

# **THE OPEN UNIVERSITY OF TANZANIA**



## **THE FORMULA FOR EVALUATION OF THE WORKLOAD FOR OUT FULL TIME ACADEMIC STAFF**

**APPROVED BY OUT COUNCIL**

**JULY 2005**

# **PROPOSAL FOR OPERATIONALISATION OF THE FORMULA FOR EVALUATION OF THE WORKLOAD FOR OUT ACADEMIC STAFF**

## **1.0 INTRODUCTION**

For efficient utilization of the human resources, public universities have worked out the optimum workload for its academic staff. The Open University being one of the public universities has also done the same. The work was done by what is commonly referred to as the Temu Committee (OUT 2004). However, to have an effective implementation of their recommendations, the Open University of Tanzania Academic Staff Assembly (OTASA) and OUT Management thought it was necessary to operationalise the Temu Committee recommendations on workload for the academic staff so that the University can start to effect them since they have been approved by the University Council, subject to approval of the financial implications.

It is important to reiterate that the proposed honoraria will be paid in lieu of the need to employ more part - time or full time academic staff in addition, the formula will assist to treat equally all OUT full time staff who do work beyond the optimal levels whether within or outside their Faculties or Institutes.

## **2.0 BASIS FOR TEMU COMMITTEE RECOMMENDATIONS ON WORKLOAD FOR THE ACADEMIC STAFF AT OUT**

The Temu Committee studied the workload of the academic staff in other three public universities. Also, the Committee observed differences in operations between the conventional public universities and the OUT which is a distance learning institution. On the basis of these facts, the Temu Committee report recommended the following:

- The week has 40 working hours as has been defined by other three public universities namely, UDSM, SUA and MU.
- These 40 hours are distributed between the five major responsibilities of the academic staff in Universities. These responsibilities include teaching, research, consultancy or public services, students' consultations or counseling, and self-study and administration.
- Forty working hours in a week are also distributed differently to different categories of the academic staff basing on the responsibilities of each category. For example, A full Professor is expected to do more research, consultancy and administration than a lecturer and therefore expected to do less teaching than a lecturer.

Tables 1 – 3 show how the three public universities have distributed the workload to its academic staff members.

**Table 1: Workload Distribution for Academic Staff in Hours per Week – SUA**

<b>Activity</b>	<b>T. Ass.</b>	<b>Ass. Lect.</b>	<b>Lecturer</b>	<b>S. Lecturer</b>	<b>Ass. Prof. &amp; Prof.</b>
Teaching	8	10	12	12	10
Research *	28	22	18	16	12
Consult/P. Service	3.6	6	6	8	10
Administration	0.4	0.8	2	2	4
Counseling	-	1.2	2	2	4
Hrs per week	40	40	40	40	40

*Source: SUA (2000)*

**Table 2: Workload for the Academic Staff per Week – Mzumbe University**

<b>Rank</b>	<b>Teaching</b>	<b>Consult</b>	<b>Research</b>	<b>Publication</b>	<b>Total Hrs</b>
Professor/Lib. Prof.	10	7	9	14	40
Ass.Prof./Ass. Lib. Prof	8	7	9	16	40
S. Lecturer/S. Librarian	7	7	10	16	40
Lecturer/Librarian	6	4	12	18	40
Ass. Lecturer/Librarian	6	4	12	18	40
Tutorial Ass/Libra.Trai.	4	-	-	-	40

*Source: MU (2002)*

N.B Hours for tutorial Assistants are not clearly defined in the above table.

**Table 3: Workload for Academic Staff per Week \_UDSM**

<b>Activity</b>	<b>Professorial</b>	<b>S. Lecturer</b>	<b>Lect/Ass. Lect.</b>
Teaching	10	10	17
Research & Publications	10	10	7
Public Service/Consultancy	10	10	10
Student Consultations	5	5	5
Administration	5	5	1
	40	40	40

*Source: UDSM (1999)*

The current average distribution of the responsibilities to the academic staff at the UDSM is as follows: teaching 11 hours, research 11 hours, public service 8 hours, student consultation 6 hours and self study and writing 4 hours. However, there are differentiations between different academic ranks and those with administrative responsibilities. Nonetheless, the duration of working hours to all ranks remains 40 hours per week (UDSM, 1999).

