



## **DIE AFRIKAANSE PROTESTANTSE AKADEMIE NPC**

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### **POLICY ON WORKLOAD ALLOCATION FOR ACADEMIC AND ADMINISTRATIVE STAFF MEMBERS AT THE APA**

Policy Owner	Board of Die APA
Responsibility	Quality Commissioner and Quality Committee
Status	Approved October 2017
Dates of amendments	-
Review date	2023

# POLICY ON WORKLOAD ALLOCATION FOR ACADEMIC AND ADMINISTRATIVE STAFF MEMBERS AT THE APA

## INTRODUCTION

A workload allocation model is intended to provide a consistent and transparent mechanism to support workload management for academic and administrative staff at the APA. The workload allocation model serves as a managerial policy implemented by the management of the APA to tackle the issue of possible overloading of a full-time or part-time staff member in an academic or administrative position at the APA. The workload allocation model implemented by the management of the APA is an endeavour to promote transparency between management and the staff member involved and to serve as a model to promote equity in the workload allocation of staff members by management.

The policy on workload allocation for academic and administrative staff members at the APA is implemented across the institution from January 2017.

The management of the APA has opted for one workload allocation model to be implemented across the institution, to create greater equity of workload allocation and to make it easier to enforce the policy in different sectors of the institution.

## PRE-AMBLE

The following policy, drafted by the management of the APA and approved by the board of the APA, establishes the basic principles for fair, equitable and balanced distribution of work amongst full-time and part-time academic and administrative staff members.

The policy should be used by the head of the institution, programme coordinators and the head of administration as a framework for workload allocation amongst all academic and administrative staff members.

The policy does not alter any current or legal contractual agreements between the management of the APA and part-time or full-time academic or administrative staff members.

The programme coordinator or head of administration has the authority to make minor changes to the workload allocation of academic or administrative staff members respectively, provided that the principles of fairness, equity and transparency is adhered to.

## BASIC AIM

All workload allocation done by the head of administration (in the case of administrative staff) or the programme coordinator (in the case of academic staff) should be done in an open and fair way, in accordance with the Employment Act of the Republic of South Africa.

If an employee delivers more hours than is expected of him/her, a basic workload allocation model is needed to compare hours delivered and to calculate possible remuneration. An employee should not deliver more hours than is legally acceptable. This policy aims to give a structure for the management of the APA in which to protect the rights of the employee.

In many cases, academic staff members will not be required to deliver all the workload hours in daytime-working hours. Administration, research, community engagement and assessment will

probably in many cases fall outside the normal work-week of an employee. This policy serves as a guideline for academic staff members to calculate the workload according to the prescribed weighted man hours in order to ascertain whether fair and equitable workload practices are in place.

All staff members are to develop skills and competencies pertaining to their field of specialty. This policy gives guidelines to management on the amount of hours allowed to an employee specifically for the development of skills and competencies.

If a staff member is not in agreement with the workload allocation in his/her department, the staff member has the right to appeal to the Senate of the APA to reconsider or revise the workload allocation of a staff member. The procedure in such cases is stipulated in this policy.

### PROCEDURES IF STAFF MEMBER IS IN DISAGREEMENT

If a staff member is in disagreement with a specific workload allocation made, or a change in the workload allocation specified by management, the following procedure should be followed:

- A written appeal specifying the reasoning behind the appeal should be addressed to the Senate of the APA
- A list with any evidence relevant to the appeal should be included
- The Senate will address the appeal at a scheduled meeting
- Written feedback will be given to the staff member regarding the outcome of the appeal
- If the staff member is still in disagreement with the decision of the Senate, the same procedure listed above should be followed, but the appeal should be addressed to the board of the APA, who will take a final decision on the matter concerned.

### ROLES AND RESPONSIBILITIES

It is the responsibility of the specific members of the management of the APA, i.e. the head of administration and the programme coordinators to ensure that a reasonable and equitable workload allocation is distributed evenly across the different segments of a department under his/her management.

It is the responsibility of the programme coordinators in the case of academic staff members to keep record of the workload allocation for staff under his/her management in a specific faculty.

It is the responsibility of the head of administration in the case of administrative staff members to keep record of the workload allocation for staff under his/her management in a specific department.

