

# Code of practice on issues relating to hours of work and the allocation of a lecturer's duties

## Section 1: Basic principles

- 1 The working year
  - 1.1 The working year will run from 1 September to 31 August.
  - 1.2 Time outside the teaching year, with the exception of periods of annual leave and any times when the university is officially closed, will be assigned to areas of a lecturer's duties and responsibilities, predominantly research and scholarly activity.
  - 1.3 It is nevertheless recognised that these other duties will be an integral part of the working year and will not be restricted to the period outside the teaching year.
  
- 2 The teaching year
  - 2.1 The university proposes to retain the standard thirty-four week teaching year divided into three terms for its standard courses.
  - 2.2 The teaching year will in any case not normally exceed thirty-eight weeks of which two weeks will be spent on teaching-related administration.
  - 2.3 Staff will not be required, except by prior agreement, to undertake more than fourteen consecutive weeks of teaching.
  - 2.4 Staff who have undertaken fourteen consecutive weeks of teaching will be entitled to a minimum of one week's break before their next scheduled teaching.
  - 2.5 The university currently offers the following courses where formal teaching extends beyond thirty-six weeks:-
    - BSc (Hons) European Business with Technology
    - MA Change Management
    - PG Dip Business Research Methods
    - MBA/MSc Technology Management
    - Certificate in Social Services Management
    - BA Business Studies - sandwich year
    - BEd (Hons) for Serving Teachers (part-time)
    - Diploma in Professional Studies (Health Visiting)

- Diploma in Professional Studies (District Nursing)
- MSc Information Systems
- BSc Computer Science - sandwich year
- BSc (Hons) Computer Studies - sandwich year (optional)
- BSc (Hons) Math for Management - sandwich year (optional)
- BSc (Hons) Statistics for Management - sandwich year (optional)
- BSc (Hons) Joint Honours Degrees - sandwich year (optional)
- BSc (Hons) Software Engineering - sandwich year
- BA (Hons) Computing & Information Systems - sandwich year
- BSc (Hons) Informatique
- Post Graduate Diploma/MA Narrative Illustration/Sequential (part-time)
- MA History of Decorative Arts
- MA Histories and Cultures
- MA Cultural and Critical Theory
- MSc Product Innovation and Development
- MSc Digital Electronics
- PGCE Primary Years (incorporating PGCE Early Years and PGCE Later Years)
- BA Professional Education Studies (part-time)
- MA Education
- Diploma in Architecture (part-time)
- MSc Environmental Assessment
- PG Dip/MSc Clinical Pharmacy
- PG Dip Occupational Therapy
- All pre-registration nursing and midwifery programmes

- NB
- (i) The Language Centre runs short courses throughout the working year. Certain posts are primarily assigned to short course teaching. Individuals are informed of the requirement to teach throughout the year (within the specified maxima) on appointment.
  - (ii) The academic year for the BSc (Hons) Chiropractic (part-time) runs from January through to the end of November, and includes some teaching during the summer and Easter periods, but does not extend beyond 36 weeks.
  - (iii) The Institute of Nursing and Midwifery runs a number of short programmes throughout the working year. Individuals are informed of the requirement to teach throughout the year (within the specified maximum) on appointment.

2.6 In the context of the changing world of higher education there is likely to be an increasing need for flexibility with regard to the definition of the teaching year. Any significant variations to the normal course pattern will, however, only be made after the staff affected and the appropriate recognised trades unions have been consulted and agreement has been reached.

### 3 The working week

- 3.1 The university's standard courses will normally run between Monday and Friday between 0900 and 2100 hours.
- 3.2 Some educational provision already takes place at weekends and the potential for occasional weekend work must not be excluded. Any proposal to extend current arrangements with regard to regular weekend work will,

however, be discussed with the staff affected and the appropriate recognised trade unions and will only be adopted when agreement has been reached.