All public institutions do state clearly that any academic staff member with excess (extra) teaching hours per week shall be paid a honorarium, over and above his/her salary. However, in all three public universities, sources of funds for such payment is from self generated income.

### 3.0 DEFINING WORKLOAD FOR OUT ACADEMIC STAFF

In distance education institutions, the major activities of full time academic staff members are to develop new programmes and review the existing programmes, to develop and review instructional materials, to moderate the work done by part-time academic staff and tutors, as well as researching and consultancy. However, in the case of OUT, full time academic staff are also responsible for tutoring, which includes setting and marking assignments, tests and examinations, counseling of students and processing of examinations and tests. It is worth noting that marking of distance learners' scripts involves writing constructive comments on each script to help and guide the student in the learning process.

With shortage of qualified academic staff, full time academic staff members are finding themselves shouldering a heavy teaching work load. It is not surprising that academic staff at OUT are overburdened with work load.

One important feature to remember is that despite the differences between OUT and other public institutions in terms of modes of delivery, academic staff members are obliged to do research, consultancies and to publish similar to those in conventional universities. This culture for the academicians in higher learning institutions must be strongly preserved at the OUT.

In carrying out the University mission, therefore, members of the academic staff at OUT are expected to have maximum weekly Workload as indicated in Table 4.

**Table 4: Basic Workload for Academic Staff – OUT (hrs per week)**

	Prof.	Ass.Prof.	S/Lect	Lect.	A/Lect.	T.Ass
Teaching	10	10	12	16	14	8
Research	15	15	20	20	24	31*
Consultancy	7	7	4	2	-	-
Counseling	4	4	2	2	2	1
Administration	4	4	2	-	-	-
Total	40	40	40	40	40	40

\* For Tutorial/Teaching Assistants, research means pursuing studies to attain the required minimum academic qualifications and assisting the senior staff in conducting research and consultancies

#### **4.0 EQUIVALENT WORKLOAD FOR DEANS OF FACULTIES, DIRECTORS OF INSTITUTES AND DIRECTORS OF REGIONAL CENTRES**

Because of administrative duties of the Deans, Directors of Institutes and Directors of Regional Centres, their workload will be supplemented by an equivalent academic workload as specified in Table 5 in hours per week.

**Table 5 Equivalent Workload for Administrative Duties**

<b>S/No.</b>	<b>POSITION/DUTY</b>	<b>EQUIVALENT LOAD PER WEEK</b>
1	Vice Chancellor	35
2	Deputy Vice Chancellor	30
3	Registrar	30
4	Deans, Directors and Directors of Regional Centres.	20
5	Faculty Examination Officers	10
6	Subject Coordinators	10

#### **5.0 ADOPTED DEFINITION OF TEACHING AT OUT**

In some aspects OUT does not differ from other conventional universities. For example in supervising postgraduate students by research and thesis, in doing consultancy, in conducting research and in administration are fairly similar. However, when it comes to teaching, distance-teaching universities differ significantly from conventional universities. For this reason, defining the main components of teaching activities in open and distance teaching mode is necessary. Table.6 provides the basis for estimation of the duration of the setting and marking of Assignments, Timed Tests and Examination scripts that are recommended to be adopted by OUT. The estimated time spent on each teaching activity is provided in Table 7.

**Table 6: Teaching Activities and Responsibilities**

1.	Supplementing existing study materials (Once annually).*
2.	Writing scripts for radio broadcasting and other ICT media (where applicable). ++
3.	Setting Assignments, Tests, Examinations and their Marking Schemes.*
4.	Marking Assignments, Tests, Examinations and making constructive comments on all students' scripts (For Tests and Assignments).*
5.	Coordinating – Consulting/liaising with part time course lecturers. ** “ - Taking and collecting students' work to and from part time lecturers. ** “ - Recording students' marks of assignments, timed tests, practical training, examinations and processing examination results (per Course). ** “ - Moderating and proof reading of test and examination questions from part time staff. **
6.	Examination coordination - Photocopying examination/test question papers. ** - Sorting and packing and unpacking of examination/test question papers and scripts. **
7.	Conducting face-to-face sessions. **
8.	Invigilating tests and examinations. **
9.	Supervising postgraduate students at Masters' and Ph. D. level.*

