



Working as an Academic at Teesside University

1. Introduction

This document is designed to assist you in understanding what working as an academic at Teesside University means, and how we ensure that your workload is balanced, manageable and fully compliant with your contract to enable you to play a full and active part in our learning community.

Here at the University we genuinely value our staff, and strive to treat all staff fairly and to work with them, in partnership, to promote a positive attitude to work and facilitate their effectiveness within their role. This reflects a desire to promote a collegiate approach based around a strong set of shared values (*set out below*) which have fairness and equality at their heart.

In order to maximise staff ownership and commitment, the University adopts a consultative and inclusive approach to the development/formulation of the statements of mission, values and corporate objectives which provide the framework for all of its activities. Whilst the University will make all reasonable efforts to disseminate this information widely amongst the staff of the University, it expects all members of staff to recognise and accept that it is their personal responsibility to be aware of, and work within, the context of those key institutional drivers.

Note: Those sections of the document that relate to total workload hours, annual holidays, etc. have been written in the context of an individual working on a whole time (full time) basis. If your contract with the University is a fractional (part time) contract, you should assume that these figures will be applied to your situation on a pro-rata basis.

A separate guide will be produced for part time hourly paid staff.

2. The University's Values

Teesside University aims to be a caring, fair and supportive institution where everyone takes a shared pride in its mission and achievements. It seeks to optimise and enhance the experience of its staff, students, partners and external clients by:

1. Encouraging and embracing diversity, equality of access, esteem and opportunity and actively opposing and eradicating prejudice.

2. Empowering individuals to develop themselves and enhance their contribution to the future aims and strategic direction of the University.
3. Communicating openly and effectively in all directions.
4. Being open, transparent, honest and reflective.
5. Valuing team-working and the expertise and the contribution of individuals.
6. Celebrating and promoting individual contributions and the achievements and wider successes of the University.
7. Working proactively and flexibly with all stakeholders and the wider community.
8. Working in partnership to welcome, own and adapt to change.
9. Fostering creativity, innovation and enterprise.
10. Being committed to sustainability and the protection of our environment.

Central to the pursuit of these values is a commitment to promoting a culture and working environment in which those involved with the work of the University at all levels are **knowingly valued by the organisation and encouraged and supported to:**

- **welcome and own change and contribute, as appropriate, to the determination of the future aims and strategic direction of the University;**
- **maintain high personal and professional standards** and accept responsibility for the ongoing quality and enhancement of their work;
- **contribute to the identification and resolution of their own development needs** in order to further enhance their contribution;
- value effective communication and **communicate openly in all directions;**
- **promote equal opportunities and ethical behaviour** in all activities;
- **work to enhance the external awareness of the University and its achievements** to increase regional, national and international engagement and reputation;

3. Your Academic Contract

The terms of your academic contract are based upon a nationally negotiated contract of employment for staff working within the Modern University sector.

There is also a nationally agreed document, National Staff Handbook, which provides guidelines for determining your duties under the contract.

This is first and foremost a professional contract, under which you will be expected to deliver the workload allocated to you by your Dean/Director, as your line manager, or his/her nominee, in return for enjoying a significant degree of discretion and flexibility to terms of how you carry out that workload to best meet your preferred working style and the needs of your students and external clients.

It is our experience that the contract provides the maximum benefit to both individuals and the University when it is operated on the basis of mutual give-and-take and goodwill. Hence although workloads are 'allocated' rather than 'negotiated', allocations will only be made following discussions with staff at both individual and subject team level.

The University is committed to conforming to the provisions within the national contract, and associated guidelines, when allocating staff workloads but recognises that there may be times when it is to the mutual benefit of all parties to work outside those guidelines to facilitate effective working and/or the achievement of personal or mutual objectives. All such deviations from the provisions of the contract will however be discussed and agreed in advance, and would only be implemented if there was agreement amongst all parties that the resulting workload was fair and equitable.

There are, however, a number of operational guidelines, (set out below) which we expect management and individuals to adhere to in agreeing and delivering academic workloads. These guidelines have been developed with the agreement of the Teesside University Branch of the University and College Union (UCU) and elaborate on, whilst adhering to, the nationally agreed "Guidelines for the Determination of the Duties of Lecturing Staff".

They are designed to give individuals an opportunity to engage in a wide range of the academic activities which are now fundamental to the business of a modern University whilst simultaneously ensuring that all academic workloads are balanced and manageable and adhere to the principles and terms set out in the national academic contract.

4. The Key Components of an Academic Role

At Teesside, all academic staff are expected to be flexible in their approach to their workload and, during your time at the University, you will be required to engage in a range of activities which will include most, if not all, of the following (*note the list is indicative but not exhaustive*):

- a. Formal Scheduled Teaching (and related preparation and assessment);
- b. Student Support and Mentoring;
- c. Teaching Related Administration;
- d. Student Recruitment and/or Marketing activity;
- e. Quality assurance, approval, review and enhancement activity;

- f. Supporting distance/e-learning students/activities
- g. Placement Supervision;
- h. Research;
- i. Consultancy, Knowledge Transfer and business engagement activities;
- j. New programme development;
- k. Internal and external networking;
- l. Working with Professional Statutory Bodies;
- m. Scholarly Activity.
- n. Personal and professional development activity

Where staff engage in any of the above activities for the first time, the University will endeavour to provide relevant support and staff development. Staff undertaking a teacher training certificate will be given support for these activities. Staff undertaking an agreed research degree may be given support at critical times, as agreed with their line manager.