The university currently offers the following courses where formal teaching is regularly undertaken at weekends:-

- Saturday Art School
- Language Centre short courses
- Podiatry short courses
- BA Professional Education Studies (part-time)
- Post-graduate Diploma in Counselling
- BSc (Hons) Multi-disciplinary Healthcare (part-time)
- Post Graduate Diploma in Business Research
- MA Change Management
- MA Physical Education
- MA Education
- MSc Construction Management
- MSc Environmental Assessment
- PG Certificate Applied Therapeutics
- PG Dip/MSc Industrial Pharmacy Studies
- PG Dip/MSc Community Pharmaceutical Health Care
- Short programmes offered by the Institute of Nursing & Midwifery

- 3.3 Each day within the working week will be divided into three sessions, morning, afternoon and evening. Afternoon and evening sessions begin at 1300 hours and 1800 hours respectively.
- 3.4 Staff will not be required except by agreement to teach during more than two sessions in any one day.
- 3.5 A minimum of one hour's break will be allowed between sessions.
- 3.6 A lecturer required to teach an evening session will not be required except by agreement to teach the following morning's session.
- 3.7 No member of staff will be expected to work more than two evenings per week, except by prior agreement.
- 3.8 The university is committed to minimising the problems associated with a multi-site establishment. Wherever possible, timetables will be arranged to minimise a lecturer's requirement to teach on more than one site on any one day and to take account of the travelling time between sites by whatever means.
- 3.9 The arrangements for staff required to work away from the university on a temporary basis in connection, for example, with overseas visits and field trips, will be subject to prior discussion and mutual agreement with the individual concerned.

## 4 Working hours

- 4.1 The nature of teaching posts is such that staff are expected to work such hours as are reasonably necessary in order to fulfill their duties and responsibilities. It would therefore be inappropriate to define the total hours to be worked in any week. A reasonable norm, however, having regard to

the contractual position of other senior staff in the institution, would be thirty-seven, although this should not be regarded as a minimum or maximum.

- 4.2 Direct teaching responsibility should not exceed eighteen hours in any week or a total of five hundred and fifty hours in the teaching year. This provision will not, however, apply in subject areas where the nature of the curriculum and teaching style make it inappropriate. In such cases, separate arrangements apply which are detailed in paragraph 6.
- 4.3 Where possible account will be taken of the family and other similar responsibilities of individual lecturers in arranging timetables.
- 4.4 It is accepted that the undertaking of research and other scholarly activity will not necessarily require attendance at the university.

## 5 Exclusivity and additional work

### 5.1 External work

- 5.1.1 The university encourages external work in support of a lecturer's professional responsibilities, in accordance with guidelines and procedures drawn up by the Finance Department and included in the university's Consultancy Agreement, copies of which are available from the Finance Department.
- 5.1.2 Lecturers must inform their head of department in writing before entering into an obligation to undertake external work, including consultancy. If a head of department considers that the proposed work will
- (i) interfere with the performance of professional responsibilities, or
  - (ii) compete or conflict with the interests of the university, agreement will not be given for the work to be undertaken. A decision will normally be made within five working days of a request having been received, in consultation with the member of staff concerned. If a request is turned down, it will be accompanied by a full written explanation from the head of department concerned outlining the reasons. A member of staff refused such permission has access to the grievance procedure, as indicated in paragraph 7 below, and as specified in the formal grievance procedure.
- NB This clause does not apply to proportional full-time staff, although such staff are required to notify their head of department of other work commitments, which must not compete or conflict with the interests of the university, or interfere with an individual's contractual responsibilities.
- 5.1.3 Although the following activities do not require formal agreement, staff are asked to notify their head of department of their involvement in them:-
- (i) external examining;
  - (ii) acting as an assessor or moderator;
  - (iii) the production of scholarly works, i.e. publication or public exhibition of original work.

- 5.1.4 Where it is intended to use the university's facilities in connection with external work, prior approval must be obtained from the university in accordance with the procedures referred to in 5.1.1 above.
- 5.1.5 Although there is no obligation to inform the university of any unpaid or voluntary work being undertaken, staff are asked to notify their head of department of their involvement in such activities.

## 5.2 **Copyright**

5.2.1 Any material produced by university staff is subject to sections 11 and 215 of the Copyright, Designs and Patents Act 1988, and the provisions set out below.

