

**Collaborative Agreement reached on 9 May 2022**

ARU senior management and UCU have reached an agreement in relation to the further development and effective implementation of the Academic Workload Balancing Model (AWBM).

This agreement is the result of constructive, pragmatic discussions between UCU colleagues and senior management which have focused on improving the wellbeing of academic staff and effective management of academic staff workloads.

Signed  
James Rolfe  
Chair of JCNG

Signed  
Dr John Hogan  
ARU Branch President, UCU

This agreement is endorsed by the Vice Chancellor and Chief Executive,

Professor Roderick Watkins [Signature].....

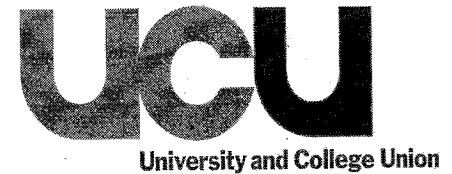


## 1. Principles

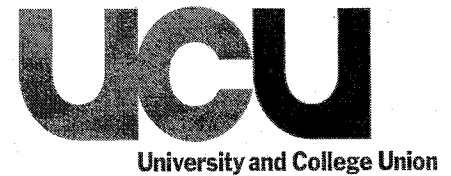
The Academic Workload Balancing Model (AWBM) is guided by a set of principles, aligned to the overall values of the University.

The principles which guide the AWBM are:

1. The AWBM is a high-level tool to support management of the workload of academic staff, ensuring consistency of treatment within the University, while allowing for differences in teaching, research, scholarly activity and administration between academic disciplines.
2. Workload is allocated in a manner that reflects ARU's mission, vision, values and strategic priorities as well as the wellbeing of staff.
3. Workload allocation takes into account all areas of activity expected of academic staff, working individually and as part of wider teams. and allows appropriate flexibility, or 'headroom', for unscheduled activities.
4. The AWBM is the product of discussion and negotiation between the individual member of academic staff and their line manager. Workloads cannot and must not be imposed unilaterally.
5. The basis for the AWBM is a workload allocation of 1585 hours per annum. The use of the figure of 1585 hours is not intended to imply a contractual or defined working period: it is used as a guide in ensuring a fair allocation of work. A pro-rata allocation will apply to part-time staff. Workloads will not be set to exceed the 1585 cap and the University will work to ensure that the software will enable this.



6. Individuals and their line managers are expected to agree, before the start of the academic year, a 'headroom' figure to bring working hours to 75-85% of the 1585, to be built into workload allocations.
7. For 2022 indicative workloads will be agreed by mid-July and published by the end of July subject to final decisions at appraisal meetings. In following years, workloads must be agreed by 1 July for the following academic year and by July 15th the line manager must share the workload figures transparently with all members of the discipline/cluster. There must be transparency in the implementation of the AWBM, to aid equality and equity of treatment of staff, and a full understanding of the scheme by all.
8. The AWBM is intended to be practical and should not require disproportionate effort to maintain.
9. The AWBM needs to be flexible to deal with internal and external requirements that may necessitate changes in workloads in any particular trimester/academic year.
10. Workloads are compatible with reasonable expectations of work-life balance and facilitate a healthy working environment.
11. PVC Deans are ultimately accountable for workloads within their Faculty. The responsibility for ensuring colleagues are allocated with reasonable workloads in a timely manner lies with Heads of School and/or their delegated representatives (e.g. Deputy Heads of School). In practical terms, workload planning is an iterative and consultative process and therefore, all colleagues should engage with AWBM discussions and contribute through appropriate course and subject fora as well as regular meetings with their line manager (including the appraisal process).



12. Relevant information from the outcomes of the workload model, taking account of any data protection issues, will be made available to staff in an appropriate form.
13. Where a member of staff is concerned that the application of the AWBM results in an allocation of work which they perceive to be excessive or unfair, in the first instance they should discuss these concerns with the manager in their School/area responsible for workload allocation. If, following these discussions, their concerns remain unresolved, the member of staff may raise these concerns informally with their PVC Dean. If matters remain unresolved the individual is entitled to access ARU's grievance process. The grievance will be considered in a timely fashion, normally within 15 working days, to enable workload to be allocated expeditiously.

## 2. Headroom

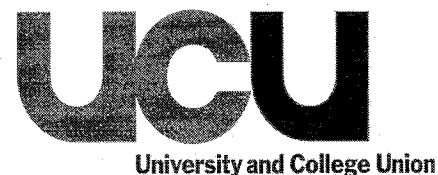
In July, individual staff members would normally be expected to have a workload allocation of 75-85% to allow 'headroom' for allocating additional workload over the course of the academic year up to 100%. PVC Deans will have ultimate responsibility to address areas with excessive workloads, with support and oversight provided by the **AWBM Implementation Group**<sup>1</sup>, which is chaired by the Deputy Vice-Chancellor (R&I). Minutes of the meetings of this Group will be made available to UCU, and channels of communication will remain open, reflecting our shared interest and commitment to successful implementation.

