

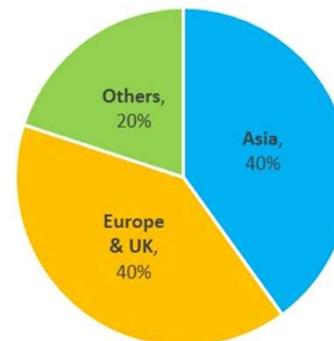
# 2019 Survey Initial Observations

*IARU HR Consultation Group*



# Overview

- The IARU HR Consultation Group convened in April 2019.
- Objectives include:
  - Developing a network group and platform among leading Universities to facilitate discussion and collaboration of human capital policies, practices and frameworks;
  - Share existing HR knowledge and practices unique to different Universities and/or jurisdictions for benchmarking and to support HR strategic planning for the mid-long term; and
  - Create greater awareness of the HR trends, challenges and governance among the different leading IHLs.
- At the inaugural meeting, a pulse survey on compensation benchmarking and practices among the Universities was launched.
- Consenting universities signed a Data Sharing Agreement to ensure data privacy, sharing and confidentiality. Participants will receive data analysis insights.
- To date, 7 out of 11 universities have signed the Agreement. The survey saw 71% response rate representing:



**Note:** Due to limited sample size, no statistical validity of these responses may be drawn. Information included herewith are noted as observations and trends amongst the participating universities.

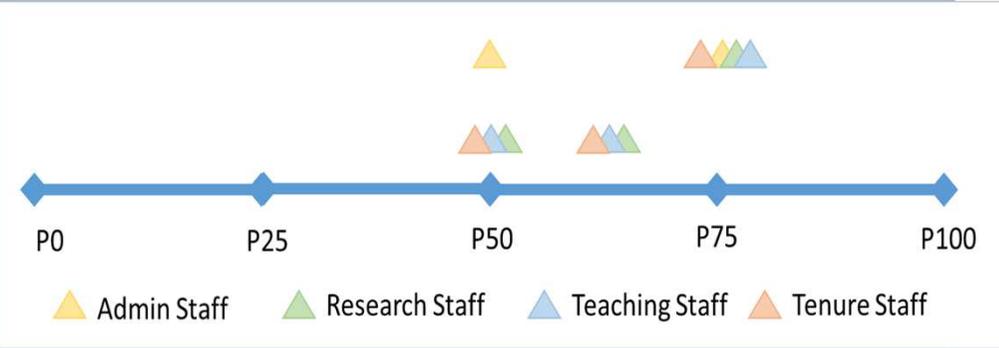
# Structural Observations (1/2)

STRUCTURE	<ul style="list-style-type: none"> <li>Student-to-faculty teaching staff ratio are significantly below the average<sup>1</sup> of 16.5 students per staff.</li> </ul>	<b>Ratio</b>	<b>Range</b>
		Student-to-Faculty Staff	8.8 – 14.2
		Student-to-Uni Staff	1.5 – 3.7
		Faculty-to-Admin Staff	1.0 – 2.6

PAY REVIEW	<ul style="list-style-type: none"> <li>Salary reviews are typically done in January each year for all staff - Management, Faculty and Administration. In one case, there was no formal policy for salary review.</li> </ul>	

BENCHMARK	<ul style="list-style-type: none"> <li>Against local market within the country and amongst universities within the country.</li> <li>Benchmark distribution:</li> </ul>	
		<p> <span style="color: yellow;">▲</span> Admin Staff                <span style="color: green;">▲</span> Research Staff                <span style="color: blue;">▲</span> Teaching Staff                <span style="color: orange;">▲</span> Tenure Staff         </p>

<sup>1</sup> Average based on universities in the World University Ranking 2016 by [Times Higher Education](#)

# Structural Observations (2/2)

## OTHER PAY PRACTICES

- Salaries may also be guided by:
  - Collective Agreements or Union Negotiations for categories of represented staff.
  - Pay scales determined by specific public funding guidelines.



## PENSION

- Retirement funds are generally provided:
  - As a private fund by the university or
  - Leveraging on existing national pension funds



## GLOBAL MOBILITY

- No formal policy for mobility; packages are negotiated case-by-case basis.
- No common trends on cost responsibility and assignment package being borne by home or host country.



# Compensation Data Analysis

## RELATIVE MONTHLY PAY

Average monthly pay of IARU University staff, relative to respective country's national wages:

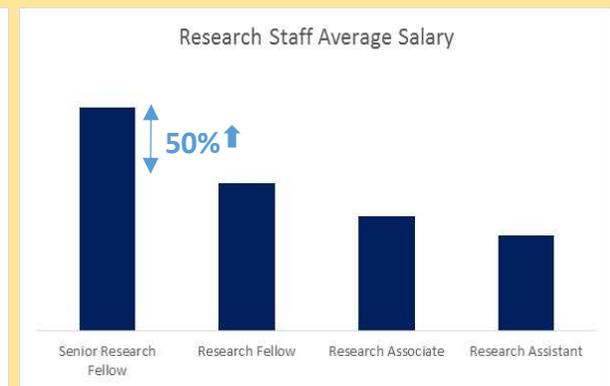
- Significantly above, ranging from 1.6x to 7.7x
- Variance correlated to economic growth.

## ANNUAL TOTAL CASH

- Only Asia-based universities practice annual bonus payment.
- Monthly base pay of Asia-based universities are lower.
- However, Total Cash are relatively competitive globally (inclusive of allowances and bonuses).

## PAY GAPS

Avg pay gaps between senior to mid-level roles in both Faculty and Research are significant (30%-50%).



## Next Steps

- Sharing of survey responses with participating universities
- Collaboration with participating universities to:
  - Validate information received
  - Refine the definitions of levels and jobs within IHL
  - Expand levels and areas surveyed to increase inclusivity and flexibility of data
  - To possibly include other information and dimensions for greater context and control of information, such as local law and practices (e.g. allowances, pension, tax, etc.)
- Explore other cuts and benefits, such as by gender, specific positions, pension plans (if applicable), spot awards (monetary or non-monetary), consultation practice, etc.
- Sharing of general observations at IARU Senior Officers' Meeting