5.2.2 Ownership and copyright will be assigned to the university or to an individual as indicated below:-

### **(a) The university**

- (i) All records, documents and other papers including copies and summaries pertaining to the finance and administration of the University, made or acquired by staff in the course of their employment.
- (ii) Course materials produced by staff for a course run by the university, which are produced, used or disseminated by the university. This clause is not intended to limit a member of staff's ownership of and copyright in scholarly publications (as defined below) which incorporate or build on material developed for teaching purposes.
- (iii) Direct material outcomes from research specifically funded and supported by the university.

### **(b) The individual**

- (i) 1Scholarly work11 compiled, edited or otherwise produced by staff in furtherance of their professional career. 1Scholarly work11 includes the production of books, contributions to books, articles and conference papers, and works of an artistic nature, and shall be construed in accordance with the common understanding of the phrase in higher education.
- (ii) Material produced by staff for their personal use and reference, including aids to teaching.

5.2.3 Paragraph 5.2.2 applies except where agreement to the contrary is reached between the member of staff concerned and the university. In cases where such agreement may be necessary, or where it may be expedient to reach a specific agreement as to the application of the above paragraph to a member of staff's particular case, the matter should be taken up with the relevant head of department. For example, this would be appropriate where any question of assignment of copyright or of joint copyright might arise.

## 5.3 **Patents and inventions**

5.3.1 The provisions of sections 7, 39, 40, 41, 42 and 43 of the Patents Act 1977 relating to the ownership of employees' inventions and the compensation of employees for certain inventions apply to the university and to its staff.

5.3.2 Any matter or item capable of being patented under the Patents Act 1977, which a member of staff makes, develops or discovers either alone or in

concert, as part of the performance of his/her normal duties, duties specifically assigned to him/her, or arising out of anything done by him/her in furtherance of the interests of the university, must be disclosed to the university, and, subject to the provisions of the Patents Act, shall belong to and be the absolute property of the university.

- 5.3.3 Staff must (and notwithstanding the termination of their employment) sign and execute all documents and do all such acts as the university may reasonably require:-
- to apply for and obtain in the sole name of the university (unless it otherwise directs), patent, registered design or other protection of and nature in respect of inventions in any country throughout the world and, when so obtained or vested, to renew and maintain the same;
  - to resist any objection or opposition to obtaining, and any petitions or applications or revocation of, any such patent, registered design or other protection;
  - to bring any proceedings for infringement of any such patents, registered design or other protection.
- 5.3.4 The university undertakes to indemnify staff in respect of all costs, claims and damages incurred in connection with the discharge of any such requests under paragraph 5.3.3 above.
- 5.3.5 If the university decides not to apply for patent or other legal protection in respect of any invention which belongs to the institution by virtue of section 39 of the Patents Act, the member of staff concerned will be notified in writing of that decision by his/her head of department as soon as is reasonably practicable.
- 5.3.6 If, following such a decision by the university, the member of staff concerned wishes to apply for patent either him/herself or with another individual, he/she must first inform his/her head of department of his/her intention to do so. The head of department concerned will notify the relevant member of staff of any objection to his/her proposed application, the sole ground for such objection being that the patenting of the invention would involve or result in the disclosure to third parties of trade secrets or other confidential information belonging to the University and that such disclosure might damage the interests of the university.
- 5.3.7 Where the university does object, staff must undertake, in consideration of the payment of compensation, not to proceed to apply for patent of the invention concerned nor to assist any other person to do so. The calculation of compensation will have regard to the factors set out in section 41 of the Patents Act. In the event of a failure to agree on the amount of compensation, the President of the Law Society will be asked to appoint an arbitrator under the terms of the Arbitration Act whose decision will be binding.
- 5.4 **Confidentiality**
- 5.4.1 In the course of his/her duties a lecturer may have knowledge of, or access to, information which is confidential. It is a term of the employment of all lecturers that this confidentiality must be respected. Confidential information must not be published or divulged other than to an authorised person. In cases of doubt about what is confidential or who is authorised, staff should seek advice from their head of department. Failure to adhere to

this requirement may result in disciplinary action, including dismissal, being taken.

