



UNIVERSITY OF THE
WITWATERSRAND,
JOHANNESBURG

REMUNERATION AND REWARD POLICY

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1. BACKGROUND

The University recognises that it needs a holistic remuneration policy and strategy in order to attract, retain and engage high quality academic and support staff whilst at the same time ensuring good governance, equity, fairness, consistency and transparency in remuneration decisions

1.1. Policy

The University shall reward staff fairly, equitably and consistently in accordance with their value and contribution to the University, whilst also promoting a high performance culture through differentiated rewards to reward and recognise varying levels of good performance at both individual and institutional level

1.2. Purpose of the policy

The purpose of the remuneration policy is:

- To support the University's overall strategy and goals and align remuneration strategies and processes to institutional needs
- To attract, motivate and retain the right employees who will deliver against the institutional goals
- To offer a holistic Employee Value Proposition
- To ensure that its remuneration offering is competitive, well defined, branded and clearly communicated
- To optimise the return on investment of remuneration and benefits by balancing the reward offering in terms of financial and non-financial rewards
- To ensure that the University complies with corporate governance guidelines in the way that remuneration is managed
- To ensure the integrity and legitimacy of the total remuneration approach, the development and application of remuneration-related policies, programmes and practices across all parts of the University as well as ensure that all remuneration

decisions are directed by core guiding reward principles contained in the reward philosophy

1.3. Principles

1.3.1 A Total Rewards Approach

The University shall strive to find the appropriate mix of total rewards, including monetary and non-monetary rewards that will attract, motivate and retain employees

1.3.2 Performance based remuneration

The University shall through its remuneration policy and strategy reward and recognise high performance that delivers organisational results

1.3.3 Internal Equity or Parity

The University shall endeavour to reward its staff fairly and consistently according to their role and contribution. However the University accepts that reasonable differences in the remuneration packages of employees performing similar roles may exist. These may be the result of external market factors related to the employment of persons in scarce and critical skills categories as well as to factors related to the individual including inter alia, their length of service, prior earnings, performance, qualifications, skills and experience

1.3.4 External Competitiveness

1.3.4.1 Market Positioning

The University is committed to ensuring that the guaranteed remuneration of all its employees is competitive in the relevant marketplace

The University will measure its remuneration relative to the higher education market for

- academic staff, and
- senior or executive staff (including the Vice-Chancellor, Deputy Vice-Chancellors, Deans, Heads of School and other support staff at Peromnes levels 1-4)

as this is the *primary* market from which the University attracts and to which it potentially loses academic staff and senior management staff

The University will measure its remuneration rates relative to the National market for support staff (Grades 5-18) as this is the *primary* market from which the University attracts and to which it loses support staff, in these categories

Whilst it is expected that there may be exceptions in particular disciplines where staff are not always attracted from or lost to the primary market, e.g. academic staff in professional disciplines like law and engineering may be drawn from and lost to both the higher education and the national market, this policy is flexible enough, without derogating from general principles, to cater for such anomalies which may arise from time to time

Total packages will be referenced to the external market's guaranteed package figures based on the rates for the specific jobs and grades being surveyed. When referencing to the

external market, the University will utilise appropriate, reputable survey houses with valid and reliable data

1.3.4.2 Remuneration Ranges or Pay Scales

The University shall design, implement and annually review its pay scales. The design of Wits Pay Scales shall be guided by a number of key “best practice” principles. The Pay Scales shall seek to obtain the balance between affordability and competitiveness

The following features shall be incorporated in the design of the University’s Pay Scales. It shall:

- support the remuneration philosophy encapsulated in this policy
- uphold internal and external equity are upheld
- be flexible enough to respond to internal and external pressures
- ensure consistent decision-making and application of the remuneration philosophy
- not involve disruptive or unnecessarily costly implementation
- have appropriate stakeholder buy-in
- be legally defensible
- be affordable yet competitive

1.3.4.3 Midpoints of the Pay Scales

The midpoint of the pay scale shall be referenced as follows:

- the *75th percentile* of the higher education market for senior/executive staff including Vice-Chancellor, Deputy Vice-Chancellors, Deans, Heads of Schools, Registrar, and other support staff at Peromnes Levels 1-4
- the *75th percentile* of the higher education market for academic staff
- the *50th percentile* of the national market for support staff

Any remuneration structures such as pay scales that are developed and implemented will therefore be underpinned by this philosophy. This does not however mean that all employees will be remunerated at the reference points. The pay scales based on this philosophy will provide a range spread (1.3.4.4) around the market reference point within which salaries will be determined based on the determinants of pay defined in this document. The midpoints referred to herein, shall be reviewed periodically to ensure institutional affordability and competitiveness.