Each individual's ongoing personal development needs will be identified in the context of their assigned and/or projected workload as part of his/her annual Personal Development Review (PDR).

5. How is your Workload Determined?

Fundamental to the workload allocation process is a commitment that

“The University undertakes to distribute work fairly and equitably, by ensuring a transparent and consistent approach to workload allocation which takes full account of the overall profile of work expected of staff”.

and it is therefore essential that all parts of the University adopt a standard approach to workload planning and allocation.

For workloading purposes, the University operates on a working year which runs from 1 September to 31 August.

The following principles will be used in determining workload allocations:

1. The workloading process covers the totality of what is expected of each member of academic staff as described in Section 4 above.
2. Good management practices will be adopted which safeguard working conditions and academic standards and avoid excessive workloads which are detrimental to the lecturer, students and the service;
3. The University is committed to achieving high academic standards and continually enhancing academic quality through:
 - improving student retention, progression and completion rates;
 - good client service leading to high levels of student satisfaction;

- provision of high quality, accessible and timely academic programmes at all levels, reflected in the opinions of external examiners;
- high quality research outputs and good levels of external funding, from various sources, for research.

and recognises that workloads need to be set which do not put these aims at risk.

4. Workload allocators will operate within the contractual protections of a maximum of 550 hours of Formal Scheduled Teaching p.a. and no more than 18 hours of Formal Scheduled Teaching (FST) in any one week.

An individual may however, by mutual agreement, undertake more than 18 hours of FST in a particular week where this is felt by all parties to be beneficial to the individual and/or the work of the University. An individual can not be required to undertake allocated work which is in addition to 1400 hours over the personal 38 weeks.

5. If, in exceptional circumstances it becomes necessary to ask someone to work beyond these limits, or a member of staff, for personal reasons, offers to work outside the limits, the University will ensure that the following principles apply:
 - that the request is only being made to cope with short term exigencies;
 - that the agreement of the individual is obtained before these duties are allocated or undertaken; and
 - that the agreement to work outside the normal limits is recognised by the University through such means as reductions in workloads elsewhere and/or additional payment or funded staff development where appropriate.
6. Any changes to workloads will only be made following discussion with the individual concerned and, where appropriate, the relevant subject team.
7. The range of factors that will be taken into account in determining the formal scheduled teaching of a particular individual will include:
 - the range and extent of the duties in relation to the role of the member of staff;
 - personal development needs;
 - length of experience as an academic member of staff;
 - numbers of students in the classes to be assigned;
 - the nature of the teaching duties (e.g. formal lectures, seminars, laboratory classes, workshops, off-campus activity, programmes which have specific professional demands);
 - student assessment demands;
 - level and range of the teaching activity;
 - development / delivery of new modules / courses / programmes/ e-learning materials;
 - the desirability of achieving a balance of duties.

The list is not exhaustive and balancing these factors will form a major part of the consultation process.

8. The University is committed to ensuring that, where reasonably practicable, individual workloads should be balanced throughout the academic year, unless a particular distribution is sought by the member of staff and agreed with the University.
9. In determining a reasonable workload for an individual, the number of consecutive formal scheduled teaching hours undertaken in any one day will be taken into account to facilitate the need for breaks and meal times.
10. Account will also be taken of current legislation, and consideration given to work life balance and caring responsibilities when allocating duties and producing staff timetables.
11. It is the responsibility of each individual, in liaison with School management, to ensure that he/she carries out his/her workload as agreed and takes advantage of the holiday and Research and Scholarly Activity (RSA) time available to him/her. Whilst it is not possible to carry forward any RSA time from one year to another, an individual may, in exceptional circumstances, gain approval to carry forward up to a maximum of 5 days of annual leave from one year to the next.
12. Similarly, staff may agree to undertake some Formal Scheduled Teaching activity (such as project supervision over the summer) which takes them beyond their full workload for the year on the understanding (confirmed in writing) that the credit for that work will be counted towards their workload within the following academic year
13. Whilst the Subject Leader will initially be charged with producing workload allocations, the responsibility for ensuring that the allocations are reasonable and within the terms of both the contract of employment and these guidelines rests with the Dean/Director of the School.

It will therefore be the responsibility of the Dean/Director of School, as line manager of the academic staff, to pay close attention to the concept of 'reasonableness' when establishing workloads. Hence, if any member of staff feels the workload allocated to them is unreasonable, they should discuss and resolve the matter with their Dean/Director. If, in exceptional circumstances only, an individual is unable to resolve the matter with their Dean/Director they should formally submit an appeal to the Director of Human Resources setting out the basis of their concerns and, if the matter is still not resolved to their satisfaction, they should then seek to resolve the matter using the University's formal Grievance Procedure.

14. The University's Vice Chancellor's Executive will exercise oversight of the workload allocation process to ensure themselves and the University that there is equity and consistency of practice in the operation of the scheme across the University.

6. Workload Size

Your contract with the University is for hours as reasonably necessary to carry out your duties. For workload planning purposes, and in order to ensure that the work allocated is capable of being completed within a reasonable time commitment, it is assumed that the **teaching** year will not normally exceed 38 weeks, of which 2 weeks will be spent on teaching-related administration. While some flexibility may be required in organising the teaching year, you will not (except with prior agreement) be required to undertake more than 14 consecutive weeks of teaching at any one time.

