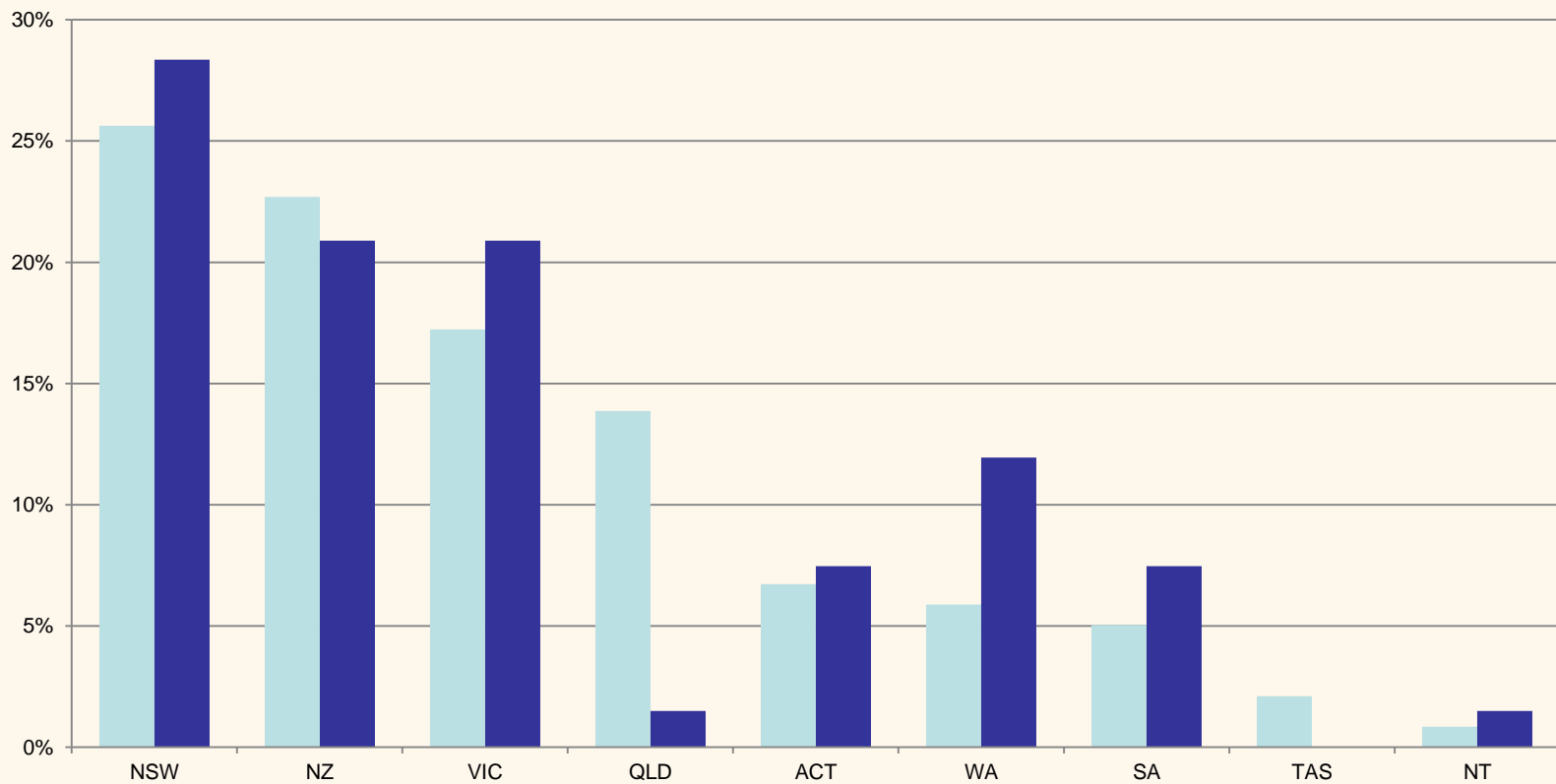
Tony Heywood
Registrar

Campion College, Australia

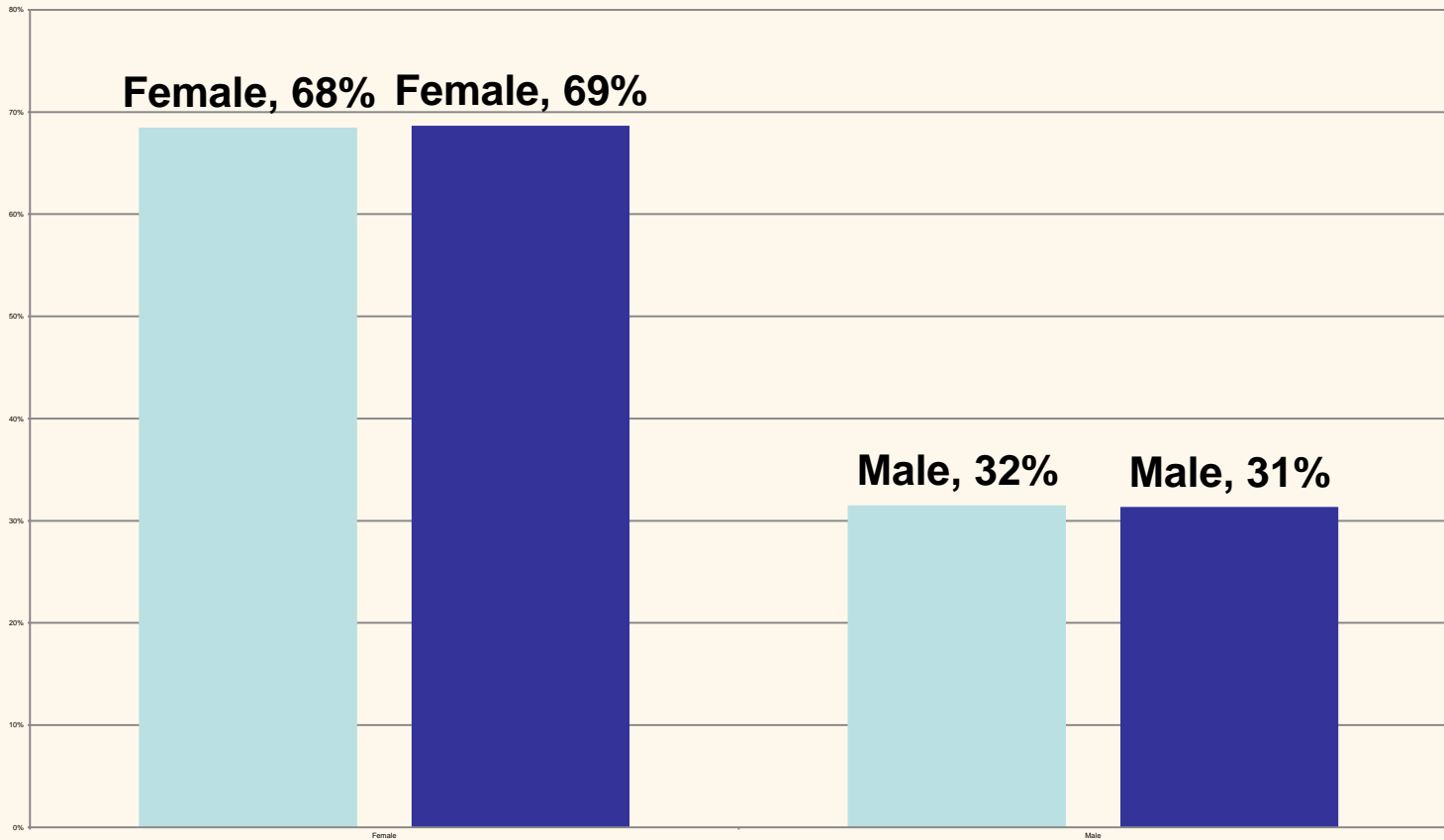
General Comments

- Re-run of Faculty Manager 2004 survey
 - 2004 had between 155-220 ‘real’ responses
 - 2012 had about 60 ‘real’ responses
- Intention to consider similarities and differences in the FM role between the two periods

Where did they come from?



Gender



Title

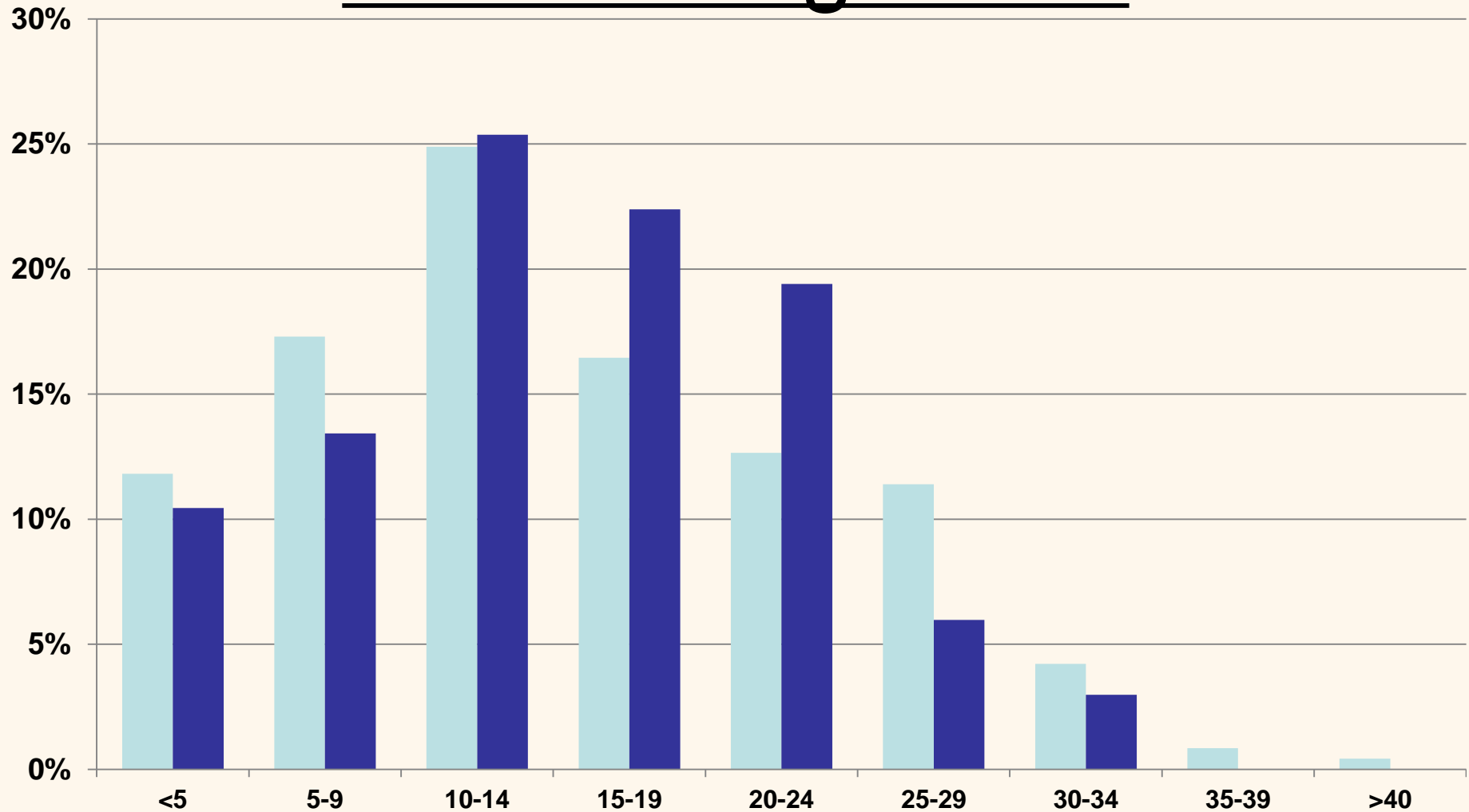
2004

- Fac/College Manager 19%
- Fac/Div/Unit Executive Officer 17%
- Faculty Admin Manager 9%
- Division Manager 4%
- (Faculty) General Manager 3%
- School variants 8%
- Director variants 3%

