

## Annual IEA Salary Review Procedure

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**Business Owner:** Executive Director People, Culture and Wellbeing  
**Approval Authority:** Vice-Chancellor

### 1. PURPOSE

All employees on IEA continuing appointments are entitled to have their remuneration reviewed annually. An employee's first review is typically on the anniversary of their appointment (the "anniversary review") and all subsequent reviews occur as part of the Annual IEA Salary Review Process.

### 2. DEFINITIONS

IEA- Individual Employment Agreement

PD&A- Professional Development and Appraisal

### 3. OUTCOMES

This procedure seeks to:

- Provide the procedure to follow when conducting IEA Salary Reviews.
- Outline the responsibilities of managers and staff in the process.

### 4. PROCEDURE

#### A. REMUNERATION REVIEW FOR STAFF COVERED BY AN IEA

- a. All staff covered by a continuing Individual Employment Agreement (IEA) are entitled to have their remuneration reviewed annually. The remuneration review process outlined below is the only annual process that allows for IEA staff to receive remuneration increases.
- b. The annual remuneration review process for staff whose employment is covered by an IEA follows on from and is informed by individual performance reviews undertaken in March each year.
- c. Managers assess the performance of staff on an IEA using the Professional Development and Appraisal (PDA) Process and determine an overall performance rating. This overall rating is used to determine an appropriate recommendation for remuneration increases.
- d. Remuneration review parameters for staff on IEAs are determined by the Vice-Chancellor (VC) and Senior Management (SMG) annually. To establish these parameters, consideration is given to known market movement (based on market survey information), collective bargaining outcomes and affordability. Remuneration review recommendations for individual staff are determined within these parameters on the basis of the overall performance rating.

- e. There are four categories of remuneration rewards (see Table 1 below). Where category objectives/behaviours are satisfied, a remuneration reward takes the form of a base salary increase as follows:
- Category 1 – no category increase
  - Category 2 – category increase only (0.5%)
  - Category 3 - category increase only (1%)
  - Category 4 - category increase only (1.5%)
- f. This remuneration review process for staff on an IEA is authorised by the VC and SMG. Managers are to follow this process in determining IEA remuneration review outcomes.
- g. All roles covered by staff on IEAs should have a remuneration range that ensures roles are rewarded fairly and within the parameters set by the University.

*Note: This process is not an opportunity to recommend an out of parameters market adjustment to individuals' salaries. Where these are necessary or justified such adjustments must be made outside the IEA remuneration process via a properly constructed and approved business case. Any extraordinary market adjustments are not permitted through this process.*

## **B. HR SUPPORT AND RESOURCES PROVIDED**

- h. As part of the remuneration review process, each Faculty/Department/Business Unit will receive a spreadsheet from HR. Each Faculty/Department/Business Unit will be responsible for recording the overall performance rating for each staff member in the spreadsheet, together with the recommended remuneration review outcome. Further information is provided in Section J (below) about the process to be followed. The spreadsheet will contain the following information:
- Names of all staff members within the Faculty/Department/Business Unit covered by an IEA.
  - Current actual base salary for each staff member as a full time equivalent (FTE).
  - Allowances and/or loadings applying to the salary of the individual staff member. Any other benefits from the total package will also be shown.
- i. Managers should discuss any specific issues with their HR Business Partner in order to obtain advice and/or guidance about the application of the remuneration review process. Managers must ensure all reviews are completed for eligible staff and that the spreadsheets and recommendation forms are completed for each area within the timeframes provided in the annual IEA remuneration review timetable. HR staff are available to assist managers with the reviews and will follow up as necessary.

## **C. ELIGIBILITY FOR REMUNERATION REVIEW**

- j. The following staff are eligible for a remuneration review:
- All permanent staff covered by an IEA and eligible for a review\*
- \*Note: Staff who commenced their employment after September the previous year are not included in this remuneration review round.*

## **D. HOW STAFF QUALIFY FOR A FINANCIAL REWARD**

- k. To be considered for a financial reward staff must have achieved an overall performance rating in the PDA process of at least a 2C or above. Staff who receive an overall rating of 3A, 3B, 3C, 4A, 4B or 4C will not receive any remuneration adjustments. The intention of this process is to reward the achievement of performance objectives and the demonstration of relevant

competencies. The review parameters target higher financial rewards for those who have achieved superior levels of overall performance and competence. (See Appendix 1).