This assumption allows for a notional workload figure of approximately 1400 working hours against which a workload can be assigned to you, the remainder of the year (excluding holidays, Christmas closure days and statutory holidays) is for Research and scholarly Activity (RSA) (*see Section 13*). This figure will be adjusted pro rata for staff joining part way through the academic year, and for staff returning part way through the academic year from maternity or sick leave.

There are, however, a number of constraining factors that need to be taken into account when examining the content of your overall workload which are described in detail below.

- In most parts of the University, Subject Group Leaders/Section Leaders (hereinafter referred to as 'Subject Leaders') will be responsible for determining your initial workload allocation on the delegated authority of the Dean/Director of School.
- Your Subject Leader will discuss your workload preferences with you and the other members of your Subject Team, both individually and collectively, in advance of assigning any work to you,
- Your Subject Leader will then be responsible for endeavouring to ensure that the workload allocated to you:
 - follows the principles set out above
 - takes account of your preferences whilst simultaneously ensuring that all of the Subject Group's work is appropriately allocated
 - is assigned on a give-and-take basis to enable the Subject Leader to accommodate any conflicting preferences.
- An indicative workload will initially be assigned to you in the early summer of each year, based upon an early assessment of the likely full time recruitment out-turn in September. You may be allocated a further workload later in the year but your total teaching workload will never exceed 550 hours.
- Once an initial allocation has been made to each member of the Subject Group, these allocations will be openly shared with all members of the Group in order to set each individual's workload in the context of the overall workload for the Group.

- There may be occasions, for medical reasons, when the indicative workload will be adjusted, or for other reasons (covered by other policies) where a short term adjustment to workload may be appropriate.

7. Formal Scheduled Teaching (FST)

(commonly referred to within the University as 'Category 1 hours')

Formal scheduled teaching is a key part of your academic role and includes the *face-to-face* elements (or equivalent) of the following activities, whether delivered on campus or off site as part of our collaborative partnership or workforce development activity:

- Lectures, Seminars, Tutorials, Timetabled laboratory and clinical work (requiring an academic staff presence) and Timetabled practical work (requiring an academic staff presence) and task based student activity undertaken during normal teaching slots which form part of the planned delivery of modules;
- Direct face to face input to full cost, employer based training/ education programmes
- Timetabled supervision meetings (individual and group) with project, dissertation and research students
- Face-to-face elements of supervision meetings with students undertaking periods of work based training/industrial placement
- Academic support (such as responding to individual learner enquiries) for learners studying via e-learning and distance learning methodologies.

Note:

1. *FST will be based upon the actual number of hours that you anticipate being in contact with students and NOT on the notional number of hours/weeks within a term or academic year (i.e. excluding the 'academic support week', assessment weeks, etc).*
2. *Given that it is expected that it will be necessary, from time to time, for staff to provide short term cover for unforeseen staff absence, ALL staff be credited with 15 hours p.a. (against their total workload of 550 hours) in anticipation of the need to provide such cover.*

Other than by prior personal agreement, staff will:

- ***not be asked to undertake more than 550 hours of FST in any one year (*);***
- ***not be asked to carry out more than 18 hours of FST in any one week;***
- ***not be asked to teach for a consecutive period of more than 14 weeks; and***

- ***not be asked to undertake Teaching or Teaching Related (TTR) activity in more than 38 weeks of the year (36 teaching weeks plus 2 teaching related weeks) - although it should be stressed that the 38 weeks applying to any individual will be personal to him/her in accordance with that individual's contract or other agreement and will not be standard across all members of academic staff.***
- ***not to be asked to undertake more than 1400 hours of work in any one year.***

(It should be noted however that the national contract does make provision for staff supporting learners in a studio environment to carry out more than 550 hours FST pa and the University reserves the right to reconsider this matter, in consultation with UCU, if circumstances deem it to be appropriate)*

In exceptional circumstances, you may, in discussion with your Subject Leader and your Dean/Director, be able to 'buy yourself out' of some of your working duties using external research or enterprise income. However it is important to note that such income is, in the main, Institutional income rather than personal income, it should not be assumed that any such income is yours to use for this purpose. Where such 'buy out' takes place, unless an alternate formula is agreed with your Dean or Director this should normally be at a rate equivalent to 1/500th of your annual salary per hour of FST (including on-costs).

Maximum FST allocation

The University recognises that, unless there is agreement to the contrary, the figures of 550 category 1 hours per year and 18 category 1 hours per week in the contract will be viewed as ***maxima***.

However, from time to time and ***for reasons beyond the control of the University***, it may be necessary to exceed the maxima of 550 hours per annum or 18 hours per week to cover for short term exigencies. This can, and will, only be done by agreement and will only occur at the request, or with the explicit prior agreement, of the individual member of staff concerned, and where it can be shown to be of mutual benefit to both the individual and the University.

In all circumstances where it there is mutual agreement that an individual will work beyond the 550 hours per annum or 18 hours per week limit, this will be formally confirmed in writing, by email, to both the individual and the Dean/Director of School, prior to commencement of the work in order to ensure that the arrangements are clear and understood by all parties. This e-mail/written confirmation must include full details of any additional payment or, exceptionally, other recompense which has been agreed.

In all such cases, the overall balance of the individual's workload will be assessed to ensure that it is manageable within reasonable working limits and, where appropriate, the individual would be additionally rewarded at the 'buy out' rate described above.

