St Mary's University Twickenham London

Workload Planning Model 2021/22

Guidance Document

October 2021

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1. Introduction

1.1. St Mary’s Workload Model (WLM or the Model) aims to ensure an equitable and transparent approach to the allocation and management of academic workloads across the University.

1.2. The WLM is designed to help colleagues agree sensible and sustainable workloads as part of forward planning, and to provide a tool to help line managers discuss and resolve any in-year staffing changes.

1.3. The Model is also designed to provide the University with a general picture of how staff time is deployed across the institution; proportions of time spent devoted to research; to teaching, etc.

1.4. The WLM also provides a shared language for the discussion of work allocation, and a consistent set of general expectations for staff. It should be utilised alongside professional judgment and as part of an ongoing collegiate conversation about the fair distribution of work.

1.5. The Model forms the basis of the University’s TRAC (Transparent Approach to Costing) return, submitted annually.

1.6. Please refer to the Glossary and Tariff Summary at the end of this document.

2. The Principles of the Model and its Use

2.1. The Model works on the basis of notional, annualized hours. It is expected in an academic cycle there may be periods of different working intensity. The Model provides an overall picture of workload capacity for planning purposes.

2.2. The WLM does not seek to provide an individual ‘census’ of professional activity. Instead, it seeks to provide a notional mathematical model that captures the overall contours of responsibility across the year. Thus, every individual activity is not ‘counted up’. General categories are designed to give a meaningful projection of overall activity.

2.3. The Model recognizes that standard allocation cannot always meet every staff circumstance. However, it is anticipated that parity can be found across a suite of allocations, each of which have in-built tolerances.

2.4. A core principle of the WLM is equity within teams. Line managers are expected to ensure utilization patterns are as equitable as possible across and in Departments.

2.5. Workload Planning should take place in a collective and collegiate manner; Workload plans should be published and made freely available within programme groups.

2.6. Managers should try wherever possible to ensure that staff are not allocated duties to the maximum 100% of their allocation. This is to ensure good citizenship amongst staff, and that capacity exists for real-time developments (sickness, or sabbatical cover where applicable). Since the model does not map real duties in detail, tolerances should be allowed wherever possible.

2.7. The WLM should be completed in line with the set audit points throughout the year; these are snap shots of the departments work allocation at a moment in time. The audit point dates are stated below. Heads of Department (HoD) will submit an updated WLM at each of these dates. The HoD is asked to confirm the accuracy of the WLM by email at each audit point and forward a summary highlighting any significant changes recorded since the previous submission. Only material changes to allocated hours that occur between audit points will be logged by the Head of Department and actioned prior to each audit point.

30th September
1st December
30th April (this may be revised to take account of Easter dates)

3. The Mechanics and Parameters of the Model

3.1. Each workload is based upon 1,526.4 hours per year for each full-time member of academic staff, net of annual leave entitlement. Workload for part-time colleagues is calculated on a pro rata basis.

3.2. The WLM breaks academic activity into five areas, against which proportions of time are calculated against the 1526.4 p/r total:

(a) Teaching and teaching-related activity (planning, admin, marking)
(b) Research & Enterprise
(c) Discipline Specific Tariffs (PRSB compliance etc.)
(d) Academic Leadership & Management
(e) Student Support and Individual tuition (inc dissertations and PGR supervision)

3.3. Most calculations are treated on a pure-hours basis, where x-activity attracts x-hours of allowance.

3.4. Exceptions to 3.3 are:

(a) Research, where allocations are calculated as a % of FTE (See section X below for detail)
(b) Administration Overhead Hours, where allocations are calculated based as a % of FTE, and only counted for those staff who undertake substantial teaching duties.
(c) Assessment Marking which is based on Level.
(d) Some teaching activities as per table 4.1

3.5. All discretionary and non-tariff-based hours allowances constitute an additional financial investment by the University and are subject to the approval of relevant academic member of SMT. Written justification for additional hours tariffs may be requested by the Provost on submission of WLM summary data, and may be subject to review or revision at that point.

3.6. The WLM is to be produced against modules as specified in SITS and are against budgeted staff, Hourly Paid Lecturers, Agency and External Link Tutors.

4. Teaching & Teaching-Related Tariffs

4.1. Teaching allocations are calculated according to 6 bands:

Table of Teaching Activities:

Teaching Led Session: Lecture	Staff led teaching session where staff are responsible for content
Lab/ Practical Sessions	Staff facilitated student learning activity which can be off or on site
Student Led Sessions: Seminar/	Staff led guided student activity of which content is not entirely based on learning output.
Workshop / Rehearsal	Staff led guided student activity of which content is not entirely based on learning output.
Module Tutorial	Activity is student led and can be Face-to-face or online and require minimal or no preparation.
Supervision	Supervision of dissertation/thesis or consultancy projects for degree awarding modules or projects. Hours per student Foundation Year = 7.5 hours L3 to L6 = 15 hours L7 = 20 hours
Other	Please additional description of other using a comment box.

Table stating Tariff and weighting

Tariff A	1.0	basic no additional hours	Any face-to-face activity that does not attract additional paperwork ie respond to open queries, simple repeat seminars, lab sessions, in person or online tutorials. * *not limited to these examples.

Tariff B	1:0.5	basic hours plus an additional 30 mins per hour	Face-to-face teaching that attracts a fair amount of administrative management and preparation work ie more demanding lab work, simple practical's, preparing rooms, some/ light administration or management/ preparation).
Tariff C	1:1	basic hours plus an additional 1 hour per hour	Where each hour of face-to-face contact attracts an additional 1 hour of preparation/admin time (contact not entirely based upon lecturer input, eg seminar-style interactions).
Tariff D	1.2	basic hours plus an additional 2 hours per hour	Face-to-face actual teaching
Tariff E	1:5	basic hours plus an additional 5 hours per hour	Any online/high demand delivery where each hour of face-to-face attracts an additional 5 hours eg online seminar style interactions.** **HOD discretion Note: Session is recorded and digital accessibility is addressed in the recorded product of the session and follows St Mary's guidance.
New Programme			New content with new Moodle site. Additional hours will be awarded separately, accordingly to level of new content within a range of hours available by the HOD.** Eg 12 hours setting of new Moodle site where all content is available. Eg Up to 30 hours for new Moodle site and all new content for the module. **HOD discretion

4.2 A workload should not exceed 550hrs per year of face-to-face contact (not including preparatory/admin hours).

4.3 Module conveners whose modules contain very high student numbers may request up to 15 additional hours to support the management of larger modules, where there is justification. Larger modules are defined as those with more than 60 students. These hours are provided at the discretion of the member of staff's line manager.

