POLICY

Policy Title:  Senior Staff Performance Payments Scheme
Policy Owner:  Director, Human Resource Services Centre
Keywords:  1) Remuneration & Reward  2) Senior Staff  3) Performance Payment
Policy Code:  PL169 [hr132]

1. INTENT

This Policy outlines the University’s process of recognising and rewarding outstanding individual performance from its Senior Staff cohort.

2. ORGANISATIONAL SCOPE

All Senior Staff eligible for a performance payment as defined in this policy.

3. DEFINITIONS

<table>
<thead>
<tr>
<th>TERM</th>
<th>DEFINITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment Period</td>
<td>1 January to 31 December of each year.</td>
</tr>
<tr>
<td>Base Salary</td>
<td>Salary awarded for job classification level not including benefits or allowances.</td>
</tr>
<tr>
<td>Employee</td>
<td>An academic or professional staff member.</td>
</tr>
<tr>
<td>Executive Performance Agreement</td>
<td>Record of negotiated performance expectations and outcomes for the Senior Leadership Team.</td>
</tr>
<tr>
<td>Management for</td>
<td>A process to align individual and team work</td>
</tr>
</tbody>
</table>
### Performance

<table>
<thead>
<tr>
<th>My Work Plan</th>
<th>Record of negotiated performance expectations and outcomes for the employee.</th>
</tr>
</thead>
</table>
| Performance Payment | The Senior Staff Performance Payment is a variable remuneration component which is additional to the employee’s base salary. The Payment is determined on two components:
1. the University’s performance (performance targets determined by the Vice-Chancellor for the applicable year) weighted by the individual performance (50%); and
2. the individual’s performance (50%). |
| Pro- Rata | The percentage of the assessment period that an individual is employed in an eligible Senior Staff position. |
| Relevant Line Manager /Executive | The Supervisor /Executive with line management responsibility for the direct performance management of an individual. |
| Senior Staff | includes the following staff cohorts of the University:
   a) Senior Leadership Team
   b) Heads of Faculties (as defined in HR delegations)
   c) Directors (as defined in HR delegations)
   d) Heads of School
   e) Associate Deans
   f) Professors
   g) Director (Research Institute)
   h) Associate Heads of School
   i) HEW 10 Professional Staff |

### POLICY CONTENT

#### 4.1

‘Senior Staff’ defined by this policy are eligible to participate in the annual Senior Staff Performance Payment Scheme (SSPPS), subject to have been in the eligible position for at least six months of the Assessment Period.
4.2 The schedule of payment for Senior Staff:

<table>
<thead>
<tr>
<th>Senior Staff Cohort</th>
<th>Maximum Performance Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Leadership Team</td>
<td>10% of base salary</td>
</tr>
<tr>
<td>Heads of Faculties Directors (Professional Staff)</td>
<td>7.5% of base salary</td>
</tr>
<tr>
<td>Heads of School</td>
<td></td>
</tr>
<tr>
<td>Associate Dean</td>
<td></td>
</tr>
<tr>
<td>Directors (Research Institute)</td>
<td></td>
</tr>
<tr>
<td>Professors</td>
<td></td>
</tr>
<tr>
<td>HEW 10 Professional Staff</td>
<td></td>
</tr>
<tr>
<td>Associate Heads of School</td>
<td>5.0% of base salary</td>
</tr>
</tbody>
</table>

4.3 In the event that a Senior Staff position fits into two eligible groups, the individual will be rewarded as a member of the group that attracts the higher maximum Performance Payment.

4.4 It is the responsibility of the Senior Staff member to ensure that their SSPPS documents are completed accurately and on time.

4.5 The Vice-Chancellor may approve the inclusion or alteration of positions in the SSPPS from time to time.

**SSPP Calculation**

4.6 The SSPPS payment is comprised of two linked components:

1. Individual Performance Component (50%):
   - Based on individual performance that is negotiated with the Senior Staff member and assessed by their relevant Line Manager / Executive, through the Management for Performance System (MPS) or Executive Performance Agreement (EPA) and the SSPPS resulting in an individual performance score; and

2. University Performance Component (50%):
   - Calculated from a Base University Performance Component weighted by Individual Performance Component from (a) above. The UPC is calculated as follows:
     a) The Vice-Chancellor will determine performance targets at the start of the assessment period and assess the University's performance against these targets at the end of the assessment period resulting in a Base University Performance Component.
     b) The University Performance Component is determined by weighting the Base University Performance Component by the Individual
     c) Performance Component.
4.7 The Individual Component of the SSPPS is assessed on two requirements:
   1. meeting or exceeding MPS requirements:
      a) At a minimum to qualify for the SSPPS, the Senior Staff member must
         achieve a minimum overall assessment in the ‘My Work Plan’ or EPA
         of ‘Meets Expectations’ (3); and
   2. meeting or exceeding the SSPPS requirements:
      a) Senior Staff must be assessed by their Line Manager / Executive, as
         achieving a minimum of ‘Meets Expectations’ before being eligible for
         a Performance Payment; and
      b) Based on the assessment, the Line Manager/Executive will
         recommend a Performance Payment Percentage to the SSPPS
         Review Panel.