**Table 7: Estimated Time Spent on Each Teaching Activity**

1.	Supplementing study material – 4 hours per lecture per annum (when necessary)*
2.	Writing script for radio programmes – 6 hours per script (one time) ++
3.	Teaching one course – estimated to take on average 2 hours per week per course (Full deployed ICT)*
4.	Setting an Assignment, or a Test and its marking scheme for one course - 4 hours.*
5.	Setting an examination and its marking scheme for one course – 6 hours.*
6.	Marking Assignment and Timed tests – 3 scripts per hour.*
7.	Marking Examination scripts – 4 scripts per hour.*
8.	Consultations with part time course lecturers: (taking/collecting students' work from part time staff) 0.5 hours per course per week (Subject coordinator). ***

\* Assumed to paid through the salary for OUT full time academic Staff (except where max. load exceeded).

\*\* Paid separately

\*\*\* To be handled by Examination Officers or Subject Co-ordinators and paid separately

+ Not included in the general workload evaluation.

++ To be paid under OUT In-house expertise scheme.

9.	Recording students' marks: 0.5 hours per course per week per every 100 students (Subject coordinator). <sup>***</sup>
10.	Processing students' academic records: 0.5 hour per course per week per 100 students in the course (Subject coordinators). <sup>***</sup>
11.	Typing and proofreading Tests or Exams 0.5 hrs per course (Examinations Officer). <sup>***</sup>
12.	Sorting and packing/unpacking of examinations/scripts: 0.5 hrs per course (Examination Officer). <sup>***</sup>
13.	Face-to-face/practical sessions (2 hours per session). <sup>* +</sup>
14.	Invigilating Tests and Examinations – 2 hours per session. <sup>* +</sup>
15.	Supervising Masters' by thesis student or on dissertation - 1 hour per candidate per week. <sup>*</sup>
16.	Supervising Ph. D. students on thesis - 2 hours per week. <sup>*</sup>

*[Exclude 5 weeks per annum covering holidays and annual vacation]*

### 5.1 Optimum Teaching Workload

With the exception of the special duties, the above activities at OUT can be equated with contact hours in classrooms in conventional universities. Because of the nature of distance teaching and learning, teaching activities in distance mode of delivery are not evenly distributed in the academic year. As such, totals per year should be used to calculate the optimum teaching load. For Example in marking, an academic staff member of the Professorial rank will mark at least 432 TTs and Assignment scripts a year which is equivalent to 144 hours. If these hours are divided by 47 working weeks a year, it means the Professor will be using an average of three hours per week in marking. The time s/he will spend on coordination activities for one subject will be 3 hours per week. Therefore, the optimum teaching workload for the academic staff in each academic rank at the Open University of Tanzania is recommended to be as indicated in Table.8.

Table 8: **Optimum Teaching Load for Different Categories of OUT Full Time Academic Staff in Each Academic Year (Excluding Administrative duties)**

Academic Rank	Courses to be taught	Scripts to be marked	Subjects to be coordinated*
<b>Professorial</b>	4	432	2
<b>S. Lecturer</b>	6	576	4
<b>Lecturer</b>	7	1008	4
<b>As. Lecturer</b>	5	720	3
<b>T. Assistant</b>	3	300	2

*\*Course (s) one is teaching will not be counted as course(s) one is coordinating.*

### 5.2 Adopted Definition of What is a Course and What is a Subject

It is important to define a Course and a Subject when it comes to co-ordination. In this context, a subject is defined to consist of several courses in a discipline. For example, History is a discipline subject and within a discipline, there are courses such as OHI 101:

An Introduction to African History, OHI 102: History of Tanzania to 1890, etc. If History as a discipline subject is co-ordinated by one person and if all courses in History are being offered, one will be coordinating one subject with 22 courses.

### **6.0 HONORARIA FOR ACADEMIC STAFF SHOULDERING MORE THAN THE OPTIMUM TEACHING LOAD**

As it is in all public Universities, internal (full time) academic staff members who are shouldering more than the expected maximum teaching load are paid a honorarium as determined by the University. It is therefore recommended that the following formula be used to pay honorarium to such individuals who carry the extra workload in lieu of employment of more part – time or full time academic staff.

$$HP = (TU - TA) \times \text{Tshs } 2,000$$

Where: HP = Honoraria paid for extra teaching

TU = Time used on teaching activities (Exclude coordination)

TA = Optimum time for teaching (see Table 4)

Tshs. 2000/= Rate of payment for extra hour for OUT employees.

