UNIVERSITY OF LINCOLN

Employment of Associate Lecturers and Demonstrators

Guidance Toolkit

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SECTION 1 – INTRODUCTION TO THE ASSOCIATE WORKFORCE

1.1 Introduction

The University is operating in an increasingly competitive environment and depends on a range of changeable funding sources. The University needs to be a productive, efficient and flexible organisation, making full use of modern patterns of work that meet current and future challenges. Equally importantly, the University wishes to treat all its employees fairly and to offer opportunities for all staff groups to pursue and develop their careers. This toolkit outlines the University's approach to the management of its Associate workforce and framework of provisions that aim to strike the balance between flexible working and organisational efficiency; security of employment and fair treatment of employees.

1.2 Use of Associate Lecturers/Demonstrators

The employment of Associate Lecturers and Associate Demonstrators allows the University the flexibility that is essential for the delivery of its courses and programmes. Associates should not normally be relied upon to provide on-going course and programme delivery. The University is committed to keeping the use of such contracts to a minimum by ensuring that, as far as practicable, delivery is covered within the School's substantive teaching resources.

Reasons to engage an Associate may include:

- Absence cover – sickness, paternity
- Absence cover – secondment/sabbatical/research
- External funding
- Work based distance learning
- Specialist skills
- Vacancy cover
- Administration/Marking/Meetings

Where it is not possible to deliver teaching from the core workforce, Associates will be contracted on the basis of an hourly rate. The criteria for engaging an Associate on an hourly paid basis is as follows:

- where there is likely to be a small number of hours (e.g. less than 200) worked during an academic year
- where there is a very short term need, or where the hours of work are likely to be erratic during an academic year (e.g. where demand for teaching is likely to fluctuate throughout the academic year, making teaching hours for the forthcoming year difficult to predict)

Where a need is immediately identified for a long term requirement over the course of the full academic year (i.e. maternity and long term sickness cover) in excess of 200 hours per year of teaching then consideration should be given to the use of a recruitment campaign against the substantive lecturer profile. This will create opportunities for Associates and early career academics to progress on the academic career pathway.

1.3 The Role of an Associate Lecturer/Demonstrator

Associates are employed to deliver teaching/ practical demonstrations. Associate contracts explained in this guidance are suitable on this basis only. Further clarification can be found in the job descriptions for each role.

Associate Lecturers	The duties of an Associate Lecturer are Formal Scheduled Teaching and Teaching Delivery Related Activity. Associate Lecturers are **<u>not</u>** expected to undertake Academic Leadership, Management and Administrative responsibilities, Research, Reach out, Consultancy and Business Development, Other School Specific Responsibilities or Research and Scholarly Activity. It may be the case that an Associate Lecturer is involved in activities which relate to their own development and other School based activities, such as attendance at meetings and participation in student recruitment or retention activities.
Associate Demonstrators	The duties of an Associate Demonstrator involve conducting demonstration sessions, providing instruction and support to students in practical classes and laboratory-based workshop sessions.

Job descriptions for both Associate Lecturers and Associate Demonstrators are available on the Associate website.

SECTION 2 – RECRUITMENT AND SELECTION OF ASSOCIATES

2.1 Associate Recruitment Methods & Pre-employment Checks

Associates make a valuable contribution to the quality of the student experience and it is important that they are recruited and employed using the relevant processes and checks. This is not only a matter of ensuring that an Associate meets the recruitment and performance standards required, but also ensures that the candidate is legally allowed to work in the UK. All Associates will need the full pre-employment checks (e.g. references, proof of right work in the UK, etc.) Whilst these clearance checks are undertaken as expediently as possible, they can take some time to obtain and process.

If a requirement for an Associate has been identified the School must explore alternative options such as using a core academic to cover the hours. Where no academic in the core establishment is available to cover the teaching, the PVC, Head of School and Finance must approve the budget before an Associate is engaged. An existing Associate who has already been cleared to work and has received a contract should be used wherever possible and before the recruitment of a new Associate is considered.

If there is no individual currently engaged by the University who can cover the hours of teaching required a recruitment process will need to be completed. Associates can be recruited through:

- E-recruitment Campaign - HR can place an advert on behalf of Schools requiring additional Associates, by the School raising a NOV. The Associates will then be recruited through the standard online recruitment process with pre-employment checks being completed before commencing any work with the University.
- Where a suitable candidate has already been identified by a School or approaches the School and has a required skill set or knowledge, then they can be recruited through the use of a New Associate Appointment Request Form. They will need to complete a New Associate form to provide information for onboarding, be interviewed and go through all pre-employment

checks before commencing any work with the University. Once the form has been completed it should be emailed, along with copies (i.e. scanned or smartphone images) of the CV, passport and visa, if applicable to the HR Department at HR@Lincoln.ac.uk. The individual will need to bring original documents to the HR Department prior to any work being undertaken.