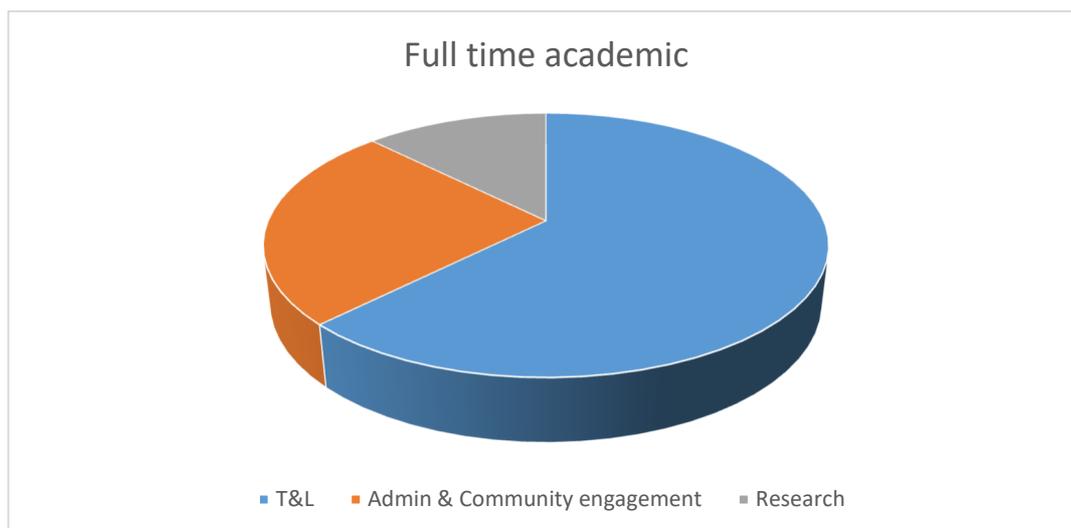
### TIME MEASUREMENT

According to most recent studies, there is a difference in the measurement of time in different workload allocation models. Basically, the measurement of time is essentially based on two concepts: *time as a currency* or *real-time* (see for example UCU documentation, p. 3<sup>1</sup>).

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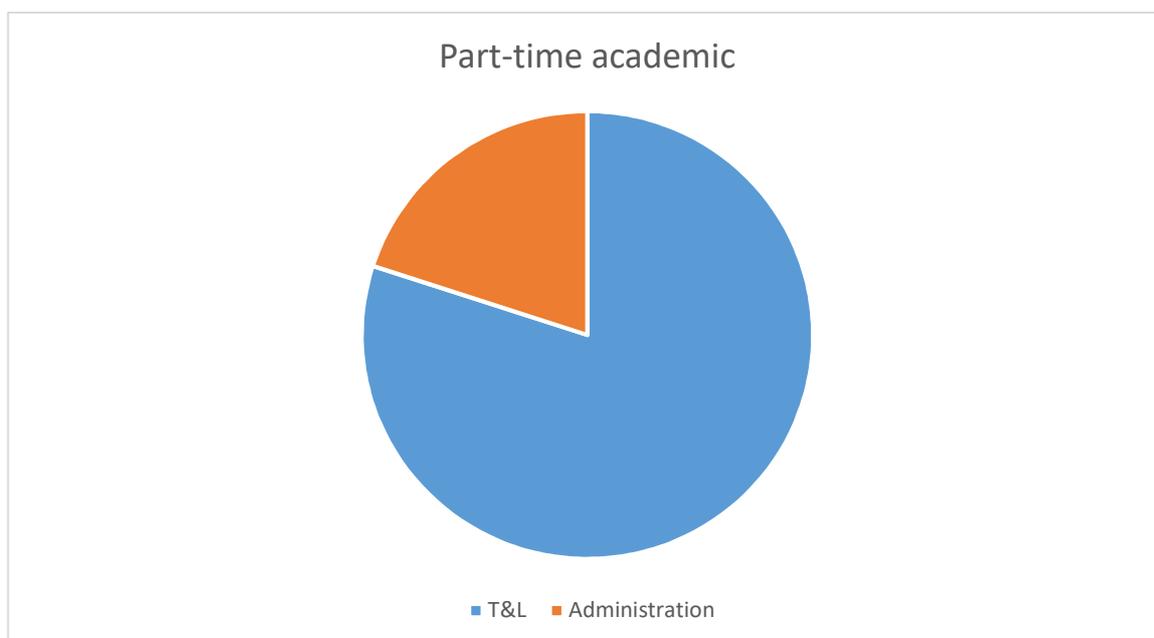
<sup>1</sup> Available at [https://www.ucu.org.uk/media/3595/Notes-on-evaluating-workload-models-Dec-09/pdf/ucu\\_evaluatingworkloadmodels\\_dec09.pdf](https://www.ucu.org.uk/media/3595/Notes-on-evaluating-workload-models-Dec-09/pdf/ucu_evaluatingworkloadmodels_dec09.pdf) (Accessed 18 August 2016).

The following workload allocation model was adopted by the management of the APA for full-time and part-time academic staff members (see chart below):



The chart above depicts the weighted workload allocation for a full-time academic staff member in terms of their HE tasks of 1) teaching and learning, 2) research, and 3) community engagement and higher education leadership and management (HELM) at the APA based on a 40-hour work-week over two semesters per annum (40 weeks). This equates to 1600 weighted man hours per annum available for workload allocation.

- For full-time academic staff members, the allocation is as follows:  
1000 hours are allocated for Teaching and Learning  
400 hours are allocated for administration and community engagement  
200 hours are allocated for research



The chart above depicts the weighted workload allocation for a part-time academic staff member at the APA in terms of their HE tasks of 1) teaching and learning, and 2) administration based on 600 hours per annum.

