

Remuneration, Recognition and Benefits – Salary Loading

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1.0 Purpose

Griffith University recognises that the application of a salary loading, and other remuneration is required to attract, reward, and retain key talent in our organisation. The University rewards the performance of individual employees via progression through the existing incremental ranges of the Salary Rates Schedule as specified in the relevant Enterprise Agreement (EA).

A salary loading payment may be made as part of the initial offer of employment or during the period of employment.

The University has a commitment to gender pay equity in accordance with Equity, Diversity and Inclusion strategies, plans and the University's commitment to identify and address anomalies in order to progressively reduce pay disparity.

2.0 Scope

This procedure applies to all professional and academic employees other than adjunct, visiting, honorary and casual professional and casual academic employees.

3.0 Procedure

3.1 Market Loadings (Academic and Professional Staff)

A Manager or Supervisor may recommend a market loading in the following instances:

- the position will be employed under the relevant EA; and
- when attempting to attract an external candidate; or
- to retain an existing staff member.

A market loading may be applicable for an advertised position, or an external candidate, where it is considered that the University's salary schedule is considered insufficient to attract high quality talent to the University.

A market loading may be applicable for an existing employee who has demonstrated a sustained high level of performance, has special skills or experience that are in high demand, where it is considered

that the University's salary scales are insufficient to appropriately remunerate the staff member, and it is considered there is a significant risk of being unable to retain the staff member.

A market loading is a flat amount for a fixed period of up to two years. It may be increased, decreased or removed at any time during the period. Removal may occur, where for example, there are concerns about the individual's performance and/or the staff member is appointed to an alternative position within the University.

Market loadings of up to and including 10 percent of the staff member's base salary may be approved by the relevant member of the Executive Group.

The Vice-Chancellor's approval) is required for market loading for amounts greater than 10 per cent of the individual's base salary.

Advice should be obtained from your HR Business Partner to support the appropriate benchmarking and justification of the market loading.

3.2 Academic Salary Loadings

Salary loadings may be paid to Academic employees, that are in one or more of the following categories:

Academic Merit | Paid in recognition of outstanding merit and performance as evidenced by:

- Receipt of a major award or recognition of national or international significance (including honours awards); or
- Excellence of performance resulting in significant contribution to the core activities of the university.

Retention | Paid to retain key employees who, because of competitive forces in the labour market or the external market for their services, may be at risk of being attracted to an alternative employer.

The application of this loading should be evidenced by any of the following reasons:

- Sustained and continued excellence in performance
- Strategic importance of the position to the University;

Attraction | Paid to enable Griffith to recruit highly recognised or emerging talent in Australia and Internationally. This loading will typically apply for up to 2 years in the initial employment contract.

Where the employee continues performing at a high level the University will consider converting this to a Merit or Retention Loading at the Annual Review.

The application of this loading should be evidenced by any of the following reasons:

- Academic standing of the individual in their discipline;
- Supports the university's strategic position in Research of Teaching
- Enables the University to recruit into a position that is highly specialised or hard to fill positions

Academic Salary loadings are a flat amount up to and including 10 percent of the staff member's base salary must be approved by the Provost.

The Vice-Chancellor's approval) is required for an Academic Salary Loading greater than 10 per cent of the individual's base salary.

Other allowances or loadings being paid to an individual should be considered when determining the level of loading to be paid to that employee under this procedure.

Salary Loadings applied to Academic Employees will be reviewed annually by the Vice-Chancellor and Provost. This review will determine whether the salary loading should be increased, decreased or removed.

The Director, Human Resources (or delegate) will administer the loading review process.

3.3 Academic Leadership Responsibility Allowance

The University will provide a responsibility allowance for defined Academic Leadership positions. The Allowance will be based on the workforce size of the relevant Portfolio, School, Centre or Institute and paid in accordance with the table below:

ACADEMIC POSITION	ALLOWANCE
Deputy Head of School	Up to \$10,000
Institute or Centre Directors	Up to \$25,000
Other Service Roles (e.g. MBA Director)	Negotiated - subject to position and internal benchmarking

An allowance will not apply in the circumstances where an employee has an Individual contract that is not covered by the relevant Enterprise Agreement.

Approval by the relevant Pro-Vice Chancellor.

3.4 Responsibility Allowance (Professional Staff)

Where a Professional staff member is undertaking additional responsibilities beyond those expected at their current level of appointment, the relevant Executive Group Member may approve a Responsibility Allowance (up to 15 per cent of base salary) for a total period of up to six months.

This allowance may also apply for an employee Acting in a position above HEW 10.

The Director, Human Resources (or nominee) may approve a responsibility allowance for a period greater than six months.

Advice should be obtained from Human Resource Business Partner to support the assessment and approval process.

3.5 Clinical Loading

A clinical loading may be offered to an Academic employee in accordance with Clause 21 of the Academic Staff Enterprise Agreement 2023 -2025 (EA).

A clinical loading is generally provided at initial offer of employment.

The loading will be reviewed on annual basis and will be removed where the criteria outlined in the EA ceases to be met by the employee (e.g maintain APHRA registration).

3.6 Professional Staff Higher Duties Allowance

The Head of Element may approve a **higher duties allowance (HDA)** to Professional staff that are requested by the University to act in positions at a higher classification level.

