Norm System at the Department of Political Science and Public Management

# Allocation of norm hours

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| --- | --- | --- |
| **Teaching and supervision** | **Unit** | **Norm** |
| Full course – fulltime studies[[1]](#footnote-1),[[2]](#footnote-2) | Per ECTS | 11 + no of signed up students |
| Full course – prof. master[[3]](#footnote-3) | Per ECTS | 22 + (no of signed up students x 2) |
| B.Sc./M.Sc. thesis (1/2/3 Students) | Per ECTS | 0,5/0,75/1 |
| Bachelor thesis, journalism (1/2 students) | Per ECTS | 0,7/1 |
| Combination master thesis, journalism (1/2 students) [[4]](#footnote-4) | Per ECTS | 0,6/0,8 |
| Prof. master thesis | Student | 20 |
| Attendance hours | Hours of attendance | 1 |
| First-time lecturer (not electives) | Per ECTS \* share of course | 3 |
| High school lecture and Studiepraktik in October | Lecture | 5 |
| Elective ass 5 ECTS / Internship 2,5 ECTS | Per ECTS | 0,5 |
| Internship 10 ECTS/20 ECTS | Student | 3,5/7 |
| PhD project – supervision (prime/second.) | PhD student months | 5,83/2,5 |
| Pol.sci.: First semester, extra activities | Full courses | 50 |
| Pol.sci.: Metode 3, extra activities | Addition to ECTS-norm | 100 |
| Pol.sci.: Policy week | Full week | 130 |
| MPM: Intro-weekend, responsible | Full course | 85 |
| MPM: Sommeruniversitet, responsible | Full course | 115 |
| MPM: Udviklingsprojekt, responsible | Full course | 100 |
| MPM: Kernefag (internattillæg) | Addition to ECTS-norm | 10 |
| FMOL: Dit Personlige Lederskab, extra act. | Addition to ECTS-norm | 150 |
| Jour.: Journalistisk Håndværk & Sprog 1 | Full course | 1.600 |
| Jour.: Journalistisk Håndværk & Sprog 2 | Full course | 1.600 |
| Jour.: Journalistisk Håndværk & Sprog 3 | Full course | 1.100 |
| Jour.: Journalistisk Håndværk & Sprog 4 | Full course | 1.100 |
| Jour: Journalistikkens virkeområder[[5]](#footnote-5) | Full course | 400 |
| Public: Journalistisk Håndværk 5 | Full course | 250 |
| Cand.mag.: Journalistisk Håndværk A | Full course | 850 |
| Cand.mag.: Journalistisk Håndværk B | Full course | 850 |
| Cand.mag.: Journalistisk Håndværk C | Full course | 550 |
| Cand.mag.: Digital praktik | Full course | 250 |
| M.Sc. Comparative Public Policy and Welfare | Blended lessons | 25 |
| **Administration** |  | **Norm hours/semester** |
| Head of section | | 300 |
| Head of studies MPM | | 125 |
| Head of studies FMOL | | 175 |
| Programme Responsible – Journalism | | 200 |
| Programme Responsible – Social Science | | 25 |
| Programme Responsible – MOISL | | 100 |
| Programme Responsible – Welfare | | 75 |
| Programme Responsible – European Studies | | 75 |
| PhD coordinator | | 100 |
| Research coordinator, journalism | | 50 |
| Bachelor coordinator, journalism | | 100 |
| Cand. Public. coordinator | | 50 |
| Cand. Mag. coordinator | | 50 |
| Internship supervisor – bachelor’s in journalism | | 150 |
| Internship supervisor – cand.mag. in journalism | | 50 |
| Coordinator of BA-projects in Journalism | | 15 |
| Lecture training programme (adjunktpædagogikum) | | 50 |
| Other department activities | | 20 |
| Union representatives | | 40 |
| Danish Language Course | | 100 per module (1-3 and 4-5) |

1. **Purpose**

The norm system serves several purposes:

* + It accommodates pedagogical development through a holistic approach to the planning of a course.
  + It ensures transparency and, thus, clear expectations for each employee’s teaching contribution.
  + It improves the information base for management’s allocation of tasks.
  + It provides the basis for a dialogue between management and employee about the individual workload and expectations for this.

# Overall principles

The norm system ensures transparency in relation to the teaching load and administrative tasks. The point of departure is that we all work for the department’s common good. We have and should continue to be able to draw on each other in different situations, without using the calculator each time to balance the norms. All employees are therefore expected to contribute with minor activities, not covered by the norm system for the benefit of the department – and the norm system, thus, only includes larger and selected teaching and administrative tasks. Standard activities will appear from the norm catalogue, whereas special norms for other larger activities will be determined as they occur, and subsequently made public to ensure as much transparency as possible.

The norm system is a trust-based management tool, and you should not expect the system to reach balance each semester. Instead, the purpose is to provide information relevant for a constructive dialogue between management and employee, and flexible solutions can be arranged between the parties to the extent permitted by the department’s teaching and financial resources.

To ensure transparency, the net norms will be made available to the entire department staff. That is, each employee’s semester balance, as well as total norm hours saved, whereas the norm account’s ‘intermediate result’ will remain an issue between the department management and each individual employee.

