



# Purposes, Principles and Practice of a **WHAM!**

**...and a few Problems**

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**“My boss says I can start working from home  
two days a week...Saturday and Sunday.”**

# Purposes

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- **To allocate the work!**
- **To provide a conspicuously fair allocation of work**
- **Embed diversity**
- **Recognise the full range of contributions**

# Principles 1

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- **All contributions recognised: “if it is not included, it is not important”**
  - **Teaching**
  - **Specific jobs (admissions tutor, Head of Education)**
  - **PGCAP training**
  - **Outreach etc.**
- **Balance as far as possible – in practice at KCL we do so within +/- 10%**
- **Balance overall workload, not try to balance teaching etc. separately**

# Principles 2

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- **Transparent in terms of model and allocation**
- **Staff have to buy into the model, to have some ownership of it**
- **Model must be flexible enough to accommodate exceptional cases**
- **New staff, returners etc. from leave have built-in protection**
- **Must be consistent with strategy**

# Practice 1

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- **Chose “hours” as the unit**
- **Notional year is based on contracted hours: the KCL year is 1650 hours**
- **Included all academic activities:**
  - **Teaching**
  - **Specific jobs (admissions tutor, Head of Education)**
  - **PGCAP training**
  - **Outreach etc.**
- **Does not *explicitly* include time spent doing research.**
  - **Probably the most controversial aspect of the whole process**

# Practice 2

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- **Includes external activity not explicitly linked to personal research:**
  - **Professional body engagement**
  - **Editor of journal**
  - **Not research groups (e.g. Atlas at CERN)**
  - **Involvement on research council panels (but not refereeing)**
- **Completely transparent: staff see model and all allocations**
- **Explicitly reduced load for new staff and for those returning from career breaks: virtual fte (e.g. new staff count as 0.5 FTE in year 1 as do those returning from leave)**

# Problems 1

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- **Research!**
  - **Research time as such is not included**
    - **Would dilute real differences in other loads**
    - **Staff do much of their research in their own time**
  - **Included % of staff time funded by grants because:**
    - **Grants require administration**
    - **To incentivise grant applications**
  - **Originally 25% of funded time (based on nominal 1650 annual hours) but raised to 50% by a staff meeting following recommendation by separate WG - controversial**



# Problems 2

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- **Supervision of PGR students is included (but not pro rata)**
- **Supervision of post-docs not included**
- **Full transparency can lead to confidentiality issues**
- **Balancing can drive more changes than might be desirable due to:**
  - **Knock on effect of new staff**
  - **New lecture modules carry more hours than established ones**
  - **“Lumpiness” of admin jobs**

# A few details

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- **TEACHING**

- **More hours allowed in first year of teaching, a little more for second year then levels off.**
- **Includes all elements: teaching, exam setting and marking, problem classes etc.)**
- **Bespoke hours for unusual modules (labs, projects, student-led activity)**

- **ADMIN**

- **Includes Faculty and College roles**
- **Includes external roles of benefit to KCL or to the subject**
- **For psychological reasons, try to include everything, even duties that attract only 10 hours' credit**

- **RESEARCH**

- **50% of all funded research time at the time of allocation**
- **PhD student allocation on a sliding scale**

# Allocation of hours to 15 credit module

Item	1 <sup>st</sup> year	2 <sup>nd</sup> Year	3 <sup>rd</sup> Year +
Contact	40	40	40
Preparation	200	60	40
Problem setting	40	20	10
Exam setting	70	70	70
Marking (core)	50	50	50
Marking (option)	30	30	30
Tutorial	20	20	20
Sundry paperwork	20	20	20
<b>Total (core)</b>	440	280	250
<b>Total (option)</b>	420	260	230

Person	Teaching	Admin	Research	Outreach & Citizenship	Special Consideration	Total Hours	FTE	Virtual FTE	Hrs/VFTE
A	485	220	237	100 (capped)		1042	1	1	1042
B	680	410	110	60		1260	1	1	1260
C	540	350	131	30		1051	1	0.8	1314
D	445	485	190	50		1170	1	1	1170
E	835	20	244	0		1099	1	1	1099
F	220	200	90	10		520	1	0.45	1156
G	510	300	324	10		1144	1	1	1144
H	530	235	282	60		1107	1	1	1107
I	460	20	557	50		1087	1	1	1087
J	460	100	90	10	100	760	1	0.7	1088
K	425	535	272	0		1232	1	1	1232
L	545	370	220	0		1135	1	1	1135
M	410	400	132	0	100	1042	1	1	1042
N	835	0	302	50		1187	1	1	1187
O	375	395	316	50		1136	1	1	1136
P	400	705	160	0		1265	1	1	1265
Q	370	670	118	0		1158	1	1	1158
R	665	160	189	20		1034	1	1	1034
S	570	50	0	0		620	0.5	0.5	1240
T	505	315	273	0		1093	1	1	1093
U	735	200	160	0		1095	1	1	1095
V	495	325	250	40		1110	1	1	1110
W	265	295	335	0	200	1095	1	1	1095
X	530	560	0	0		1090	1	1	1090
Y	355	550	223	40		1168	1	1	1168
Z	90	620	356	10		1076	1	1	1076
AA	605	200	375	20		1200	1	1	1200
BB	125	550	529	0		1204	1	1	1204
						30930		27.25	1137

# Reflections 1

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- **Organic: model is not set in stone**
- **Before the WHAM, everyone thought that they were working harder than everyone else**
- **Not everyone is included (e.g. the HoD) to avoid distortions**
- **Transparency and staff buy-in are more important than detail – the problem has many solutions**
- **An institutional level model is very unlikely to work – much better that the staff own their model.**

# **...and as a last resort**

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**Every major item is auctioned off in an inverse auction....**

**The person bidding least hours gets the job!**

**Thank You**

**Questions?**