It is crucially important that successful candidates <u>are not</u> provided with or permitted to work prior to obtaining all satisfactory pre-employment checks. Doing so may result in legal and financial penalties as well as reputational damage for the University. HR is able to provide information on the progress of the clearance checks or if the individual is already cleared to work.

Individuals may also be subject to delays in any payments owed to them as the University will not be able to reimburse them for any work undertaken until the recruitment process is complete.

SECTION 3 – CONTRACT AND ENGAGEMENT ARRANGEMENTS

3.1 Contracts

It is the University's position that all Associates are contracted as employees without exception. Contracts are issued from Human Resources by email to Associates once all clearance have been received.

Associates may work limited hours with seasonal fluctuations on a regular (year on year) basis and/or may have 'gaps' during the year where they are not engaged to undertake work for the University e.g. over the summer period, but this does not 'break' their continuous service. Associate contracts are issued to provide teaching cover for the core workforce and therefore additional Associate contracts should not be issued to substantive employees of the University.

There is currently no Associate "pool", as there has been in previous years, as this method can lead to an increased number of Associates who were employed but not issued with engagements.

An Associate's Contract of Employment is comprised of the following documentation:

a) Offer Letter
b) Terms and Conditions for Associate Lecturers or Associate Demonstrators

Once an Associate contract is issued, engagements will be raised that detail the required teaching hours. Engagement information is maintained within the College and the Associate will be notified of the engagement detail by the College Finance Officer once the engagement is approved. The College maintains local records via their internal sign-off and approval processes to be checked against the claim submitted by the Associate.

Authorisation to employ and engage Associates are the responsibility of the School in which the Associate is employed with authorisation from the Finance Department prior to the issuing of the contract by Human Resources.

The continuous start date for an Associate is the first date of employment they deliver teaching or work and not the start of the academic year.

3.2 Raising a New Engagement

Engagements should be raised only where there is a business rationale to support the case, and to demonstrate that other options have been considered. Where the contract is for absence cover, the person for whom the cover has been arranged must be identified. The process of engaging Associates can only prevent claims being paid until the appropriate checks are in place. The process therefore is dependent on good financial and academic management at a School and College level, supported by Finance Officers, the HR and Finance Departments. The ultimate responsibility lies with the Programme Leaders/Module Co-ordinator, Heads of School and PVC for ensuring that any Associate engagements are within budget and the appropriate level of planning has taken place.

Steps to Raise an Engagement

- The Associate Engagement Request Form is completed by the Programme Leader/Module Co-ordinator ensuring all of the required information is provided regarding the engagement
- The form should then be passed to the Head of School and PVC to confirm the budget is available. Where no budget exists the engagement should be refused and alternative arrangements should be made for the teaching to be carried out. If the Head of School or PVC is unsure whether there is budget available they should consult with their Finance Business Partner
- Once the engagement is approved the Associate Engagement Request Form is passed to the Finance Officer to email the engagement to the Associate and to input the engagement onto the monitoring engagement sheet to ensure claims are submitted against approved engagements
- If a new post for the Associate is required in MyView the Finance Officer must ensure that the Associate Engagement New Post Request Form is shared with HR to update the system

3.3 Ending an Associate Contract

Associates are employed on open-ended permanent contracts unless otherwise stated.

An Associate who no longer wishes to complete the work they have been offered will need to resign from their role in the same way as any other University employee. Associates are expected to provide at least 2 weeks' notice in writing of their intention to resign from their post.

3.3 Workforce Planning

Associate Lecturers delivering teaching due to specialist skills should be, where applicable planned in line with teaching requirements alongside the core academic workforce. The requirements should have been identified by Schools through the resource planning activities completed in the earlier months of the calendar year including timetabling, appraisals and workloading which help to understand the proportions of core staff time allocated to teaching activities and specialist skill gaps that may exist which are most efficiently met from an Associate resource.

HR will periodically monitor reports in respect of hours of work in conjunction with the minimum guaranteed hours as per the contract.

SECTION 4 – CONTRACTUAL ENTITLEMENTS

4.1 Rate of Pay

4.1.1 Associate Lecturers

Teaching hours for Associate Lecturers are enhanced for every hour of formal scheduled teaching as it includes remuneration for teaching delivery related activity such as preparation and marking. In some circumstances this enhancement is to cover the attendance at School meetings, training events, briefings or student recruitment events that are required for teaching delivery. Therefore, for every hour of Formal Scheduled Teaching, the engagement allocates 2.5 hours of working time.

Associate Lecturers will receive incremental progression to the maximum of spinal point 32 from a commencement point of spinal point 30. This forms a separate pay spine for Associate Lecturers.

The table below shows the calculation of the basic and hourly rate as at 01/09/2021, these are subject to annual review in line with the National Pay Agreement.