**Note:** TU – Will include all actual teaching related activities as evaluated based on Table 6 – 8 except for special duties or remunerated deployment.

Hours on teaching activities within the maximum teaching load in one academic is hours for teaching activities in a week times 47 working weeks in one year (52 weeks minus 4 weeks for annual leave and one week for public holidays). For example, an academic staff member with a Professorial rank shall be required to use 470 hours a year on teaching activities (i.e. 10 hrs per week times 47 weeks). If this member is given a teaching load which requires him/her to use more than 470 hours, extra hours will be paid at the rate of Tshs.2,000/= per hour. Table 9 gives the optimum teaching workload per annum for various ranks based on Table 4.

**Table 9.0 Maximum Allowable Teaching Workload per Annum**

S/No.	Position	Maximum Teaching Load Per Annum (hrs)
1.	Prof. A. Prof.	470
2.	Senior Lecturer	564
3.	Lecturer	752
4.	Assistant Lecturer	658
5.	Tutorial Assistant	376

### **7.0 CONSIDERATION OF ADMINISTRATIVE RESPONSIBILITIES TO ACADEMIC STAFF**

Academic staff members holding administrative responsibilities are using equivalent time in administrative matters ranging from 30 hours week, in case of DVC, to 10 hours per



week in case of Subject Coordinators or Examination Coordinators. At the same time, they will be required to teach and this will make them have a workload of more than 40 hours per week. Therefore, time used in teaching which will make the administrators have a workload of more than 40 hours per week and this will attract honoraria of Tshs. 2,000/= for each extra hour.

The estimation of the value of TU in equation (1) should not double count such special teaching activities as Subject Coordination and being Faculty Examination Officers that are counted separately as equivalent workloads. Hence “TU” should be evaluated against a matrix for the entire year to be compared with “TA” ultimately.

## **8.0 FINANCIAL IMPLICATIONS OF PAYING HONORARIA TO INTERNAL ACADEMIC STAFF MEMBERS FOR THE EXTRA WORKLOAD**

The extra workload for academic staff members with administrative responsibilities will be calculated by adding equivalent time used on administrative duties or special duties as shown in Table 5. Payment of honoraria for extra work to internal (full time) academic staff will **NOT**, in any case, add more financial expenditure to the University. This is because if the work is not done by full time staff, it will have to be done by part-time staff who will be paid by the University for the work done. Alternatively, OUT will have to employ more full time academic staff. It is hoped that once the students direct costs are funded separately, there will be a new code to pay for part – times that will finance its payments from government codes. Faculties with own sources like FBM etc are encouraged to use self generated income for such payments upon approval by their respective Boards, DVC (Academic) and the Vice Chancellor.

Appendix 1. Gives three hypothetical examples of cases of OUT academic staff to demonstrate the use of the formula.

## **REFERENCES**

- (i) The Report of the Task Force under Prof. A. Temu which was submitted to the Council – 2004
- (ii) Report on the 1998 UDSM Academic Audit – March 1999
- (iii) Policy on Academic Staff Workload for Mzumbe University (MU) -2002
- (iv) Workload Distribution A For Academic Staff and Teaching Load Norm – SUA.-2000
- (v) Policy and Operational Procedures for In-House and Local Expertise Support Scheme, 2005, OUT.

## **APPENDICES**

## HYPOTHETICAL EXAMPLES ON THE APPLICATION OF THE FORMULA.

### A. Example One

Prof. Y is teaching OED 102 and OED 619. He is also supervising 2 PhD students and one M.Sc. Student apart from co-ordinating two Subjects in the Faculty of Education, excluding the two courses he is teaching. There are 810 students who have registered for OED 102 and 23 students in OED 619. All students registered for OED 102 will do two Assignments, two Timed Tests and one Examination and if those registered for OED 619 will do one Timed test, one Term paper and one end of course Examination. Because the number of students involved is too big, marking of all Assignments will be done by part time staff. Thus the workload evaluation is:-

