**COLLEGE OF SOCIAL SCIENCES AND INTERNATIONAL STUDIES**

**SWARM WORKLOAD PLANNING POLICY**

**Introduction**

1. The SSIS College Executive recognises that it is the capacity and capability of our staff that determines the successful delivery of College and Discipline Research and Education Strategies. The strategic allocation of activities in workload planning is of the utmost importance especially given the challenging external environment and College commitment to give due attention to staff well-being. This policy is designed to promote equity and transparency in workload allocation. This policy will be reviewed annually and will be made available to staff to ensure transparency about workload.
2. The SWARM (Simple Workload Allocation and Resource Model) tool, adopted by the University, is used to inform workload allocation and the pursuit of equitable loads informed by a common basis for comparison. It is a management tool that is particularly helpful in identifying both high and low workloads and in providing an objective basis to manage the redistribution of workload across disciplines in a fair and equitable manner.
3. The SWARM workload is used to provide data for the Research England/OfS (Replacing HEFCE in 2018), thereby reducing the demand on staff to complete the termly Time Allocation Schedule (TAS) forms.

1. SWARM is a model, not a dynamic system that is constantly updated. Whilst it is intended to reflect real workload, it is not, and cannot be, a precise record of actual hours worked nor can it take account of the actual hours an individual may choose to dedicate to particular tasks.
2. SWARM is used for planning workload allocation based on data available at the time of allocation. It is therefore a simplification of reality, based on an approximation of the time taken for specific activities. The College Executive seeks to ensure that these are reasonable. They have been established through consultation, are reviewed on a regular basis, and will be adjusted in light of experience and further consultation.
3. SWARM is a multi-year model, which allows the workload of individuals to be balanced over a number of years to achieve equity and fairness. To achieve balance, consideration will be made of workload allocations over the preceding three years.
4. SWARM does not specifically deal with sickness absence, Occupational Health issues or Maternity/Paternity/Adoption. These are covered by normal management procedures although periods of prolonged absence may be entered into SWARM for record purposes. This will be done in a discrete and confidential manner and in compliance with the Data Protection Act.
5. Staff in the Education & Research job family do not have a maximum or fixed number of hours stated in their contracts of employment. The workload model therefore adopts a notional annual measure that is aligned to the 1650 hours used by UK Research Councils in the Full Economic Costing (FEC) model. Staff in the Education & Scholarship job family have 1600 hours stated within their contract of employment.
6. The detailed principles of the SSIS SWARM model, particularly the hours allocated to Administrative Roles, will be reviewed and changes agreed by the College Executive.

**Principles**

The Fundamental Principles supporting the SSIS SWARM Model are:

* Data recorded in SWARM is available, once validated to the individual, to members of their Discipline/Unit and appropriate offices of the College and University management. All data is held in accordance with the Data Protection Act.
* In line with the University SWARM model, workload is allocated for Teaching, PGR Supervision, Grants, Research, Support and Scholarship, Administration and Citizenship. The detailed allocation of workload within SSIS does vary within the University model to meet College requirements as a result of consultation.
* The operation of SWARM is informed and underpinned by the University Equality and Diversity policy and guidelines.
* Any specific HR or Occupational Health recommendations and guidance relating to adjustments for individual cases will be followed where reasonable and practical.
* Heads of Discipline will strive to have to ensure that no individual has a workload at +10% of annual hours unless agreed in advance; HoDs should meet with all staff who are over or under hours by 10% or more to ensure that their workload is manageable and brought closer to the indicative maximum over a 3 year period.

**The key objectives of the policy are:**

* To achieve fairness in workload distribution and to avoid work overload;
* To enable Heads of Discipline (HoDs) to achieve greater equality through the reallocation of tasks where the workload of staff is either
	+ High (+10%) for both FT and PT E&R members of staff, or
	+ Low (-10%) for both FT and PT E&R members of staff
* To assess average workload over a 3 year period

Workload is recorded under the following categories:

* Research: *time allocated from externally funded grants*
* PGR Supervision: *teaching time allocated to doctoral supervision*
* Mentoring/Research Fellow supervision: *this field is not used in SSIS with this time allocated in the other catergories*
* Support and Scholarship: *time allocated to Citizenship hours and to the baseline allocation of research*
* Administration and Other Roles: *time allocated to academic management and leadership roles*
* Teaching: *time allocated to teaching and teaching-related activities*
* Tutee Load: *number of personal tutees*