1.3.4.4 Remuneration Differentials or Range Spread

To ensure remuneration differentiation between employees on the same level is equitable, the University shall develop and publish a pay scale

The differential between the midpoint of each grade and the top and bottom of the pay scale shall generally not be in excess of 20% on either side of the midpoint

The scales shall be adjusted annually, based on market data obtained from appropriate, credible survey houses with valid and reputable data, and also to which the majority of the 23 higher education institutions subscribe

Whilst it is acknowledged that for the purposes of equity, consistency and internal parity, it is important for all staff to be remunerated within the agreed pay scales, it is also important

for the University to retain flexibility to attract and retain top talent in the highly competitive environment in which it functions. This flexibility shall however be exercised responsibly with due regard to ensuring accountability and shall be subject to monitoring by the REMCO

Accordingly, all employees shall be remunerated within the pay scales for their grade or level subject to the following exceptional circumstances

- It is implicit that no employee shall be paid below the minimum of the pay scale for their grade or level except if they are appointed in terms of an approved development plan with specific, measurable defined outcomes over a period, generally not exceeding three years
- All new employees shall be paid at some point between the minimum and maximum of the pay scale, depending on various factors including internal parity, current earnings, skills, qualifications, experience and scarcity. However, it may sometimes be necessary in exceptional circumstances, to negotiate a package beyond the maximum of the pay scale. This may be due to the exceptional or unique skills, experience and qualifications of the individual, his/her current earnings or due to market factors relating to attraction of scarce or critical skills to meet operational and strategic needs. In such a case the head of the hiring unit must motivate in writing and obtain the approval of the relevant Deputy Vice-Chancellor to offer such potential new employee a package in excess of the maximum of the pay scale
- Existing staff who are earning above the maximum of the pay scales as at date of promulgation of this policy will not receive a reduction in package nor will they be prejudiced in relation to future increases

For the purposes of monitoring, the REMCO shall receive a list annually, of all members of staff that are being paid above the maximum of the pay scale. A separate list shall also be included of all new appointees for the preceding one year, who were offered salaries in excess of the pay scale and the reasons therefore. REMCO shall monitor trends and where necessary make recommendations for revision of policy or procedure or other corrective action

1.3.5 Open and transparent communication

All information required to make sound and informed decisions in respect of rewards within the University will be communicated openly and transparently. Open and transparent communication regarding policy and principles governing remuneration enhances the quality of decisions, creates honesty and establishes ownership and accountability. However all information related to individual remuneration is a private issue and the University will take all necessary steps to practice confidentiality in this regard

1.3.6 Objective reward decisions

All remuneration decisions shall be made fairly and objectively by budget holders within the guidelines of this remuneration policy.

In order to ensure that all line manager discretion is managed effectively the University will ensure that a broad base of competence and skills in respect of remuneration is established in the University, and is achieved through the ongoing provision of training, advice and consultation, facilitated by the utilisation of the existing Human Resources structures in the organisation

1.3.7 Non-discriminatory practices

All reward policies and practices shall be free of inequitable distinctions. Any inequitable discrimination based on race, gender, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, conscience, belief, political opinion, culture, language, and birth is unacceptable to the University. Equitable distinction based on inter alia performance, skill, qualifications or the principles contained under the Employment Equity Act are however acceptable

1.3.8 Affordability and sustainability

In accordance with the University budgeting and finance strategy, limits are set in terms of what is affordable in respect of reward and other human capital costs. The University is also constrained to strive towards targets imposed by the Department of Higher Education. The University will therefore invest in their human capital on the basis of current affordability and future sustainability

