



## POLICY ON REMUNERATION AND BENEFITS

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<b>Division/Unit/Department</b>	Human Resources Division
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## 1. INTRODUCTION

This policy provides a framework for the management of remuneration and benefits that enables the University to attract and retain staff of high quality and high potential. The substantive aspects of the policy have been consulted and or negotiated with the recognised labour unions. The policy supports its mission to become an Employer of Choice by:

- (a) ensuring that all staff are remunerated fairly and treated consistently;
- (b) Incorporating the four pillars that underpin the strategic reward system: compensation, benefits, recognition and appreciation;
- (c) recognising the need for flexibility in remuneration and making provision for the attraction and retention of scarce skills; and
- (d) supporting the University values of Imagination, Conversation, Regeneration and Ethical Foundation.

## 2. OBJECTIVES

The objectives of this Policy are to:

- (a) provide a framework for market competitive remuneration;
- (b) achieve equity and fairness in remuneration and benefits;
- (c) enable the University to compete effectively in attracting and retaining talent; and
- (d) allow for the management of remuneration expenditure within a sustainability ratio.

## 3. EFFECTIVE DATE

- 3.1 This policy provides a framework for UJ to comply with statutory provisions and with its obligations contained in contracts of employment and in the UJ Conditions of Service.
- 3.2 The effective date of implementation of this policy is the first day of the month after the policy has been approved by Council and agreement has been reached with the unions.
- 3.3 No element of this policy applies retrospectively.

## 4. DEFINITION OF TERMS

- 4.1 **CPI** means the Consumer Price Index as defined by Statistics South Africa. The annual average CPI is taken into consideration at the time of substantive salary negotiations.
- 4.2 **Bargaining Forum** means the joint Labour and management bargaining forum.
- 4.3 **HE** means the Higher Education sector.
- 4.4 **HEI** means Higher Education Institutions.
- 4.5 **Median** means the middle value of the remuneration for a particular group, which means that when ranked from highest to lowest, 50% of the remuneration data fall above the median and 50% below the median. The median for an odd number of values is the middle value and the median for an even number of values is the

average of the two middle values.

- 4.6 **Midpoint** means the middle of a particular remuneration range. The midpoint is used to calculate the maximum spread above and below the midpoint. Midpoint and Median are not necessarily interchangeable terms.
- 4.7 **Percentile** means a measure of location for remuneration data placed in ascending order which provides information on value points along the data set. The 60<sup>th</sup> percentile, for example, is the point where 40% of the remaining values are higher.
- 4.8 **SAQA** means the South African Qualifications Authority.
- 4.9 **Sustainability ratio** means the total remuneration and benefits costs of permanent and fixed term appointed employees, as a percentage of recurring operating income as determined annually by Council. (For purposes of the Five-year Finance Plan of the University, the “sustainability ratio” is inclusive of temporary remuneration)
- 4.10 **TCTI** means the Total Cost to Institution of the full remuneration paid to a staff member, inclusive of all remunerative elements.
- 4.11 **TGP** means the Total Guaranteed Package, which comprises of basic salary, and various allowances and benefits with the exception of medical aid.
- 4.12 **UJ** means the University of Johannesburg.
- 4.13 **Variable allowance** means a non-pensionable allowance awarded over and above the Total Guaranteed or Total Cost to Institution remuneration package. Remuneration not included in the Total Guaranteed remuneration or Total cost to Institution package is not included in the determination of the Total Guaranteed Package.

## 5. SCOPE

- 5.1 This policy applies to all permanent and fixed-term contract staff on Peromnes levels 4 to 17 on the UJ establishment and to all permanent and fixed-term contract Professors, Associate Professors, Senior Lecturers and Lecturers, irrespective of their labour union affiliation
- 5.2 The remuneration of temporary employees is not regulated by this policy.

## 6. REMUNERATION PRINCIPLES

- 6.1 The policy supports the UJ vision of “An international university of choice, anchored in Africa, dynamically shaping the future”. The University is guided by the Vice-Chancellor’s vision of “Positioning UJ in the Fourth Industrial Revolution (4IR) in the context of the changing social, political and economic fortunes of Africa”, and the accompanying mission statement and values, and the Council-approved UJ Strategic Plan.
- 6.2 The policy provides for fair differentiation in the remuneration of individuals, based on acceptable determinants of remuneration.
- 6.3 Remuneration and benefit costs are always in line with institutional affordability, which means that total remuneration and benefits costs of permanent and fixed term contract staff, expressed as a percentage of Council controlled recurring operating income, should, in as far as is practically possible, be targeted at 62% or such other percentage as established by Council from time to time. This percentage is the sustainability ratio.