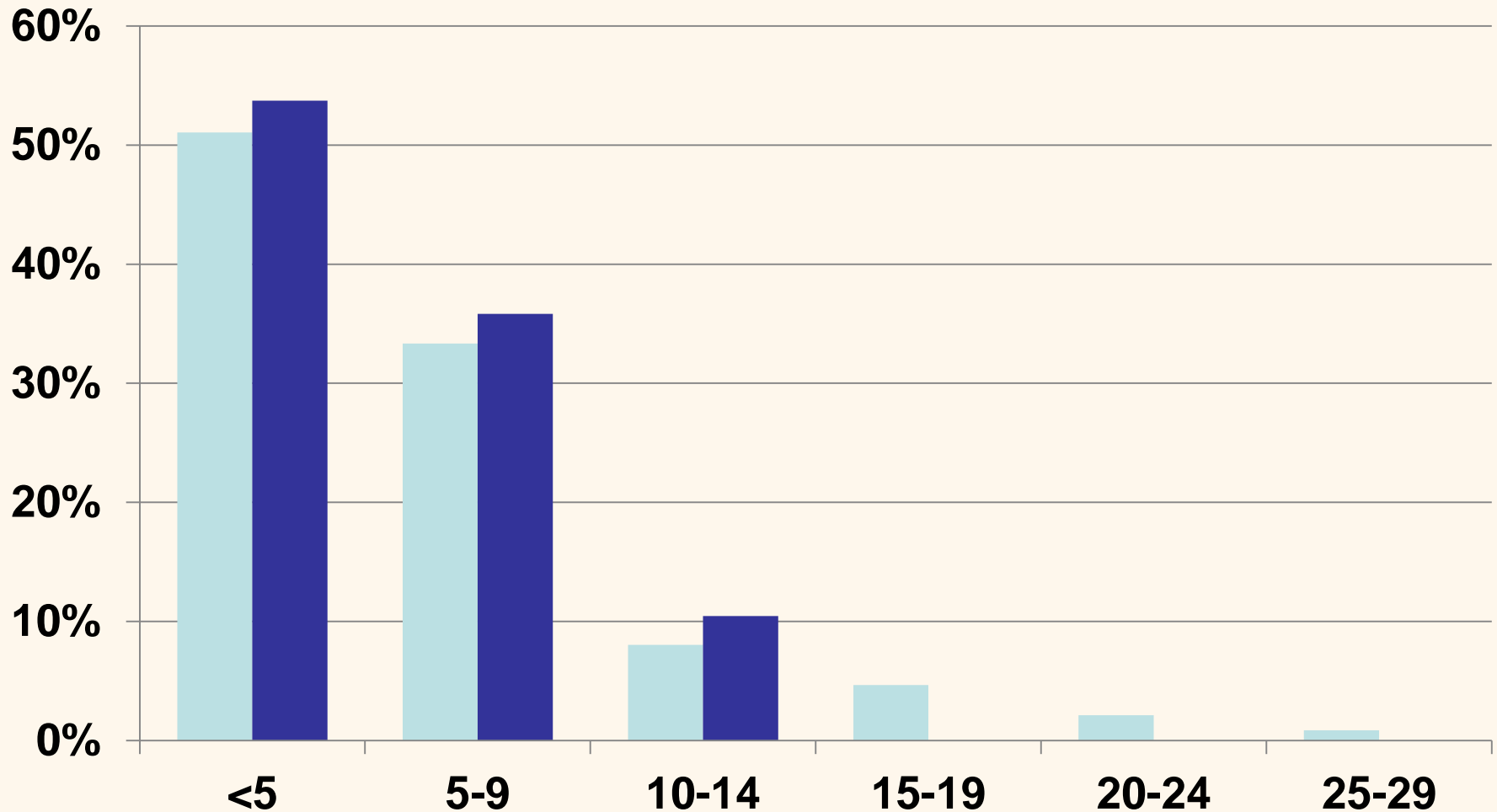
2012

- Fac/College Manager 36%
- Fac/College General Manager 24%
- Director variants 12%
- Faculty Executive Officer 6%
- School variants 6%
- Faculty Admin Manager 2%