- 5.4.2 The restriction set out in 5.4.1 ceases to apply to any information or knowledge which subsequently comes into the public domain other than by way of unauthorised disclosure.
- 5.4.3 All confidential records, documents and other papers, including copies or extracts, made or acquired by staff in the course of their employment are the property of the university and must be returned to it when a member of staff's employment terminates.
- 5.4.4 The university nevertheless recognises that staff have freedom within the law to question and test received wisdom, and to put forward new ideas and controversial or unpopular opinions, without placing themselves in jeopardy of losing their jobs and the privileges they enjoy at the university.

## 5.5 **Post termination restriction**

- 5.5.1 It is not the university's intention to introduce a post termination restriction clause into the contracts of its lecturing staff, it being regarded as unnecessary and unreasonable to do so. Any proposal to introduce such a clause either individually or collectively will be the subject of discussion with the appropriate recognised trade unions and will only be adopted after agreement has been reached.

## 5.6 **Overtime working**

- 5.6.1 It is not the university's intention to encourage regular overtime working. Staff in any case will not be required except by agreement to work overtime.
- 5.6.2 Overtime will only be paid for work beyond a lecturer's contractual responsibilities.
- 5.6.3 Where lecturers work beyond their contractual responsibilities, they will normally be paid in accordance with the rates in force for part-time hourly paid lecturers. Time off in lieu or payment at special rates may sometimes be approved.

# 6 Variations and exceptions

- 6.1 The university has currently identified the following academic areas where teaching methods or modes of delivery make the 18 hour per week limit inappropriate at certain times of the year:

- art and design
- business/management
- health - clinically related subjects
- construction management

The 550 hour annual maximum will not, however, be exceeded except by mutually agreed overtime. Any change to the list of variations and exceptions will be a matter for negotiation with the recognised trade unions.

## 7 Rights of appeal

- 7.1 In the event of a failure of a head of department (or other senior member of staff with appropriately devolved responsibility) and a lecturer to agree on any aspect relating to hours and conditions of work and the allocation of duties, including holiday requests, the individual concerned has access to the university's formal grievance procedure.
- 7.2 In such cases where the grievance relates to the individual's head of department, the case will be referred to the appropriate dean under Stage Two of the grievance procedure.

## Section 2: Determination of a lecturers' duties

### 8 Consultative process

- 8.1 The range of duties and responsibilities of a lecturer is set out in the agreed national text included in the Staff Handbook. The proportion of time to be devoted by each individual member of staff to each of these activities is determined through discussion with the appropriate head of department at the time of the annual Staff Development Review. The process for allocating a lecturer's duties is therefore open and participative. The agreed allocation of duties will be fed into the timetables, which, whenever possible, will be published before the end of the previous term.
- 8.2 In determining the duties of individual lecturers, heads of department will aim to maintain and where possible enhance the quality of educational provision for which they are responsible. They will also seek to allocate duties on a fair and equitable basis, and to protect all lecturers from unreasonable workloads.
- 8.3 The Staff Development Review will normally take place in the Spring or Summer Term, and will include consideration of the balance of an individual's workload for the forthcoming academic year. Any changes in a lecturer's intended workload will be the subject of discussion with the individual concerned. A written summary of the outcomes of the Staff Development Review will be agreed between the head of department and lecturer.
- 8.4 In all circumstances, the allocation of a lecturer's duties will be in accordance with the university's Equal Opportunities Policy and Code of Practice on Equal Opportunities, the latter being currently developed. In particular, heads of department will be responsible for undertaking positive measures where disadvantaged groups are concerned, such as
- (i) special provision for the needs of disabled lecturers;
  - (ii) flexible working patterns for lecturers with additional responsibilities, such as childcare;
  - (iii) the opportunity for those new to teaching in higher education to undertake the university's Certificate in Teaching and Learning as soon as is practicable after appointment.