6.4 The annual increase ( if applicable) date of the University is the 1<sup>st</sup> of the month as agreed during the substantive salary negotiations but not earlier than January , based on financial affordability.

## **7. REMUNERATION PHILOSOPHY**

Effective 1 October 2014 all new employees are remunerated on a Total Cost to Institution (TCTI) basis. As and when possible, were the employee is not negatively affected, the remuneration of current employees are converted from Total Guaranteed Package (TGP) to Total Cost to Institution (TCTI) basis. Total remuneration comprises both TGP or TCTI as well as Variable Allowances as defined below. . It is the intention of the University to migrate towards a TCTI remuneration philosophy.

### **7.1 Total Cost to Institution Approach**

The University follows a TCTI approach in the determination and management of remuneration and benefits, for all new appointments, post 1 October 2014. As and when possible, the remuneration of current employees will be converted from TGP to TCTI.

The TCTI includes the following components, expressed as one combined amount:

- (a) Basic Salary Pensionable,
- (b) Bonus Pensionable (13<sup>th</sup> Cheque),
- (c) Basic Salary Non-Pensionable,
- (d) Pension/ Provident Fund Employer Contribution, and
- (e) Group Life Insurance (included in Provident Fund contribution).

The medical aid benefit (based on market value) is worked into the TCTI value.

On an annual basis employees have the flexibility to restructure their remuneration packages as follows:

- (a) Effective 1 January, employees can restructure their Pensionable Percentage between 60 percent and 80 percent of their TCTI; and
- (b) Effective 1 March, employees can request the change in payment of the Bonus Pensionable (13<sup>th</sup> cheques), from monthly (divided in 12) to one payment in December, and vice versa.

Statutory Amounts (Unemployment Insurance Fund levies, Skills levies and Workman's Compensation Act levies) do not constitute remuneration.

Staff appointed for 5/8<sup>th</sup> of a full working day are remunerated at 5/8<sup>th</sup> respectively of the salary elements.

### **7.2 Total Guaranteed Package Approach**

The TGP approach, is still followed for employees that have been appointed prior

to 1 October 2014, and whose remuneration packages have not already been converted to TCTI. .

The TGP includes the following components, expressed as one combined amount:

- (a) Basic Salary Pensionable,
- (b) Bonus Pensionable (13<sup>th</sup> Cheque),
- (c) Basic Salary Non-Pensionable,
- (d) Pension/ Provident Fund Employer Contribution,
- (e) Group Life Insurance (included in Provident Fund contribution), and
- (f) Medical Harmonisation allowances.

Statutory Amounts (Unemployment Insurance Fund levies, Skills levies, and Workman's Compensation Act levies) do not constitute remuneration.

Staff appointed for 5/8<sup>th</sup> of a full working day are remunerated at 5/8<sup>th</sup> respectively of the salary elements.

### 7.3 **Variable Remuneration**

The following remunerative elements are variable, conditional, not guaranteed, non-pensionable and not considered in the construction of the TCTI or TGP:

- (a) Medical benefit,
- (b) Professional allowance,
- (c) Attraction or retention allowance,
- (d) Monetary and non-monetary awards/rewards, and
- (e) All allowances which are purpose-specific and non-permanent (e.g., cell-phone allowances).

### 7.4 **Internal Equity**

Internal equity between staff exists if such staff are paid within the approved remuneration range for a particular grade level. In the professional and support sector this is determined by a job evaluation process to regulate the relative weight of jobs in relation to other professional and support grades. Therefore, where two (2) staff members occupy the same position with the same job grade, internal equity exists between them if both are remunerated (as measured by TGP or TCTI) at no less than the minimum and no more than the maximum of the scale for the position.

### 7.5 **Medical Aid Benefit**

#### 7.5.1 TCTI Appointments

It is compulsory for all employees appointed on a TCTI basis to have medical aid membership, as the medical aid benefit is already included in the TCTI value.

