Academic Staff Workload Planning Policy

August 2018

CONTENTS

1. Introduction

The academic staff workload policy establishes basic principles for fair, equitable and balanced distribution of work for academic staff at Rwanda Polytechnic colleges. Its core objective is to ensure that, within every Department of Rwanda Polytechnic colleges, the work undertaken is seen to be reasonably and evenly distributed. From these guidelines Heads of Department shall have a framework within which workload planning will be developed, operated and monitored. Although there is a clear expectation that all academic staff will make a full contribution to the goals of Rwanda Polytechnic (RP) in its respective colleges and their departments, this guideline does not seek to alter the relative flexibility of working time of academic staff but instead, to consider this flexibility in relation to maintaining an appropriate work and/or assignment distribution.

2. Basis of the guideline

This guideline was conceived with reference to the Ministerial Order N°02/Mifotra /15 of 09/06/2015 determining weekly working hours in public service and modalities of their respect in Rwanda and the National Policy and Practices for Academic Workload Planning set by the National Council for Higher Education. In this guideline, the complexity of the work/assignments available for an academic staff in a particular higher learning institution like IPRC as a college of Rwanda Polytechnic was considered as well.

It is currently the case that hours of work are not specified within the employment contract for academic staff. However, academic staff is expected to manage their own time to achieve the objectives of their position, based on a normal expectation of 45 hours per week**.** Before calculating the workload, it is very important to first calculate the total number of hours in a working year. A working year is equated to a maximum of 44 weeks that is 52 weeks - (2weeks of public holidays + 4weeks of annual leave + 1week of Easter holiday +1week of Genocide memorial).

As previously stated, a working week refers to a maximum period of 45 hours (9 hours times 5 working days of a week). This period of 45 hours in a week is the one taken up

by the activities or responsibilities that constitute the workload of an academic staff. Since there are 45 working hours in a week, the maximum working hours in a year are equal to 44 weeks x 45 hours = 1980 hours.

3. Application of this guideline

This workload policy applies, in its entirety, to all full-time and probationary academic staff of Rwanda Polytechnic colleges. On the other hand, part-time academic staff are employed for only limited duties, such as teaching specific modules/courses or supervision of students doing research projects, and thus are under obligation to perform responsibilities only in those areas that are explicitly identified in their contracts.

4. Workload responsibility guidelines

All academic staff members, with whom this policy is applied to, are expected to undertake professional duties and responsibilities in each of the three primary domains of intellectual activity: imparting knowledge (teaching, managing students' learning activities), creating new knowledge (research, scholarship and creative activities) and transferring knowledge and skills to the community (service and consultancy).

In this policy, academic staff workload refers to all academic activities that are related to professional duties and responsibilities assumed by teaching staff. In Rwanda Polytechnic colleges these fall under the following academic activities but are not restrained to:

➢ Preparation for lecture delivery
➢ Lectures and tutorials delivery
➢ Assessments (formative and summative)
➢ Laboratory/excursions/practical
➢ Face-to-face sessions
➢ School practice/internship/ supervision of placements
➢ Module writing/Programs development/short courses
➢ Students' final year research project supervision
➢ Research and innovation
➢ Internal moderation

- Service activities (Professional consultancy, delivery of workshops/seminars and conferences, Participation in various Rwanda Polytechnic college academic committees, community services etc.)
- Leadership/administrative responsibilities/academic administration

5. Academic staff levels in Rwanda Polytechnic colleges and their core responsibilities

This policy is sought to take into consideration different levels of the academic teaching staff of the colleges of Rwanda Polytechnic as these levels determine academic particular but correlated responsibilities of the staff at each level and the teaching support staff.

According to the RP structure workshop assistants and lab technicians make part of the teaching support staff. Workload for the staff of this category falls into the calculations provided by the aforementioned Ministerial Order for civil servants in Rwanda. As for the teaching staff, the structure provides eight (8) levels as described hereafter with their responsibilities: Senior Lecturer, Lecturer, assistant lecturer, Tutorial Assistant, Chief Instructor, Senior Instructor, Instructor, Assistant Instructor.

- Teaching responsibilities require academic staff to achieve a satisfactory standard of instructional competence, to contribute to their college department curriculum diversity and richness, to foster students' critical, innovative and creative abilities as well as to share equitably the annual instructional responsibilities of their departments.