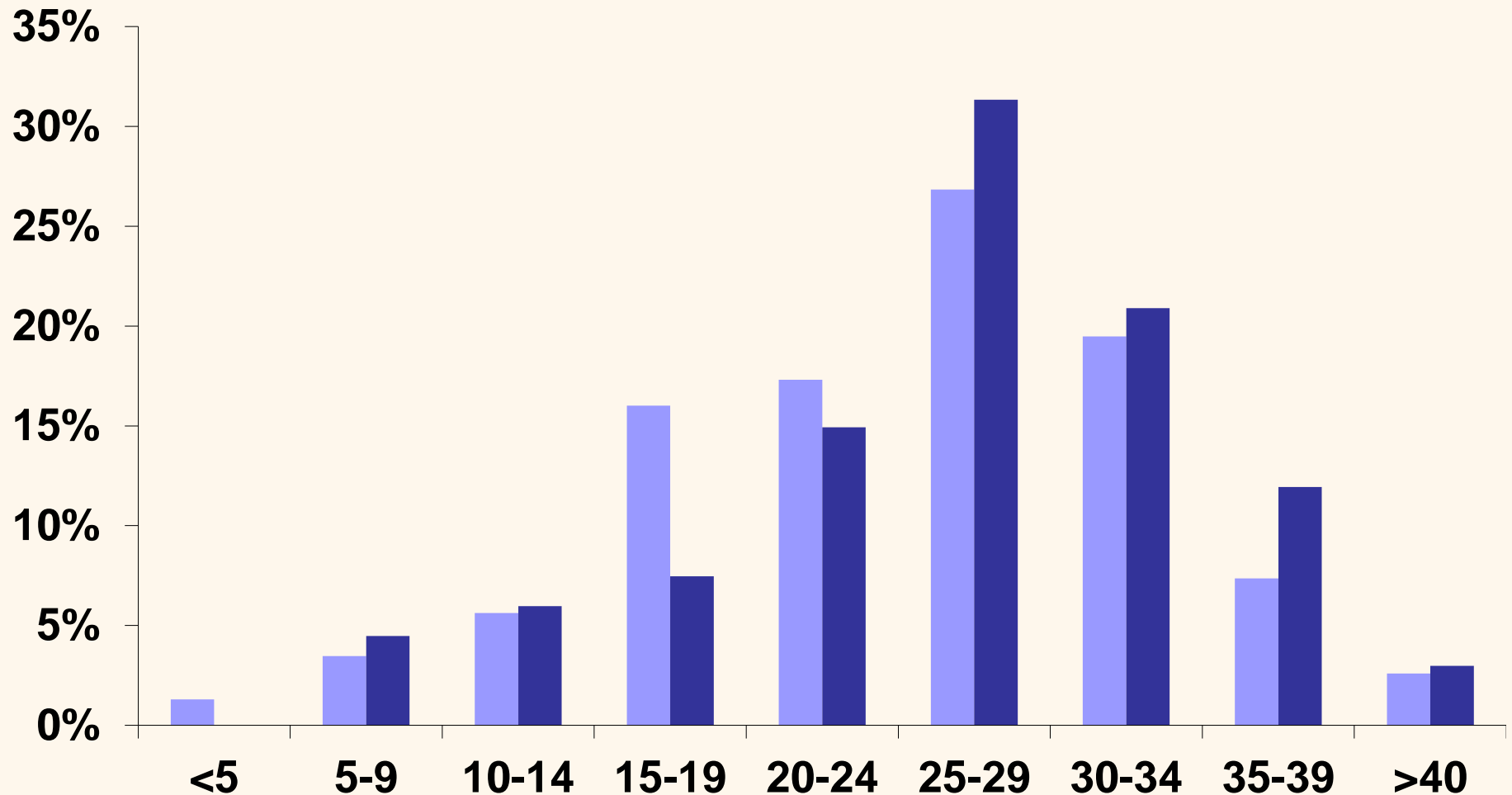
Years in Higher Ed



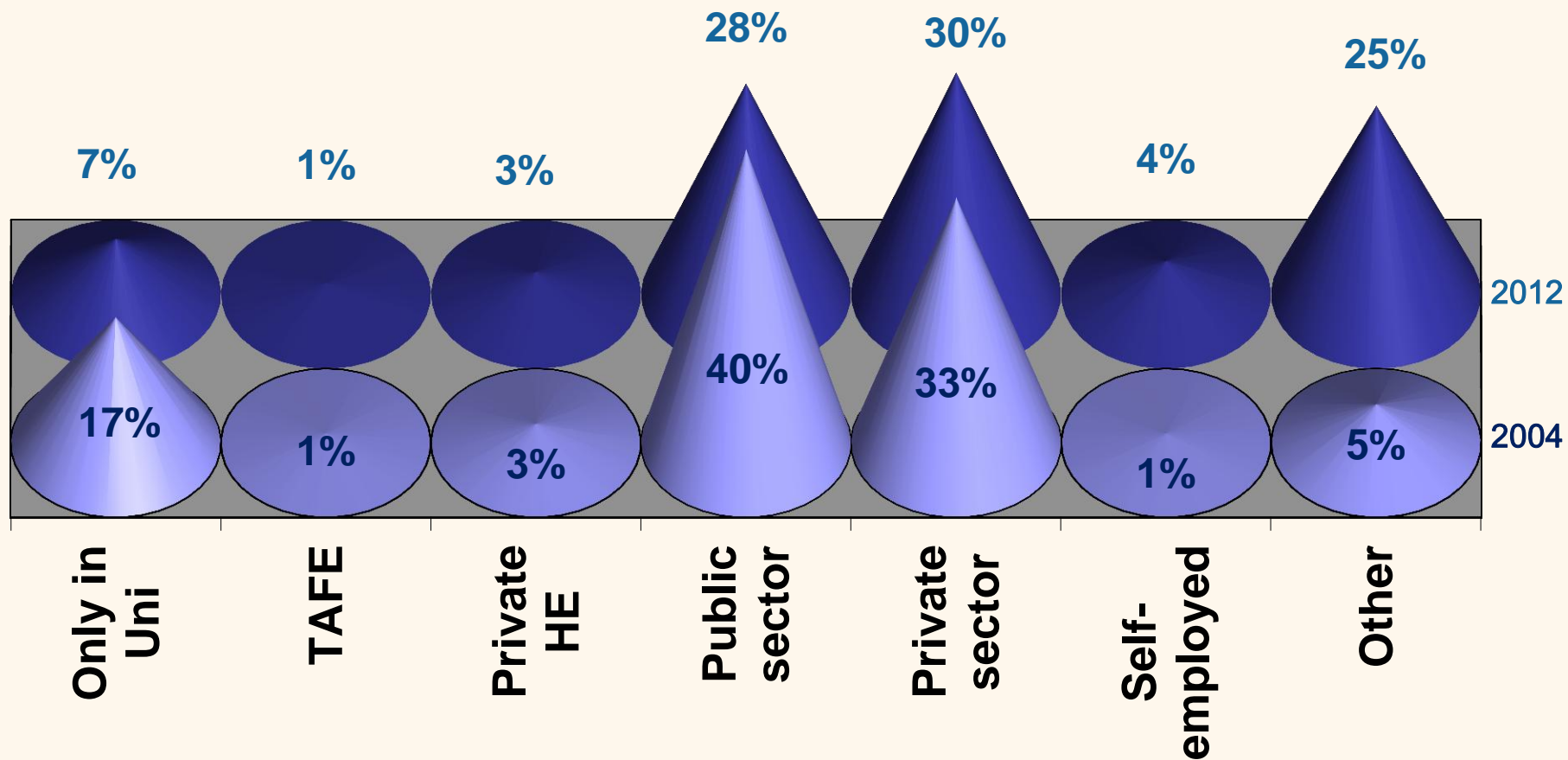
Years in FM Role



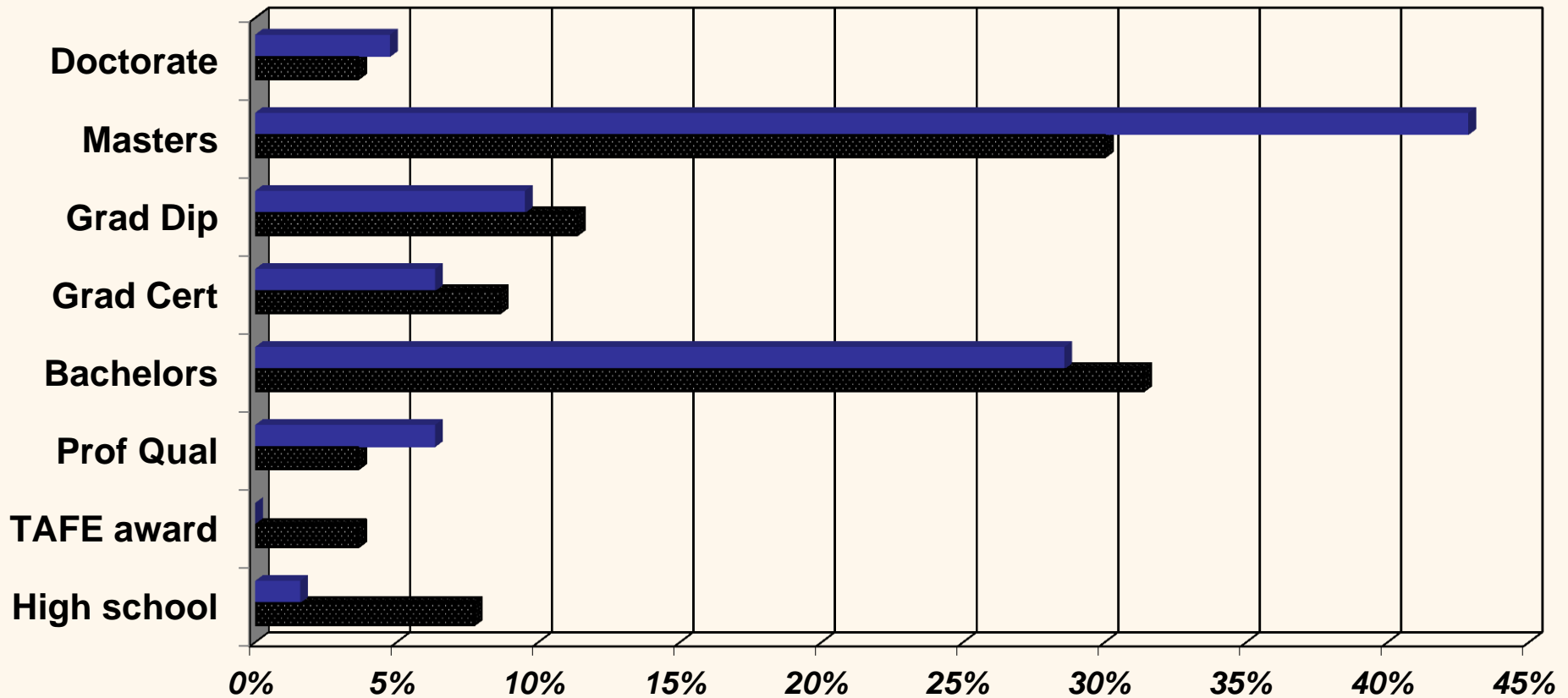
Years Working



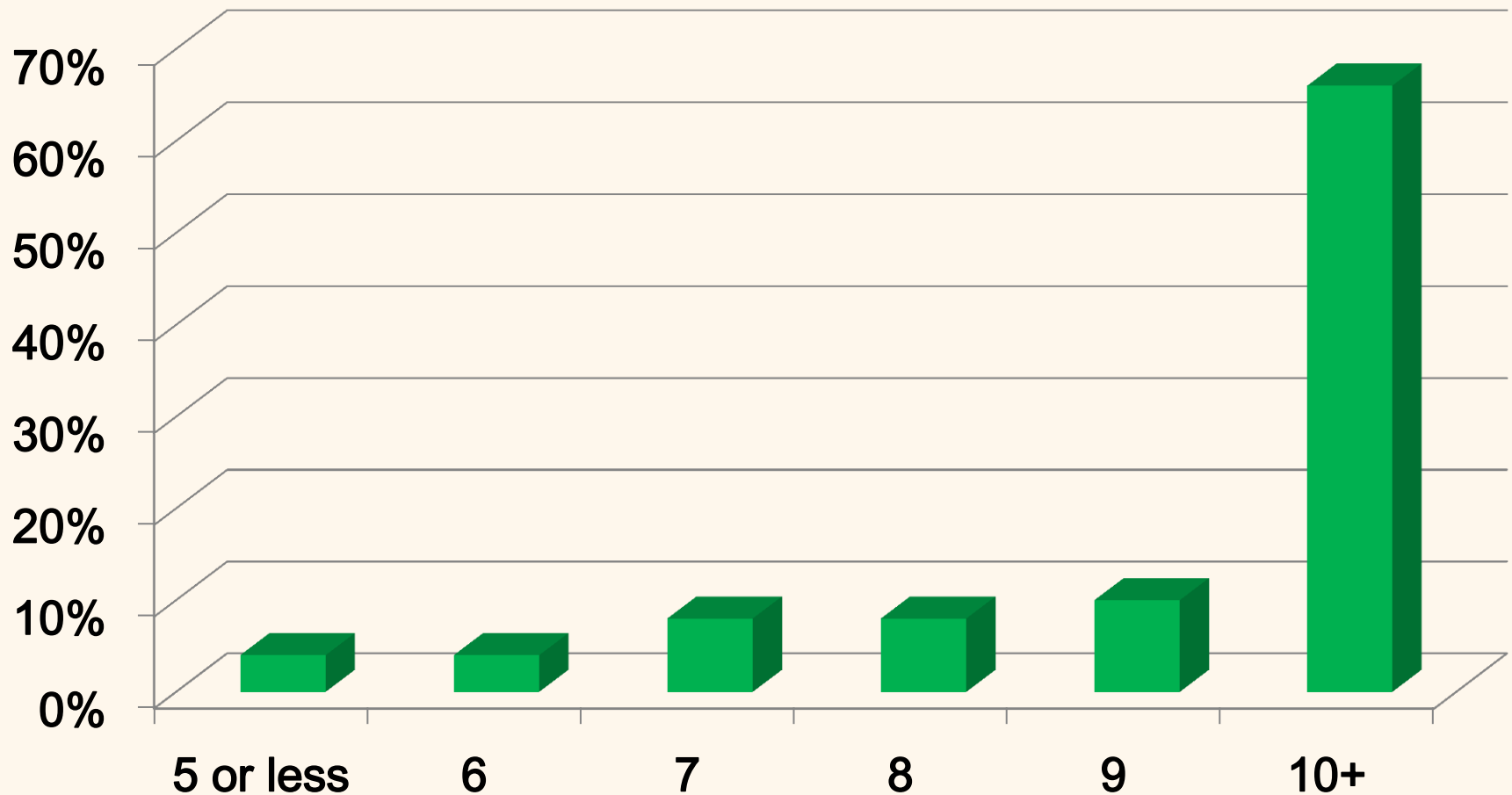
Where working prior to HE