## 9 Balance of duties

- 9.1 The intention of the new contract is that all lecturers should be allocated a range of responsibilities, among which teaching is likely to feature prominently. At the same time, all lecturers should normally expect to contribute to research and other professional or scholarly activities either on an individual or team basis. Many lecturers will have administrative or managerial responsibilities.
- 9.2 In determining the mix of duties to be allocated to an individual lecturer, heads of department will take into account the lecturer's experience, strengths, and development needs.

## 10 Teaching

- 10.1 In allocating teaching responsibilities to lecturers, heads of department will take into account the level of work involved, the size of groups to be taught, and the nature of the teaching and learning approaches proposed. Teaching commitments which make unusually intensive demands on a lecturer will be reflected either in a lower than average teaching timetable or fewer responsibilities in other areas of the lecturer's work. Teaching commitments which make fewer demands on a lecturer may be balanced by either an above average teaching timetable (within the 550 hours per annum maximum) or through more extensive responsibilities in other areas of the lecturer's work.

## 11 Research and scholarly activity

- 11.1 It is expected that all staff will, as part of their work as a lecturer, engage in research and scholarly activity. In part, this will be interwoven with teaching responsibilities. There will also be periods of the working year when lecturers are free of other scheduled responsibilities and are able to concentrate on research and related activity. The allocation of duties to lecturers will take into account the need for all members of staff to have sufficient time to pursue their academic and professional development. This is likely to require approximately 20% of the working time during the year for most lecturers.
- 11.2 The university recognises that original research is rarely susceptible to detailed management supervision, and that periods of reflection are a necessary part of academic life. Generally, therefore, this part of a lecturer's duties will be self-managed, and discussed on an annual basis through the Staff Development Review process.
- 11.3 There may be occasions when it is agreed that a lecturer should place a particular emphasis on research for a period, either because of particular individual expertise or because of the needs of the department. In such instances, the lecturer's teaching or other responsibilities will need to be set at a correspondingly lower level.

## 12 Other academic duties

- 12.1 As well as teaching, research and other original work, both departments and individual lecturers from time to time identify other academic activities which are necessary or desirable. Such activities include curriculum and course development, staff development including attendance at courses or conferences, industrial liaison and consultancy, and external examining and other agreed external commitments. In some cases, these activities are occasional, and can be accommodated within the normal pattern of a lecturer's work without formal adjustment of other responsibilities. In other cases, they will be substantial, and heads of department will need to take them into account in agreeing teaching, research and other responsibilities.

## 13 Managerial and administrative duties

- 13.1 The role of a lecturer includes a range of managerial and administrative duties, the proportion of which increases with seniority. These include the leadership of courses, parts of courses or subject areas; the admission of students; the arrangement and supervision of placements; the management of timetabling and examination arrangements.
- 13.2 The university has established institutional guidelines for the allocation of duties to admissions tutors, course leaders and the induction process for lecturing staff new to higher education. These are outlined in paragraphs 14 - 16 below.
- 13.3 In allocating duties of this nature, heads of department will seek to achieve a fair distribution of responsibilities and to harness the particular skills and experience of members of staff. They will also seek opportunities to offer staff personal and professional development through the periodic rotation of managerial and administrative duties.
- 13.4 Staff on the lecturer grade will generally be required to undertake fewer and less demanding administrative duties than those graded senior or principal lecturer. Senior lecturers should normally be expected to undertake some managerial or administrative duties, which may involve the leadership of other staff. Principal lecturers will normally be allocated major managerial or administrative duties. The course leadership of major courses will be vested in senior or principal lecturers.
- 13.5 Managerial responsibilities of senior and principal lecturers pertain to the organisation of subject areas, courses, degree programmes and other departmental processes, and the co-ordination of the associated staff. Managerial responsibility for staff, in particular disciplinary authority, is vested in heads of departments.

## 14 Admissions tutors

- 14.1 An admissions tutor is defined as a member of the academic (lecturing) staff with special responsibilities for administering the admissions process. Such responsibilities may include:

- Special delegated responsibility from the Board of Study (via the course leader) for making decisions with respect to the appropriate academic criteria for entry.
- The organisation of and participation in Open Days.
- Reading and filtering application forms.
- The organisation of and participation in the interview/selection process.
- Making offers to potential students.
- Special consideration of applications from candidates with special needs.
- Liaison with the Academic Registry; department and faculty offices; Student Services; and external bodies.
- Preparing statistical reports with respect to admissions.
- Involvement in recruitment plans.
- Involvement in the student induction process.