## 3. Self-Directed Scholarly Activity

The practice of 185 credits in the AWBM for self-directed research and scholarly activity will continue to apply.

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<sup>1</sup> Chaired by Deputy Vice Chancellor for Research & Innovation, membership of the AWBM Implementation Group also includes all Faculty PVC Deans, HR Director, Head of Anglia Learning and Teaching, Deputy Head of School FSE and Head of HR Business Partnering.



The University stands by the commitment and understanding reached in the Collaborative Agreement with UCU of August 2020, which states, *"The University is committed to ensuring that high quality education and our competitive position is reliant upon academic staff undertaking scholarly activity. To this end, the University supports fully the continuation of the established practice of 185 credits in the AWBM being set aside for "self-directed scholarly activity", and, for the sake of clarity, this time is completely separate from teaching preparation and research time."*

#### 4. Specific tariffs:

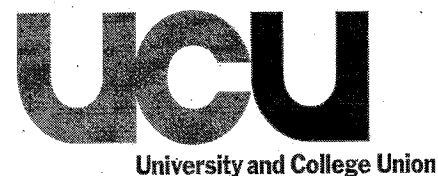
- Total recorded content hours (screen-caste, digital content, flipped learning, DL content): 1 hour per hour of contact
- Office Hours (3 hrs per week during teaching weeks in trimester): 1 hour per scheduled office hour
- Doctoral Supervision (Both Professional Doctorates and PhDs) First Supervisor: 50 hours; Second Supervisor and third supervisors: 30 hours
- Major Project Supervision, marking & double marking - 60 credit PG module: 10 hours per student (fte)
- Major Project Supervision, marking & double marking - 30 credit UG module: 7 hours per student (fte)
- UG Placement Project Supervision, marking meeting and reporting meeting (2 trimester): 6 hours per student
- UG Placement Project Supervision, marking meeting and reporting meeting (1 trimester): 4 hours per student
- Marking in person (presentation, performances, OSCEs, 3-way apprenticeship reviews): Actual direct timetabled contact hours and an additional 1 hour per hour of contact
- Marking automated assessments (set-up, MCQ, Canvas task): 2 hours
- Career Mandatory External Staff Development (PSRB expectations): 3.5 days per year



- Knowledge Exchange, Innovation and Professional Practice Activities (LP and SLP staff, and those engaging in KE): Agreed value (normally 120-200 hours, or as agreed in project)
- Deputy Heads of School: Agreed value 750 hours
- Advisors/Directors etc with major responsibility: Agreed value, see Role Descriptor for credit and role: 250-750 hours
- Business as Usual Role: Agreed value, see Role Descriptor for criteria and role: 75-250 hours
- School level Activity Role: Agreed value, see Role Descriptor for credit and role: 100- 250 hours
- Other Specific Activities e.g. REF Convenor, Collaborative Partnership management, APRS Mentor and Assessor, public engagement, Athena Swan Faculty Lead: one hour per hour required to be agreed with line manager
- Core research and innovation allocation: Agreed number of multiples of 160 hours
- Researcher Development and Support (Researcher Staff Development, REF reviewing, Conference attendance, Networking activities, other research support): 100 hours per year
- Doctoral citizenships (Fixed value for staff contributing to Doctoral Community: includes Review of Research Proposals, Annual Reviews, Upgrade/Confirmation of Candidature, Mock viva panel, Chair for viva Internal Examiner): 40 hours per year
- Module Assessment Panel (meeting + paperwork + amendments): 6 hours per board
- Marking and double marking written work containing both formative and summative components (coursework, exams): 60 minutes per student on a 15 credit module by agreement with DHoS.
- Module leadership: 15 hours per module plus 0.2 (12 minutes) per student
- Module additional workload (modules with additional workload: Live Brief, multiple deliveries in year, very large modules etc): 10 hours or, by

exception, locally agreed number of hours captured in 'Other specific activities'.

- Student Field Courses, full and multiday visits, etc: 10 hours per day.
- Teaching preparation time: taking the 15 credit module as the unit of analysis and for allocation of teaching preparation time, each module will normally be allocated 100 hours for teaching preparation (to cover all lectures, seminars, tutorials, workshops and related activities). In all cases, the distribution of this preparation time will be decided collectively by the academic staff who are working together to deliver the module in question.
- Career Mandatory ARU Staff Development: 3.5 days per year for required training
- Course Leader: Recognising that the nature and scope of course leader responsibilities vary considerably, the following formula will apply  $50 \times \text{number of levels} + 0.4 \text{ (24 minutes)} \times \text{number of students}$ . In addition, for 2022/23, no individual allocation for course leader will be lower than for 2021/22.
- Appraisal: 3 hours for the appraiser and appraisee
- Other specific activities e.g. teaching overseas 1 hour weighting
- Personal Development tutorship (all UG and PGT students) 1.5 hours per student
- Other Specific Activities e.g. PDT Community Leads interviewing students, PGR annual monitoring, travel for meetings etc: 1 hour for every hour of activity
- All standard school duties (e.g. course, course group and school meetings, awaydays, student induction, open day attendance, training, clearing etc) 1 hour for every hour of contact/presence required
- Staff completing qualifications (PG Cert or PhD): (75 hours per PG Cert Module, min 200 hours for PhD)
- New staff mentoring: 10 hours per mentee, per academic year
- Teaching review: 3 hours per reviewee



- Externally funded researcher innovation project: hours in year as agreed in contract.