4.4 A general administration allowance is added for all staff who are not in a management position and are undertaking some teaching activity. This is calculated proportionally against FTE, 1 FTE equating to 100hrs. This covers attending programme boards, exam boards, programmatic admin and day-to-day duties related to the University's teaching activities which colleagues may be asked from time to time to do (including, but not limited to, activities related to recruitment, retention etc.)

4.5 Joint Modules. The module should reside in the 'home' departments spreadsheet and hours should be allocated against the staff member.

5. Marking Allocations

5.1 Marking allocations assign a bank of hours for marking and feedback. The allocation seeks to ensure this block of time is in general proportion to an individual's marking commitments.

5.2 Staff marking allocation on a module will be dependent on the number of assessments per student, student numbers and the allocated weighting for the level. The total hours once calculated using the weighting below should be entered into the WLM.

i. Identify the relevant assessment pieces and the number of students

ii. Calculate the proportion of each assessment that each staff member is undertaking and multiply by total number of assessments

iii. Multiply the proportion by the weighting for the level. Weighting for level to be used:

0.5 (30 mins) - level 3
0.75 (45 mins) level 4
1.0 (1 hour) - level 5 and 6
1.5 (1.30 hours) - level 7

iv.You will need to add up the total for each member of staff on the module and input into the WLM in hours.

5.3 A Worked example is available in Appendix 1

5.4 The basic tariff is then augmented by 10% to allow for re-sits and this will be reflected in the reporting sheets.

5.5 Multiplication factors are set by line managers, in consultation with senior academic leaders. They are to be set based on an individual's teaching/marking profile. They should be allocated to ensure a colleague's total allocation is proportionate to the total picture of their marking.

6. Research Tariffs

6.1. Research time is allocated as a percentage of contracted hours. Each member of staff will be allocated a tariff, based on the following bandings (A, B and C). These bandings are designed to accord with the stipulations regarding 'independent researchers' by the Research Excellence Framework (REF).

6.2. Band C (4%), Scholarship

a) It is not expected that academics on Band C will be undertaking original research and publishing. However, they will be undertaking scholarship and research into their subject discipline for two main purposes. Firstly, scholarship and research should be undertaken to ensure that their teaching and supervision is informed by the latest developments in their subject area and its peripheries. Secondly, as members of C scholarly community, it is important that all academics have some time to reflect and research.

b) There are no expectations of publication for academics in Band C, but there are expectations that this time will be used purposefully, and this will be followed up in the appraisal process. Academics on Band C may be members of research clusters but are not required to be. They can pursue their scholarship by C range of means including private study, attending reading groups and seminars and attending external conferences. It is to be hoped that academics on this band will write occasional short articles and give conference presentations, possibly (though not necessarily) on pedagogy. It is also expected that they will be active in professional bodies and learned societies.

c) Academics on Band C will not be discouraged from publishing especially if they desire to develop or re-activate C research stream in their work, and, with this in mind, they may well be participating in collaborative research projects. They are not required to produce Research Plans, but may choose to do so, especially if they wish to operate on other bands in the future. Mentoring should be given to those staff on Band C who do produce Research Plans and who wish to move up the research bands.

d) Academics who do not meet the publishing requirements for Band B will automatically be on Band C.

e) The time allowance for Band C activities is intended to equate approximately to 4 per cent of total workload.

6.3 Band B (10%), Developing Researcher

a) Academics on Band B will be undertaking original research beyond the level necessary to keep up to date with the latest developments in their subject discipline. However, they will not necessarily be undertaking the activities necessary to demonstrate that they are independent researchers.

b) Lecturers or Senior Lecturers with three years or less academic experience will be placed on Band B or above in recognition of the fact that they are not expected to specialise in the first stages of their career, unless their job description specifically suggests a non-research route.

c) Members of staff on Band B will produce annual five-year research plans and review them critically each year with the Associate Dean for Research; they will be members of research clusters; and they will attend research conferences. They should also be involved in a professional body or learned society. Other than those in the first three years of their academic career, members of staff on Band B must have published at least three papers that are of a quality that would be recognised nationally or internationally in the last five years. Members of Band B may well be producing outputs with the assistance of other research-active academics (either inside or outside St. Mary’s) and would not be expected to be leading research projects. The quality of this research can be assessed internally. Members of staff in this band are expected to contribute generally to the research environment as is appropriate given their experience (for example, supervising PhD students, assisting others on research funding applications and participating in research seminars in the Department).

d) Staff on Band B should be seeking to move to Band A if they are to achieve promotion above senior lecturer on s research route, thereby demonstrating that they are independent researchers and that they are taking on significant research responsibilities. It is not envisaged that members of staff will be on Band B for long periods in their careers.

e) Members of staff on Band B must fulfil all open access requirements and be registered for an orcid identifier. Furthermore, their research profile on the University website much not be more than 12 months out of date. Only those publications for which a record has been created in the Open Access Repository and (where regulations require) the appropriate draft of a journal paper has been deposited will be counted when judging whether staff are allocated to Band C or Band B.

f) The time allowance for researchers in this band is 10 per cent.

6.4 Band A (20%), Independent Researcher

a) Academics on Band A will undertake all the activities as laid out for members of staff on Band B except that their requirements for publication are that at least one output in the last five years should have been published that is internationally excellent and at least three others should have been published that are recognised internationally. In addition, they will undertake other activities that demonstrate that they are independent researchers. Members of staff on Band A, by virtue of their time allocation, are being given significant responsibility for research.

b) Members of this band will produce annual five-year research plans and review them critically each year; they will be members of research clusters; they will attend research conferences regularly and present papers at conferences. They should also be involved in a professional body or learned society. Assuming they meet other requirements as set out by Liverpool Hope, they can provide supervision at any level to PhD students. The activities in which they are engaged will demonstrate that they are independent researchers and capable of leading and mentoring others in their research (especially those on Band B). As such, they should be willing to act as mentors to other researchers.

c) Any outputs regarded as internationally excellent should be assessed externally before the member of staff has been on this band for three years. In addition, those on Band A should do most or all of the following:

i) Lead a research cluster or centre or organise conferences or seminars;
ii) Work collaboratively and initiate collaboration with other members of staff;
iii) Mentor other members of staff;
iv) Apply for research grants;
v) Demonstrate effective collaborations with extensive external networks;
vi) Speak for or write in the media or for specialist academic, professional or trade press;
vii) Act as a Director of Studies for PhD students.

d) Members of staff on Band A must fulfil all open access requirements and be registered for an orcid identifier. Furthermore, their research profile on the University website much not be more than 12 months out of date. Only those publications for which a record has been created in the Open Access Repository and (where regulations require) the appropriate draft of a journal paper has been deposited will be counted when judging whether staff are allocated to this band.

e) It is possible that researchers on Band A will be demonstrating their ability to research independently through the impact they achieve. As such, if an academic does not have C research output that is internationally excellent but is leading an impact case study with very considerable impact in terms of reach and significance, they will qualify for Band A as long as other criteria are fulfilled. Case studies must be assessed externally within three years of an academic being placed on this band.

f) The time allowance for members of staff in this band is 20 per cent.