* 1. *Surplus/deficit of norm accounts*

An employee might have a surplus of norms, and for some periods, employees might be expected to take on more teaching etc. than they must according to the norms. The basic idea is that if you, as an individual are asked (or wish) to teach more than 150 hours over the norm in a given semester, the Head of Section (and you) must conceive a plan for a subsequent reduction of norms. If an employee builds up a very big surplus, an individual agreement must be made with the department management. If an employee has a norm deficit, the employee might meet with the management to discuss whether he or she can contribute by performing other department-related tasks during this period. In this situation, efforts are made to reach agreements that meet the employee’s wishes and needs to the extent possible. It should be emphasized that each individual employee is co-responsible for keeping an eye on his or her surplus and deficit norms.

If an employee resigns, surplus hours will not be paid out, just as a deficit is not expected to be settled either.

* 1. *Buy out, absence and new employees*

If a researcher has means for buy out, it must be arranged with the department management in each case how this should be converted to the norm system.

In periods of leave and illness and due to childcare days, the official norm will be reduced: 1 day of absence is 7.4 hours x (official teaching norm/full norm) in the norm system. For associate professors/professors this equals 3.77 hours, for journalistic lecturers is equals 5.83 hours, and for assistant professors/PhDs it equals 3 hours. Reduction in the teaching load due to absence is registered by the department administrator based on information in the HR system. Consequently, it is important that absence is reported to the department secretariat as soon as possible. When transferring from one job category to another, the employee’s surplus or deficit will be carried on to the new position.

The secretariat keeps track of everyone’s norm hours and will once a semester consult each employee to have the current norm hours verified. The spring semester covers the period February 1 – July 31, whereas the fall semester covers the period August 1 – January 31. Summer courses are registered in the fall semester. When a new employee is hired, an individual agreement is made about when the employee enters the system on full scale.

# Norm catalogue

The department follows the principles for allocation of norm hours in the central guidelines of the Faculty and Business and Social Sciences. The table below shows the average annual working hours for academic employees for three key activities at the Department.

Overview of norm hours at the Department of Political Science and Public Management F2021:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Professors/  associate professors (50:5:5:40 of 1600 h) | Assistant professors  (40:5:5:50 of 1600 h) | Journalistic Lectures  (90:10 of 1600 h) | Journalistic Lectures  (80:20 of 1600 h) |
| Other departmental activities | 40 | 40 | 40 | 40 |
| Teaching and departmental assignments | 800 | 640 | 1440 | 1280 |
| Academic and pedagogical development (registered in the norm system) | 80 | 80 | 0 | 0 |
| ***Total hours registered in the norm system*** | ***920*** | ***760*** | ***1480*** | ***1320*** |
| Development Academic and pedagogical development (individual hours not registered in the norm system) | 80 | 80 | 160 | 320 |
| Research and dissemination | 640 | 800 | 0 | 0 |
| **Total hours pr year\*** | **1640** | **1640** | **1640** | **1640** |
| \*The norm system is based on the overall framework for Norm hours at the Faculty of Business and Social Sciences. It is assumed that the 6th holiday week is held. All employees are automatically allocated 40 hours annually for department-related tasks. The remaining 1600 hours are allocated:   * Professors/Associate professors the model is based on (50% teaching, 5% registered development, 5% individual development (not registered) and 40% research and dissemination). * Assistant professors have (40% teaching, 5% registered development, 5% individual development (not registered) and 50% research and dissemination). * Journalistic lectures have (90 or 80% teaching, and 10 or 20% development (not registered) However, the journalistic lectures are expected to participate in development activities facilitated by the Heads of Studies within their 10 and 20% development time. | | | | |

* 1. *Academic and pedagogical development*

According to ministerial decree as of January 1, 2020 the department must document how it ensures continued pedagogical and didactical development amongst the teaching staff.

While the guidelines of the Faculty and Business and Social Sciences set aside 50% and 10% of the working hours to teaching and to pedagogical and academic development respectively, the department earmarks half of the development hours for registered pedagogical development (as of January 1, 2021). The goal is both to incentivise all staff to take part in the implementation of the Faculty’s Pedagogical Strategy, by profoundly innovating existing courses and/or inventing entirely new teaching activates. Enabling the department to fulfil the compulsory documentation obligations. 5% of the norm hours for development activities will therefore be registered and included in the norm system as illustrated above.

On an annual basis each Programme Coordinator/Head of Studies is allocated the amount of development norm hours (5 %) equivalent to the total sum of norm hours in the study programme. The coordinator/Head of Studies allocates the development norm hours to programmes, courses, and lecturers, where it makes best sense from a programme perspective.[[6]](#footnote-6) Once a year each Programme Coordinator/Head of Studies reports the allocation of development norm hours to the secretariat. The individual employee shall not document the development hours themselves. If the employee does participate in development activities facilitated or approved by the Programme Coordinator/Head of Studies in a specific year, the development hours will be registered in the employees’ total norm for that year. Thus, employee who do not partake to such activities will have a higher teaching obligation in the given year.

