The purpose of this model is to assist the College to provide for parity of treatment in the allocation of work to academic staff in each programme area taking account of discipline-specific characteristics. A fundamental aim of this collective agreement is to promote and achieve good practice in workload allocation. The College recognises that having appropriate workloads the following can be achieved:

- A happier more engaged workforce
- Employees having greater controls over their work and greater control over their daily lives.
- Employees who are satisfied with their work life balance.
- Reduced staff absence
- Improved staff retention, reduced staff turnover
- And improved operating efficiency.

This model will also assist the college in meeting its equality and diversity obligations, particularly in regard to staff working on a part time basis, as well as health and safety obligations with regards to workloads and well-being.

The model should:

- cover all elements of workload, including Formal Scheduled Teaching, Teaching Related Activity, Course/Curriculum Leadership, Research, Scholarly Activity, Independent Professional Development and Other Activities and Responsibilities including funded and approved projects and (where agreed) work for external bodies;
- provide for the workload of individual staff to be appropriately distributed over a period of time, so that imbalances in one year are rectified in the subsequent years;
- be based on a transparent and equitable methodology;
- be developed in partnership with academic staff and trade unions within college;
- be regularly reviewed and revised. This includes assessing whether lecturers working hours and workload are causing or could cause them harm. The College will follow suitable risk assessment processes.
- ensure consistency of treatment across College, while allowing for differences in teaching, research and administration between programme areas and individuals;

- ensure a pro-rata allocation for part-time (fractional) staff.

The model is a plan of future activity. The outcome of the model, taking account of data protection issues, will be made available to staff within the college in an appropriate format, for example through the staff intranet, to ensure transparency and understanding.

1. Work Planning

It is recognised that early meetings are beneficial to help staff prepare for the coming academic year and to that end line managers will reflect on the previous year’s workload, plan and discuss a provisional workload for the forthcoming academic year with each member of their team by the end of July of the preceding year. Individual workloads will be amended following consideration of student recruitment and retention rates and any changes to proposed timetables will be communicated to staff at the earliest opportunity.

- Summer term - the line manager and member of staff will meet to review the academic year drawing to a close and the provisional workload will be discussed with individual members of staff for the forthcoming academic year.

- October – in normal circumstances, following the assessment of student recruitment to courses and programmes, before the end of October, workloads will be reviewed with individual members of staff, however, where this is not possible estimated hours for each term will be identified. In some cases, for example where there is a high proportion of short-course working, this may not be possible. In such cases, there will be on-going consultation between the line manager and member of staff.

- Termly – if required there will be a review at the end of each term to review the impact of current workloads and anticipated changes to workload.

2. Working Hours

The core working hours for academic staff are set at 35 per week, Monday to Friday, 40 weeks per year (pro-rata for fractional staff).

Full time staff are expected to be available for work during normal College opening hours. The College is supportive of lecturing staff having an element of control.

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regarding their daily working pattern and is agreeable to a level of flexibility regarding individual lecturers start and finish times. Exceptions may from time to time be made, for example, in light of childcare, religious or other personal circumstances. These variations must be with the full prior agreement of the line manager and will be subject to consideration of the potential impact on students and other members of staff.

Lecturers will not be asked to teach more than 26 hours per week. The College recognises that teaching at this level for a whole academic year will put additional demands on staff and as such will encourage managers to discuss with staff who find their delivery pattern to be over a relatively low number of weeks how they may be able to teach outside that period in order to obtain a lower average weekly rate. By taking this approach it is intended that staff would not normally be expected to teach for more than 24 hours per week.

Where teaching takes place over one or more evenings or at weekends, this will be managed within the context of the overall contract. All efforts will made to ensure that the allocation of working hours during the evening and at weekends is transparent, equitable and fair, both to the individual and to the College.

Unless by mutual agreement, or a specific requirement of the service delivery of the programme area, the number of late teaching sessions will be limited to a maximum of 2 per week.

Normally, unless by mutual agreement, staff will not be timetabled to teach on just the first teaching event of the day and the last evening event of the day.

Staff will be encouraged to take regular breaks between teaching, including a lunch break, which would normally be taken at some time between 12 noon and 2pm.

