

Staff Recruitment and Retention 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 distinctive 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;
- b. confer the title of Distinguished Professor upon a professor of the University who has achieved eminence at a national or international level;
- c. confer the title of Distinguished Fellow on a member of academic staff of the University who has achieved eminence at a national or international level, or has been offered a position at another University at a corresponding level;
- d. confer the title of Professor in circumstances where an academic staff member holds a senior leadership position;
- e. confer the title of Professor in circumstances where an academic staff member has achieved exceptional national or international recognition for excellence or distinction in teaching;
- f. confer the title of Professor in circumstances where an individual has been offered a full professorship elsewhere and the University wishes to retain the individual;
- g. appoint the staff member at level E step 2.

Part A - High Performance Loadings

(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; and
- c. the person is recognised as performing at an outstanding level.

(5) The final approval in all cases will be by the Vice-Chancellor on the recommendation of the Executive Review Committee consisting of the Deputy Vice-Chancellors, and Executive Director, People and Culture.

(6) 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 Dean or Director.

(7) 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 C- Initiating a High Performance Loading for an Existing Employee. The University will not consider blanket applications for high performance loadings to be paid to all staff or a group of employees within a specific discipline.

(8) A Dean or Director may recommend a loading payment for an employee who meets the necessary criteria as outlined below. The recommendation must be accompanied by clear, objective documentary evidence against the criteria justifying the proposed loading payment.

a. Academic staff:

- i. 5 - 10%: demonstrated sustained exceptional achievements in teaching and/or curriculum development; or research or institutional planning and/or governance at UWS;
- ii. 11 - 20%: demonstrated sustained exceptional standards in two of teaching and/or curriculum development; or research or institutional planning and/or governance at UWS;
- iii. 21% and above: demonstrated sustained exceptional achievement in all three areas of teaching and/or curriculum development; research and institutional planning and/or university governance and is recognised nationally and internationally as a major and influential figure in his or her discipline. Exceptional distinguished achievement may include such recognition as Fellow of a learned academy, international disciplinary prizes or honours, and sustained national competitive achievement (e.g. Federation Fellow).

b. General Staff:

- i. 5 - 10%: demonstrated sustained exceptional contributions in core competencies of the role;
- ii. 11 - 20%: demonstrated sustained exceptional standards in core competencies of the role and recognised as knowledgeable professional expert in role.
- iii. 21% and above: 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.

Eligibility for Loading

(9) Where a Dean or Director believes circumstances exist for an alternative reward strategy other than one directly related to salary, a business case may be submitted to the Vice-Chancellor for consideration. Any such alternative strategy where approved must be reported and acquitted in accordance with normal UWS financial accounting requirements.

(10) High performance loadings will only be available to senior managers, professional or specialist general or academic staff employed on an ongoing or fixed term basis and are not available to staff employed on a casual basis.

Payment of Loadings

(11) 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.

(12) 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 \(Vehicles\) Policy](#).

(13) The Executive Director, People and Culture will ensure reports are provided to the University Executive at regular intervals on the payment of loadings.

Funding of Loading Payments

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

Review and Continuance of Loading Payments

(15) A High Performance Loading where approved will normally 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 Agreement](#); the Career Planning and Development process of the UWS [General Staff Agreement](#); or relevant performance provisions of the applicable Employment Agreement in force from time to time respectively.

(16) Continuance of the loading will be determined annually for the second and subsequent year(s) contingent upon the recipient maintaining a level of exceptional achievement in the agreed key performance targets set for this process as part of the cyclical performance reviews. These key performance targets must be clearly documented and approved by the Vice-Chancellor on recommendation of the Executive Review Committee.

(17) The allowance payment will be discontinued if it is found that the required performance levels have not been met.

Confidentiality Clause

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

Appeals

(19) The decision of the 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 B - Advertising a Position Which May Attract a High Performance Loading

(20) Requests to include reference to the possible payment of a loading in a recruitment advertisement will require a specific submission from the Dean or Director and endorsed by the Deputy Vice-Chancellor, Corporate Strategy and Services. The advertisement will not appear in any media until approval of the Vice-Chancellor has been received by the Office of People and Culture. Where this has occurred and a subsequent selection panel 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 Vice-Chancellor.

(21) 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 specialisation:
- 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.

Approving a High Performance Loading for a New Appointee

(22) In considering payment of a High Performance Loading to a new appointee, the selection panel will make a recommendation on an appropriate level of loading for the recommended candidate against the criteria set out in clause 8 above. The Chair of the selection panel must complete the pro forma, [Application - High Performance Recognition Loading, Loading for a New Appointee](#), on behalf of the Committee stating the rationale for recommending a loading and include: information demonstrating that the nominated candidate is sought after within the defined market; 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 20 above.

