

Remuneration Policy

Section 1 - Purpose

(1) This Policy sets out the University's approach to remunerating staff. It outlines the steps the University will take to ensure decision making is transparent and equitable and will support the University's commitment to reducing the gender pay gap.

(2) The University remunerates staff in accordance with legislative requirements, University policy and Macquarie University Enterprise Agreements in place from time to time.

Scope

(3) This Policy applies to all staff employed by the University.

(4) This Policy does not apply to staff employed by Controlled Entities of the University.

Section 2 - Policy

Principles

(5) The University aims to attract and retain high quality staff and maintain a high-performance workplace culture by offering competitive and flexible Remuneration that is equitable to all staff and has appropriate transparency in its application.

(6) Remuneration equity will be based on equal Remuneration for work of equal or comparable value based on the classification of positions.

(7) Where there is a need for Remuneration flexibility that recognises and rewards the high performance of staff contributing to the overall success of the University, or is required for competitiveness in the market to attract appropriate candidates, offers will be made in accordance with relevant policies and delegated authority. Outcomes will be transparent to Executive Group members to enable oversight of pay equity across the University.

Gender Pay Equity

(8) The University is committed to reducing and eliminating the gender pay gap.

(9) Human Resources will undertake an annual review and report to the Executive Group including an analysis of organisational-wide gaps, like-for-like gaps and by-level gaps. This will include an analysis of annualised salaries and commencement salaries. Gaps that are identified through this analysis that cannot be justified will be reviewed and an action plan will be developed to address the gap over an approved period of time. The pay equity review by Human Resources will endeavour to analyse the pay gap not only by gender, but also by other demographic groups including cultural background and age.

(10) Action plans endorsed by the Executive Group will be implemented by Human Resources, including targets and measures, to reduce any inequities identified. Progress against action plans will be assessed and reported to the

Executive Group annually.

Appointment and Negotiations

(11) The appropriate academic level or HEW Level for each position will be established prior to advertisement consistent with the Professional Staff Position Classification Descriptors and the Minimum Standards for Academic Levels or for senior staff positions through an approved job evaluation methodology. HEW Levels and Academic Levels are outlined in the relevant Macquarie University Enterprise Agreement.

(12) On appointment, salaries will be set at the first step of the relevant salary scale, except in the following circumstances:

Reason	Approving Authority
a. In the case of a Level A position, the Appointee holds (or who during appointment gains) a relevant doctoral qualification in which case the person will be remunerated at no less than Step 6, Level A.	Head of Department
b. To match a competitive salary offer from another University or competitor organisation.	Executive Group Member in consultation with Chief People Officer
c. Where a current staff member is appointed to a position at a lower level.	Chief People Officer
d. There are higher salaries being offered in the marketplace for like positions based on the Appointee's experience, highly specialised skills and/or knowledge (must be supported by relevant market data).	Chief People Officer
e. The position is evaluated above HEW 10, Band 2 and will be subject to a Senior Staff offer based on relevant internal and external market Remuneration data.	Chief People Officer
f. For an exempt Academic position (Level E plus 15%), Remuneration will be offered according to internal relativities and benchmark data, based on experience and specialisation in a specific discipline.	Chief People Officer
g. Any other extenuating circumstances (must be supported by relevant information).	Chief People Officer

(13) A Hiring Manager may request prior written approval for a Remuneration range above the relevant salary scale from the Chief People Officer. If approved, the position may be advertised at a specified Remuneration range or may indicate that Remuneration will be negotiable.

Increments and progression

(14) Subject to satisfactory performance, on completion of each twelve months continuous service, staff (other than staff employed on a casual basis) will automatically progress to the next salary step within the classification, until they reach the maximum step within the relevant Academic Level or Professional HEW Level. Salary scales and the annual increments are outlined in the relevant Macquarie University Enterprise Agreement.

(15) Where a staff member has consistently exceeded the required level of competency for a single salary increment, the Executive Dean or Head (Function Head or Faculty Executive Director) may approve accelerated progression to a higher step within the staff member's current salary classification.

(16) If the staff member is at the maximum step for their classification and is consistently exceeding the required level of competency, then the Executive Dean or Head (Function Head or Faculty Executive Director) may recommend an additional payment in accordance with clause 24.

(17) Pay equity will be considered in the context of decisions in relation to accelerated progression and Salary Loadings.

(18) On successfully achieving promotion under the Academic Promotion Process, academics will be appointed at the first step of the higher Academic Level.

Job reclassification

(19) Requests for job reclassification will be conducted in accordance with the relevant Macquarie University Enterprise Agreement.

Senior Staff Remuneration Review

(20) Reviews of senior staff Remuneration will be conducted in accordance with contracts of employment and decisions of the relevant committee of the University Council. Remuneration increases are generally conducted on an annual basis.

Superannuation

(21) Superannuation will be paid in accordance with superannuation legislation in place from time to time and provisions as outlined in the Macquarie University Enterprise Agreements.

Allowances and Salary Loadings

(22) The University is committed to attracting and retaining high quality staff and rewarding outstanding staff performance. Flexible Remuneration using Salary Loadings and Responsibility Allowances assists in achieving this goal.

(23) The University may also pay a range of allowances to eligible staff as outlined in the Macquarie University Enterprise Agreements.

