



East African University Rwanda



WORKLOAD POLICY

Revised and Approved in July, 2023

Table of Contents

1	INTRODUCTION.....	1
2	Applicability of the Policy.....	1
3	Workload responsibility guidelines.....	2
3.1	Office hours.....	2
3.2	Professional staff development	2
3.3	Teaching Load	2
4	Workload Calculation Guidelines.....	3
5	ACADEMIC WORKLOAD DEFINITION AND DETERMINATION.....	5
6	Allowances for extra teaching hours	6
7	Extra teaching load payment	7
8	Low teaching load	7
9	Hired in an academic year.....	7

1 INTRODUCTION

The principle professional duties and responsibilities of the academic staff at East African University Rwanda (EAUR) are, but not limited to:

- Preparation for lecture delivery
- Lectures & tutorials
- Assessments [coursework, final exams, deliberations of exams
- Laboratory/excursions/practicals
- Distance Education- face-to-face sessions;
- School or clinical practice/internship/supervision of placements
- Module writing/Programmes development/short courses
- Research project supervision
- Research and publications
- Professional consultancy,
- Workshops/seminars and conferences delivery or attendance,
- participation on various institute standing and ad hoc committees,
- leadership in professional and civic organizations etc)
- Guidance and counseling
- Leadership/administrative responsibilities/academic administration

However, an academic staff can carry on any other duties assigned to him or her by his/her HoD provided that it is in line with academics and university interests. Additionally, duties and allocations are fairly distributed in so as the staff may have enough time for personal and professional development, revision of lectures and discussion with peers of personal growth and relax.

2 Applicability of the Policy

This workload policy applies, in its entirety, to all full-time and probationary academic staff of EAUR. Part-time staffs are employed for only limited duties, such as teaching specific modules 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 part-time contracts.

3 Workload responsibility guidelines

All academic staff members are expected to pursue 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).

3.1 Office hours

All members of academic staff are required to have scheduled office hours that permit reasonable access by students and which must be approved by the Head of Department. In these hours, staff can mainly do other duties and responsibilities as mentioned earlier, however the main activity for to be carried on this time is to handle students queries, address their learning difficulties and concerns. Office hours should be conspicuously posted and filed with the Head of Department and or the Dean of Faculty and communicated to students. There must be a form for this activity whereby the lecturer sign in and out with and the activity he has done on that particularly session. For any easy management, the officers hours must be consistent in terms of days and hours whereby each academic staff is required to hand in his consistent trimester schedule to his line manager and this be published to students and the primary beneficiaries.

3.2 Professional staff development

All academic staffs are expected to continue with their professional development through research and scholarly activities in their areas of study and by updating and enhancing their teaching and management of student learning. Those who wish to pursue their higher degree studies can do it in their free time, however they are facilitated with 3 months leave per year exclusive their of their annual work leave. Additionally, they are facilitated to attend seminars and workshop and financially supported for further studies when funds are available.

3.3 Teaching Load

The workload obligation of an individual staff member should reflect the agreed proportion of time to be spent on each of the four aspects that make up the institution's mission – teaching,

research, consultancy/knowledge transfer and academic administration and leadership. Each staff member should consult his/her the Head of Department at a trimester or annual review meeting for workload negotiation depending on his previous extra workload for which the compensation might be made in the current academic year or the extra activities added on his normal load which may affect his academic performance. In that case, the decision of lessening the load for an academic staff should be documented and signed by the competent university organ with justifying reasons.

The Deputy Vice Chancellor for Academic Affairs and Research is responsible for ensuring that workload distribution and its implementation are fulfilled in a timely manner. He/she exercises oversight to ensure that the collective, approved workload distribution within the institution results in a fair distribution of effort among academic staff members and that it promotes the efficient and timely completion of programmes of study by students and facilitates compliance with quality assurance and enhancement benchmarks. He/she is responsible for ensuring that reviews on workload policy are done and approved by Senate and consequently implemented and that staff resources are sufficient to cover the teaching load and permit time for other duties.

4 Workload Calculation Guidelines

The calculation of workload must begin with the calculation of the total number of hours in a working year. A '**working week**' refers to a maximum period of **40 hours** - (8 hrs per day multiplied by 5 days per week) that is taken up by the activities or responsibilities that constitute the workload of an academic member of staff. A '**working year**' refers to a maximum **43 weeks** that are available for work. [52 weeks minus (2 weeks of public holidays) + (5 weeks of annual leave) + (1 week Easter holiday) + (1 week Icyunamo (Genocide week)] Available hours therefore equals 43 weeks x 40 hours = **1720 hours**.

These 1720 hours will be accounted for by a variety of activities for which a time allowance will be made. Some of them occur only during teaching weeks (two semesters each of 15 weeks – thirty weeks in all). Others occur each week, irrespective of whether students are present.