14.2 In most cases, the role of an admissions tutor can be expected to occupy in the region of 7 - 12% of the individual's total workload.

14.3 The following criteria will be taken into account by heads of department in allocating time to fulfil the role of admissions tutor:-

- Number of applicants and size of course.
- Percentage of students admitted.
- Interviewing procedures.
- Liaison with external and internal bodies.
- Administrative and other support.

## 15 Course leadership

15.1 A course leader is responsible for the development, operation and evaluation of courses in accordance with guidelines produced by the Academic Registry.

15.2 It is inappropriate to include the entire range of courses for which course leaders are appointed, within these guidelines. The following mainstream courses have therefore been selected:

- (i) undergraduate and postgraduate courses
- (ii) HND courses
- (iii) foundation courses
- (iv) professional courses

15.3 In most cases, the role of a course leader can be expected to occupy in the region of 10 - 30% of the individual's total workload.

15.4 The following criteria will be taken into account by heads of department in allocating time to fulfil the role of course leader:-

- size of course
- complexity of course
- liaison with external and internal bodies
- overseas students
- franchised courses
- evolving patterns of course management and modes of delivery.

## 16 Research degree supervision

- 16.1 Each full-time candidate for a research degree should be entitled to a minimum of one hour's individual supervisor time per week for 45 weeks of the year; each part-time candidate should be entitled to a minimum of 1/2 hour per week for 45 weeks of the year. The precise timings for delivery of such supervision should be agreed by mutual consent and will need to be such as to meet the needs of students and supervisors e.g. a part-time student might see supervisors once every two or three weeks etc. or a student might see two supervisors simultaneously.
- 16.2 The minimum 45 hours contact allocated to a research student will normally be spread throughout the calendar year, which includes 34 teaching weeks. Heads of department are responsible for ensuring that, for each full-time research student, an absolute minimum of 34 teaching hours is agreed upon in the allocation of duties to staff (either to an individual supervisor or shared), and a minimum of a further 11 hours is clearly recognised in the allocation of the remaining individual or departmental staff resources. As a general rule, the 11 hours should be offset against a lecturer's teaching-related and administrative duties rather than research activity. Heads of department are responsible for establishing a system which provides supervisors with sufficient time to honour students' entitlements, and ensures that there is no erosion of existing good practice. It will therefore remain possible for heads of department to increase the above allocations of time, but not to reduce them.

## 17 Induction process for lecturing staff new to higher education

- 17.1 Heads of department are responsible for allocating time to staff involved in the induction of a new member of staff, as part of the allocation of a lecturer's duties and responsibilities.
- 17.2 It is important that staff new to teaching have the maximum opportunity to gain practical experience. Heads of department should therefore be sensitive to the need to lighten the allocation of other duties. During the first year of teaching, a lecturer should not normally be required to undertake a teaching load equivalent to that of a more experienced colleague.
- 17.3 In most cases, the induction process for a lecturer new to higher education will take in the region of 25% of a full-time lecturer's total workload. This proportion of time may be shared between several individuals, including the new member of staff. The agreed allocation will therefore be appropriately distributed by the head of department.

## 18 Review process

- 18.1 Once the allocation of responsibilities to individual lecturers has been determined by individual discussion, each head of department will compile a schedule of responsibilities for publication within the department. The schedule will be in a form approved by the Director of Human Resources, and will

include for each member of the department a list of teaching responsibilities (including an estimate of weekly and annual hours), a statement of research and other academic responsibilities, and a statement of managerial and administrative duties. The schedule will be the subject of discussion within the normal framework of departmental meetings, and will be published wherever possible prior to the last departmental meeting of the academic year.

- 18.2 Departmental schedules will be made available to the dean of the faculty, who has responsibility for ensuring that practices across the faculty are consistent, and to the Deputy Vice-Chancellor for consideration within the Management Group, which will maintain an institutional overview.