

School of Environment, Education and Development
Workload Allocation Model (WAM) – Principles – v7.0
Updated June 2023

All models are approximations of reality and the SEED workload model is no different. It is a valuable aid to collegial conversations between staff and line managers about management of individual workloads, it does not replace these conversations.

The following outlines some of the assumptions of the model and the ways in which the school and departments will use the model to manage and monitor workloads.

Principles

- The purpose of the workload model is to achieve an equitable distribution of the work of teaching our students and of academic administration and leadership *and* to assist school and departmental leadership in managing our activity.
- The workload model explicitly does not measure the time taken to undertake a task but reflects an assessment by the school leadership team of the magnitude of the task. However, an approximate indication of the commitment required of various tasks can be derived from understanding the proportion of a full workload it represents. Average workloads vary but are commonly close to 10,000 points for T+R colleagues. This represents 60% of workload (40% reserved for research) so that one day a week through the whole year is very approximately equivalent to 3300 points.
- The model does not capture all the activities that academics are required to undertake. Many smaller tasks which are critical to our operations are subsumed within the 1000 point baseline allocation. These activities form the core of the collegial contribution to departmental life which is a hallmark of SEED academics.
- The workload model does not measure research and scholarship activity. The purpose of the model is to ensure equitable distribution of teaching and administrative load so that all staff are able to preserve the 40 or 20% of their time (dependent on contract) that is allocated for research or scholarship.
- Where staff are partially bought out of teaching and administrative activity workload is modified to reflect this.
- SLT will regularly review the workload model. Where it is difficult to staff certain school/departmental activities the workload points may be adjusted to incentivise this activity.

Implementation

- Most staff on Teaching and Research contracts should have a workload between 90% and 110% of the median T+R workload for their department.
- Professors and Readers would normally be in the upper part of this range and early career lecturing staff in the lower part of the range.
- Staff on Teaching and Scholarship contracts are contracted to spend 33% more time on teaching and administration (80% of activity rather than 60%) and so workloads will reflect this.
- The school will monitor balance of workload by seniority, gender and ethnicity.
- Heads of Department (HoDs) will adjust workload within and between years to achieve these aims. Sometimes high workloads for certain individuals in a given year are unavoidable but HoDs will then work with these individuals to restructure their workload in subsequent years.
- The school will consider aggregate workloads by department to ensure equity of staff experience and will assess trends in workload over time.

- Points totals will be adjusted to reflect any research buyouts and/or part-time FTEs to produce an Adjusted Total which will allow easier comparisons between staff. The maximum buyout/adjustment is 80%, and is also applied to the Admin Baseline. The multipliers by which totals are adjusted can be found in the table at the end of this document.

Administrative Roles

Baseline Points	1000
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- Attendance at Department forum/institute board
- attendance at School Board
- Attendance at examination boards
- Attendance at Graduation Ceremonies
- Induction activities
- Second Marking/Moderation
- Office Hours (minimum 3 hours a week – term time)
- Attendance at teaching and research seminars and other collegial activities
- Department Peer Review (including research bid and output reviews)

NOTE: activity outside of the School but within the University, should be agreed in writing with the relevant Head of Department, before agreeing to undertake the work.

Admin Roles which require multipliers

Task	Points
Academic Staff mentor (per mentee)	300
Mid-career staff mentor (per mentee)	300
Mentor to post-docs (per mentee)	200
PDR Reviewer (per staff member)	100
Admissions Interviews (per day – pro rata to be used)	100
Lecture/seminar/tutorial/practical (per session) if not part of course unit	50
Admissions – open day talk/taster lecture (per session)	50
Personal tutor/Academic Advisee (per student)	25
School Peer Reviewer - Teaching (Faculty College) per review	100
School PGR Completion Support role (per student)	50

Admin roles that don't require multipliers

School Roles

Task	Points
Head of School	12000
Head of Department/Institute*	9000
SEED T&L Director	8000
Deputy Head of School	6000
SEED Research Director	6000

Task	Points
SEED PGR Director	6000
SEED Social Responsibility Director	6000
Associate Director for EDI	1500 (2000 in AS submission year)
Associate Director for Research/PG/Teaching and Learning	1500
Associate/Deputy Head of Department	1500
SEED Chair of School Board	1000
Department T&L Director/Co-ordinator (role can be duplicated for large departments)	2000
Department PGR Co-ordinator	See below
Chair of School Ethics Committee – 2 roles (reporting to Director of Research)	2000 each
Chair for the UREC Proportionate Review Committee (Faculty)	500
Ethics UREC Signatory Role (including sitting on UREC)	700
Ethics – medium risk reviewer	700

Department Based Roles

Task	Points
Programme Director (programme larger than 60 students) <i>[if there is a co-director points are shared]</i> <ul style="list-style-type: none"> 0-60 students – 1,000 points 60-120 student – 1,750 points 120-180 students – 2,500 points Over 180 – 3,250 points 	1000 – 3,250 (see scaling in left-hand column)
New Academics Course (per year - two years)	1500
Department UG Admissions Officer/Department PG Admissions Officer <i>[dependent on the split of UG/PG – Departments to adapt to their needs]</i>	1500
Department Exams Officer	1500
Department Research Co-ordinator	2000
Unit of Assessment REF Co-ordinator	1500
REF Impact Champion	1000
REF Case study author	500 for long-list case 1000 for full case
SEED Research Grant Peer Review 'College' (Pilot)	500
SEED Research Review Exercise Moderation 'College'	500
SEED ECR/contract researcher Research Champion	500
Geography - Labs Director	600
Mitigating Circumstances Chair	600
Department Seminar organiser	500
Department Research Theme Co-ordinator/Research Group Lead	500
Chair of Department Forum	500
Department Teaching Assistant Co-ordinator	500