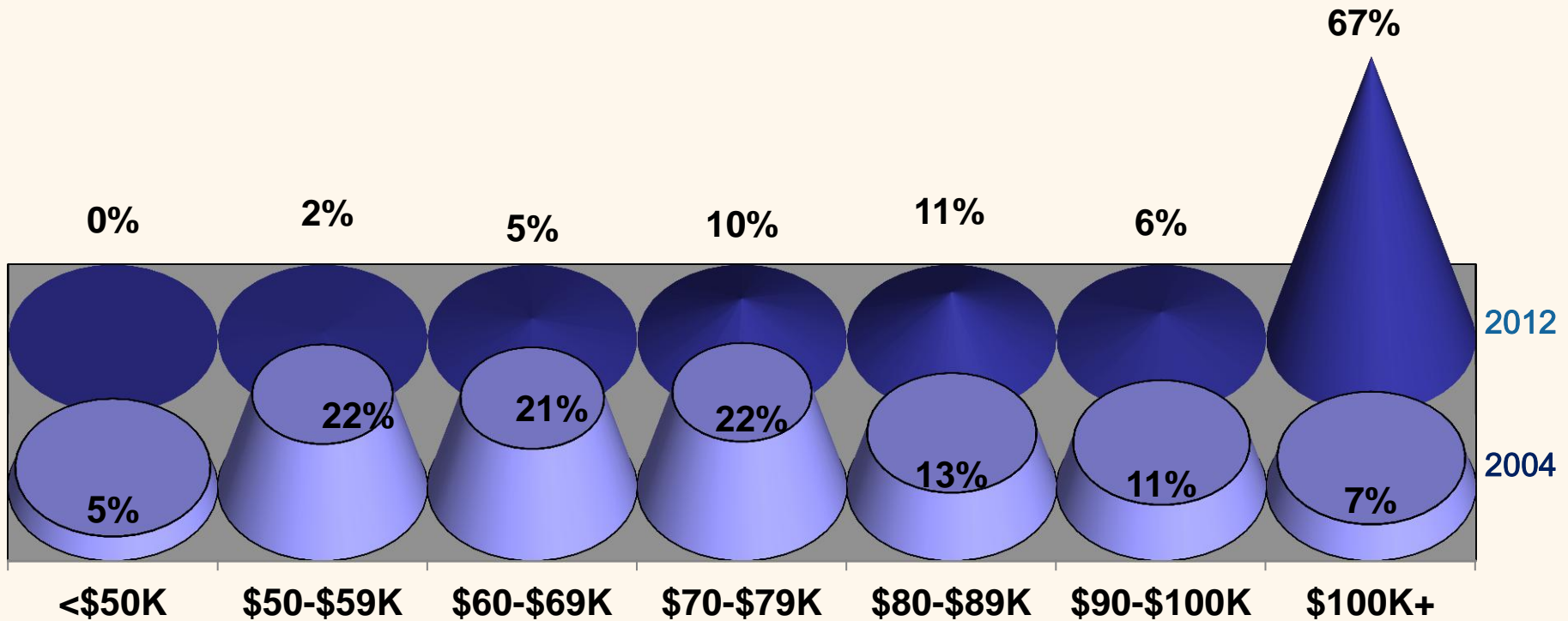
Highest Qualification



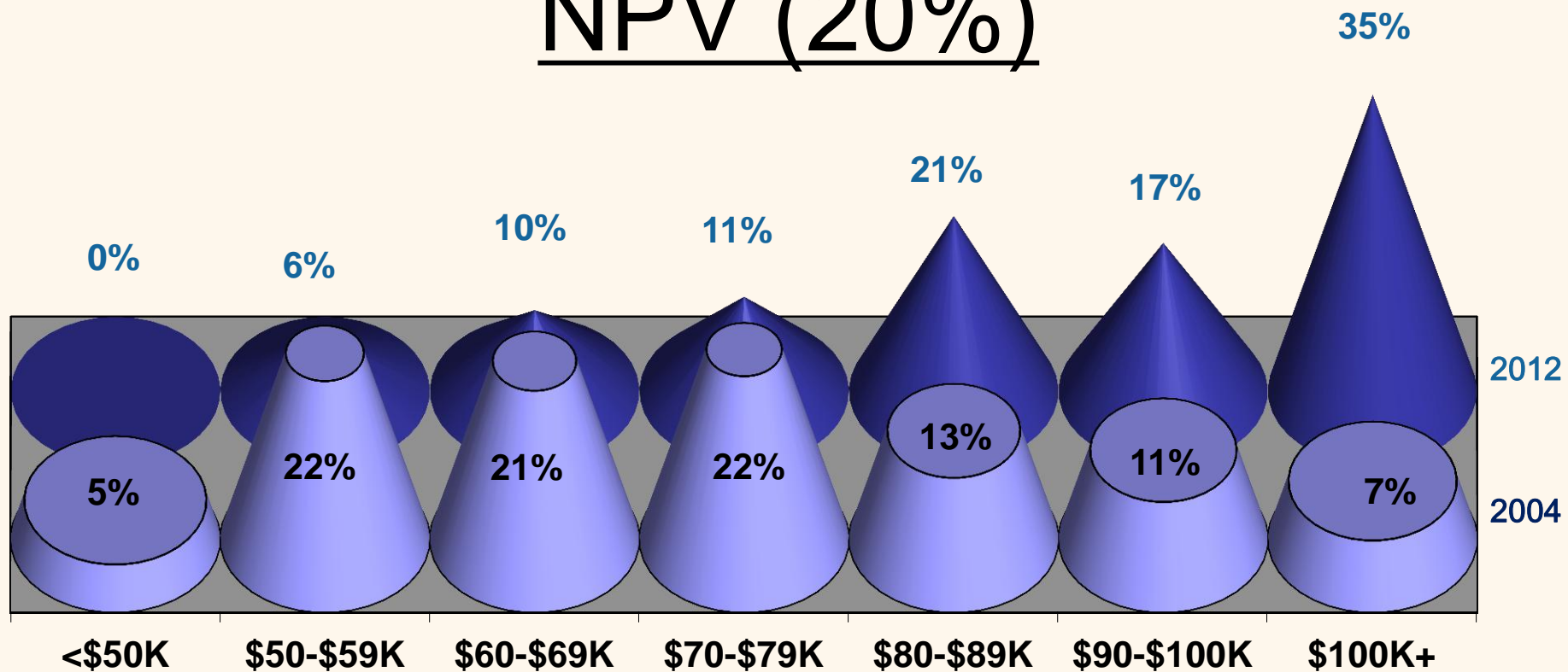
2012 HEW Level (Aust)



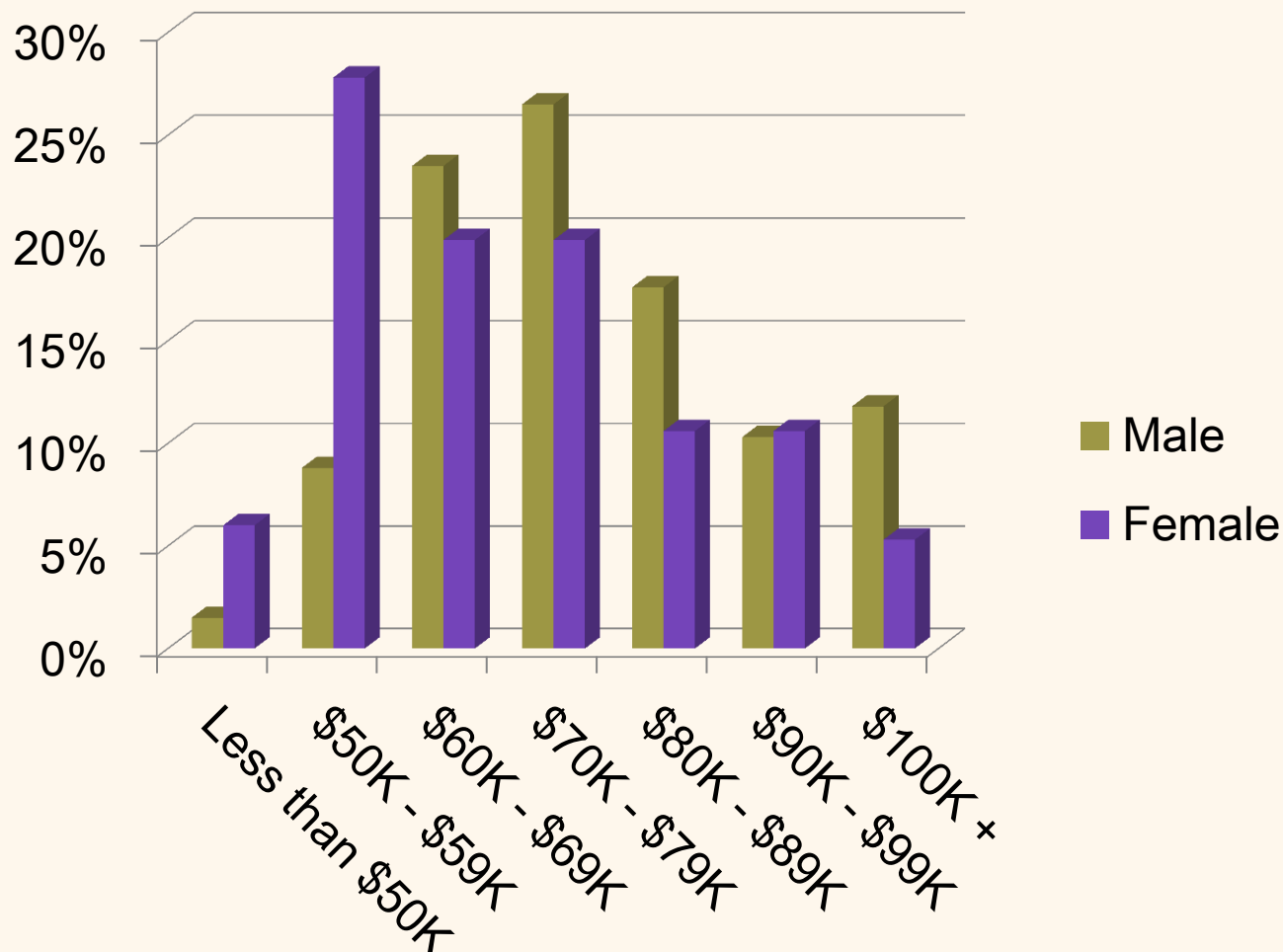
Salary Range



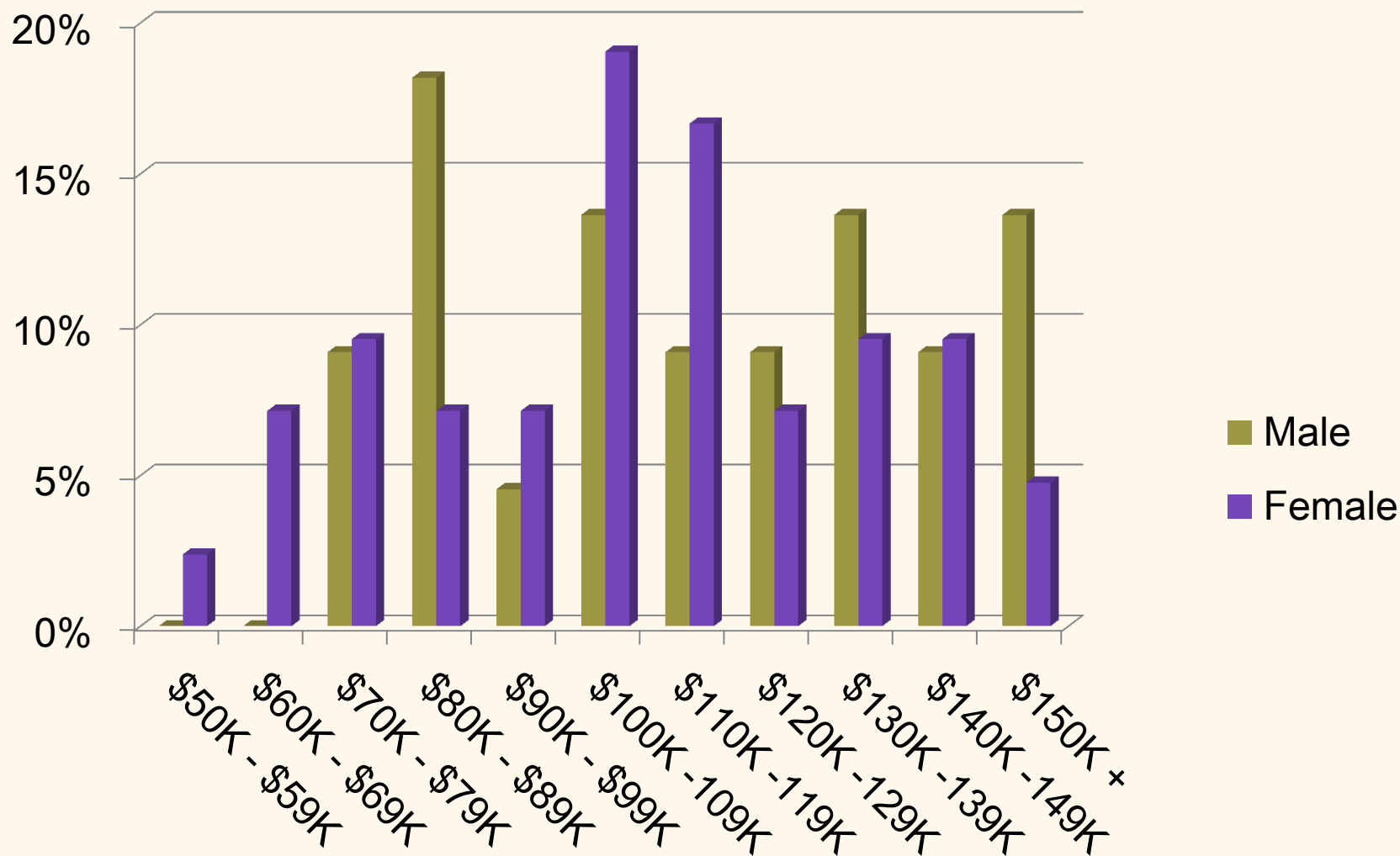
Salary Range – Adjusted for NPV (20%)



