

Recruitment and Retention (High Performance) Loadings Policy

Section 1 - Purpose and Context

(1) Nil.

Section 2 - Definitions

(2) Nil.

Section 3 - Policy Statement

(3) The University's objective is to create an incentive to attract employees who can contribute in special ways to the University and to reward and retain those who are contributing to their discipline / field at an exceptional level. In order for UWS to attract and retain staff within academic disciplines and administrative areas, the University may:

- a. pay a High Performance Loading in addition to the relevant base salary; and/or
- b. confer the title of Distinguished Professor to a professor of the University who has achieved eminence at a national or international level; or
- c. confer the title of Distinguished Fellow to a postdoctoral or research fellow of the University who has achieved eminence at a national or international level.

(4) When determining whether a High Performance Loading should be paid under this policy to attract and /or retain high quality staff to the University, the fundamental principle is that the University seeks to attract and reward high performing staff. The University must satisfy itself (based on the most objective information available) that:

- a. there exists a competitive, short supply labour market, and
- b. the person under consideration could be highly sought after within that market.
- c. the person is performing at an outstanding level.

(5) The ability to offer a High Performance Loading can be negotiated prior to entry on duty of a new employee, subject to the necessary submission by the relevant Executive Dean or Director and the approval of the relevant Deputy Vice-Chancellor.

(6) A High Performance Loading can also be used in order to secure the ongoing services of a highly skilled and qualified employee, performing at the leading edge of her/his discipline and who is sought after within the market. Loadings may only be initiated under this provision in accordance with the process outlined in Part D - Initiating a High Performance Loading for an Existing Employee. The University will not consider 'blanket' applications for loadings to be paid to all staff or a group of employees within a specific discipline.

(7) Loading payments where approved will be set at 15%; 20%; or 25% of the base salary of the employee. The determination of the loading quantum to be paid to the employee rests with the relevant Deputy Vice-Chancellor and

will be based on documentary evidence provided by the relevant Executive Dean or Director against the following criteria:

a. Academic staff:

- i. 15% loading: demonstrated sustained exceptional contributions in teaching and/or curriculum development; or research or institutional planning and/or governance at UWS;
- ii. 20% loading: demonstrated sustained exceptional standards in two of teaching and/or curriculum development; or research or institutional planning and/or governance at UWS;
- iii. 25% loading: demonstrated sustained exceptional standards in all three areas of teaching and/or curriculum development; research and institutional planning and/or governance at UWS over three or more performance cycles and be making a strategic contribution to the University.

b. Non Academic Staff:

- i. 15% loading: demonstrated sustained exceptional contributions in core competencies of the role;
- ii. 20% loading: demonstrated sustained exceptional standards in core competencies of the role and recognised as knowledgeable professional expert in role.
- iii. 25% loading: demonstrated sustained exceptional standards in core competencies and has consistently demonstrated a capacity to perform highly effectively in the role over three or more performance cycles and be making a strategic contribution to the University.

(8) Requests for loadings above 25% would only be considered in exceptional circumstances and are to be referred to the Vice-Chancellor who has discretion to approve a loading above 25% and to consider the adoption of alternative reward strategies other than those that are directly related to salary. Any such alternative strategy must be reported and acquitted in accordance with normal accounting requirements.

Eligibility

(9) High Performance Loadings will only be available to senior managers, professional or specialist general or academic staff employed on an on-going or contract basis and are not available to staff employed on a casual basis.

Payment of Loadings

(10) Loadings will be paid through the UWS Payroll, as part of the normal fortnightly salary. High Performance Loadings may be superable, dependent only upon the provisions of the relevant fund. If an employee chooses not to report the loading for superannuation purposes, the amount that would otherwise be paid by UWS as the employer contribution will not be convertible to increase the salary loading. The loading may be used for salary packaging within the parameters of the University's salary packaging arrangements.

(11) The loading may not be used to salary sacrifice the purchase of a University vehicle for private use purposes unless the recipient is an eligible employee as defined in the [Salary Sacrifice \(Motor Vehicles\) Policy](#).

(12) The Director Human Resources will ensure reports are provided to the University Executive at 3 monthly intervals on the payment of loadings.