6.5 Departments may increase the research time allowance for an individual by 10 percentage points for up to 10 per cent of the FTE total in their department in the following circumstances:

a) A truly excellent publication record above that required by Band A which involves a member of staff having four or more 3-4* publications in the last five year.

b) A member of staff who wishes to progress from the current band to the next band and has a clear plan to do so (maximum of two years in any ten-year period).

c) A member of staff who has returned from maternity or other leave of absence of at least one year other than C sabbatical or research fellowship (maximum of two years).

d) An existing member of staff who has just obtained a PhD (maximum of one year).

e) A member of staff who has slipped out of the band above that on which they now lie on the basis of the publications requirement and has C clear plan to improve the publications record (maximum of one year).

6.6 Further research time may be bought out on fully-costed terms outside this model through the receipt of research and other grants.

6.7 Staff who have been academics for less than five years will have their publications assessed on a pro-rata basis.

6.8 Centrally-financed sabbaticals are also possible, thus increasing by around 10 percentage points the research time that could be allocated to an individual over C full REF cycle.

6.9 Department-financed sabbaticals are also possible, subject to resource constraints within the Department.

6.10 It is possible that an individual on Teaching and Scholarship or Enterprise routes might receive a Band B or A research allowance based on their publication record. In time, this may lead to promotion via other routes.

7. Enterprise

7.1 Enterprise is treated by the WLM in two distinct ways.

(a) Enterprise activity for which income has been secured is recorded as 'buy-out' under the Enterprise section of the Model. The income should be translated into a working-hours value and recorded. This will need to be approved by the Head of Department and the Director of Enterprise and Innovation.

(b) On occasion it is necessary to reserve time for the development of Enterprise activity before that activity can generate income. Where such investment is necessary, the volume of hours required should be entered in the relevant row of the Enterprise section. This will need to be approved by the Head of Department and the Director of Enterprise and Innovation.

(c) Short Courses/CPD work. Hours worked, based on the teaching tariff should be entered on the row designated for such activity on the Staff Input Sheet.

7.2 Time for Enterprise activity is not automatically allocated for all Staff. But for those staff likely to engage in Enterprise activity, a pre-emptive allocation can be given. This is to ensure capacity in-year as and when opportunities arise. The Enterprise office will y identify staff before completion of the WLM commences to approve any pre-emptive allocations with the Head of Department.

8. Discipline-specific Allocations

8.1 The Model recognizes that certain academic subjects, disciplinary areas, and programme routes may require specialist or additional activities. These may relate to Professional and Regulatory Statutory Body (PRSB) requirements, to Ofsted compliance, etc.

8.2 The following examples are activities that could reasonably be allocated additional hours on this basis. These can be reported on the Staff Input Sheet.

(a) Interviewing or other recruitment activity, where the programme is required to undertake activities above and beyond those attached to the University's usual recruitment cycle.
(b) Activities relating to additional quality assurance work, when that work is required by a recognized external agency.
(c) Intensive supervision, mentoring or support for students, when such activities are required by a recognized external agency, link tutoring
(d) Time for additional, training, briefing, policy-updates, conference activity (or other offsite engagement), where attendance/compliance is required and monitored by a recognized external agency.

8.3 Mandated activities of this kind should be conducted in the way that is most efficient for the institution.

8.4 Head of Departments are asked to contact the Workload Steering Group by the University Academic Business Manager to confirm any Discipline Specific Allocations that are not already included as part of an academics role. Head of Departments are asked to insert a comment in the Staff Input Sheet.

8.5 Line managers are encouraged to provide an itemized account of the discipline-specific hours that have been granted, and the nature of the allocation in each case. This should be done by adding a comments box to the relevant cell (right-click/add comment) and recording an itemized list of allocations/hrs.

9. Leadership Role Tariffs

9.1 The Model allocates fixed hours tariffs for institute/faculty-based management and academic-administration duties.

9.2 These allocations are split into two broad categories: academic leadership roles (Associate Dean / Head of Department); and Academic Management Structure (Subject Lead or Programme Lead /Course Lead).

9.3 **Academic Leadership Roles.** The Model works on the basis that academics in faculty management positions should continue to make a meaningful academic contribution to their discipline alongside their other responsibilities. It is expected that up to 20% of their time will be devoted to teaching and/or research and/or enterprise activity. The nature and spread of these duties should be decided in consultation with their line manager.

9.4 The Model therefore allocates hours tariffs as follows:

Dean (1220 hrs)
Head of Department (1220hrs, but minus General admin allowance)
Associate Dean Student Experience (1220hrs)
Associate Dean Research/Enterprise (660hrs)
Subject / Programme Lead 150 hrs to 500 hrs (to be determined by the HOD)
Course Lead 150 hrs to 250 hrs (to be determined by the HOD)

9.5 Because extensive administrative time is included as part of the Head of Department and Associate Dean roles, staff in these roles are not provided with the additional administrative time tariff.

9.6 Time allocation will be based on complexity with allowances proposed by the Head of Department and agreed with the relevant Deputy Provost or Institute Director. Complexity will normally include significant additional regulatory body requirements; large cohorts; Ofsted; summer school; collaborative provision etc.

9.7 Academic Management Structure duties will be actively engaged in teaching and pastoral activities and will maintain the “additional administrative hours” allocation alongside their hour’s allocation.

10. Additional/Discretionary Hours

10.1. Curriculum Development hours are available for those staff undertaking (re)validation work, to a maximum of 100hrs to be spread across the relevant team.

10.2. Heads of Departments have the discretion to ‘top up’ administrative hours where they have a justification for doing so. An explanation should be included in a ‘Comments’ box attached to the relevant cell of the Model.

10.3. Travel. Where a colleague’s duties require travel, it is *not* expected that colleagues are allocated travel time within a discretionary hours allocation. This is simply due to the fact that travel time cannot be standardized in a way that is fair for all staff. Time of day, home location, mode of transport, etc. will all contribute to the true time-burden of travel, and modelling travel in this way can be neither efficient nor equitable. Instead, it is recommended that colleagues operate a like-for-like time-in-lieu arrangement to address substantial or regular travel commitments on an individual basis. The arrangement and its timing should be subject to line-manager approval under the principles outlined in Section 1.4.

