



Balanced Academic Workload 2



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Contents

- 1.0 Introduction and Aims
- 2.0 Scope
- 3.0 BAW2 Principles
- 4.0 BAW2 Workload Structure
- 5.0 Research and Scholarly Activity
- 6.0 BAW2 Academic Workload Allocations
 - 6.1 Teaching and Learning
 - 6.2 Research and Enterprise
 - 6.3 Academic Citizenship

1.0 Introduction and Aims

The University supports the development of all staff. The annual appraisal cycle and the BAW for academic colleagues aims to ensure staff can deliver the requirements of their role, whilst maintaining their well-being and supporting their career goals. These systems underpin our goals for a high performing University and align with our Career Pathway ambitions.

The Balanced Academic Workload 2 (BAW2) provides a structure and set of clear principles to enable a balanced, equitable, transparent and consistent approach to the allocation and management of academic colleague workloads within faculties and across the University.

The objectives of BAW2 are:

- a) To recognise the professional contribution made by academic colleagues, by ensuring that workload allocation supports the full range and balance of academic duties;
- b) To ensure that academic colleagues are allocated reasonable individual workloads, by ensuring equitable and transparent distribution of work across the University, consistent with the national academic employment contract.

2.0 Scope

The BAW2 applies to all salaried academic staff, with the exception of those based in the Natural Resources Institute, where separate workload allocation arrangements apply.

It is recognised that BAW2 will operate and develop in a way closely linked to both the annual academic timetabling process and the University staff appraisal process.

3.0 BAW2 Principles

The following principles will apply to the operation and ongoing development of BAW2 across the University:

- a) All academic colleagues are expected to have a BAW profile. BAW2 is the tool that the University uses to assist faculties and academic line managers in the allocation of a balanced workload to academic colleagues. As such, its operation is not a matter for negotiation. However, the University will discuss with recognised Trade Unions any changes made in the model and will provide recognised Trade Unions with an opportunity to raise any issues which members consider may result from the changes;
- b) The University recognises that academic colleagues are professionals and are expected to manage their own time within the context of duties determined by faculties and academic line managers, in consultation with the academic colleague;
- c) BAW2 will allow the allocation of workload across the full range of academic activities, including teaching, research and administration. The balance of workload allocated in each of these areas may vary widely between individual academic colleagues;
- d) The University recognises its health and safety responsibilities and is committed to ensuring that the workload of academic colleagues is fair, reasonable and in compliance with the national contract. The University is also committed to achieving, in so far as is practical, equitable and transparent workloads for all academic colleagues through the employment of the BAW2;

- e) The University will ensure that an initial BAW profile for each academic colleague is normally available by the beginning of July prior to the start of the academic year. The initial BAW will normally be discussed during the annual appraisal meeting;
- f) BAW2 is a dynamic system and faculties may update the BAW for academic colleagues at any time during the year, in light of developing staffing and workload characteristics in departments. Such updates will follow consultation between the academic colleague and the line manager. As much notice as is feasible under the circumstances will be provided of such changes;
- g) The annual appraisal process is the opportunity for academic colleagues to discuss with their line manager the opportunities for varying the balance of their work objectives in order to support the work of the University and gain expertise and personal development;
- h) Guidance on the allocation of workload points for a range of workload activities will be made available to faculties, academic line managers and all academic colleagues and is contained in Section 6 of this document;
- i) On an annual basis, the Director of Human Resources or his/her nominee will lead a review of the operation of BAW2 with particular emphasis on ensuring that, in so far as is practical, academic colleagues enjoy equitable and transparent workloads. The result of this review will be reported to the Joint Negotiating Committee;
- j) Should academic colleagues or recognised Trade Unions believe that the BAW is being operated in a way which breaches the above principles, they should raise the matter with the relevant academic line manager in the first instance. If the matter cannot be resolved at this level, it should be referred to the relevant Faculty Pro Vice-Chancellor.