Employees have the following two (2) options:

- (a) The employee can join any of the approved medical aids, that UJ have on offer, in which case the full medical aid contribution will reflect as a deduction on the salary advice; or
- (b) The employee can be a member of an outside medical aid, in a private capacity, as main member or as a dependent. This employee must submit proof of medical aid membership. In the absence of proof, the employee will be requested to join one of the UJ approved medical aids

#### 7.5.2 TGP Appointments

Medical aid membership for employees appointed on a TGP basis is not compulsory, but the employees only receive the benefit if the employee belongs to a Medical Aid

The medical aid benefit criteria are as follows:

*An employee may join any one (1) of the list of approved registered medical aids in which case an employee must have the total membership contribution deducted and paid over by the University. Should an employee decide to exercise this option, and employee will receive a minimum medical aid benefit per month plus 50% of the total membership contribution in excess of the minimum benefit, subject to a maximum that will be paid by the University. Where the total membership contribution amounts to less than minimum benefit the difference will be paid as a non-pensionable allowance. Where an employee is already covered by their spouse/life partner's medical aid and upon providing (initial and thereafter annual) acceptable proof thereof, an employee will receive a monthly non-pensionable allowance applicable for current year.*

*An employee (or the spouse/life partner where applicable) must be a member of a medical aid to enjoy either one (1) of the benefits as set out above. No membership shall mean no medical aid assistance or benefits whatsoever.*

This benefit value increases annually with the minimum annual increase percentage.

#### 7.6 Academic Promotions

With an Academic promotion, the TGP/TCTI of an Instruction/Research Professional is increased to the median TGP/TCTI of the position that the Instruction/Research Professional is promoted to, as per MEC resolution on 24th April 2018.

In an effort to retain designated Instruction/Research Professionals, the MEC meeting of 05 July 2018 furthermore approved that:

- (a) When an Instruction/Research Professional who receives allowances, is promoted from Associate Professor to Professor, the UJ should consider the scarcity of the skill of the candidate being promoted, before withdrawing them.

Promotions are budgeted for at the Median TCTI value. As and when possible, with consent of the employee, the remuneration package of the employee will be converted from TGP to TCTI. This is in line with the migration to TCTI.

## 7.7 **Acting Allowances**

- 7.7.1 Provisions and conditions for acting appointments and allowance now covered under Policy for Process for making acting senior appointments.

## 7.8 **Industry Specific Markets**

The University deems the market within which it competes to be constituted by the Higher Education (HE) sector in South Africa. For purposes of comparisons to market, an average of the Gauteng and National REMchannel® remuneration survey results for the HE sector is utilised for as long as the REMchannel® survey is deemed to be sufficiently representative of the HE sector in South Africa and of state funded, SAQA accredited HE institutions - whose actual remuneration information and structures are reasonably and practically accessible.

UJ utilises the 65<sup>th</sup> percentile of the defined Higher Education market for the development of its salary matrix for all permanent and fixed term staff for purposes of comparison to the market.

## 7.9 **Scarcity Allowances**

Periodically the Human Resources Division revises the list of recognised scarce skills disciplines based on:

- (a) submissions from the Executive Deans and Executive Directors,
- (b) data collected from external surveys, including the Departments of Labour and Home Affairs scarce skills report, and
- (c) comparative rates of pay between the University and the relevant market.

Subject to the availability of financial resources, staff in recognised scarce skill disciplines can apply and once approved, receive a non-pensionable allowance equivalent to 10% of their TGP or TCTI.

A scarcity allowance can also be paid to attract an employee with a scarce skill.

A scarcity allowance is not part of the individual's TGP or TCTI. There is therefore no expectation of continuity of a scarcity allowance, and it may be withdrawn at any stage by Council, if an occupation no longer qualifies as a scarce skill or if the employee is appointed in a higher position

## **8. BENCHMARKING AND THE DEVELOPMENT OF THE SALARY MATRIX (REMUNERATION LEVELS)**

- 8.1 The salary matrix is developed annually after conclusion of salary negotiations agreement for implementation in the ensuing year.
- 8.2 The annual benchmarking exercise referred to in 7.8 above is solely intended to serve as an input into the annual substantive negotiations and into the development



of remuneration matrices for the University.

- 8.3 Each Peromnes grade and academic title has a range from the entry of the band to the maximum of the band.
- 8.4 Pay scale ranges are 20% from minimum to maximum or unless if guided by external market data.
- 8.5 The salary matrix is updated and effective on 1 month of implementation as per salary negotiations agreement of each year, based on both the Total Guaranteed Package (TGP) and Total Cost to Institution (TCTI) approaches. The REMchannel® survey is used to propose to the Remuneration Committee of Council salary adjustment information and to develop the salary matrix. This survey serves as an input into the decision-making process only and will not equate to a mechanistic forced adjustment of the institution's remuneration ranges to the market. Based on affordability and sustainability there might be instances where the matrix will not be adjusted annually. However, in an effort to align to market, the matrix can also be adjusted during the year.