Spinal Point	Basic Rate	Holiday Rate (Basic)
30	£17.78	£3.42
31	£18.31	£3.52
32	£18.86	£3.63

Leave entitlement is calculated based on that of a full-time academic post in your pay grade, which is 49 days (including 35 days basic leave, 8 statutory bank holidays and 6 concessionary days). This equates to 18.85% hours leave entitlement per hour worked, (based on 49 days / 260 workings days per year). As Associates are remunerated on a claims basis, they receive payment for accrued annual leave along with payment of hours.

The task to allocate a period of time when annual leave shall be taken is the responsibility of the Associate and leave may only be taken on days when they are not scheduled to teach or undertake other work for the University.

4.1.2 Associate Demonstrators

The rate of pay for Demonstrators are based on Grade 5, spinal point 18.

Demonstrating hours are enhanced for every hour of scheduled demonstrating work as it includes remuneration for all work done in relation to demonstrating duties such as preparation and setting up. Therefore, for every hour of scheduled demonstrating work, the engagement allocates 1.25 hours of working time.

For activities in addition to those related to demonstrating, such as meetings or any other work not requiring preparation the engagement is not enhanced.

The table below shows the calculation of the basic and hourly rate as at 01/09/2021, these are subject to annual review.

Spinal Point	Basic Rate	Holiday Rate (Basic)
18	£12.53	£2.17

Leave entitlement is calculated based on that of a full-time professional services post in in the Demonstrator pay grade and dependent on the length of service. As Associates are remunerated on a claims basis, payment will be received for accrued annual leave along with payment of hours.

The task to allocate a period of time when annual leave shall be taken is the responsibility of the Associate and leave may only be taken on days when they are not scheduled to teach or undertake other work for the University.

4.2 Hours of Work

The Contract of Employment offers all Associates regardless of role or status, a minimum of 5 guaranteed hours during each contracted academic year. The contract advises that actual hours of work are detailed in the subsequent engagement documents provided by the College. The engagement explains the hours of work, module and codes required for Associates to submit their pay claims.

The nature of the Associate role means that hours of work may vary year on year. The hours of work are dependent on the operational needs of the School and will be stipulated by the Head of School. The scheduling of hours to be worked should be agreed between the Associate and their line manager/identified work allocator.

4.3 Method of Payment and Submitting Claims

All Associates work on a claims basis and are required to submit their claims for hours worked online through the MyView self-serve system, using their University log in details. Hours should be claimed upon completion of duties on the day the work was completed, which will be checked by the College Finance Officer to ensure the accuracy of the claim. Finance Officers will be monitoring the claims against the engagements that have been approved. Once the claim is approved by the Finance Officer it is then passed to Payroll for payment on the next available payment run.

Claims should be submitted on a time for time basis **promptly** after the work is completed. Completed and authorised claims for payment for hours completed by Associates will be made on or before the 25th of each month by bank transfer.

Guidance on submitting claims for Associates and approving claims for the Finance Officers is available in Appendix 2.

4.4 Annual Leave, Public Holidays and University Concessionary Days

The full time holiday entitlement is used to calculate the pro-rata holiday entitlement and holiday pay for each hour worked. To provide equivalent pro-rata holiday pay (including annual leave, public holidays and local closure days) the comprehensive hourly rate includes an additional amount. Pro-rata holiday entitlement and pay is calculated as follows:

(Number of day's annual leave + 8 public holidays + 6 University concessionary days) / 260 working days per year.

Associate Lecturers are employed on an academic contract and their annual leave entitlement is calculated as follows:

(35 days annual leave + 8 public holidays + 6 University concessionary days) / 260 working days per year. This equates to 0.1885 (or 18.85%) hours holiday per hour worked. To calculate the amount paid in respect of holidays the basic hourly rate is multiplied by 18.85%.

Associate Demonstrators are employed on a professional services contract and their annual leave entitlement is calculated as follows:

Grade 1-5	Basic full year full time entitlement	Additional statutory and concessionary days	Leave entitlement per hour worked (leave entitlement / 260 working days per year)
Less than 3 years' service*	25 days	14 days**	15%
3 years' service or greater*	28 days	14 days**	16.15%

* Continuous service as at the commencement of the holiday year.

** The number of statutory and concessionary days normally in each holiday year.

To calculate the amount paid in respect of holidays the basic hourly rate is multiplied by either 15% or 16.15% depending on the Associate's length of service.

Holiday pay is identified as a separate payment and will be paid against each hour claimed using the appropriate percentage.

The task to allocate a period of time when annual leave shall be taken is the responsibility of the Associate and leave may only be taken on days when the Associate is not scheduled to teach or undertake other work for the University.

