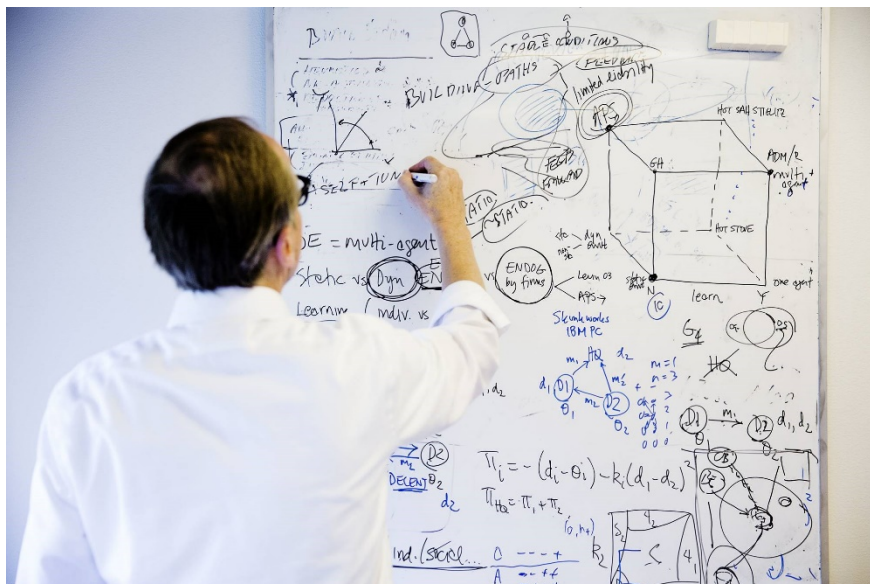


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## Framework, Terms, and Conditions for the Academic Staff's Task Management



## 1. Introduction

The University of Southern Denmark and thus also the Faculty of Business and Social Sciences is a knowledge-producing institution. The University Statute § 1 (2) states that: *"It is the task of the university to carry out research and to provide research-based education at the highest international level within its academic fields. The university shall ensure an equal interaction between research and teaching, undertake on-going strategic selection, prioritisation and development of its research and educational fields and disseminate knowledge of academic methods and results."* as well as stating in subsection 3 that: *"The university shall co-operate with the external environment and contribute to the development of international co-operation. The results of the university within research and education shall contribute to the advancement of growth, welfare and development in society"*. In other words: to conduct research, to disseminate this research, and to offer research-based education.

In addition to these three principal tasks, the academic staff also performs various administrative tasks on an ad hoc basis, e.g. through participation in relevant councils, boards, committees, and working groups.

The tasks of the academic staff are described in more detail in the circular regarding job structure, 2015<sup>1</sup>, which constitutes the legal framework for the work tasks of the academic staff and the management associated with this.

The faculty's academic staff play a crucial and indispensable role in achieving the above. The greatest expertise is naturally found among the academic staff who directly perform the institution's tasks relating to students and partners.

It is therefore crucial that management contribute to the motivation of the academic staff, as well as ensure the working conditions and development opportunities, which are prerequisites for a qualified work effort characterised by commitment and job satisfaction.

The Heads of Department play a key role in this, as part of the Heads of Department's work includes the planning and delegation of work tasks among the department's staff. The University Statute § 21-22 states that the Head of Department shall also aim to create a productive and stimulating research environment and shall, within the framework of the Danish University Act, strive to ensure freedom of research for the researchers so that the foundation of the department, faculty and university for formulating research strategies in accordance with the Danish University Act is effectively ensured. The Heads of Department exercise their leadership in collaboration with the department's Heads of Research Groups and Vice-Heads of Department for Education.

In other words, a Head of Department is primarily responsible for ensuring the framework for the work of the academic staff, while it is not the task of a Head of Department to microman-

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<sup>1</sup> <https://www.retsinformation.dk/forms/r0710.aspx?id=172954>

age the individual academic staff's undertaking of tasks relating to research, dissemination, and teaching.

This is a trust-based working relationship with a significant degree of autonomy for the academic staff to manage their own work and research within the framework of the university.