## 9. ANNUAL REMUNERATION ADJUSTMENTS

- 9.1 All annual increases shall be subject to negotiations at the BF. These increases shall be based on year-on-year CPI, movements in the HEI's, general market conditions and affordability.
- 9.2 Annual substantive negotiations with the recognised labour unions may result in adjustments that will be effective from the 1st of the month as per agreement of substantive negotiations of each year.
- 9.3 Annual general increases may be differentiated by Peromnes grade and academic position if dictated by a need to make market adjustments in respect of a particular job grade/s or position and will be dependent on the negotiations at BF and final approval by Council.
- 9.4 The results of the substantive negotiations provide the actual increase of payroll costs at each level within the organisation.

## 10. OFFERS OF EMPLOYMENT

- 10.1 Offers of employment to prospective new employees commence, at the entry level 92.5th – percentile of a particular grade/academic level, except if there is bonafide proof that the employee is already earning more. motivations for salary offers above the entry level, should be submitted for consideration.
- 10.2 Where the successful candidate already earns above that level, offers may be proposed on the level above the entry level (92.5%) of the band. It is the responsibility of the Executive Dean or Executive Director/Senior Director/Dean to make proposals to the Executive Director: Human Resources, Chief Operating Officer and Chief Financial Officer for consideration in this regard. Whilst due consideration shall be given to the current and expected earnings of prospective new staff, parity with the remuneration of existing staff in the same grade should be sought for.
- 10.3 The only exceptions are the following:
  - (a) **Assistant Lecturers** are appointed on a TCTI of R250 000 per annum without an annual increase, and

- (b) **Chartered Accountants** appointed as **Senior Lectures** as follows:
  - (i) Designated Chartered Accountants, who are South African Citizens, appointed as Senior Lecturers are appointed at the entry level (92.5%) of the Professor Peromnes level
  - (ii) Non-Designated Chartered Accountants, who are South African Citizens, appointed as Senior Lecturers are appointed at the maximum (110%) of the Senior Lecturer Peromnes level.

10.4 Offers of employment in respect of existing UJ employees are made in the following manner:

- (a) In the case of lateral movement, no salary adjustment is made. In the case of a move from a support to an academic position (or vice versa), the relevant salary matrix for the appointment category and salary grade shall apply.
- (b) In the case of vertical progression of support and academic positions, the offer will be made at the entry level (92.5%) of the new Peromnes level. No employee will be appointed below the entry level of the Peromnes level, except if it is a Post-retirement appointment.
- (c) In the case where a Post-retirement appointment has been approved by the Vice Chancellor and Principal, the employee will be offered a Post-retirement Fixed-term Contract, without benefits. This appointment will be on a TCTI basis. The TCTI value will be determined by the total value of the employees Basic Salary Pensionable, Bonus Pensionable (13<sup>th</sup> cheque) and Basic Salary Non-Pensionable, prior to retirement.
- (d) Members of the Executive Leadership Group and Senior Directors/Dean are expected to be involved in the remuneration offers made to new staff, provided that such inputs take place within an approved framework as approved by the Remuneration Committee of Council that clearly specifies the variables to be taken into account in making such remuneration offers.

## **11. PERFORMANCE-BASED REWARD**

Staff already receive a salary commensurate with expected standards of performance. Additional discretionary remunerative rewards may be offered to individuals or teams in return for specific performance. The following remunerative principles apply in respect of performance-based rewards:

- (a) All permanent and fixed-term contract staff must have signed a performance contract with the relevant line manager in January/February of each year, or, in the case of a new staff member, before the end of her/his first month of employment, as determined by the Performance Management and Development Policy.
- (b) Performance rewards paid are in accordance with the principles of the Performance Management and Development Policy and prescribed process, with due consideration being taken of the fiscal position of UJ.

## **12. ATTRACTION AND RETENTION ALLOWANCES**

The skills shortage in South Africa, especially in academia, has had a dramatic impact on remuneration levels. UJ strives to position its remuneration ranges and actual pay levels in a manner that seeks to counter such market pressures. There

are however examples of highly skilled and talented individuals who would fit well into the organisation but who, for a variety of reasons, are earning in advance of what the university would pay for a particular job. There are furthermore some individuals who, based on their skills and competencies, their individual experience and market exposure, are able to command salaries that are well above what the University may pay for other employees in the same job. Moving their TGP or TCTI would distort internal equity.