4.5 Cancelled Classes

If it is necessary for the University to postpone or cancel an individual class for a reason beyond the control of the staff member, the University will give Associates advance notice wherever possible, and endeavour, where appropriate to do so, to find a mutually acceptable alternative date and time for the class to be rescheduled. Where it is not possible to rearrange a class and no other commensurate work is identified, Associates shall be entitled to payment for this class for a period of up to two weeks. If an Associate has to cancel a class for any reason (other than sickness or where compassionate leave is granted) and are unable to rearrange the class no payment will be made. Associates must work with the School to rearrange the teaching where possible.

4.6 Pension Schemes

<u>Associate Lecturers</u>

Associate Lecturers will automatically enrol in the Teachers' Pensions Scheme unless they complete an opt-out form and submit it to Payroll. Please check the scheme rules and entitlements in particular for transfers, nomination of benefits, opting in or opting out and ensure your account details are up to date.

For individuals on an Associate Lecturer contract the University also offers:

- Universities Superannuation Scheme (USS) which Associate Lecturers may be eligible to join dependent upon membership to the scheme prior to commencing at the University.
- The Universities & Colleges Retirement Savings Scheme (UCRSS).

Associate Demonstrators

All new Associate Demonstrators will automatically enrol in the Universities & Colleges Retirement Savings Scheme (UCRSS) unless they complete an opt-out form and submit it to Payroll. Please check the scheme rules and entitlements in particular for transfers, nomination of benefits, opting in or opting out and ensure your account details are up to date.

Associate Demonstrators in employment with the University prior to 1st April 2018, will continue to be able to contribute to the Local Government Pension Scheme (LGPS) if they had already been a member of the scheme. Associate Demonstrators may opt to join the UCRSS scheme if they are not currently a member of a pension scheme or wish to close their membership of the LGPS.

Employees have the right to opt out of membership of any scheme by completing the relevant form and submitting it to Payroll.

4.7 Sickness Absence

Associates are required to notify the relevant School office as soon as possible if they are unable to work due to sickness.

Subject to the provisions of the Sick Pay and Sick Leave Scheme, Associates are contractually entitled to time off with pay if they are absent from work due to illness or injury. Payment will be made in line with the University Managing Sickness Absence Policy.

4.8 Staff Induction, Development and Policies

The School is responsible for ensuring that all new Associates receive a robust induction, particularly if they are new to the University. Support is required to become familiar with the role and duties, the School and the University. Checklists to assist the induction process are available on the University's Portal page for induction.

If an Associate is a new employee with the University, Associates, like all other employees are subject to a probationary period of 6 months for Demonstrators and 12 months for Lecturers. Probationary documentation and guidance is available on the University's Portal page for probation.

Associates have access to the Staff Development Programme and can attend relevant courses. All such attendance should be agreed with their line manager/identified work allocator in advance. As a minimum, all Associates are expected to complete the mandatory Health and Safety e-learning.

The below training is recommended to be completed within the first three years of employment as an Associate. The below times are a guide for how long the training should take to complete. The training should be incorporated into the allocated time for preparation.

- Online module - Introduction to H&S (45 minutes)
- Online module - Fire Safety (45 minutes)
- Workshop - Supporting students in distress (1 hour)
- Workshop - Blackboard: An Overview for teaching staff (1 hour)
- Workshop - Safeguarding Children & Vulnerable Adults (2 hours)
- Online module - Data Protection (45 minutes)
- Online module - Equality in the Workplace (45 minutes)
- Information Security Module (45 minutes)

Supporting activities:

- HEA Information Session (1 hour)
- HEA Writing Retreat (3 hours)
- HEA submission and admin(1 hour)

All standard University policies apply, including the Disciplinary and Grievance procedures. If there are any concerns please contact your HR Business Partner for further advice.

4.9 Travelling Expenses

Travelling expenses are not payable for travel from home to the place of work.

Authorised journeys outside the main campuses will be reimbursed at the appropriate rate in accordance with the University Expenses Policy.

SECTION 5 – FRACTIONALISATION TO A LECTURING ROLE

5.1 Introduction

The University aims to ensure that it is accessing, developing and retaining the best future academic talent. The fractionalisation process provides a career pathway for Associate Lecturers to pursue a career in academia.

Where a School identifies a longer term need for teaching support that is no longer appropriate to be filled by Associate engagements consideration should be given as to whether it is appropriate to create a lecturer post. This provides an opportunity for the Associates within the School to express their interest in the role through a fair and equitable recruitment process and the successful Associate would then be converted through fractionalisation to the role of a Lecturer.

5.2 Criteria for Eligibility

Before an individual is considered for fractional conversion, the following criteria must be met:

- The individual must meet the criteria for the role of Lecturer. For example this would include:
  - Relevant honours degree or equivalent;
  - Teaching qualification;
  - HEA accreditation;
  - Demonstrated record of practice and/or professional achievement;
  - Depth and breadth of subject understanding;
  - Ability to develop excellent teaching and assessment skills;
  - Ability to support students in their studies;

    - Active research, scholarship or professional practice profile

- There must be a business need for a Lecturer post.
- There must be sufficient budget in place.