## **E. TYPES OF REWARD**

- A base salary increase. For part-time staff, the amount of the increase is to be recorded as equivalent to 1FTE. The HR/Payroll system will automatically calculate the pro rata amount by the staff member's part-time FTE.

## **F. REWARD LEVELS**

- In addition to the overall performance and competency rating achieved by the staff member, managers are expected to take account of the following parameters when making a remuneration review recommendation:
  - The need to retain staff and appropriately reward outstanding performance and conversely not to reward mediocre or unsatisfactory performance.
  - The need to meet current budget targets. Rewards must be informed by the overall remuneration review parameters set by SMG, current budgets and affordability.
  - The need to moderate the proposed level of rewards to ensure consistency and relativity across the work area.

## **G. WHAT IF THE STAFF MEMBER IS PART-TIME OR HAS HAD A PROLONGED ABSENCE DURING THE REVIEW PERIOD?**

- Managers must take into account the impact of part-time hours or where staff have been on parental leave or other prolonged absence during the period of review. The same performance standards apply to these staff as for other staff.
- The key issue is evaluating their performance relative to opportunity. The staff members' PDA should reflect the circumstances that have applied during the period of review (e.g. number of hours worked if part-time, length of time away on parental leave or other prolonged leave, etc.). This will inform managers whether the staff members' performance against their PDA objectives and competencies is relative to the opportunity to achieve them.

## **H. EFFECTIVE DATES**

- All IEA staff have a performance and salary review date of 31 March (with the exception of those who are entitled to an Anniversary Review).
- The performance review period to be considered may be longer than twelve months for some eligible staff if their commencement date fell between September the previous year and 31 March.
- Managers need to take account of any extended review period for such staff, in terms of both overall performance review outcomes and the remuneration review recommendations that should apply. The only exception will be if an Anniversary Review was undertaken during the review year.
- Table 1 provides managers with the SMG agreed parameters on how to establish a remuneration review recommendation appropriate to a staff member's overall level of performance and competence. Your HR Business Partner/Advisor is available to discuss and advise you upon any performance / pay recommendations.

## **I. WHAT IF THE STAFF MEMBER IS NOT SATISFIED WITH THE OUTCOME?**

- The staff member should raise and discuss any concerns with their manager. The manager must seek HR advice before this meeting. Should the staff member's concern not be resolved at the

meeting with their manager the staff member is required to send a written request to the Executive Director, People, Culture and Wellbeing (copied to their manager) detailing the circumstances and result of the Remuneration Review Process, the reasons why they are requesting reconsideration, and the remedy they are seeking.

- t. The Executive Director, People, Culture and Wellbeing will communicate with the relevant parties involved and will make a final and binding decision. All requests for reconsideration must be notified no later than the date specified in the Annual IEA Review timeline. Any requests will be promptly reviewed.

## **J. PROCESS STEPS AND TIMEFRAMES FOR REMUNERATION REVIEWS**

Following are the steps and the actions required of managers undertaking remuneration reviews for IEA staff. Should these timeframes not be adhered to, any reward recommendations will not be able to be actioned until such time as reward recommendations are reviewed within HR to ensure rewards meet agreed parameters.

### **Step 1: Complete Performance Reviews no later than the date specified in the Annual IEA Review timeline**

- The manager and staff member meet to review and discuss performance against the PDA work plan.
- Performance review meeting outcomes are documented and signed by the staff member and manager (i.e. the review forms are appropriately completed).
- An overall performance rating is provided by the manager to the staff member.