2004 Male vs Female Salaries



2012 Male vs Female Salaries



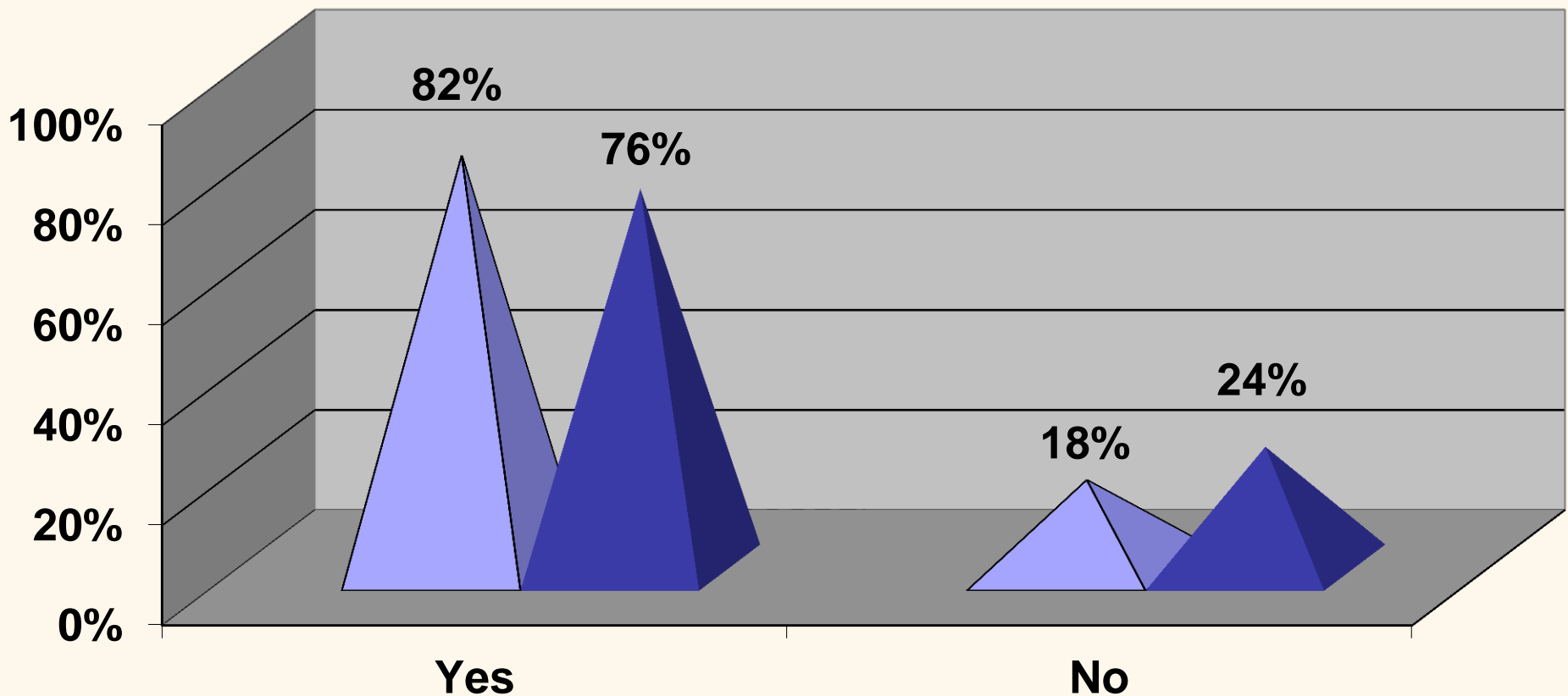
'Typical' Demographic

- Female Faculty Manager
- Has worked in HE 10-14 years, but less than 5 years as a FM
- Has worked 25-29 years all up
- Came to HE from the public **private** sector
- Has a ~~Bachelors~~ **Masters** degree
- Is HEW 10+ and is paid ~~between \$50-\$79K~~
over \$100K

Who do you report to?

	<u>2004</u>	<u>2012</u>
• Dean	45%	45%
• Executive Dean	12%	16%
• Pro Vice Chancellor	11%	21%
• Head of School	9%	5%
• College Manager	5%	0%
• Other 2004 - CEO/Principal/Director/Exec Director		
• Other 2012 – DVC; Vice-Dean; Director		

Most senior Professional Staff role in academic unit?



Most senior position

- Coll/Div/Fac Manager
- Marketing Manager
- Finance Manager
- HR Manager
- Some have other equal-ranked managers
- PA to the Dean (?)
- Executive Director
- College Manager
- General Manager
- Fac Bus Manager
- Manager, Client Services

Part of Senior Mgt Group?

Yes - 96% / 92%

Describing the role – key words 2004

- *“A member of the senior mgt group”*
- *“Essentially the Registrar at Faculty level”*
- *“Essentially a business manager”*
- *“Manage the admin/business functions”*
- *“High-level executive support to the Dean”*
- *“Manage the financial, physical and human resources of the Faculty.”*
- *“Coordinate....”*

Describing the role – key words 2004

- *“I’m responsible for ensuring the efficient operation of the Faculty in terms of....”*
- *“Management of admin resources”*
- *“Ensures the provision and effectiveness of systems, standards and operational business processes”*
- *“Juggling and plate spinning”*
- *“Mr Fix-it”*

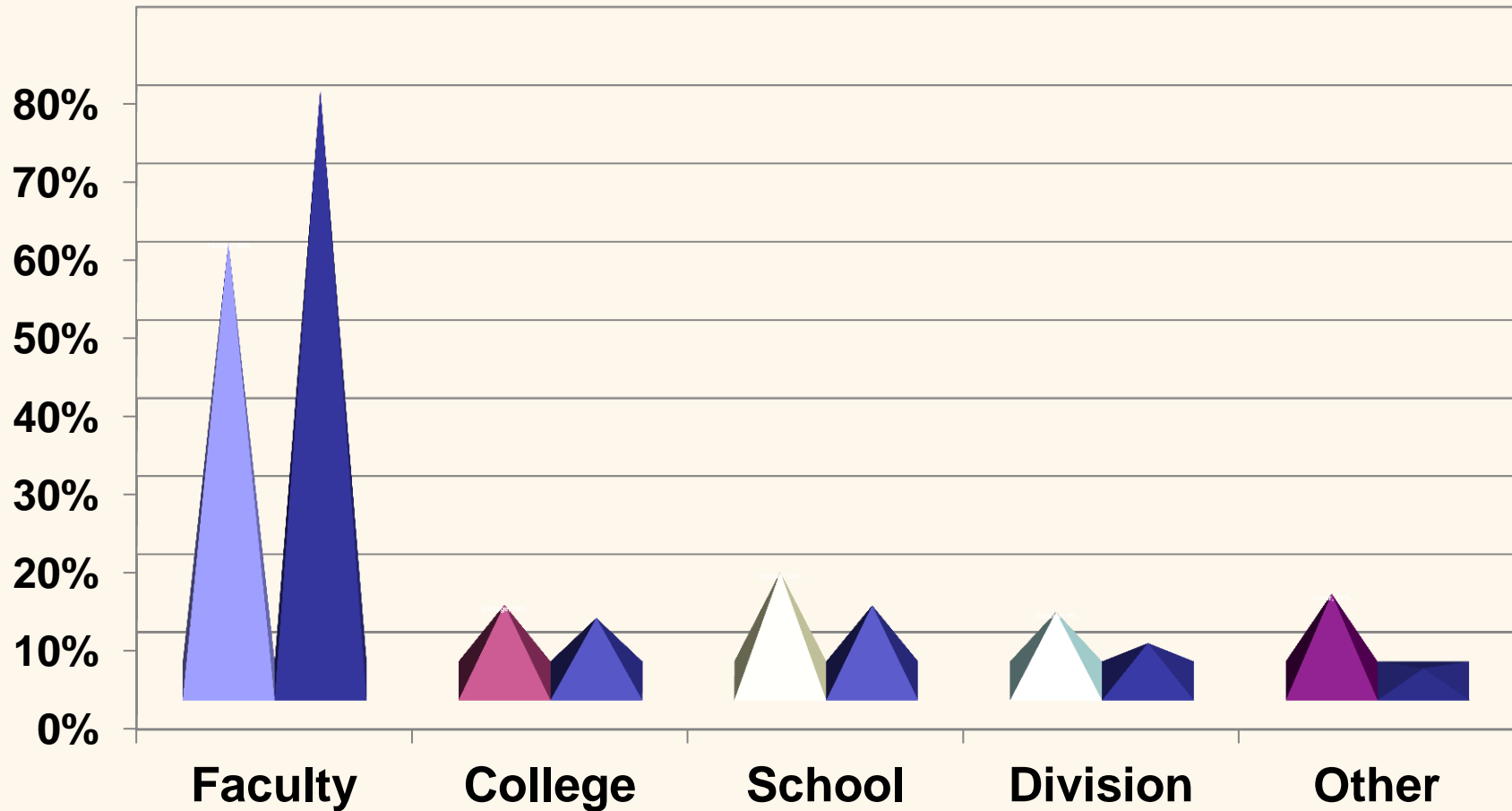
Describing the role – key words 2012

- *“CEO/COO/GM”*
- *“Lead the professional staff”*
- *“Manage all admin/business/non-academic functions”*
- *“Manage the human, physical and financial resources of the Faculty.”*
- *“With the Dean/Exec Dean....”*
- *“Manage....”*

Describing the role – key words 2012

- *“Strategic advice”*
- *“The Dean tells me I run the Faculty”*
- *“”Play with the money, strategy and management..”*
- *“Everything from.....to.....and on and on”*
- *“Trouble-shooter for the Dean*

Name of Academic Unit

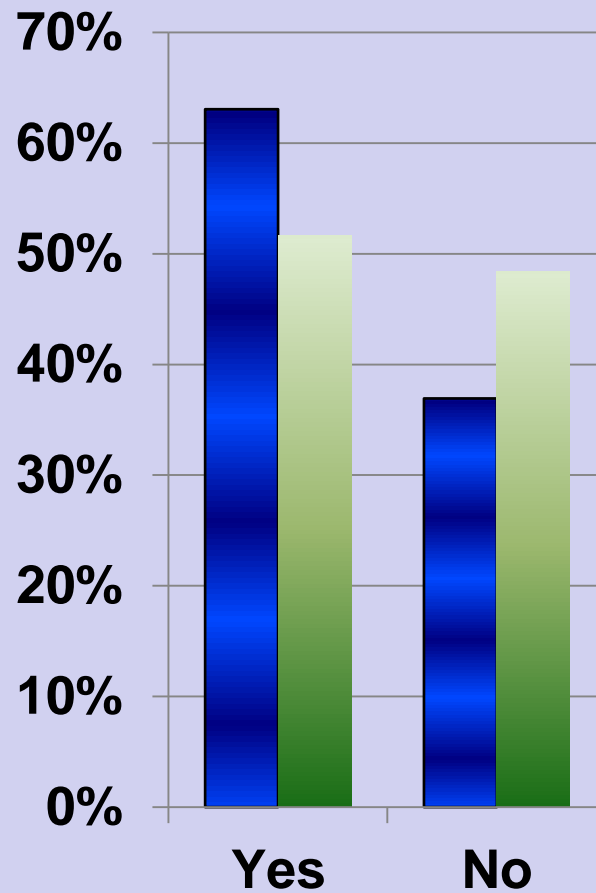


- Part of a larger academic unit? (*eg a Faculty within a College or Division*)