5.3 Process of Fractionalisation

When the Head of School identifies a need for a fractionalised Lecturer role a Business Case Request Form is prepared and sent to the PVC/Head of College and Finance for approval. Following approval of the role, a Notification of Vacancy is raised so that the Fractional Lecturer role can be advertised to the Associates within the School. Where more than one Associate applies for the Lecturer role an interview process must be completed. If e-recruitment has not been used in the expression of interest exercise The Head of School will need to submit an Amendment to Contract Request Form that confirms the "Fractionalisation to a Lecturing Role" for each individual to be converted to a fractional lecturer role that they intend to offer. These should go through the standard approval process, prior to any offers being made.

The Head of School will need to ensure the allocation of FTE is consistent and equitable with existing academic members of staff within the School and that there is allocated budget for the role. Consideration should also be given to not only teaching hours but additional hours that may be required i.e. for administration, research, etc. The Head of School should ensure equality across the School is maintained when determining a salary point. Human Resources will be available to provide advice, if required.

5.4 Confirmation to the Individual

Following the expression of interest exercise the Head of School will need to discuss the new role and set objectives with the individual and ensure they understand the new requirements of the Lecturer role.

At the meeting the following should be discussed:

- Comparison between the duties expected of an Associate Lecturer and those expected of a Lecturer.
- Discussion regarding the scholarship, professional practice or research profile of the individual. It is understood that as an Associate Lecturer, the individual will not be on a role profile of TSPP (Teaching, Scholarship & Professional Practice) and T&R (Teaching and Research) and the Head of School must ensure that the individual is aligned on the correct profile, meeting the criteria of the role and there is an understanding of the individual's future ambitions.
    - Following confirmation of the role profile either an Individual Research Profile (IRP) or Individual Scholarship & Professional Practice (ISPP) planning exercise should be completed.
- Confirmation of the Fractional FTE.
- Details of the assessment, courses and units the individual will be responsible for. There should be an agreement with regards to the reasonable workload for the relevant FTE and the

individual should be aware that they may receive remission from teaching in the first instance until they are up to speed with processes, teaching, units etc.

- Salary details (including annual increments).
- Annual leave and pension scheme.
- University appraisal scheme.
- The effective date to transfer to the fractional contract, usually this will be the beginning of the academic year.
- Confirmation of a 12 month development period (plus up to a further 24 month professional development programme) from commencement of fractional contract.

The Head of School will also need to assign an existing member of academic staff to act as a mentor.

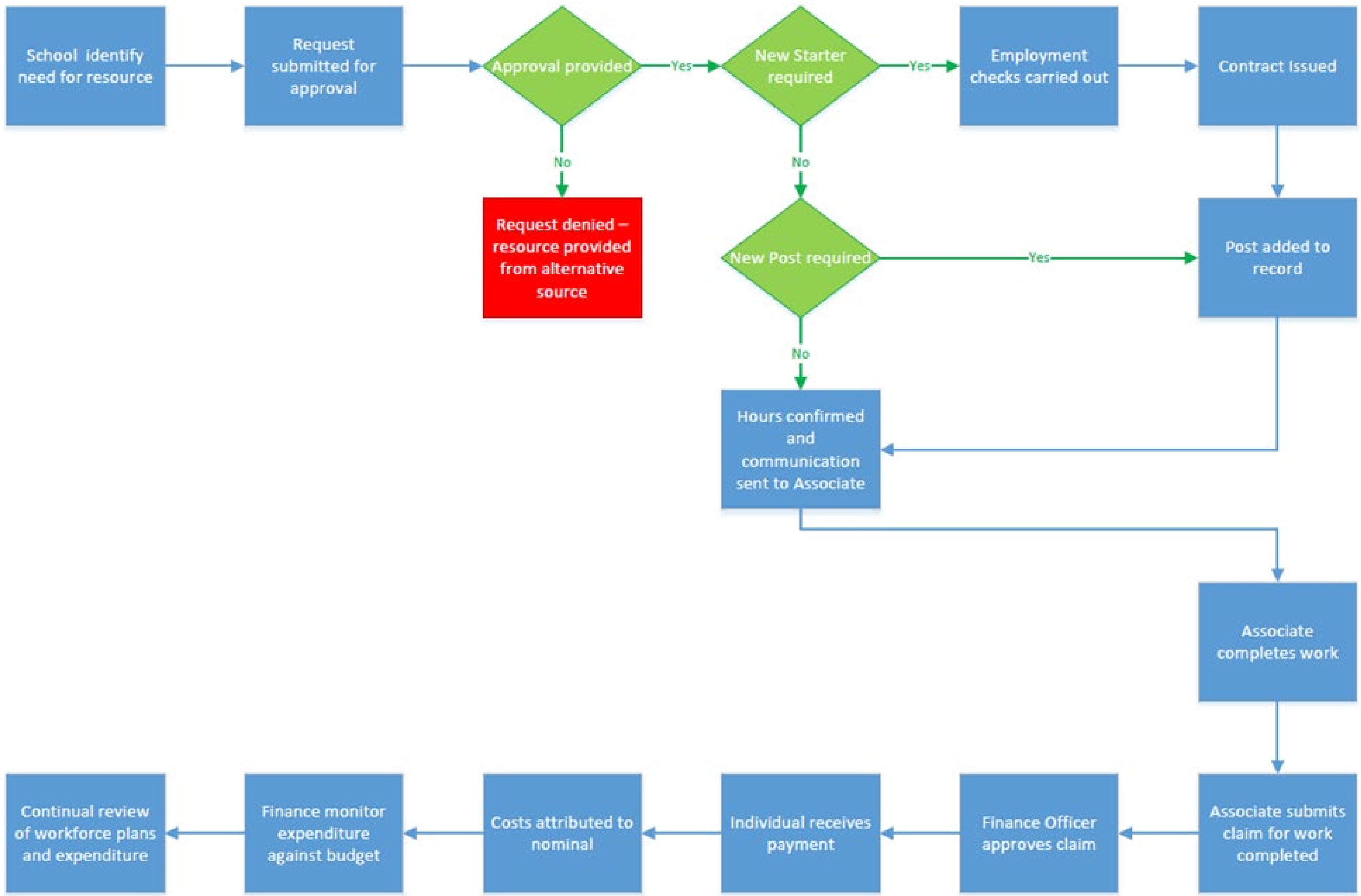
Human Resources will write to the successful individuals to confirm terms and conditions of the fractional conversion.