Maximum teaching and teaching related weeks

There is increasingly a need for all Universities to deliver teaching and learning support activities across a larger part of the calendar year and, for this reason, each academic will be assigned (in consultation) a teaching year which is personal to him/her.

Although there may be occasions when it is of benefit to the individual and the University for an individual to undertake FST outside of the normal window of 38 weeks (with not more than 14 consecutive teaching weeks at any time) specified within the Contract of Employment, no individual will deliver FST for more than 36 weeks (+ 2 weeks for teaching related administration) in any one year or for more than 14 consecutive weeks without prior agreement. Unless otherwise specified (e.g. by an individual's contract or other agreement) the 38 weeks will be specified as part of the workload planning process and must be recorded and submitted to the Dean of the School or Director of the Department with the workload.

The teaching day and the requirement to work in the evenings and at weekends

The University's teaching hours are normally between 9.00 a.m. and 9.00 p.m. and you may therefore be required in line with the existing national contract as part of your workload to deliver classes finishing after 5.00 p.m., on up to 2 occasions a week. Compensatory time off in lieu may be taken at a time to be agreed with your School Management. In keeping with the University's commitment to a family-friendly workload allocation you would only ever, by mutual agreement, be required to undertake FST finishing after 5.00 p.m. on more than 2 occasions per week.

Where possible, your School will attempt to schedule your workload in a manner which allows you to have either one full day or two half days without any FST to allow uninterrupted time for preparation and other duties.

The University is also increasingly operating flexible/professional, business facing programmes, and other activities, such as open days, at weekends and you may therefore be requested, from time to time, to work on a Saturday or, very exceptionally, on a Sunday up to a maximum of 6 days p.a. It will be expected that this will not be unreasonably refused, and a day off in lieu will be given for every day worked at a weekend.

If it becomes necessary to ask any individual to work on more than 6 weekend days p.a., this will only be done with prior agreement and appropriate recompense in the form of additional payment or a reduction of other duties will be discussed and agreed in advance to ensure that your workload remains reasonable and balanced.

All above arrangements will take account of the University's commitment to a family friendly approach and its respect for an individual's religious beliefs.

Project Supervision allowances

The minimum number of contact hours assigned per student for projects, dissertations and theses across the University is shown in detail in appendix 1. These hours are based on an assumption that staff will adopt a supervision model which reflects the expectation of the University's Learning Teaching and Assessment Strategy (LTAS) that students undertaking work towards research projects, dissertations and theses will be experienced and relatively autonomous learners who do not require close supervision/direction, and it is anticipated that supervision will be carried out in small groups wherever possible.

As can be seen from the table, the hours allocated to project supervision are designed to reflect the nature and level of the project work typically being supervised and the likelihood that it will involve an element of laboratory based supervision.

8. Team Teaching

In order to maximise flexibility of operation and delivery the University is keen to encourage the use of a 'team based approach' to module delivery. Where more than one academic is assigned to teach a module as a member of a module delivery team:

- those classes which are delivered by only one individual will be credited to that individual; and
- those classes where two or more academics are required to be present for pedagogical, assessment, health and safety or other reasons, each member present will be credited with the hours concerned.

However, where two or more staff decide to jointly deliver/participate in teaching activities which do not require more than one member of staff to be in attendance, the FST hours concerned will be shared between them on a pro rata basis.

All team teaching arrangements must be agreed with your Subject Leader in advance and formally recorded on the workload spreadsheet (*see Section 17*).

9. Cancellation of Formal Scheduled Teaching (FST)

It is University policy that classes should NOT be cancelled other than in unforeseen or exceptional circumstances.

If, at any time, you are unable to fulfil any element of your agreed academic workload within the timescales agreed, whether due to sickness or other difficulties, you **must** notify the nominated member of the School Senior

Management Team (SMT) as soon as possible in advance, in order that alternative arrangements can be made to cover the activity(ies) affected.

Individual members of staff must NOT cancel any activities without approval.

If you ever find that you are in a position where it may not be possible for you to undertake a scheduled academic activity (such as a lecture, tutorial, seminar, project supervision session, placement visit or work force development activity) and you feel that it may be necessary to either make alternative arrangements or cancel the activity, you should seek approval from the nominated member of your School Senior Management Team in advance. The nominated senior manager will then be responsible, in discussion with you, for ensuring that any students affected are notified of the alternative arrangements or cancellation if no alternative arrangements can be made.

10. Extensive Travel Requirements

Where any of your workload activities require extensive travel reasonable recognition will be given within your overall allocated workload to allow for this (see Section 11 below) but it will NOT count as FST.

11. Time for Preparation and Assessment

(commonly referred to within the University as 'Category 2 hours')

As a norm, the University will match every hour of FST with a further hour in recognition of the time required for the preparation, assessment, attendance at meetings and Assessment Boards, etc associated with that FST activity.

You may however, in exceptional circumstances, be provided with more time for this purpose if, after discussion, it is deemed that, for example:

- the time required for preparation of new teaching material is particularly high; or
- the assessment burden associated with the teaching activity is unusually high.

Conversely however management may, in very exceptional circumstances, and in discussion with the subject group, provide you less time for this purpose if, for example, the time required for preparation is minimal, as may be the case if you are not the person responsible for preparing the teaching material or you are delivering a large number of 'repeated' seminars or workshops which do not involve repeated preparation and in addition the teaching does not involve the assessment load normally associated, e.g. modules for which there is no or minimal formal assessment.

