

**Policy Title: Remuneration and Reward**

**Policy Owner: Deputy Vice-Chancellor (Academic)**

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[Intent](#)

[Organisational Scope](#)

[Definitions](#)

[Policy Content](#)

[Accountabilities and Responsibilities](#)

[Related Documents](#)

[Contact Information](#)

[Approval History](#)

**1. INTENT**

This policy outlines the remuneration and reward principles which enable ECU to attract, retain and reward employees for performance supporting the University in pursuing its strategic priorities as well as recognising personal excellence.

This policy sets out how remuneration outcomes for individuals are achieved with fairness and equity through role based remuneration in combination with personal recognition.

**2. ORGANISATIONAL SCOPE**

All ECU staff employed on a fixed term or ongoing basis.

Casual and Sessional staff are excluded except where they are entitled to a role based allowance outlined in policy, guidelines or industrial instrument.

**3. DEFINITIONS**

TERM	DEFINITION
Allowance	An approved additional payment for a defined period and purpose in addition to an employee's base salary.
Base Salary	The rate of pay payable for ordinary hours of work excluding any allowances, bonus payments, market loadings, overtime, penalty rates and superannuation.
ECU	Edith Cowan University
HR Delegate	The authorised officer as listed in the HR Delegations
Industrial instrument	The instrument that covers an employee's minimum entitlements whilst employed by the University.

Market Loading	A loading paid to an employee to reflect the external market for in-demand roles and occupations.
Performance Recognition	An allowance or bonus payment paid to an employee to attract, retain and/or reward their performance and/or contributions and requires management approval.
Role-Based Allowance	An allowance paid to an employee based on additional roles and responsibilities required to be undertaken as part of their position.
University	Edith Cowan University
University Remuneration Committee	A committee of the University Executive assisting the Vice Chancellor by reviewing and recommending changes to university remuneration strategy and policy.

#### 4. REMUNERATION AND REWARD PRINCIPLES

ECU aims to attract and retain high quality staff and maintain a high performance culture by offering a competitive and sustainable remuneration and reward program. ECU's approach to remuneration and reward is based on the following principles:

- 4.1 ECU's approach to remuneration will encourage and reward exceptional performance and personal excellence that contributes to the overall long-term success of the University
- 4.2 remuneration policies, guidelines and processes will be transparent, conducted in good faith and in accordance with appropriate levels of confidentiality and delegated authority
- 4.3 remuneration will be developed in a manner that is consistent with the University's values and strategic objectives
- 4.4 remuneration approvals and decisions, including those made at a school, centre or work area, will give consideration to eliminating bias in decision making, supporting diversity, gender equality and the University's commitment to gender pay equity
- 4.5 remuneration approvals and decisions will consider the broader employment market, the ability to attract and retain local and international talent, and the University's financial capacity to pay
- 4.6 remuneration arrangements and decisions will be reviewed at least every two years by the University Remuneration Committee
- 4.7 the University Remuneration Committee will monitor and report on gender pay equity to University Executive at least every two years. The report will include comparisons by salary level, like-for-like roles, management level and commencing salary as well as any other dimension considered appropriate to the University's staffing strategy.

## **5. ROLE BASED REMUNERATION**

ECU remunerates and rewards staff for undertaking a broad and diverse range of activities. A base salary is paid in recognition of the expected outcomes of a position, with reference to the relevant position documentation and agreed performance goals. In addition, a role based allowance may be paid where an employee undertakes additional duties or responsibilities as part of their position.

### **5.1 BASE SALARY**

- 5.1.1 An employee's base salary is determined and governed by the relevant industrial instrument.
- Academic staff base salaries are determined by the Academic Staff Classification Standards.
  - The base salary of Professional staff positions is determined by the Professional Staff Classification.
- 5.1.2 University Executive and Senior Staff remuneration arrangements are set out in their individual employment contract.

### **5.2 ROLE BASED ALLOWANCES**

- 5.2.1 ECU recognises employees may take on additional duties or responsibilities beyond the requirements of their position from time to time. These situations are generally expected to be for a limited period of time.
- 5.2.2 A number of role based allowances are provided for in industrial instruments as well as in university policy and guidelines. Managers and supervisors need to be familiar with:
- when these role based allowances are payable,
  - the related approval processes,
  - the required HR Delegate for approval, and
  - any associated on-costs.

## **6. MARKET RELATED**

- 6.1 Market loadings provide flexibility to respond to competitive, short supply labour markets and offer attractive remuneration for in-demand roles whilst maintaining the integrity of ECU's classification and salary structures. Market loadings are generally paid to a group of roles based on occupation.
- 6.2 Market loadings are outlined in university guidelines and need to be supported by a business case when seeking approval from the appropriate HR Delegate. Business cases need to include relevant market information and provide sufficient supporting evidence of the occupation being in demand (e.g. lack of suitable applicants, staff turnover).
- 6.3 The frequency and use of market loadings will be reviewed by the University Remuneration Committee from time to time.

## 7. PERFORMANCE RECOGNITION

- 7.1 ECU recognises the limitations of role based remuneration in attracting, rewarding and retaining staff key to the University's ongoing long-term success.
- 7.2 Performance recognition allowances and payments enable ECU to maintain the integrity of academic standards and professional staff salary structures whilst:
- 7.2.1 attracting and/or retaining an employee of exceptional value to the University; and/or
- 7.2.2 recognising an individual's or team's exceptional performance and/or contributions.
- 7.3 Allowances and bonus payments are provided for in university guidelines and need to be supported by a business case when seeking approval from the appropriate HR Delegate. Business cases need to include the most objective information available and provide sufficient supporting evidence for consideration.
- 7.4 Due to their variable nature, performance recognition allowances and payments will be reviewed every two years by the University Remuneration Committee to ensure decision making is objective, transparent, fiscally responsible and non-discriminatory as well as enabling appropriate strategic responses to be developed where issues are identified.

## 8. ACCOUNTABILITIES AND RESPONSIBILITIES

In relation to this policy, the following positions are responsible for the following

Deputy Vice Chancellor (Academic) has overall responsibility for the content of this policy and its operation in ECU.

## 9. RELATED DOCUMENTS:

- 9.1 The policy is supported by the following Guidelines:
- [Guide to Allowances and Recognition Payments](#)
- 9.2 Other documents which are relevant to the operation of this policy are as follows:
- Edith Cowan University Academic and Professional Staff Union Collective Agreement 2013 (or its replacement document)

## 10. CONTACT INFORMATION

For queries relating to this document please contact:

Policy Owner	Deputy Vice-Chancellor (Academic)
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## 11. APPROVAL HISTORY

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