

# Market Loadings Policy

## Section 1 - Introduction

(1) The University of Newcastle is committed to attracting and retaining exceptional staff and acknowledges that market loadings may be necessary to assist the University to compete for highly-qualified and sought-after staff in a global market.

(2) Market loadings may be initiated as part of a recruitment and appointment process or to retain existing staff in discipline areas where there is evidence of the need for market-based salary loadings to compete with comparable universities or other sectors.

(3) This policy should be considered in conjunction with the University's Recruitment Policy.

## Section 2 - Policy Intent

(4) The University will use market loadings in order to recruit and retain highly-qualified and sought-after staff to address external market forces. This will ensure that Academic and Professional staff classification levels are not artificially adjusted or changed to address market forces.

## Section 3 - Policy Principles

(5) The University will consider discretionary market loadings where there is a clear need to enhance the University's competitive position in response to market forces. For example:

- a. where repeated attempts to recruit into a specialist role have failed to attract a suitable candidate;
- b. where there is a need to enable access into niche research areas as part of the University's strategic positioning;
- c. where the University is in direct competition with other institutions for key staff;
- d. where there is clear evidence of threat to retaining key staff including counter offers from other employers, and
- e. where there are data in particular relevant remuneration benchmarks from external markets and comparable universities that demonstrates salary disparity.

(6) The use of market loadings will generally be associated with:

- a. senior appointments;
- b. emerging or current disciplines in high demand;
- c. professional staff in high demand professions generally at HEW 8 or above; and
- d. historically hard-to-fill disciplines.

(7) Market loadings will be subject to review, initially after two (2) years from commencement and then annually. Continuation of the loading will be subject to the review demonstrating:

- a. exceptional performance as assessed against clearly defined performance measures expressed within Performance Review and Development, and
- b. that the market forces that initiated the loading continue to exist.

(8) The initial two (2) year review period does not negate the necessity for an annual performance review as part of the Performance Review and Development cycle.

(9) In exceptional circumstances, market loadings may be approved as an ongoing commitment entered into as part of the recruitment negotiation process. In this instance the loading will be a superannuable loading.

(10) Where the loading is not ongoing in nature, it will be paid as a non-superannuable loading and is determined as a percentage of a staff member's base salary or as a fixed agreed rate. The loading will be paid on leave taken within service but not on leave paid out when the staff member ceases employment with the University.

(11) Market loadings are a College or Divisional commitment and will be budgeted and paid for by the College/Division.

## **Section 4 - Academic Staff**

(12) A determination of exceptional performance for academic staff will be based on the staff member's specific achievements within the following performance criteria:

### **Learning and Teaching**

(13) Exceptional achievement in teaching will entail evidence of at least two of the following:

- a. innovation in program and curriculum design and teaching strategy
- b. outstanding outcomes as evidenced by the receipt of teaching awards
- c. publication in internationally refereed journals dealing with teaching and learning
- d. attraction, retention and high completion rates of students.

### **Research and Innovation**

(14) Exceptional achievement in research will entail one or more of the following:

(15) Up to and including Level C - exceptional achievement in their discipline in comparison with their peers nationally, as evidenced by:

- a. an outstanding record of achievement in attracting research grants, and/or
- b. the publication of books and/or articles in high ranking national or international journals.

(16) Levels D and E - exceptional achievement in their discipline in comparison with their peers internationally, as evidenced by:

- a. leading successful bids for large nationally competitive grants;
- b. publication in first ranked international journals;
- c. publication by publishers of high international standing;
- d. election to learned societies and academies;
- e. having a leadership role within research teams; and/or
- f. attracting and successfully completing PhD students.

## Service and Engagement

(17) Exceptional academic leadership within the discipline, College and University, will include evidence of:

- a. Discipline - Leadership in the discipline which is characterised by exceptional national and international recognition, journal editorial board involvement and leadership roles in professional societies.
- b. College - Clear evidence of excellence in a leadership role within the College/University including demonstrating exceptional achievement of goals and outcomes commensurate with the College or University strategic direction.
- c. University - Significant roles in activities within and beyond the University which enhance the standing and reputation of the University and the College. There must be clearly articulated benefits derived by the College/University and the benefits to the community.
- d. Leadership - The exercise of leadership within the discipline, College, University in relation to developing, coaching and mentoring of colleagues.

## Section 5 - Professional Staff

(18) A determination of exceptional performance for professional staff will be based on assessment against the following criteria:

### Leadership

(19) Exceptional leadership within and beyond the professional field being clearly demonstrated within the University and recognised externally

### Professional/Technical Specialisation

(20) Exceptional achievement in an area of professional or technical specialisation recognised by peers nationally/internationally where this is not reflected in the HEW level for the role.

### University Contribution - In Excess of Role Expectations

(21) Significant contribution to the University over and above the role of the individual. This would typically be where the contribution is made in a particular area or to an extent not associated with the formal employment relationship.

## Section 6 - Teaching Staff

(22) A determination of exceptional performance for teachers will be based on the following criteria:

- a. innovation in program and curriculum design and teaching strategy;
- b. outstanding outcomes as evidenced by the receipt of teaching awards or acclaim;
- c. attraction, retention and high completion rates of students.

## Section 7 - Approvals

(23) The market loading must be initially approved by the Vice-Chancellor, or Deputy Vice-Chancellor (Academic) and Vice President, or Deputy Vice-Chancellor (Research and Innovation), or Chief Operating Officer (COO) with at least a 'two-up' manager approval required.

(24) The approval decision is to be based on advice from the relevant Pro Vice-Chancellor or Director as well as Human Resource Services.

(25) Subsequent extensions of the market loading may be approved by the respective Pro Vice-Chancellor, or the Chief People and Culture Officer.

## **Section 8 - Roles and Responsibilities**

(26) Each Pro Vice-Chancellor and Divisional Head is responsible for establishing a process within their College or Division to identify instances where a market loading may be appropriate.

## Status and Details

Status	Historic
Effective Date	21st May 2015
Review Date	31st December 2019
Approval Authority	Vice-Chancellor
Approval Date	21st May 2015
Expiry Date	11th October 2022
Responsible Executive	Martin Sainsbury Chief People and Culture Officer martin.sainsbury@newcastle.edu.au
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## Glossary Terms and Definitions

**"University"** - The University of Newcastle, a body corporate established under sections 4 and 5 of the University of Newcastle Act 1989.

**"Academic staff"** - An academic employee holding a substantive academic position of 0.5 full-time equivalent or above where the contract length is twelve months or longer.

**"Award"** - When referring to a University qualification, this term means an academic qualification approved by Academic Senate that is conferred when a student has met the relevant program requirements. For all other uses of this term, the generic definition applies.

**"Student"** - A person formally enrolled in a course or active in a program offered by the University or affiliated entity.

**"Candidate"** - With regard to Higher Degree by Research it has the same meaning as student. For all other instances it is a person considered for appointment to a position.

**"PhD"** - Is a Doctor of Philosophy degree, referred to as a Doctoral Degree (Research) by the Australian Qualifications Framework.

**"Program"** - When referring to learning, a program is a sequence of approved learning, usually leading to an Award. For all other uses of this term, the generic definition applies.

**"Staff"** - Means a person who was at the relevant time employed by the University and includes professional and academic staff of the University, by contract or ongoing, as well as conjoint staff but does not include visitors to the University.

**"Specialisation"** - When referring to a program, a specialisation is a sequence of courses, approved by the Program and Course Approval Committee, which students may be required to complete as part of their postgraduate coursework program. For all other uses of this term, the generic definition applies.

**"College"** - An organisational unit established within the University by the Council.