**Workload Allocation to Research**:

***Baseline Research Allowance***

Staff on E&R contracts will be allocated 24% (396 hours) of their workload allocation as internally-funded research time. This is referred to as the base-line allocation. To support TRAC reporting these 396 hours are notionally split into the categories of:

* Independent research, knowledge exchange and impact development activity which leads to an external output or outcome (e.g. a publication, product creation, engaged-research, research dissemination, collaborative partnership development, impact-focused activities with the private, public and third sectors or other publics, or evidence gathering to articulate impact). In general the College expects that a full time E&R staff member will produce, on average, the equivalent of one journal article per year (to allow for books which take longer; and for the fact that research cycles mean some years have no outputs then other years have two) - (60% - 238 hours);
* Research and innovation administration/support and grant writing or bid development - (30% - 118 hours);
* Research leadership and skills development including conference attendance and training - (10% - 40 hours));

In addition:

* All allocations are pro rata for part time staff;
* An additional 83 hours (5%) is allocated for Research and Support to PDP staff;
* For ESI staff, a research allowance of 30% is available to recognize the interdisciplinary nature of their work. This 30% is inclusive of and not in addition to any other research support and scholarship hours.

***Research Grants***

Staff involved on research grants will have time committed to these research grants included in their workload allocation. Based on the discipline context, the College has policies to reflect how grant-linked time may change the overall research allocation, as follows:

* Where staff are involved with research grants with fully-funded or partially-funded research time, the College will consider the overall balance of research time, and will not adjust the baseline research time (i.e these hours will be included over and above the baseline allocation of research hours). The total grant hours allocated includes all time explicitly committed in funded projects when time is funded in part (i.e. both FEC and non-FEC time is included).
* Where staff are involved with research grants with allocated but unfunded research time, the College will consider the overall balance of research time, and will adjust the baseline research time. For projects in which the funder makes no commitment to cover staff time this should be found from the baseline research allocation, which will be adjusted accordingly, unless the College has specifically agreed otherwise in advance.
* Grant hours are calculated using the actual start and end dates of the grant.
* No time is normally allocated to investigators for ‘No-cost’ extensions. Costed extensions attracting extra hours will be included.
* Staff whose time is wholly covered by a research grant/grants will not also receive the base-line allocation of 24%.

**Workload Allocation to Teaching:**

In reflection of the nature of the institution and the nature of the job families, all E&R and E&S members of staff are expected to make a significant contribution to teaching activity. The total teaching time allocated to a module is distributed across all of the staff contributing to the module in proportion to their input. This distribution includes the hours assigned to E&R and E&S members of staff, as well as to PTAs.

The College comprises diverse disciplines and education is delivered through modules with a range of teaching and learning styles – tutorials, lectures, workshops, seminars, etc. Since the 2012 /13 Academic Year, the teaching allocation has been driven by the University policy on contact hours. For SSIS, it is recommended that each UG and PGT student should receive 10 contact hours per teaching week. This may be spread across one or more modules, and across one or more modes of delivery. In practice, this would mean that, for a 15 credit module, there should be 2.5 contact hours per teaching week per student, and for a 30 credit module, there should be 5 contact hours per teaching week per student. Details of the ‘Scheduled learning and teaching activities’ for each module are specified on the Module Descriptor. These stipulations should be adhered to as they form part of our contract with students.

**Workload allocations:**

**Module Leader/Convenor:** 10 hours plus 0.1hrs per student.

**First time Delivery:** 10 hours for all staff teaching on the module for the first time

**New Module:** 20 hours for the Module Leader/Convenor

**Major Module Redesign:** 10 Hours for the Module Leader/Convenor

**UG 15 credit module:** 30 hours over 12 teaching weeks (T1 or T2)

 27.5 hours over 11 teaching weeks (T1/Yr1)

**UG 30 credit module:** 60 hours over 24 teaching weeks (T1 + T2)

 **UG:** 57.5 hours over 23 teaching weeks (T1+T2 / Yr1)

**PG 15/30 Credit module:** As per Scheduled Learning and Teaching Activities set out in the Module **Descriptor for example:**

 ARAM054, 15 Credits term 2 duration 11 weeks – 11 x 2hour seminars

 = 22hrs Teaching

**Preparation time:** Preparation will be 3 hours for each hour of teaching (unless the teaching is repeated unchanged by the same staff member within the workload cycle).