4.0 BAW2 Workload Structure

At a high level, 1000 BAW points must normally be earned by each academic colleague in each academic year and these are broken down as per Figure 1.

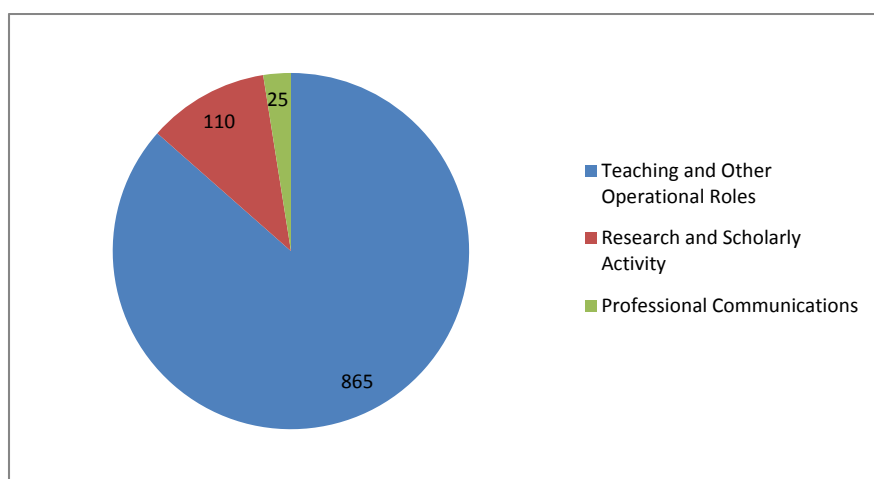


Figure 1. High level breakdown of BAW points

- All colleagues will be expected to contribute 110 points of effort in the area of research and scholarly activity, as set out in section 5 of this document.
- All colleagues will be expected to contribute 25 points to professional communications throughout the year, including staff meetings, one-to-one meetings and other small tasks to be set by the line manager.
- This will leave a maximum of 865 points to be earned from teaching and other operational roles agreed with the line manager, as set out in section 6 of this document.

- It is recognised that the needs of faculties, departments and academic colleagues may require a small tolerance to be applied to the total points earned by colleagues in any given year, so a total allocation of between 900 and 1100 points is normally acceptable.
- Exceptionally, where a points allocation above 1100 is proposed in any given year, both the line manager and the academic colleague should consider carefully whether such an allocation is appropriate. Such an allocation must only be assigned with the clear consent of the academic colleague and should be explicitly documented in either the current or subsequent appraisal document. Such an allocation should not be assigned to the same academic colleague in two consecutive years.

5.0 Research and Scholarly Activity

All academic colleagues are expected to contribute 110 points of research and scholarly activity (RSA).

As an overarching principle, most activity under the RSA element of the BAW should have a measurable outcome, beneficial to the University. In addition colleagues may contribute to academic citizenship under RSA, but such work should not constitute more than 25% of a full RSA contribution. Table 1 sets out the areas of activity which the University includes in its RSA definition.

Area	Component Activities
Research	<ul style="list-style-type: none"> i) Original investigative or creative work, or critical study of existing work or data, and its communication through refereed publication, presentation or public exhibition; ii) Applying for and securing external research income; iii) Creating IP and securing its protection; iv) Developing research impact and authoring research impact case studies; v) Supervising research degrees; vi) Research conference organisation.
Enterprise	<ul style="list-style-type: none"> i) Applying for and securing external enterprise income; ii) Income-generating enterprise activity including exploiting IP, Knowledge Transfer Partnerships, social enterprise, consultancy and commercial testing, where this is not additionally remunerated; iii) Establishing and managing business and industry links which lead to student placements, internships, guest lectures and other tangible benefits to the University; iv) Creating and delivering income-generating commercial short courses, where this is not additionally remunerated; v) Supporting student enterprise in order to enhance student employability.
Scholarly activity	<ul style="list-style-type: none"> i) Developing research led teaching through new course or programme design and development, including degree apprenticeships; ii) Developing research led teaching through the incorporation of research into existing teaching materials; iii) Developing novel and innovative pedagogy which is then disseminated through peer reviewed outputs; iv) Work towards the completion of a research degree; v) Work towards the completion of a teaching qualification or HEA submission.
RSA academic citizenship (max 28 points)	<ul style="list-style-type: none"> i) Acting as an examiner for research degrees and taught programmes; ii) Serving on editorial and scientific boards; iii) Engagement with professional, learned and advisory bodies; iv) Refereeing for research and professional journals; v) Reviewing research grant applications; vi) Reviewing books.