Research, dissemination, and teaching will not have the same temporal weight and scope during the career of the academic staff. The temporal scope of the three main tasks will vary depending on the work situation of the individual and the requirements of the faculty/department.

Discussions and agreements regarding weighting between research, dissemination, and teaching take place between the individual academic staff and his/her manager in connection with the compulsory annual employee development dialogue, or when otherwise deemed appropriate by the partners.

In connection with the annual dialogues, it is natural that an agreement is concluded regarding the time allocated for tasks e.g. research, if an employee has undertaken other extraordinary tasks during a period, e.g. an exceptionally significant dissemination or teaching activity.

Each department has developed an index of normative hours for the tasks performed by the academic staff, which forms a basis for the annual dialogue and on-going dialogue/agreement between staff and manager regarding specific work tasks. The department's index of normative hours is included in an assessment of the scope of the individual's work efforts in a given semester or academic year.

The index may be subject to adjustments when circumstances render it necessary. The Head of Department is responsible for the ongoing revision. The Dean must be informed before any significant changes are made to the department's index of normative hours.

The total normal working hours for a full-time academic employee with a 6-week holiday is 1,640 hours per year. The table below shows the principle division of working hours per employee distributed across three main activities (40:50:10). The division of the three main activities will however vary from employee to employee and during time based on specific conditions and agreements on work tasks.

**Table 1 Working hours per year:**

Position category	Professor / Associate professor	Assistant professor	Teaching Assistant Professor and Teaching Associate Professor <sup>2</sup>
Research and dissemination (40 %)	660	825	0
Teaching (50 %)	835	665	1390
Academic and pedagogical development (10 %)	145	150	250
Total	1,640	1,640	1,640

Note: The table is based on "40:50:10" and it is assumed that the 6-week holiday will be held.

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<sup>2</sup> Local guidelines are available at the departments for other job categories without research commitments.

## **2. Research and dissemination**

The task of the university is to conduct research and to exchange knowledge and skills with the surrounding community. In some situations, the line between research and dissemination will be blurred. As a rule, professors and associate professors with research commitments can expect to allocate 40 per cent of their working hours to such activities. Associate professors without research commitments are not expected to be involved with research activities but can be involved in development and dissemination projects according to agreement. The assistant professor is a post-graduate position, which, among other things, shall provide the individual with reasonable conditions to qualify for subsequent employment as an associate professor.

The research and dissemination efforts of the individual are expected to lead to recordable results on the dimensions that are an integral part of the system, which is currently used for reporting research publications and dissemination activities. The amount and nature of the recordable results may vary over time: The individual researcher may be in the process of starting up a new field of research or working on a thesis or other major monograph. Typically, there are also major time differences between the submission of articles to peer-reviewed journals and the publication of the article. Finally, a research project may simply fail, and therefore not lead to any recordable results.

The recordable results of the research and dissemination efforts may vary from department to department, and each department and/or research group has its own self-evaluation model. The reporting of publications and activities by the individual forms the basis for an assessment of whether during a period of, e.g. 2-3 years, there is a reasonable degree of consistency between the number of hours available and recordable results. The assessment takes place in a dialogue between the Head of Department/Research Group Leader and the individual employee during the annual employee development dialogue meetings. Researchers who have delivered unsatisfactory results over a number of years may be allocated less time for these activities.

### 3. Teaching, supervision and other tasks

In order to meet the requirements of the University Statute on research-based teaching, it is essential that the academic staff actively contribute to the teaching activities at the departments.

As a rule, 50 per cent of all academic staffs' working hours are allocated to teaching. However, as described in the introduction, the distribution may vary for the individual employee. This can for example occur in connection with the employee's participation in externally funded projects according to agreement with the manager, or when an agreement is made on a relatively larger or smaller proportion of working hours being allocated to research and dissemination.

To ensure balance in working hours allocated to research and teaching, each department has developed a Normative Hour Index in relation to tasks related to teaching, supervision, and other department or education related tasks. As a rule, each academic staff keeps a record of the normative hours.

The departments' Normative Hour Indexes are based on the below common framework:

#### 03.01 Teaching and examination

The performance of teaching and examination activities on a course is allocated a number of normative hours through on a fixed ECTS-based part and a variable student-based part. The individual activities of the course must be organised within this number of normative hours, and thereby the different activities will not get separate normative hours.

