



# Loadings, Allowances and Performance Bonus Procedure

## IMPLEMENTATION

### Aim

This procedure prescribes the responsibilities, general conditions, eligibility and actions required for the payment of discretionary loadings, allowances and performance bonus benefits consistent with the [Remuneration and Employment Benefits Policy](#) and the [University of Adelaide Enterprise Agreement](#).

### 1 Objectives

- 1.1 To ensure that all applications for loadings, allowances and performance bonuses have been approved in accordance with this procedure.

### 2 Scope and Application

#### 2.1 Inclusions

This procedure applies to all staff members and outlines the process for managers to follow when determining the following payments:

- Attraction/Retention Loading
- Higher Duties Allowance
- Responsibility Loading
- Performance Bonus

#### 2.2 Exclusions

This procedure does not apply to casual employees.

This procedure does not cover pre-retirement loadings, or salary loadings for clinical responsibilities, or Head of School loadings.

#### 2.3 Application

This procedure consists of four separate processes for determining the eligibility, requesting and approving payment for the following loadings, allowances and performance bonuses:

1. Attraction/Retention Loading – Process 3 and 4

An Attraction/Retention loading allows managers flexibility to attract and retain staff with specialised expertise in their discipline or profession, recognising the demand within the current employment market.

Continued

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2 Scope and Application (Continued)

2.3 Application (Continued)

1. Attraction/Retention Loading – Process 3 and 4 (Continued)

The loading will be paid fortnightly and is included in the salary package. As such, when the individual is on paid leave the loading will continue to apply (e.g. Annual, maternity leave). The loading will be expressed as a fixed dollar amount, which does not increase with salary increments or with increases to the base salary.

The Faculty/Division is financially responsible for any external salary review request. Loadings will be charged to the same cost centre to which the staff member’s salary is charged and the School/Branch is responsible for the cost of the loading.

Attraction/Retention Loadings (unless approved prior to the 28<sup>th</sup> December 2012) are not superannuable except as required to meet the Superannuation Guarantee with respect to superannuation payable on Ordinary Time Earnings (see definition). The cost of meeting any superannuation payable will be borne by the School/Branch.

2. Higher Duties Allowance – Process 5 and 6

Professional staff members who are required to perform duties at a higher level than their existing position, are entitled to payment of a higher duties allowance as per the [Enterprise Agreement](#). (Higher duties allowance does not apply to academic staff).

Where the difference is less than 1.5% of their substantive salary, the higher duties allowance will be paid at the next appropriate increment. ([Enterprise Agreement – Clause 3.7](#))

It is expected that the higher duties allowance will only be granted for the period that the staff member performs the higher classified position, and that the allowance is a **temporary** arrangement (e.g. often used to back-fill for leave). Where a professional staff member has been in receipt of a higher duties allowance in excess of two (2) years, they will be appointed to the higher classified position where that higher classification position is vacant and where the previous staff member will not be returning to the higher classified position.

The higher duties allowance may be adjusted if the staff member will not be undertaking the full function of the position.

3. Responsibility Loading – Process 7 and 8

A Responsibility Loading provides managers with the flexibility to remunerate a staff member (either an academic or professional staff member) who performs duties or holds a greater level of responsibility in addition to their substantive position.

A professional staff member may be paid a responsibility loading where deemed appropriate if higher duties allowance does not apply.

The loading will be paid fortnightly and is included in the salary package. The loading will be expressed as a fixed dollar amount, which does not increase with salary increments or with pay increases to the base salary and will be charged to the same cost centre to which the staff member’s salary is charged.

Responsibility Loadings (unless approved prior to the 28<sup>th</sup> December 2012) are not superannuable except as required to meet the Superannuation Guarantee with respect to superannuation payable on Ordinary Time Earnings (see definition). The cost of meeting any superannuation payable will be borne by the School/Branch.

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2 Scope and Application (Continued)

2.3 Application (Continued)

3. Performance Bonus - Process 9 and 10

A Performance Bonus provides managers with the flexibility to recognise exceptional and outstanding performance in achieving specific outcomes.

Performance Bonus payments are not superannuable except as required to meet the Superannuation Guarantee with respect to superannuation payable on Ordinary Time Earnings (see definition). The cost of meeting any superannuation payable will be borne by the Faculty/School/Branch.

The respective School/Branch is responsible for the cost of the bonus payment. The performance bonus is a one-off payment and is expressed as a fixed dollar amount.