Funding of Loading Payments

(13) All costs associated with the payment of a High Performance Loading are borne by the relevant cost centre.

Review and Continuance of Loading Payments

(14) A High Performance Loading where approved will apply for an initial period of one (1) year subject to an annual review against agreed key performance targets as part of the Performance Planning and Review process in the [UWS](#)

[Academic Staff Enterprise Agreement 2005 - 2008](#); the Career Planning and Development process of the [UWS General Staff Enterprise Agreement 2005 - 2008](#); or relevant performance provisions of the applicable Employment Agreement, respectively. Continuance of the loading will be determined annually for the second and subsequent year(s) contingent upon the recipient achieving at least an "above satisfactory" rating against each of the agreed key performance targets set for this process as part of the cyclical performance reviews. The allowance payment will be discontinued if it is found that the required performance levels have not been met.

Confidentiality Clause

(15) The release or divulging of any details of a High Performance Loading will be considered a breach of confidentiality unless approved by the Director Human Resources. In this regard the employee in receipt of a loading may disclose this fact on an "as needs" basis to the Director Innovation and Consulting for the purposes of ensuring proper costing of consultancy projects where the recipient engages in entrepreneurial activity.

Appeals

(16) The decision of the relevant Deputy Vice-Chancellor to approve or not approve the payment of a loading to a nominated employee is final and no appeals will be considered against that decision.

Section 4 - Procedures

Part A - Advertising a Position Which May Attract a High Performance Loading

(17) Requests to include reference to the possible payment of a loading in a recruitment advertisement will require a specific submission from the Executive Dean / Director to be forwarded to the Deputy Vice-Chancellor responsible for the portfolio in which the vacancy occurs. The advertisement will not appear in any media until the approval of the Deputy Vice-Chancellor has been received by the Office of Human Resources. Where this has occurred and a subsequent Selection Committee report includes a recommendation that a loading payment [within the parameters of this policy] is warranted for the preferred applicant, the approval of the payment rests with the relevant Deputy Vice-Chancellor.

(18) The submission to include potential availability of a loading in a recruitment advertisement must contain supporting analysis and documentation and be sufficiently detailed to support the case for payment of a loading and cover the following minimum points (other relevant matters should also be addressed):

- a. Current difficulties in recruiting and retaining staff:
 - i. Patterns of responses to advertising/recruitment for particular positions.
 - ii. Limitations in the number of potentially qualified applicants.
 - iii. Impact on project/program (turnover costs, delays) through non selection.
 - iv. The variety of recruitment options that have been canvassed.
- b. Data on the current state of labour market in the area or specialization:
 - i. Clarification of the specific labour market.
 - ii. Current state of labour market as articulated in published salary surveys, and available statistical information on labour market status.
 - iii. Current market remuneration data for comparable skills and experience.

Part B - Approving a High Performance Loading for a New Appointee

(19) In considering payment of a High Performance Loading to a new appointee, the Selection Committee will make a recommendation on an appropriate level of loading for the recommended candidate against the criteria set out in clause (7) above. The selection committee must state the rationale for recommending a loading and include in the recommendation information demonstrating that the nominated candidate is sought after within the defined market. The recommendation will also include evidence of the candidate's professional achievements, qualifications and reputation within the discipline or work area and information on the state of the relevant labour market, as set out in clause (18) above.

(20) The recommendation of the selection committee for payment of a loading will be considered by the relevant Deputy Vice-Chancellor.

(21) Where payment of a loading is approved, the contract of employment is to be prepared with a statement clearly stating that the High Performance Loading is payable for a fixed period, during which time the candidate must demonstrate a sustained high level of achievement across the agreed key performance targets, as well as making a strategic contribution to UWS. The key performance targets must be incorporated into the contract of employment and therefore must be agreed between the new employee and his /her supervisor within three months of commencing the appointment. The agreed targets will form an addendum to the primary contract of employment.

Part C - Conditions of Payment and Continuance of Loading

(22) A High Performance Loading where approved will apply for an initial period of one year subject to an annual review against agreed key performance targets as part of the Performance Planning and Review process in the UWS [Academic Staff Enterprise Agreement 2005 - 2008](#); the Career Planning and Development process of the UWS [General Staff Enterprise Agreement 2005 - 2008](#); or relevant performance provisions of the applicable Employment Agreement, respectively. Supervisors are required to:

- a. assess the individual's performance against each of the targets set in respect of the loading payment; and
- b. allocate a rating of "outstanding"; "above satisfactory", or "satisfactory" for each target and clearly document the rationale for the rating given.