- Research responsibilities require academic staff to maintain a program of research, innovation and creativity through which they should aspire to a national and international reputation as scholars. Academic staff will publish and aspire to disseminate research in high-quality, locally and internationally prominent journals and books.

- Service refers to the annual contributions that academic staff makes to institution governance, its various committees, its various leadership roles including course

leadership, their profession, and to the furthering of positive relations between the institution and its various communities.

As far as academic activities are concerned in Rwanda Polytechnic colleges, the academic staff workload includes the total time allocated to all of the above duties and responsibilities depending on the ones that a given staff undertakes. But, one should also note that time must be allowed for personal and professional maintenance that includes the following activities for any academic staff:

- Answering emails and correspondence
- Talking to colleagues
- Filing various documents
- Attending different meetings
- Talking to students (or personal tutoring/consultation)
- Professional reading (or general reading) and web use beyond what is needed for the revision of lectures, staff development, etc.
- Sports for physical fitness

However, an academic staff may be assigned with other responsibilities such as those of administration and other staff supervision in different departments and units of a Rwanda Polytechnic college. This must be taken into consideration while calculating their workload.

6. Workload Calculation

Considering the main components that are crucial while calculating the academic staff workload, for a normal trainer, without assigned additional responsibilities, the following table shows out the calculation of academic staff workload:

Table 1: Academic Teaching staff workload calculation

A. TEACHING STAFF

Staff post	Teaching hours	Preparation	Assessment	Student Contact	Personal administration'	Networking	Research and innovation	Final year project	Community outreach	sports	Total hours/week	Total hours/Year
Senior lecturer	8*24=192	8*24=192	45*6=270	4*44=176	1*5*44=220	4*44=176	10*44=440	4*24=96	3*44=132	2*44=88	45	1982
Lecturer	12*24=288	12*24=288	45*6=270	4*44=176	1*5*44=220	4*44=176	6.5*44=286	4*24=96	2*44=88	2*44=88	45	1976
Assistant Lecturer	12*24=288	12*24=288	45*6=270	4*44=176	1*5*44=220	4*44=176	6.5*44=286	4*24=96	2*44=88	2*44=88	45	1976
Chief instructor	16*24=384	16*24=384	45*6=270	2*44=88	1*5*44=220	4*44=176	4*44=176	4*24=96	2*44=88	2*44=88	45	1970

Tutorial assistant	12*24=288	8*24=192	45*11=495	10*30=300	1*5*44=220	6*44=264			2*24=48	2*44=88	2*44=88	45	1983
Senior instructor	16*24=384	16*24=384	45*6=270	2*44=88	1*5*44=220	4*44=176	4*44=176	4*24=96		2*44=88	2*44=88	45	1970
Instructor	18*24=432	18*24=432	45*6=270	4*44=176	1*5*44=220	2*44=88		2*44=88	4*24=96	2*44=88	2*44=88	45	1978
Assistant instructor	18*24=432	7*24=168	45*6=270	12*30=360	1*5*44=220	4*44=176		2*44=88	4*24=96	2*44=88	2*44=88	45	1986

B. TEACHING SUPPORT STAFF

Lab technician		45	1980
Workshop assistant		45	1980

7. Components of academic staff workload

The core components that are of paramount importance as far as calculation of academic teaching staff workload in their different levels is concerned are:

a. ***Teaching****:* This refers to the time that the staff has to spend delivering lectures or conducting practical classes.

b. ***Preparation for teaching****:* This refers to the time that the staff has to spend while preparing the teaching to deliver to students. This time enables the staff to keep lectures up to date, improve seminars and so on.

c. ***Assessments:*** This refers to the time used by the academic staff while preparing the assessment, doing internal moderation, invigilating and marking the assessments; both formative assessments and summative assessments.

d. ***Student contact****:* This is also known as office hours and it is concerned with time that permits reasonable access of the staff by students for any assistance they need to get from them.

e. ***Final year Project supervision****:* This refers to the time that the academic staff who are supervising final year projects spend while providing guidance to the supervised students for the successful completion of their research projects.

f. ***Personal administration****:* This is about the time taken up by the academic staff on answering emails, filing documents, answering letters, filling in administrative forms.

g. ***Networking****:* This refers to the time spent by an academic staff for discussions with colleagues, attending and/or conducting public lectures, departmental and other institution meetings.

h. ***Research and innovation****:* This refers to the time used by the academic staff for some general readings beyond the scope of particular courses, preparing and presenting research and project proposals, implementing innovative project ideas, disseminating research projects outcomes, guiding students in their innovative projects.

i. ***Sports****:* This refers to the time the academic staff spends for regular physical exercises as provided by Ministerial order no.02/MIFOTRA/15 of 09/06/2015.

j. ***Community outreach****:* the annual contributions that academic staff makes to institution interventions to the community issues for improvement of livelihood in the surrounding areas, participation in awareness activities of the institution.

8. Details on academic staff workload calculation
a. Senior lecturer

➢ **Teaching**: assume, as a baseline, 8 hours of teaching per week for 24 weeks: = 192 hours

➢ **Preparation for teaching**: one hour for every hour of face-to-face teaching generates one hour of preparation, means 8 hours in 24weeks =192 hours

➢ **Assessment** (**Marking, examination setting, invigilation)**:allow 6 weeks per year (45hours in 6 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) =270 hours

➢ **Student contact**: 4 hours per week for 44 weeks =176 hours

➢ **Personal administration**: 1 hour per day in 5 days in 44 weeks =220 hours

➢ **Networking**: 4hours per week in 44 weeks =176 hours

➢ **Research and innovation**: 10 hours a week in 44 weeks =440 hours

➢ **Final year Project supervision**: 4hours per week in 24weeks =96hours

➢ **Community outreach**: 3hours per week in 44weeks =132hours

- **Sports**: 2hours per week in 44weeks =88hours

Total hours per year   1982hours

b. Lecturer

- **Teaching**: assume, as a baseline, 12 hours of teaching per week for
  24 weeks: = 288 hours
- **Preparation for teaching**: one hour for every hour of face-to-face teaching, generates one hour of preparation, means 12 hours in 24weeks =288 hours
- **Assessment** (**Marking, examination setting, invigilation)**:allow 6 weeks per year (45hours in 6 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) =270 hours
- **Student contact**: 4 hours per week for 44 weeks =176 hours
- **Personal administration**: 1 hour per day in 5 days in 44 weeks =220 hours
- **Networking**: 4hours per week in 44 weeks =176 hours
- **Research and innovation**: 6.5 hours a week in 44 weeks =286 hours
- **Final year Project supervision**: 4 hours per week in 24weeks =96hours
- **Community outreach**: 2hours per week in 44weeks =88 hours
- **Sports**: 2hours per week in 44weeks =88hours

Total hours per year 1976hours

c. Assistant Lecturer

- **Teaching**: assume, as a baseline, 12 hours of teaching per week for
  24 weeks: = 288 hours

However the working hours may be increased up to 16hours per week when the given modules are crosscutting to more than one class.

- **Preparation for teaching**: one hour for every hour of face-to-face teaching, generates one hour of preparation, means 12 hours in 24weeks =288 hours

- ➤ **Assessment** (**Marking, examination setting, invigilation)**:allow 6 weeks per year (45hours in 6 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) =270 hours

- ➤ **Student contact**: 4 hours per week for 44 weeks =176 hours

- ➤ **Personal administration**: 1 hour per day in 5 days in 44 weeks =220 hours

- ➤ **Networking**: 4hours per week in 44 weeks =176 hours

- ➤ **Research and innovation**: 6.5 hours a week in 44 weeks =286 hours

- ➤ **Final year Project supervision**: 4 hours per week in 24weeks =96hours

- ➤ **Community outreach**: 2hours per week in 44weeks =88 hours

- ➤ **Sports**: 2hours per week in 44weeks =88hours

Total hours per year 1976hours

d. Chief instructor

- ➤ **Teaching**: assume, as a baseline, 16 hours of teaching per week for
  24 weeks: = 384 hours

- ➤ **Preparation for teaching**: one hour for every hour of face-to-face teaching, generates one hour of preparation, means 16 hours in 24weeks =384 hours

- ➤ **Assessment** (**Marking, examination setting, invigilation)**:allow 6 weeks per year (45hours in 6 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) =270 hours