3 Process: Determining when an Attraction/Retention Loading may be appropriate

Person Responsible		Actions
3.1	Head of School or Branch/ Faculty Executive Manager/ Faculty Executive Director (or delegate)	<ul style="list-style-type: none"> <li>a) Determine whether the skills or attributes proposed to be remunerated through the loading are aligned with the University’s strategic objectives and consider the ability of the School/Branch to meet these objectives if the staff member or new appointee is not appointed or retained.</li> <li>b) Determine that the skills, experience and attributes of the staff member or new appointee (to be assessed for the loading) are at a significantly high level and are in high demand within the employment market.</li> <li>c) Assess the financial position of the School/Branch, where the University is paying the loading, and its ability to commit to the payment of a loading for the period proposed.</li> <li>d) Consider consistency with other staff members receiving a loading.</li> </ul> <p><b>Note:</b> The loading can only be offered with the explicit approval of the staff member holding the relevant <a href="#">delegated authority</a>. The decision made by the staff member holding the relevant <a href="#">delegated authority</a> is discretionary and final.</p>

4 Process: Requesting and Approving Payment of an Attraction/Retention Loading

Person Responsible		Actions
4.1	Head of School or Branch/ Faculty Executive Manager/ Faculty Executive Director (or delegate)	<ul style="list-style-type: none"> <li>a) Ensure that the loading is only proposed for a specified period up to a maximum of three years, after which the loading may be renewed or ceased.</li> <li>b) Ensure that the consideration for an extension of an approved loading occurs three months before the expiry date of the loading.</li> <li>c) Provide a completed <a href="#">Loading and Performance Bonus Request Form</a> (Appendix A) for existing staff to the Executive Dean for approval, and provide justification and supporting information and documentation of the reasons for the loading. For new appointments this is requested through the Recruitment System.</li> </ul>

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**4 Process: Requesting and Approving Payment of an Attraction/Retention Loading (Continued)**

Person Responsible		Actions
4.2	<b>Executive Dean/ Corporate Manager/ Divisional Head</b>	a) Consider the loading payment request recommended by Head of School/Branch within the approval limit of up to 25% of maximum base salary (see <a href="#">definition</a> ) for the classification and within the approved budget, up to \$50K per annum. b) Approve or decline the request for loading and any future extension. c) Advise Head of School/Branch, if approval is granted, and forward to the Human Resources Branch to action payment.  <u>If not approved</u> d) Ensure feedback is given to the Head of School/Branch.
4.3	<b>Vice-Chancellor and President</b>	a) Consider loading payments where a loading request for any other staff member exceeds 25% of maximum base salary for the classification of the position.

**5 Process: Determining when a Higher Duties Allowance may be appropriate**

Person Responsible		Actions
5.1	<b>Head of School or Branch/ Faculty Executive Manager/ Faculty Executive Director (or delegate)</b>	a) Determine whether the staff member is required to perform whole or part of duties of a position at a higher classification level. Where a staff member is performing some but not all of the duties of a higher classified position, the higher duties allowance payment will be calculated in accordance with the function and work value of the duties performed in the higher classified position. b) Complete the <a href="#">Higher Duties Allowance Form</a> (Appendix B).

**6 Process: Requesting Payment of a Higher Duties Allowance**

Person Responsible		Actions
6.1	<b>Head of School or Branch/ Faculty Executive Manager/ Faculty Executive Director (or delegate)</b>	a) Approve or decline the request for a higher duties allowance and any future extension. b) Advise the staff member of the decision in writing.  <u>If approved:</u> c) Forward the <a href="#">Higher Duties Allowance Form</a> (Appendix B) to the Human Resources Branch to action payment.

7 Process: Determining when a Responsibility Loading may be appropriate

Person Responsible		Actions
7.1	Head of School or Branch/ Faculty Executive Manager/ Faculty Executive Director (or delegate)	a) Determine the staff member’s eligibility for the payment of a responsibility loading when they undertake increased responsibility.  <b>Note:</b> A professional staff member may only be paid a responsibility loading when a higher duties allowance does not apply.