(23) Continuance of the loading will be determined annually for the second and subsequent year(s) contingent upon the recipient achieving of at least an "above satisfactory" rating against each of the agreed key performance targets set for this process as part of the cyclical performance reviews. The allowance payment will be discontinued if it is found that the required performance levels have not been met.

(24) The normal performance planning and review documentation is confidential between the employee and their supervisor. Where an employee has been approved for payment of a loading under this policy, the annual performance management process outcome from clause (22) will require the completion by the supervisor of a separate form, to be forwarded through the Head of School / Manager to the Executive Dean / Director for endorsement.

(25) A copy of the review document will be forwarded to Office of Human Resources for placement on the employee's personal file. Loadings approved for payment under the previous Recruitment & Retention Loading policy and which are still current at the introduction of this policy, will be reviewed under the criteria outlined in this policy.

(26) Where a loading payment has been discontinued under clause (23), no further request for the payment of a loading to the employee will be considered for at least two (2) performance cycles. Any fresh submission for a loading payment to the employee concerned must include the annual review documents from the previous approval period; evidence that the employee has again achieved the required level of performance; and that the employee satisfies the

criteria set out in Section 3. The submission and supporting information must be referred to the relevant Deputy Vice-Chancellor for decision.

(27) An interim review will be necessary whenever an employee in receipt of a High Performance Loading realises an increase in the classification of their position, either through Academic Promotion, Job Evaluation or appointment to a higher level position. In these circumstances, the Director Human Resources will notify the Executive Dean or Director and consult with him / her to consider what action [if any] should be taken. If the focus of the position shifts considerably as an outcome of these changes the process outlined in Section 3 must be recommenced.

Part D - Initiating a High Performance Loading for an Existing Employee

(28) A High Performance Loading may be paid to existing employees. Submissions for payment of a loading to a specific employee may be considered following the outcome of the annual performance planning and review [PPR] process as set out in Part C - Conditions for Payment and Continuance of Loading. The supervisor's report, supporting documentation and subsequent endorsement by the Head of School /Manager and Executive Dean or Director, are to be forwarded to the relevant Deputy Vice-Chancellor for consideration. Self nominations by staff for payment of a loading under this policy will not be considered.

(29) An employee whose performance is deemed to be exceptional and is at the leading edge of their discipline or an employee whose services are considered essential to operations of the work unit or whose departure would be deemed to be disadvantageous for the University may be nominated by their supervisor to the Head of School /Manager for payment of a loading under this policy. A detailed rationale from the supervisor to support the nomination must be provided including evidence that the employee's exceptional skills and performance are sought after in a short supply labour market. Consideration for payment could include the individual's ability to attract entrepreneurial income or research funding.

(30) The Head of School /Manager will consider the nomination and accompanying rationale against the criteria set out in clause (7) above and where he/she endorses the nomination, submit all documentation to the Executive Dean /Director. The Executive Dean /Director will consider the documentation and if in agreement, indicate her/his endorsement and submit the nomination to the relevant Deputy Vice-Chancellor for approval.

(31) The required annual reviews of performance against agreed performance targets are to be conducted as set out in Part C - Conditions for Payment and Continuance of Loading.

Part E - Conferring Titles

(32) The Executive Dean must submit a written recommendation regarding the conferral of the title of Distinguished Professor or Distinguished Fellow. This recommendation is to be submitted through the University Executive for approval by the Vice-Chancellor. The Vice-Chancellor may then approve conferral of the title:

- a. Distinguished Professor, on the basis that the professor has attained a Federation Fellowship, ARC Fellowship or equivalent national and international award carrying substantial funding of several years duration; or
- b. Distinguished Fellow, on the basis that the postdoctoral or research fellow has attained a Federation Fellowship, ARC Fellowship or equivalent national and international award carrying substantial funding of several years duration.

Section 5 - Guidelines

(33) Nil.

Status and Details

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