- ➤ **Student contact**: 2 hours per week for 44 weeks =88 hours

- ➤ **Personal administration**: 1 hour per day in 5 days in 44 weeks =220 hours

- ➤ **Networking**: 4 hours per week in 44 weeks =176 hours

- ➤ **Research and innovation**: 4 hours a week in 44 weeks =176 hours

- ➤ **Final year Project supervision**: 4 hours per week in 24weeks =96hours

- ➤ **Community outreach**: 2hours per week in 44weeks =88 hours

- ➤ **Sports**: 2hours per week in 44weeks =88hours

Total hours per year 1970hours

e. Tutorial Assistant

- **Teaching**: assume, as a baseline, 12 hours of teaching per week for
  24 weeks: = 288 hours
- **Preparation for teaching**: 8 hours of preparation per week in 24weeks =192 hours
- **Assessment** (**Marking, examination setting, invigilation)**:allow 11 weeks per year (45hours in 11 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) =495 hours
- **Student contact**: 10 hours per week for 30 weeks(24 weeks for teaching+6weeks of assessments) =300 hours
- **Personal administration**: 1 hour per day in 5 days in 44 weeks =220 hours
- **Networking**: 6 hours per week in 44 weeks =264 hours
- **Final year Project supervision**: 2 hours per week in 24weeks =48 hours
- **Community outreach**: 2hours per week in 44weeks =88 hours
- **Sports**: 2hours per week in 44weeks =88 hours

Total hours per year 1983 hours

f. Senior Instructor

- **Teaching**: assume, as a baseline, 16 hours of teaching per week for
  24 weeks: = 384 hours
- **Preparation for teaching**: one hour for every hour of face-to-face teaching, generates one hour of preparation, means 16 hours in 24weeks =384 hours
- **Assessment** (**Marking, examination setting, invigilation)**:allow 6 weeks per year (45hours in 6 weeks) as an arbitrary figure (a week in each semester

for continuous assessment and two weeks in each semester for everything concerned with Examinations) =270 hours

- **Student contact**: 2 hours per week for 44 weeks =88 hours
- **Personal administration**: 1 hour per day in 5 days in 44 weeks =220 hours
- **Networking**: 4 hours per week in 44 weeks =176 hours
- **Research and innovation**: 4 hours a week in 44 weeks =176 hours
- **Final year Project supervision**: 4 hours per week in 24weeks =96hours
- **Community outreach**: 2hours per week in 44weeks =88 hours
- **Sports**: 2hours per week in 44weeks =88hours

   Total hours per year 1970hours

g. Instructor

- **Teaching**: assume, as a baseline, 18 hours of teaching per week for
            24 weeks: = 432 hours
- **Preparation for teaching**: one hour for every hour of face-to-face teaching, generates one hour of preparation, means 18 hours in 24weeks =432 hours
- **Assessment** (**Marking, examination setting, invigilation)**:allow 6 weeks per year (45hours in 6 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) =270 hours
- **Student contact**: 4 hours per week for 44 weeks =176 hours
- **Personal administration**: 1 hour per day in 5 days in 44 weeks =220 hours
- **Networking**: 2 hours per week in 44 weeks =88 hours
- **Research and innovation**: 2 hours a week in 44 weeks =88 hours
- **Final year Project supervision**: 4 hours per week in 24weeks =96 hours
- **Community outreach**: 2hours per week in 44weeks =88 hours
- **Sports**: 2hours per week in 44weeks =88hours

   Total hours per year 1978hours

h. Assistant Instructor

➢ **Teaching**: assume, as a baseline, 18 hours of teaching per week for

24 weeks: = 432 hours

➢ **Preparation for teaching**: 7 hours of preparation per week in me an 24weeks =168 hours

➢ **Assessment** (**Marking, examination setting, invigilation)**:allow 6 weeks per year (45hours in 6 weeks) as an arbitrary figure (a week in each semester for continuous assessment and two weeks in each semester for everything concerned with Examinations) =270 hours

➢ **Student contact**: 12 hours per week for 30 weeks(24 weeks for teaching+6weeks of assessments) =360 hours

