



# Review of workload, expectations, and compensation structure for faculty

December, 2014

## Background

- All faculty are on individually negotiated contracts and somewhat unique
- Internal consistency within certain framework
- Externally referenced to a degree - RTC scales positioned relative to Govt./RUB
- Past salary revision 2011 = 20% on basic and gross
- Motivation for further revision:
  - Changes in the local market
  - Recognition of more dynamic environment in the College (move away from 'one size fits all')
  - Primary mission of teaching-learning excellence to be supplemented with broader academic activities by faculty; create room for flexibility

# Existing Compensation Structure

## Positions

- Assoc Lecturer
- Lecturer
- Sr. Lecturer
- Assoc Prof
- Professor
- **Part-time/Full-time**
- **Others (Advisors, Pro-bono)**

## Pay Components

- Basic Pay
- HRA
- CA
- Increments

- ETA
- DNA
- Module Repeats

## Other benefits

- Paid leave ~3.5 mo
- Completion gratuity
- Others, e.g. transportation, staff welfare activities, etc.

## Standard workload/requirements

### In-class

- **TEACHING: 3 full modules, related student support**

### Out of class responsibilities

- Departmental duties (programme committees, semester-wise and annual reporting, curriculum review and development)
- Academic Advising
- Meetings and CPD; teaching portfolios
- Wed guest lecture series
- Exam duties

# Existing Workload

## Notional 3 Modules

## Addl. Module

| # | Sec 1 | Sec 2 | Sec 3 | Sec 4               | Sec 5             |
|---|-------|-------|-------|---------------------|-------------------|
| A | Mod 1 | Mod 1 | Mod 1 | Mod 1<br>Mod 2 or 3 | Extremely<br>Rare |
| B | Mod 1 | Mod 1 | Mod 2 | Mod 2 or 3          |                   |
| C | Mod 1 | Mod 2 | Mod 2 | Mod 3               |                   |
| D | Mod 1 | Mod 2 | Mod 3 | Mod 1/2/3           |                   |

All additional compensation structures beyond contract pay are unique to RTC within the local market

Contract Pay  
= Semester pay  
= Vacation pay

ETA (extra teaching allowance)  
during semester months

DNA (day-night allowance for dual  
day/CE teaching faculty)

Module Repeats compensation

# Review of existing workload & rationale for change

- Lack of differentiation:
  - Teaching 1 module; 3 sections
  - Teaching 2 distinct modules; 3 sections (2+1)
  - Teaching 3 modules; 3 sections (1+1+1)
  - Occasional 2 section workloads
- Mostly teaching / classroom based activities, less time / flexibility for out of class College engagements
- Calls for review & rationalizing to make the structure more market based & recognize actual work effort contributed

## Changes under contemplation

- Principle that no one should lose out (current pay protected).
- Contact hours per module to be approximately 4 hrs/wk by 2015, with additional tutoring and support offered out-of-class for weaker students.
- Compensation to be more commensurate with actual contribution / workload, better reflective of the local market.
- Bulk of salary is still towards common workload: academic engagement in the College as a full-time faculty member and all fundamental duties and responsibilities implied by that commitment.
- Establish baseline teaching workload as 2 module sections equivalent (instead of 3), at current salary levels – also represents the vacation pay.
- Module teaching beyond 2 (e.g. 3 or 4) to be compensated with additional Workload Allowance (WLA) during teaching months; Expected workload to remain 3.
- Differentiation and additional compensation for teaching different modules, with Distinct Module Allowance (DMA) for each additional distinct module during teaching months.

# Draft revision of workload & compensation

| # | Sec 1 | Sec 2 | Sec 3            | Sec 4                     | Adnl. compensation during teaching months        |
|---|-------|-------|------------------|---------------------------|--|
| A | Mod 1 | Mod 1 |                  |                           | Default / Vacation Pay;<br>CURRENT PAY PROTECTED |
| B | Mod 1 | Mod 2 |                  |                           | DMA  |
| C | Mod 1 | Mod 1 | Mod 1            |                           | WLA  |
| D | Mod 1 | Mod 2 | Mod 1<br>/ Mod 2 |                           | DMA WLA  |
| E | Mod 1 | Mod 2 | Mod 3            |                           | DMA DMA WLA                                      |
| F | Mod 1 | Mod 1 | Mod 1            | Mod 1                     | WLA WLA  |
| G | Mod 1 | Mod 2 | Mod 3            | Mod 2/<br>Mod 1/<br>Mod 3 | DMA DMA WLA WLA                                  |

WLA: Additional workload allowance for each module over 2

DMA: Distinct Module Allowance for each additional distinct module

DNA  
Module Repeats

# Draft revision of workload & compensation

| # | Sec 1 | Sec 2 | Sec 3            | Sec 4                     | Adnl. compensation during teaching months        |
|---|-------|-------|------------------|---------------------------|--|
| A | Mod 1 | Mod 1 |                  |                           | Default / Vacation Pay;<br>CURRENT PAY PROTECTED |
| B | Mod 1 | Mod 2 |                  |                           | DMA  |
| C | Mod 1 | Mod 1 | Mod 1            |                           | WLA  |
| D | Mod 1 | Mod 2 | Mod 1<br>/ Mod 2 |                           | DMA WLA  |
| E | Mod 1 | Mod 2 | Mod 3            |                           | DMA DMA WLA                                      |
| F | Mod 1 | Mod 1 | Mod 1            | Mod 1                     | WLA WLA  |
| G | Mod 1 | Mod 2 | Mod 3            | Mod 2/<br>Mod 1/<br>Mod 3 | DMA DMA WLA WLA                                  |

- Expected normal workload of 3 modules to comprise additional allowance(s) during teaching months
- More or less workload at discretion of College and needs of departments, compensated accordingly
- Workload distribution always academically justified and optimized

WLA: Additional workload allowance for each module over 2

DMA: Distinct Module Allowance for each additional distinct module

DNA  
Module Repeats

# Changes under contemplation

- Mechanism to track teaching and out of class engagements (performance portal)
- Enhanced clarity on what is required and what is expected (within a given range)
  - Requirements e.g. Required attendance at scheduled classes and College/departmental meetings/committees within the academic calendar, student advising
  - Expectations e.g. participation in committees, student clubs, Wed lecture series (X%), professional development activities including teaching portfolios
- Long-term College focus on academic excellence in three pillars of teaching, research, and services with stable long-term faculty composition
- Part-time & Full-time distinction

## Timeline

- Open feedback period over the Winter, e.g. on:
  - Relative contributions of Workload Allowance (total number of sections taught) and Distinct Module Allowance (teaching of distinct module subjects)?
  - Accounting for variations in student numbers in classes?
  - Formulation of stronger performance management systems?
- Salary revision to be finalized by Spring semester opening; Effective from 1 March 2015

## For Non-teaching Staff

- Review underway of salary, working hours and other work conditions
- Introduction of Performance Management System