

# WORKFORCE PROFILING PROGRAMME/ PROJECT INITIATION DOCUMENT :

## For JSNCC - 24 October 2018




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## EXECUTIVE SUMMARY

The University has established a temporary project team in HR in order to resolve a number of issues regarding the employment of Hourly-Paid Lecturers and Graduate Teaching Assistants, as well as the historic inappropriate use of hourly-paid contracts in areas of the University.

The projects that make up the Workforce Profiling Programme are:

- Academic workforce profiling
- Review of GTA employment arrangements
- Review of HPL terms and conditions
- Review of the multiplier rate
- Review of anomalous HPL and Timesheet contracts

This paper provides the JSNCC with an initial overview of the projects, updates on progress to date and sets out the main areas of activity planned for the coming months.

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## **1. Introduction**

- 1.1. There are a range of shared interests between the University and UCU around the need to review and resolve issues related to the employment of Hourly-Paid Lecturers (HPLs) and Graduate Teaching Assistants (GTAs). There is also a need to review the historic misuse of HPL and timesheet contracts in some areas of the University.
- 1.2. In order to seek to resolve these issues, the University has established a temporary Workforce Profile Programme (WPP) team within HR.
- 1.3. This paper provides the JSNCC with an initial overview of the projects within the overall WPP, gives an update on progress to date and sets out the main areas of activity planned for the coming months. A high-level timeline for the projects is shown at Appendix one.

## **2. Background**

- 2.1. There is an increasing recognition of the need to rebalance the University's workforce so that education is more routinely supported by substantive academic staff, with HPLs having the opportunity to potentially transfer to this more secure employment. This is made more possible by moves to review and rationalise the curricula and an increased focus on the student experience.
- 2.2. There is a need to review the basis on which we pay HPL and GTA staff so that we can be assured that they are being fairly remunerated and their contractual terms and working conditions recognise the contribution they make.
- 2.3. There is also a need to review the historic misuse of HPL and timesheet contracts in some areas of the University which was highlighted during the earlier Timesheet Review project.
- 2.4. These issues are complex and inter-connected and they need to be resolved within the context of the severe financial pressure that the University will need to manage over the coming years. The University has therefore established a temporary WPP team in order to seek to resolve these issues over the coming year.
- 2.5. This work will sit alongside the Recognising Excellence in Academia project (REiA) which will create a framework that can be used to support, guide and develop academic staff at all stages of their career.
- 2.6. REiA has also made a number of policy recommendations around the processes that will apply to manage the potential transfer of existing HPLs to substantive, salaried academic contracts, which have been tested with four early-adopter schools who have migrated in whole or in part their HPL workforce as part of the HPL Pilot project. Separate reports have been provided to the JSNCC on REiA and the HPL Pilot project.

## **3. Academic workforce profiling**

- 3.1. The Academic Workforce Profiling (AWP) project will help schools to review and rebalance the make-up of their academic workforce, reducing reliance on HPLs by creating new salaried academic posts. The new posts will initially be ring-fenced to HPLs in each school and will help provide a firmer guarantee of academic continuity, better student experience and stronger, more flexible academic communities.
- 3.2. The AWP project was launched with a presentation to Heads of School by the EG sponsor for this strand of the programme, Senior Deputy Vice-Chancellor and Provost, David Nightingale on 28 September 2018.

- 3.3. With support from members of the WPP team, all schools (with the exception of those that took part in the HPL Pilot project) are now starting to review the make-up of their academic workforce. The purpose of the review is:
  - 3.3.1. To identify individuals who have become and will continue to be integral to the delivery of ongoing courses and to propose the creation of new salaried academic positions to ring-fence to those staff; and,
  - 3.3.2. To determine how many other salaried academic positions should be created in order to reduce reliance on HPLs for ongoing teaching by at least 50%.
- 3.4. Heads of School have been encouraged to communicate with their staff about the review and to engage their leadership teams in formulating their proposals.
- 3.5. School reviews are expected to be completed by mid-November and any proposals for change will be submitted for EG approval in December 2018. These proposals should include consideration of the implications for HPLs who do not secure an ongoing position through this process and the principles on which the school will engage HPLs in future.
- 3.6. If the proposals approved by EG would result in the need to place 20 or more staff at risk of redundancy, there will be a need to submit the business case to the Chair of Council who will convene a Review Committee in accordance with Ordinance 41: Redundancy.
- 3.7. Approved proposals will then be the subject of formal consultation with affected members of staff and their representatives early next year, probably commencing in February 2019. Subject to the outcome of consultation, selection to the new positions is likely to take place during the summer term of 2019 and the new academic positions created as a result of the project will be effective from the start of the 2019/20 academic year.
- 3.8. The project will also clearly set out the permitted purpose and rationale for HPL appointments, review and where necessary amend the policy on Engaging HPLs and consider whether it would be appropriate to introduce a new substantive fixed-term teaching-only contract as a means of limiting the use of inappropriate HPL contracts in future.
- 3.9. The project is overseen by a Steering Group which is chaired by the Senior Deputy Vice-Chancellor and Provost and comprises the three Faculty Deans, four Heads of School (including two from schools that participated in the HPL Pilot project), and representatives from HR.

