WORKLOAD ALLOCATION AND MANAGEMENT POLICY

Approving Body: Professional Development, Staffing and Ethics Committee (PDSEC)

Date of Approval:

Policy owner: PDSEC; Policy drafted by the WAMM Implementation Group

Policy contact: Lucy Hodson

Policy status: Draft

Version: 6

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1.   PURPOSE OF POLICY

The purpose of the policy is to articulate the underlying principles of Workload Allocation and Management at Aberystwyth University. This includes guidance on the usage of the University's Workload Allocation and Management Model (WAMM) and the role of the WAMM Implementation and Management Group.

2.   APPLICABILITY, SCOPE AND ELIGIBILITY

This policy refers to the use and management of the online WAMM system and to the setting and reviewing of workload tariffs. Information on the workloads of academic staff is recorded on WAMM and used for planning and monitoring purposes. This refers specifically to staff on academic contracts within the framework agreement, including teaching, research, leadership, management, Institute roles, and development activity.   Further definition of staff within this category is available from the Human Resources department on or on the website
http://www.aber.ac.uk/en/hr/employment-information/agreement/academic-profiles/ .

The policy does not cover general workload management which is dealt with under the relevant HR policies. Professional service staff are not required to enter information onto WAMM. This policy also does not cover the appraisal process, which is now part of the Effective Contribution Scheme.

3.   DEFINITIONS

WAMM – Workload Allocation and Management Model (online system)
Tariff – The number of nominal hours (out of 1650 per annum for a full-time member of staff) assigned to an activity on WAMM
PDSEC – Professional Development, Ethics and Staffing Committee
PerP – Personal Research Plans

4.   RESPONSIBILITIES:

The WAMM Implementation and Management Group is responsible for reviewing and updating the policy for agreement and review by PDSEC.

5.   DETAILED POLICY

5.1   THE PRINCIPLES OF WORKLOAD ALLOCATION MANAGEMENT AT ABERYSTWYTH UNIVERSITY
Workload allocation management should be used by line managers to ensure that:

a) Workload is fairly distributed among academic staff
b) Similar and comparable allowances are provided for similar teaching, research and administrative roles across the different institutes in the university. Institutes are given authority to flex hours given to different activities within certain guidelines; authority to do this is devolved to Institutes, as the different demands of different disciplines are recognised. Having a central system for this gives visibility on the different hours used. Institutes are able to assess the time spent on provision against student load, and where necessary, take a view where teaching and assessment methods might be either too light (leading to student dissatisfaction) or too labour intensive (over teaching or over assessment).
c) The impact of fluctuating student numbers on workload becomes clear; and aids future planning.
d) Teaching, leadership and coordination roles are highly valued in academic staff and can feed into the Effective Contribution Scheme process.
e) Line management and strategy implementation is facilitated, by allowing proper planning for key university and institute enhancement and entrepreneurial activities; and provides recognition for important activities such as promotional work to recruit students
f) Academic staff can make a contribution to the University, their Institute and Department ,their field and career enhancement.
g) Account is taken of a highly uncertain higher education funding method where priorities may change, but where student success is set to remain of prime importance.

h) The WAMM aligns to other systems, such as the module database and the timetabling system, and the Effective Contribution Scheme.

5.2 THE WORKLOAD ALLOCATION AND MANAGEMENT MODEL (WAMM)

The WAMM system provides a web based means of recording data which then provides information on which to base decisions about workload planning and allocation. It ensures that key factors, such as student load, are recorded in a similar way across the University. Workload planning, however, remains an activity which can only be achieved successfully following discussions between line managers and individual staff, and is devolved to Institutes and Departments.

The model works on the basis that activities such as teaching on modules, management roles, and externally funded work generate workload which then is allocated to academic staff, associate lecturers and researchers.

The model provides a record showing how workload has be planned and allocated for a range of activities; these include:

- Teaching and assessment Supervision of PhD students
- Innovation and Enterprise
- Research
- Research-related activities such as grant writing, collaborative activity.
- Scholarship (to inform teaching)
- Curriculum refresh and development
- Leadership and management roles
- Student recruitment activity, promotional activity and good citizenship
- Student development outside core curriculum, including Personal Tutoring
- Staff Development

Detailed guidelines on data-entry for the WAMM system are available at ….

5.3 TARIFF SETTING AND REVIEW

The activities within WAMM are assigned a suggested tariff which is based on the 'nominal hours' that each activity is expected to take to complete. The tariffs are guidelines within certain ranges,   agreed by the WAMM Implementation and Management Group in consultation with colleagues in the Institutes.   Reasons to vary tariffs between Institutes and between colleagues include:

- For Institute roles, and roles in departments – the size and shape of Institutes, balance of teaching, research and other activity, the profile of students.