8 Process: Requesting Payment of a Responsibility Loading

Person Responsible		Actions
8.1	Head of School or Branch/Faculty Executive Manager/Faculty Executive Director (or delegate)	a) Consider the fixed dollar amount of base salary to be recommended for the loading. b) Ensure that the loading is only proposed for a specified period up to a maximum of three years, after which the loading may be renewed or cease. c) Complete a <a href="#">Loading and Performance Bonus Request Form</a> (Appendix A) and provide supporting information and documentation that will assist the Executive Dean/Corporate Manager/Divisional Head to authorise approval of the recommendation or otherwise. d) Conduct an annual review of the loading in line with the Performance Excellence Framework and three months prior to expiry date, for discussion and budget allocation. e) Ensure that any review process in relation to whether to end the payment of a loading or submit a new request for a further loading should commence well before the expiry of the loading so that there is sufficient time for discussion and budget allocation. The loading should also be reviewed when there is a substantial change in responsibilities of the position and where the staff member is promoted or reclassified.
8.2	Executive Dean/ Corporate Manager/ Divisional Head	a) Consider the loading payment request recommended by the Head of School/Branch within the approval limit up to 25% of maximum base salary (see <a href="#">definitions</a> ) for the position classification, within approved budget up to \$50K. b) Ensure that the loading is only granted for the period that the staff member performs the additional responsibilities and is limited to a maximum period of three years. c) Approve or decline the request. d) Advise the Head of School/Branch, if approval is granted, and forward to the Human Resources Branch to action payment.  <u>If not approved</u> e) Ensure feedback is given to the Head of School/Branch.
8.3	Vice-Chancellor and President	a) Consider loading payments where a loading request for any other staff member exceeds 25% of maximum base salary for the classification of the position.

9 Process: Determining when a Performance Bonus may be appropriate

Person Responsible		Actions
9.1	Head of School or Branch/ Faculty Executive Manager/ Faculty Executive Director (or delegate)	<ul style="list-style-type: none"> <li>a) Determine whether the staff member has achieved an exceptional standard of performance in meeting set performance targets, within pre-determined timeframes and budget.</li> <li>b) Determine if the staff member's contribution to a defined project or outcome, both in quality and quantity, has significantly advantaged the University. This provides for the recognition of a once-off extraordinary effort/event/project.</li> <li>c) Determine whether the staff member has outstanding performance that has produced specific outcomes and where the staff member has performed exceptionally but has reached the top of their incremental steps so that an accelerated increment is not an option.</li> <li>d) Ensure that no staff member received more than one bonus payment in any year without the approval of the Vice-Chancellor and President.</li> </ul> <p><b>Note:</b> There is no obligation on the University to pay a performance bonus in subsequent years.</p> <ul style="list-style-type: none"> <li>e) Ensure that a staff member has participated in the PDR process. An exception to this rule would be where a bonus is paid to recognise the efforts in a once-off extraordinary event.</li> <li>f) Ensure that the consideration of a bonus payment and the outcome of the request remains confidential and the decision made by the Executive Dean/Corporate Manager/Divisional Head or Vice-Chancellor and President is discretionary and final.</li> </ul>

10 Process: Requesting Payment of a Performance Bonus

Person Responsible		Actions
10.1	Head of School or Branch/ Faculty Executive Manager/ Faculty Executive Director (or delegate)	<ul style="list-style-type: none"> <li>a) Determine whether the staff member's performance is exceptional and their work has contributed to achieving significant outcomes/targets. Exceptional means the performance outcomes are unexpected and outside the normal substantive role and responsibility.</li> <li>b) Consider consistency with other staff members in applying the bonus.</li> <li>c) Consider the fixed dollar amount to be recommended as the performance bonus.</li> <li>d) Complete a <a href="#">Loading and Performance Bonus Request Form</a> (Appendix A) and provide information and supporting documentation that will assist the Executive Dean/Corporate Manager/Divisional Head to authorise approval of the recommendation or otherwise.</li> </ul>



10 Process: Requesting Payment of a Performance Bonus

Person Responsible		Actions
10.2	<b>Executive Dean/ Corporate Manager/ Divisional Head</b>	a) Consider Performance Bonus payment requests recommended by the Head of School/Branch for amounts up to 50K within the approved budget. b) Advise Head of School/Branch, if approval is granted, and forward to the Human Resources Branch to action payment. If not approved, ensure feedback is given to the Head of School/Branch.
10.3	<b>Vice-Chancellor and President</b>	a) Consider recommendations for a performance bonus to a staff member where the payment is greater than \$50K. b) Consider requests for performance bonus payments where it is proposed that the staff member will receive more than one bonus payment within a twelve month period.

11 Definitions

**Base Salary**

Base salary is the amount payable for the position as defined according to the classification standards in the Enterprise Agreement (as amended), and does not include any loadings or other negotiated salary).

**Ordinary Time Earnings**

Ordinary Time Earnings is a staff member’s substantive classification rate of pay and does not include incentive-based payments and bonuses, monetary allowances, overtime or penalty rates.

