

# 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-gaps.

## 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 (via the Director, HR) is required for market loading for amounts greater than 10 per cent of the individual's base salary.

Advice should be obtained from Human Resources to support the assessment and approval process.

### **3.2 Accelerated Increments**

An employee, employed under the relevant EA, performing at a consistently high standard 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).

### **3.3 Academic Salary Loadings**

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

Academic Merit Loading which is paid in recognition of outstanding merit and performance as evidenced by:

- Receipt of a Major Award, Fellowship or Senior Fellowship; or
- Receipt of another award of national or international significance (including honours awards); or
- Excellence of performance resulting in significant contribution to the core activities of the university.

Attraction and Retention Loading which is paid to attract or 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
- Academic standing of the individual.

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 at least every two years by the Vice-Chancellor and Provost. This review will determine whether the salary loading should be increased, decreased or removed. The Human Resources will administer the loading review process.

### **3.4 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 Responsibility Allowance table.

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

### **3.5 Administration of Salary Loadings and Allowances**

#### **Period of Payment**

Salary Loadings and Allowances approved under this procedure will normally be for a fixed term of 2 years but may be reviewed anytime during this period.

Loadings which form part of an employment offer are subject to the terms contained in the employment contract and/or letter of offer.

At the expiration of the term of the loading, the payment of the allowance will lapse. Where a recipient is promoted or appointed to a higher classification, a review of the loading payment will be triggered in line with this procedure.

A salary loading 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 loading 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.

#### **Confidentiality**

The payment of a salary loading is specific to an individual employee. Such payments are confidential between the employee and the University.

Employees who receive a loading will be apprised of the provisions of this procedure.

#### **Funding of loadings**

The conditions for the justification and approval of the loadings will apply irrespective of the source of the funds used to finance the loadings.

The payment of loadings is subject to the financial position of the University. Loadings may not be continued (or maintained) if the University's financial position does not permit.

Salary Loadings will be funded from the relevant Elements 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 not linked to salary increases outlined in the relevant EA.

## **4.0 Roles and Responsibilities**

The Vice-Chancellor, or the relevant member of the Executive Group, or another person where specified in this Procedure, has authority to approve remuneration amounts in accordance with this Procedure.

Upon receipt of the appropriate written approval, Human Resources will provide the employee with written advice of changes to their remuneration package.

Human Resources will provide the Vice-Chancellor with an annual summary of allowances and loadings, the number of, and the reasoning for accelerated and/or multiple increments, approved under this Procedure.

Role	Responsibilities
Vice Chancellor	<p>Approve Salary Loadings that are greater than 10% of the base salary.</p> <p>May authorise the cessation or variation in the payment of a salary loading at any time, irrespective of category</p>
Executive Group Member	<p>Approves Salary Loadings for employees within their Element of up to 10% of the base salary.</p> <p>May authorise the cessation or variation in the payment of a salary loading at any time, irrespective of category</p> <p>Approves Accelerated Increments</p>
Head of Element	<p>Provide a recommendation of the type and amount of Salary Loading or Accelerated Increment as guided by this Procedure including seeking advice from Human Resources.</p> <ul style="list-style-type: none"> <li>- May initiate a proposal for the payment of a salary loading</li> </ul>
Human Resources	<p>Provide confidential and specialised Remuneration analysis and advice that is based on current market data and internal benchmarks</p>

Provide guidance and assistance to managers in determining and processing salary loadings.

Prepare and record required contract variation documentation.

Process salary loading payments.

## 5.0 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

For advice and support contact [policy@griffith.edu.au](mailto:policy@griffith.edu.au) for Governance and Operational policy documents.

## 6.0 Information

Title	Remuneration, Recognition and Benefits – Salary Loading Procedure
Document number	2023/0001122
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/s: 4: Quality Education
Approval date	October 2023
Effective date	October 2023
Review date	2026
Policy advisor	Head of Operations and Systems
Approving authority	Director, Human Resources

## 7.0 Related Policy Documents and Supporting Documents

Legislation	N/A
Policy	<a href="#">Remuneration and Benefits Policy</a>

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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