In exceptional cases the Vice-Chancellor & Principal considers requests from the relevant MEC member (supported by the Executive Dean/Executive Director/Senior Director) to make remuneration adjustments or increased offers of employment to retain key employees or attract exceptional candidates. In such instances retention or attraction offers are derived from a percentage of the TGP or TCTI offered to a particular individual, to a maximum of approved amount. . An attraction or retention allowance over R150 000 per annum can also be used to top up the TGP of TCTI remuneration of Distinguished Professors. An attraction or retention allowance is offered only if the TGP or TCTI is already at the maximum of the relevant remuneration range. The Vice-Chancellor & Principal approves an attraction or retention allowance. The cumulative total of all retention and attraction offers made within a single year cannot exceed one million rand.

The attraction or retention allowance can stop when the employee package is reviewed, when moving to a higher position, if it can be absorbed in the new TGP or TCTI value.

### 13. EMPLOYEE BENEFITS

It is important that staff understand the monetary and non-monetary components of remuneration packages so that they can evaluate the offer of UJ in totality in terms of the employee value proposition (EVP).

NB: Finer details of certain benefits within the table below are contained in their respective policies.

Compensation	Benefits	Work life	Performance & Recognition	Development & Career Opportunities
Remuneration	Legally Required/Contractual Obligations	Workplace Flexibility/ Alternative Work Arrangements	Performance	Learning Opportunities
Total Guaranteed Package/ Total Cost to Institution	Unemployment Insurance (UIF)	As per the Conditions of Service	Performance Reviews	Subsidised Curricular Course studies at UJ for curricular courses. MBA's are capped at R100 000 for full course.
	Workman Compensation	Part-time Employment	Performance Target Settings	New Technologies Training
Premium Pay	Skills Levy	Alternative work sites		On the Job Learning

Compensation	Benefits	Work life	Performance & Recognition	Development & Career Opportunities
Shift Allowance			<b>Recognition</b>	Attendance at Seminars and Conferences
Standby Allowance	<b>Health &amp; Welfare</b>	<b>Paid and Unpaid Time Off</b>	Service Awards	
Overtime Pay	Medical Aid Plan	Maternity Leave	Appreciative Luncheons	<b>Coaching/Mentoring</b>
	Group life Insurance	Paternity Leave	Excellence Awards	Leadership Training
<b>Variable Pay</b>				Formal or informal mentorship programs
Retention Allowance	<b>Retirement</b>			
Attraction Allowance	Defined Pension Contribution Plan	<b>Health and Wellness</b>		<b>Advancement Opportunities</b>
Scarcity Allowance	Defined Pension Benefit Plan	Employee Assistance Program		Job Promotions
Academic Research Incentives (details under Policy for Incentive scheme for research outputs and NRF rating)		Disability Programmes		
	<b>Pay for time not worked</b>			Succession Planning
	Vacation Leave			
	Compassionate leave			
	Sick Leave			
	Study/ Examination Leave			
	<b>Private Work</b>			
	Academic employees are allowed to utilise 20% of their working hours to perform private remunerative work			

## 14. GOVERNANCE AND MANAGEMENT ROLES AND ACCOUNTABILITIES

- 14.1 Council is responsible for this Remuneration Policy based on the needs of the University and on best practice, through, the Human Resources and Social Ethics Committee of Council (HRSEC) and the Management Executive Committee (MEC) of the University.
- 14.2 The Chief Operating Officer in conjunction with the Chief Financial Officer is responsible for the implementation of this policy in terms of the necessary processes, systems, and procedures.
- 14.3 The Executive Director: Human Resources is responsible for:
- (a) the design and maintenance of the remuneration structure, based on the remuneration policy, the necessary market survey information, and the

- provision of management information on remuneration trends and levels;
  - (b) providing information and advice to the Remuneration Committee in accordance with its terms of reference; and
  - (c) Adherence to the Remuneration Policy by ensuring that no actions performed by the HR Division contravene the policy; and
  - (d) Ongoing monitoring and frequent reporting to the Management Executive Committee (MEC), the Human Resources and Social Ethics Committee of Council (HRSEC) and to Council on the sustainability ratio of the University.
- 14.4 The Executive Director: Finance Expenditure is responsible for:
- (a) Adherence to the Remuneration Policy by ensuring that no actions performed by the Payroll Office contravene the policy.

Approved by the UJ Council on 21 September 2010  
Approved by the UJ Council on *[to be advised]*