12 Useful information and resources

12.1	<b>University related documents and policies</b> <a href="#">University of Adelaide Enterprise Agreement 2014-2017 (as amended)</a> <a href="#">Recruitment Policy</a> <a href="#">Remuneration and Employment Benefits Policy</a> <a href="#">Performance, Development and Promotion Policy</a>
12.2	<b>Related legislation</b> <a href="#">Fair Work Act 2009</a> (Cth)
12.3	<b>Useful Web-links</b> <a href="#">HR Recruitment</a> <a href="#">HR Service Centre</a> <a href="#">Delegations of Authority</a>

## LOADING & PERFORMANCE BONUS REQUEST FORM

This form is to be used to request a loading or performance bonus to be paid to an existing staff member. The form must be accompanied by supporting documentation. Please refer to [Loadings, Allowances and Performance Bonus Procedure](#) for specific details.

**Complete and forward a scanned copy of the form and attachments to the [Human Resources Service Centre](#) for processing.**

STAFF MEMBER DETAILS	
Staff ID: ..... Position Title : ..... School/Branch: ..... Work Phone: ..... Title: ..... Family Name: ..... Given Names: .....	
TYPE OF LOADING REQUEST	
<input type="checkbox"/> Full Course Co-ordination <input type="checkbox"/> Most Complex Course Co-ordination <input type="checkbox"/> Program Co-ordination	
Reason: (Please provide a rationale for the specific loading. Attach documents if needed): ..... .....	
<input type="checkbox"/> Attraction/Retention Loading <input type="checkbox"/> Responsibility Loading	
Loading amount: \$ ..... *Express as FTE, fixed dollar annual amount. (This will be pro-rated for part-time staff)  *Loadings do not increase with pay increases and are not superannuable except as required to meet the Superannuation Guarantee with respect to superannuation payable on Ordinary Time Earnings.  Loadings in excess of 25% of maximum base salary will be forwarded to the Vice-Chancellor and President for consideration. Ensure a justification is provided as a separate attachment to the form.  Loading duration: Commencement date: ..... End date: .....  Please note: Loadings may only be granted for a maximum period of three years, after which the loading will cease  Reason: (Please provide a rationale for the specific loading and supply supporting evidence. Attach documents if needed): ..... .....	
<input type="checkbox"/> Performance Bonus      Lump Sum Payment: \$.....  Reason: (Please provide a rationale for the specific loading and supply supporting evidence. Attach documents if needed) .....	
RECOMMENDATION	
<b>Supervisor:</b> Name: .....  Signature: ..... Date: .....	<b>Head of School/Branch:</b>  This loading can be funded from existing budget    Yes <input type="checkbox"/> No <input type="checkbox"/>  If No, where will the budget come from? .....  Name: ..... Signature: ..... Date: .....
AUTHORISATION	
<b>Executive Dean/Corporate Manager/Divisional Head (For approval)</b> Approved: <input type="checkbox"/> Not approved <input type="checkbox"/>	
Name: ..... Signature: ..... Date: .....  *The Vice-Chancellor and President's approval is required for loadings of more than 25% of salary. (Refer to <a href="#">Loadings, Allowances and Performance Bonus Procedure</a> for details). On receipt of this form in the HR Branch, arrangements will be made to seek approval from the Vice Chancellor and President via a Memo.	

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## HIGHER DUTIES ALLOWANCE REQUEST FORM

This form is to be used to request a higher duties allowance for professional staff.

**Complete and forward a scanned copy of the form and attachments to the [Human Resources Service Centre](#) for processing.**

### STAFF MEMBER DETAILS

Staff ID: ..... School/Branch: ..... Work phone: .....

Title: ..... Family name: ..... Given names (in full): .....

Current classification: HEO ..... Step ..... Position no: .....

Full-time     Part-time.....hours (per week)

### HIGHER DUTIES DETAILS

Name of person being replaced if applicable (*please print*): ..... Position Title: ..... Position no: .....

Level and hours of higher duties to be paid : HEO ..... Step .....

Full-time     Part-time.....hours (per week)

Note: Higher Duties Allowance will be pro-rated for part time hours

Should the staff member be placed in the position of higher duties (to enable approvals through SSO, etc)?

Yes     No - please specify details of partial duties of the position .....

Period of higher duties from: .....to: .....

Comment  
.....  
.....

### RECOMMENDATION

**Supervisor**

Name: ..... Signature: ..... Date: .....

### AUTHORISATION

**Head of School/Branch**

Name:..... Signature: ..... Date: .....

**Supported**     **Not Supported**

If not supported state reason.....

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