It is recognised that of the available 35 weekly hours some may not require attendance on the premises; however such non-attendance must be approved by an individual’s line manager in advance. The work activity to be conducted during this period will also be agreed in advance with the line manager.

3. **Categorisation**

The College categorises academic work activity under the following headings:

- Formal scheduled teaching
- Teaching related activity including preparation and assessment
- Course/curriculum leadership
- Other activities/responsibilities
- Research
- Scholarly activity
• Independent professional development

Formal Scheduled Teaching
Formal scheduled teaching will be calculated on the basis of direct contact hours. The number of contact hours per course/module will vary. In certain circumstances, and only with the prior approval of the Assistant Principal/Dean, Programme Managers may choose to vary the amount of direct contact, e.g. in order to enhance the student experience. In so doing they may wish to take account of:

a. non-standard group sizes, particularly where there are assessment implications;

b. the complexity and or level of a course/module;

c. how courses/modules are delivered (e.g. involving an element of distance learning);

d. the experience of the member of staff.

e. The number of courses and/or modules for which a member of staff will be responsible.

f. The curriculum delivery model (e.g. involving e learning or shared delivery).

Teaching Related Activity
For every hour of direct teaching adequate time will be allocated for planning and preparation, assessment and providing academic guidance. In certain circumstances and with the prior approval of the Assistant Principal/Dean, Programme Managers may wish vary this up or down; in so doing they may choose to take account of the factors identified in the earlier section – Formal Scheduled Teaching.

Course/Curriculum Leadership; Research, Scholarly Activity and Other Activities/Responsibilities
On most occasions such activities will be able to be delivered within the workload model allocation for non teaching, non-IPD time (i.e. 572 hours per annum). However, the teaching load on staff will be reduced to reflect any additional responsibilities allocated on the recommendation of the Programme Manager and with the approval of the Assistant Principal/Dean.

The Scholarly Activity Policy will describe the framework for how Scholarly Activity is offered and applied to individual lecturers.
Individual Professional Development (IPD)
Each member of staff (pro rata for fractional staff) will complete and record on the staff development system 70 hours per year of IPD. Lecturers will reflect on the previous year’s IPD and on their future professional development needs synthesing with the needs of the organisation for the coming year. Lecturers will articulate their proposed IPD plans through a professional discussion with their line manager during the staff appraisal process. These activities may be a mix of formal and/or informal activity, accredited and/or non accredited activity and should be completed at suitable times not necessarily in one block but in time periods suitable to the needs of the individual lecturer and College. IPD will be recorded on the College’s IPD system and will also be reviewed during staff appraisal. Subject to the College being satisfied with the evaluations of previous activity one week of IPD will be identified at the discretion of the lecturer.

4. Workload Allocation
Parity in the application of these guidelines is most important to the College and the following information is provided to ensure consistency of treatment. In scheduling formal teaching activities, Programme Managers will undertake a fair assessment of the requirements of the task and acceptable levels of work performance in conjunction with the member of staff. Where Programme Managers have any concerns about what constitutes a fair and equitable allocation the Staff Utilisation Group may be approached for guidance.

5. Concern
Where a member of staff is concerned that the application of the model in their Programme Area results in an allocation of work which they perceive to be excessive or unfair, in the first instance they should discuss the matter with their Programme Manager. Programme Managers will consider a range of practical approaches that may be taken to alleviate high or excessive workloads this process may include carrying out risk assessments. Programme Managers may take advice from the College’s Health and Safety Manager when concerns are raised. Where lecturers are not able to resolve issues related to their workload they may also contact the Staff Utilisation Group and/or recognised union representative if they are a member. Complaints should be put to the Staff Utilisation Group in writing who will investigate and make recommendations.

6. Monitoring
The Staff Utilisation Group will continue to meet termly to review and monitor workloads and staff utilisation reporting to Leadership Group and via Executive to Corporation and to hear any concerns of individual staff as mentioned above.