The department does not keep hour-to-hour accounts on the remaining 5% of the total working hours allocated for ‘academic and pedagogical development’. However, it is expected that these hours are spent on relevant activities, e.g. continuing education, pedagogical seminars, courses, and the like. For Journalistic lectures the development hours will not be registered. However, the journalistic lectures are expected to participate in development activities facilitated by the Heads of Studies within their 10 or 20% development time.

Each employee is expected to carry out a range of other department-related tasks with no specified norms. In return, all employees are allocated 40 hours annually for department-related tasks agreed upon with the department management such as assessments, committees, academic council, supervision within the lecturer training programme, meetings, etc. These hours are automatically registered.

* 1. *Work duties for PhD students*

PhD students are obligated to ‘undertake work duties for and as directed by the employing institution, up to an extent which for a three-year term of employment will correspond to a total of 840 working hours’ (Protocol on PhD fellows §7, para 2). Of these, *a minimum* of 300 hours should be used for dissemination in relation to the PhD project (typically research-related teaching, but presentations and other forms of dissemination are also included). An overall plan for the 840 hours will be agreed upon in the PhD-plan. These principles are described in detail in a separate PhD pamphlet.

* 1. *Allocation of norm hours*

The norm system is designed to accommodate pedagogical development and facilitate the use of new learning formats and activities. By taking a holistic approach to the planning of a course and by granting the individual staff member a high degree of freedom and flexibility, to organise courses. Thus, the allocation of norms is based on the size of an activity, i.e. the ECTS weight and the number of students following this formula:

# Course ECTS x 11 hours + no. of signed-up students[[7]](#footnote-7)

This includes all activities related to the course, including preparation, teaching, ad hoc communication, examination, and re-examination[[8]](#footnote-8). If a course is co-taught, the involved teachers share the total norm of the course. It is the course director’s (fagansvarlig) responsibility to make an agreement with the teaching team about how the full workload is divided in percentage. The course director informs upon request the secretariat about the percentage share of norm hours, between teachers/examiners in the course. In case of disagreement about the allocation, the Vice-Head of Department has the final say.

The norm hours allocated for teaching to *PhD students are multiplied with 1,5*  because they typically have very limited teaching experience. The norms for supervision of BA and MA are the same as for other employees.

Teaching in the *professional master programs,* requires in general twice as many teaching hours per ECTS due to the structure of professional master programmes. Norms for the professional master programmes are allocated via the following formula (except MICS, which follows the formula above):

# Course ECTS x 22 hours + (no. of signed-up students x 2)

The norms for supervision of bachelor thesis and master dissertations are defined by the Faculty’s standard norms: **0.5 hour per ECTS/one student, 0.75 hour per ECTS/two students**, and **1 hour per ECTS/three students**.

Due to specific challenges regarding source confidentiality, publicity of results, and oral exams, supervision of *journalism bachelor* thesis, the norms are defined by the following formula: **0.7 hour per ECTS/one student**, and **1 hour per ECTS/two or more students**.

Due to specific challenges to cluster supervision and external institutional constraints, the fixed norm allocated for supervision of all *professional master* thesis is **20 hours**.

The supervision norm hours include all activities related to the supervision, including preparation, supervision, ad hoc communication, examination, and re-examination.

For some courses, course-individual agreements are made due to specific needs, see the list at the top.

1. PhD students’ norm hours are multiplied with 1,5 [↑](#footnote-ref-1)
2. Incl. MICS (Professional master in Intelligence and Cyber Studies). [↑](#footnote-ref-2)
3. Courses co-taught by Odense and Aarhus e.g. Introduction to FMOL, the total of norm hours are divided by two. [↑](#footnote-ref-3)
4. 2/3 primary supervisor and 1/3 to the practical supervisor. [↑](#footnote-ref-4)
5. Journalistic courses with a practical element are upon request eligible to convert up to 25 pct of the norm hours to guest lectures. [↑](#footnote-ref-5)
6. The hours may be given for:

   Meetings and seminars with focus on development of study programmes or teaching, coordination within and across study programmes, interdisciplinary initiatives. e.g. integration of assignments, exams, study platforms etc. Participation in courses, seminars, workshop or similar with a focus on new teaching methods, a broader integration of tools, interdisciplinary thinking, gradually incorporating new pedagogical thinking in courses or programmes.

   Integration of specific digital tools and other pedagogical development. Such as new formats for assignments, feedback, collaboration between students, new collaboration forms between students and lecturers, peer participation in other lecturers’ teachings, development of peer feedback, evaluation of new teaching methods.

   Development of elements and/or modules relevant across study programmes and courses e.g. video modules: on methods, ethics, how to write an academic assignment, handling and managing of sources and data etc. At the moment it would also be relevant to collect information about the experience of online teaching. [↑](#footnote-ref-6)
7. No. of students signed-up by October 1 (fall courses) and March 1 (spring courses) [↑](#footnote-ref-7)
8. Journalistic electives with a practical element/product are eligible to an additional 10 normhours per ECTS (10 ECTS = 100 hours) [↑](#footnote-ref-8)