All variations from the normative position will be discussed with you by your Subject Leader in advance and will, if necessary for the purposes of equity and consistency, be done in consultation with your Dean/Director of School.

Travelling time associated with work based activity, placement visits, etc will be classed as part of your 'other activities' (*commonly referred to as 'Category 3 work'*) and an allocation will be included in your workload for this purpose – see Section 12 below).

12. Teaching delivered by e-learning, Distance Learning and Blended Learning

Providing learner support for e-Learning and distance learning delivery

Given the nature of the teaching and learning support offered to students undertaking some or all of their studies via e-learning and/or distance learning approaches, the model used above for FST and the associated time for preparation and assessment has been modified to reflect the different mode of delivery. As this mode of delivery is developing the University will monitor details to ensure they remain appropriate (See Appendix 1).

This model may be varied in exceptional circumstances but all exceptions must be notified to both the Dean/Director and Deputy Vice Chancellor (Learning and Student Experience) in advance.

Delivery via a mixed 'blended learning' approach will be treated in the normal way for those elements of teaching and student support which are delivered face-to-face but using the above approach for those elements delivered via e-learning or distance learning methods. Time when for example staff are required to be present at a screen in real time to be available for online scheduled, synchronous tutorial or seminar activities will be treated in the same way as teaching a live class and therefore classed as formal scheduled teaching.

Note: If you are required to provide support to learners who are undertaking learning activity which is 'non- credit bearing', your Subject Leader will, in discussion with you, make an assessment of the equivalent amount of support time required, and include that time within your allocated workload.

Contributing to the development of new e-Learning and distance learning materials

Development of high quality e-learning or distance learning material is a very time intensive process which typically involves a team based approach. If you are asked to become involved in such activity, an appropriate allocation of time for inclusion within your workload will be agreed with you by your Subject Leader, in advance, and you should not begin work until such agreement has been reached.

Updating existing e-Learning and distance learning materials

Individuals who are asked to undertake the work associated with upgrading existing materials will be given an appropriate workload allowance to reflect the extent of the revision/rewriting required (see Appendix 1).

13. Time for Other Activities

(commonly referred to within the University as Category 3 hours)

In addition to the teaching and teaching related activities (*discussed in Sections 6, 7 and 11 above*) and the research and scholarship activities discussed in sections 14 and 15 below, there will be a number of other, predominantly administrative, tasks that you will need to undertake in order to wholly fulfil your role as an academic at Teesside, and recognition is made of these activities when planning your overall workload for the year.

Hence, all members of full time academic staff will be given an allowance of 300 hours (pro rata for fractional staff) within their workload to provide them with the time to undertake an average portfolio of administrative and related activities in support of their academic role.

In addition to the normal portfolio of administrative activities undertaken by all members of academic staff, some staff will be allocated other, more substantial, roles and responsibilities as part of their academic workload and additional time will be allocated to facilitate achievement of the requirements of these roles.

Although not exhaustive, these additional tasks could include any of the following roles or activities:

- Subject Leader
- Programme Leader
- School Postgraduate Tutor
- Module Leader of one or more modules requiring work that is not adequately covered elsewhere
- Student Recruitment, Marketing and/or Admissions activities
- Coordination of HEBP and other partnership activity
- Enterprise activity, including the management or delivery of Knowledge Transfer Partnerships (KTPs) and Collaborative Innovation Partnerships (CIPs)
- Personal Tutoring (which does not form part of FST)
- Support for Students with Special Needs
- Collaborative Provision Coordinator
- Staff Development coordination or delivery
- International travel in connection with University work

Due to the large variation that exists in the size of Schools, Subject Groups, Programmes, etc across the University, the amount of time to undertake these roles will vary significantly but, in order to try and ensure equity of treatment, the

University has established guidelines in relation to the range of hours that may normally be assigned within an individual's workload for undertaking such activities (see appendix 1 for details).

The principle behind these allocations is that they should be adequate and evidence based. If a member of staff experiences an allocation as being inadequate for purpose then they should inform their line manager. The allocation may be revised in year for that individual where evidenced and appropriate, and can also inform the regular review of allowances across the School. The HR department will receive and collate these allowances and revisions regularly to ensure parity across schools and departments.

14. Research and Scholarly Activity (RSA)

What is RSA?

RSA is time which individuals have to undertake research and scholarly activity which is developing them in their role, in line with their academic interests and their evolving role within the University. Scholarly activity is defined in section 8.1 of the national contract as "including the production of books, contributions to books, articles, and conference papers and is to be construed in the light of the common understanding of the phrase in higher education".

However, in order to embrace development activities associated with knowledge transfer activity and/or the provision of a higher quality learning experience for our students, the University has adopted a broader definition of the phrase 'research and scholarly activity' and has identified a wider range of activities for which RSA time may be used, as set out below: (*note: this list is not exhaustive*)

- Original investigative or creative work, or critical study of existing work or data, and its communication through publication or presentation or public exhibition;
- Research conferences – defined as work associated with conferences, and conference attendance;
- Work towards completion of a PhD thesis;
- Exceptionally, general development of **new** content and approaches, as agreed with your Dean / Director;
- Preparation of bids for research or other external funding;
- Time spent in industry/professional practice for personal updating purposes (or in order to meet the CPD requirements of your professional body membership)
- Professional updating and personal academic development of relevance to their role, but not related to delivery of academic programmes.