➢ **Personal administration**: 1 hour per day in 5 days in 44 weeks =220 hours

➢ **Networking**: 4 hours per week in 44 weeks =176 hours

➢ **Research and innovation**: 2 hours a week in 44 weeks =88 hours

➢ **Final year Project supervision**: 4 hours per week in 24weeks =96 hours

➢ **Community outreach**: 2 hours per week in 44weeks =88 hours

➢ **Sports**: 2hours per week in 44weeks =88hours

Total hours per year 1986 hours

Note:

According to the RP structure workshop assistants and lab technicians make part of the teaching support staff. The Workload for the staff of this category falls into the calculations provided by the aforementioned Ministerial Order for civil servants in Rwanda which is 45 hours per week in 44 weeks =**1980 hours per year**.

9. Time allowances for administrative duties

Apart from the above time allowances for a normal trainer, some other time allowances are also given for some things like personal research and administrative duties whose related time can be quantified. These include for instance being a member of college committee which meets regularly. There are other duties whose time allowance is very

difficult to quantify such as administration duties of departments and units of Rwanda Polytechnic colleges.

a. Staff occupying posts with allowances such as Deans, HoDs and Coordinators may be expected to work longer than 45 hrs /week. In additional to responsibility allowances paid, time to carry out extra duties can reasonably be reflected in work load. This allows 2 days (2*9*44 = 792hrs/year) for HoDs or equivalent posts and 1 day (1*9*44 = 396hrs/year) for Dean/Coordinator of academic unit.
The remaining hours will be distributed on teaching related activities.

b. Duties in institution Management Committee, Academic Board, or faculty/department working committees allow 2 hrs a week for a specified period after which the committee shall conclude assignment tasked to it valuing 88 hours per year (2*44=88).

10.   Monitoring of the workload plan

➢ Each department will monitor the operation of workload planning models annually.

➢ The development of individual workload allocations may be aligned to the annual departmental meeting.

➢ Data emerging from this review will be shared with other relevant organs in the institution and retained within the office of the Vice Principal Academics and Training for a period consistent with the institution's record retention guideline.

11.   Principles of workload management

It is expected that each Department will use the agreed and open procedure set out in this document in order to consider the overall distribution of work, which can be reasonably managed within the available resources. Heads of Department will ensure that each academic staff member has a balanced and reasonable workload in terms of activities and overall contribution relative to all academic staff in the Department.

It is also the responsibility of the Head of Department to collect and monitor data relating to workloads. Distribution of the workloads should be made public within the Department and reviewed annually. All areas of relevant activities (e.g. teaching, research, community service and others) should be included in individual workload whether performed within the Department itself, or at the institution level to be approved by the Deputy Principal of Academics and Training in each college of Rwanda Polytechnic.

By extension, Rwanda Polytechnic expects Heads of Department in all its colleges to endeavor to apply the following principles when managing workload:

➢ Reasonable workloads will be fairly distributed between individual academic staff in an open and consultative way.

➢ Employer-driven work will be contained within socially acceptable working hours, taking into account individual needs and circumstances.

➢ Staff will be allowed the opportunity for reasonable, annual breaks from work.

➢ In case any member of staff wish to challenge and dispute the distribution or volume of work as unfair or unreasonable, this should be discussed informally with his/her Head of Department as soon as possible. This may also be a matter for discussion in their departmental meeting. If not resolved, the Head of Department together with the Deputy Principal of academics and training will address the issue in consultation with the concerned staff.

Appendix

Workload planning form

Fill in this form, as an estimate of/bidding position for your workload next academic year, and discuss it with your Head of Department.

Name: ....

Position: ....

Department: ....

Year (A/Y): ....