11. Student Support & Individual Tuition

11.1 **Undergraduate Tutees**. Staff should enter the number of students tutored in the Staff Input Sheet. The WLM will allocate 3 hrs per student per year.

11.2 It is expected that while some students may require more than 3 hrs of support, others will require less. This approach is designed to link to the revised personal tutor policy, where flexibility and discretion is presumed of Personal Tutors~~.~~

11.3 Where the make-up of a particular tutorial group reasonably means a personal tutor may expect to expend significantly more hours than allocated by tariff, the member of staff should consult their line manager. In suitable cases the 'Discretionary Roles or Additional HoS approved Hours' row may be used for additional hours to cover increased personal tutoring responsibilities.

11.4 In considering applications under 11.3, line managers should bear in mind that Personal tutors are not healthcare professionals, and are not expected to offer sustained social, emotional or mental-health support. In cases where Personal Tutors are dealing with complex emotional or medical needs, students should be directed to, and supported in accessing, the relevant professional care via Student Services. In such cases, Personal Tutors are responsible for supporting student in coordinating their wider support with their studies, rather than for providing a site of primary care.

11.5 Where discretionary subject-specific allocations cover additional support and/or guidance for students, a secondary increase in hours allocations for personal tutoring is to be discouraged. This is entered on the Module Input Sheet with Activity stated as Other and appropriate tariff applied.

11.6 Dissertation Supervision. Staff should enter the number of hours they perform this activity for in the Module Input Sheet. In cases where more than one additional supervisor has been allocated, please state the number of hours per staff members in the Staff Input Sheet adding a comment box to state the names of the students.

11.7 Hours derived from the Dissertation sections of the Model are allocated *only* for where students are undertaking a dissertation that involves intensive one-to-one supervision. For other modes and rhythms of dissertation delivery (via group seminars, for instance), the teaching allocations model (Section 4 above) may be more appropriate.

11.9 **Hours for PhD Supervision** are allocated across each supervisory team. 80hrs are allocated across the team per student per year. The allocation is divided in to two parts:

(a) An allocation of 50hrs per student for each academic working as a PhD student's main point of reference in the completion of their thesis. (Usually this person will be the student's Director of Studies, though exceptions to this may exist).

(b) An allocation of 30hrs is to be spread across any additional supervisors.

12. Reporting Sheet

12.1. The Reporting Sheet will calculate and summarise Workload data and is only available to Directors of Institute, Faculty Dean, Heads of Department and Subject or Programme Leads as well as Finance and Strategic Planning.

12.2 “Total Hours Contracted” is calculated based on FTE: the total number of hours a member of staff is contracted to work over the year.

12.3 “Hours Over/Under Contracted” Calculated based on overall workload and total hours contracted. A positive number in this row means an individual’s workloading has exceeded the total number of hours available. A negative number means that the individual has hours capacity yet to be utilised.

12.4 “% Over/Under Team Average”. This figure indicates by how much an individual’s workload would have to be increased or decreased to match the team average. In other words, the figure shows by how much each individual’s workloading calculation would have to be moved to equalize workload across the team.

12.5 The Reporting Sheet also provides a series of indications about the student-number assumptions of the workloads. In particular

(a) The presumed undergraduate student population size, based on totalling all Personal Tutoring allowances.

(b) The presumed finalist postgraduate population size, based on totally all PGT Dissertation allowances

(c) The presumed PhD student population size, based on the total volume of supervisory hours.

These figures should exactly match the student population size of the subject/department/. Discrepancies may mean that there is a margin of error in the original reporting.

13. Glossary and Tariff Summary

Teaching			
Tariff A	1.0	basic no additional hours	Any face-to-face activity that does not attract additional paperwork ie respond to open queries, simple repeat seminars, lab sessions, in person or online tutorials. * *not limited to these examples.
Tariff B	1:0.5	basic hours plus an additional 30 mins per hour	Face-to-face teaching that attracts a fair amount of administrative management and preparation work ie more demanding lab work, simple practical's, preparing rooms, some/ light administration or management/preparation)
Tariff C	1:1	basic hours plus an additional 1 hour per hour	Where each hour of face-to-face contact attracts an additional 1 hour of preparation/admin time (contact not entirely based upon lecturer input, eg seminar-style interactions)
Tariff D	1.2	basic hours plus an additional 2 hours per hour	Face-to-face actual teaching
Tariff E	1:5	basic hours plus an additional 5 hours per hour	Any online/high demand delivery where each hour of face-to-face attracts an additional 5 hours eg online seminar style interactions.** **HOD discretion Note: Session is recorded and digital accessibility is addressed in the recorded product of the session and follows St Mary's guidance
New Programme			New content with new Moodle site. Additional hours will be awarded separately, accordingly to level of new content within a range of hours available by the HOD.** Eg 12 hours setting of new Moodle site where all content is available. Eg Up to 30 hours for new Moodle site and all new content for the module **HOD discretion

Hours for Large Modules	0-15hrs (discretionary)
Marking	Multiply the proportion by the weighting for the level. Weighting for level to be used: 0.5 (30mins) - level 3 0.75 (45 mins) - level 4 1.0 (1 hour) level - 5 and 6 1.5 (1.30 hours) - level 7 Please refer to Appendix 1 for more information
General Admin	100hrs pro rata
Research & Enterprise	
Research Tariff	Tariff A: 20% FTE Tariff B: 10% FTE Tariff C: 4% FTE
Externally funded Research buy out	Hours backfilled to Faculty by external grant-capture
Enterprise Hrs (nonfunded)	Hours assigned (without backfill) to speculative development of Enterprise opportunities
Enterprise Funded Buyout	Hours backfilled to Faculty by external enterprise income
Programme Specific Allocations	HODs are asked to confirm any specific allocations which will need approval by the WLM steering group
Management/Admin	Dean (1220 hrs) Directors of Institute (1220 hrs) Head of Department (1220hrs, but minus General admin allowance) Associate Dean Student Experience (1220hrs) Associate Dean Research/Enterprise (660hrs) Subject / Programme Lead 150 hrs to 500 hrs (to be determined by the HOD) Course Lead 150 hrs to 250 hrs (to be determined by the HOD)
Curriculum Dev/ Re-validation	Up to 100hrs (allocated across the team up to a total of 100hrs)
Discretionary roles/Hrs	Free-entry line for managers to create bespoke allowances