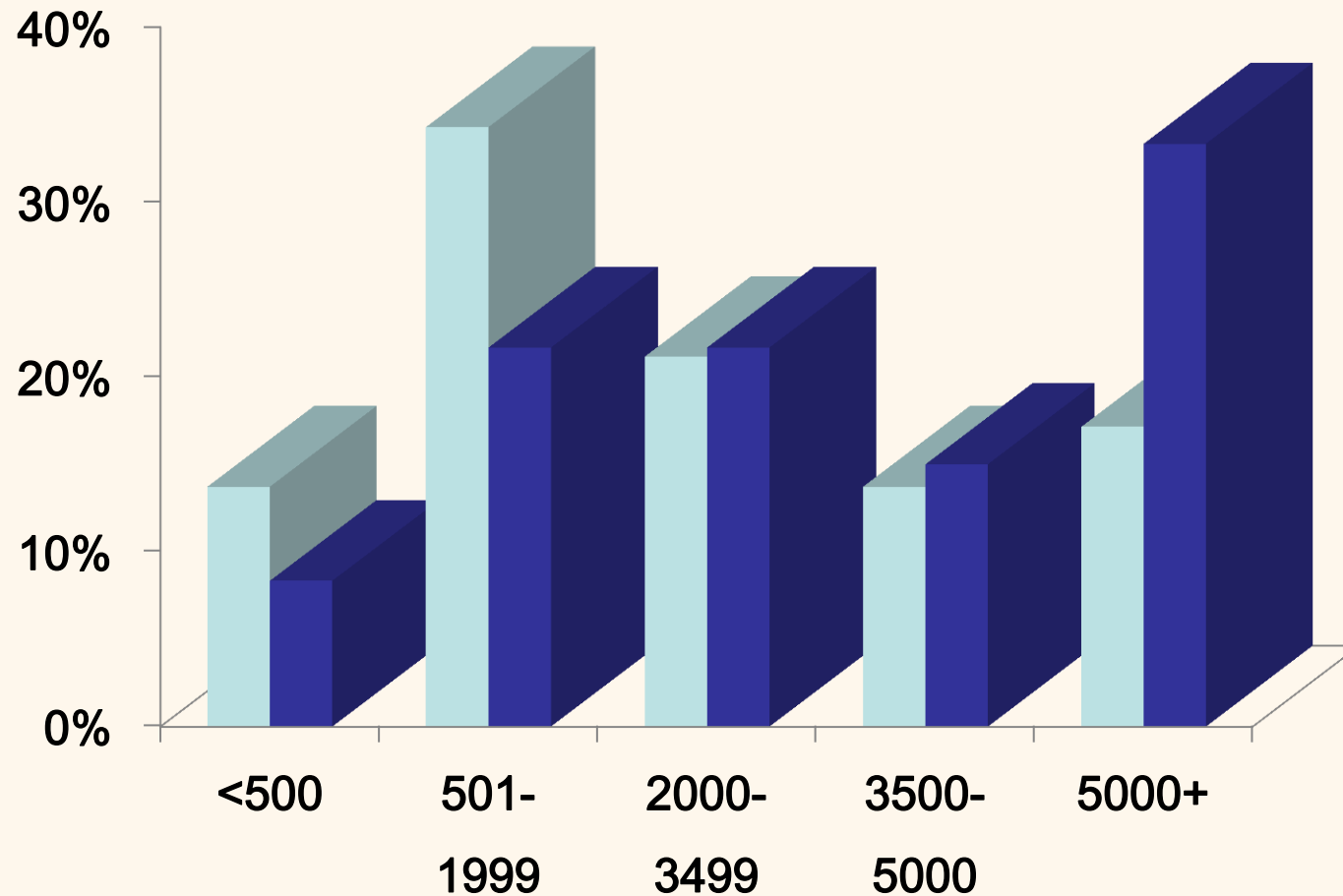
2004 – 23%

2012 – 24%

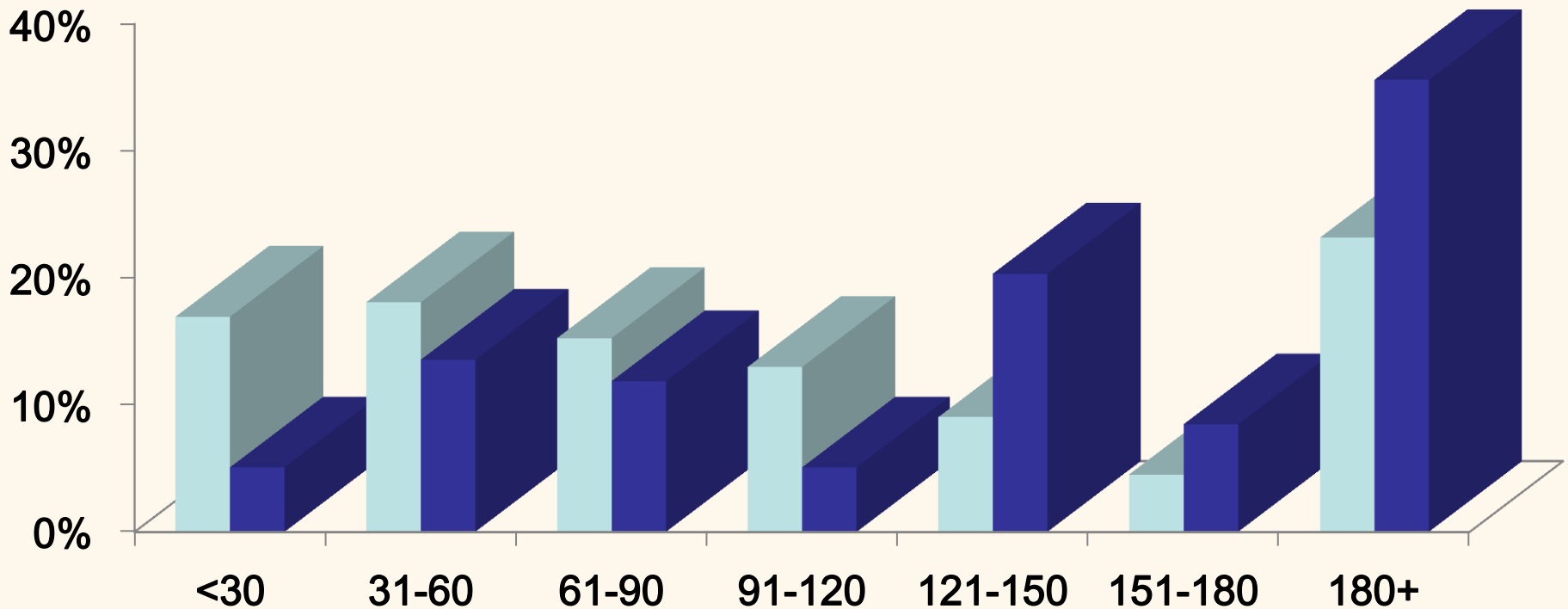
Multi-campus units?



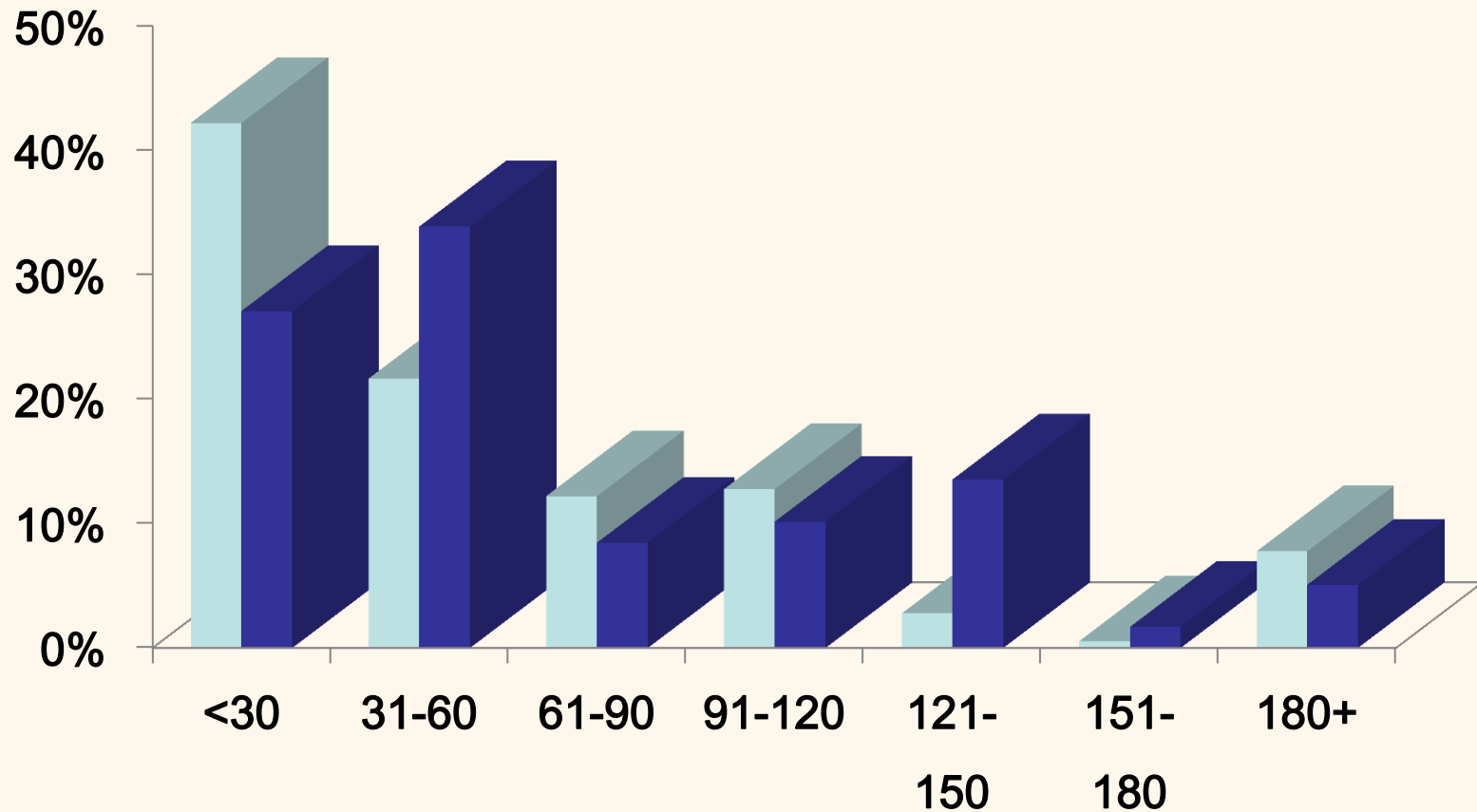
Student body size (EFT)