### **Step 2: Make Reward Recommendations no later than the due date specified in the Annual IEA Review timeline**

- The manager determines an appropriate reward recommendation within the established parameters (refer sections D, E and F above, and G and H if appropriate) and completes the relevant documentation (IEA Salary Review Recommendation Form).
- The manager sends all documentation to their Dean/Director/Manager, including completed PDA forms and recommendation forms. *(If the recommending manager is the Dean/Director or Manager their recommendations are put forward as part of Step 3 below.)*
- The Dean/Director/Manager reviews all recommendations and documentation for the Faculty/Department and checks for consistency and equity across the Faculty/Department. This check may involve support and input from the HR Business Partner and the recommending manager.
- The Dean/Director/Manager ensures the recommendations are entered into the spreadsheet provided by HR for that purpose.
  - Salary Increase: The HR/Payroll system automatically calculates the pro rata amount for a salary increase for part-time staff. Therefore, the amount entered in the spreadsheet for a salary increase for part-time staff should be the fulltime equivalent (1FTE) amount.

Reasons must be provided in the spreadsheet for any eligible staff who are not included in the process, for example on leave without pay. No lines in the spreadsheet are to be deleted or added even if a staff member has resigned, rather a note is to be made against all names.

### **Step 3: Faculty/Department**

- The respective SMG member or Director of large Departments oversees all the recommendations and documentation for their Faculty/Department to check for

consistency and equity across the group. This check should involve the HR Business Partner and where required the Dean/Director/Manager.

- Any recommendations that are not consistent must be discussed with the recommending manager and adjusted to fit the agreed parameters.
- The respective approved recommendations and the signed off recommendation forms for each person must be provided to the appropriate HR no later than the date specified in the Annual IEA Review timeline for final audit and checking.

#### **Step 4: Notification of Outcome**

- Generic letters are prepared by HR from the completed recommendation forms and will be distributed to managers for their signature.

Letters will be sent to Managers on the date specified in the Annual IEA Review timeline. Managers should meet with their staff individually to advise the outcome of the remuneration review and to give them their letter confirming the outcome.

#### **Step 5: Payment of Rewards**

- All documentation (completed PDA's, remuneration recommendation forms and copies of letters) will be retained and filed on personnel files.
- All rewards will be paid on the date specified in the Annual IEA Review timeline.
- Base salary increases will be effective 1 October.
- If any reviews have not been completed within the designated timeframes no reward payments will be made until such time as all salary review process requirements have been satisfactorily met. Any late reviews will be raised with the appropriate SMG member.

### **5. RESPONSIBILITIES**

Human Resources is responsible for the eligibility information being provided to the managers and administering the outcome letters.

Managers are responsible for conducting the PD&A's with their employees and providing the recommendations to HR by the advised timeframes in the Annual IEA Review timeline.

The Vice-Chancellor will give final approval of all review outcomes.

Payroll will process any salary amendments resulting from the review.

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### **6. LINKS TO PROCEDURE(S) AND OTHER RESOURCES**

[Professional Development and Appraisal Guidelines](#)  
[Professional Development and Appraisal Policy](#)

## Appendix 1

### IEA-Covered Staff Salary Review Outcome 2021 - Guide for Managers

Category:		Category 1*	Category 2*	Category 3*	Category 4*
<b>PDA Overall Performance Rating</b>		No base salary increase for category 1.	**Base salary increase of 0.5% for category 2.	**Base salary increase of up to 1% for category 3.	**Base salary increase of 1.5% category 4.
<b>1A</b>	Exceeded objectives /consistently demonstrated behaviours				✓
<b>1B</b>	Exceeded objectives/usually demonstrated behaviours			✓	
<b>2A</b>	Achieved objectives/consistently demonstrated behaviours				
<b>1C</b>	Exceeded objectives/scope for development		✓		
<b>2B</b>	Achieved objectives/usually demonstrated behaviours				
<b>2C</b>	Achieved objectives/scope for development				
<b>3A</b>	Partially achieved objectives /consistently demonstrated behaviours				
<b>3B</b>	Partially achieved objectives/ usually demonstrated behaviours				
<b>3C</b>	Partially achieved objectives/scope for development				
<b>4A</b>	Did not achieve objectives/consistently demonstrated behaviours	✓			
<b>4B</b>	Did not achieve objectives/usually demonstrated behaviours				
<b>4C</b>	Did not achieve objectives/scope for development				

**Notes:** \* For managers with staff who have a performance pay and/or at risk component, please discuss with your HR Business Partner/Advisor.  
 \*\* Enter total recommended base salary increase in Box (a) on Recommendation Form.