1.3.9 Legislative compliance

The University will ensure that all reward practices are in compliance with South African law. These include, but are not limited to, the Labour Relations Act, the SA Tax Legislation and the Basic Conditions of Employment Act

1.3.10 Flexibility

Remuneration shall be sufficiently flexible to take into account changing environmental and institutional dynamics

1.3.11 Monitoring

A Remuneration Committee of Council, which has as its membership a majority of external members of the University Council, will have responsibility for approving and monitoring the implementation of all remuneration policies, procedures and strategies and reporting accordingly to Council

1.4. Job Evaluation or grading

The University uses the Peromnes Grading system to establish a support staff, job worth hierarchy linked to a remuneration structure which fairly differentiates between jobs of different value. Similarly clear guidelines exist for Academic Staff progression through an academic structure and competency model that is being used widely in the Higher Education environment.

1.5. Guaranteed Remuneration and benefits**1.5.1 Basis for Remuneration**

The University follows a Total Package approach to structure Remuneration. The total value of the guaranteed remuneration and benefits package is expressed as the total benefit to the individual as well as a cost to the organisation. All elements of the guaranteed remuneration and benefits package are added up, and the total constitutes the Total Package.

Within the total package remuneration structure, the University offers employees an appropriate and market related level of retirement, medical aid and other benefits which will enable the University to attract and retain a capable workforce while ensuring that the range of benefits offered is applicable to the needs of employees and is aligned to their lifestyles. As part of the Total Package structure, employees are able to structure their packages according to their individual needs and in line with legislative requirements.

The Total packages can include the following:

- Basic Cash
- Contribution towards Retirement/Pension Fund (Pensionable salary is a percentage of Total Package between 40-80% as allocated by the employee)
- Contribution towards Medical Aid (Compulsory unless the employee is registered as a member of their spouses medical aid)
- 13th Cheque (The employee can structure a 13th cheque within his/her Total Package)

A total cost to company approach is followed by the University because:

- Employees can see and value the total benefit received in the form of guaranteed remuneration.
- Remuneration costs related to the guaranteed remuneration package can be managed more effectively.
- It is the only truly equitable way of managing reward, because:
 - Like is compared with like
 - Salary packages can effectively be benchmarked in the market

1.5.2 Fixed Remuneration

Individual worth, as determined by scarcity factors, the appropriate qualifications, skills, experience and competence, of the individual is the most important factor in determining fixed remuneration. Any changes to fixed remuneration of staff shall be based solely, fairly and objectively on performance

1.6. Salary Increases

1.6.1 Annual Review of Pay Scales

In order for the University to maintain an appropriate remuneration market comparison vis- à-vis the relevant market, pay scales will be reviewed and adjusted annually by REMCO.

The pay scales shall be adjusted based on market data obtained through reputable survey houses who collect and maintain valid and reliable data and to which the majority of the 23 higher education institutions subscribe. The following principles will be followed in conducting comparative benchmarking:

- Remuneration will be benchmarked on the basis of total package

- Benchmarking will be conducted annually i.e. an external market comparison

1.6.2 General Salary Increases

General salary increases shall be negotiated annually with the recognised Unions through the Joint Staff Bargaining Forum, in terms of any collective agreement where applicable, and shall be informed by:

- Overall institutional performance
- Projected inflation
- Affordability and sustainability
- Agreed market benchmarks

1.6.3 Remuneration reviews and remuneration management

All existing individual remuneration packages shall be reviewed periodically by the relevant line manager and budget holder. This review will in due course become part of the annual performance review in terms of the Performance Management policy once the latter system has been piloted and successfully implemented.

No employee shall be automatically entitled to a salary adjustment pursuant to a review. All adjustments to individual remuneration fixed packages shall be dependent on affordability and sustainability. Fixed package, remuneration adjustments are based on consistent performance assessed over a minimum period of three years. Accordingly, whilst an employee's package may be reviewed annually, the individual's total package may only be adjusted every three years based on consistent high performance over the three year period, among other factors. All adjustments will be subject to the employee not exceeding the maximum of the pay scale.

For the purposes of monitoring, the REMCO shall receive a list at the beginning of each year listing all individual remuneration increases in the preceding calendar year and the quantum.