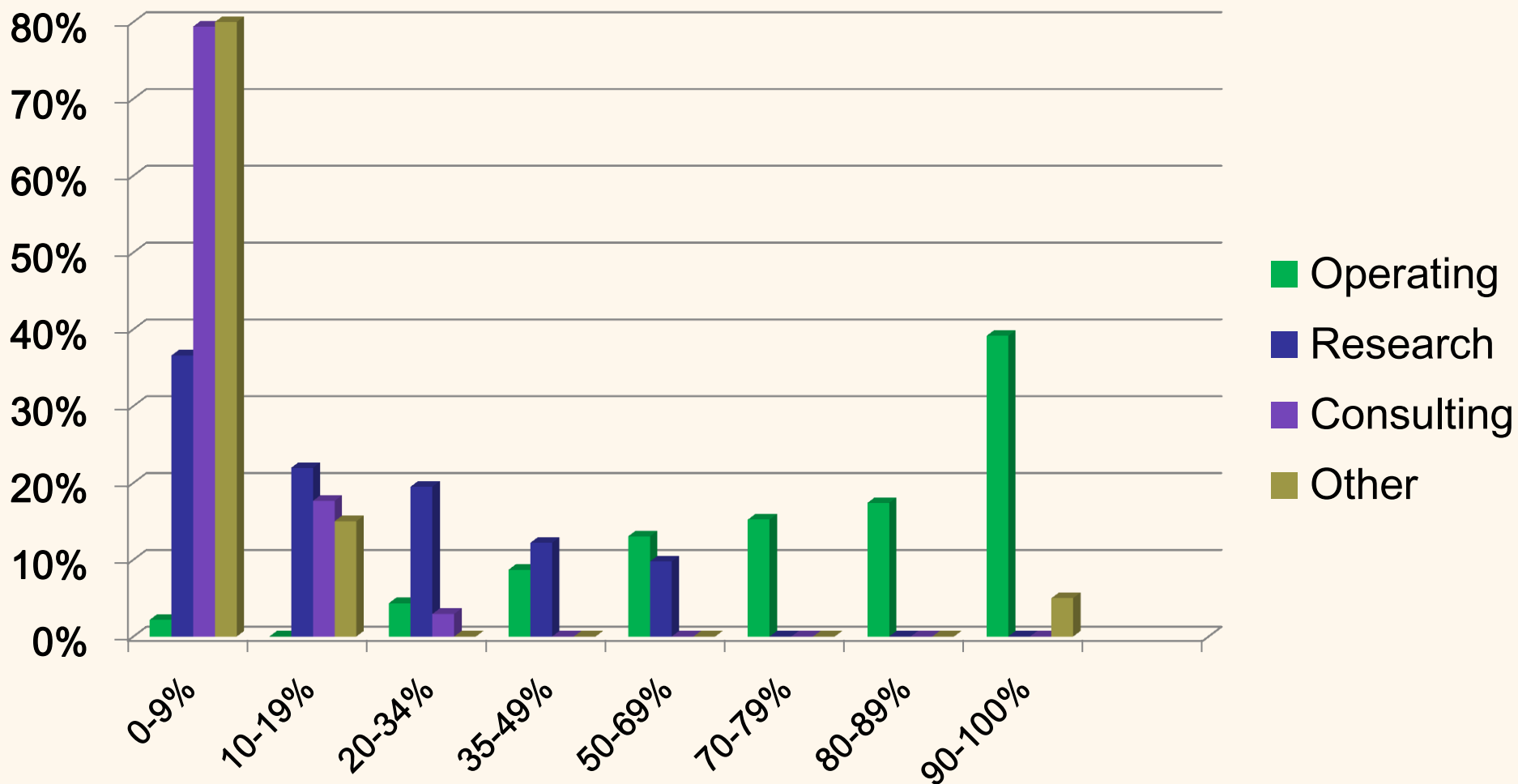
Academic Staff size (EFT)



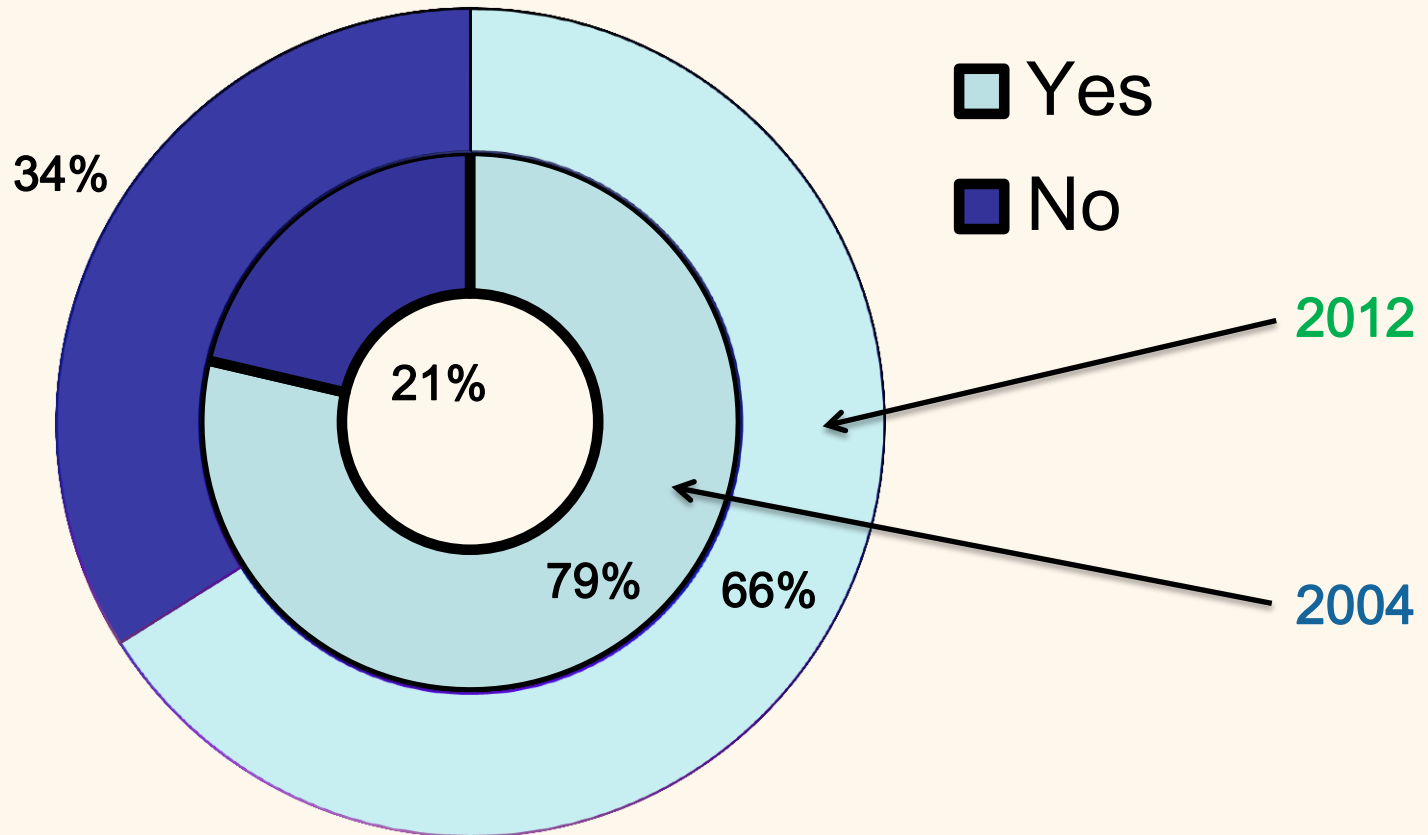
Professional Staff size (EFT)



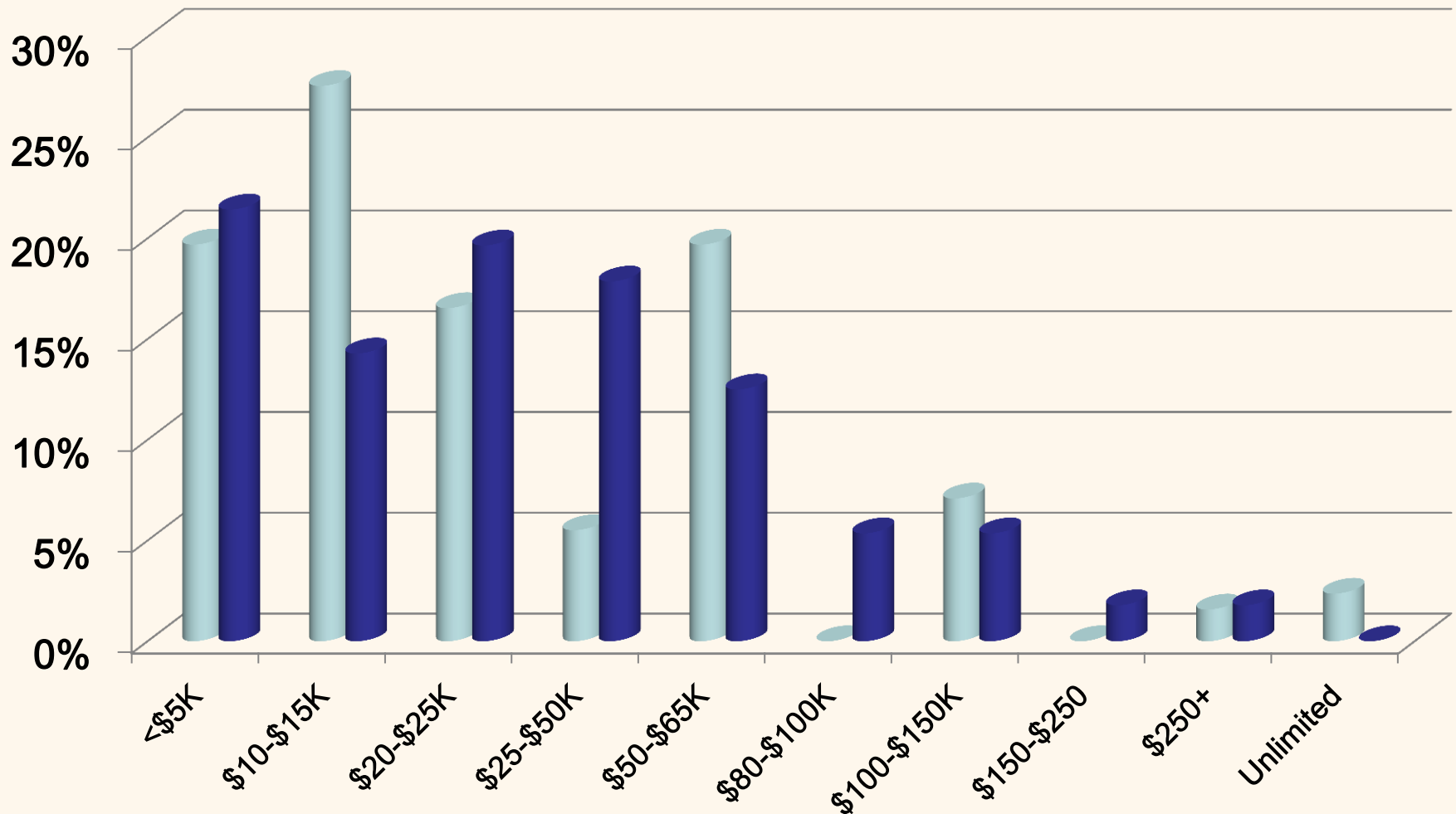
2012 Budgets



Do you manage a budget?



How much can you spend?



