

THE GLASGOW SCHOOL OF ART

GSA ACTIVITY PLANNING

POLICY DETAILS:

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Benchmarking	Sector Workload Allocation Models

GSA ACTIVITY PLANNING POLICY

ACTIVITY PLANNING POLICY**1 PURPOSE & SCOPE**

1.1 The Activity Planning Policy applies to all academic members of GSA staff under the terms of the HE2000 contract, in particular sections 4.1 to 4.7 and appendix 1 of the contract (see Appendix A; appropriate balance for the individual" at Clause 4.2).

1.2 The purpose of the policy is to support the annual Activity Planning of staff with their academic managers and to ensure that an appropriate balance of duties relevant to an employee's role profile is achieved.

1.3 The policy makes clear GSA's commitment to ensuring that Activity Planning is transparent and equitable and conducted with due reference to the principles and objectives set out below in section 2, and that Equality Impact Analyses are scheduled, reported upon and actioned.

1.4 The policy sets out the procedure for a member of staff where an agreement cannot be reached on an Activity Plan or additional working in line with the details of the HE2000 contract.

2 ACTIVITY PLANNING KEY PRINCIPLES AND OBJECTIVES**Principles of Activity Planning**

2.1 Activity Planning is designed to be transparent, flexible and responsive to organisational needs, individual staff development, career review needs and planning cycles.

2.2 An Activity Plan will include jointly agreed objectives, including milestones and outcomes expected.

2.3 An Activity Plan will achieve an appropriate balance of teaching, research, consultancy, scholarly activity, and personal development and other possible activities within the duties of an academic (see duties 4.1 Appendix A) as relevant to their academic role profile GLARP (see Appendix B)

Objectives of Activity Planning

2.4 Activity Planning respects the value of scholarship for all academic staff role profiles at GSA and apports time for that purpose.

2.5 Ensure research time, based on Annual Research Plans within Activity Planning, is allocated in order to maximise the number of high quality submissions to REF 2020

2.6 Provide those who secure external research funding with more research time that is concomitant with that allocated in a bid if applicable.

2.7 For staff with research time allocated, engagement with Activity Planning and Annual Research Planning will facilitate opportunities for Research Mentoring.

2.8 GSA requires academic managers and Heads of Department to agree an Activity Plan with their staff in a collegial and consultative manner.

2.9 To assist staff in achieving a work-life balance and in recognizing the importance of taking daily lunch and other regular breaks.

2.10 Staff should not have to work excess hours for normal progression and promotion.

2.11 There may be fluctuations in work load. Significant excess load in one academic year should be rectified

in the following year.

3 ACTIVITY PLANNING AND CAREER REVIEW & DEVELOPMENT

3.1 The GSA Activity Planning cycle is designed to form one element of Staff Development and Career Review as per clause 4.2 of the HE2000 contract. The Activity Plan will inform that meeting and can accommodate review and revision subsequently.

3.2 The GSA Activity Planning Guidance booklet sets out the time frame for the completion of the component parts of Activity Planning and for the Staff Development and Career Review meeting.

4 PROBLEMS IN REACHING AGREEMENT FOR AN ACTIVITY PLAN

4.1 Any failure or delay in reaching agreement on an Activity Plan should be dealt with under the Appeals Procedure as per section 4.3 and Appendix 1 of the HE2000 contract (see Appendix A):

APPENDIX A

Extract from HE2000 contract of employment for academic staff:

4.1 Duties

The duties and responsibilities of a professional academic vary according to subject specialism. Duties include an appropriate balance of the following:

- Teaching and related activity including direct teaching, open and distance learning, and other tutorial guidance, examining and assessment, course and curriculum development, course leadership, development of learning support material, methods and applications.
- Research, consultancy and other forms of income generation
- Related duties including educational management and administration; participation in relevant internal and external committees, working groups and project teams; mentoring, counselling and other forms of student support; participation in quality assurance procedures; recruitment, selection and admission of students; staff appraisal; representing the Institution or profession on external bodies.
- Scholarly activity and continuous professional development

4.2 Working Time

Time devoted should be that which is reasonably necessary to fulfil the duties of the post and to achieve the appropriate balance for the individual and the School.