5.5 Further Information

The business case template can be found on the Associate website. If you need any further guidance or information please contact your HR Business Partner.

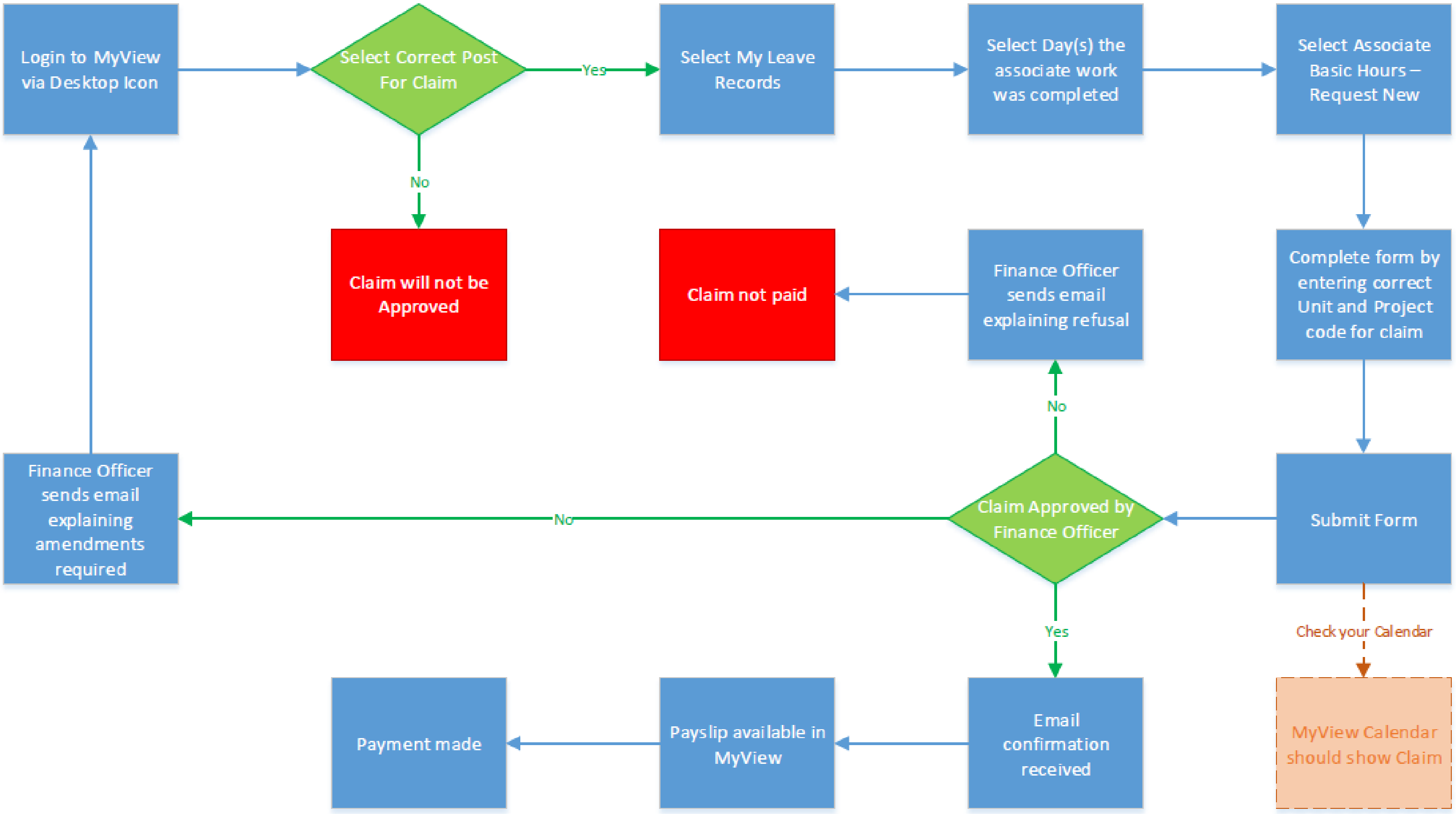
Appendix 1 – Information for Engaging Associates

