**University policy/practice on salary adjustments to academics’ individual remuneration?**

As at 1 March 2013, there is no remuneration policy for the institution. As previously noted in the Staffing Committee, this is currently under discussion with both unions. A draft policy was tabled with both unions in June 2012 but there has been limited discussion since then due to salary negotiations taking place.

There are however a range of remuneration practices and protocols that govern remuneration decisions at Rhodes University.

As regards academic remuneration:

1. In 2008, there was a substantive market adjustment for academics to bring academics to the 50th percentile (i.e. paying in the middle of the HE remuneration market, it does not mean paying 50% of other employers);

2. Being at the 50th percentile means anything from 95% to 105% of this 50th percentile value;

3. Those already above 105% received no market adjustment;

4. When this adjustment was done, a decision was taken to differentiate between staff based on the years of service at Rhodes at a particular academic level. This was done as follows:

* 0 to 5 years: 97.5%
* 6 to 10 years: 100%
* 11+ years: 105%

This decision was not without criticism from some quarters;

5. At the time, there was no commitment to moving staff after x number of years. There has been no movement of staff since then on the basis of years of service e.g. if Ms X had 5 years’ service at the time of the market adjustment in 2008, in year 6/2009, she did not move to the 100% compa ratio;

6. The only movement of staff remuneration, once employed, at this point in time takes place as follows:

* As a result of personal promotion, the person is moved to the new remuneration level associated with that promotion (standard practice associated with promotion)
* As a result of a merit increment (decision taken by VC, DVC: Research and Development and Director: HR on recommendation of Merit Award Committee that an award is made)
* As a result of a better salary offer from Rhodes University (decision taken by VC, after consultation with Dean and Director: HR). Such an offer is made with the intention of retaining the individual.

7. Going forward, the remuneration policy needs to decide on how Rhodes University wishes to differentiate between staff. Different models include:

* Differentiation on the basis of contribution i.e. Ms X is a better contributor than Ms Y and therefore earns more than Ms Y
* Differentiation on the basis of service i.e. Ms X has been at Rhodes for longer than Ms Y and therefore Ms X earns more
* Differentiation on the basis of experience i.e. Ms X has had more years of experience at the particular post level (not necessarily at Rhodes) and therefore earns more
* Differentiation on the basis of contribution and service or experience
* Differentiation on the basis of qualifications etc

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