

Financing and Managing THIS University: Workload issues raised in discussion

Workload was the only issue discussed at any length during this session due to time constraints and the importance participants placed on it and related issues during earlier discussions.

Desired Outcomes

- General workload indicators needed – benchmarking against other institutions
- Quality of work improvement-- types of work, control versus real management
- Balance work activities--including reasonable work hours, ensure the 20% benchmark of time is achieved, reduce in some areas so that there is more time to do activities which are of higher priority.
- Induction program to ensure new staff understand the job requirements
- Induction program to ensure new staff and existing staff understand the EBA agreements
- Monitoring/review (need how to monitor)
- Staff being able to negotiate as an individual regarding their individual workloads (must link in with PRPD).
- Clear and simple guidelines/summary/principles on what is new in the EBA. Many things rolled over from previous agreements.
- Use technology to staff advantage
- Job growth--NTEU should be arguing for more staff. See this as an opportunity.
- Lobby to get managers reviews conducted on the basis of staff evaluations.

Quantification Of Workloads

Challenges

- Need to defining the term ‘activities’, and then identify the tasks, tracking units of work.
- What drives academic workload, (see NTEU study of academic staff perceptions of what drives their workload, eg. Perceived management expectations of staff such as promotion, classification/reclassification)
- Responsibility for workload allocation is the responsibility of management (place boundaries on people’s work so it can only move upward rather than downwards and outwards)

Strategy for Achieving

- Identify the level at which the tasks are to be performed; then identify resource levels to achieve these tasks (and matches/mismatches)
- Defining and describing CQU ‘mixed-mode’ delivery. How to use the technology to staff advantage.
- Need to define a ‘workload’ first before it is possible to talk about reducing the current workload.

Overregulation

Challenges

- Take care not to box ourselves in
- Micro-management

- Empowerment

Monitoring

Opportunities

- Branch role at organisational unit level in monitoring the workloads. See if workload issues can be solved at a global level and applied to individual work places.

Challenges

- Reduce stress (which can be measured and managed).
- Equity.

Strategy for Achieving

- Calculate workload by working out the 'drivers' (eg two terms, increase versus decrease).
- Monitor the way in which a university disperses money to cost centres.
- Encourage development of guidelines.

Supervisor Training

Challenges

- Needs to be conducted in relation to a range of issues (could be a role for the NTEU in facilitating an understanding of principles or alternately).

Potential References

- McKinnon, K. Benchmarking: A manual for Australian universities. Canberra: DETYA Higher Education Division.
- Kemp, David (200-2002) Higher education report for the 2000-2002 triennium. Canberra: DETYA