Enhancing Academic Workload Management

This interactive program examines effective approaches to developing workload models, drawing on best practice case studies from universities across the sector.

www.lhmi.edu.au
Program overview

Academic workload management has become a fundamental issue for tertiary institutions. As independent knowledge workers, academic staff in English speaking countries have traditionally enjoyed a significant degree of flexibility in the organisation of work and choice on the topics and time spent on research or scholarship.

In Australia, increasing workloads driven by issues including larger classes, demands for demonstrable research productivity, occupational stress, increased numbers of female part time academic staff and a desire for improved work life balance have seen workload management become a key industrial and management issue. Surveys conducted over many years have consistently found academic staff are working 45 - 60 hours per week. Every enterprise agreement concluded with a university since 2000 has a clause on workload management, designed to establish principles whereby the university will implement workload management systems at Faculty or School level.

The translation from principles to practice at Faculty/Departmental level has resulted in differences in outcomes between and within universities, which are not solely discipline based. For example, while most workload allocation models are based on a formula that allocates a percentage of the staff member's time to a variety of tasks, some include measurement of outcomes and others allow for banking of time into the next period.

This program will examine approaches to developing a fair and transparent process for allocating work, exploring best practice case studies from the sector. Presenters will speak on the basis of experience and lessons learnt.

Who should attend?

Heads of Department or School, HR and other professional staff involved in supporting the development of the model.

Delivery mode

A highly interactive one-day program (non residential).

Dates and locations

Friday, 20 July 2012
UNSW CBD Campus,
level 6, 1 O’Connell Street, Sydney

Program fee:
$1,000 ($1,100 incl. GST)

Program fee does not include accommodation.

Course content

Participants will examine approaches to developing a fair and transparent process for allocating academic work, exploring best practice case studies from the sector, including:

- A centrally developed on-line system for specifying academic workloads, completed in part by staff themselves. Faculty/discipline differences are managed through different weightings in the system, enabling a university-wide overview of work undertaken.

- Departmental or Faculty developed 'spreadsheets', which involve detailed calculation of time spent on each task, built from allocating specific time weightings for each component of that task. For example, the model may include an agreed formula on the time allocated to advising each student, which is a factor for determining academic workload associated with teaching a course.

- Workload allocation models linked to outputs, particularly research outcomes.
Learning outcomes

Participants will develop a broad understanding of the industrial drivers for the development of workload models, understand the differences in approach to the development of workload models, learn from others’ experience in the implementation of different model types, and have the opportunity to discuss specific problems or issues they are experiencing.

Program facilitator

Liz Baré commenced her working life in charge of a small specialist library in a government agency, supervising two other staff. There she learnt valuable lessons in management, supervision and working in complex organisations. She moved through a series of technical and line management positions in that agency, and in 1983 was appointed to head its 50 strong personnel branch. There she fell in love with human resources management and decided that this was her true vocation. Her next assignment was to create a human resources function in one of the world’s largest volunteer organisations.

She has now headed the human resource function in three different organisations. Her longest appointment was as Vice-Principal (Human Resources) at the University of Melbourne. She and her colleagues developed the HR function at the University from a personnel function to a well regarded human resources division. In recent years, Liz has been Head of Administration at the University of Melbourne, where she was responsible for service delivery of IT, Finance, Research, Marketing, Property and Grounds, as well as overseeing a major restructure of administrative service delivery.

Liz is currently a Senior Fellow of the LH Martin Institute for Higher Education Leadership and Management and also a Senior Fellow in the Centre for the Study of Higher Education, at the University of Melbourne. Liz currently advises universities in Australia and overseas on management and human resource management issues.

Speakers

Dr Stijn Dekeyser obtained his PhD in 2003 from the University of Antwerp in Belgium having conducted research in the area of database theory and concurrency control for XML document stores. His current research interests also include educational technology and computer science education. Stijn is currently the Head of Department of Mathematics and Computing in the Faculty of Sciences at the University of Southern Queensland in Australia. In that capacity he led USQ's academic workload allocations management system trial project.

Professor Marie Wilson is Professor of Management and Dean (Academic) of Griffith Business School. She is the former managing director of a multinational medical relief agency, and has been a senior manager in strategy and HRM for 7 public companies, including one of the world’s largest IT companies. She is a Graduate of the Australian Institute for Company Directors, and a Fellow of AHRI, AIM and ANZAM.

Marie holds a JD in contract and employment law, and a PhD in management of higher education. Her specialty areas in research, teaching and practice are the management of performance and rewards, with a focus on professionals.

Professor Clive Baldock is Head of School of Physics at the University of Sydney.

Speakers correct at time of print.

Please refer to our website for an up-to-date list.

Registration

To register, please go to our website www.lhmi.edu.au or contact us.

Testimonials

'I have taken many new ideas away from the seminar. Useful interactions with other participants/presenters.'
(2011 participant)

'Excellent structure of case studies balanced with NTEU perspective. Great the way the speakers accumulated a significant pool of information.'
(2010 participant)

'A good experience for me was getting a better sense of the field in Australia.'
(2010 participant)
The LH Martin Institute was established, with the support of the Australian Government, to help leaders, professionals and academics gain an understanding of the rapidly changing tertiary education sector and translate that knowledge into effective management strategies for their institution. In other words, we aim to improve management and leadership in the tertiary education sector by assisting its current and aspiring leaders in fulfilling their missions. We do this by providing an integrated set of programs, events and research projects that are tailored to the particular needs of the sector.

For more information about our full range of programs, events and projects please visit the website or contact us.