'Typical' position update

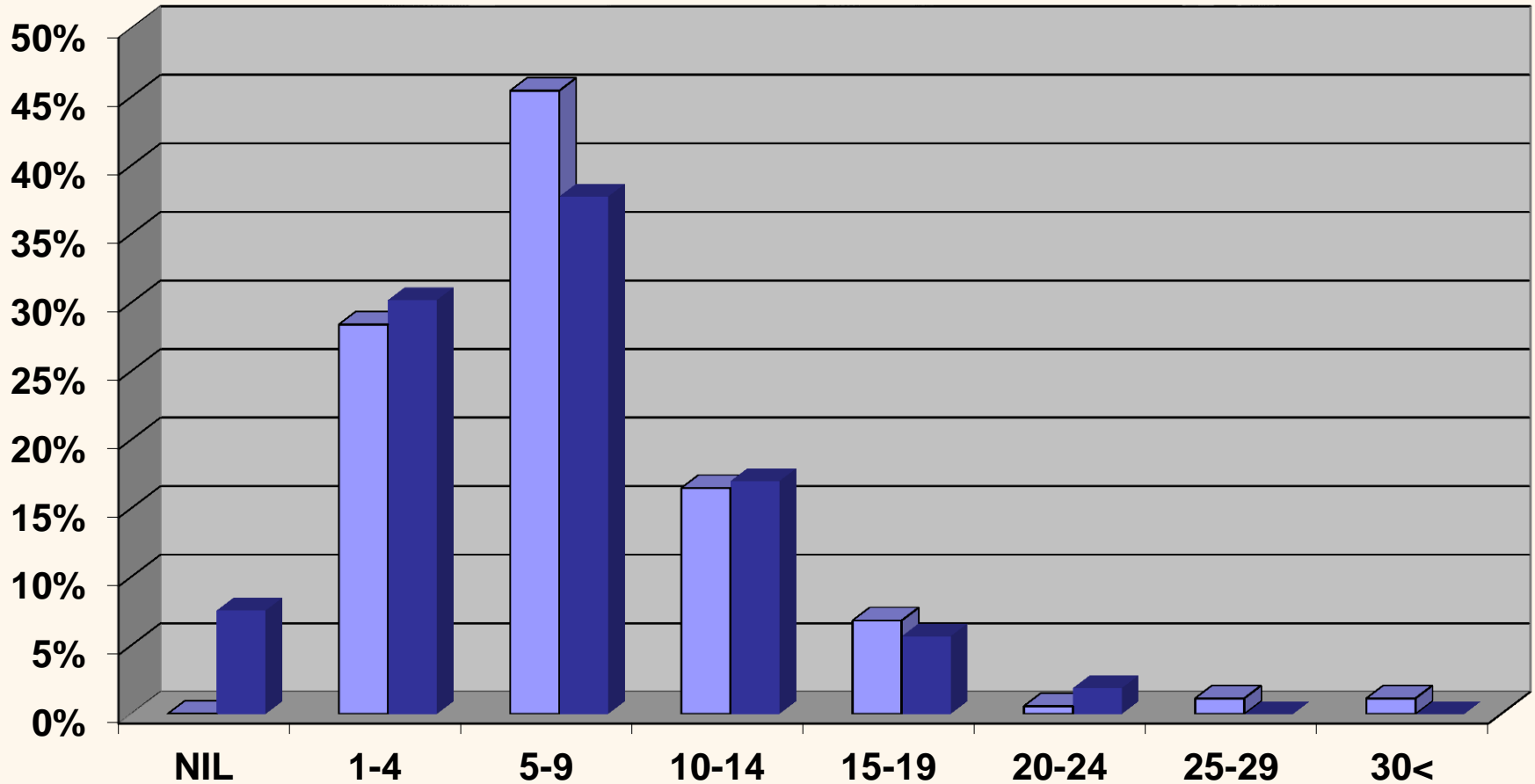
- Our FM reports to a Dean in a Faculty that is a stand-alone academic unit
- She is the most senior general staff member in the Faculty
- Her Faculty has ~~50-60~~ **over 180** academics;
~~20-30~~ **30-60** general staff; and ~~2000~~ **over 5000** EFTSU
- She can sign for ~~\$10-\$15K~~ **less than \$5K (?)**

Staff supervised

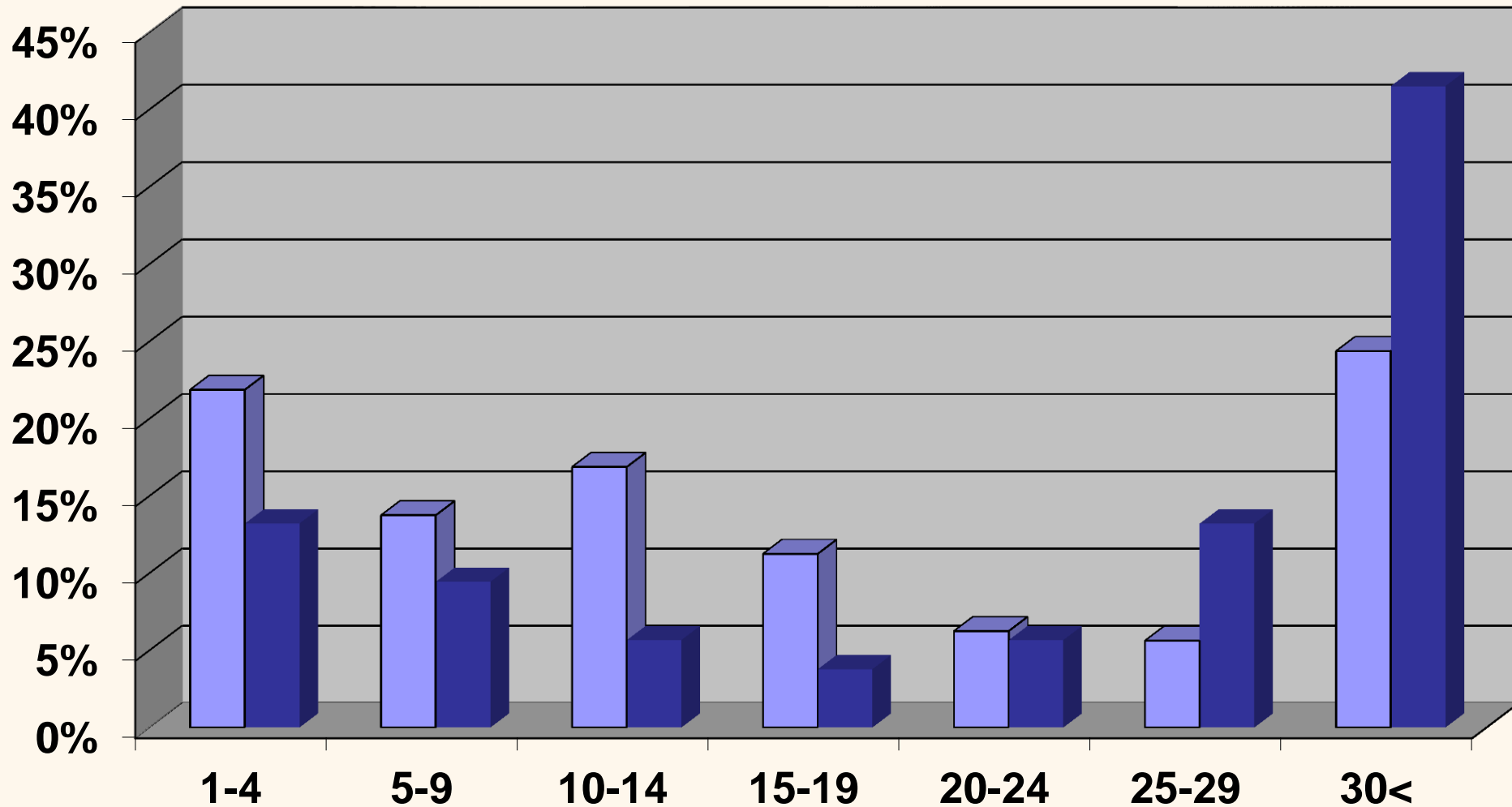
	2004	2012
Administrative	100.0%	98.0%
Technical	48.7%	28.0%
Lab/field	16.5%	12.0%
Academic	5.7%	4.0%
None	0.0%	2.0%

Note: Could answer more than one category

Direct reports



Indirect reports



Major tasks (whole portfolio)

2004

- Finance 71%
- HR 67%
- Student admin 64%
- Secretarial/admin 62%
- Strategic planning 62%

2012

- Strategic planning 91%
- Quality/compliance 89%
- Secretarial/admin 87%
- Student admin 87%
- HR 83%

Major tasks (own portfolio)

2004

- Strategic planning 65%
- HR 59%
- Finance 56%

2012

- Finance 68%
- Strategic Planning 64%
- HR 60%

Q31 (mgt/decision-making)

- 2004 87.5% Agreed or Strongly Agreed (*4 or 5*)
- **Strongest** (*55-65% responses @ 5*)
 - part of snr mgt team;
 - involved in strategic dec-mkg;
 - involved in operational dec-mkg;
 - play a key leadership role;
 - have sig't autonomy in the role
- 2012 93% Agreed of Strongly Agreed
- **Strongest** (*65-75% responses @ 5*)
 - part of snr mgt team;
 - involved in strategic dec-mkg;
 - involved in operational dec-mkg;
 - play a key leadership role;
 - have sig't autonomy in the role

FMs seem ~~pretty~~ very confident in their role as leaders and managers within their unit

Q32 (satisfaction/value)

- **2004** 70% responses @ 4 or 5
 - **Highest '5'** (35%)
 - my work is valued
 - **Highest '4's** (50-55%)
 - I get credit for my ideas
 - uni highly valued by community
 - my work is valued
 - I am satisfied with the role I play
 - **Weakest** (20% @1 or 2)
 - collegiality strong at uni
 - 25% agreed or s. agreed looking for a job change
- **2012** 82% responses @ 4 or 5
 - **Highest '5's**
 - My dec-mkg input recognised (59%);
 - I am able to influence strategic decs (51%);
 - my work is valued (47%)
 - **Highest '4's** (50-55%)
 - I get credit for my ideas
 - uni is highly valued by community
 - **Weakest** (11% @1 or 2)
 - Collegiality strong at uni
 - 26% agreed or s. agreed looking for a job change

More positive outlook re: value of role in 2012

Q33 (workload/morale) - Greater spread

Highest '5' (51%)

- accountability demands have increased workload

Highest '4' (55-69%)

- Staff get along well
- morale is good
- motivated by intrinsic rewards
- job is challenging

Less positive (35-47% @ 1 or 2)

- limited opportunity to advance
- remuneration appropriate
- job a source of consid. personal stress
- HEW level appropriate
- can identify a career path

Highest '5' (43%)

- accountability demands have increased workload

Highest '4' (45-62%)

- Staff get along well;
- morale is good;
- motivated by intrinsic rewards;
- job is challenging

Less positive (30-40% @1 or 2)

- limited opportunity to advance
- remuneration appropriate
- job a source of consid. personal stress
- HEW level appropriate
- Work tends to dominate my life
- Work commitments leave little time to self

Similar areas of concern; workload becoming a problem

Q34 (overall satisfaction)

- ~~75%~~ **85%** of responses at 4 or 5 in agreeing they are generally satisfied with their job (~~2~~ **0** *strongly aren't*); their uni (~~4~~ **0** *strongly aren't*) and that they would choose to work at that uni again (~~2~~ **0** *strongly wouldn't*).
- FMs overall satisfaction is ~~pretty~~ **very** high.

2004 - New areas in past 3 years

- Management of..... (55%)
- Planning/plans (30%)
- Develop/development (26%)
- Staff/workforce (26%)
- Strategic/strategy (25%)

New
Planning
Change Quality Nil
Infrastructure
Equity Academic
Workforce
Marketing Policy Legal
Finance
Student Experience Engagement
Process
Devolution

2004 - Most stressful part of job

- Staff (30%)
- Manage/management (28%)
- Deadlines/time (21%)
- Change (17%)

Constant
Horrendous
Hysteria
Impending
Unresolved

Shortage
Insufficient
Massive
Overwhelming
Scream

Ridiculous
Scarce
Inappropriate
Crisis
Overload

Chronic
Frustration
Insensitive
Unplanned
Unwilling



Restructure
Money
Workload
Systems
Staff
Strategy
Deadlines
Change

2004 - Biggest future challenges

- Staff/workforce (28%)
- Change (27%)
- Money (27%)
- Management..... (19%)
- Academic (17%)

Workload
Change
Compliance
Competition
Money
Strategy
Staff
Systems

Final Remarks

- Many similarities between 2012 and 2004
- FMs appear to have evolved into a more senior level of professional manager, with commensurate titles, duties and remuneration
- FMs broadly view themselves as key staff, valued and contributing to the leadership of their academic units

Questions?

