

Syed Ahmed  
452 UBC Rd, Vancouver,  
BC Canada, V6T 1Z3

December 17, 2020

Clive Barnes  
Head of School  
TNS DHA, 765 School Drive,  
Lahore, Pakistan.

Dear Mr. Barnes,

Here is my report on Recommendations for Increasing Teacher Morale via Improved Workload Management at TNS Beaconhouse. I am pleased to say that I was largely able to meet the goals I laid out in the report proposal. I hope this report will provide administrators and decision-makers with a balanced overview of the problem of work overload amongst teachers at TNS.

Although only seven teachers responded to the surveys, the data strongly supported the hypotheses that there is wide discrepancy in the workload of different teachers and that some teachers are overburdened. Two teachers in the survey reported taking between 18-20 hours of work home every week which, as I note in the report, is equal to 2 extra days of work.

The report makes recommendations about improving workload management to reduce stress and improve productivity using strategies that require little to no additional budgetary support. The recommendations include devising an objective measure for calculating teacher workload. Such a metric will need to account for the entirety of a teacher's workload which includes many "hidden" sources. A comprehensive table (Table 1.) that accounts for hidden sources of teacher workload is included in this report. Other recommendations include various ways to provide tangible relief to overworked teachers without necessarily reducing their teaching-related workload.

I hope this report, although limited in data, can make a contribution to the bank of knowledge that HR relies on to guide its policies. It certainly provides a jumping off point for HR to conduct a more comprehensive and in-depth survey to fully understand this issue. There is no question in my mind that improving workload management will not only improve morale of teachers, it is the most direct path to improving student outcomes, a metric that HR tracks very closely through the annual MAP testing of students at TNS.

I wanted to thank you again for supporting me throughout this process and for offering to convey the findings of this report to the CEO. I would be happy to answer any questions. Please call at 111-111-1111 or email at syedw@student.ubc.ca anytime.

Sincerely,  
*Syed Ahmed*  
Syed Ahmed