Review Panel
4.8 SSPPS Review Panel:
   a) The Deputy Vice-Chancellor (Academic) will convene a Review Panel who
      will recommend to the Vice-Chancellor the Performance Payment for each
      participating Senior Staff member (not including the Senior Leadership
      Team), based on the assessment of the relevant Line Manager / Executive.
   b) Membership of the Review Panel will be a minimum of three Senior Staff who
      are selected based on their level of expertise in the relevant Senior Staff
      group, and supported by a nominated member from the Human Resource
      Services Centre.
   c) The Panel’s Terms of Reference include:
      i. To sample the SSPPS submissions;
      ii. To moderate assessments and take into consideration gender equity;
      iii. To review the quality of assessments and provide feedback to the
           relevant Line Manager / Executive as required;
      iv. To invite (at the Panel’s discretion) the relevant Line Manager / Executive
           to provide further information or clarify their assessment; and
      v. To recommend to the Vice-Chancellor the Performance Payment for
         each Senior Staff member (not including the SLT).
   d) The Senior Leadership Team’s ‘Executive Performance Agreement’ will not
      be included in the scope of the SSPPS Review Panel.

4.9 Each annual Performance Payment stands alone in its assessment and calculation,
   and:
   a) May be paid, subject to nomination prior to the SSPP period as:
      i. Cash lump sum payment (paid through the payroll system and subject to
         income tax at the employee’s marginal tax rate); or
      ii. Payment credited directly to your UniSuper Superannuation Account as
         a pre-tax contribution;
   b) Is non-superannuable;
   c) Is calculated using the base salary rate current at the time of the payment;
   d) Does not form part of the base salary; and
   e) Must be taken as a one-off payment.
4.10 Pro-rata payment may apply in circumstances where:
   a) The participating staff member occupies a fractional full time position;
   b) Staff commence in an eligible Senior Staff position after the commencement of the assessment period and remain in that position until after the final date of the assessment period, where the period of service in the eligible position is at least six months;
   c) Staff commence in an eligible Senior Staff position at the commencement of the assessment period and finish their term before the end of the assessment period, where the period of service in the eligible position is at least six months and they retain their employment with the University;
   d) The participating staff member terminates their employment with the University prior to the final assessment and this termination is caused by ill health, death, retirement, redundancy, or non-renewal of a fixed-term contract; and
   e) In exceptional circumstances application may be made to the Vice-Chancellor for consideration of pro rata payment where staff do not meet the above criteria.

4.11 Periods of planned leave during the Assessment Period (on Long Service Leave, secondment, leave without pay and study leave) do not preclude an eligible staff member from the SSPPS provided that the absence is not more than six months. In such cases, payments are calculated on a pro-rata basis.

4.12 The Approval Authority for SSPPS is vested in the Vice-Chancellor.

5. ACCOUNTABILITIES AND RESPONSIBILITIES

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

Policy Owner

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

Senior Staff

Senior Staff are required to comply with this policy and to seek further guidance in the event of uncertainty as to its application.

6. RELATED DOCUMENTS:

6.1 The policy is supported by the following documents:

- ECU’s Strategic Priorities: Engaging Minds, Engaging Communities: Towards 2020;
- ECU’s Functional Plans;
- ECU’s Excellence Framework;
- SSPP My Work Plan template;
- SSPP Participant Form;
- My Research Plan template;
• Position Description – Professional Staff only;
• Role-Based Development Framework (RBDF);
• Record Management Policy.

7. CONTACT INFORMATION
For queries relating to this document please contact:

<table>
<thead>
<tr>
<th>Policy Owner</th>
<th>Director, Human Resources Service Centre</th>
</tr>
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<tbody>
<tr>
<td>All Enquiries Contact:</td>
<td>Director, Human Resources Service Centre</td>
</tr>
<tr>
<td>Telephone:</td>
<td>08 6304 2937</td>
</tr>
<tr>
<td>Email address:</td>
<td><a href="mailto:j.robertson@ecu.edu.au">j.robertson@ecu.edu.au</a></td>
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8. APPROVAL HISTORY

<table>
<thead>
<tr>
<th>Policy Approved by:</th>
<th>Vice-Chancellor</th>
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<tbody>
<tr>
<td>Date Policy First Approved:</td>
<td>October 2002</td>
</tr>
<tr>
<td>Date last modified:</td>
<td>December 2014</td>
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<tr>
<td>Revision History:</td>
<td>July 2010 (Approved by Vice-Chancellor 16 July 2010)</td>
</tr>
<tr>
<td></td>
<td>03 March 2011 (Reviewed Minor Changes – Approved by Director Human Resources)</td>
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<tr>
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<td>11 December (Reviewed Minor Changes – Approved by Director Human Resources)</td>
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<tr>
<td>Next Revision Due:</td>
<td>December 2017</td>
</tr>
<tr>
<td>TRIM File Reference</td>
<td>SUB/20232</td>
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