Task	Points
Department Champion (e.g. Careers, Erasmus, Equality and Diversity, TA LEAP accreditation, DTP, PGR Admissions/interview & Equity)	500
Department Social Responsibility Representative	500
Department Dissertation Co-ordinator	500 – up to 100 students 750 – up to 200 students 1000 – up to 300 students 1,250 – up to 400 students 1,500 – 400+ students

PGR Department Co-ordinators (DCo)

PGR DCo role is baselined at set points for a minimum number of students (along the same lines as course units), therefore 1000 points for the role, and 250 points for 1-25 FTE students, with an increase of 250 points per additional 25 students.

This would mean for each Department

- Architecture –1250 points
- Geography –1500 points
- Planning –1500 points
- GDI and MIE - 2000 points

This role is exclusive of the Department Teaching Assistant Co-ordinator role, which is separately weighted and included in the table of Department Based Roles on the previous page.

Teaching and Learning

Course Units

- 1) Course Unit convening and marking are included in the points total for a course unit
- 2) The course unit convenor would be responsible for distributing the points between different staff members on jointly taught course units, and this should be based on division of labour within that course unit.
- 3) Second marking/moderating is not counted within this allocation of points but would be seen as part of the overall expected baseline workload of any member of staff. For very large or complex courses (>250 students) departments may choose to assign additional 'champion' points to support academic administration of the course.

	15/20 credit units*	10 credit units
Students	Points	Points
15	700	350
30	900	450
45	1100	550
60	1300	650
75	1500	750
90	1700	850
105	1900	950
120	2100	1050

135	2300	1150
150	2500	1250
165	2700	1350
180	2900	1450
195	3100	1550
210	3300	1650
225	3500	1750
240	3700	1850
255	3900	1950
270	4100	2050
285	4300	2150
300	4500	2250
315	4700	2350
330	4900	2450
345	5100	2550
360	5300	2650
375	5500	2750
390	5700	2850
405	5900	2950

*** NOTE: from 2022 revision the equivalence of 15 and 20 credit courses reflects weighting of Masters teaching (15 credit modules) as previously incorporated in the SEED model**

Dissertations

- 1) All dissertation supervision would be treated equally – no distinction would be made between home and overseas student supervision

The Points allocations agreed are:

	Points Supervision*	Points for 2 nd Marking
Undergraduate Dissertation (40 Credits)	80	25
Masters Dissertation (60 Credits)	120	25

**Includes contribution to first marking*

Fieldwork

The Points allocation agreed are:

Type	Points
Residential Fieldwork per day	100
Fieldwork convenor/lead	400

Distance Learning

It is recognised that Distance Learning (DL) is a complex area when considering workload allocation. SLT will continue to work on all aspects of DL during 2023-24 and this document will be updated in due course. In the meantime please raise any queries with your HoD.

Postgraduate Research Supervision

- 1) All PGR supervision would be treated equally – no distinction would be made between home and overseas student supervision
- 2) The points (TAWs) allocated for PGR are per FTE. These points will be distributed between supervisors on the basis of the supervisory split between main supervisor and co-supervisor(s) (as recorded by the School's PGR office).
- 3) For PGR students in Submission Pending, supervision receives 50% of "normal" points allocation.
- 4) Staff will be capped 2,400 points for PGR supervision unless supervising on professional doctorate routes.

	FT	PT	Submission Pending
Points	600	300	300

Adjusted Total Multipliers

%	Factor	%	Factor	%	Factor	%	Factor
1%	1.01	21%	1.26	41%	1.70	61%	2.54
2%	1.02	22%	1.28	42%	1.72	62%	2.60
3%	1.03	23%	1.30	43%	1.75	63%	2.67
4%	1.04	24%	1.31	44%	1.79	64%	2.77
5%	1.05	25%	1.33	45%	1.82	65%	2.85
6%	1.06	26%	1.35	46%	1.86	66%	2.94
7%	1.07	27%	1.37	47%	1.89	67%	3.03
8%	1.09	28%	1.39	48%	1.92	68%	3.12
9%	1.10	29%	1.41	49%	1.96	69%	3.22
10%	1.11	30%	1.43	50%	2.00	70%	3.35
11%	1.12	31%	1.45	51%	2.04	71%	3.45
12%	1.13	32%	1.47	52%	2.08	72%	3.57
13%	1.15	33%	1.49	53%	2.13	73%	3.70
14%	1.16	34%	1.51	54%	2.17	74%	3.84
15%	1.17	35%	1.55	55%	2.24	75%	4.00
16%	1.19	36%	1.56	56%	2.27	76%	4.17
17%	1.20	37%	1.59	57%	2.33	77%	4.35
18%	1.22	38%	1.61	58%	2.38	78%	3.54
19%	1.23	39%	1.64	59%	2.44	79%	4.76
20%	1.25	40%	1.67	60%	2.50	80%	5.00

e.g. 10% buyout has points total multiplied by 1.11 to calculate Adjusted Total

END

Document control

Document control box	
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Related Documents	SEED Policy on Research 'Buy-ins' and Research-linked Workload Adjustments
Related guidance and or codes of practice:	-
Related information	-
Policy owner:	School of Environment, Education and Development
Lead contact:	Head of School Operations