A transparent process would have each staff member filling in a form listing the work to be done. (See Appendix 1 for an example of such a form.) This is fairly easy where what is at question is the number of hours someone teaches over the year. Crude approximations can be used for things like lecture preparation (so much time per hour of lecture) and even personal research and scholarship (so much time a week). Administrative duties can probably be quantified, given experience of them – this committee typically takes up so many hours of time a month, this duty amounts to so 4 much time a week to carry out. Some things are exceptional – a particular research project which requires a block of time for fieldwork, a book to finish, a trip abroad – and people can ask for time to cover them on a one-off basis. Some things are very difficult to quantify – being the main source of research advice in a Faculty, for example – and here allowances will have to be negotiated between the person concerned and the Dean. If allowance is to be made for research time and administrative duties, then such allowance will normally be tied to measurable output, in fairness to those who are teaching more as a result. Allowance may be made for proposals to be produced, articles and books to be written, fieldwork to be carried out, policies or procedures to be investigated, written and implemented, but the allowances are likely to be taken back in the next year if there is no visible output from them. There may even be an element of ‘strict liability’ – not just the formulation of proposals and the submission of articles, but getting grants for projects and getting articles published. Claims to undertake certain kinds of activity by those who have had such time in the past and not succeeded with it may be looked upon with a degree of skepticism.

5 ACADEMIC WORKLOAD DEFINITION AND DETERMINATION

The normal annual workload for an academic staff without the official administrative as main duties in his/her employment contract is calculated based on 8 hours per day as defined by the labor law, times 43 weeks which make an academic year and the academic year is divided into three trimesters vacations exclusive. The workload for a full time academic staff includes the following activities:

- Teaching
- Preparation for teaching—updating lectures
- Marking assessments—examinations, quizzes, and assignment
- Students contact—personal tutoring, dealing with students module queries, commenting on drafts, etc
- Project supervision
- Personal administration—answering emails, filling, answering letters etc
- Networking—discussion with colleagues, departmental and faculty meetings
- Readings beyond the scope of particular courses

In view of the above each activity is allocated its respective hours in the following manner as presented in the table below:

No	Activity	Hours
1	Teaching (online and or face to face)	720
2	Preparation	300
3	Marking examination and invigilation	150
4	Research and consultancy	200
5	Students contact	120
6	Personal administration	75
7	Networking	70
8	General reading	85
Total Hours		1720 hours

An academic staff must conduct at least one seminar within or outdoor and attend one conference with a presentation in a year and personal or co-authored published article. Failure to do this, he or she will have no rights to claim for extra teaching hour's recognition of any kind.

6 Allowances for extra teaching hours

The extra hours beyond of the predefined workload particularly on the activity of teaching and the engagement in research deserve allowances. Allowances for an extra teaching hour will be defined in the **financial policy** and the amount will vary depending on the academic ranks and degree as described in staff **promotion policy** whereas the research allowances will be given to staffs who demonstrate willingness to do independent research. The allowances are defined in **financial policy** and are given to the applicants after this research paper proposal is approved by the research committee as described in Research and **consultancy policy**.

Those with administrative responsibilities as main duties will not be allowed to go for more than 150 extra hours. The allowances will only be allowed for 150 hours and the amount will also depend on his/her academic rank and his current degree.

The official teaching workload for the university staff with official administrative responsibilities as main duties are distributed as follow:

No	Position	Hours
1	Vice Chancellor	120
2	Deputy Vice Chancellor Academic Affairs	180
3	Deputy Vice Chancellor for Finance	180
4	Registrar/ Assistant Registrar	200
5	Director of Academic Affairs/ Quality Assurance	240
6	Director of Research and Consultancy	260
7	Director of Finance	260
8	Director of Marketing	260
9	Head of departments (in schools)	260
10	Dean (in schools)	260
11	Heads of departments (in Administration)/	300
12	Officers	300
13	Academic Secretary	300

14	Examination officers	150
----	----------------------	-----

Those with administrative responsibilities as main duties will not be allowed to go for more than 150 extra hours. The allowances will only be allowed for 150 hours and the amount will also depend on his/her academic rank and his current degree.

7 Extra teaching load payment

They will be counted as extra teaching load, the total hours which are beyond the normal teaching load as defined in this policy. The payment of those extra teaching hours will be made after the accumulation of hours each academic staff has taught in all three trimesters. Their payment rate for both extra workload and part timers will vary according to the academic rank as defined in the Finance policy.

8 Low teaching load

Academic staffs who have lower teaching load than the normal load can be given temporally additional administrative responsibilities and tasks. He/she may remain on that status until the plan (New trimester teaching load) shows that he has the normal workload. There might be a close in contract stipulating that the additional responsibilities may be added to those who have no full load in a trimester.

9 Hired in an academic year

Similarly to those who have no full load, an academic staff hired in the midst or after the academic year has started, he/she will also be given temporal additional responsibilities or tasks to compensate teaching hours not covered.

Conclusion

Anything of vital concern not covered in this policy will be subject to discussion throughout different university organs meeting. However, suggestions for changing some of the provisions of this policy will be officially stated and documented, it may be implemented before the policy is revised if it needs the urgent resolution, or be taken care until next policy review is scheduled. Additionally, this policy will be effective from the beginning of the next academic year.