S/N	ACTIVITY	CALCULATION FORMULAS (number of hour/week*number of working week)	TOTAL HOURS PER YEAR
1	Teaching		
2	Preparation for teaching		

3	Assessment (internal moderation, Marking, examination setting, invigilation)		
4	Student contact		
5	Personal administration		
6	Networking		
7	Research and innovation		
8	Final year Project supervision		
9	Community outreach		
10	Sports		

Academic organization chart

DEPUTY PRINCIPAL ACADEMIC and TRAINING (DPAT)

↓

DEAN

↓

HEAD OF DEPARTMENT (HODS)

↓

-Senior Lecturer
-Lecturer
-Assistant lecturer
-Chief of Instructor
-Tutorial Assistant
-Senior   Instructor
-Instructor
-Assistant Instructor
-Lab Technician
-Workshop Assistant
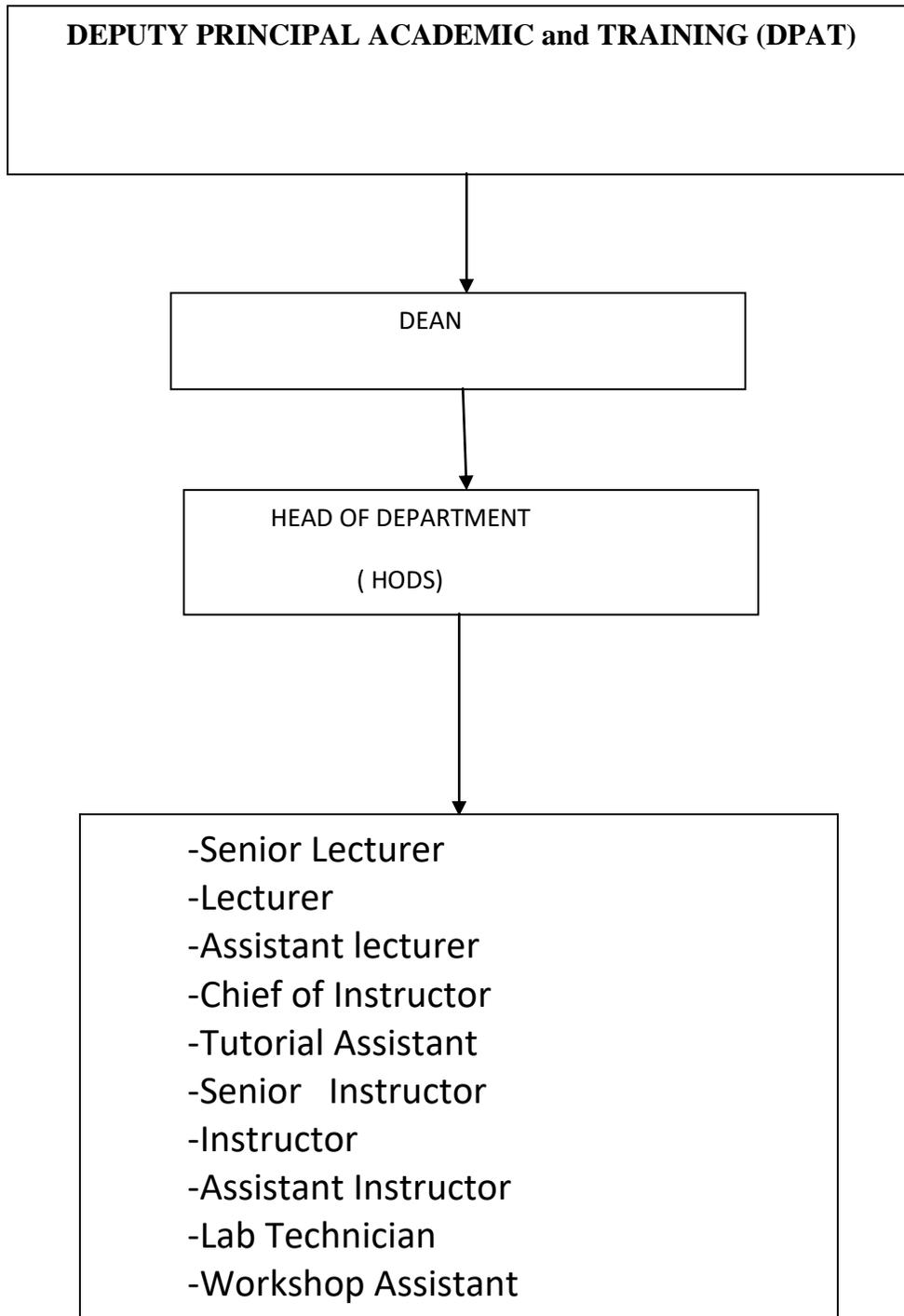
Participants

S/N	NAMES	POSITION	PHONE NUMBER	E-MAIL
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