- For part-time academic staff members, the allocation is as follows:

500 hours are allocated for Teaching and Learning

100 hours are allocated for administration

#### PREFERENTIAL WORKLOAD PROFILE MODEL FOR MANAGEMENT

<b>ACADEMIC</b>	<b>ADMINISTRATION</b>
Programme Coordinator CE/HELM: 400 (10 hpw/25%) T&L: 800 (20 hpw/50%) RES: 400 (10 hpw/25%) 12000w@5h for 200w	Head of Institution CE/HELM: 1200 (30hpw/75%) RES: 200 (5hpw/12.5%) 6000w@5h for 200w T&L: 200 (5hpw/12.5%)
Head of Department T&L: 800 (20hpw/50%) RES: 400 (10hpw/25%) CE/HELM: 400 (10hpw/25%)	Registrar CE/HELM:1250 (31.2hpw/78.1) RES: 150 (3.8hpw@5h for 200w/9.4%) T&L: 200 (5hpw/12.5%)

#### THE NATURE OF ACADEMIC WORKLOAD

Teaching, research, administration and community engagement and other activities of an academic nature are listed below to enable a programme coordinator to make a relevant workload allocation to academic staff members and to determine the correct allocation of hours for specific workloads under the broad headings above.

##### Teaching and Learning may include:

- preparing teaching material for class delivery
- developing modules within courses, learning materials, study guides and relevant learning materials
- conducting lectures, tutorials, seminars and workshops to enhance the learning experience
- assessing student input, taking tests and exams
- giving scholarly input to enhance the academic staff members' academic scope and depth
- giving student feedback and consultations

##### Research may include:

- supervising student projects, research and dissertations
- undertaking research
- writing articles and other academic outputs for publication
- presenting scholarly papers to conferences and presenting public addresses of an academic nature
- formal supervision for masters and doctoral students

##### Administration may include:

- keeping the online profile of the course/subject up to date on the student e-learning system
- uploading class presentations to the student e-learning system
- organising or attending meetings
- other administrative activities relevant to the academic programme
- contributing towards the accreditation of a programme

##### Community engagement may include:

- Taking the role of a public liaison officer

- Chair or member of a committee
- Involvement in community projects
- Contributing to committees
- Promoting the APA in the community

## SPECIFIED MODEL

It is the responsibility of the programme coordinators of the APA (dean of the Faculty) to implement the workload allocation of all academic staff members with the approved workload allocation model in mind.

In practice, the workload allocation models above, are implemented as follows:

All full-time academic staff members will not be allowed to be allocated more than 1000 weighted man hours per annum for teaching and learning, 200 weighted man hours per annum for research and 400 weighted man hours per annum for administration and community involvement. The 1000 hours for teaching and learning will be benchmarked using a template containing a special formula developed for the APA. All full-time academic staff members who are currently involved in more than 1000 weighted man hours for teaching and learning across all programmes at the APA, will be required to choose, and in consultation with the management of the APA and the programme coordinator, indicate in which specific areas he/she would like to be teaching up to 1000 weighted man hours per annum. All other non-allocated credits per programme will be identified by the programme coordinator and the management of the APA will appoint additional academic staff members to teach all subjects in which academic staff members are overburdened. B.Th-lecturers will be allowed to teach in the B.A.-programme if it is in a subject of their specialization and only if they have available weighted man hours according to the regulation of 1000 weighted man hours per annum.

All part-time academic staff members will not be allowed to be allocated more than 500 weighted man hours per annum for teaching and learning and 100 weighted man hours per annum for administration. All other non-allocated credits per programme will be identified by the programme coordinator and the management of the APA will appoint additional part-time academic staff members / contract staff members to teach all subjects in which academic staff members are overburdened. Part-time lecturers will be allowed to teach in another subject if it is in a subject of their specialization and only if they have available credits according to the regulation of 500 weighted man hours per annum. Contract staff members are excluded from this regulation because a contract is negotiated individually.

In some cases, where specific expertise is required, a full-time academic staff member may teach an additional 200 weighted man hours per annum if a suitable qualified academic staff member cannot be appointed by the APA to teach in a programme where a vacancy occurs, with the approval of the programme coordinator.

No additional credits for teaching and learning are to be allocated to a part-time staff member. If a vacancy cannot be filled during an academic year, an additional lecturer will be contracted to teach the course on an *ad-hoc* basis.

Where academic or administrative vacancies occur, the policy on workload allocation for staff members will serve as part of the agreement with newly appointed staff members.

## CONCLUSION

It is the responsibility of the management of the APA to allocate workload according to available resources and staff. This policy is intended to provide a consistent and transparent mechanism to support workload management for academic and administrative staff at the APA, and should be read and interpreted considering all other policies of the institution as approved by the board of the APA.

**First edition 09/2016 by GDS**

**Second edition 10/2017 by GDS**

**Approved by the Board October 2017**