Note: It is important to stress that generally maintaining and updating your teaching materials is not normally to be allocated to RSA time as this constitutes Category 2 activities. However RSA time may be used if requested by staff in situations where extensive revisions to module

content is required which necessitates academic development activity to underpin the production of new academic material.

Staff can also be allocated scholarly, research or enterprise activities as part of their normal workload. These activities then would take place in the normal 38 week teaching and teaching related academic year and do not form part of your RSA time.

In line with discussions within your Personal Development Review (*see below*), your RSA objectives for any particular year may focus on one or a combination of the above areas, and should equate to a level of output that is reasonably attainable within the time available for RSA activities. Individuals will be expected to propose outcomes for their RSA for discussion and agreement at their PDR. In exceptional circumstances, if agreement can't be reached on the objectives and outputs for your RSA, the matter should be referred for review to your line manager.

Whilst the individual is accountable for the use of his/her RSA time, the activity is principally self-managed.

If you would like to undertake any activity during your RSA time which is not covered by the above list you should, for clarity, endeavour to discuss this with your Dean/Director in advance of your Personal Development Review.

When will your RSA objectives be discussed?

Individuals will be expected to agree outcomes for their RSA activity which are in line with institutional goals/priorities and support their role within the University. RSA outcomes for the coming year should be discussed, agreed and formally recorded annually as part of the Personal Development Review (PDR) process.

Once the objectives and potential outcomes of your RSA have been agreed, you will largely 'self manage' the time you spend on RSA to ensure that your agreed objectives are achieved, and the extent to which you are progressing towards achievement of those outcomes will not be closely monitored throughout the year.

It is however expected that you will normally achieve the objectives agreed for your RSA, and the progress that you have made towards their achievement will be the subject of discussion and review at the end of the year as part of your annual Personal Development Review.

Time available for RSA within your workload

In line with the academic contract, the University provides every academic with over 5 weeks for 'Research and Scholarly Activity' (RSA) – this being the 'balance of time remaining within the year after taking account of the 38 weeks of Teaching and Teaching Related activity' (TTR) weeks and the allowance for annual holiday and public holidays. The exact number of RSA days in any year will be determined by the University's annual calendar.

Your contract of employment provides for all of your RSA activity to be carried out outside of your personal 38 TTR weeks and it is anticipated that the majority of staff will undertake their RSA on that basis. However, the University is keen to help you to maximise the benefit that accrues to both you and the University from this time, and recognises that many of the activities that you may wish to undertake would benefit from being carried out on a more continuous basis throughout the year, and the University is therefore keen to facilitate you to undertake some of your RSA alongside your teaching and other activities (i.e. including time within your agreed 38 TTR weeks) on condition that you agree this with your Subject Leader and Dean/Director, or his/her nominee, in advance.

Hence, the University is prepared to allow individuals to undertake some or all of their RSA activity within the 38 TTR weeks, at the request of the member of staff, and with the agreement of the line manager, but only where an individual is willing to agree to undertake FST or other workload activities outside of the 38 week TTR period to compensate for the time lost during the 38 week period.

For example, if you would prefer to carry out your RSA activity by having a regular day each week for this purpose, the University would be willing to try and facilitate such a request in exchange for you agreeing that each day taken during your 38 TTR weeks will be replaced with a day of FST or other work activity outside of the 38 week TTR window.

In all such cases, the number of days of RSA to be taken within the 38 week TTR period and the FST/workload activities to be undertaken outside of the 38 week period to compensate must be determined by mutual agreement (and documented) between you, your Subject Leader and your Dean/Director *in advance*.

Individuals who do not wish to carry out any FST or other scheduled work activities outside of their agreed 38 week TTR window will be expected to undertake all of their RSA activity outside of that 38 week window.

Note: given that the 38 weeks specifically relate to TTR activity, agreement for an individual to attend an external conference during his/her 38 TTR weeks, at their request, may be conditional upon the individual agreeing to make up that time at some other point in the year outside the 38 week window unless attendance at the conference is carried out within an agreed research allowance or such attendance is requested by the University.

Please note that two days of your RSA time will be deemed to have been taken during the University's Christmas closure.

Recording of your RSA

All individuals should have their 38 TTR weeks agreed before RSA and annual leave is determined.

Once the objectives for your RSA have been agreed at, or following, your annual PDR, implementation of your RSA will be largely self managed by you, subject to all of your RSA time being formally recorded on your annual leave card and signed off by your Subject Leader and Dean/Director in advance.

Where can you carry out your RSA?

Whilst there is no expectation that you have to remain on campus when you are undertaking recorded RSA time, you will however be expected to be contactable via your University e-mail or alternative agreed method on the understanding that you will only be disturbed if it becomes necessary. For this reason, you should always follow the University's agreed procedure for providing your School with details of where you are working and how you can be contacted whenever you are undertaking RSA activity off-site for periods of a half-day or more. You will not be expected to attend meetings or take part in any other activities during periods of agreed RSA time.

15. Membership of Research Institutes

The University has a number of Research Institutes and these Institutes are responsible, in collaboration with the Dean of School, for the allocation of all research time (with the exception of RSA, research degree supervision and externally funded research time).

Details on the criteria for membership of Research Institutes can be found via the link below:

<https://unity2.tees.ac.uk/schools/GRS/RImembership/default.aspx>

Should there be any changes made to the criteria, further discussions will be held with UCU.