**Marking and feedback:** Includingformative and summative assessment and all moderation processes:

**15 credit UG/PG module:** 0.75 hours per student
**20 credit MPA module:** 3 hours per student

**30 credit UG/PG module:**  1.5 hours per student

**UG/PGT Dissertation (30/45/60 Credits):** Supervision: 10 hours per student

Marking and moderation: 6 hours in total

Note: marking and moderation hours should be distributed in accordance with the adopted method of moderation. If ‘double blind’ marking is adopted, then both markers should receive 3 hours. If ‘double open’ or ‘check marking’ is adopted, then it may be appropriate for the 1st marker to receive a greater weighting. In such instances the 1st marker should not be the Dissertation supervisor so as to avoid a conflict of interest or the perception of such.

**PGCE:** 1 hour preparation for each hour of teaching

3 hours marking per student (30 Credits)

**GSE MA (Education) &** 1 hour preparation for each hour of teaching

**MEd (TESOL)** 3 hours marking per student (30 Credits)

**PG Premium Fees:** MPA and MStrat in Politics will be allocated:

 48 hours teaching[[1]](#footnote-2)

 3 hours marking per student

**UG/PG Personal Tutorials**: 3 hours per student per year (i.e. 1 hour per student each term)

**Field Trip hours: 8 hours per day in the field**

**Specialist modules:**

Some specialist modules may have additional duties that require a time allocation, for example, PGCE modules require tutors to go on school visits. In identified and specific cases such as this, appropriate allocations will be permitted. Similarly the MStrat will be going into its fourth year of delivery and we shall continue to review and refine its delivery model and the associated SWARM allocation.

NO ONLINE OR PROJECT ENHANCE HOURS

***PGR Supervision and Mentoring:***

The time allocated to each individual PGR student is split between supervisors in proportion to their responsibility for the students.

The allocation is:

* 60 hours per FTE PGR student, per annum (pro-rata for part-time students).
* The usual division of supervisor time is 80:20 of the total allocation between 1st and 2nd supervisors, but this may vary from up to a 50:50 split.
* We shall adopt the Doctoral College model of PGR Student pastoral care which allocates a block of hours to a limited number of academics per discipline, rather than to each supervisor.

**Support (Citizenship) and Scholarship (S&S)**

***Citizenship (formerly known as Collegiality):***

All staff will receive an allocation of 100 hours, pro rata for PT staff, to enable them to contribute to the successful management and delivery of the discipline and College Strategic Plans.

Citizenship time is intended to allow staff to contribute to the successful management and delivery of their department’s strategic aims. This part of an academic role encompasses aspects of work not substantive enough to form a leadership role.

The below list of inclusions is indicative and not exhaustive with staff and HoDs encouraged to use judgement if other activities are being discussed.

* Attendance at
	+ Departmental seminars
	+ Employability events
	+ Graduation ceremonies
* Internal PGR upgrades & exams
* Mandatory training such as Health and Safety, Information Governance etc.
* Open Days and other student recruitment events
* Staff meetings and college fora
* Staff recruitment events (panels and presentations)
* Widening Participation events
* Writing references for current and past staff and students
* Other Administrative and Ambassadorial duties.

***Scholarship****:*

All Staff on E&S contracts will be allocated a base of 160hrs (10%) for scholarship, applied on a pro-rata basis. This is intended to assist staff in maintaining and updating their knowledge and skills through reading literature and attending professional conferences, time spent on thought and reflection around fields of expertise and in maintaining or acquiring new professional skills.

***The Academic Professional Programme:***

Staff undertaking the Academic Professional Programme (APP) formerly known as PCAP should spend 20% of their total working time in training over the duration of the course. This includes 285 hrs of ‘Off The Job’ Training in a classroom learning environment over the 1.5-2 yr duration of the course. The ‘Off The Job’ component will show in S&S as ‘APP Off the Job Training’ and will be equally distributed over the 1.5-2yr duration of the course.

Staff are also required to demonstrate 210 hours of ‘On The Job Training’ through education delivery. To demonstrate to external auditors that this is recognised a line\* will appear in S&S allocations to reflect this. To ensure teaching commitments are not overstated this will have an actual weighting of 0.