Individual remuneration reviews for existing staff shall be guided by the following general principles which may be further adapted by each faculty or division and approved by Faculty Staffing and Promotions Committee for academic staff or Human Resources Committee in the case of support staff:

1.7. Variable Remuneration

All variable remuneration shall be paid in terms of this policy and no new forms of variable remuneration may be introduced without the prior approval of REMCO. See annexure A for schedule of allowances.

1.7.1 Performance related bonuses

The University endeavours to communicate and translate the achievement of key performance areas and objectives into earning opportunities for each employee or group of employees (teams) through the implementation of fairly and objectively determined non- pensionable, performance related bonuses.

Performance related bonuses, may be paid annually, depending on affordability, to eligible staff based on the outcomes of the structured annual performance review in terms of the principles contained in the approved Performance Management policy. All other ad hoc performance/merit bonuses will be discontinued.

For the purposes of monitoring, corrective action and policy review, the REMCO shall receive a list at the beginning of each year, including quantum, of all merit related bonuses paid in the preceding calendar year.

1.7.2 Acting and Responsibility Allowances (See Temporary Deployment of Staff Policy)

It is generally accepted that under normal circumstances an employee is expected to undertake additional work, share work responsibilities and provide continuity, for example when a colleague takes leave or resigns. Under these circumstances the employee is not entitled to additional pay. However, the University recognizes that special provision needs to be made to recognize and compensate an employee when s/he is requested to undertake additional duties as defined below:

1.7.2.1 Acting allowance

This is applicable where an employee officially assumes all the duties of a higher grade position generally for a period of one- six months. Acting appointments should not, unless there are exceptional circumstances, extend beyond 6 months. Staff members acting in higher level posts at Grades 1-5, shall receive a non pensionable, acting allowance, which shall cease automatically at the end of the term of appointment, as follows:

- i. 100% acting appointment while also performing all activities(100%) of substantive position: 20% of substantive total remuneration package
- ii. 100% acting appointment with reduced responsibility for activities of substantive post: 15% of substantive total remuneration package
- iii. 50-100% acting appointment with full responsibility for activities of substantive post: between 5- 10% of substantive total remuneration package
- iv. Less than 50% acting appointment with full responsibility for activities of substantive post: 5% of substantive total remuneration package

1.7.2.2 Responsibility Allowance

This is applicable where an employee undertakes significant additional responsibility at the same level (for example, a project) for a period of one month or longer. An employee in such circumstances may receive a responsibility allowance of up to 10% of his/her total package. Eligibility for such allowance shall be at the discretion of the employee's Head of Department. The Head shall take into account factors such as the nature of the additional and current responsibility and work-load, in determining whether or not to grant such an allowance. Staff members at Peromnes levels 1-4 are generally not eligible for responsibility

allowances. Where the additional responsibility extends beyond six months, the line manager should look at other options including job redesign and re-grading.

1.7.3 Scarcity Allowances

Scarcity in particular disciplines is driven by market supply and demand and varies from time to time. In exceptional circumstances, depending on availability of budget and subject to approval by the relevant Deputy Vice-Chancellor, a faculty may agree to pay a non- pensionable scarcity allowance between 5- 15% of the employee's total package, to particular categories of staff or to individual staff members. All scarcity allowances must be reviewed annually to ascertain if the scarcity still exists and employees shall have no rights or expectations in regard to the continuation of a scarcity allowance. The following factors, inter alia can be used to determine scarcity

- the turnover rate of employees in a particular discipline is significantly above the average turnover experienced by the faculty/university
- a large number of vacant posts exist in the discipline
- vacancies are proven to be difficult to fill e.g. few/no applications from suitably qualified persons despite wide advertising and use of search strategies
- the skills for the job must require an advanced knowledge in a field, science or discipline obtained through formal studies and / or specialized instruction and / or years of service or experience;
- reasons / factors given by employees with requisite skills for leaving must indicate market pull factors

For the purposes of monitoring, corrective action and policy review, the REMCO shall receive a list at the beginning of each year, of all scarcity allowances paid in the preceding calendar year