Your duties and pattern of working will be set out in an Activity Plan agreed with your academic manager*. Reflecting the changing nature of customer demand, the normal working week can include weekend and evening working.

Recognising that there are fluctuations of demands over the academic year, you will not be scheduled to work in excess of the normal working week, averaged over the year as a whole. Any additional working over and above that already covered by the Activity Plan will be agreed and be conditional on

reasonable notice being given, having regard to the circumstances and appropriate compensatory arrangements.

Your Activity Plan will relate to a specified period, e.g. semester, term or year as appropriate, but should be updated and reviewed as necessary. Your plan will also form one element of staff development and career reviews. In developing your Activity Plan, regard will be given to the importance of family and domestic responsibilities and of ensuring an acceptable quality of life.

* For Academic Manager, this may include Head of School, Head of Department or equivalent.

4.3 Problems in Reaching Agreement

Addressing failures or delays in reaching agreement on an Activity Plan or additional working or unexpected disruptions to an Activity Plan is detailed within the Activity Planning Guidance documents. [Appendix I]

4.4 Staff Development

Five specific staff development days should be identified at the start of the academic year and form part of the agreed Activity Plan. Areas incorporated under Academic Development and Review are covered in para 6.

4.5 Part-Time Contracts

For administration purposes, in the calculation of pro-rata contracts, a nominal figure of 35 hours per week is to be used.

4.6 Additional Working

Compensatory arrangements for authorised additional working are contained in Activity Planning Guidance notes, based on a nominal figure of 35 hours per week. (See Appendix I)

4.7 Changes to Activity Plan

Your Activity Plan may be reviewed and amended in agreement with your Academic Manager in the course of the year if circumstances significantly change. Arrangements for failing to reach agreement are covered in Appendix I.

PROBLEMS IN REACHING AGREEMENT – Appendix 1 of HE2000 contract

1. DUTIES AND WORKING TIME: PROBLEMS IN REACHING AGREEMENT (REF. PARA 4.3 HE 2000)

The following outlines a manageable mechanism for dealing with any failure in reaching an agreement on an Activity Plan or additional working:

Appeals Procedure

Any failure or delay in reaching agreement on an Activity Plan or additional working should be dealt with under the Appeals Procedure as follows:

(a) Informal

An underlying aim of the Procedure is to try to resolve issues as quickly, informally and locally as possible through the Head of Department/Head of School structure. Staff can request Trade Union representation. Where applicable, mediation should be considered. If an informal approach is unsuccessful, the formal framework should be initiated.

(b) Formal

In this case, employees should submit in writing, in no more than 2 pages, their grounds for appeal to the Head of HR within 5 working days. As a guide, the grounds for appeal should be one or more of the following:

- Inappropriate or unfair balance of duties
- Inappropriate or unfair volume of duties
- Undue consideration to domestic and family responsibilities and/or quality of life
- Any other substantive reason related to the Activity Plan

The Head of HR will arrange an Appeal Hearing within 10 working days (unless there are extenuating circumstances). The Appeal Panel will normally comprise the Director (or nominated Representative), the Head of HR and an independent nominee. Employees have the right to be represented or accompanied by a Trade Union member or a work colleague of their choice at the Appeal Hearing. Having carefully considered both sides, the Appeal Panel will recommend a course of action that will be communicated to both sides. There will be no further internal recourse of appeal.

APPENDIX B

All academic staff on an HE2000 contract are attached to an Academic Role Profile (GLARPs). These profiles were nationally agreed although they were amended to meet the specific needs of GSA. There are 3 types of role profile:

- Teaching and Scholarship
- Teaching and Research
- Research only

There are different levels within each role profile type in respect of the pay grade the profile is attached to. The levels are consistent, for example, level 3 across each type has the same pay grade.

The vast majority of staff are attached to a Teaching and Research profile. It is possible to move between role profiles according to the nature of the role being carried out. This would constitute a variation to an individual's contract of employment and would require that appropriate consultation is carried out. There would be no detriment in changing from one profile group to another as the transfer would be to the equivalent level, for example, level 3 Teaching and Research to level 3 Teaching and Scholarship, remaining on the same pay grade.

In **all** cases where a potential change of role profile is identified, HR should be notified in order that appropriate consultation is carried out.

Details of the Academic Role Profiles can be found on the VLE at the following link: (link to be added later)