Associate Process - Organisational Perspective



Appendix 2 – Information on the Claiming Process

Associate Process – Associate Claim for Worked Hours



Section 7 – Guidance on Claiming (For Associates)

Claimant Guidance

MyView – User Guide for Claiming Associate Hours

All Associates work on a claims basis and are required to submit their claims for hours worked online through the MyView, using their University log in details. Hours should be claimed upon completion of duties on the day the work was completed, which are checked using the monitoring spreadsheet by the College Finance Officer to ensure the accuracy of the claim against the hours on the engagements that have been approved.

Claims should be submitted on a time for time basis promptly after the work is completed. Completed and authorised claims for payment for hours completed by Associates will be made on or before the 25th of each month by bank transfer.

Claiming for the First Time

If you are using a Mac or Windows PC/laptop, please click on the following link to access the network:

https://clouddesktop.lincoln.ac.uk/Citrix/AppsWeb/

Follow the instructions that display on screen to download and install the Citrix client. Click on Windows7 desktop. Then click the MyView icon on the desktop.

If you are using a mobile device, please see the attached document.

Submitting a Claim

MyView can be accessed on or off-campus via the link below:

https://myview.web01.lincoln.ac.uk

Login using your network username (i.e. jbloggs) and password

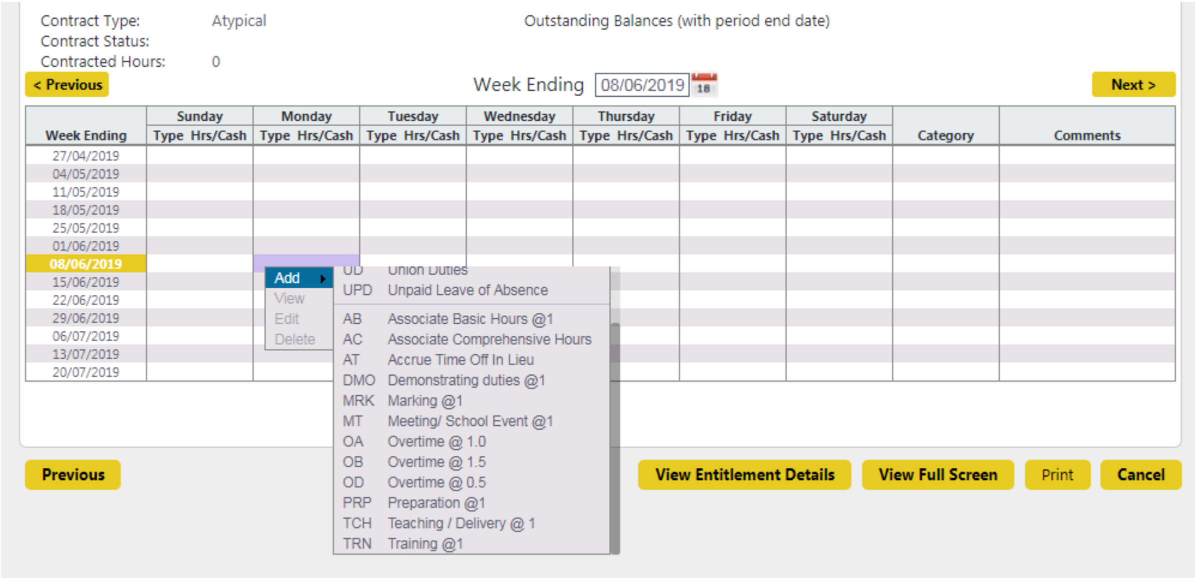
To claim select menu action 'My Claim Hours' 'Right click' and 'Add' your required attendance type:

New Claim Types 19/20

- Demonstrating
- Meeting
- Preparation
- Teaching
- Training

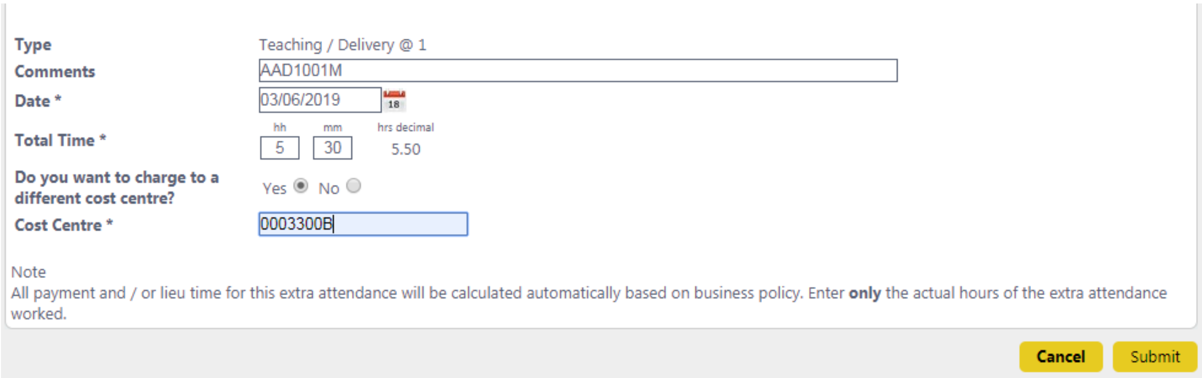
Old Claim Types 18/19

- Associate Basic Hours
- Associate Comprehensive Hours



Enter the following details, then ‘Submit’

- ‘Unit code’ in Comments
- ‘Date activity took place’ in Date
- ‘Number of Hours worked’ in Total Time
- Click ‘Yes’ to enter cost centre
- ‘Activities project code’ in Cost Centre



- The claim is sent to the College Finance Officer for approval. Once approved it will be included in the next available pay run
- An email will automatically be sent to the claimant to confirm this outcome
- Submitted claims can be reviewed in your claim history in MyView

Section 8 – Guidance on Approving Claims (For Finance Officers)

Finance Officer Guidance

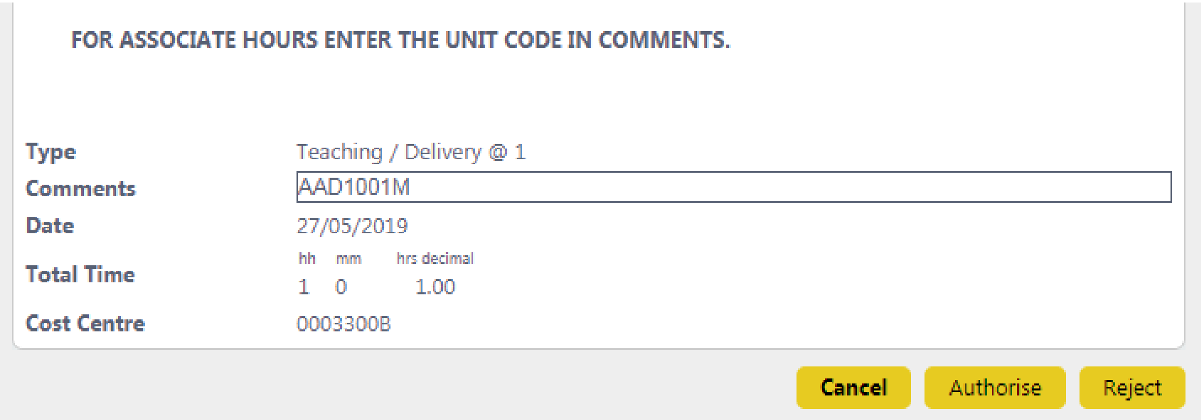
MyView - Processing Associate Claim Forms

All Associates work on a claims basis and are required to submit their claims for hours worked online through the MyView, using their University log in details. Hours should be claimed upon completion of duties on the day the work was completed, which are checked using the monitoring spreadsheet by the College Finance Officer to ensure the accuracy of the claim against the hours on the engagements that have been approved.

Claims should be submitted on a time for time basis **promptly** after the work is completed. Completed and authorised claims for payment for hours completed by Associates will be made on or before the 25th of each month by bank transfer.

When authorising associate hours check the:

- Type
- Comments: Must be the 'Unit Code'
- Date: Should be the date the activity took place
- Total Time
- Cost Centre: Should be the project code


FOR ASSOCIATE HOURS ENTER THE UNIT CODE IN COMMENTS.

Type	Teaching / Delivery @ 1
Comments	AAD1001M
Date	27/05/2019
Total Time	hh 1 mm 0 hrs decimal 1.00
Cost Centre	0003300B

Cancel Authorise Reject

- If any of these items are missing or incorrect the claim must be rejected, if all the information is correct then the claim can be approved
- An email will automatically be sent to the claimant to confirm this outcome
- If approved the hours will be paid on the next available monthly payroll