Table 1 – Research and Scholarly Activity

6.0 BAW2 Academic Workload Allocations

Workload allocations under BAW2 are set out under three headings: Teaching and Learning, Research and Enterprise, and Academic Citizenship.

6.1 Teaching and Learning

Table 2 sets out some example point allocations for course delivery.

Course Credits	KIS Contact Hrs	Student Number	Teaching Points	Course Leadership Points	Marking Points	Total Points
15	39	25	51	12 ^b	6 ^d	68
		100	101 ^a	22 ^c	23 ^d	146
		200	151 ^a	34 ^c	45 ^d	230
30	78	25	101	14 ^b	30 ^e	145
		100	203 ^a	34 ^c	120 ^e	357
		200	301 ^a	58 ^c	240 ^e	599
Assumptions: ^a a two hour lecture and a one hour lab / tutorial per week (with a max group size of 30). ^b the lower level of course leadership points applies. ^c the higher level of course leadership points applies. ^d a course with low marking requirements. ^e a course with high marking requirements.						

Table 2. Example Point Allocations for Course Delivery

Teaching and learning points will be allocated as follows:

- BAW points will be earned on the basis of 1.3 points per formally scheduled contact hour (including associated preparation, planning, academic guidance to students and assessment development), derived from the KIS data for each course.
- Additional points related to course delivery will also be allocated as follows:
 - Marking points will be allocated on the basis of between 0.015 and 0.04 points per credit per student, depending on the nature of marking required for the course;
 - Course leadership points will be allocated on the basis of 10 points per course, plus between 0.005 and 0.008 additional points per credit, per student. It is expected that the higher figure will apply to particularly large courses, typically with over 100 students;
 - Where delivery materials (including Moodle resources) do not already exist in a suitable form and / or where significant material updating is needed (including when a new colleague is tasked with delivering an existing course), an additional allocation of up to one additional contact hour per scheduled contact hour will apply, with the agreement of the line manager. Exceptionally, this may be increased to two additional contact hours per scheduled contact hour.
- One-to one practical assessments, including those required in clinical and teaching contexts, which are not included in formally scheduled contact hours for a course, will be allocated up to five points per assessment;
- Standard personal tutoring for all students will be on the basis of three points per student.
- Enhanced personal tutoring, where implemented, will be on the basis of five points per student.
- Undergraduate projects / dissertations (30 credits) will be allocated on the basis of seven points per student.
- Masters projects / dissertations (60 credits) will be allocated on the basis of ten points per student, pro rata for projects having lower credit values.

- Where they are not included under RSA, research student supervisions will be allocated on the basis of 50 points for the first and 20 points for the second supervisor.
- During the year leading up to a TEF submission, subject co-ordinators will receive a points allocation of between 100 and 200 points, depending on the size of the submission under preparation.
- Specific faculty and departmental leadership roles aimed at supporting student outcomes (including retention, progression, achievement, experience and employability) will have points allocated on the basis of five points per day.
- Newly appointed early career academics (appointed within 24 months of starting a lecturing career) will not normally be allocated more than 400 points for classroom teaching and learning in the first year of employment. Such colleagues will normally be expected to focus much of their effort on research during their first year.
- Roles to design and develop a new taught programme, to completely review, redevelop and re-validate an existing programme, or to achieve PSRB accreditation, will be allocated up to 100 points, subject to the agreement of the line manager.