- The fixed part of the normative hours consists of a rate per ECTS, which covers the non-variable activities of the course, including preparation of the course description, preparation and execution of teaching activities, and preparation of examination assignments. As a rule, the fixed rate per ECTS must be differentiated for courses on bachelor, master, and professional master programmes.
- The variable part of the normative hours consists of a rate per student registered to the course. This covers the activities of the course, which vary according to the number of students, including the examinations (ordinary and possible re-examination), evaluation of teaching, feedback, and overall interaction with the students, possible examination appeals etc.

In addition to the number of normative hours allocated to a course the departments can choose to give additional normative hours for different tasks with special priority.

#### 03.02 Supervision and examination of bachelor projects and master theses

The supervision and examination of bachelor projects and master theses are also allocated a number of normative hours based on the ECTS value of the assignment. As a rule, the normative hours per ECTS must be differentiated depending on the number of students writing together. The below rates are based on a combined use of individual supervision and group supervision, such as cluster supervision or use of e-learning elements.

The faculty's indicative ECTS rates<sup>3</sup> for supervision and examination (defence) are as follows:

- 1 student = 0.50 Work Hours per ECTS
- 2 students = 0.75 Work Hours per ECTS
- 3+ students = 0.90 Work Hours per ECTS

Special conditions are present in connection with supervision and examination of theses from professional master programmes. Therefore, the faculty's indicative ECTS rate is 0.75 AT per ECTS for 1 student.

### 03.03 Other department or education related tasks

Separate normative hours can be given for being responsible for specific education related tasks, which are not part of the number of normative hours provided for the core tasks in teaching, examination, and supervision.

The department's normative hours index must contain rates for performing the following functions and tasks:

- Head of Studies
- Chair of Study Board
- Member of Study Board
- Profile, line and programme responsible (where applicable)
- Interdisciplinary course responsible for Economics and Business Administration and Graduate Diploma in Business Administration (where applicable)

The responsibility for tasks that involves multiple departments, e.g. the interdisciplinary responsibility for a course, must be coordinated between the departments involved to ensure that the same normative hours are given.

The individual department may choose to provide normative hours for other department-related tasks e.g. administrative or other academic tasks.

## **4. Academic and pedagogical development**

As a rule, 10 per cent of academic staff's working hours is allocated to academic and pedagogical development. The individual department may introduce instructions for how the hours could be applied on specific activities, so that the activities within the 10 per cent can be included in the department's normative hour index and be a part of the academic staff's record of normative hours.

The normative hours shall be used to ensure the maintenance of the academic staff's teaching skills, including pedagogical continuing education. The individual employee is thus ensured time to acquire knowledge and skills that are fundamental for organising the teaching of the courses.

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<sup>3</sup> The normative hours are also provided in cases where the project/thesis is not submitted. No additional hours will be provided for an examination that is postponed or for re-examination.

The department may choose to earmark a part of the normative hours for the development of priority areas at the department e.g. academic and/or pedagogical development of courses by the employee such as converting courses to new forms of learning.



**Appendices:**

**Normative hours for transport between campuses (note 1)**

WH	Esbjerg	Kolding	Odense	Sønderborg	Flensburg	Slagelse	Aarhus	Copenhagen
Esbjerg	-	1	1.5	1.5	1.5	2.5		
Kolding	1	-	1	1	1	1.5	1.5	
Odense	1.5	1	-	2	2	1	1.5	2
Sønderborg	1.5	1	2	-	0.75	3		
Flensburg	1.5	1	2	0.75	-			
Slagelse	2.5	1.5	1	3		-		

Note 1: Normative hours for transport from SDU Slagelse to other places of study on Zealand are provided by special agreement

Multiply the above by two for return trips.

**Normative hours - applicable to PhD programmes**  
(WH) Permanent teacher

	Norm unit	Permanent teacher
<b>Supervision per year</b>	PhD year (minimum norm*)	100
<b>Development and running of PhD courses</b>		
Lectures	Hour of instruction	5

\*The minimum norm includes the total norm for all supervision (principal supervisor and co-supervisor).