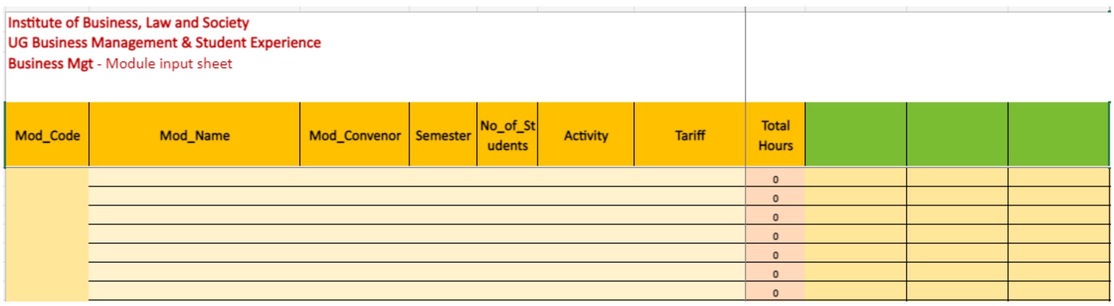
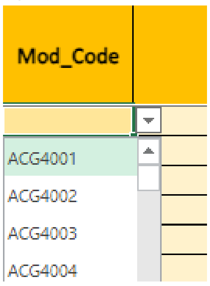
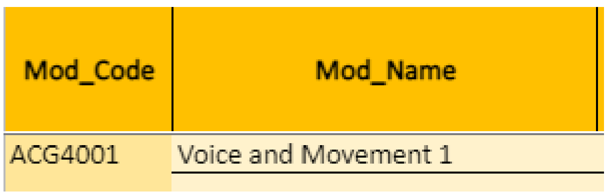
Teaching Led Session: Lecture	Staff led teaching session where staff are responsible for content
Lab/ Practical Sessions	Staff facilitated student learning activity which can be off or on site
Student Led Sessions: Seminar/	Staff led guided student activity of which content is not entirely based on learning output.
Workshop / Rehearsal	Staff led guided student activity of which content is not entirely based on learning output.
Module Tutorial	Activity is student led and can be Face-to-face or online and require minimal or no preparation.
Supervision	Supervision of dissertation/thesis or consultancy projects for degree awarding modules or projects. Hours per student Foundation Year = 7.5 hours L3 to L6 = 15 hours L7 = 20 hours
Other	Please additional description of other using a comment box.

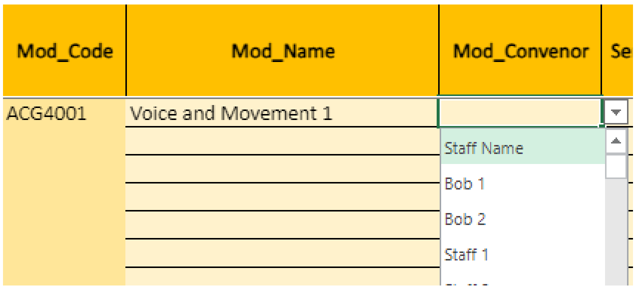
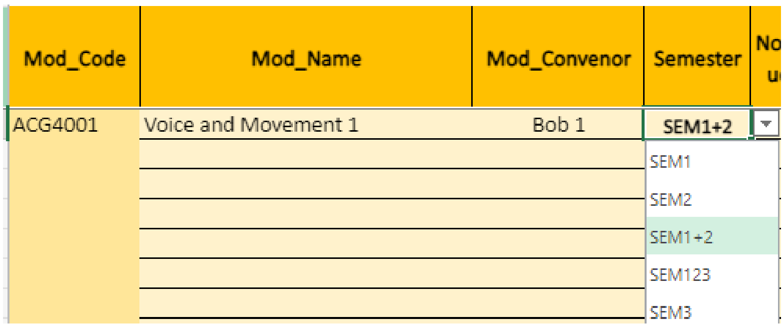
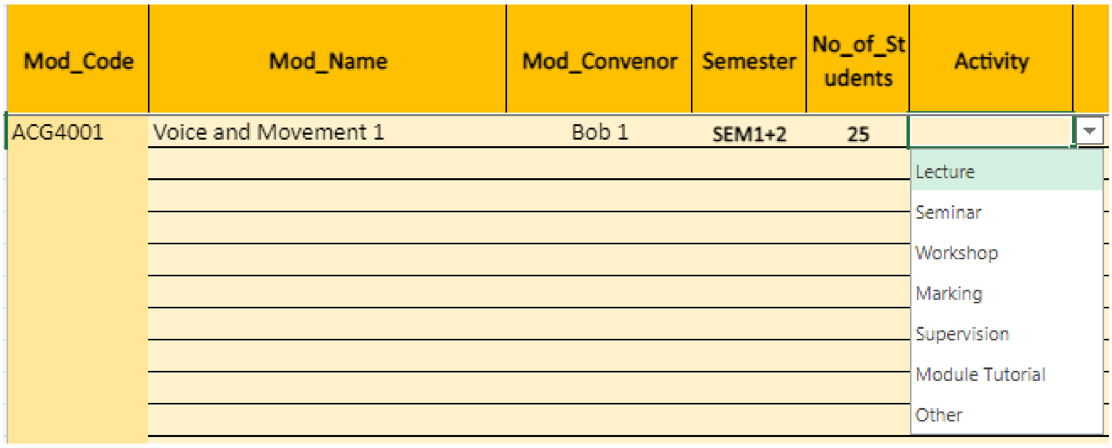
14. Process Flow Summary

1	UABM/Finance	Create Staff Input and Module Input Sheet Set up MS Teams folders and create permissions /accessibility based on role
2	CL	Populate Module Input Sheet Should Modules not appear as drop downs please contact UABM / QS Manager in the first instance
3	SL/PL with HODS	Populate Staff Input Sheet
4	HODS	To confirm via email (to DOI, Dean cc UABM) at each audit point: That the data captured is accurate and complete Provide a summary highlighting areas of significance
4	Dean, DOI, HODS and SL/PL	Can initiate the calculation / refresh the Reporting Sheet
5	UABM	Reporting Sheets will be collated and reviewed by the WLM Steering Group at the next scheduled meeting.