1.7.4 Internal Secondment to a higher level post (See Temporary Deployment of Staff Policy)

An employee who is seconded internally to a higher level position shall receive a secondment allowance of between 5-20% of his/her substantive package depending on the nature, complexity and scope of the post and the duration of appointment. This does not apply to secondment into academic leadership positions such as Dean or Head of School where the remuneration rates are specified in the applicable policy

1.7.5 External subventions

The University recognises that staff in certain categories of scarce or critical skills may be eligible for and receive non-pensionable salary subventions from external bodies. In such cases the external subventions, including duration, will be considered as part of the holistic assessment of an employee's earnings during the periodic salary review process

1.7.6 Night Shift Allowances

Night shift allowances shall be granted in terms of the Basic Conditions of Employment Act, associated regulations and codes of good practice

Where the major portion of a shift consistently falls within the hours of 18h00 on one day and 06h00 on the next day an employee shall be entitled to a shift allowance or to a reduction in working hours

If at least half of the shift was worked between 18h00 and 06h00 then the shift will be deemed to be worked as a night shift

Night shift allowances shall increase by the same amount as the general salary increase each year

1.7.7 Cell Phone Allowances

Mobile cellular communication is beneficial when used to enhance the accessibility and productivity of staff. Certain categories of staff that are regularly expected to use their cell phone for business purposes may be eligible for a cell phone allowance. This allowance is not guaranteed and depends on operational factors, the nature and level of the position, need for accessibility and the job related mobility of the incumbent. Where an employee is required to make calls from a private cellular phone on an infrequent basis s/he may be reimbursed for actual expenses incurred rather than receipt of an allowance.

All cell phone allowances are granted in the discretion of the relevant member of the Senior Executive Team (SET). Cellular phone allowances must be renewed every two years.

The staff member is required to procure and maintain their own cell phone contract and cellular instrument and to ensure that the contract and instrument is suited for both private and business purposes.

The individual is further responsible for settling all charges with the service provider. A flat monthly allowance, based on the grade of the employee, will be added to the individual's salary and taxed accordingly. The quantum of the allowances will be reviewed from time-to- time by the Remuneration Committee of Council.

Where the employee spends more on the cost of calls than the allowance set out, the employee may claim the extra costs. An itemised bill should be approved and authorised for the additional cost of the actual calls made, as is prescribed in the Payment Procedures of the university.

1.7.8 Settling-in Allowance (seeRelocation Policy)

New staff members who are appointed for a minimum of one year and who relocate to Johannesburg shall receive a once-off, non-pensionable settling-in allowance, taxable according to prevailing SARS legislation, as follows:

- relocation from within South Africa (normallyexcluding Gauteng Province) - 5.5% of total annual package.
- relocation from outside South Africa (including Lesotho and Swaziland) - 11% of total annual package

1.7.9 Standby Allowance

If it is an inherent requirement of the job that an employee is available for performance of duty outside of his/her normal working hours an employee may be granted a standby

allowance for the specific days on which s/he was asked to be on standby. In the event of a call out the employee is also entitled to overtime as applicable

1.7.10 Miscellaneous Allowances applicable to staff employed in Campus Control

In addition to night shift and standby allowances, staff in Campus Control may also be eligible for the following allowances:

1.7.10.1 Drivers Allowance

1.7.10.2 Operators Allowance

1.7.10.3 Dog Handlers Allowance

1.7.10.4 Meal Allowance

1.8. Additional Earning Potential(See Externally Funded Work Policy)

The University environment provides academic staff with the opportunity to expand the University's teaching, research and technologies through partnering with individuals, organisations (universities, industries, agencies, associations and/or governments) and this may result in additional income for the academic involved. The University further encourages the engagement of Academics with private organisations in a way that enhances the University environment and provides further learning opportunities for students. This form of additional income is regulated by the Externally-funded Work Policy.

The University strives to understand all potential earnings of staff and so encourage staff to disclose their full additional earnings which will enable the University to assess their remuneration in a holistic manner. All additional earnings through the externally funded work policy shall be factored into periodic salary reviews.

1.9. Reward Environment

The reward environment at the University forms an important component of the total rewards offering to employees.