- Time to be spent in setting Assignments and Tests  $[4 \text{ (OED102)} + 2 \text{ (OED619)}] = 24$  hours.
- Time to be spent in setting Examinations for OED102 619 at 6.0 hours each, total 12.0 hours.
- Time to be spent in marking scripts for OED 102 tests and Examinations  $810 \times 2$  (i.e. 2 tests)= 1620 scripts plus 810 Exam scripts per year. Equivalent hours for Tests are  $1620/3 = 540$  hours and equivalent hours for Exams is  $810/4 = 202.5$  hours, total is thus 742.5 hours.
- Time to be spent in marking scripts for OED 619 one Test and one Examination  $23/3 = 7.67$  hours and  $23/4 = 5.75$  hours total is 13.42 hours.
- He is coordinating two Subjects at a rate of 10 hours per week  $\times 2$  for 47 weeks – 940 hours.
- He is supervising 1 M.Sc. Student  $1 \text{ hour} \times 47 = 47$  hours.
- He is supervising two PhD students which means  $2 \text{ hrs} \times 2 = (4 \text{ hpw} \times 47) = 188$  hours.

This means, he is using a total of 24.0 hours + 12.0 hours + 940 hours + 13.42 hours + 742.5 hours + 188 hours + 47 hours = 1966.92 hours per annum hours per year on teaching instead of 10 hours per week on teaching as indicated in Table 4.

However, the teaching work in distance system is not evenly distributed. For this reason, calculation should be done at the end of the academic year after showing (evidence) that the said teaching work was done. Assuming the work in the above hypothetical example was done, the honoraria to the Professor in this case would be Tshs.2,000/=  $\times [1966.92 - 470]$  hours.

**A total sum of Tshs. 2,993,840/= will be payable to him as honorarium per year.**

### B. Example Two

Dr. X is a “Senior Lecturer” and Dean of the Faculty. Apart from administrative work, he is teaching OED 213, OED 228 and OED 307. 350 students have been registered in OED 213, 110 students in OED 228 and 150 students in OED 307. He is also supervising two Masters’ students and one PhD student. Because of administrative

work to manage the Faculty, Assignments for all courses she is teaching will be marked by part time staff. However, he will mark all Tests and Examination scripts.

- Administrative work to manage the Faculty =  $(20 \text{ hpw} \times 47) = 940$  hours per annum.
- Setting of Assignments, Tests and Examinations: Assignment [(2) + Tests (2)] x 4hours x 3 = 48 hours.
- Time spent on marking of Tests is  $(350 + 110 + 150) = 610 \times 2 = 1220$  scripts divided by 3 scripts per hour = 406.7 hrs per year on marking.
- Supervising two M. Ed students by thesis =  $1 \text{ hr} \times 2 = 2 \text{ hpw} \times 47 = 94$  hours.
- Supervising one PhD student =  $2 \text{ hpw} \times 47 = 94$  hours.

This means this academic staff member will use 1,705.20 hours per year instead of 564 hours on teaching activities. This academic staff would qualify for an honorarium of  **$(1705.20 - 564) \times \text{Tshs. } 2000/= \text{ Tshs. } 2,282,400/=$  per annum.**

### **Example Three**

Mrs. P is a Lecturer and Director of the Regional Centre. He is teaching OBL 202, OBT 107 and OZL 301. 76 students are registered for OBL 202, 56 students for OBT 107 and 23 students for OZL 301. She is also supervising one Masters Student. Because of administrative work to manage the Regional Centre, Assignments for all courses will be marked by part time staff. Her work load will be calculated as follows:

- Administrative work to manage the RC =  $20 \text{ hpw} \times 47, 940$  hours per annum.
- Setting Assignments, Tests and Examinations 3 courses [x 2 Tests + 2 Assignments] x 4 hours = 48 hours.
- Setting Exams for 3 courses x 6 hours = 18 hours.
- Time used to mark Tests  $(76 + 56 + 23) \times 2 = 310$  scripts, divided by 3 scripts per hour = 103.3 hours per year on marking.
- Supervision of one Masters' students 1hour x 2 = 2 hours per week x 47 = 94 hours.
- Time used to mark Exams divided by 4 scripts per hour =  $(76+56+23)/4 = 38.75$  hours.

Total hours used by this academic per week is 1242.05 hours per year instead of 752 hours on teaching activities. Therefore, **she will qualify for an honorarium of  $(1242.05 - 752) \times \text{Tshs. } 2,000/= = \text{Tshs. } 980,100/=$  per annum.**