#### **5. Online administration and student communications**

The Module Leadership tariff recognises and reflects an increased tariff per FTE to recognise the time necessary for effective communication with students and colleagues. ARU management will provide clear guidance for staff and students on use of email versus other communication channels to best support the student experience.

#### **6. Academic Management & Planning roles**

The University agrees to review current academic Management and Planning roles (e.g. Deputy Head of School and Course Leader); this will inform a review of weightings for these roles for 2023/24 and consideration will also be given to the role grades. The University undertakes to conclude the review by April 1<sup>st</sup> 2023, at which point it will be presented to UCU for discussion and agreement on weightings in sufficient time for implementation by or before September 2023.

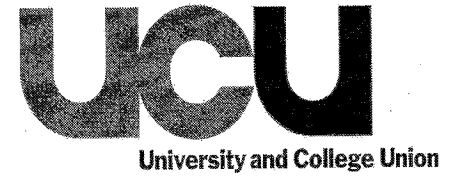
#### **7. Open days**

With particular attention to issues of equality, ARU undertakes to monitor Open Day attendance.

#### **8. Annual leave**

Both parties acknowledge and stress the importance to all staff of being provided with genuine opportunity to take their full annual leave entitlement within each annual leave year. AWBMs must incorporate sufficient time for a member of staff to take their full annual leave entitlement. In the exceptional circumstances that a member of staff is unable to take their full annual leave entitlement in any given academic year, they may carry over up to 5 working





days to the following year and this will be reflected in the following year's AWBM in consultation with their line manager.

## 9. Research

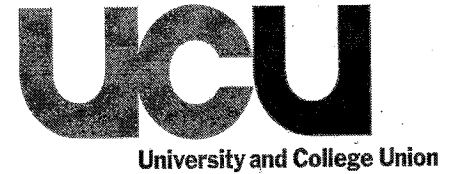
Management and UCU are committed to work together to support our academic staff contributions to realise the ambitions in the developing R&I Strategy (2022-2027). These ambitions include a commitment to developing the scale of disciplinary research excellence and a university wide focus on key research and innovation activities which will create transformational impacts beyond ARU.

Following on from the challenges which the pandemic had on the ability of ARU colleagues to undertake research and / or knowledge exchange, we have enhanced the visibility of research and knowledge exchange elements in the AWBM for 2022/2023, and are recommending a significant enhancement to the time available for such activities, in terms of broad researcher development and research outcomes-focussed activities. **The AWBM includes a total of a minimum of 260 hours for these aspects:**

- Core time for output orientated research, as agreed with line manager (a minimum of 160 hours).
- (Individual) Researcher Development and Support – time for staff development (training), networking (conferences) and other research activities that grow researcher profile and reputation (society membership, meeting organisation, REF reviewing; 100 hours.
- Additional hours for externally funded research – time in AWBM for funded projects, as set-out in the contract with the funder.

### Process

Academic Staff member to present research plans, realistic timelines for achievement of aims, and definition of time required, to line manager at AWBM discussion, with a view to reaching agreement and for incorporation into workload plans for the academic year ahead. The Deputy Dean for Research and Innovation will be responsible for identifying research leads in



each discipline area to support staff, if required, to develop these plans. The Deputy Dean for Research and Innovation will be required to support the resolution of any issues which emerge, and in line with the AWBM Principles, the PVCD of each Faculty has the ultimate responsibility to ensure that appropriate due consideration of research plans and the recommended outcomes are fair and in line with discipline practice.

The Deputy Deans for Research and Innovation will be required to report to the AWBM Implementation Group on the Faculty processes which have been put in place and the University agrees to collate and account for all applications for research time, alongside the outcomes and distribution of research time across Discipline Groups, Schools, and Faculties. This data will be made available to the AWBM Implementation Group who will be overall responsible for continuing to enhance the model for the distribution of research time and resources. This data will be shared with UCU in full, periodically and on request.

#### **10. Associate Lecturers**

The Associate Lecturer Working Group, which includes UCU representation, has made good progress against its terms of reference. At the final meeting of the group agreement was reached on key recommendations to be presented to UET.. The University and UCU continue to work collaboratively towards an exemplar agreement to ensure stability of employment where possible and appropriate; a paper will be presented to UCU in due course.

#### **11. Wellbeing reviews and Agile Working**

ARU senior management and UCU have agreed to continue discussions in relation to wellbeing reviews and agile working through our regular meetings, including JCNG.

#### **12. Review**

This agreement will be kept under review.