\* ‘APP-210 Hours On The Job Training’

**Administrative Roles**

The allocations for Administrative and Management roles are set out below. Where circumstances deem it appropriate, it is permissible to combine roles and also to subdivide a role provided an equal division is applied to the allocated hours. Overall roles may be varied and titles changed to meet local need provided the total time for the Unit / Discipline remains constant. Under no circumstances should requests to increase hours allocated to these roles be made to the workload administrator.

|  |  |  |  |
| --- | --- | --- | --- |
| **College Roles** | **Hours 15/16** | **Hours 16/17** | **Suggested Hours 17/18** |
| Pro Vice Chancellor | 1200 | 1200 | 1200 |
| Associate Dean for Education | 800 | 825 | 1200 |
| Associate Dean for Research | 800 | 825 | 1200 |
| Associate Dean for International Development | 800 | 825 |  825 |
| Director of Academic Misconduct, Assessment & Mitigation | 300 | 300 |  300 |
| Director of PGR | 350 | 350 |  350 |
| Director of Taught Programmes | 360 | 360 |  360 |
| Vice Chair of Ethics | 200 | 200 | 200 |
| University Role – Senator | 30 | 30 | 30 |
| Aspire Mentor | 60 | 60 | 60 |
| International Recruitment Activities | HOURS TO BE AGREED BY HOD WITH COLLEGE REGISTRAR ON A CASE BY CASE BASIS |
| Unfunded Research Hours | HOURS TO BE AGREED BY THE ADR ON A CASE BY CASE BASIS |
| **Discipline Roles** |  |  |  |
| Head of Discipline | 600 | 600 | 600 |
| Director of Education | 400 | 400 | 500 |
| Director of Research | 300 | 300 | 300 |
| Director of Doctoral Studies | 250 | 250 | 250 |
| Director of Admissions | 150 | 150 | 150 |
| Director of Exams and Assessment | 150 | 150 | 150 |
| Academic Lead | 80 | 80 |  80 |
| Employability Officer | 80 | 80 |  80 |
| Equality and Diversity Officer | 60 | 60 |  60 |
| Ethics Officer | 30-60 | 30 |  30 |
| Library Officer | 30 | 30 |  30 |
| Widening Participation Officer | 30 | 30 |  30 |
| Director of Impact |  |  |  80 -140 |
| ICS Lead |  |  | 60 |
| Research Centre Lead |  |  |  30 |
| FCH  coordinator and Accreditation Officer |  |  | 100 |
| Misconduct Officer |  |  |  50 |
| PTA Co-ordinator |  |  |  40 |
| Senior Personal Tutor |  |  |  200 |
| Director of Web (Internet/Intranet) |  |  |  40 |
| Year Abroad Co-ordinator |  |  | 225 |
| UCU Rep |  |  |  25 |

**Strategic Discipline Priorities:** This is an additional category that allows HoDs to exercise their discretion in allocating hours to specified priority activities up to a maximum of 1650 hours. This must be agreed with the College Executive, using the form *SWARM Strategic Priority Allocation*, and must directly relate to priorities set out in the discipline strategic plans.

**Issues and feedback**

1. **Feedback and queries** from staff are welcome these should be passed if in relation to Teaching via the DoEs, in relation to Research via the DoRs and / or with HoDs.
2. **Issues** relating to the SWARM policy and allocation parameters will be considered by the SSIS College Executive when it considers the policy each February.
3. **Issues** and feedback are not, in any circumstances, to be raised with the workload administrator. His / her job is only to allocate hours according to the policy laid down by the CEG.
4. **Complaints** relating to SWARM can be raised in the usual manner via the University Grievance procedures at: <http://www.exeter.ac.uk/staff/employment/procedures/grievanceprocedure/>

**Governance**

1. The Workload Policy is owned by the CEG. They will consider and agree any changes to the policy on an annual basis in February for the forthcoming academic year.
2. All research related issues/queries can be voiced via Discipline DoRs and these will be dealt with via a regular slot at the Research Strategy Group meeting.
3. All education related issues/queries can be voiced via DoEs and these will be dealt with via a regular slot in the Education Strategy Group meeting.
1. Requires clarification [↑](#footnote-ref-2)