Salary Loadings

(24) A Salary Loading may be considered when:

- a. there are demonstrable difficulties in attracting and retaining suitably qualified staff to a discipline/specialist position;
- b. there is a risk of significant turnover of staff in a discipline/specialist area;
- c. a staff member is performing at an outstanding level; or
- d. a staff member has skills that are highly sought after in the market.

(25) Salary Loadings will apply to:

- a. Academic Staff; and
- b. Professional Staff positions normally at HEW Level 9 and above.

(26) Exceptions will require justification and the approval of the Chief People Officer.

(27) Salary Loadings may be either:

- a. negotiated as part of an offer of employment; or
- b. recommended by an Executive Dean/Head of Office during employment.

(28) Salary Loadings are to be accompanied by documented evidence that supports the case for payment of a Salary Loading.

Loading Parameters

(29) Human Resources, in consultation with the relevant Executive Group member, will establish loading parameters. Loading parameters will be determined on the basis of the level at which salaries for particular disciplines are being sustained in comparison with the market. Executive Deans/Heads of Offices will recommend Salary Loadings for individual staff within these parameters.

(30) The Salary Loading will be adjusted to take into account any promotion or reclassification.

(31) A Salary Loading may be paid as a percentage or a fixed dollar amount (whole number).

Review

(32) A review of Salary Loadings will normally be undertaken annually and consider:

- a. salary surveys and other available market data;
- b. the recipient's [Development, Performance and Review](#);
- c. the continued applicability of a Salary Loading; and
- d. the applicability of a Salary Loading in the event that a staff member is promoted or appointed to a position with a higher classification.

Approvals

(33) The setting of a Salary Loading for an Academic or Professional staff member requires the approval of the Chief People Officer.

(34) The renewal of a Salary Loading where the Salary Loading remains the same or is reduced, or the cessation of a Salary Loading, requires the approval of the Executive Dean/Head of Office.

(35) The increase of a Salary Loading requires the approval of the Chief People Officer.

Leave and Superannuation

(36) Salary Loadings will:

- a. be paid on accrued leave that is taken during service;
- b. be paid on long service leave taken during service, but this will be funded from Faculty/Office budgets; and
- c. not be paid on accrued leave or annual leave taken on resignation, retirement or termination.

(37) Subject to legislation or an entitlement under the relevant Enterprise Agreement, Salary Loadings will not generally attract superannuation.

(38) Salary Loadings paid in respect of long service leave taken in service will be funded from Faculty/Office budgets rather than central funds.

Responsibility Allowance

Eligibility

(39) A Responsibility Allowance will be considered when:

- a. a staff member is performing additional responsibilities beyond those expected at their current level of appointment; and
- b. there is no feasible or allowable Higher Duties Allowance.

(40) Additional responsibilities may include, but are not limited to:

- a. project work; or
- b. performing a proportion of duties of another position which is classified at the same level as the staff member's substantive position.

Duration

(41) A Responsibility Allowance will be approved for up to six (6) months. It is generally only approved once and is not appropriate for an ongoing need greater than six (6) months.

Value

(42) The amount allocated for a Responsibility Allowance will depend upon the additional responsibilities required. As a guide, Responsibility Allowances will be no greater than 5% of one (1) year's base salary.

Review

(43) The additional responsibilities and allowance may be increased, decreased or withdrawn during the period following consultation with the staff member.

Approvals

(44) Responsibility Allowances require the approval of the Chief People Officer.

Salary and Leave

(45) Only one (1) Responsibility Allowance will be paid to a staff member at any one time.

(46) A Responsibility Allowance will be paid as a percentage of base salary (normally as a whole number, e.g. 10% of base salary)

(47) A Responsibility Allowance may be absorbed into the new level of Remuneration if the recipient's substantive position is reclassified to a higher level (in the case of Professional Staff) or the recipient is promoted (in the case of Academic Staff).

(48) A staff member will not be paid a Responsibility Allowance for leave periods of one (1) week or more.

Roles and Responsibilities

(49) Remuneration offers will be made in accordance with the University's [Delegations of Authority Register](#).

(50) Members of the Executive Group are responsible for monitoring and addressing pay inequities identified within their faculty or Portfolio.

(51) The Chief People Officer is responsible for undertaking annual reviews of Remuneration to identify inequities or inconsistencies, this includes an analysis of the gender pay gap.

Compliance and Breaches

(52) The University may commence applicable disciplinary procedures if a person to whom this Policy applies breaches this Policy (or any of its related procedures).

Section 3 - Procedures

(53) NIL

Section 4 - Definitions

(54) The following definitions apply for the purposes of this Policy:

- a. Salary Loading means salary paid in addition to the standard salary for a position, in order to attract or retain high quality staff.
- b. Responsibility Allowance means a temporary allowance that is paid when a staff member performs additional responsibilities for a set period of time.
- c. Remuneration includes salary, loading, allowances, superannuation and other financial benefits.

Status and Details

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Approval Date	To Be Advised
Expiry Date	Not Applicable
Responsible Executive	Eric Knight Deputy Vice-Chancellor (People and Operations)
Responsible Officer	David Ward Chief People Officer
Enquiries Contact	Emma Todd Executive Officer, Human Resources

Glossary Terms and Definitions

"faculty" - is an academic organisational unit that will be devoted to a group of related disciplines and will be responsible for the administration of a course and of research and will consist of one or more departments.