1.9.1 Recognition

Formal recognition schemes such as the R W Charlton Awards for Support staff, the Vice- Chancellors Teaching Awards and Research awards as well as informal recognition schemes exist to encourage employees to deliver outstanding value and behaviours. Recipients of such awards are recognised publicly through the University communication structures. Recognition will at all times be significant enough to inspire other employees to exhibit the same behaviours.

1.9.2 Award for the achievement of a recognised qualification

In support of its excellence and staff development objectives and to promote a culture of continual learning, the University shall, subject to proof being provided, reward employees who are employed on a fifty percent (50%) and above appointment, who attain relevant qualifications from accredited higher education institutions as follows:

Support Staff: (1) Attainment of a relevant qualification which is at an NQF level higher than their existing highest qualification that is directly relevant/beneficial to the employee's current role and responsibility

(2) Attainment of relevant qualification which is at an NQF level equivalent to their current highest qualification but which is directly relevant/beneficial to the employee's current role and responsibility

Academic staff: (1) Attainment of a relevant qualification at an NQF level higher than their existing highest qualification

(2) Attainment of a relevant postgraduate qualification in teaching and learning or education. This award is not generally applicable to academic staff members employed in the teaching and learning/education discipline who are expected to pursue such qualifications.

Interim certificates awarded after the completion of a module or semester (i.e. parts of a qualification) does not qualify for the award

The award is made on motivation by the head of school (academic staff) or head of division (support staff) to the Senior Director Human Resources. A certified copy of the qualification certificate must be attached

See Annexure A point 6

1.9.3 Doctoral Qualification Research Incentive Award

Academic employees who are employed on a fifty percent and above basis who are awarded a doctoral qualification shall be eligible for a research incentive award. This award is paid into the staff member's research account (which may be used to fund conference attendance). The quantum of such award shall be determined and periodically reviewed by REMCO

1.9.4 Learning and Development and Career Growth

The University offers its employees an environment that encourages employees to grow and develop through various formal and informal development initiatives

1.9.5 Employee Wellbeing

The University encourages a work environment that rewards outputs and encourages healthy work-life integration. The university will strive to expand the range of services available to employees to enhance their safety, health and wellness

2. Remuneration Committee of Council (REMCO)

In order to ensure good governance and oversight of the Remuneration policy and practices within the University, a Remuneration Committee shall be established. This committee reports directly to Council

2.1 Membership

Membership of this committee should consist of:

External Members

- Chairperson of Council
- Deputy Chairperson of Council
- Chairperson of the Finance Committee of Council (Chair)
- Up to two additional external members of Council nominated annually, in the discretion of the Council

Internal Members

- Vice- Chancellor
- Deputy Vice-Chancellor: Operations and Finance
- One representative nominated annually by SET/SMG

The Senior Director Human Resources and the Chief Finance Officer shall be in attendance at all REMCO meetings. The Benefits and Remuneration Manager of the University shall be the secretary to REMCO

The chairperson shall be the Chairperson of the Finance Committee of Council and if s/he is not present at any meeting, a Chairperson shall be elected from the external membership present at the relevant meeting for the duration of that meeting

The term of office for nominated REMCO members is 1 calendar year

Remuneration experts may be invited to attend committee meetings from either external or internal resources

The internal members (Vice-Chancellor, Deputy Vice-Chancellor and SET/SMG representative) shall be excused for Agenda items relating to their remuneration and performance or where they have a conflict of interest

2.2 Meetings

This committee should meet no less than twice per annum. Two Agenda's will be prepared. The main agenda shall be distributed to all members while the Agenda relating to SET/SMG remuneration and benefits shall be circulated to non-university members only

2.3 Decision Making

Only the non-University members of Council shall have full voting rights at this committee, although consensus is generally advocated. The Vice-Chancellor, Deputy Vice-Chancellor and SET/SMG representative shall have voting rights unless they have a conflict of interest in the relevant Agenda item

2.4 Terms of Reference of the Remuneration Committee

- 2.4.1 To develop and recommend to the Council an appropriate Remuneration Policy and Strategy for the institution. This policy should contain all the elements required to

empirically guide the work of the committee in terms of good remuneration governance and management and should serve to guide remuneration changes during the normal course of operations