(23) The final approval for recommendations by a selection panel for payment of a loading in all cases will be by the Vice-Chancellor following a recommendation of the Executive Review

(24) 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 exceptional level of achievement across the 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 - Initiating a High Performance Loading for an Existing Employee

(25) 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. The supervisor's report, supporting documentation and subsequent endorsement by the Dean or Director, are to be forwarded to the Executive Director, People and Culture for review. Self nominations by staff for payment of a loading under this policy will not be considered.

(26) An employee whose performance is deemed to be exceptional and is at the leading edge of his/her 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 his/her supervisor to the Dean or Director for payment of a loading under this policy. The supervisor is to complete the [Application - High Performance Recognition Loading, First Loading for an Existing Employee](#), and provide a detailed rationale supporting the nomination. This must include evidence that the employee's exceptional skills and performance are sought after in a short supply labour market. For example, evidence may include a copy of a letter of offer at the same or higher level, or similar. Consideration for payment could include the individual's ability to attract entrepreneurial income or research funding.

(27) The Dean or Director will consider the nomination and accompanying rationale against the criteria set out in clauses 4 and 8 above and where he/she endorses the nomination, submit all documentation to the Executive

Director, People and Culture.

(28) The required annual reviews of performance against agreed performance targets are to be conducted as set out in Part D.

Part D - Conditions of Payment and Continuance of Loading

(29) 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 Agreement 2009 - 2012](#); the Career Planning and Development process of the UWS [General Staff Agreement 2009 - 2012](#); or relevant performance provisions of the applicable Employment Agreement, in force from time to time, respectively. Supervisors are required to complete [Application - High Performance Recognition Loading - Continuance of Loading](#) pro forma indicating:

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

(30) Continuance of the loading will be determined annually for the second and subsequent year(s) contingent upon the recipient achieving at least a rating of "exceptional" 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.

(31) 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 (29) will require the completion by the supervisor of the pro forma, to be forwarded through the relevant Dean or Director for endorsement and through the Executive Review Committee for the approval of the Vice-Chancellor.

(32) A copy of the review document will be placed on the employee's personal file. Loadings approved for payment under a previous version of this policy and which are still current at the introduction of this policy, will be reviewed under the criteria outlined in this policy.

(33) Where a loading payment has been discontinued under clause 29, no further request for the payment of a loading to the employee will be considered for at least two 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.

(34) An interim review will be necessary whenever an employee in receipt of a high performance loading realises an increase in the classification of his/her position, either through Academic Promotion, Job Evaluation or appointment to a higher level position. In these circumstances, the Executive Director, People and Culture will notify the 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 E - Appointing a Professor at Level E Step 2

(35) Appointment as a Professor Level E Step 2 is by invitation of the University only, in accordance with the UWS [Academic Staff Agreement 2010-2012](#). A Dean may recommend to the Executive Director, People and Culture that a staff member be appointed at level E Step 2. The staff member must already hold a high performance loading greater than 20%. Where such a recommendation is made it must be supported by written justification and approved by the Vice-Chancellor.

Part F - Conferring Titles

(36) The 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 Executive Director, People and Culture 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 staff member has attained a Federation Fellowship, ARC Fellowship or equivalent national and international award carrying substantial funding of several years duration.

(37) The title of Professor may be conferred in circumstances where an academic staff member holds a senior leadership position. The opportunity to apply for consideration will be made available in an annual process conducted at a similar time to the academic promotions round held each year. In all such cases:

- a. The academic staff member must prepare a detailed submission outlining the case for the conferral of such a title with due regard for the applicant's demonstrated academic leadership and contributions to the University. The submission should include the names of at least three referees.
- b. This submission will be considered by an Executive Review Committee;
- c. The Review Committee may recommend to the Vice-Chancellor for approval the conferral of the title of Professor;
- d. The Vice-Chancellor may approve the conferral of the title and report it to the next meeting of the Board of Trustees.

(38) The title of Professor may be conferred in circumstances where an academic staff member has achieved exceptional international or national recognition for excellence or distinction in teaching. For all such cases:

- a. a Dean will prepare a submission that will include the documentation that has been assessed by the national or international committee and any other material relevant to the case;
- b. This submission will be considered by an Executive Review Committee;

The Review Committee may recommend to the Vice-Chancellor for approval the conferral of the title of Professor.

(39) The title of Professorial Fellow may be conferred where an individual with a record of academic excellence has been offered (and has provided documentation of) a full professorship at another university in order to retain the individual. In these instances the process outlined in clause 38 will be followed.

Section 5 - Guidelines

(40) Nil.

Status and Details

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