16 Consultancy

The University has an agreed Consultancy Policy and this document should be read in conjunction with the provisions made within that policy.

Consultancy is defined as the provision of expert commercial services to external clients. The University has defined two forms of consultancy:

- University consultancy;
- Private consultancy.

University Consultancy

University Consultancy is activity delivered under the banner of the University, and paid for through University accounts. Consultancy activity may be incorporated within an individual's workload as part of their 'other activities' (i.e. not as part of the FST and related work) and should be included on the basis of

the number of hours that it is actually anticipated the individual spend on the activity. Consultancy activity that is included within an individual's workload would not normally however attract any additional financial reward.

Where University consultancy is carried out in addition to a full workload, Sections 6 and 8 of the Consultancy policy will apply. Any individual wishing to undertake more than 20 days of University Consultancy in any calendar year must get explicit agreement in advance. This data will be made routinely available to UCU in an anonymised form.

Where the consultancy involves direct face to face delivery 1 hour of this activity will be the equivalent of one hour of Formal Scheduled Teaching.

In exceptional cases, where the value of the consultancy is of an extremely high level, then you may be rewarded at above the normal rate of hours or normal pay rates by agreement in advance.

Private Consultancy

Services that do not rely on or use University resources, have not been secured through connection with the University, and whose payments do not pass through University accounts are classed as 'private consultancy'. To avoid conflicts of interest and minimise financial and legal risks to the University, all private consultancy must be formally declared in advance to the appropriate Dean/Director.

You **must** inform the University before entering into an obligation to undertake any external work, including consultancy, other than in the following exceptional circumstances:

- a. External examining
- b. Acting as an assessor or moderator
- c. Production of scholarly works such as books, articles and papers

The University will then decide within 5 working days (or whatever other period may be agreed as being reasonable in the circumstances) if that work will:

- a) interfere with the performance of your professional responsibilities, or
- b) compete or conflict with the interests of the University,

in which case the University may at its sole discretion, require you not to undertake the work. Such a requirement will not be made unreasonably, and will be subject to full consultation with yourself, and if made, will be accompanied by full written reasons for it.

Where it is intended to use the facilities of the University in connection with external work, then prior approval is required.

17. Holidays

The University's holiday year runs from 1 September to 31 August. In addition to statutory Bank Holidays, local discretionary holidays and days when the institution is closed in the interests of efficiency, you are entitled to 35 working days paid holiday during the course of the holiday year.

In the holiday year in which your employment commences or terminates, your holiday entitlement will accrue on a pro-rata basis for each complete month of service.

The University wishes to facilitate you to take your annual leave at times which are convenient to you, provided that this does not adversely impact on the efficient operation of the University and its activities.

Hence, whilst the University would not wish to prevent you from taking a small amount of your annual leave during your 38 TTR weeks (subject to that time being made up elsewhere), this can only be approved if you can demonstrate that arrangements are in place to ensure that all of your workload activities are appropriately covered during your absence. The responsibility for making such arrangements will normally rest with you and you should not finalise any plans to take annual leave during the 38 week TTR period until these arrangements have been discussed and agreed with your Subject Leader and endorsed by the Dean/Director.

You may request that up to 6 weeks of your normal holiday entitlement be taken in one continuous period, and such a request will not be unreasonably refused.

The timing of all holidays is however subject to the agreement of your School Management.

Wherever possible, detailed holiday schedules for individual lecturers will be agreed as soon as reasonably practicable after the beginning of each academic year. In determining holiday schemes, special regard will be given to lecturers with family responsibilities.

Up to 5 days of unused holiday entitlement may be carried forward into the next holiday year, subject to the agreement of your line manager.

ALL leave must therefore be submitted for prior approval on your leave card and any changes requested must be approved prior to any leave being taken.

Notes:

- a. *The University's nominated 'Academic Support week' is **not** a University holiday period and, if your School chooses to use this week for 'academic support purposes' you will normally be expected to be in attendance at the University and available to see students as required as part of your 38 TTR weeks. You may however exceptionally request to take this period as part of your annual leave*

- b. *Further, if any, or all, of the modules that you teach are affected by the academic support week, you should only include within your annualised FST workload hours any FST time for these modules during this week if you are available to see students and, if so, you should claim the normal weekly FST hours allocated within your workload to provide support.*
- c. *For most staff the student vacation periods at Easter and Christmas will not normally be used for FST and hence the time (with the exception of Christmas when the campus is closed) will either be taken as annual leave or RSA. Any individual who wishes to work during this period other than to undertake FST must understand that these weeks will not normally be counted as part of their 38 TTR weeks.*

18. Work Undertaken in addition to a Full Workload

You can't be required to undertake any work which is in addition to your 1400 hours workload over your personal 38 weeks. However, if you are asked to undertake any activity which takes your workload above this figure and wish to do the work, you must agree, **prior to the work being undertaken**, what arrangements will be made, if any, to credit/reward you for this additional work.

Such credit/rewards could take many forms, such as:

- Credit towards the following year's workload (see Section 5 paragraph 12 above)
- Additional payment;
- Time off in lieu; or
- Funding for some personal staff development (e.g. attendance at a conference).

The nature of the credit/reward will be discussed and agreed with you by the relevant manager, agreed by the Dean/Director, and confirmed to you by email **before** the piece of work in question begins, and you should not agree to start any such work in the absence of such a written agreement (or to work outside the bounds of that agreement without further written agreement).