15. The Completion of Workload Model

1	**Introduction** There are 2 Input sheets that require populating and each will have different permissions. Both input sheets will be stored in MS Teams under your department and programme and staff will have access based on their post. Once both input sheets have been populated then the DOIs, Faculty Dean, HODs and Subject or Programme Leads will be able to initiate a function which allows a Reporting Sheet to be created which combines the input sheets and adds weightings as appropriate. More information on the Reporting Sheet can be found in Appendix 2 **Module Input Sheet.** This input sheet will be populated by the Course Leads (CL) and will be accessible to SL or PL and HODS. **Staff Input Sheet**. This input sheet will be populated by the SL or PL with the HODs and accessible to Faculty Dean, DOIs and UABM. **NOTE**: It is asked that staff populate the Input Sheets whilst in Teams, rather than via desktop app. Working on the documents in teams allows for multiple users to work on the document at the same time. If the document is opened via app it breaks the connection and means that staff who are working concurrently in the spreadsheet may lose work or their comments are over-written. Staff are asked not to rename folders or spreadsheet as that may break links between the Input Sheets and Reporting Sheets which mean that the calculation will not work causing a delay in producing the final information.
2	**Module Input Sheet (MIS)** This sheet is populated by Course Leads The Module Input Sheet will be populated with individual programmes (these will be grouped based on department structure) listed on separate tabs and has 3 front tabs, Guidance, Staff Validation and Module Matching followed by all the programmes. 
2.1	**Guidance Tab** Information on how to complete the sheet will be available here.
2.2	**Staff Validation Tab** This lists all staff in that Faculty or Institute. You can add or delete names to this list which can be sorted by staff name or department.

	Please also add the names of individual HPA's, Agency or External Link Tutors. Once this list is fully populated please copy and paste into the Staff Input List so that both staff lists are identical.
2.3	**Module Matching Tab** This tab lists all modules as listed in SITS. If a module is not listed then please contact QS to investigate. Modules will be updated once a month to account for module modifications, re-validations and validations which means there may be a time delay between validation event and updating of the Module Input Sheet. One of the main requirements of this revised WLM process is to ensure that the hours allocated against modules in the sheets match the modules confirmed in SITS. Please leave relevant comments on modules that belong to your programme/department, this is crucial information to know what is happening with the approx. 200 modules that are not taught on our campus. Examples for comments: - Not taught on site (collaborative) - Internal staff module - Old code for xxx - Joint module (list the other module it is joined with)
2.4	**Programme Tabs** You are able to edit the programme Tab to remove/add programmes to that programmes are displayed as requried. This can be edited in cell A3.
3	Example of a blank **Module Input Sheet** is shown below. Most cells will have a drop-down function allowing you to choose the correct text. 
Action 1	Select the module code in Column A, and the module title will also appear in the cell next to it. 

<table>
<tr><td>Action 2</td><td>Select Module Convenor from the drop down list.
You can add to the staff names using the Staff Validation tab. Names can be inserted at the top, bottom or middle. You can also sort the list as required.

</td></tr>
<tr><td>Action 3</td><td>Select Semester from the drop down list

</td></tr>
<tr><td>Action 4</td><td>Input number of students in Column E</td></tr>
<tr><td>Action 5</td><td>Select Activity from the drop-down list

</td></tr>
<tr><td>Action 6</td><td>Select Tariff from the drop-down list.

Please refer to the tariff table in the guidance document (which is also listed in the Guidance Tab) for more information.</td></tr>
<tr><td>Action 7</td><td>Moving to the cells highlighted in green.
You will need to add the names of all staff who teach on that programme here.</td></tr>
</table>

The drop down will allow you to select their names.

When you have selected the staff name the department to which that person is in will appear in the cell above.

			Dept Test 1	Dept Test 2
Activity	Tariff	Total Hours	Bob 1	Bob 2
Lecture	Tariff A (1:0)	20	20	
		20		
		0		

Bob 1
Bob 2

Action 8

Once you have selected your staff you can add the raw hours to the appropriate cell aligning to the module and activity

Institute of Business, Law and Society
UG Business Management & Student Experience
Business Mgt - Module input sheet

								Dept Test 1	Dept Test 2
Mod_Code	Mod_Name	Mod_Convenor	Semester	No_of_Students	Activity	Tariff	Total Hours	Bob 1	Bob 2
ACG4001	Voice and Movement 1	Bob 1	SEM1+2	25	Lecture	Tariff A (1:0)	20	20	
ACG4001	Voice and Movement 1	Bob 1	SEM1+2	25	Seminar	Tariff B (1:0.5)	20		20
							0		

The raw hours will show in column I and any weighting will be shown on the Reporting Sheet.

Action 9

Please continue to add modules and staff to the Module Input Sheet.

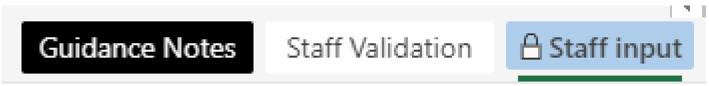
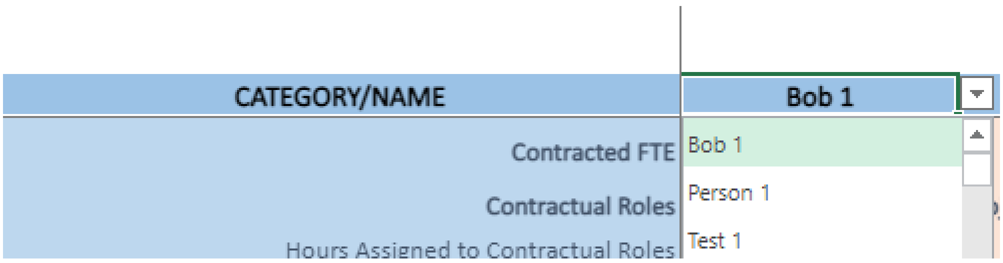
4