#### **4. Review of GTA employment arrangements**

- 4.1. The University currently employs around 300 GTAs, who are Kent PhD students holding both a University scholarship and employment contract. The GTA Review project is considering all aspects related to the employment of GTAs. The project is sponsored by the Dean of the Graduate School, Paul Allain
- 4.2. A Steering Group has been established to oversee the Review. It is chaired by the Dean of the Graduate School and comprises the Associate Deans from all three Faculties, two school GTA Coordinators, a Head of Administration, two School Administration Managers and representatives from UELT, the Scholarships Office, the Graduate School and HR.

- 4.3. The expected outcomes of the project will be:
- 4.3.1. Review and revision, where appropriate, of GTA terms of engagement and related policies;
  - 4.3.2. Clarification of the GTA contract and how it should be applied to reduce the risk of inconsistency and unfairness;
  - 4.3.3. Improved consistency in the application of GTA contracts across all schools;
  - 4.3.4. Ensuring that GTA employment does not obstruct the completion of PhD studies.
- 4.4. All aspects of the employment of GTAs are being considered in order to arrive at proposals aimed at providing better teaching experiences for students, ensuring fairness in the application of GTA contracts and delivering consistency of approach across all schools using GTAs in the delivery of teaching.
- 4.5. The outcome of the GTA review will be formally reported to EG in December 2018. However, some changes arising from the early stages of the review are already being implemented, such as clarification regarding GTAs' annual leave entitlement and the reinstatement of the GTA Coordinator Network.

## **5. Review of HPL terms and conditions**

- 5.1 The University currently employs over 800 HPLs. As stated in the Engaging Hourly Paid Lecturers policy the reasons for employing HPLs are to:
- Cover for a temporary staff absence;
  - Cover for a temporary increase in workload;
  - Cover an unplanned/unexpected situation as a short term contingency plan;
  - Provide specific resource for specialist professional input when required;
  - Sustain a teaching programme until recruitment processes are completed;
  - Provide a development opportunity for post-graduates.
- 5.2 The Timesheet Review project identified the potential for HPLs to be engaged for reasons other than stated above which may not support the best interests of the University or the individuals who may not currently be employed via an appropriate arrangement or be appropriately remunerated for the work they undertake.
- 5.3 This project is being conducted as an HR review in consultation with relevant stakeholders and will review the different ways in which those employed on HPL contracts are currently being used across the University. It will then seek to determine whether an HPL contract and terms and conditions are appropriate and provide fair remuneration for the work being undertaken or whether alternative employment arrangements and conditions would be more appropriate. In addition and where necessary, policy updates and guidance regarding alternative employment arrangements will be provided.
- 5.4 This review is closely linked to both the AWP project and review of the multiplier rate.
- 5.5 A report on this project is due to be considered by EG in December 2018.

## **6. Review of the multiplier rate**

- 6.1 The multiplier rate is a consolidated pay rate that has been in use at Kent since September 2008. It is used as the basis for calculating pay for teaching carried out by HPLs and underpins the calculation of GTA working hours. It is currently used in respect of 990 active contracts.
- 6.2 The multiplier rate is set at 2.5 times the basic hourly rate and is paid for each contact hour worked to cover payment for the teaching as well as the associated preparation and marking. Holiday pay is also included in the multiplier.
- 6.3 Recently there have been concerns raised about the level and composition of the consolidated multiplier rate, whether the rate is appropriate or if the University should instead pay staff a non-consolidated hourly rate for each aspect of teaching activity. There have also been concerns over correct and consistent use of the rate.
- 6.4 The project, which is being conducted as an HR review in consultation with relevant stakeholders, will consider whether the current multiplier rate is fit for purpose and model alternative options as appropriate. It will also consider whether it is appropriate to use a single multiplier rate across all schools and disciplines, or if different consolidated rates should be applied to different types of work or disciplines. It will evaluate the advantages and disadvantages of consolidated and non-consolidated rates and will propose how to treat annual leave entitlements for HPLs.
- 6.5 This review is closely linked to the HPL terms & conditions and GTA reviews.
- 6.6 A report on this project is due to be considered by EG in December 2018.

## **7. Review of anomalous contracts**

- 7.1 As mentioned in 5.2 above, the Timesheet Review project identified a number of instances where HPL and timesheet contracts are used inappropriately, for example HPL contracts being used to engage staff who are not involved in lecturing or teaching students.
- 7.2 This project will initially identify where staff have been incorrectly appointed to HPL contracts, consulting with them and moving them onto more appropriate terms where required. It will later seek to resolve the position of timesheet staff in Student Services with a view to enabling as many of those staff as possible to move to substantive salaried positions.
- 7.4 This review is closely linked to the AWP project and HPL terms & conditions review.

## **8. Communications and reporting**

- 8.1 UCU representative have been informed about the different WPP projects and a series of regular progress meetings is currently being scheduled.
- 8.2 Every effort will be made to ensure that all relevant stakeholders are informed about the projects, consulted as appropriate and have the opportunity to have any questions answered as each of the projects progress.
- 8.3 Progress reports will be provided at forthcoming JSNCC meetings up to the anticipated end of the projects at the start of the 2019/20 academic year. A high-level timeline for the projects is shown at Appendix one.

**END**

## Appendix One

The high-level timeline for the WPP projects is shown below:

