



UMEÅ UNIVERSITY

# SALARY POLICY

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<sup>1</sup> This document has been translated from Swedish into English. If the English version differs from the original, the Swedish version takes precedence.



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# 1. Description

This document provides information about the University's salary policy and criteria.

# 2. Background

The salary policy describes the policy behind salaries at Umeå University, the salary policy goals and what salary setting is based on. The document includes the University's salary criteria which are a key part of the University's governance.

Gender equality and work environment perspectives have been integrated into this policy. Due to the content and nature of this document, the international, collaboration, sustainability, student and accessibility perspectives have not been integrated.

# 3. Salary policy foundations

Umeå University has a universal salary policy for all of its employees. The salary policy is part of the University's employer policy that intends to help the University reach its organisational goals. Salaries are just one of several means of stimulating positive work contributions and promoting improvements in the efficiency, productivity and quality of the organisation. The University uses individual salary setting, which is an important instrument for employers to stimulate positive results, motivation and development at work.

Managers and employees must be familiar with the University's salary policy. Salary setting must take place objectively and be based on the complexity, requirements and responsibilities of the duties, and the results in relation to the organisational goals. Results are to be assessed using the established salary criteria.

Managers with salary-setting authority are responsible for determining salaries. Such managers must have good knowledge of the University's salary policy, and must ensure that employees receive information about what the University evaluates and assesses when setting salaries. Each manager with salary-setting authority must ensure that salary determination follows the salary policy.

Internal competition motivated by salary is not permitted.

Each employee must know on what grounds their salary has been set and what they can do to influence their salary. It is therefore essential that managers and employees discuss goals, expectations, requirements and results achieved. These discussions are an important instrument in achieving the organisational goals.

Local salary determination at Umeå University must be based on central and local salary agreements.

One basic requirement is that salary differences must not be due to gender or be the result of any other form of discrimination. Salaries are charted with the aim of detecting, rectifying and preventing non-objective salary differences between women and men.

# 4. Salary policy goals

The salary policy goals at Umeå University aim for salary determination and salary setting to



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- be a part of organisational governance and be viewed as a way of achieving set goals and running an efficient organisation;
- contribute to ensuring talent acquisition;
- contribute to motivating, developing and retaining employees;
- be individual and differentiated;
- stimulate motivation, responsibility, positive results of significance to the organisation, and career development;
- be perceived as fair in relation to results;
- promote a healthy work environment;
- promote gender equality, diversity, and equal opportunities.

### 5. Factors affecting salaries

Objective factors that affect salaries and form the basis of individual and differentiated salary setting include:

- the complexity, requirements and responsibilities of the duties;
- the employee's results based on the organisational goals;
- other strategic considerations, including competition from the labour market.

#### The labour market

The University must offer competitive employment conditions. Salaries are an important component for enabling the University to attract, recruit and retain employees and professions in areas with high competition. The following factors must be considered when analysing the labour market, or in situations where there is a risk that vital skills will leave the University:

- The sector of the labour market that the University needs to consider. Other employment conditions must also be considered if comparisons are being made.
- Determine if there is a risk of "brain drain" and if there are existing offers of employment.
- Determine the recruitment situation and the possibility of recruiting the necessary skills.

### 6. Salary-setting opportunities

When determining a new employee's salary, the decision must be made on objective grounds and be based on the University's salary structure, the complexity of the duties, requirements and responsibilities, the new employee's experience, and competition from the labour market.

Salary setting after salary review must follow local collective agreements on salaries. The central government framework agreements (RALS and RALS-T<sup>2</sup>) form the basis of the University's local collective agreements on salaries. The University's salary criteria are used when assessing an individual employee's results.

#### Salary setting in conjunction with changed work duties

Each employee is expected to develop professionally and, if necessary, take on new duties. Such development must generally be incorporated in and considered during the assessment that takes place during salary review. This means that an employee's duties may vary over time, which is a natural consequence of changes in the organisation and individual professional development. Hence, the

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<sup>2</sup> RALS and RALS-T are the central government salary framework agreements and have been signed by the Swedish Agency for Government Employers, OFR/S, Seko and Saco-S.



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duties conducted by the employee must fall within the scope of their employment, and managers must allocate work accordingly.

The employer may decide on a higher salary if there are other objective grounds. Such a salary adjustment must always be approved by the Human Resources Office beforehand.

## 7. Salary supplements

Umeå University has a restrictive policy regarding salary supplements. Salaries are to relate to all duties included in the position. Salary supplements may *only* be issued for temporary duties under certain conditions, for example fixed-term managerial duties or fixed-term duties that are *significantly* more complex or require a greater degree of responsibility.

Salary supplements are to be determined in line with the applicable delegation of authority.

## 8. Salary discussions

Individual salary setting requires regular discussions between the manager and the employee. Umeå University applies either local negotiations or salary-setting discussions. The type of discussion offered depends on which form of salary-setting model applies to the employee. The annual cycle for salary determination includes the following discussions:

- Development discussion
- Salary discussion
- Salary-setting discussion or follow-up salary discussion

None of the discussions should be seen as a salary negotiation.

### Employees who fall under the local negotiation salary-setting model

*The salary discussion* prior to the salary review is an appraisal during which the results linked to goals and salary criteria are addressed.

*The follow-up salary discussion* is a meeting following the local salary negotiations, during which the manager provides feedback and states the reasons determining the new salary. The employee will also learn what they can do to influence their salary progression.

### Employees who fall under the salary-setting model using salary-setting discussions<sup>3</sup>

*The salary discussion* prior to the salary review is an appraisal addressing the results based on goals and the salary criteria.

*The salary-setting discussion* is a meeting during which the manager provides feedback and states the reasons determining the new salary. The employee will also learn what they can do to influence their salary progression.

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<sup>3</sup> See appendices in the local agreement on negotiation order as per RALS 2010–T between Umeå University and Saco-S.



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# 9. Salary criteria

Umeå University's salary criteria are based on the organisational goals and are to be used to assess an employee's results in connection with salary review.<sup>4</sup>

To be able to follow up on an employee's results, the employee needs to be aware of what is expected from them. This information is provided to the employee during the annual development discussion, as well as during regular communication between managers and their employees.

To be eligible for a salary increase in conjunction with a salary review, an employee must have focused on their work duties and fulfilled the obligations that come with their employment contract.

The salary criteria must be applied at all workplaces at Umeå University when salary reviews are carried out. The salary criteria are not ranked. However, it is possible for a workplace to assign greater or lesser importance to a specific salary criterion for a set period if necessary. Local adaptations can also be made for a specific workplace if necessary.

## 9.1. Salary criteria

Umeå University has four salary criteria. Each salary criterion below is accompanied by a clarification that aims to assist the manager with salary-setting authority to reach consensus on the interpretation of the criteria.

### Contributes to achieving goals

*The employee works, based on the prevailing situation, in such a way that the goals of the University and the workplace are achieved, or helps to create the conditions required for colleagues to work to achieve the goals. In addition, the employee works to achieve individual goals set in dialogue with the manager.*

### Actively contributes to organisational development

*The employee continually works to improve, with the needs of the organisation in focus. The employee enriches the organisation through their problem solving and suggestions for improvements and contributes to creating a learning organisation. The employee contributes to continually adapting the processes to new requirements.*

### Applies their skills in their work

*The employee uses their knowledge and skills to generate results.*

### Demonstrates good employeeship

*The employee contributes to a healthy work environment and a collaborative climate that creates the conditions required to achieve the organisational goals. In addition to good employeeship, managers are also expected to demonstrate good leadership skills.*

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<sup>4</sup> In this document, the term 'employees' is used to refer to staff covered by individual salary setting. It does not refer to those who are covered by teaching assistant or doctoral student agreements.



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### 9.2 Assessment levels

Employee performance is assessed using three levels:

#### Needs further development

*The employee has not achieved the set goals and/or the expected results.*

#### Satisfactory

*The employee has achieved the set goals and has lived up to expectations. The employee has achieved expected results and may have also occasionally performed above expectations.*

#### Exceptional

*The employee has performed well above expectations and has exceeded expected results.*

Good results in several salary criteria should be significant when new salary proposals are presented. As a guide, if an employee's results are exceptional in one salary criterion, this cannot always offset significant shortcomings in another.

### 9.3 Local adaptations – clarification of salary criteria

The salary criteria for a workplace can be adapted if one goal requires special emphasis. These adaptations are made based on the goals and needs the workplace faces. They can apply to all employees in the workplace, or a specific group of staff.