If the agreement is that you will be paid additional hours, these will normally be paid at twice your normal annualised hourly rate.

Whilst there is scope for you to be additionally rewarded for any work undertaken over and above your 1400 hours workload, any work carried out within your 1400 hours workload will not normally be additionally rewarded, even when it is consultancy work and/or an externally funded project.

For reasons of health and safety, you will not normally be allowed to undertake activities additional to your 1400 hours workload amounting to more than 200 hours per annum.

19. Recording and Monitoring your Workload and Availability

As your employer, it is very important that the University maintains an accurate record of the hours that you are working at any time during the year—including knowing when you are on leave or taking RSA time.

In order to ensure that you fully understand, and accept, the workload that has been allocated to you, it is your responsibility to both compile a comprehensive record of your agreed workload (INCLUDING A FORMAL RECORD OF ALL AGREED VARIATIONS FROM THE NORMAL PROVISIONS WITHIN THE ACADEMIC CONTRACT) using the University's standard workload recording spreadsheet model prepared for that purpose (copy shown in appendix Y), and ensure that this record is signed off by your Dean/Director, your Subject Leader and yourself.

Once initial workload allocations have been made, your Subject Leader will provide you with details of how your workload is broken down (including the notional allowance of 15 FST hours p.a. to cover for short term staff absence and 300 hours p.a. for general administration), to assist you in this process. Your Subject Leader will also provide you with details of what further hours, if any, still remain available within your workload limit of 1400 hours to both enable you and the Subject Leader to readily identify where there is spare capacity and assist the Subject Leader in his/her efforts to resource new projects that may emerge through the year.

As mentioned in Section 5, the first iteration of this spreadsheet will be completed directly prior to the start of the University's academic year and will be shared with the rest of the staff in your Subject Group and, once the individual workloads of the Subject Group have been discussed and agreed, will be submitted to the Dean/Director of School for approval.

If there is a need to amend or add to your workload, for whatever reason, during the year, this will be agreed with you and it will then be necessary for you to ensure that your workload spreadsheet is updated accordingly for sign off by your Subject Leader and Dean/Director. It is recommended that this amended spreadsheet be signed off before the work is started.

As your line manager, your Dean/Director has the right, at any time, to amend your workload in agreement with you and your Subject Leader.

If you are a Union member, it is agreed that UCU may request sight of a copy of your agreed workload at any time.

To ensure equality and fairness across the whole institution, the Human Resources Department will maintain a regular overview of academic workloads across the University by receiving a summary of all academic workloads from each of the Schools including amendments to ensure that the principles of the academic contract are being adhered to and that workloads are fairly balanced and manageable.

In addition, to the process of allocating workloads, the University also considers it to be important and necessary:

- To maintain accurate records of your availability and activities during the University's normal 'office hours' (*which are defined for this purpose as 9.00 a.m. to 5.00 p.m. Monday to Friday*); and
- To be able to make contact with you if and when necessary during those periods (*whilst recognising that contact would only be made on an exceptional basis during periods of sickness in line with the University's Sickness Absence Management Policy, compassionate leave or annual leave*).

The normal place of work of the vast majority of academic staff is the University campus but, recognising that academic staff are valued and respected colleagues, it is assumed that you can be trusted to operate some flexibility in your place of work and that you will manage any absences from the University professionally. In providing you with this flexibility however it is assumed that you will recognise the need to both maintain a regular presence at the University and give first priority to your teaching commitments and scheduled meetings (including those with students).

Hence during the period 9.00 – 5.00 Monday to Friday, you will be required to either:

- Be in attendance at the University
- Be engaged in official, off-campus university business at a third party venue, or other work approved in advance by your Dean/Director
- Be taking approved annual leave, documented time off in lieu; or
- Be working off site, or undertaking research and scholarly activity, having notified the University and left appropriate up to date contact details using the University's outlook email and electronic calendar.
- Be absent through ill health

Arrangements will be in place within all Schools and carefully communicated to staff, to facilitate the effective maintenance of this information

20. Addressing Workload Concerns

If all parties adhere to the guidance set out in this document it should be possible to reach agreement on a fair and equitable workload for all staff. If however you have any concerns about your workload, you should in the first instance seek to address these through your Subject Leader. If, following discussion with your Subject Leader, you still believe that your workload is not

appropriate in the context of the above guidance (and associated appendices to this document), you should approach your Dean/Director of School, as your line manager, to resolve your concerns.

It is expected that **all** parties will use their best endeavours to resolve any concerns (and ensure that your workload allocation is reasonable, equitable and within the terms of your contract of employment) and it is anticipated that, other than in very exceptional circumstances, all workload concerns should be capable of being resolved within the School.

If, exceptionally, you and your Dean/Director are unable to resolve your concerns either party may write to the Director of Human Resources setting out the details of the unresolved issues and the Director of Human Resources will undertake to look into the matter as appropriate. If the Director of HR is unable to resolve the issues to the satisfaction of one of the parties then appropriate University procedures would then need to be invoked to address the outstanding concerns.

21. Conclusion

The purpose of this document is to provide clarity to all parties in relation to the operation of the Academic Contract at Teesside University in order to facilitate the fair and equitable treatment of all staff in respect of workload allocation and workload management. It does not seek to change all or any of the current conditions of service found in the national Post 92 academic contract which remain the same. Through the application of this document the University will seek to provide all of its staff with a balanced and manageable workload which recognises and conforms to the terms of their contract of employment.