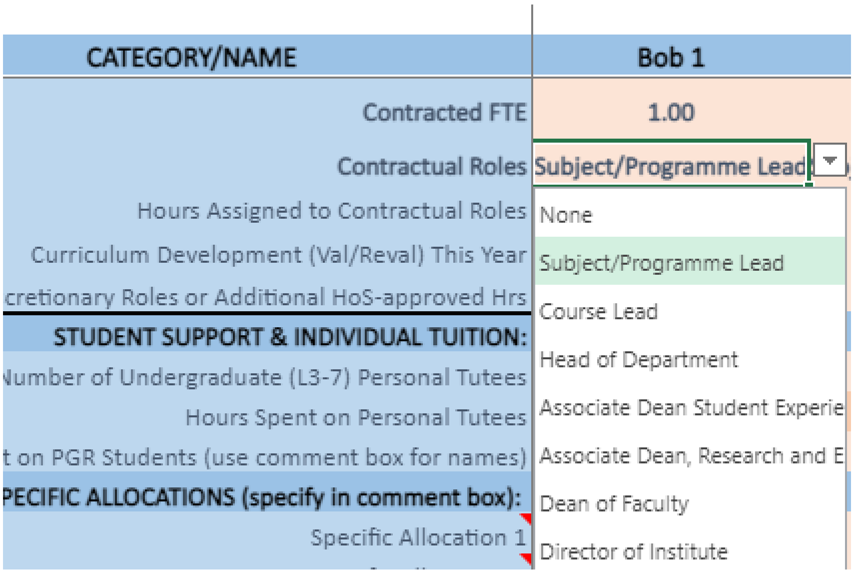
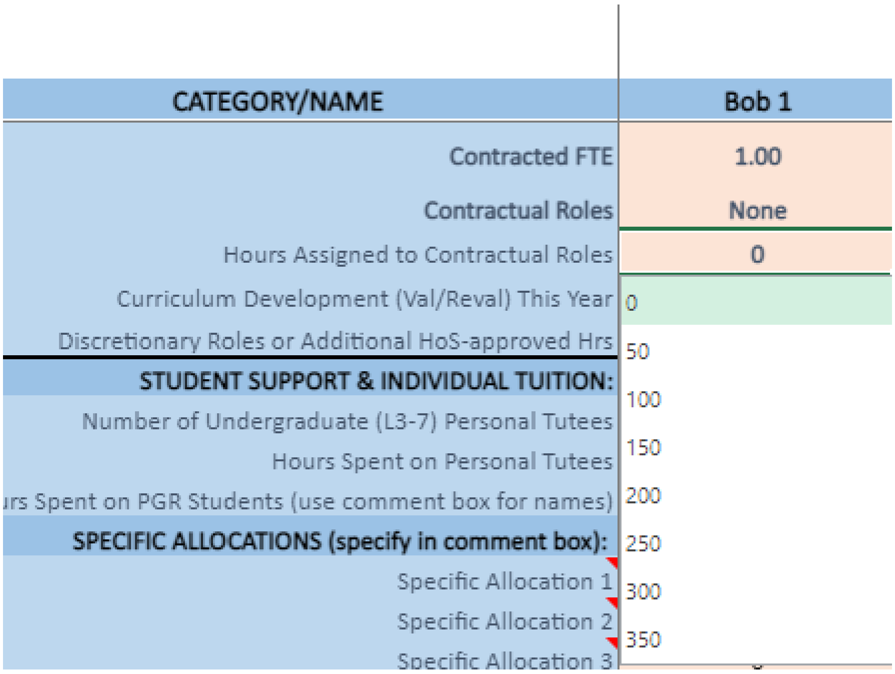
Staff who teach across Departments, Faculty and Institutes

Using the module as the originator that is linked to the home programme, insert the staff name to the home programme tab by adding them to the Staff Validation tab first.

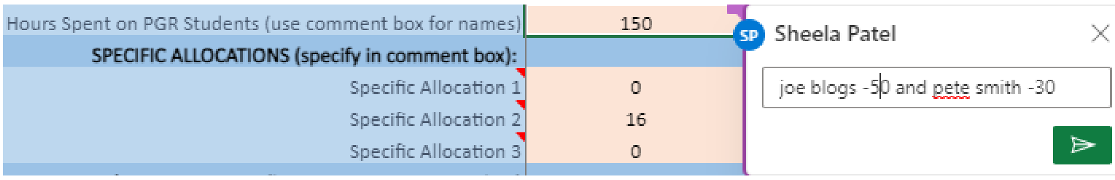
Continue to add hours for their activity as appropriate.

			Dept Test 1	Dept Test 2	Dept in another instit
Activity	Tariff	Total Hours	Bob 1	Bob 2	Person 1
Lecture	Tariff A (1:0)	30	20		10
		20		20	

	The reporting sheet will be able to sort/find staff name and those hours will be added to the individuals WLM allocation. There will be a TEACH OUT TAB in every Module Input Sheet. Please list all your staff teaching hours on modules that belong to other departments, for this you will need to liaise with appropriate HoD, SL, PL, CL to confirm the hours. (In practice this means that the information will be recorded twice but it is only captured on once on the reporting sheet).
5	**Staff Input Sheet** This sheet is populated by the PL or SL with HODS and access will be restricted to these named individuals only. The Staff Input Sheet consists of 3 tabs Guidance Notes – information to help you populate the sheet will be stored here Staff Validation – used to update staff lists for the Staff Input sheet. It is preferable to copy the staff list from the Module Input Sheet into this spreadsheet so that the names are identical. Staff Input – this is the worksheet you need to populate. 
Action 10	Using the drop down list add all staff in your department, then work vertically down the spreadsheet. Add Contracted FTE to the cell under the staff name. 

<table>
<tr><td>Action 11</td><td>Select Contractual Roles

</td></tr>
<tr><td>Action 12</td><td>Select number of hours assigned to contractual roles
These are listed in the WLM Guidance document.

</td></tr>
<tr><td>Action 13</td><td>Insert hours for Curriculum Development if appropriate.</td></tr>
<tr><td>Action 14</td><td>Insert hours for Discretionary Roles or Additional Approved Hours if appropriate.</td></tr>
<tr><td>Action 15</td><td>Insert number of undergraduate students as personal tutees.

The weighting is 3 hours per UG student and the calculation will be shown in row 13.</td></tr>
<tr><td>Action 16</td><td>Insert hours spent on PGR students this includes (MRES/ PGR/PGT/ PhD)
Please use the comment box to student names</td></tr>
</table>

	
Action 17	Specific Allocations If additional specific allocations are appropriate to be included for example Auditioning or Link Tutoring then insert them here Do not over write the cells in blue, but add further information in the comments box All specific allocations will be reviewed by the WLM Steering Group who will approve or decline requests.
Action 18	Research/ Enterprise Hours Select approved research tariff as per the individuals Personal Research Plan
Action 19	Externally Funded Research Buy-out State number of hours adding additional narrative (listing project name/type) in the comments box
Action 20	Enterprise Hours (non funded) State number of hours adding additional narrative (listing project name/type) in the comments box
Action 21	Enterprise Funded Buy-out State number of hours adding additional narrative (listing project name/type) in the comments box

Appendix 1

Worked Example of Marking Tariff

The total hours required for marking, once calculated using the weighting below should be entered into the WLM.