 It should be noted that suggested tariffs represent the average amount of time for an activity, or suggested amount of time depending on the duties required. In order to ensure fairness, the tariffs are based on the activity not the individual member of staff, however the WAMM system will allow for the number of hours to be entered manually as these may vary significantly between departments.

Requests to add activities onto the model , or to change ways the model functions,   should be made to the WAMM Implementation and Management Group. The Group will consider whether it is appropriate to make changes to the model. The Group will also review the model annually, probably November, to ensure that it is still fit for purpose. Any significant changes to model will also require the approval of PDSC.

5.4   PLANNING AND TIMELINE

The timeline for the completion of the WAMM data is designed to align with other University processes, in particular the Effective Contribution Scheme. It is expected that academic workloads will inform discussions in the Effective Contribution meetings between staff and their line managers (or equivalent). It is therefore important that the WAMM data is as complete and accurate as possible so that a realistic picture of workload for each member of staff is available to facilitate the fair and efficient use of staff time and assist in the planning processes at a departmental, institute and university level.

While the WAMM captures the activities to be undertaken in an academic year, it does not capture the outcomes and specific targets for each activity, which are the remit Effective Contribution Scheme.
In terms of assessment whether targets have been achieved, the WAMM will provide helpful information whether workload for instance in one area was too high for another element to be achieved, or that actually other work outside the WAMM was undertaken, had to be undertaken, and affected achievement of targets.

Timetable – Proposed timetable which incorporates PERP, Effective Contribution Scheme, WAMM, AICP and TRAC Processes

	WAMM	Other Processes
March – April	• Module data uploaded from ASTRA • Heads of Departments check departmental data on WAMM; input their own "structure" in terms of Institute and Departmental roles; check allocation of teaching staff to modules and module components.	•
May -July	• Heads of Department assign staff to departmental activities - May • Staff review workload with Line Managers as part of Effective Contribution meetings – June/July	• Forecast student numbers in Timetable – May • Effective Contribution meetings with Line Managers begin
Sept – Oct	• Student numbers updated on WAMM for coming session • Staff workloads reviewed	• Student numbers confirmed on timetable – Sept • Applications open for AICP - Sept • Closing date for Academic Promotions – September •
Nov – Dec		• Closing date for AICP applications – Nov • Academic Promotions Panel meets – Nov
Jan – Feb		• TRAC return submitted – Jan • AICP applications considered – Feb • Window opens for notification of Academic Promotions applications

6.   RELATED POLICIES AND PROCEDURES

Human Resources Policies and Procedures
http://www.aber.ac.uk/en/hr/policy-and-procedure/

7.   WELSH VERSION OF POLICY

The Welsh version of the Policy will be posted on the WAMM webpage once available.

APPENDIX 1

WAMM IMPLEMENTATION AND MANAGEMENT GROUP – TERMS OF REFERENCE

1)   Membership

Membership can be amended as required to reflect the necessary skills and experience to best deliver the Group's remit. Current membership is:

- Lucy Hodson, Director of Planning (Chair)
- Roger Boyle (UCU Rep)
- Sue Chambers, Director of HR
- Annette Davies, Institute Manager, IEGPD
- Neil Glasser , Institute Director, IGHPP
- Joe Ironside, Senior Lecturer in Animal Genetics, IBERS
- Leslie Johns, Systems and Database Officer
- Rebecca Kularatne, HR Manager
- Chris Price, Director of Undergraduate Studies, IMPACS
- Roger Santer, Lecturer in Zoology, IBERS
- Martin Tranter, Project Management Accountant (TRAC)
- Kath Williams, Institute Manager, ILLCA

The Group will advise PDSEC on all aspects of WAMM governance.

The meeting will be clerked by the Planning and Governance Department.

Possible additional functions:

Operate as the advisory group to the University, Institute and Professional Service Heads on matters related to the operation of the University Allocation and Management Model and its ongoing development

1.1 Review and advise Institute Directors in applying the WAMM to maintain comparability. .

1.2 Ensure that the operational practices are also identified and implemented in line with the principles of the workload model. This will include input to, and advice from, the University Executive, Institute Directors, Head of Departments, Human Resources, Information Services (Timetable) and Administration teams.

1.3 Meet on a termly cycle and annually to review the WAMM on an ongoing basis; more often if required.

1.4 Review, discuss and decide upon suggested tariffs; respond to requests to change WAMM in line with changing policy.

1.5 Record decisions taken on variations to the model, both technical and in principle, and publish these on the WAMM internal webpages.

1.6 Agree and co-ordinate responses to university wide WAMM issues .

1.7 Draft internal communications to staff regarding WAM issues, for approval by University Executive or PDSC.

1.8 Alignment of the WAMM to other University Procedures