The minimum period of acting in the higher level position will be 5 days and applied to employees that are classified at HEW 1 to HEW 10.

3.7 Academic Staff Higher Duties Allowance

Where a Level A (Associate Lecturer) or Level B (Lecturer) is performing work activities or has accountabilities associated with a higher academic level, Step 1 of the relevant higher academic level may be provided. This is contingent on the appropriate completion of the **application form** which has been approved by the relevant Dean Academic and emailed to payroll@griffith.edu.au.

For example, a higher duties allowance may apply where an academic staff member is performing the following duties:

- Course Convening
- Program Director

The higher duties will normally be applied for at least one trimester but not for more than three consecutive teaching periods.

The HDA will be the difference between the staff member's substantive salary and the minimum salary point of the higher level position (Step 1), provided that if the staff member is not performing the full range of duties of the higher level position, the staff member will be paid a pro rata amount.

HDAs will only exceed a period of six months in exceptional circumstances and must be approved by the Director, Human Resources.

3.8 Accelerated Increments (Academic and Professional)

An employee, employed under the relevant EA, performing at a consistently high standard (evidenced through a performance plan) may receive an accelerated salary increment, or multiple increments, where:

- the Head of Element recommendation is approved by the Executive Group member; and
- no more than two additional increments are granted to the staff member within a 12 month period; and
- any salary adjustment will apply from the approval date from the Executive Group Member, with the next increment due 12 months from this date (unless the staff member has reached the top of the classification scale).

3.9 Pre-Retirement Contract

An employee may request, or the University may offer a full time and continuing employee the conversion to a pre-retirement contract. A Pre-retirement contract is a non-renewable fixed term contract that can be approved for a period up to 5 years.

An offer of a pre-retirement contract will be approved by the Director, Human Resources.

For a full time, continuing staff member, the offer of converting to this contract will be conditional upon:

- a reduction in the full time hours or work fraction, for a period of up to three years on a non-renewable fixed-term contract; and

- for the duration of the non-renewable fixed term contract, the employer will maintain superannuation contributions at the full time rate, based on the employee's full time equivalent salary, subject to the provisions of the relevant superannuation scheme;

Advice should be obtained from the respective Human Resource Business Partner and the relevant Superannuation fund to support the approval and transition plan.

3.10 Administration of Salary Loadings and Allowances

Period of Payment

Salary Loadings and Allowances approved under this procedure will normally be for a fixed term period, as described in clauses 3.1 - 3.8, and may be reviewed anytime during the specified period.

Salary Loadings that form part of an employment offer are subject to the terms contained in the employment contract and require the appropriate approval as outlined in this procedure.

At the expiration of the term of the loading, the payment will cease. Where a recipient is promoted or appointed to a higher classification, a review of the loading payment will occur and may result in the loading or allowance ceasing.

A salary loading and allowance can be removed or ceased at any time where the employee is not performing the position at a satisfactory standard or the original rationale for the payment is no longer applicable.

Payment Options

Salary Loadings and Allowances can be provided as:

- Salary, paid fortnightly
- Contribution to superannuation
- A lump sum periodic payment or at the end of a specified term
- Other appropriate use of salary packaging as approved by the University.

Funding of loadings

Salary Loadings will be funded from the relevant Element's budget.

Amount of loading

Total salary loadings paid to any individual under this policy will not exceed 25% of base salary unless at the discretion of the Vice Chancellor.

The loading will not be paid in respect of any monetary value for accrued long service leave, annual leave or annual leave loading on resignation, retirement, or termination.

The loading is flat amount and is calculated as a percentage of an employee's base salary at the time of approval. The loading does not change when an employee's base salary increases.

The loading is not linked to salary increases outlined in the relevant EA.

4.0 Definitions

For the purposes of this procedure and related policy documents, the following definitions apply:

Salary Loadings: refers to both Market Loadings and Academic Loadings as defined by this procedure.

Attraction and Retention Loading: Allowance paid to a new or existing employee in order to match the level of remuneration on offer in the market outside the University or for the purpose of retaining them as an employee of the University.

Merit Loading: An allowance paid to an existing employee for the purpose of appropriately rewarding them. This includes loadings paid to Academic leadership positions in addition to, or other than, Dean, Deputy Dean or Head of Department allowances

5.0 Information

Title	Remuneration, Recognition and Benefits – Salary Loading Procedure
Document number	2024/0001082
Purpose	The purpose of this procedure is to set how and when a salary loading payment may be made as part of the initial offer of employment or during the period of employment.
Audience	Staff
Category	Operational
Subcategory	Staff
UN Sustainable Development Goals (SDGs)	This document aligns with Sustainable Development Goal: 4: Quality Education
Approval date	June 2024
Effective date	June 2024
Review date	2027
Policy advisor	Head of HR Business Partnering

Approving authority	Director, Human Resources
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7.0 Related Policy Documents and Supporting Documents

Legislation	N/A
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Policy	Remuneration and Benefits Policy
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Procedures	N/A
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Agreements	Griffith University Academic Staff Enterprise Agreement Griffith University Professional and Support Staff Enterprise Agreement
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Forms	N/A
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