Representatives of UCU will be invited to attend the termly Staff Utilisation Group meetings.
# Academic Workload Allocation Model

<table>
<thead>
<tr>
<th>Formal Scheduled Teaching</th>
<th>Teaching Related Activity</th>
<th>Course/ Curriculum Leadership</th>
<th>Other Activities/ Responsibilities</th>
<th>Research</th>
<th>Scholarly Activity</th>
<th>Independent Professional Development (IPD)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total available time is 42 weeks/1470 hours per year, this includes 70 hours IPD, pro rata for fractional staff</strong></td>
<td><strong>Up to 828 hours per annum</strong></td>
<td><strong>At least 572 hours per annum</strong></td>
<td><strong>Research and scholarly activity may impact on formal scheduled teaching if it constitutes a significant part of the job role and is agreed in advance with the Assistant Principal/Dean. Fundable and measurable outcomes will be required.</strong></td>
<td><strong>At least 70 hours per annum</strong></td>
<td><strong>Activities in line with the Scholarly Activity Policy which may include:</strong></td>
<td><strong>Approved activities may include:</strong></td>
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<tr>
<td><strong>To include:</strong></td>
<td><strong>To include:</strong></td>
<td><strong>To include:</strong></td>
<td><strong>Approved activities may include:</strong></td>
<td><strong>Approved activities may include:</strong></td>
<td><strong>Activities in line with the Scholarly Activity Policy which may include:</strong></td>
<td><strong>Approved activities may include:</strong></td>
</tr>
<tr>
<td>- Lecturers</td>
<td>- Preparation for teaching</td>
<td>- Membership of internal committees, boards, e.g. Academic Board</td>
<td>- External engagement, consultancy and business</td>
<td>- External engagement, consultancy and business</td>
<td>- Production and preparation of books, contributions to books, journal articles and conference papers, creative and original work in all media,</td>
<td>- Maintaining, improving and broadening relevant knowledge and skills in subject specialism and teaching and training, so that it has a positive impact on practice and the learner experience.</td>
</tr>
<tr>
<td>- Seminars</td>
<td>- Assessment (formative and summative)</td>
<td>- Course/ programme leadership</td>
<td>- Developing new income streams</td>
<td>- Developing new income streams</td>
<td>- - Production and preparation of books, contributions to books, journal articles and conference papers, creative and original work in all media,</td>
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</tr>
<tr>
<td>- Tutorials, including work placement</td>
<td>- Designed curriculum development activities</td>
<td>- Curriculum management</td>
<td>- Development of new curriculum and subject provision</td>
<td>- Development of new curriculum and subject provision</td>
<td>- Maintaining, improving and broadening relevant knowledge and skills in subject specialism and teaching and training, so that it has a positive impact on practice and the learner experience.</td>
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<tr>
<td>- <em>Teaching on residential courses</em></td>
<td>- On-line/VLE preparation</td>
<td>- Admissions related activity</td>
<td>- Recruitment activities</td>
<td>- Recruitment activities</td>
<td>- - Production and preparation of books, contributions to books, journal articles and conference papers, creative and original work in all media,</td>
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</tr>
<tr>
<td>- <em>Field trips</em></td>
<td>- General administration related to teaching activities</td>
<td>- Placement development and</td>
<td>- Approved funded</td>
<td>- Approved funded</td>
<td>- Maintaining, improving and broadening relevant knowledge and skills in subject specialism and teaching and training, so that it has a positive impact on practice and the learner experience.</td>
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<tr>
<td>- <em>3 hours for a half day session.</em></td>
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<tr>
<td>- <em>6 hours for a full day session.</em></td>
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<tr>
<td>- <em>9 hours for full day session with an overnight stay</em></td>
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<tr>
<td>- Teaching in laboratories, studios, workshops and</td>
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<tr>
<td>other specialist rooms</td>
<td>Support for students (personal and pastoral)</td>
<td>support Mentoring of new staff (in accordance with induction processes)</td>
<td>external projects Inter site travel/travel associated with placements TAP day Invigilation</td>
<td>professional updating and personal academic development. Studying for a higher degree Pursuing disciplinary, pedagogic and practitioner research Providing consultancy to industry and other organisations</td>
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<tr>
<td>- Taught dissertation supervision</td>
<td>- Course/module administration</td>
<td>- Internal verification</td>
<td>- Approved external responsibilities</td>
<td>- Invigilation</td>
<td></td>
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<tr>
<td>- Placement observation</td>
<td>- Induction</td>
<td>- Distance Learning</td>
<td>- Online delivery</td>
<td>- Approved funded project work</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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