- 2.4.2 To approve mandates for overall annual institutional remuneration increments in consultation with the Chairperson of the Finance Committee and in accordance with institutional affordability, appropriate market comparisons, and the principles of remuneration differentials between and within grades
- 2.4.3 To make decisions on behalf of Council on all senior/executive (Vice-Chancellor, Deputy Vice Chancellors, Deans, Heads of School and Peromnes Grades 1-4), remuneration levels including annual reviews for incremental purposes
- 2.4.4 Have oversight of the development and implementation of the performance management (including incentives) for all senior/executive appointees. The outcomes should be monitored by the Remuneration Committee who should make recommendations to Council for any changes to the current system or the actual remuneration packages of executives as a result of a performance evaluation
- 2.4.5 To annually review grading mechanisms and remuneration systems and structures for the institution and make appropriate recommendations to Council
- 2.4.6 To annually review the pay scales for the University
- 2.4.7 To actively promote the development and implementation of credible and appropriate Performance Management systems within the institution and to ensure that the principles of this system are applied throughout the institution and are within the context, meaning and intent of the University's values, culture, vision and mission
- 2.4.8 To make any other recommendations to Council as and when required that have a bearing on remuneration matters for the institution

3. Scope

This policy shall unless otherwise indicated, apply to all permanent staff and staff on fixed- term contracts of one year and longer

4. The Protection of Personal Information Act, 4 of 2013

- 4.1** In order to give effect to this Policy and to the relevant employment contracts, the University may be required to process personal information and/or special personal information from time to time; this being in pursuance of the University's legitimate interests.
- 4.2** Any Personal Information obtained for purposes of this Policy will be processed in accordance with the requirements of the Protection of Personal Information Act, 4 of 2013.

5. Definitions

University is the University of the Witwatersrand.

Lower Quartile (25th Percentile): This is the lower quartile value of remuneration: 75% of the sample receives a higher value of remuneration and 25% receive a lower value.

Median (50th Percentile): This is the middle value of remuneration: 50% of the sample receives a higher value of remuneration and 50% receive a lower value.

Upper Quartile (75th Percentile): This is the upper quartile value of remuneration: 25% of the sample receives a higher value of remuneration and 75% receive a lower value.

Minimum Pay Level: This is the monetary value that has been determined to be the lowest salary that the organisation (internal structure) will bear for this position or level.

Maximum Pay Level: This is the monetary value that has been determined to be the highest salary that the organisation (internal structure) will bear for this position or level.

Range Spread: This is the width of a pay range from the minimum monetary value to maximum monetary value for each level in the organisation's internal structure.

REMCO: Remuneration Committee of Council

Reward: recognition, in the form of a monetary benefit offered to staff for their performance and contribution to the University

SET: Senior Executive Team comprising the Vice-Chancellor, Deputy Vice-Chancellors, Registrar and Deans

SMG: Senior Management Group is an informal management group which meets regularly to share information, consult and provide guidance and support to management. It comprises senior managers in grades 1-4 and other key portfolio holders by invitation

2. POLICY RECORD

POLICY RECORD		
TITLE:	Remuneration and Reward Policy	
POLICY NUMBER :		
COMPILED BY:	Human Resources Division	
EFFECTIVE DATE:		
POLICIES /GUIDELINES REPEALED/REVISED:	Payment of Acting and Responsibility Allowances Guidelines HRG 31: Award for recognized qualification	
DATES OF APPROVAL:	VCO/SET	22 February 2011
	HRC	10 May 2011
	SENATE	9 June 2011
	COUNCIL	10 June 2011
	REMCO	8 April 2011
DATES OF CONSULTATION:	JSWG	6 May 2011(Union Presentation to HRC on 10 May 2011)
	SMG	29 March 2011
	Faculty S&P	Various including by e-mail
REVIEW YEAR:	30 September 2022	
REVISION HISTORY:		
IMPLEMENTATION LEVEL:	All permanent staff and staff on fixed term contracts of 12months and longer	
RESPONSIBILITY	IMPLEMENTATION: Human Resources Division	
	MONITORING: HRC	
	REVIEW: HRC	
NOTES		