1. Identify the relevant assessment pieces and the number of students

2. Calculate the proportion of each assessment that each staff member is undertaking and multiply by total number of assessments

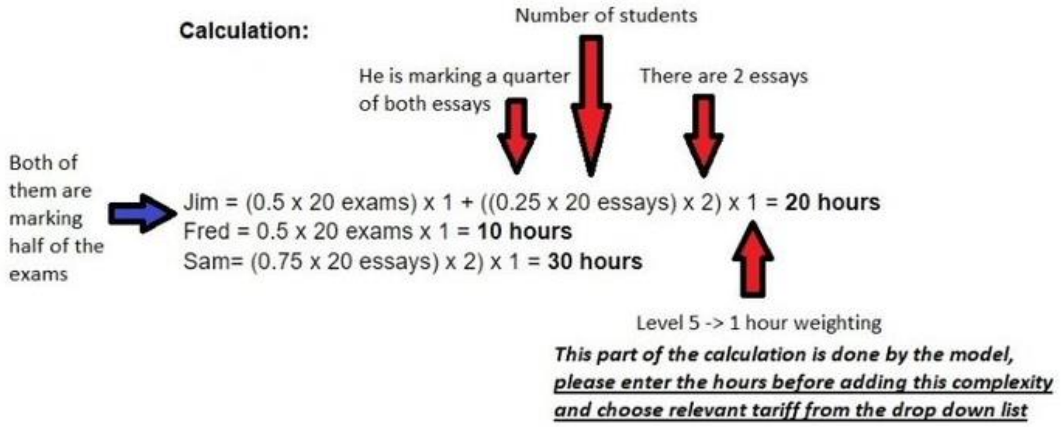
3. Multiply the proportion by the weighting for the level. Weighting for level to be used:

   0.5 (30mins) - level 3
   0.75 (45 mins) - level 4
   1.0 (1 hour) level 5 and 6
   1.5 (1.30 hours) level 7

Example for L5 marking: 1 hour weighting

Assessments type: 1 x written exam and 2 x essays
Student number: 20

<u>The assessments are marked by Jim Fred and Sam.</u>
Jim is marking half the exams and a quarter of the essays
Fred is marking half the exams only
Sam is marking three quarters of the essays only



Appendix 2
The Reporting Sheet

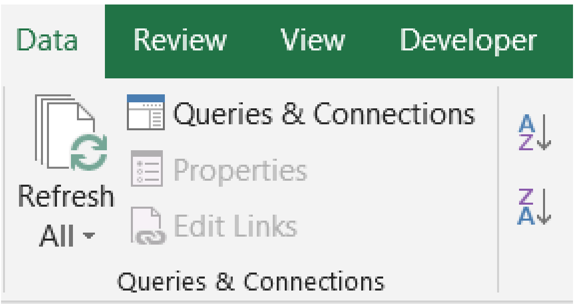
These sheets are only available to DOI, Dean, HODs and SL/PL.

The Reporting Sheets once established and linked can sit on your desktop or in a designated folder. You may have a number of reporting sheets depending on your departments configuration.

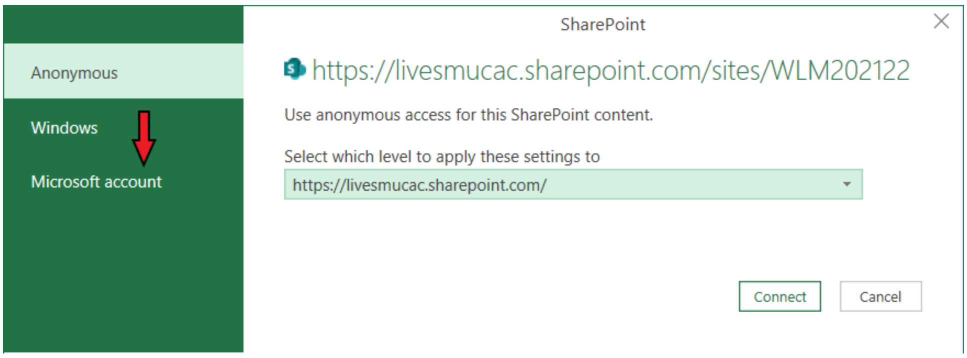
Once the initial connection is made, you will just need to refresh the link every time and the spreadsheet will update automatically.

Creating initial connection with input sheets sitting in MS Teams

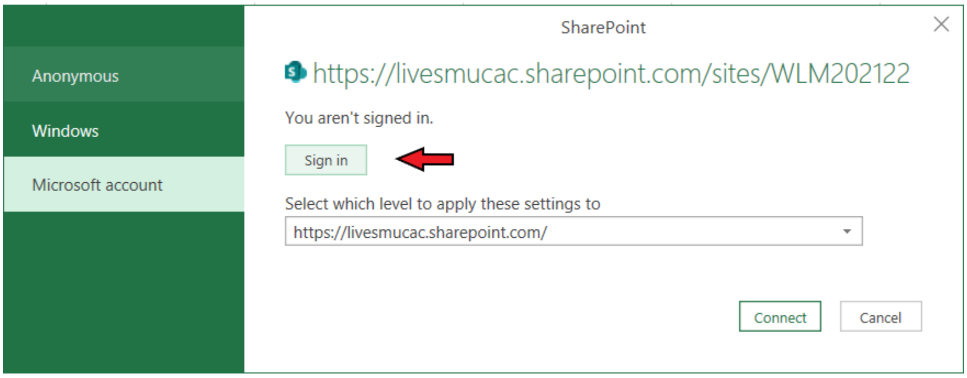
1. Close or exit the input sheets in MS Teams after adding or changing any data. Then open up Reporting sheet and hit 'Refresh All' under 'Data'.



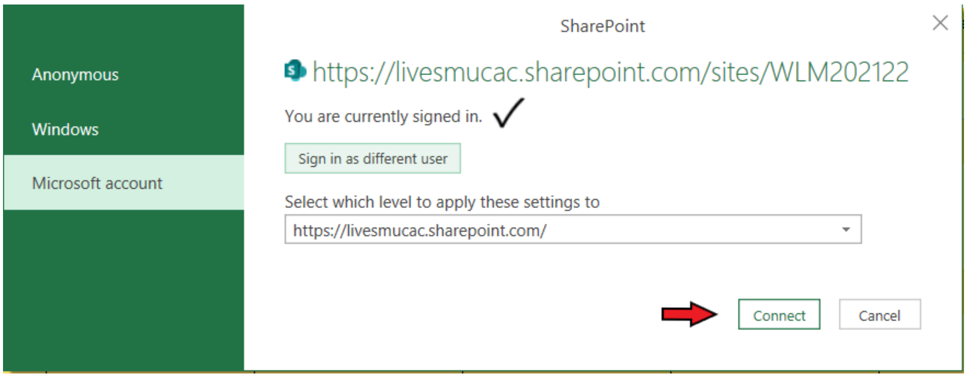
2. The following window will pop up – Click on 'Microsoft Account'



3. Click 'Sign in' and a separate window will come up where you can sign in with your university credentials.



4. Once successfully signed in – click ‘Connect’ and after few minutes the Reporting sheet will be updated with the new data.



5. The next time you update the input sheets, you have to repeat Step 1 only exiting the sheet in Teams and hit Refresh, but once initial connection was created it will not ask for a sign in again.

Version Control		
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Next Date for Review	In advance of the circulation of WLM Spreadsheets for 22/23	