Where the effort required to deliver a course is shared by more than one colleague, points will be allocated for each delivery element on a pro-rata basis.

6.2 Research and Enterprise

Research and enterprise points will be allocated as follows:

- All academic colleagues will be allocated 110 points for research and scholarly activity (RSA). Agreed outputs or other deliverables under RSA will be recorded under the range of headings listed in section 5 of this document. Achievement against agreed deliverables will be reviewed at the appraisal meeting in the following year and normally at one interim point during the year.
- Directors of formally recognised research groups will receive an allocation between 50 and 100 points.
- During the year leading up to a REF submission, unit of assessment co-ordinators will receive a points allocation of between 100 and 200 points, unless this function is explicitly included in their normal job description.
- Externally funded research, enterprise and consultancy projects will have points allocated by line managers, advised by GRE. However, points will not be allocated where the academic colleague is being additionally remunerated for such work.
- Where such work is not included under RSA:
 - Non externally funded research, enterprise and professional practice activities will have points allocated as agreed with the line manager or other faculty process.
 - Developing a research, enterprise or professional practice funding proposal / bid will have points allocated as agreed with the line manager, taking into account the expected value of the bid.
 - Full-cost short courses will have points allocated as agreed with the line manager. However, points will not be allocated where the academic colleague is being additionally remunerated for such work.

6.3 Academic Citizenship

Academic citizenship points will be allocated as follows:

- Points for open days and school visits (other than teaching practice) will be allocated on the basis of three points for a full University Open Day (normally 09:30 to 15:00) (including preparation), with fewer points pro rata for shorter events.
- UK partner and recruitment visits will be allocated five points per day, including travelling days and fractions of days. Required preparation is included in the five points.
- Work which supports TNE partnerships, including overseas partner and recruitment visits will be allocated five points per day, including travelling days and fractions of days. Required preparation is included in the five points.
- Clearing duty will attract five points per day.
- Specific faculty and departmental leadership roles in the areas of student employability and placement will have points allocated on the basis of five points per day or part thereof. Specific activities must be listed. Required preparation is included in the five points.
- Faculty Director roles will be allocated 700 points.
- Head of Department Roles will be allocated 700 points. Where departments are larger than average, PVCs should ensure appropriate support, such as function leads or Deputy Heads, is in place.
- Programme Leaders will be allocated 120 points per programme or programme group, plus one additional point for each student over 50, up to a maximum of 300 points. The maximum figure maybe exceeded, at the discretion of the Head of Department or PVC, in the case of large and complex programme groups.
- Link Tutor roles will be allocated points in the range 10 to 200 points, as set by the line manager.
- Other Faculty and Department roles, as defined locally, will be allocated points in the range 20 to 200, as set by the line manager. For roles which require in excess of 200 points, the figure must be explicitly agreed with the Faculty PVC.
- Colleagues mentoring a new academic colleague, a colleague registered for a PGCertEd, a colleague completing a HEA fellowship submission or an early career colleague, will be allocated between 10 and 20 points.
- Colleagues registered for a PGCertEd will be allocated 90 points for completion of the programme (over one or two years). These points maybe allocated under RSA or Academic Citizenship.
- Colleagues who are completing HEA fellowship submissions during the year will be allocated 15 points for AFHEA, 20 for FHEA and 30 for S/PFHEA. These points maybe allocated under RSA or Academic Citizenship.
- Where the University is supporting an academic colleague to complete a PhD, it is expected that the 110 RSA point allocation will normally be allocated for this purpose. In addition, 90 points will normally be allocated under Academic Citizenship, giving a total allocation of 200 points;
- A secondment or other agreed reduction in BAW contribution will be formally recorded where appropriate.